Options for the establishment of a UN Road Safety Fund

Draft 19 February 2016

Introductory note

Based on a request from the UNECE Executive Committee and in reference to the Terms of Reference of the United Nations Secretary-General's Special Envoy for Road Safety, this draft options paper has been prepared to facilitate discussions by UN Member States for a proposed UN Road Safety Fund. The note outlines why such a fund is warranted and lists options for its establishment.

The paper will be further developed following inclusive and participatory discussions.

It has been prepared by the UNECE secretariat and the United Nations Secretary-General's Special Envoy for Road Safety.

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I. The Global Road Safety Crisis

1.25 million people are killed, and around 50 million injured, every year in road crashes. 500 children lose their lives because of road crashes every day. It is the leading cause of death for young people aged 15 to 29, and the eighth leading cause of death globally[1]. Ninety percent of all road fatalities occur in developing countries. A number of countries have seen an unprecedented deterioration in road safety[2].

Beyond human suffering, road traffic deaths and injuries impose significant economic and financial losses to individuals and societies. Every year, USD 500 billion is lost due to road crashes. This equals more than three times the yearly amount of Official Development Aid. Financial losses to individuals and families are not mitigated by adequate insurance coverage in a large number of countries, thus leaving many with very high health care bills. This hits the world's poor particularly hard.

II. The need for a UN Road Safety Fund

UN Member States emphasized the importance of road safety as part of the 2030 Agenda for Sustainable Development that was adopted in September 2015. The Agenda includes road safety in two of the 17 Sustainable Development Goals (SDGs) and targets:

- Target 3.6 is to halve global deaths and injuries from road traffic crashes by 2020;
- Target 11.2 is to provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.

While road safety is increasingly recognised as a key sustainable development issue, it is not adequately funded at local, national and global levels. There are only few bilateral donors, most notably USAID, US and SIDA, Sweden, that have provided funding for road safety activities. Similarly, there are only limited international funding initiatives. The major contributors are the World Bank, other Multilateral Development Banks, the FIA Foundation,[3] Bloomberg Philanthropies and other emerging private sector contributors (see Annex I). Established with a clear mandate and objectives a UN Road Safety Fund could act in synergy with and complement these existing financial mechanisms for road safety.

The annual financing needed to achieve SDG 3.6 and SDG 11.2 is in the hundreds of millions of dollars.[4] Moreover, the financial flow should be predictable to facilitate planning. Although the United Nations has established funds to help address other critical development

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[1] Global status report on road safety 2015, World Health Organisation.
[2] Transport for Sustainable Development: The case of Inland Transport, 2015. Joint study by the five regional commissions, IRU and UIC.
[3] http://www.fiafoundation.org/
[4] Catalytic funding for road safety in the post 2015 period: priorities, resources and impact. Paper prepared by Fred Wegman, Professor at Delft University of Technology, to the FIA High-Level Panel on Road Safety.

issues (ending violence, promoting democracy, climate change, AIDS, security, gender equality, environment protection, water, cities etc.), it has yet to give the road safety crisis similar political attention and financial support, even though it is arguably one of the most pressing sustainable development challenges of our time.

Momentum towards a funding solution is building as reflected in the UN General Assembly resolution A/68/269 that,[5]

> Invites all interested relevant stakeholders to explore new and innovative funding modalities to support and collaborate in national efforts to implement the Global Plan for the Decade of Action, particularly in developing countries, including least developed countries and middle-income countries;

This call to action is reiterated in the Brasilia Declaration[6] from the Second Global High-level Conference on Road Safety in November 2015. Similarly, the United Nations Secretary-General's High-level Advisory Group on Sustainable Transport argues for dedicated funding mechanisms for road safety in its Position Paper on Financing Sustainable Transport, published in July 2015 for the 3rd International Conference on Financing for Development held in Addis Ababa[7]. The United Nations Secretary-General Ban Ki-moon[8] and his Special Envoy for Road Safety, Mr. Jean Todt[9] have both voiced support for the establishment of a UN Road Safety Fund. The Manifesto adopted by the FIA High-Level Panel calls for the establishment of a Global Fund for Safer Roads and innovative funding mechanisms.[10]

A Road Safety Fund established under the auspices of the United Nations could provide comparative advantages:

1. Linked closely to the Sustainable Development Goals for road safety and to the implementation of the UN road safety conventions and agreements it could assist UN Member States to reach the road safety goals and targets;

2. Governed by UN rules and regulations it could, as the history of other UN Funds shows, attract more financial commitments[11] and innovative financial flows and help to scale up investments in road safety;

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[5] GA Resolution on Road Safety A/68/269, para 19.

[6] Paragraph OP28. Invite all relevant stakeholders and especially the donor community to scale up funding for road safety and to explore innovative funding modalities to support global, regional, national and local-level research and policy implementation; - Brasilia Declaration, Second Global High-level Conference on Road Safety: Time for Results, Brasilia, 18-19 November 2015

[7] Paragraph 10: Other dedicated financing mechanisms will be needed to ensure rapid action at scale on road safety. More than 1.5 million people lose their lives every year due to traffic accidents and transport-induced air pollution, of which 92 percent are in developing countries. Road safety has emerged as a global public cause. We recognize the role of international road safety financing mechanisms, including the Global Road Safety Facility, and encourage bold action and financing to meet the commitments under the UN Decade of Action on Road Safety.

[8] http://www.un.org/press/en/2015/sgsm17318.doc.htm

[9] http://www.unece.org/un-sgs-special-envoy-for-road-safety/open-letter-from-jean-todt.html

[10] http://www.roadsafety2030.com/manifesto

[11] Funds raised by the UN Secretary General's Special Envoy for Road Safety must, for instance, adhere to UN rules and regulations.

3. With its universal membership a fund hosted within the United Nations could strengthen the ownership and engagement of UN Member States in addressing road safety.

Objectives

The goal of a UN Road Safety Fund should be fully aligned with the Sustainable Development Goals and the 2030 Sustainable Development Agenda. It should be informed by five "pillars" of the Global Plan for the Decade of Action for Road Safety 2011-2020: building road safety management capacity; improving the safety of road infrastructure and broader transport networks; further developing the safety of vehicles; enhancing the behaviour of road users; and improving post-crash care. Furthermore, it should take a holistic approach and be the catalyst for the transformation of mobility and transport, and facilitate development of sustainable public transport, increased mobility choices and a shift from road traffic to more sustainable modes such as railways, intermodal transport and walking and cycling.

There is a strong need to support national and local governments and authorities to develop and implement adequate road safety strategies.[12] Road safety must be adequately addressed in a broad range of policy areas from road construction and urban planning to education, police and justice sector policies. Proper road safety management is crucial for effective implementation of road safety policies, to ensure the investments in the safer roads, safer vehicles and in post-crash care and to promote sustainable and safe transport modes. There is a need to catalyse actions on the ground by supporting awareness and to support knowledge generation and sharing of best practices. Moreover, catalytic funding for selected and incremental road safety infrastructure investments and road safety incubators could be considered.

Within its activities, the UN Road Safety Fund could focus on the following objectives:

1. Capacity building, training and advice to governments, national and local authorities to ensure the effective development and implementation of national road safety plans, strategies and legislation;

2. Advocacy and awareness building with the participation of civil society, institutions and authorities to change the behaviour of road users and to ensure accountability and participation in the road safety policies and activities.

3. Knowledge generation and sharing and strengthening the capacity of governments to review progress by improving road safety analysis and statistics, infrastructure assessments and conducting country-led road safety peer reviews.

[12] If a new fund is established, most of the funding would therefore need to be available for these governments and authorities, who are responsible for designing and managing their road safety institutions and infrastructure.

III. Possible modalities for a UN Road Safety Fund

Establishment

There are several different methods for establishing a UN fund (see Annex II for selected examples). The mandate for a UN fund can come from a UN Convention, the General Assembly, from the Secretary-General, or from a combination thereof or it can be established as a trust fund based on a government contribution or an existing trust fund:

1. A fund can be established with a link to a **UN convention** (as has been the case, wherever possible, for different UN funds). This legally frames the fund and creates the basis for the governance structure, which must be fully in line with UN rules and regulations.[13] If UN Member States choose to link a potential UN Road Safety Fund to a UN convention, two possibilities exist:

    a. In connection with the **Convention on Road Traffic of 1968 (Vienna Convention)[14]** as the overarching road safety convention. It could create the mandate and serve as the umbrella for the UN Road Safety Fund.[15] A fund established in the framework of the Vienna Convention would remain a UN Convention facility and could not claim to be a UN fund until endorsed by the General Assembly. Irrespective of a UN Road Safety Fund, contracting parties may also choose to amend the Convention and create the financial facilities for the support of accession and implementation programmes and to review progress.

    b. In connection with **a new Road Safety Framework Convention** created with the primary purpose of establishing a UN Road Safety Fund. This can be negotiated either through a global diplomatic conference, as was the case with the Vienna Convention, or through a procedure similar to the case of the Unified Railway Law, where an Expert Group within the UNECE Inland Transport Committee received the mandate from the UNECE Executive Committee after a ministerial declaration to conduct the preparatory work.

2. A fund can be established through a **General Assembly** resolution without linkage to a UN legal instrument. For this to happen, the Secretary-General must submit a report

[13] One example is the Green Climate Fund which is the operating entity and the financial mechanism for the UN Framework Convention on Climate Change (UNFCCC).
[14] Today, the Vienna Convention has 64 contracting parties. More governments are slowly but steadily acceding to it.
[15] This would warrant amendment of the current legal instrument. To amend the Convention, the UNECE Inland Transport Committee Working Party on Traffic Safety (WP.1) would discuss the amendment proposal on the initiative of one or more Contracting Parties. Once the participating Contracting Parties have agreed, the amendment proposal is transmitted to the UN Treaty Section, which in turn officially communicates this to all Contracting Parties. Provided there is no objection by Contracting Parties, the amendment would be adopted and in a given time, enter into force. An amendment would need to clarify whether the fund is global or limited to the contracting parties.

on the proposal's administrative and financial implications. In addition, it is usual practice that one or multiple countries "sponsor" the resolution.

3. A fund can be established directly by the **Secretary General**. In accordance with the financial regulations and rules of the UN, trust funds can be established by the Secretary-General to channel voluntary contributions toward a specific purpose,[16] or to receive a specific contribution from a government.[17] This approach is a "fast track" for establishing a trust fund.

4. A fund can also be established based upon an **existing trust fund**. UNECE already has a Trust Fund for Road Safety, which was launched on the occasion of the first UN Road Safety Week. This trust fund, which is still open, could be revitalised and reformed into a UN Road Safety Fund.

Irrespective of how they are established, all UN funds and trust funds must be managed in accordance with the UN financial regulations and rules. The procedures to follow for establishing a trust fund are detailed in ST/SGB/188[18] and ST/AI/284[19].

5. Finally, a fund can be established as an **autonomous foundation** with links to the UN, e.g. by having a window to fund UN related activities.[20] In this option the fund cannot be called the UN Road Safety Fund, but could be established as a Global Road Safety Fund. If established as a foundation, it can act as a self-standing entity and can still be linked to the UN, for instance through board membership of a designated official. A foundation can still be supported by UN General Assembly recommendations or resolutions.

Hosting arrangements

The way a UN Road Safety Fund is established determines how it will be governed and managed, as well as where it will be hosted.

If a UN Road Safety Fund is established in the framework of the Vienna Convention, UNECE would be the natural hosting department, as the UNECE Inland Transport Committee is the custodian of the Vienna Convention.

If a fund is established in the framework of a new UN convention, the contracting party governments will decide on the management of the convention and the custodian body.

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[16] Regulation 3.12, 3.13 and 4.13 of ST/SGB/2013/4
[17] E.g. the UN Trust Fund for Human Security which was started with a contribution by Japan.
[18] ST/SGB/188
[19] ST/AI/284
[20] The Global Environment Facility (GEF) was first a World Bank pilot program. UNDP and UNEP later became involved, while the World Bank continued to be the trustee and provide administrative services. The United Nations Office for Project Services (UNOPS) is also involved. The Global Fund to Fight Aids, Tuberculosis and Malaria was established as a Swiss foundation outside the UN and as such behaved as an independent organisation. At the same time, it maintains a relationship with UN agencies, e.g. WHO which has a seat in the board.

If the UN Road Safety Fund is established without a link to a legal instrument, governments will need to choose the hosting, and there are a number of possibilities.

If hosted within the UN Secretariat, as a UN Road Safety Fund, it can be attached to:

1. The UNECE and its Inland Transport Committee which is the custodian of the UN Road Safety Conventions;

2. A new joint office of the Regional Commissions for Road Safety;

3. The UN Department of Economic and Social Affairs (DESA) in light of its role in servicing the High-level Advisory Panel of the Secretary-General on Sustainable Transport and the adjacent Technical Working Group;

If a fund is established as a Global Road Safety Fund[21] it can be attached to:

4. WHO with its role, working in close cooperation with the United Nations Regional Commissions, to act as a coordinator on road safety issues across the United Nations system;[22]

5. UNDP with its country presence throughout the world and its role as the lead agency for United Nations Development Assistance Framework (UNDAF);

6. World Bank with its activities in the transport sector and its already existing Global Road Safety Facility[23].

The fund could also be attached to a newly established entity, either focused specifically on road safety or more broadly on inland transport:

7. A new UN Road Safety Agency;[24]

8. A new UN Inland Transport Agency.

These options would require more comprehensive preparations and negotiations.

The advantages of establishing the fund as a UN Road Safety Fund where listed in section II.

[21] In case of an independent and self-sustaining organisation linked to one of the organisations mentioned below, the place of registration determines the boundaries of the governing structure. There could still be possibilities to self-declare that it will function according to the UN financial rules and follow the pattern of UN funds while at the same time respecting the rules of the place of registration.
[22] This would require a revision of the existing FIA Foundation/WHO fund.
[23] This would require a revision of the existing Global Road Safety Facility.
[24] This was the recommendation of the FIA Foundation and the Global Commission for Road Safety under the presidency of Lord Robertson.

Governance

The governance structure should be determined by the objectives and the scale of funds to be managed. If limited funding is available a light governance structure would be appropriate, while more substantial funding could warrant a more comprehensive governance system.

The different existing UN and non-UN funds usually include a Board, a Secretariat and a Trustee. The secretariat and trustee functions may be housed in the same institution. The source mandating the fund usually goes hand in hand with a certain overall governance structure.

- If the fund is established under a convention, the Contracting Parties would determine the basic governance structure, either directly through the convention or in a more flexible way through the Convention Administrative Committee or the Meeting of the Parties. The Contracting Parties would also decide who may become a Board member, whether the members are elected or appointed.

- If the fund is established without a link to a convention, the UN Secretary General usually appoints the chief and members of the Board and presents the governance structure of the fund in a report to the General Assembly.

The **Board** is usually the supreme governing body and is responsible for the fund's strategy, oversight of the secretariat, partnerships, resource mobilisation, rules for grant allocation etc. The Board may get advisory or technical support through one or more advisory panels on specific issues such as fundraising, grant allocation and assessment of projects/grant requests. In several cases, a UN inter-agency consultative mechanism is set up to provide technical advice. Board members in most UN and non-UN funds represent both the donors and the recipients, and key stakeholders in the thematic area. Thus, they usually include governments, relevant international organisations, civil society, private sector, and academia.

The **Secretariat** is the administrative body of the fund and is responsible for substantive and day-to-day operations. In some cases, the secretariat serves also as the professional advisor to the Board and can undertake some delegated authority from the Board to ensure continuity between Board meetings. The secretariat for a UN fund is generally housed within a relevant UN entity and provides all administrative services such as calling for proposals, awarding and disbursing grants, mobilizing financial resources, monitoring and evaluating grantees etc. In line with UN financial rules and regulations, the overhead costs for each secretariat are covered from the contributions. In most UN funds, the chief of the secretariat is an Executive Director selected according to the UN rules by the head of the hosting UN entity. If the fund is not hosted by the UN, the Executive Director is generally selected by the Board.

Fund management, reporting and oversight

The **Trustee** is usually in charge of financial and related administrative management and thus manages the financial assets, disbursement, financial reporting and all relevant fiduciary tasks. The trustee can be:

1. The hosting UN entity if it has the requisite capacity to provide administrative and operational support to a fund;

2. UNOPS, which specialises as a fund manager (including trust funds).[25]

3. The World Bank, which has been fulfilling the role of trustee for some UN-initiated funds.[26]

The **reporting and oversight** of the activities of a UN Road Safety Fund can be on different tracks.

1. To the Contracting Parties of a Convention, if established with reference to a Convention;

2. Through the UN system to the Secretary-General, who then reports annually on the activities of UN trust funds to Member States via the General Assembly;

3. To the donors through the Board's Annual Reports;

4. To the UNECE Inland Transport Committee.[27]

Finally, there must be an established practice for **evaluation and audit**. A UN fund is subject to the UN principles and guidelines for evaluation and audit. In addition, self-evaluation is mandated for all UN bodies

IV. Contributions

It is important that the UN Road Safety Fund be set up with continuous and predictable revenue flows to allow for sustained support for the road safety cause.

The most common sources of UN Funds are **voluntary contributions** from Member States, non-governmental organizations, the private sector and individuals. Voluntary contributions can be ad hoc or through long-term commitments.

The various funds often establish ethical guidelines to ensure that donors adhere to certain requirements, to protect against conflict of interest situations and to avoid funding from sources that may not be aligned with the purpose of the fund.

It can be important to ensure **flexibility**, e.g. by making earmarking possible, so that donors that are interested in supporting road safety activities in certain parts of the world or on

[25] UNOPS has been providing operational support services to, for instance, the Water Supply and Sanitation Collaborative Council , the Stop TB Partnership, the Enhanced Integrated Framework (EIF), the Cities Alliance, the Global Facility for Small Grants Programme etc.
[26] This would require an assessment of the potential synergies or conflicts with the GRSF.
[27] In light of the role the Inland Transport Committee and its subsidiary bodies' play in road safety, particularly the role of WP.1 in road safety rules, management and overall policies, of WP.29 of vehicle safety and WP.15 of safety regarding transport of dangerous goods by road.

specific aspects (e.g. drink-and-drive or safety belt use) could channel their support through the proposed UN Road Safety Fund.

Contributions could also be envisaged in relation to specific deliverables, for instance campaigns and collections linked to improving safety around schools or promoting the use of helmets.[28]

A UN Road Safety Fund could also benefit from **innovative funding arrangements** through partnerships with relevant manufacturing industries. For example, the automotive industry or the tyre producers could provide contributions for road safety based on the number of vehicles or tires sold. A levy on used cars that are exported has also been proposed.[29] Innovative new financing instruments such as development impact bonds and social impact investment may also provide mechanisms for the Road Safety Fund to scale up action on road safety globally in a sustainable manner.[30]

Furthermore, a UN Road Safety Fund could open the possibility for **web-based fund raising** to have access to micro-donations. Internet fundraising has been frequently utilized by the UN system.[31] This would allow individual and collective donations to the fund. Civil society organisations and charities could be listed as partners by contributing to and participating in projects. Specific fundraising events could also be organised in support of the fund.

V. Grantees and Eligibility

UN Funds can channel financing to a variety of entities. Governmental entities are generally granted funds to help implement national plans/strategies for sustainable development. A number of funds accept applications from civil society organizations, for concrete projects aiming at implementation of activities or awareness raising. This is done on certain conditions, e.g. that they adhere to certain standards for accountability and financial management and have been operational for a certain number of years. International organizations can also apply for funding with a number of existing funds. Some funds only fund UN agencies.[32]

The UN Road Safety Fund can be open to any requests or more focused on some major players in road safety. In this latter case, a coordination among the existing key road safety

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[28] The United Nations Environment Program (UNEP) has, for instance, successfully utilized an original fundraising concept where contributors are asked to plant trees rather than donate cash. http://www.unep.org/billiontreecampaign/. The Food and Agriculture Organization, has started an online petition to end world hunger, http://www.1billionhungry.org/.

[29] Such ideas have been articulated by the Commission for Global Road Safety, and recently by the Special Envoy for Road Safety and the FIA High Level Panel for Road Safety.

[30] See https://www.gov.uk/government/groups/social-impact-investment-taskforce and http://www.fiafoundation.org/connect/publications/breaking-the-deadlock.

[31] The United Nations High Commissioner for Refugees organizes electronic fundraisers through its website http://www.unhcr.org/pages/49c3646c368.html; The United Nations Population Fund also routinely relies on voluntary electronic contributions for the completion of numerous projects, directly through its website, http://www.unfpa.org/donate.

[32] The UN Fund for International Partnerships and the UN Trust Fund for Human Security

funds could ensure complementarity in the area of beneficiaries. On the other hand, a fully open approach would make a UN Road Safety Fund relevant for all potential stakeholders in road safety, i.e. governments of UN Member States, local governments and their agencies in UN Member States, UN departments and agencies, Multilateral Development Banks, civil society, universities and research institutes.

Grant allocation procedures

Most UN trust funds call for proposals annually and have an online portal for applicants to submit proposals, as well as progress reports once they receive funding. Proposals can be evaluated by the fund's secretariat, sometimes in coordination with relevant UN country offices or offices of Special Representatives of the Secretary-General, by independent technical committees, by an evaluation committee or through national focal points.[33] The Board (steering committee) of the fund ratifies the short list prepared by the secretariat or by an evaluation committee and forward it to the Secretary-General for the latter's endorsement.

If the grantee is implementing the project with other partners, the UN encourages the signing of MoUs with these partners to ensure full accountability and clear delineation of responsibilities.

VI. Partnerships

A UN Road Safety Fund, if established, should fulfil its functions in close cooperation with all stakeholders. Regular consultation and coordination with all UN entities engaged in road safety, with the World Bank, Multilateral Development Banks, and other road safety facilities at global and regional level will help maximise synergies.

A UN Road Safety Fund would also benefit from partnership agreements with main donors, as well as with policy coordination and fund-raising initiatives.

A UN Road Safety Fund could be used, both through the composition of its governing bodies and through its operation, to strengthen the multi-stakeholder approach to road safety.

VII. Consultation process and time-lines

The timeline and further developments will be determined by the outcome of the consultation process.

[33] The Global Fund and the GEF liaise with countries via focal points/coordinating mechanisms, through which grantees must submit all project proposals.

Annex I

Existing Road Safety funding initiatives

The World Bank Global Road Safety Facility (GRSF)

Goal	Increase funding and technical assistance for global, regional and country level initiatives designed to enable low- and middle-income countries to implement their own road safety programmes.
Establishment	Launched in 2005
Governance	A Facility Implementation Unit (FIU) within the World Bank's Transport, Water, Information and Communication Technologies Department develops the GRSF's Strategic Plan, solicits proposals and decides on fund allocations. It also manages the Global Road Safety Trust Fund. The GRSF capitalizes on the expertise of its implementation partners rather than build its own implementation capacity. A Core Advisory Group and a Facility Executive Board (the latter composed of donor representatives and World Bank staff) advise the FIU.
Size of grant	In FY2013-2015, the GRSF has allocated approximately USD 17.3 million, of which roughly half supported infrastructure safety and capacity-building. (Consultancy and reform measures rarely receive GRSF funding.)The GRSF's main donors are the Netherlands, Sweden, UK, the FIA Foundation, and the World Bank.
Grant-making process	Funding is granted to road safety activities related to lead agency development, road infrastructure improvement, monitoring and evaluation, and technical assistance in low- and middle-income countries. The main feature of GRSF is to support preparation for investment lending primarily by the World Bank. GRSF endeavours to leverage existing or upcoming investments in road safety to ensure their sustainability, where possible. This frequently entitles monitoring the World Bank's portfolio of active and pipeline projects and investing in the early stages of development projects to optimize their road safety components. Funding requests are received on a rolling basis. Funds are allocated based on pledged commitments. GRSF utilizes multi-donor or single donor trust funds to carry out its activities. Contributions are managed according to World Bank procedures.
Results	Since inception, over USD 500 million channelled to road safety investments in 30 countries.

The FIA Foundation

Goal	Ensure safe, clean, fair and green mobility of all via road safety philanthropy, practical environmental research, interventions to improve air quality and tackle climate change, and strategic advocacy in road traffic injury prevention and motor vehicle fuel efficiency.
Establishment	Established in 2001 with a donation of USD 300 million from FIA
Governance	Independent UK-registered charity, governed by a Board of Trustees of 9 to 15 individuals, including the President of FIA, 3 nominees of FIA, and at least two Trustees independent from any member of the Charity. The Trustees are elected by and report to the FIA Foundation's members, which are motoring and road safety organizations and national motorsport associations.
Size of grant	Grants formed 69% of the Foundation's 2014 expenditures of EUR 23.6 million. 29% of these grants were allocated to motor sport safety and 30% to FIA. EUR 2.4 million was awarded to iRAP and Global NCAP, with a further EUR 1.4 million going to other multi-year road safety partners.
Grant-making process	The Foundation manages 4 restricted funds: Make Roads Safe Hellas, The Global Economy Fuel Initiative, The Road Safety Fund (see next table), and the Motor Sport Safety Development Fund. Grants are awarded by the latter two. Donors have the option to specify the purpose to which their funds will be used.
Results	The Foundation contributed to the launch of the UN Decade of Action for Road Safety 2011-2020, devised and coordinates the Global Fuel Economy Initiative, and has provided the core grant for both iRAP and the Global NCAP. Through funding partnerships with the World Health Organization, the UN Environment Programme, the World Bank Global Road Safety Facility and the Fédération Internationale de l'Automobile it supports programmes, pilot initiatives and campaigns in more than 80 countries around the world.

The Road Safety Fund of the FIA Foundation and WHO

Goal	Facilitates alliances between private sector donors and NGOs to support road injury prevention programmes in countries and communities
Establishment	Established in 2011
Governance	Hosted as a ring-fenced fundraising initiative at the FIA Foundation, and managed in partnership with the World Health Organization under UK charitable law.
Size of grant	The Fund directed USD 500,000 to iRAP and the Global NCAP in 2013-2014. Funding to other partners did not exceed USD 180,000. Through its Small Grants Programme, the Fund also provides grants of maximum USD 30,000 to enable capacity development initiatives, advocacy and small-scale pilot interventions.
Grant-making process	Proceeds raised through the Fund are invested via small grants in road injury prevention programmes in developing countries, and in advocacy for the Decade of Action for Road Safety, especially in injury reduction. The Fund donates to the GRSF, the iRAP, the Global NCAP, civil society organizations etc. The Fund is primarily financed by the FIA Foundation. Corporate partners such as Bosch and Allianz fund the Small Grants Programme within the Fund.
Results	In 2013-2014 the Fund allocated USD 2.8 million in grants, of which approximately USD 1.5 million was provided by the FIA Foundation.

The Road Safety Grants Programme

Goal	Support country- and city-level NGO projects to develop and deliver high-impact, evidence-based interventions designed to strengthen road safety policies and their implementation.
Establishment	Initiated in 2012
Governance	Managed by the Global Road Safety Partnership (GRSP), which was established by a World Bank Transport Management Board decision to be road safety fund-raising and knowledge-generation centre outside the Bank.
Size of grant	
Grant-making process	Governmental organizations with authority over road safety and NGOs with advocacy experience on policy reform may apply for grants. Proposals must focus on policy reform and implementation on issues such as speed limits, drunk-driving, use of helmets and child restraints etc. Applicants must be registered legal entities and cannot be recipients of support from the alcohol, firearms, pornography and tobacco industries. Country-level applications are accepted from China, India, Philippines, Tanzania and Thailand, whereas city-level applications are accepted from various cities in Ghana, Ethiopia, Thailand, Brazil etc. Since its initiation in early 2012, the Programme has called for proposals nine times. Concept notes will be submitted online and scored by a panel of experts, with an international advisory board making a final selection of those that will be invited to negotiate for funding.
Results	Since its inception, the programme has awarded 47 grants to 32 civil society organizations in 8 countries.

Bloomberg Philanthropies Initiative for Global Road Safety

Goal	Strengthen national road safety legislation, and implement proven road safety interventions at the city level.
Establishment	The first phase of the Initiative was launched via a USD 125 million donation from Bloomberg Philanthropies to a consortium of partners including the GRSF, WHO, the Association of Safe International Travel etc. The first phase was implemented from 2010 through 2014 in Brazil, Cambodia, China, India, Kenya, Mexico, Russian Federation, Turkey and Vietnam. The second phase (also USD 125 million) will run from 2015 through 2019 in China, India, Philippines, Thailand and Tanzania, and in ten selected cities in Africa, Asia and South America.
Governance	US Foundation
Size of grant	n.a.

Grant-making process	n.a
Results	n.a

Annex II: Selected Global Funding Mechanisms.

UN Trust Fund to End Violence Against Women

Goal	Supporting national and local efforts to end violence against women and girls
Establishment	Established in 1996 by UN General Assembly Resolution 50/166[34]
2014 budget	US$6 million
Governance	Administered by UN Women on behalf of the UN system. UN Women is responsible for entering into standard agreements with the Fund's donors and into contracts with the Fund's grantees. The Multi-Partner Trust Fund Office (MPTF) serves as the Administrative Agent for six country-level UN Joint Programmes funded by the UN Trust Fund. The management structure is guided by the UNDG Multi Donor Trust Fund Fiduciary Management Oversight Framework. Governance: High Level Steering Committee: Chaired by UN Women Executive Director. Provides policy guidance, supports high-level and strategic outreach, facilitates non-traditional partnerships Global Inter-Agency Programme Advisory Committee: Advises the fund secretariat on policy and priorities for grantmaking, championing collective ownership in the UN, mobilizing agency support. Members are UN agencies, leading NGO & IGO, experts at global and field levels. Regional and/or Sub-Regional Programme Advisory Committees: Disseminating annual call for proposals, reviewing concept notes from their areas, making recommendations to secretariat on proposals and synergies, facilitating support to grantees Secretariat: Calls for proposals, grant awarding, disbursement, mobilizing financial resources, developing fundraising strategies, identifying new contributors, monitoring and evaluations of grantees (13 country visits in 2014 for monitoring), prepping annual report to CSW, HRC, donors.
Size of grant	US$ 50,000 – 1m depending on the size of the grantee org, for 2-3 years
Grant-making process	Annual call for proposals, must include concept note and budget and later full proposal (See templates for call for proposals, concept note and budgets[35]) Online portal for proposals UN Trust Fund's selection committees at the global and regional levels evaluate proposals. Priority is given to applications that offer novel approaches, opportunities for expansion, replication and sustainability, and that reach a large number of beneficiaries. National or international civil society organizations, research institutions and government authorities may apply for grants.
Results	In 2013, the Trust Fund received 2,410 applications from 145 countries, with total funding requests of over $1.1 billion. The majority of applications were from civil society organizations. The Fund awarded $8 million in 17 grants.

UN Women's Fund for Gender Equality

Goal	Economic and political empowerment of women worldwide
Establishment	Launched with contribution of US$ 65 million by Spain in 2009
2015 budget	US$ 13 million
Governance	Managed by a Secretariat at UN Women HQ with the support of four regional specialists in regional UN Women offices The Secretariat is guided by a Steering Committee of a rotating group of representatives from donor and programme countries, CSOs and multilateral agencies. The Steering Committee advises on the Fund's overall design, policies and vision and ratifies the grant awards.
Size of grant	Minimum of USD 200,000 to a maximum of USD 500,000 distributed over a period of two or three years

[34] http://www.un.org/documents/ga/res/50/ares50-166.htm
[35] http://www.unwomen.org/en/trust-funds/un-trust-fund-to-end-violence-against-women/application-guidelines

Grant-making process	Call for proposals every two years Grants are given to women-led CSOs Applicants must have certified financial audit reports for past 2 years 86% of donated funds directly benefit grantees. 9% goes to fund costs and 5% to UN admin costs. Half of this 5% is reinvested in field offices to ensure monitoring and support of grantees. Grantee programmes are overseen by a UN Women Focal Point and a regional Monitoring and Reporting Specialist, who provide technical assistance and work as advocates to raise the visibility of grantees' work. Donors may specify whether they want funds allocated to certain regions or certain thematic areas. Grantee organizations are encouraged to identify implementing partners (academia, IGOs, NGOs, private sector etc.). MoUs between the grantee and the implementing partner are recommended for accountability and transparency. (See sample MoU[36]) An independent Technical Committee assesses and recommends top proposals, which are then reviewed by the Steering Committee.
Partnerships	Engagement with the Fund's Steering Committee Participation in programmatic evaluations and assessments Participation in donor/grantee missions Meetings with visiting grantees at UN Women HQ or missions
Results	In less than five years, completed two grant-making cycles, awarding over US$ 56.4 million to 96 grantee programmes in 72 countries. Results include: 9.4 million direct beneficiaries including women, men, girls, boys 3 million key stakeholders sensitized on women's empowerment and gender equality 121 grantee organizations working in partnership to implement programmes 500 policy recommendations to mainstream gender, including over 200 adopted 350 successful electoral campaigns involving women candidates elected to office 30,000 rural women gained control over productive resources 200,000 women gained access to gender-responsive social protection services

UN Voluntary Trust Fund for Victims of Human Trafficking

Goal	Ensure that women, children and men who have been exploited by human traffickers are identified, treated humanely as victims of a crime, and provided with the assistance, protection and support necessary for their physical, psychological and social recovery.
Establishment	General Assembly Resolution A/RES/64/293[37], also called the "United Nations Global Plan of Action (GPA) against Trafficking in Persons", was adopted on 30 July 2010.
2014 budget	US$ 326,892
Governance	Administered by UNODC Board of Trustees: Five members appointed by SG with due regard to equitable geographical distribution, and in consultation with Member States and the Executive Director of UNODC, for a three-year term. In 2014, the Board met twice.
Size of grant	Maximum US$ 20,000 per year for up to 3 years. (The UNODC grants manual limits the maximum amount of grant to US$ 60,000[38].)
Grant-making process	Grants awarded to grassroots NGOs that directly assist victims and have been operational for 3 years. All UNODC staff working as part of the Trust Fund Secretariat are paid by UNODC, thus allowing the Trust Fund to direct most of its funds to grant-giving to specialized NGOs and to use only 10% of funds as direct operational costs. Grant payments are made in two tranches each year. The first tranche of funds (80%) is disbursed to NGOs at the beginning of the project year, and the second tranche (20%) after submission and clearance of the annual narrative and financial reports received by the NGOs. The second and third year funding, if applicable, is granted conditional upon successful implementation of activities in the previous year and fulfilment of reporting requirements.

36

37 http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N09/479/41/PDF/N0947941.pdf?OpenElement

38 https://www.unodc.org/documents/hiv-aids/GRANTS2014/HAS_Call_for_Proposals_2014_final1.pdf

Results	Since its establishment, raised US$ 2 million. Nine NGOs implemented projects in 2014. 600 survivors received vocational training, counselling and legal support in Nepal. 300 women, children and men received temporary accommodation, medical and psychological assistance and vocational training in Albania. Kenya passed the law "Victim Protection Act" in 2014. In Central America, 143 adolescent victims were involved in workshops for 10 weeks to promote their empowerment, thereby facilitating a return to their communities.

UN Fund for International Partnerships (UNFIP)

Goal	Interface between the UN system and the UN Foundation, the public charity responsible for administering Ted Turner's $1 billion contribution in support of UN causes. UNFIP collaborates with UN entities to identify deserving projects in children's health; women and population; the environment; peace, security and human rights. UNFIP has evolved beyond the Turner gift into partnership platform between the UN and private, NGO or academic institutions, and fundraises from other partners as well.
Establishment	Established in 1998 by the SG following the agreement[39] between the UN and the UN Foundation, as an autonomous trust fund. UNFIP's establishment followed consultations between the UN and the UN Foundation which later formed the basis of a report by the SG to ACABQ, which was then presented to the 5th Committee at GA.52.
2013 budget	US$ 53 million
Governance	Overseen by the UN Office of Partnerships (UNOP) The UNFIP Advisory Board is appointed by the SG. Members serve for two years. It is chaired by the DSG and includes 8 high-level UN representatives and experts from academia, foundations and civil society organizations. The Executive Director of UNFIP serves on the Advisory Board as an ex-officio member. The Board provides strategic advice on the relationship between the UN and the UN Foundation. UNFIP reports on its results to UN senior management, the Advisory Board and the GA. UNFIP also provides semiannual progress reports to the UN Foundation. UNFIP is administered in accordance with the Financial Regulations and Rules of the UN[40].
Grant-making process	The SG invites project submissions from UN entities. Projects may use NGOs or private sector as implementing partners. UNFIP is responsible for final project formulation. Grants are given to UN activities chosen by the SG, following the advice of the Advisory Board. UNICEF and WHO have received the most grants so far. UNFIP develops a rolling cash flow forecast on a quarterly basis. The UN Foundation makes quarterly payments accordingly. The UN Foundation reimburses the administrative costs of UNFIP, not exceeding 1% of its contribution to UNFIP.
Results	In 2013, US$ 52 million was disbursed by the UN Foundation through UNFIP to UNICEF and WHO to support Measles and Rubella Initiative activities worldwide. In 2013, US$ 2.3 million was disbursed by the UN Foundation through UNFIP to UN agencies distributing insecticide-treated bednets in Chad, Madagascar and South Sudan to fight malaria. Other successful campaigns are "Shot@Life" for polio and measles vaccines and "Girl Up" for empowering girls. Almost 400 projects have been implemented to date.

UN Voluntary Fund for Victims of Torture

Goal	Healing the physical and psychological consequences of torture on victims and their families, and thus restoring their dignity and role in the society. Direct assistance to victims may take the form of humanitarian, medical, psychological, legal and financial aid.
Establishment	Established in 1981 via GA resolution 36/151[41]

[39] http://www.un.org/partnerships/Docs/relationship_a-53-700_page8to15.pdf
[40] http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N13/408/57/PDF/N1340857.pdf?OpenElement
[41] http://www.un.org/documents/ga/res/36/a36r151.htm

2014 budget	US$ 9.3 million. Contributions are solely from donors.
Governance	The Fund is managed by OHCHR, with the advice of a Board of Trustees of independent experts. The Board meets twice a year to determine priorities, review policies and adopt recommendations on grants. The Board is comprised of a Chairperson and four members representing Africa, Asia, Eastern Europe, Latin America and the Caribbean, and Western European and Other States Group. Board members are appointed by the SG for a period of three years, renewable once. The Secretariat is composed of OHCHR staff who are responsible for all administrative functions of the Fund and are the first point of contact between the Board of Trustees and beneficiaries. The SG reports annually to the General Assembly and to the Human Rights Council on the activities of the Fund and its Board of Trustees.
Size of grant	US$20,000 - US$80,000
Grant-making process	Grants are awarded on a yearly basis, and are renewable. Call for proposals issued every year in January, deadline 1 March. Applications may be submitted online in English, French, and Spanish. Between April and October, the Secretariat analyses submissions as well as reports from previous grantees. As a rule all new applicants are visited before any application is presented to the Board of Trustees for its consideration. The recommendations on grants adopted by the Board in October are then to be endorsed by the Secretary-General. As a rule, grants are disbursed in January, for the 12 months ahead. Only non-governmental entities may apply to the Fund. Public health and rehabilitation centres may also submit an application. Grants are awarded to entities with at least two years of experience in projects providing redress and assistance to victims of torture. Past beneficiaries include NGOs, rehabilitation centres, victim associations and family members, private and public hospitals, legal clinics, public interest law firms and individual lawyers. If grantees fail to provide progress reports (and audit reports, for grants exceeding US$ 50,000), funding may be decreased or cancelled (See guidelines for grantees[42] and finance questionnaires[43]).
Results	A total of 187 grants were awarded in 2015 for a total of $6,260,000, assisting victims of torture in more than 81 countries.

Global Fund to Fight AIDS, Tuberculosis and Malaria

Goal	Accelerate the end of AIDS, tuberculosis and malaria as epidemics
Establishment	Established as a Swiss foundation in 2002, granted status comparable to a UN organization by CH, USA and EU.
2015 budget	US$ 16 billion available for disbursement to countries
Governance	The Fund's Board has 3 committees (See charters[44]): Strategy Investment and Impact Committee (SIIC) Finance and Operational Performance Committee Audit and Ethics Committee Members serve on the Board for two years. The SIIC recruits the Technical Review Panel (See ToR and guidelines for conflicts of interest[45]) The Secretariat manages the grant portfolio, mobilizes and disburses resources, screens funding applications. The Office of the Inspector General reports to the Audit and Ethics Committee on strategic direction, reinforcement, accountability.
Grant-making process	The Fund convenes donor governments and private partners every three years to replenish funds. Each country's Country Coordinating Mechanism (CCM), comprising all key stakeholders in the country's response to the three diseases, submits funding applications to the Fund,

[42] http://www.ohchr.org/Documents/Issues/Torture/UNVFVT/MatrixComplianceGuidelines.doc
[43] http://www.ohchr.org/Documents/Issues/Torture/UNVFVT/finance_questionnaire_form_en.doc
[44] http://www.theglobalfund.org/en/board/committees/
[45] http://www.theglobalfund.org/en/trp/recruitment/

	designates the administrator of funds received, and oversees grant implementation. (See CCM eligibility guidelines[46]) The Fund encourages concept notes for funding requests to be based on national strategic plans. The concept note should detail country context, funding landscape, the request, and implementation arrangements and risk assessment. (See application materials[47]) The Principal Recipient is designated by the CCM and receives Global Fund financing. Can be ministries, NGOs etc. The Local Fund Agent is responsible for monitoring in-country grant implementation and providing recommendations to the secretariat. An independent Technical Review Panel and a Grant Approvals Committee assist the secretariat in grant-making. Countries' eligibility for funding is determined according to their disease burden and income level. The Fund ensures predictable funding for each country by providing a financial "allocation" for each disease based on disease burden, income level, availability of alternative financing etc. Aside from the allocation, countries can also apply for incentive funds to finance programs with high impact. In addition, the Fund will provide strategically focused regional grants. The allocations are reviewed every three years, in conjunction with the fund replenishment cycle.

The Global Environment Facility

Goal	Promote environmental sustainability GEF serves as financial mechanism for various conventions such as the Convention on Biological Diversity, UNFCCC and the UN Convention to Combat Desertification.
Establishment	Established in IBRD in 1991 as a pilot program, by resolution of the Executive Directors of the WB and related interagency arrangements between UNDP, UNEP and WB (Implementing Agencies). At the Rio Earth Summit in 1992, the structure was modified and moved out of the WB. The Instrument for the Establishment of the Restructured GEF[48] was accepted by member States at their meeting in Geneva in 1994 and subsequently adopted by the Implementing Agencies.
Budget	US$4.43 billion pledged for July 2014-July 2018 period
Governance	The World Bank is the Trustee of the GEF Trust Fund and provides administrative services, disburses funds to implementing agencies etc. The GEF Assembly is the governing body of the GEF, with high-level government, business and NGO representatives from all member countries. It meets every 3-4 years to evaluate policies, operation and membership. The GEF Council (See Rules of Procedure[49]) is an independent board of directors, which develops, adopts, and evaluates GEF programs. Council members from 32 countries meet twice each year. All decisions are by consensus. Council meetings are attended regularly by CSOs. Countries are split into geographical constituencies, who elect the Council member. The GEF Secretariat in Washington, D.C. reports to the GEF Council and Assembly. It coordinates the formulation of projects included in the work programs, and oversees their implementation. The GEF Scientific and Technical Advisory Panel (STAP) provides technical and scientific advice on the GEF's policies and projects. An independent GEF Evaluation Office reports directly to the GEF Council. GEF Agencies such as EBRD, UNDP, UNEP, WB, FAO, ADB are responsible for creating project proposals and for managing GEF projects. GEF Agencies play key roles in managing GEF projects on the ground. More specifically GEF Agencies assist eligible governments and NGOs in the development, implementation, and management of GEF projects.
Size of grant	Small grants up to US$50,000, Enabling Activities up to US$1 million, Medium-sized projects up to US$2 million, Full-sized projects over US$2 milion

[46] http://www.theglobalfund.org/en/ccm/guidelines/#ccmguidelinesrequirements
[47] http://www.theglobalfund.org/en/fundingmodel/single/applicationmaterial/
[48] https://www.thegef.org/gef/sites/thegef.org/files/publication/GEF_Instrument-Interior-March23.2015.pdf
[49] https://www.thegef.org/gef/sites/thegef.org/files/publication/11488_English.pdf

Grant-making process	The GEF funds country-driven programs/projects which are based on national priorities for sustainable development. Countries are eligible if they can borrow from the WB or receive UNDP technical assistance, or if they are Parties to the conventions serviced by GEF. The GEF Trust Fund is replenished by donor countries every 4 years, with pledges funded over a four-year period. The funding is made available for activities within the GEF Focal Areas (climate change, biodiversity, persistent organic pollutants etc.). Full-sized projects are first approved by the Council then the CEO, then approved, and implemented by a relevant GEF Agency. Streamlined approval methods are used for smaller projects. (See project cycle[50])
Results	Since 1991, provided $13.5 billion in grants and leveraged $65 billion in co-financing for 3,900 projects in more than 165 developing countries

UN-World Bank Fragility and Conflict Partnership Trust Fund

Goal	Promoting effective partnerships between the UN and WB in fragile and conflict-affected situations
Establishment	Launched with a US$ 3 million contribution from Switzerland in 2010 to support implementation of the 2008 UN-WB Partnership Framework for Crisis and Post-Crisis Situations[51].
Governance	World Bank window managed by the World Bank Fragility, Conflict and Violence (FCV) Group. The UN window is administered by the UN Development Operations Coordination Office (DOCO) for the UN Development Group. A joint Steering Committee oversees the trust fund.
Size of grant	Grants have averaged between $100,000 - $200,000, with proposals of up to $500,000 considered on an exceptional basis
Grant-making process	Applications are received on a rolling basis for proposals jointly developed by UN and WB teams and which show alignment with the Strategic Results Framework for the UN-World Bank partnership in Fragile and Conflict-Afflicted Situations. The Trust Fund can channel resources via both the Bank and the UN, with all work expected to be jointly supervised. Proposals should specify the amounts requested for execution on each side. The Trust Fund on the Bank side is Bank-executed. UN funds will be transferred directly from DOCO to the administering unit, typically the Office of the Resident Coordinator for country-focused proposals.
Results	Past projects to further WB-UN partnerships have included: Development of a joint UN-Bank diagnostic framework for reestablishing core government functions in post-conflict situations. Joint economic impact assessment of the peacekeeping mission in Mali. Collaboration around a joint problem-solving approach to designing justice service interventions in FCS. Strengthening UN-WB engagement in Security Sector Expenditure Reviews in peacekeeping settings. Developing the aid architecture to implement the New Deal priorities in Somalia. Secondment of a senior WB Governance Specialist to the UN in Yemen to develop the UN-WB framework to support implementation of the outcomes of the National Dialogue Conference. Deployment of a Partnership Advisor to South Sudan to lead development of an action plan for closer joint UN–WB cooperation in support of national efforts toward peacebuilding and longer-term development. Deployment of a WB-seconded specialist seconded to MONUSCO's Stabilization Support Unit in eastern DRC to support the implementation of the Government's Stabilization Strategy.

[50] https://www.thegef.org/gef/project_cycle
[51] http://pubdocs.worldbank.org/pubdocs/publicdoc/2014/10/830571412691496886/UN-WBFramework2008.pdf

Global Innovation Fund

Goal	Invest in social innovations that aim to improve the lives and opportunities of millions of people in the developing world.
Establishment	Launched in 2014 by the United States, the United Kingdom, Swedish and Australian Governments, in partnership with philanthropic investment firm Omidyar Network. Together, the partners have pledged USD 200 million over the next five years.
Governance	A non-profit innovation fund headquartered in London
Size of grant	GIF offers financing from USD $50,000 to $15 million, with the largest funding amounts reserved for innovations that can demonstrate evidence of success and that have potential to spread across multiple developing countries. Pilot projects and field-testing of innovations receive up to USD 230,000. Projects that have completed initial testing and are transitioning to larger scales can receive up to USD 2.3 million. In addition to grants, the fund offers loans (including convertible debt) and equity investments.
Grant-making process	Financing is offered to social enterprises, for-profit companies, non-profit organizations, government agencies, international organisations, and researchers from countries that are classified as low- or lower-middle income by the World Bank.
Results	In February 2016, GIF announced that it has made its first eight investments, which range in size from GBP 120,000 to 1.5 million.

Gavi (The Vaccine Alliance)

Goal	Bringing together public and private sectors with the shared goal of creating equal access to new and underused vaccines for children living in the world's poorest countries.
Establishment	Launched in 2000 with a USD 750 million commitment from the Bill & Melinda Gates Foundation.
Governance	A board composes of 18 members from a range of partner organizations and 9 private sector experts, plus the Chair, governs Gavi. A secretariat of seven teams based in Geneva and Washington DC oversees the programme and policies, and disburses funds.
Size of grant	n/a
Grant-making process	In addition to the Bill & Melinda Gates Foundation, the major donors are the UK, Norway, US, France, Italy, Australia, Sweden, Netherlands and Canada. Direct contributions from these and other donor governments and philanthropists make up approximately 70% of Gavi's funds. The remainder is innovative financing from the International Finance Facility for Immunisation and the Advance Market Commitment. Gavi works with partners including international organizations (World Bank, UNICEF, WHO etc.), NGOs, governments, industry and research institutes to supply vaccines to those who need them. On the ground, health ministries and WHO regional and country office take the lead. UNICEF's supply division purchases vaccines using Gavi funds. The World Bank advises on market dynamics and innovative financing. Civil society organizations and governments deliver vaccines to health centres. Applications are accepted on a rolling basis. Governments that have a Gross National Income of USD 1,580 or lower on average over the past three years are eligible for funding. Governments must apply for each vaccine they desire separately. An Independent Review Committee evaluates each proposal and communicates its recommendations to the Gavi Board, which makes the final decision on funding.
Results	Since its launch in 2000, Gavi has helped developing countries to prevent more than 7 million future deaths from hepatitis B, *Haemophilus influenzae* type b, human papillomavirus, Japanese encephalitis, measles, meningitis A, pneumococcal disease, rotavirus diarrhoea and yellow fever. It has contributed to the immunization of 500 million children and continues to immunize around 65 million children annually.