WORLD BANK GROUP PARTNERSHIP FUND
FOR THE SUSTAINABLE DEVELOPMENT GOALS
ANNUAL REPORT 2021

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MESSAGE FROM THE CHAIR

As the world continues to grapple with the global pandemic, we know the road from crisis to resilience remains long and uncertain. For the most vulnerable populations in developing countries, that uncertainty is particularly acute.

In countries and communities where the SDGs make the most difference, the pandemic has impacted all dimensions of sustainable development and reversed years of momentum, marking the first-ever global increase in poverty and decline in SDG progress.

Beyond halting the pandemic, urgent action is needed to accelerate development agendas and restore global poverty reduction efforts. We know sustainable solutions rely on long-term development – meaning a focus on inclusive growth, human capital, tackling climate change, strengthening fragile institutions, and promoting peace.

This green, resilient, inclusive development approach has always been at the heart of the SDGs. It emphasizes the interconnections between people, the planet, and the economy while tackling sustainability and inclusiveness systematically.

Now more than ever, the SDG Fund has an essential role in helping facilitate a truly resilient recovery.

This report outlines the far-reaching impact of the SDG Fund and the broad scope of development projects we support. With a focus on smarter data, innovative technologies, and more efficient knowledge sharing, these investments are delivering progress today and promise for tomorrow.

Still, many challenges remain. In the months and years ahead, we will need to redouble our commitment to high-value, low-cost, innovative approaches that fill gaps, address bottlenecks, and can be scaled up and replicated. This is where the Fund can play a consequential role.

Through an unprecedented crisis, we now have a unique opportunity to reimagine growth pathways and boost broad-based development. By focusing our efforts along transformative development pathways, we can set out on a trajectory towards a world that is greener, more inclusive, and more resilient than ever before.

Sheila Redzepi
Vice President,
World Bank Group External and Corporate Relations
ACKNOWLEDGEMENTS

Partnerships are central to the Sustainable Development Goals and to creating and preserving a more equitable world. The Fund would like to thank our partners, clients, and colleagues for sharing their talent, time, and resources to help support our programs. Together we will continue to deliver on both the premise and promise of the World Bank Group twin goals to end extreme poverty and boost shared prosperity, and the global goals to seek a fairer, more sustainable world for all.

We would especially like to thank our donor partners for their shared vision and continued commitment to our work: The Swedish International Development Cooperation Agency, The Republic of Korea Ministry of Economy and Finance, and Hyundai Steel.
**AT A GLANCE**

**TOTAL FUNDING**

US$ 12 MILLION

35 PROJECTS

**OPERATIONAL IN**

52 COUNTRIES

32 IDA RECIPIENT COUNTRIES

11 FRAGILE & CONFLICT-AFFECTED STATES

5 SMALL ISLAND DEVELOPING STATES

**GEOGRAPHIC BREAKDOWN BY REGION**

- **33%** EAST ASIA & PACIFIC
- **15%** SUB-SAHARAN AFRICA
- **15%** LATIN AMERICA & CARIBBEAN
- **13%** EUROPE & CENTRAL ASIA
- **13%** MIDDLE EAST & NORTH AFRICA
- **10%** SOUTH ASIA

**BREAKDOWN BY PARTNER TYPE**

- **268 PARTNERS**
  - **PRIVATE SECTOR** 24%
  - **UN AGENCIES** 21%
  - **CSOs** 22%
  - **GOVERNMENT** 16%
  - **ACADEMIC** 8%
  - **MDBs** 4%
  - **PHILANTHROPIC** 3%
  - **IGO s** 1%

**BREAKDOWN BY SDG**

- **NO POVERTY** 7%
- **ZERO HUNGER** 4%
- **QUALITY EDUCATION** 4%
- **GOOD HEALTH & WELL-BEING** 3%
- **LIFE ON LAND** 3%
- **PEACE & JUSTICE STRONG INSTITUTIONS** 6%
- **PARTNERSHIPS FOR THE GOALS** 12%
- **AFFORDABLE & CLEAN ENERGY** 5%
- **LIFE BELOW WATER** 3%
- **CLIMATE ACTION** 4%
- **REDUCED INEQUALITY** 7%
- **RESPONSIBLE CONSUMPTION & PRODUCTION** 5%
- **SUSTAINABLE CITIES & COMMUNITIES** 5%
- **INDUSTRY INNOVATION & INFRASTRUCTURE** 5%
- **RESPONSIBLE CONSUMPTION & PRODUCTION** 5%
- **PEACE & JUSTICE STRONG INSTITUTIONS** 6%
OBJECTIVES

Build Capacity and Awareness for Implementing the SDGs
Develop Analytical Tools to Solve Global Challenges
Promote Multi-stakeholder Partnerships

ABOUT THE FUND

The WBG Partnership Fund for the Sustainable Development Goals is dedicated to strengthening global partnerships and cooperation towards the achievement of the 2030 Agenda. Through seed funding to strategic projects, pilot programs, and rapid response activities, the Fund advances global progress on the SDGs while addressing the key development challenges of client countries.

The Fund leverages multi-stakeholder cooperation with more than 250 partners ranging from UN agencies, private actors, academic institutions, and civil society to strengthen the means of implementation and revitalize global partnerships for sustainable development.
WHERE WE WORK

The SDG Partnership Fund connects global financial resources, knowledge, and innovative solutions to over 50 developing countries.
PROGRAM HIGHLIGHTS 2020–2021
COVID-19 RESPONSE AND RECOVERY – WOMEN ENTREPRENEURS DRIVING CHANGE IN THE HEALTH SECTOR IN NIGERIA, PAKISTAN, AND ZAMBIA

At the forefront of the COVID-19 response are three of the 2020 SDGs and Her winners. What do these incredible women have in common? They all want to ensure access to quality healthcare services to everyone in their countries, especially the most vulnerable, as a fundamental human right.

“Initiatives like SDGs and Her reminds us of the incredible efforts of women entrepreneurs around the world who are promoting social good and development every day, taking immense strides to help achieve local, national, and global sustainable development goals.”

Mari Pangestu, World Bank Managing Director for Development Policy and Partnerships

Bringing Digital Technology Home to Fight the Pandemic in Nigeria

When the COVID-19 pandemic hit, Nigerian entrepreneur Funmi Adewara already had her finger on the pulse. As a doctor in the diaspora, the SDGs and Her competition winner for West and Central Africa’s MobiHealth International is a one-stop gateway connecting doctors with patients. From COVID-19 testing and screening to real-time digital consultations, her platform brings world-class medical care to anyone, anywhere.

Tackling Mental Health Taboos in Zambia Amid the Pandemic

In Zambia, SDGs and Her competition winner for the East and Southern Africa region, Kayumba Chiwele, is championing mental healthcare support during the COVID-19 pandemic. Her organization PsycHealth Zambia launched the country’s first tele-psychological mental health service providing free 24-hour support to help deal with rising levels of anxiety, stress, and the risk of violence, especially against women and girls.

A Medical Hotline for Pandemic-Stricken Patients in Pakistan

At the forefront of Pakistan’s COVID-19 response, SDGs and Her competition winner for the South Asia region, Doctory co-founder Maliha Khalid connects patients with the right doctor at the touch of a button. Instead of making long trips from remote areas, patients can use the free line to connect directly with a doctor, cutting out lengthy referral processes and saving time and money.
The 2020 World Bank Impact Report provides useful insights to understand how investments in World Bank bonds contribute to sustainable development and how we work with member countries to help them achieve their development goals. This holistic reporting approach caters to investors looking for sustainability information about their investments, including those who are integrating Environmental, Social, and Governance (ESG) criteria in investment decisions and looking for opportunities to make a positive impact with their investments.

**Issuance Highlights**

- In FY20, the World Bank issued US$75 billion in bonds in 27 different currencies and 349 transactions to support the financing of sustainable development projects and programs.
- Themes highlighted through engagement with investors in FY20 included COVID-19, clean water and the blue economy, food loss and waste, and climate action.
- For the first time, the report covers both Sustainable Development Bonds and Green Bonds.
- Projects are mapped to the Sustainable Development Goals using a methodology developed in collaboration with the Stockholm Environment Institute.
- One hundred new projects were added to the FY20 Sustainable Development Bond Program that included a total of 599 active projects.
- Five new projects were added to the Green Bond Program that includes a total of 111 projects.
- Detailed tables provide project-by-project information on the allocation of bond proceeds and impact.
SURVEYING THE ALTERNATIVE DATA LANDSCAPE IN SOUTH AFRICA

A significant portion of South Africa’s business owners operate in the informal sector, and much of their economic and financial activity is not recorded. The absence of adequate credit history impedes the ability of individuals and micro, small and medium-sized enterprises (MSMEs) to access credit from formal credit providers.

The objective of the Alternative Data Landscape study, jointly published by IFC and the National Credit Regulator of South Africa, is to identify potential data points, data sources, regulatory and legal challenges, and concerns in sharing and using alternative data to perform creditworthiness assessments.

The study provides recommendations on integrating alternative data in the Credit Information Reporting system in South Africa and is informed by in-depth interviews of 58 MSMEs operating in Cape Town and Johannesburg. The study also identifies several useful alternative data points that can be used for creditworthiness assessment of thin or no file customers.

The recommendations proffered in this report will stimulate policy discussions on how policymakers can catalyze the responsible usage of alternative data to promote access to credit for MSME Finance, particularly at a time when the economy is emerging from the devastating impacts of COVID-19.
WE RISE: INSIGHTS AND LESSONS LEARNED FROM WOMEN BUSINESS LEADERS ON MANAGING THROUGH CRISIS, RESILIENCE, AND RECOVERY

For the private sector, the challenges of COVID-19 require flexibility and innovation. A recently launched publication from IFC features a series of case studies with practical guidance from successful women business leaders on how companies can build resilience.

The report is based on survey data, first-hand experience, and lessons learned as these women working in emerging markets or fragile contexts steered their organizations through the COVID-19 crisis. Video interviews capture the voices of 8 women business leaders from 8 countries and eight industries.

The We Rise video series will serve as a valuable complement to existing Women on Boards and in Business Leadership (WBBL) training materials. The program’s training continues to deliver strong results, with workshops delivered in 15 countries reaching more than 350 participants.
EXAMINING THE LONG SHADOW OF INFORMALITY: CHALLENGES AND POLICIES

Widespread informality in emerging markets and developing economies threatens to hold back their recovery from COVID-19-induced recessions.

A new study, *The Long Shadow of Informality: Challenges and Policies*, is the first comprehensive World Bank analysis of informality in emerging market and developing economies (EMDEs).

This book offers a detailed road map for policymakers in developing countries to address informality, providing broad-based recommendations to support long-term green, resilient and inclusive development.

“Informal workers are predominantly women and young people who lack skills. Amid the COVID-19 crisis, they are often left behind, with little recourse to social safety nets when they lose their jobs or suffer severe income losses. This analysis will help to fill knowledge gaps in an understudied area and get policymakers back on track to tackle informality, which will be critical going forward as we work to achieve green, resilient and inclusive development.”

Mari Pangestu, World Bank Managing Director for Development Policy and Partnerships
ILLUSTRATING SDG DATA TRENDS WITH AN INTERACTIVE ATLAS

The SDG Atlas communicates complex information about sustainable development in an accessible and inclusive manner. Through engaging visualizations and interactive storytelling, it draws inspiration from the latest data journalism, as seen in the New York Times and the Wall Street Journal.

The 2020 edition of the SDG Atlas covers all 17 goals and examines some of the most acute setbacks from the pandemic. Through these stories, it underscores the need for better data to inform COVID-19 response and recovery efforts.

Timely, disaggregated data is not only critical to understanding, managing, and mitigating the human, social and economic effects of the pandemic – it is essential for the informed decision making and accelerated action needed to put countries back on track to achieve the SDGs.

The launch of the Atlas convened partners including Sida, the United Nations Statistics Division, and the Gates Foundation to discuss how we can improve data literacy and call attention to the urgent need to address data gaps – especially in the developing world – as we work to get the SDGs back on track as part of a resilient recovery.
FY21 PROGRAM ACTIVITIES

I. KNOWLEDGE SHARING & CAPACITY BUILDING

Enabling Access to Credit for Marginalized Groups through Alternative Data for Credit Reporting

LED BY: IFC Global Financial Inclusion, Access & Infrastructure Group
PARTNERS: CBP, Credit Bureau Association; Capitec/Mercantile Bank; FinFind; Kingstone; KIU & Qualica; Lulaland; Experian/Compuscan; National Credit Regulator; Standard Bank; TransUnion XDS; SACCRA

This activity aims to promote access to credit for MSMEs and marginalized communities by using alternative data for creditworthiness assessment by deploying digital platforms and applying new technologies to develop scoring models that lenders can use to assess the risk profile of MSMEs. A country pilot in South Africa supports the collection and processing of all reliable alternative data, including online banking transactions, digital and utility payments, and trade credit. The pilot will also examine the predictive power of alternative data sources.

The COVID-19 pandemic has elevated the importance of alternative data in promoting the creditworthiness of MSMEs during the recovery stage. As a result, the team engaged with pilot leaders to identify ways alternative data and new models can contribute to policy formulation and credit-granting during the recovery phases. This includes the triaging of fiscal support and the resolution of non-performing loans. Key achievements include the launch of the Alternative Data Landscaping Study and pilots led by Finfind and Transunion, which are ongoing.

Gender-inclusive Entrepreneurship & Resilient Recovery from COVID-19 in the Clean Cooking Sector in Lao PDR

LED BY: WB East Asia & Pacific, Energy & Infrastructure Global Practice
PARTNERS: Lao Business Women's Association (LWBA); Lao National Chamber of Commerce and Industry (LNCCI); Lao PDR Ministry of Energy and Mines (MEM); Poverty Reduction Fund III (PRF); World Food Programme (WFP); Young Entrepreneurs Association of Laos (YEAL)

By offering educational and employment opportunities for women and building capacity through a skills development program, this project will support a sustainable, gender-inclusive, green, and resilient recovery from COVID-19 in Lao PDR by helping female entrepreneurs enter the clean cookstove and pellet value chains.

This activity will also create a case study related to successful business models led by women entrepreneurs, developed as a result of the program, and lessons learned. By leveraging partnerships, this activity aims to enhance cross-cutting collaboration in terms of environmental sustainability and reduction of waste, digitalization, and innovations in retail and in terms of health and COVID-19 related considerations.

Gendered Impact of COVID-19 in Liberia

LED BY: WB West & Central Africa Social Development Global Practice & Gender Group
PARTNERS: UNFPA, UNICEF, UN Women

This project examines the negative impacts of COVID-19 that disproportionately affect women’s economic empowerment in Liberia, including the lack of social protection for informal businesses; increased childcare burden due to school closures; increased gender-based violence as a result of quarantine measures; overrepresentation of women in sectors hardest hit by pandemic mitigation measures; and reallocation of scarce government resources from programs aimed at combating inequality to health responses.

In partnership with UNFPA, UN Women, and UNICEF, this activity will provide an in-depth analysis of the impact of COVID-19 and will provide measures to combat the pandemic on women’s economic empowerment as well as operational recommendations for specific activities to address.

Promoting Access to Credit to Refugees in East and Horn of Africa

LED BY: IFC Financial Institutions Group Advisory Services
PARTNERS: Experian; Opportunity Bank; MNO; UNHCR

This project will address the challenges faced by forcibly displaced people (FDPs) through leveraging technology to develop alternative digital creditworthiness and customized digital financial literacy and cost-effective and sustainable ways for lenders to acquire customers. This project aims to promote financial and economic inclusion and financial literacy, support livelihoods and entrepreneurship, and help FDPs integrate into host economies.

This project aims to address challenges faced by forcibly displaced people from Somalia in host country Ethiopia by conducting a diagnostic assessment covering access to credit constraints and technology and data availability, and by piloting a mobile application that digitizes financial transactions and has an embedded financial literacy module. The activity will leverage partnerships with UNHCR, UNCDF, and private service providers.

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SDG and South-South Digital Agricultural Finance Project

This activity, which centers on knowledge sharing and capacity building for disability data generation and management, has developed a self-paced e-course on Collecting Data on Disability-Inclusion. The course includes Bank Task Team Leaders, clients, statisticians, organizations of persons with disabilities, and other development partners. The course is designed to provide technical knowledge on disability-disaggregated data to support inclusive development towards implementing the SDGs. Significant progress was made in 2020, and the course will be available in fall 2021.

Other achievements include cooperation with the Data Development Group and Poverty Global Practice to draft the World Bank's Action Plan on the Inclusive Data Charter. The Plan has been updated during 2020 and will be completed under the guidance of the Inclusive Data Charter team at the beginning of FY22. The team has also contributed to two articles that the Data Development Group developed: 1) Invisible or Mainstream? Disability in Surveys and Censuses in Low- and Middle-Income Countries, and 2) Inclusive Statistics: Human Development and Disability Indicators in Low- and Middle-Income Countries. Both articles are available for internal and external audiences. Finally, inclusion has been a cross-cutting issue in IDA-19, and the importance of disability-inclusion and disability-inclusive data has gained increased attention among many themes.

Rooftop Solar PV Mapping and Market Facilitation

Rooftop solar potential data is essential to strengthening the capacity for stakeholders to assess and prioritize the appropriate locations for solar PV installation in cities. This activity undertakes a detailed mapping of rooftop solar PV potential in 14 cities globally, using high-resolution stereo satellite imagery and machine learning algorithms to identify individual rooftops and screen out those that are unsuitable due to shading or obstacles.

This joint WB-IFC activity will support the scale-up of affordable and clean solar energy in a potentially high-growth market segment, and one where private sector initiation and investment will be critical. Project results will meet the needs of both public and private sector clients and stakeholders while also contributing to global public goods through a web-based tool open to all governments and development partners, as well as the dissemination of new methods for assessing rooftop solar potential. Key achievements include the completion of the methodology to analyze satellite imagery in 14 cities; a global report detailing the findings of research conducted; and the development of a webtool that displays live results for individual buildings. The results from this activity are being used to inform WB and IFC operations in several countries, including Bangladesh, Mexico, Nigeria, Pakistan, the Philippines, and Turkey.

The Central Asia Water Accountancy Project

The Central Asia Water Accountancy Project designed a GIS tool for water data analysis, as well as a data collection methodology to inform decision-making on water usage in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan. The tool relies on satellite data and an FAO-designed data analysis algorithm for water accounting, in addition to quantitative and qualitative ground data. The methodology covers "shared benefits" scenarios that balance the needs for food, energy, and industrial purposes.

To ensure a fair and unbiased assessment, this tool is unaffiliated and can be used with any GIS platform (ArcGIS, QGIS, etc.). This project holds the potential to establish a more accurate accounting system for water flows in the region, to enable transparency for water usage, and to promote the use of water flow models and ledgers to inform water policies at a regional level. This joint WB-IFC activity partnered with the Asian Development Bank to ensure complementarity. While COVID-19 significantly impacted this work, key achievements include the collection of satellite and ground data, the development of a water accountancy model based on the data gathered for Turkestan oblast, and a project report describing the methodology for water accountancy data collection and processing.
Women on Boards and in Business Leadership

**LED BY** IFC Environmental, Social & Governance Team

**PARTNERS:** American University in Cairo, CESA (Graduate School of Business), Global Affairs Canada, Ring the Bell for Gender Equality (Stock Exchange), UN Global Compact, UN Sustainable Stock Exchanges Initiative, UN Women, Women in ETFs, World Federation of Exchanges

Inextricably linked to IFC’s mission to create markets and opportunities, the Women on Boards and in Business Leadership program (WBBL) provides training, thought leadership, and strategies to mainstream gender into IFC’s investments and advisory work. This activity builds on WBBL to promote greater gender diversity in global business leadership through transformative training. WBBL advances the business case for more women on the boards of emerging and frontier market companies and builds the pipeline of qualified women aspiring to executive positions.

WBBL will develop specialized material focusing on gender diversity in different sectors, including infrastructure and family businesses or unlisted companies in emerging and frontier markets. The program will also deliver training to female directors and senior managers, promote role models and mentorship and share knowledge products and new research. Key achievements include the development of the Women on Boards and in Business Leadership strategy FY21-23; adapting the WBBL training to virtual delivery; launch of the COVID-19 package to include lessons learned on navigating through crisis and recovering stronger; a webinar on crisis management and inclusive leadership; eight video-interviews with women business leaders; progress towards case studies in Liberia and Sierra Leone, as well the WBBL fact sheet; and, coordinated the sixth Ring the Bell for Gender Equality 2020.

II. ANALYTICAL TOOLS & DATA

2022 Atlas of Sustainable Development Goals

**LED BY** WB Development Economics Development Data Group

**PARTNERS:** Inter Agency and Expert Group on SDG Indicators (IAEG-SDGs); UN Statistics Division (UNSD)

Using compelling data visualizations, the Atlas supports the general public and policymakers to better understand how the SDGs are being monitored and explore progress towards the global goals, provide a more detailed view of selected targets, and highlight connections between these global goals and World Bank activities, as well as the recent global health crisis. The Atlas brings together data from the World Development Indicators database, as well as information from other sources, including national and international agencies or data produced by academic institutions and researchers.

The Atlas provides the perspective of World Bank experts on each of the 17 SDGs by highlighting trends, comparisons, and measurement issues related to the SDGs. The 2022 Atlas will focus on areas such as illustrating how different methods for evaluating performance on the SDGs can yield different results; exploring the challenges to the goals posed by the impact of COVID-19 and drawing on in-country dialogues with stakeholders to produce field notes on progress towards key SDG targets.

Analytical Underpinnings for Strengthened Social Protection Systems in Jamaica and St Lucia

**LED BY** WB Social Protection & Jobs Global Practice, Latin America & Caribbean

**PARTNERS:** Caribbean Development Bank; Interamerican Development Bank (IDB); Ministry of Equity (St. Lucia); Ministry of Labor and Social Security (Jamaica); Ministry of Public Service (St. Lucia); Statistical Institute of Jamaica; UNICEF; UN Women; World Food Programme (WFP)

This project aims to increase the evidence base and to develop analytical tools to inform social protection policies and programs for COVID-19 response and recovery in Jamaica and St Lucia. Technical assistance will be provided to Jamaica to analyze impacts of the COVID-19 crisis on the labor market and social outcomes, develop a micro-simulation tool to analyze the distributional impacts of alternative social protection policies, and advance the agenda to digitize social protection, and to St Lucia, to analyze ID systems for social protection and to develop a data quality assessment tool and an interactive dashboard for safety net data, including geospatial, vulnerability and gender-disaggregated information.

In partnership with the World Food Programme, UN Women, UNICEF, UNDP, and the Interamerican Development Bank, this activity will leverage these multi-stakeholder partnerships to share knowledge and expertise to support the achievement of sustainable development goals.
Big Data Fusion for Accurate, Real-time, and Granular Insights on the SDGs

This activity combines multiple big data sources like social media, news sources, and GPS location data to address data gaps, monitor and predict labor market policy outcomes. As a global initiative, this activity will deliver knowledge and data products to be integrated into the World Bank Group’s data repository and will deliver open capacity materials as global public goods.

These data products and capacity-building components will ultimately benefit countries’ labor forces, owing to governments’ improved capacity to design and deliver effective policies and programs impacting employment. They also provide a unique capability to monitor in real-time the impact of COVID-19 on the employment conditions of various socioeconomic groups.

Capacity Building for Real-time Monitoring of Operations in FCV Settings and SIDS to achieve the SDGs

Leveraging the Geo-Enabling method for Monitoring & Supervision (GEMS), which has been implemented with over 600 WBG projects in 70+ countries for real-time project M&E and remote supervision, this project will provide timely and scalable innovative digital solutions to monitor the COVID-19 response more effectively while enhancing government accountability mechanisms in FCV situations and SIDS. As GEMS focuses on building capacity directly with our clients as well as partners and Bank teams to create customized digital monitoring systems, it can be adapted to a wide range of needs. Through this, GEMS will inter alia support health operations, e.g., by improving the monitoring of service delivery, the distribution of PPE and medications, and the rehabilitation of crucial infrastructure while strengthening risk management.

Implications of Informality for Sustainable Development

Informal activity is widespread in emerging markets and developing economies and accounts for more than 90 percent of employment in some of the poorest economies in the world. Widespread informality holds back poverty reduction and poses challenges to the progress towards the SDGs and the WBG’s twin goals. This activity aims to help the general public and policymakers understand the challenges posed by a pervasive informal economy and its implications for achieving the SDGs, especially in the context of recovering from the current pandemic and economic downturn.

This activity has produced 1) a comprehensive study (Growing in the Shadow: Implications of Informality for Development) of the challenges posed by informality for meeting the SDGs, with a heavy focus on policy options to address these challenges; 2) a database (Global Database of Informality) of 12 measures of informality that have been widely used in the literature for up to 196 countries (36 advanced economies and 160 EMDEs) for 1990–2018; 3) a web page of the database and related analytical work. This will be the first time for the WBG to produce such an in-depth analytical report on informality accompanied by a comprehensive database on multiple measures of informality.

Data Platform to Promote a Sustainable Tourism Recovery in SIDS

The Platform will apply big data and innovative qualitative tools, including geospatial imagery and aircraft movements, to track real-time progress in enabling a ‘blue economy transformation’ in tourism. An inventory and analysis of best practices, policies, tools, and resources will support a shift in tourism sectors towards greater sustainability and resilience. An interactive dashboard will bring together big data and knowledge to empower governments, stakeholders, and citizens to track and promote the adoption of ‘blue tourism’ practices for a sustainable recovery.

By leveraging the expertise of World Bank’s DEC unit and resources of the UN Environment, World Resources Institution (WRI), High Ocean Panel, and George Washington University (GW), this platform will track recovery metrics and provide necessary resources to enable a shift toward an environmentally sustainable and economically inclusive recovery of tourism in SIDS and FCV countries. The partners, WB, WRI, and GW, are working to create the design, development, and management of the blue economy tourism portal and are exploring partnerships with institutions and organizations to host and promote it. The blue economy portal will also be linked with the WB’s aviation tracker, consumer spending data, and other data sets in development.
Knowledge Support to Welfare Analysis of Private Sector Interventions

CO-LED BY: WB Poverty & Equity Global Practice, and IFC Sector Economics & Development Impact Department
PARTNERS: Inter-American Development Bank (IDB), European Bank for Reconstruction and Development (EBRD), Millennium Challenge Corporation (MCC)

The WB Poverty and Equity GP jointly with a team from IFC Sector Economics, launched a knowledge support initiative focusing on two workstreams: estimating the distributional impact of sectoral interventions, and developing a Job Quality Index (JQI) across countries. Substantial progress has been made on the distributional impact analysis as the team finalized the development of the macro-micro simulation model that integrates the IFC’s economic impact assessment methodology with a micro survey-based simulation (ADePT) tool developed by the WB Poverty Global Practice to estimate the impact on poverty and incomes. The team applied the tool to three countries: Bolivia, Colombia, and Rwanda.

The key achievements in developing the JQI across countries include the design of an initial methodology proposal to be finalized after data collection and review of household surveys, as well as their quality and coverage across countries, finalized data cleaning and extraction of key underlying indicators for LAC countries, and additional 15 countries representing other regions; and an analytical note explaining the JQI methodology and discussing the results across countries and sectors. Both workstreams are well-positioned to contribute to better understanding the impact of pandemics and guiding policymakers in their response to the health crisis as well as during the economic recovery phase.

Qualitative and Interactive Mapping of Gender-Based Violence Service Providers

CO-LED BY: West & Central Africa Social Development Global Practice and Gender Group
PARTNERS: Jhpiego-Mozambique; Jhpiego-Nigeria; Liberia Institute of Statistics and Geo-Information Services (LISGIS); MIN/SCLA, Ministry of Children, Gender, and Social Protection (MdCSP) in Liberia; Spotlight Initiative Programme in Liberia; Spotlight Initiative Programme in Mozambique; UNICEF, UNFPA, UNICEF, UNWomen

This activity will develop an interactive mapping of Gender-Based Violence (GBV) service providers and is initiated in phase one in three pilot countries: Nigeria, Liberia, and Mozambique. The map will help identify accessibility, geographical coverage, and quality of service provision for GBV survivors. This work is carried out in collaboration with UN agencies, research institutions, non-governmental organizations, and World Bank projects to ensure the operationalization and use of the data collected.

This activity helps improve knowledge and use of available GBV services through technology and partnerships with governments, UN agencies, and civil society in support of SDGs 5, 16, and 17. In phase I, the team developed standardized tools and a prototype map for Nigeria, currently being scaled up under the Ministry of Women’s Affairs. The maps for Liberia and Mozambique are forthcoming, and phase II will expand to include Cameroon and the Central African Republic. This work is part of a broader effort to strengthen WB’s commitment toward greater shared prosperity by increasing the inclusion of marginalized and vulnerable groups.

Building Partnerships to Accelerate Development of Human Capital

CO-LED BY: WB Human Development Practice Group
PARTNERS: Brookings Institute; Government of Singapore; National Human Development Observatory; National Institute of Statistics and Applied Economics (INSEA); Philippines Institute for Development Studies; The Growth Dialogue at the George Washington University School of Business; Washington & Lee University

The WB’s Human Capital Project (HCP) is a global effort to accelerate more and better investments in people for greater equity and economic growth. With COVID-19, it is crucial to understand why countries should invest in and protect human capital. The WorldBank countries, and partners are coming together to try and close the global human capital gap during this pandemic and beyond. HCP convenes 83 countries from all regions and income levels. With support from the Fund, a series of case studies on human capital based on country experiences in Ghana, the Philippines, and Singapore were prepared in 2020.

HCP’s Innovative and Core Analytics include the Public Expenditure and Institutional Review (PEIR), which assesses and aligns expenditures to country-specific human capital priorities, with pilots in Bangladesh, Kenya, and Togo, as well as the Human Capital Index (HCI) Compass, which provides guidance for countries’ assessment of progress toward improved human capital, with pilots in Senegal, Guatemala, and Panama. Research has begun on a cutting-edge health topic of Non-communicable Diseases (NCDs) and the HCP PEIR approach. Knowledge exchanges are taking place to share country experience among HCP Country Network (Kyrgyz Republic, Uzbekistan, Singapore, Djibouti, and Uruguay), which is supported by the Fund.

Catalyzing Private Capital Markets for the SDGs

CO-LED BY: WB Treasury
PARTNERS: Centre for International Climate and Environmental Research (CICERO), Government Pension Investment Fund, International Institute from Sustainable Development (IISD), Stockholm Environment Institute (SEI)

This activity expands impact reporting by the World Bank Treasury to the entire portfolio of IBRD Sustainable Development Bonds to share the outcomes and impact of IBRD’s portfolio and the connection to the SDGs with buyers of World Bank bonds. This “rebranding” of World Bank issuances to connect operations to the SDGs is a fundamental part of the WB Treasury’s issuance strategy to support the Bank’s role in achieving the SDGs and promoting sustainable capital markets built around transparency and disclosure.

This work includes developing a methodology to map IBRD projects and activities to the SDGs, preparing a bond issuance framework to communicate sustainability credentials to investors, and engaging with investors and market stakeholders on this full balance sheet approach – with the goal of raising awareness about the SDGs and related World Bank programs and demonstrating how investors can contribute to the achievement of the SDGs. Key achievements include publishing the first-ever Sustainable Development Bond (SDB) impact report, launching a World Bank Sustainable Development Bond Program framework, and testing the SDG mapping methodology with World Bank-financed projects.
Creating Investment Opportunities in Haiti (CIO Haiti)

**LED BY** IFC Latin America & Caribbean, Creating Markets Advisory Services

**PARTNERS:** Better World Haiti (BDI-IFC), Center for Facilitation of Investment (CFI); Government of Korea; Government of Taiwan; Industry Association of Haiti (ADHI); Inter-American Development Bank; USAID

This project aims to help the garment sector in Haiti navigate the COVID-19 crisis through job retention and catalyze its growth through investment generation and job creation. As part of the rapid response, the project developed a knowledge product, COVID-19 Situation Assessment Memo, and a survey, “How Has COVID-19 Affected Haiti’s Apparel Industry”, which resulted in the reopening of apparel factories and the lifting of an export ban on face masks. The project will continue to provide hands-on support through tailored market intelligence and transactional support to matchmake purchase orders of apparel products for producers in Haiti.

While the pandemic shattered three apparel manufacturers, the recent surge of speed-to-market orders kept the sector operating at its full capacity as of today. This proved the premise of the project that Haiti has potential for a nearshoring destination. In the second phase, the project will generate investments and jobs by organizing multi-stakeholder partnerships to attract, facilitate and maintain investments. More specifically, the project will focus on building the capacity in investor aftercare and investment promotion, launching sector benchmarking and policy dialogue to identify and resolve impediments, developing new value propositions for Haiti as a nearshoring investment destination.

Fiji COVID-19 Tourism Recovery Project

**CO-LED BY** IFC East Asia & Pacific, Creating Markets Advisory Services, Manufacturing, Agribusiness, & Services, and Financial Institutions Group

**PARTNERS:** Fiji Hotel and Tourism Association; Fiji Ministry of Commerce, Trade, Tourism and Transport; Government of Australia; University of the South Pacific

This project will drive tourism recovery by increasing government, industry, and employee preparedness to reopen and rebuild tourism; stimulating investment for industry greening to develop an enabling environment for recovery by ensuring that policies, regulations, and protocols promote efficiency and safety for businesses, communities, and tourists; and working with the private sector to enhance competitiveness and destination attractiveness, through data collection and monitoring and supporting businesses to adapt to COVID-19 standards.

IFC initiated work with the Ministry of Commerce, Trade, Tourism and Transport (MCTTT) on recovery and reopening. Together, IFC and MCTTT launched the Tourism Talanoa Steering Committee, a partnership of government, development agencies, and industry associations. The committee designed a public-private dialogue strategy, initiated planning for a large-scale industry forum, and launched the terms of reference for a new national sustainable tourism development framework. All three activities will leverage partnerships, including with the Pacific UN agencies. This was paired with private sector consultations analyzing the impacts of COVID-19 on SMEs in the tourism industry. The end result was a series of comprehensive recommendations for policymakers. Additionally, IFC initiated an investment mapping process that will provide data and detailed recommendations on investments to green the industry and support recovery.

Ideas for Action

**LED BY** WB External & Corporate Relations Engagement & Partnerships Unit

**PARTNERS:** Citi Bank; PepsiCo; G-24 Secretariat; Firmenich; Organization of American States (OAS); UNDP; UN Women; Wharton School, University of Pennsylvania; Young Americas Business Trust (YABT)

The Ideas for Action competition supports the development of creative business ideas that assist communities around the world to implement objectives under the Sustainable Development Goals. The World Bank, in partnership with Zicklin Center at the Wharton Business School (U-Penn), runs the global online competition, which engages young people (18-35) from around the world to think of innovative ideas and solutions to some of the world’s most pervasive development challenges.

From 4000 applicants, the 2020 competition included seven winners across the world (one from each of the seven WB regions). The winners represent teams across Pakistan, the Former Yugoslav Republic of Macedonia, Burundi, Egypt, China, Nigeria, and Chile. Some of the highlights among the winners include: i) From Nigeria, Dronagro, led by 26-year-old Francis Maduakor, presents an innovative use of drone technology to help farmers make better decisions about the use of pesticide to save money, time, and resources; ii) Cosmo Alimentos from Chile, led by 33-year-old María Francisca Silva, is turning discarded stems, leaves, seeds, and vegetable peels, into highly nutritious health products to cut food waste; and iii) In the Republic of North Macedonia, 19-year-old Elena Bozhinovska’s team Walkie uses mobile app technology to connect friends, family, teachers or volunteers with people with disabilities, supporting them to pursue new activities or schedule specific tasks.

Multi-Stakeholder Solutions to Support Peace and Inclusion

**LED BY** WB Social Development Practice Group

**PARTNERS:** Center on International Cooperation at New York University; Civicus; Ford, Open Government Partnership, Open Society Foundations; Pathfinders Initiative

Activities carried out under this grant have provided new insights into policy options for addressing inequality and exclusion and helped deepen the Bank’s partnership with the multi-stakeholder Pathfinders initiative to address inequality and exclusion. The Pathfinders initiative is a group of 38 UN member states, international organizations, global partnerships, civil society organizations, and the private sector, working to accelerate action to implement the SDG targets for peace, justice, and inclusion (SDG16+).

This activity was designed to deepen the multi-stakeholder partnership Pathfinders’ Grand Challenge on Inequality and Exclusion, stimulating new research, ideas, and knowledge exchange and thereby accelerating progress on SDG targets. The three focus areas of this activity are lessons from innovative Social Protection and Community-Driven Development programs, the political acceptance of pro-equity fiscal reform, and spatial inclusion. Over the past two years, the research activities under this activity have provided novel insights into policy options for addressing inequality and exclusion and helped deepen the Pathfinder multi-stakeholder partnership.
Nigeria2Equal Program

This project partners with the Nigerian Exchange (NGX) to reduce gender gaps across employment and entrepreneurship in Nigeria’s private sector companies through research, peer-learning activities, and advisory services. N2E will bring together at least 15 of Nigeria’s leading businesses to make tangible, firm-level commitments to implement gender-smart actions in key priority business areas such as leadership, employment, and driving access to finance and markets for women entrepreneurs. Participating companies will be required to make an additional commitment around championing and advocating for more gender inclusion in the private sector.

Furthermore, IFC will help institutionalize gender equality at NGX and build its capacity to integrate gender as part of its core activities that promote SDG 5 (Gender Equality) and SDG 17 (Private sector partnerships for gender equality). Through surveys and learning sessions, N2E has helped some of Nigeria’s leading private sector companies by gathering insights on potential gender-related impacts of COVID-19 and sharing strategies for supporting women as employees and entrepreneurs in the corporate value chain.

SDGs and Her Initiative

This initiative is a partnership between the World Bank Group, the United Nations Development Program, UN Women, and the Wharton School’s Zicklin Center. The main objectives of SDGs and Her are to 1) recognize women implementing the SDGs, including women business owners of micro and small enterprises (MSMEs); 2) to increase knowledge about the SDGs and their potential impacts on women among non-traditional audiences, and 3) to collaborate with private sector partners on all SDGs, but SDGs in particular, to share best practices and innovative ideas.

The competition aims to honor women-led small and micro-businesses around the world, businesses and entrepreneurs whose operations not only further the objectives of gender equality but whose operations also help support the achievement of health, education, environmental protection, equal access to jobs and technology, and more in line with the SDGs. The partners work with the final winners (across all seven WB regions) to share knowledge, showcasing their business and entrepreneurial drive on a global scale. The 2020 competition attracted over 2,400 entries from across all WBG regions.

Refugee Investment and Matchmaking Platform

The Refugee Investment and Matchmaking Platform (RIMP) promotes economic growth and employment opportunities for refugees and their hosts by bringing together a coalition of partners from the business, impact investment, philanthropic, and development communities.

RIMP targets interventions to support local companies that can create jobs, products, and services for refugees and their hosts through four components: matchmaking, to promote business-to-business interaction between local and global companies; investment, to mobilize capital in support of local companies benefitting refugees; policy linkages and institutional development, to build local capacity and contribute knowledge and on-the-ground experience; and, global knowledge and advocacy, to mobilize actors from across philanthropy and the private sector to commit to tangible action in support of refugees.

RIMP’s second phase will expand its operational support to projects in Jordan and Djibouti and explore feasibility in Iraq, Lebanon, and Yemen through direct support to task teams through project development, training, and policy notes; disseminating surveys and assessment instruments to client governments on refugee-related firms and COVID-19 impact; analytical work, including option papers; and solidifying global partnerships through the Private Sector for Refugees (PS4R) coalition.
RESULTS

From Crisis to Recovery: Saving Lives and Livelihoods while Supporting Green, Resilient and Inclusive Development (GRID)

Recovery from COVID-19 presents an opportunity for countries to build resilience, improve inclusion and ensure economic growth. To support those efforts, the WBG is promoting Green, Resilient, and Inclusive Development through an approach known as GRID. It is a model that emphasizes long-term development by focusing on inclusive growth, human capital, tackling climate change, strengthening fragile institutions, and promoting peace. Above all, the GRID approach ensures we seize this historic opportunity to establish a better way forward.

Within its work program, the Fund is utilizing GRID to help countries save lives and livelihoods threatened by COVID-19 while building the foundation for a strong and durable recovery in a world transformed by the pandemic.

Promoting water use efficiency in Central Asia

Together with the Asian Development Bank (ADB), IFC developed a GIS-based water accountancy model that combines remote sensing science, satellite technology, and an FAO-authored analysis algorithm to gather data for the Turkestan oblast. This state-of-the-art tool allows for timely, evidence-based decision-making that can lead to more efficient resource use by all industries and make Central Asian agriculture more resilient to the adverse effects of climate change.

Maps for canal irrigation, water productivity, crops, and land cover have been produced. In addition, through climate change modeling, updated temperature and precipitation patterns will be used to provide more accurate estimates of water shortages for the next 20 years. The team is now leveraging the water data acquired through this initiative to inform a broader project with ADB focused on water-energy-soil resource management.

Prioritizing increased access to clean and affordable solar energy

Despite its great potential, rooftop solar PV energy has not taken hold in many emerging markets. With limited access to the necessary tools, data, and resources, this clean, affordable, and reliable energy has been difficult to scale in regions that need it most.

The World Bank’s Energy Sector Management Assistance Program (ESMAP) conducted a detailed mapping of rooftop solar PV potential using high-resolution satellite imagery and machine learning algorithms. The methodology to analyze satellite imagery was piloted in 14 cities and is being used as a basis for a new WB lending operation. Project results are also being used to inform WB and IFC operations totaling $954 million in 6 client countries. The team is now working closely with Solargis, the International Renewable Energy Agency (IRENA), and the International Solar Alliance (ISA) to scale the model globally.

The Fund invests in sustainable natural capital solutions that improve resource efficiency. These projects are integrating climate resilience and promoting access for all to clean and affordable natural resources.
Digitizing social protection systems in the Caribbean

Strengthening social protection builds resilience, expands inclusion, and provides vital support to vulnerable households and communities that might otherwise slip into poverty.

In 2020, the World Bank approved COVID-19 Response and Recovery financing of US$150 million for Jamaica and US$30 million for Saint Lucia. This financing helped the government provide rapid relief to small businesses, workers, and the poor to save jobs and preserve economic continuity. Subsequently, the Social Protection & Jobs team has undertaken a social impact assessment of the COVID-19 crisis in Jamaica, accompanied by policy recommendations for the digital development of social protection systems. The team has also developed a data quality assessment tool for data collected by the Ministry of Equity to inform social protection policies and programs and increase efficiency and coverage of the social protection systems in Saint Lucia.

Building resilience and investing in preparedness to drive economic recovery

Many small islands nations are experiencing increased vulnerability to extreme weather events and climate change. These challenges are compounded by the severe economic impact of COVID-19 on the tourism industry. In tourism-dependent countries like Fiji — where the industry accounts for 40% of GDP and 30% of employment — governments are seeking strategies to stabilize the sector and create broader fiscal resilience.

In 2020, IFC and Fiji’s Ministry of Commerce, Tourism, Trade, and Transport (MCTTT) conducted a survey with over 3,500 businesses to quantify the impact of COVID-19 on the Fijian tourism industry. The survey sought to precisely understand the impact of the COVID-19 crisis on Fijian businesses. By identifying the many innovative and individual ways in which local businesses adapted to new market realities, researchers were able to more accurately determine what resources the business community needed in real-time. Its findings provide recommendations for Fijian businesses, government agencies, and development partners on how to support a rapid private sector recovery.

In 2021, the World Bank Group released a four-year strategy for Fiji’s economic recovery, programming more than US$210 million to support its implementation. IFC will focus on revitalizing sustainable tourism while also reducing Fiji’s reliance on that sector through economic diversification, aided by accelerating the development of sustainable infrastructure. IFC has also initiated an investment mapping process across the tourism value chain to provide data and recommendations on investments to green the industry and support recovery.

Investing in human capital for a green, resilient, and inclusive recovery

The Human Capital Project (HCP) has helped to create the political space for national leaders to prioritize transformational human capital investments. Since its launch in 2018, over 80 countries have committed to creating bold new programs to realize the benefits of investing in human capital. When the COVID-19 crisis hit, the World Bank Group delivered more than 100 human capital projects in just ten weeks.

In addition to developing a series of case studies on human capital based on country experiences, the HCP team designed several tools to assist countries’ efforts to restore human capital, build resilient service delivery systems, and promote economic opportunities while ensuring environmental and fiscal sustainability in recovery. These include country-adaptable Human Capital Reviews, which assess and align expenditures to country-specific human capital priorities, and the Human Capital Index (HCI) Compass, which provides guidance for countries’ assessment of progress toward improved human capital. The HCI was updated in 2020 to leverage new PISA results and include 17 additional countries to cover 98% of the world’s population. The 2020 HCI also has more comprehensive gender disaggregation.

Fostering private-sector-led growth and inclusive economic opportunities

Women are at the center of the GRID agenda as powerful agents of change. As countries recover, preserving jobs and scaling social protection measures among those hit hardest by the pandemic – such as women-owned SMEs – is critical to delivering a sustainable and inclusive path forward.

The Lao PDR Clean Cookstove Initiative, one of the first national programs of its kind, is distributing 50,000 highly efficient cookstoves that use biomass pellets to significantly decrease emissions and household air pollution. Mothers, pregnant women, and young children responsible for household cooking and firewood collection are the main beneficiaries of the initiative. To help create market demand, thousands of stoves were distributed to households and schools for use in daily cooking. This program also served to pilot the use of community-sized stoves in the Nalae district as part of school feeding programs which reach about 100 students per school per day.

ESMAP is offering educational and employment opportunities for women by helping female entrepreneurs enter the clean cookstove and pellet supply chains. A skills development program for women entrepreneurs has been deployed to improve equity of male and female participation across the value chain and to increase women’s roles in benefit-sharing, employment, and capacity building.
LOOKING AHEAD

While the world looks ahead to a post-pandemic future, the road from crisis to resilience remains long and uncertain. Despite the hope presented by vaccines, COVID-19 continues to threaten lives and livelihoods, hampering development and economic recovery while reversing decades of progress on the Sustainable Development Goals.

Now more than ever, the challenges we face demand collective action. Climate change, conflict, poverty, and fragility cannot be solved alone. Lasting solutions will require new partnerships and coalitions, making the work of the SDG Fund more essential than ever.

As countries rebuild their economies, it is critical that they seize this opportunity to lay the foundation for a green, resilient, and inclusive future. Through its global convening power and capacity to mobilize finance, technical assistance, and knowledge for both the public and private sectors the SDG Fund is uniquely positioned to help countries meet the challenges of today with sustainable solutions for tomorrow.

As we look ahead, the SDG Fund is committed to four key principles of engagement.

The Fund will continue to:

i. invest in critical data analytics and statistical methodologies so that countries can take stock of where they stand on the SDGs, devise pathways to achieve the goals, identify best practices, facilitate peer-learning, and track progress over time;

ii. invest in digital infrastructure, tools, technologies, and services that provide critical insights to help countries respond most effectively to the crisis, maintain continuity of operations and support the process of reopening;

iii. prioritize operations in Small Island Developing States (SIDS) and FCV contexts, because while these countries face compounded challenges, it is also where some of the greatest development gains can be made; and

iv. engage in collaborative partnerships with UN agencies and other organizations that foster cooperation across sectors and disciplines, and will continue to mobilize private sector innovation and expertise to fast-track progress on the SDGs.

Through targeted investments in governance, social protection, green economy and digitalization, the Fund will work towards reducing the number of people living in extreme poverty and narrowing the gender gap, lifting millions of women and girls are lifted out of poverty. By doing so, we aim to support a green, resilient, and inclusive recovery that ensures a broad and lasting rise in prosperity and leaves no one behind.
ANNEXES

ANNEX I. FINANCIAL HIGHLIGHTS

This report covers a 12-month period, from July 1, 2020 to June 30, 2021, following the World Bank Group's Fiscal Year (FY21). This annex provides financial information concerning donor contributions, disbursements and commitments, and program management and administration costs for the Fund.

Donor Contributions to the Fund

As of July 2021, total net donor contributions to the Fund amounted to US$12.38 million, as detailed in Table 1.

Table 1. Overview of Donor Contributions to the SDG Fund

<table>
<thead>
<tr>
<th>DONOR CURRENCY</th>
<th>AMT PLEDGED (DONOR CURRENCY)</th>
<th>AMT PLEDGED (USD)</th>
<th>AMT RECEIVED (USD)</th>
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<td>11,098,854</td>
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<td>Republic of Korea (MOEF)</td>
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<td>900,000</td>
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<td>Hyundai Steel Company</td>
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<td>175,000</td>
<td>175,000</td>
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<td>SDG Total</td>
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<td>Investment Income</td>
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<td>213,859</td>
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</tr>
<tr>
<td>Total</td>
<td>12,387,713</td>
<td></td>
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</tr>
</tbody>
</table>

Allocations, Disbursements and Commitments

In FY21 US$3.5 million was allocated to Fund activities. A total of US$8.5 million – approximately 70% of total donor contributions – has been allocated to Fund activities since inception.

To date (January 2019 – June 2021), the Fund has disbursed US$4.88 million. As of June 30, 2021, US$5.3 million – nearly two-thirds of allocated funding – has been disbursed or committed.

Program Management and Administration

In FY21, Program Management and Administration (PMA) costs incurred by the Fund Secretariat were US$347,282. Since its establishment, US$724,502 – 6% of net contributions and 14% of cumulative disbursements and commitments – have gone towards PMA expenditures. These costs include general program management, monitoring and evaluation, outreach and engagement, and communications.
ANNEX II. GOVERNANCE

The Fund was established under the following governance framework:

**BANK-EXECUTED ACTIVITIES:**
Comprised of a WBG Task Team Leader and operational team
Leads project implementation in collaboration with external partners

**PARTNERSHIP COUNCIL:**
Comprised of Fund donor partners
Meets annually to guide strategic direction, advise on priorities, and provide feedback on operations

**STEERING COMMITTEE:**
Comprised of high-level representatives of the WBG— from across corporate, regional, and sector teams— and chaired by a WBG VP
Evaluates and approves project proposals, and reviews overall progress of Fund activities

**SECRETARIAT:**
Comprised of WBG staff
Manages day-to-day Fund operations and oversees project implementation
ANNEX III. STEERING COMMITTEE 2020-2021

Sheila Redzepi
Chair
Vice President, External and Corporate Relations

Ethel Sennhauser
Director, Strategy and Operations, SD Practice Group

Ousseynou Nakoulima
Director, Western Europe Region, IFC

Manuela Ferro
Vice President, OPCS

Merli Baroudi
Director, Economics and Sustainability, MIGA

Steven Schonberger
Regional Director, ECA

ANNEX IV. SECRETARIAT

Juliana Knapp
Operations Officer
External and Corporate Relations

Lisa Maria Castro
Research Analyst
External and Corporate Relations

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