



Federal Ministry
for Economic Cooperation
and Development

BILL & MELINDA
GATES *foundation*

Memorandum of Understanding

between

the German Federal Ministry for Economic
Cooperation and Development

and

the Bill & Melinda Gates Foundation

Memorandum of Understanding

(hereinafter referred to as MoU)

between

the German Federal Ministry for Economic Cooperation and Development

(hereinafter referred to as the BMZ)

and

the Bill & Melinda Gates Foundation

(hereinafter referred to as the Foundation)

A — Preface

Preamble

With the adoption of the 2030 Agenda for Sustainable Development, the global community has agreed on a historic far-reaching and people-centered set of universal and transformative goals and targets. The Agenda is marked by inclusivity, universality and integration, going beyond mere financial resources and calling for a revitalized Global Partnership.

Increasing environmental pressures have shown that there are global limits to unbridled economic growth. Sustainable development clearly needs to go beyond mere economic growth and must respect all dimensions of sustainability, including environmental and social sustainability. Sustainability does not only have a national dimension, it is also linked to the global level and related to the provision and protection of global public goods shared by all humankind. Leaving no one behind is therefore the greatest global challenge and the fundamental objective for our engagement in sustainable development.

The successful implementation of the 2030 Agenda will depend largely on countries taking responsibility for their own development, including the mobilization of domestic resources. Notwithstanding the significance of domestic financing,

substantial international public and private financing along with innovative financing instruments will be needed to increase available resources adapted to the level of development of recipient countries and their national priorities.

As part of a global development financing framework, the Addis Ababa Action Agenda underlines the importance of cooperation between philanthropic actors, governments and other development stakeholders and acknowledges the role of philanthropic organizations in the implementation of the 2030 Agenda.

Philanthropic actors are increasingly engaged in efforts towards sustainable development and poverty reduction, with their goals often converging with those of national governments, civil society and development agencies. The global community not only welcomes the growth of philanthropic giving and significant financial contributions, but importantly also philanthropy's role in mobilizing and sharing knowledge, expertise and technology to complement the efforts of governments in achieving the Sustainable Development Goals. Only collective action can unlock the transformative power needed to implement the ambitious development agenda by 2030.

Purpose of the collaboration

Based on the 2030 Agenda for Sustainable Development, the BMZ and the Foundation wish to continue and strengthen their fruitful partnership. Under the overarching objective of significantly reducing poverty and transforming the lives of those most in need, the BMZ and the Foundation seek to strengthen their collaboration on multilateral and bilateral projects.

Over the past few years, the BMZ and the Foundation have already established effective collaboration in a number of sectors including global health, agriculture, nutrition, water and sanitation, financial inclusion, and other sectors, resulting in a series of joint projects that deliver substantial results. The successful collaboration has been underlined by the jointly implemented African Cashew Initiative winning the DAC Development Prize and being regarded as a best practice example of how public and private partners can achieve valuable and measurable impact. This is but one example of how the BMZ and the Foundation, by joining forces, can positively impact people's lives and build a transferable model for scale-up and successful partnerships between public and private development partners. It is in this spirit that we acknowledge both our unique and different strengths, skills and resources and the complementarities and synergies that we will leverage towards delivering substantial results.

Reflecting the partners' shared objectives and recognizing the value of joining forces, the BMZ and the Foundation express their intention to intensify and strengthen their long-standing and productive cooperation, such as that conducted through the implementing organizations of the BMZ.

Principles and guidance for collaboration

The 2030 Agenda for Sustainable Development will be the guiding framework to strengthen our cooperation. In our joint pursuit of implementing the 2030 Agenda, including the Sustainable Development Goals and the Addis Ababa Action Agenda, we acknowledge the importance of partnerships between private foundations, donors and other stakeholders. Such partnerships will guide us in our joint endeavor to contribute to the renewed Global Partnership.

As we seek to complement resources and accelerate development efforts by focusing on our respective comparative advantages in favor of the purposes outlined above, the BMZ and the Foundation will build on the following principles and guidance:

- *We will collaborate based on international objectives as stipulated in the Paris Declaration, the Accra Agenda for Action and the Busan Partnership for Effective Development Cooperation, such as ownership, focus on results, inclusive development partnerships, mutual transparency and accountability.*
- *We will bear in mind the importance of multi-level dialogue and coordination between the Foundation, the BMZ and further stakeholders to strategize our work within the context of global, regional and national efforts already under way. The primacy of national ownership of development strategies along with stakeholder participation will guide the design and implementation of joint projects and programs.*
- *We will take into account the interlinkages and integrated nature of development challenges and thus consider a systemic view which, although targeting certain outcomes, recognizes interdependencies between sectorial approaches.*
- *We acknowledge that the partnership may be implemented at different levels, including the bilateral and multilateral level, and through different instruments such as capacity development, financial cooperation, and research support, offering vast potential for increasing developmental impact and innovation.*
- *We will foster the potential for leveraging external resources and capacities by seeking to attract other donors to joint projects and programs, including through harnessing the resources and capabilities of the private sector.*
- *We will draw on the experience, skills and areas of excellence of the Foundation as well as the BMZ and its implementing organizations including GIZ and KfW by utilizing complementarities and potential synergies using the variety of tools at our disposal.*
- *We will pursue a shared understanding of result and impact orientation to ensure and maximize the effectiveness of our joint endeavors.*
- *We acknowledge the importance and the potential of sharing knowledge for improved project and program design and implementation, better decision-making, and learning from successes and failures. We aim to share our knowledge and experience across sectors in an effort to improve our collaboration and impact.*

B – Main modes of collaboration

Goals

The BMZ and the Foundation intend to build and deepen their collaboration based on a set of goals, namely:

- *Improving the effectiveness and efficiency of existing cooperation by leveraging each other's skills and resources as well as by identifying best practice examples and applicable scalable approaches*
- *Finding new opportunities and innovative ways for cooperation for an enhanced strategic partnership contributing to the global community's endeavor to successfully implement the 2030 Agenda for Sustainable Development*
- *Helping to transform systems in development areas related to joint involvement in multi-lateral and governance-related multi-stakeholder platforms*
- *Initiating and establishing innovative forms of cooperation by building partnerships across sectors and with different actors, including the private sector and civil society, as well as seeking new approaches in development cooperation by accelerating the development and adoption of new tools and technologies*
- *Joining complementary forces and raising our voice to complement further regional and international endeavors to structure and develop the global agenda*

Roles

The partnership will build on the unique and complementary strengths, expertise and resources of the BMZ and the Foundation to further the goals outlined above.

The BMZ would contribute the following to this partnership:

- *An extensive global cooperation network, particularly the established network of German development cooperation offices in its partner countries*
- *Long experience of and know-how in development cooperation, including technical assistance and capacity development as well as financial cooperation in its numerous partner countries*
- *A great variety of instruments including financial cooperation (mainly implemented through KfW, e.g., innovative finance mechanisms, loans and grants) and technical cooperation (mainly implemented through GIZ) and the density of its cooperation in the partner countries*

The Foundation would contribute the following to this partnership:

- *A unique voice which can be a powerful tool for communicating lessons about ways of achieving development goals*
- *Innovative ways of addressing development problems in a sustainable way with a focus on results, high impact and measuring results*
- *In particular, initiating and conceptualizing schemes and modes for innovative financing in pursuit of the Addis Agenda*
- *Particular insight into and perception of private sector contributions to be initiated and facilitated within its vast network and linkages including joint endeavors for a conducive regulatory environment to promote sustainable development*
- *Addressing global governance and multilateral structures with a particular emphasis on challenges in areas of joint endeavors to implement the SDGs*

Areas for cooperation

The BMZ and the Foundation intend to continue and extend their cooperation in a number of areas and regions and explore new forms of cooperation, particularly in – although not limited to – the priority areas of

- (A) health and population,**
- (B) food security, nutrition, and agriculture,**
- (C) water, sanitation, and hygiene,**
- (D) financial inclusion,**
- (E) domestic revenue mobilization,**
- (F) other sectors as openings for collaboration evolve, and**
- (G) knowledge sharing and dialogue.**

The BMZ and the Foundation have identified a number of geographies with increased potential for joint projects and programs given the potential interest by partner countries, the development priorities of each organization as well as expertise and networks, namely:

- *East Africa (e.g., Tanzania, Ethiopia, Kenya, Malawi)*
- *South Asia (e.g., India, Pakistan, Afghanistan, Bangladesh)*
- *West/Central Africa (e.g., DRC)*

(A) HEALTH AND POPULATION

The newly adopted Sustainable Development Goals are likely to affect global development policies for many years to come. Sustainable development has the potential to bring about an ultimate paradigm change. The international community

has agreed on the need to achieve universal health coverage, including a focus on primary health care. This requires strong, efficient health systems that can address the full range of health determinants and deliver high-quality and affordable health services to all. In order to strengthen health systems, every dollar invested in development assistance for health must also be a dollar that helps strengthen health systems.

There is growing recognition that the health agenda is now broader and that poverty-related non-communicable diseases must be included. In addition, there has been a strong drive to embed health equity; to give increased attention to sexual and reproductive health, especially for young people and with regard to the 1,000-day window of opportunity; and for health to be framed as a fundamental right.

The BMZ and the Foundation already have a successful partnership on global health, which has included working together to invest in and launch the Global Health Investment Fund, ensuring a successful GAVI replenishment in 2015, and joint investment in a vaccine logistics center in East Africa. The BMZ and the Foundation intend to continue their strong collaboration and partnership in the following areas:

Eradication of polio

The BMZ and the Foundation have been long-term supporters of the Global Polio Eradication Initiative (GPEI) and remain committed to fight polio until the goal of eradication has been reached. Both partners look forward to exploring how the polio program assets and learnings can be leveraged towards resilient health systems to further positively impact people's lives. The Foundation intends to match new funding from Germany to the GPEI from 2016 to 2020 up to an additional 90 million euros.

Vaccines

Since its launch in 2000, GAVI has contributed to the immunization of around 500 million children, thereby helping to prevent over 7 million future deaths from communicable diseases in developing countries.

Thanks to the strong emphasis the German government attached to the 2015 GAVI replenishment event hosted in Berlin, all participants to that round committed themselves to ensuring that GAVI will have the resources to deliver on its strategy between 2016 and 2020. Both partners have been long-time contributors to GAVI and continue their strong support for the GAVI Vaccine Alliance as a highly efficient and effective contribution towards SDG 3.

Combating HIV/AIDS, malaria and tuberculosis

Both partners agree that the Global Fund to Fight AIDS, Tuberculosis and Malaria (The Global Fund) plays a key role in the fight against those three global epidemics and in strengthening underlying health systems. The Global Fund has contributed to

17 million lives saved to date and is on track to reach 22 million lives saved by end of 2016. We have seen a decline of 1/3 in the number of people dying from HIV, TB and malaria since 2002 in countries where the Global Fund invests. Given the impact that the Global Fund has been shown to have, both partners will continue their support for the Global Fund, working together and with other donors to implement the new strategy (“The GF Strategy 2017-2022: Investing to End Epidemics”), which was approved by the 35th Board Meeting of the Global Fund in Abidjan, Côte d’Ivoire, in April 2016. Specifically, the partners agree to collaborate on issues related to Women and Girls, Supply Chain System Strengthening, Data Access and Allocative Efficiency within the Global Fund. The important role of GIZ in providing technical assistance to the Global Fund is acknowledged. Both partners agree upon the importance of a successful 5th Replenishment in order to enable the Fund to support partner countries and their efforts to end the epidemics by strengthening health systems.

Family planning / reproductive health

Both Germany and the Foundation committed in 2012 to a combined global Family Planning 2020 goal to provide access for an additional 120 million women to modern family planning by 2020, as a milestone towards universal access. The Foundation welcomes Germany’s increase in its bilateral spending on reproductive health including family planning to 100 million euros / 122 million US dollars annually for the period of 2016 to 2019. Germany’s continued funding for IPPF and UNFPA complements existing investments of the Foundation. These investments will contribute towards the FP2020 goal.

Germany and the Foundation share many similar approaches to addressing access to family planning, such as on the critical importance of ensuring that youth have access to family planning. Where appropriate, we will seek opportunities to share learning and actively collaborate.

Primary health care

The BMZ and the Foundation intend to work together on implementing “Healthy Systems – Healthy Lives: A Framework for Health Systems Strengthening towards Universal Health Coverage”. One thematic focus will be the improvement of primary health care through advances in monitoring and evaluation and data systems and increasing the resilience of health systems, in line with “Healthy Systems – Healthy Lives”, through collaboration on primary care improvements such as e.g. the Primary Health Care Performance Initiative (PHCPI).

Health and demographic data

The BMZ and the Foundation share a commitment to advance the availability of health and demographic data in support of measuring the progress of the 2030 Agenda. Complementing each other, the Foundation provides core funding to Countdown to 2015 (CD 2015; henceforth Countdown to 2030) to advance progress tracking for

maternal, newborn, and child survival; while the BMZ, by contributing to the efforts of the Health Data Collaborative (HDC), supports the collection, quality, and use of population and health data. The joint long-term objective is to strengthen routine data systems for timely and disaggregated data in order to foster evidence-based decision-making for sustainable development planning.

While specific country engagements will be determined mutually, the following are illustrative potential near-term opportunities for in-country engagement in geographic focus areas:

- *Primary health care and data and health systems strengthening: Tanzania and Malawi*
- *Integration of “Healthy Systems – Healthy Lives” and PHCPI (under the Universal Health Coverage Alliance): Tanzania, Malawi, DRC*
- *Family planning: West Africa, Kenya, Bangladesh and Tanzania*
- *Focus areas: Leverage the Ouagadougou Partnership for deeper collaboration in select countries towards greater access to family planning in the West Africa region. There are opportunities to explore more concrete joint investments in the region, also building on the current collaboration Germany and the Foundation have on the introduction of Sayana Press. Further concrete projects to be identified following further exchange of information; this may include building on learnings from the urban reproductive health care initiative/support for the Challenge Initiative for Reproductive Healthcare; expanding access to modern contraceptives, including for youth populations, in Niger; supporting data and evidence collection and usage, e.g., expanding the use of PMA2020 factsheets within countries of BMZ operation in Africa; etc.*
- *Vaccines: including bilateral GAVI contribution, vaccines logistics center of excellence, etc.*
- *Maternal, newborn and child health: The Foundation and the BMZ have a strong focus on improving maternal, newborn and child health in line with the Global Strategy for Women’s, Children’s and Adolescents’ Health (2016-2030). While joint outcomes are still to be identified, we see strong potential for working together to improve the quality of maternal and newborn care in health facilities in countries such as Malawi and improving the use of evidence and data through tools such as EQUIST.*

Additional areas of collaboration on key bilateral and multilateral efforts (e.g. Global Financing Facility [GFF] and/or Health Surveillance) may be explored.

(B) FOOD SECURITY, NUTRITION, AND AGRICULTURE

The BMZ and the Foundation intend to continue their cooperation in the area of nutrition and agriculture, welcoming the success of the initiatives launched in Africa and Asia to improve the livelihoods and incomes of small-scale farmers and their families.

These initiatives, notably the Competitive African Cotton Initiative (COMPACI), the African Cashew Initiative (ACI), Sustainable Smallholder Agribusiness (SSAB) and

the Competitive African Rice Initiative (CARI) may serve as best practice examples for future collaborations. 1.6 million smallholder farmers have participated in good agricultural practice training or farmer business schools or benefited from improved access to markets. This has increased their incomes significantly, contributing to improving the livelihoods of their families, i.e., 10 million rural poor or 2% of MDG 1.

The BMZ and the Foundation intend to work together in line with SDG Targets 1.1 (to eradicate extreme poverty), 2.1 (to end hunger in all its forms), and 2.2 (to end all forms of malnutrition), and to this end, Target 2.3 (to increase the productivity and incomes of small-scale food producers). The BMZ and the Foundation therefore intend to explore collaboration in the following areas:

Research

- *Support research activities of the CGIAR Research Programs (CRP) in order to increase sustainable agricultural productivity and incomes and secure better nutrition*
- *Improved data generation and sharing, helping to build up the evidence base around nutrition and nutrition-sensitive agriculture; building capacity on research and evidence generation in/with German universities as well as international agricultural research centers; improving coverage data and the capacity of high burden countries to utilize this information for data-driven decision-making*

Policy and stakeholder dialogue

- *Collaborate around the BMZ's green innovation center program in order to spur innovation and private sector-led development in agriculture as well as other relevant programs under the "One World – No Hunger" initiative (e.g., on food security and soil protection)*
- *Jointly support the Global Agriculture and Food Security Program (GAFSP) and similar initiatives as a highly efficient and effective contribution towards SDG 2*
- *Explore additional areas of collaboration on key bilateral and multilateral efforts for agricultural transformation (e.g., African Union/CAADP, Alliance for a Green Revolution in Africa [AGRA], etc.)*

Identify additional projects for co-financing in specific areas of mutual interest, high impact and greatest need, including, for example, in the thematic areas of

Food security and nutrition

- *Improving women's and adolescent girls' nutrition through improved dietary diversity; scaling up iron-folic acid to address anemia as well as multiple micronutrient supplementation in pregnancy (pending WHO approval in the new ANC guidelines); and doing research around effective interventions and delivery platforms to reach women and girls during adolescence and pre-pregnancy*
- *Improving access to affordable nutritious foods, through staple food fortification with essential vitamins and nutrients as part of a comprehensive effort to address micronutrient deficiencies, especially among women and children, and ensuring appropriate regulatory and compliance procedures are in place. One example is*

the Affordable Nutritious Food for Women (ANF4W) project, which works in the field of commercial food fortification and nutrition-sensitive agriculture including biofortification to increase local production of nutritious, safe foods while promoting diverse, micronutrient-rich diets and establishing national regulatory and strategic frameworks at the same time.

- *Scaling up access to high-impact proven nutrition interventions through the health system, including infant and young child feeding in Ethiopia and India and/or expanding this work further into West Africa*

Agricultural production and value chains

- *Improving market access for smallholder producers and their integration into value chains by replicating and upscaling proven best practice approaches as well as developing innovative concepts, fostering a regional transfer of knowledge and innovation among the respective target countries in Africa and Asia*
- *Maximizing impacts and increasing the outreach to smallholders by leveraging the expertise, networks and resources of the private sector through public-private partnerships, matching grants or other innovative modes of collaboration*
- *Multi-level value chain promotion support at micro level (productivity and income for small-scale farmers), improved service delivery from private, public and civil society actors, as well as policy advocacy support to create a conducive environment so as to contribute to a sustainable agricultural transformation*
- *Strengthening food quality and safety, notably aflatoxin control on relevant crops such as maize, groundnuts, cassava, etc.*
- *Improving soil health and replication of digital soil mapping as well as other measures to manage natural resources in relation to sustainable production systems*
- *Rural development through livestock-based production systems, improvements in livestock and genetics as well as strengthening market access for smallholder pastoralists*

Explore potential collaboration in other programmatic areas including vocational training, agro-processing, agricultural finance (link to financial inclusion) and trade facilitation as part of broader value chain development efforts

Work together to ensure that agriculture and nutrition remain on the global agenda and that strong accountability frameworks exist. Collaborating both at a country level – working within established architecture including the SUN Donor Network and other SUN platforms as well as in support of CAADP national plans and through the CAADP donor coordination platforms to improve coordinated action and enhance impact – and through critical global discussion platforms

Support multi-sector cooperation including private-sector partners to ensure sustainable reduction of malnutrition and hunger through improved local production of affordable nutritious foods

(C) WATER, SANITATION, AND HYGIENE

The BMZ and the Foundation recognize the importance of addressing sanitation for sustainable development. The need, but also the opportunity, to prevent disease and to enhance the quality of people's lives through improved sanitation is greater than ever. Improved sanitation has profound economic, educational and social benefits. Both partners therefore share a common interest in increasing access to safe, adequate and sustainable sanitation. The Foundation's Water, Sanitation and Hygiene initiative focuses on sanitation, particularly in Africa and Asia. Germany is committed to providing access to sustainable sanitation with a focus on urban contexts and schools and on improving the situation in host communities for refugees. Hence, both partners are currently increasing their focus on and activities in the field of access to sanitation.

The BMZ and the Foundation intend to continue their cooperation in the field of water, sanitation and hygiene by sharing knowledge and exploring opportunities to jointly finance innovative projects. Both partners aim to work together along the entirety of the sanitation chain with a focus on improving delivery of sanitation in urban environments. Both partners intend to join forces to increase the coverage of urban sanitation and reduce the prevalence of fecal pollution in line with SDG Target 6.2 including through the following measures:

- *Continued collaboration to undertake diagnostics of city sanitation systems to help inform urban sanitation planning and monitoring*
- *Continued joint support for the Sustainable Sanitation Alliance (SuSanA) as a platform for knowledge management around innovative approaches to sanitation and for fostering discussions around achieving sanitation-related targets in the 2030 Agenda*
- *Replicating and scaling up success stories in urban sanitation in African countries through the BMZ/GIZ Sanitation for Millions initiative with a potential focus on West Africa (potentially including, but not necessarily limited to, Niger) and East Africa (potentially including, but not necessarily limited to, Kenya and/or Uganda) as well as in India and Bangladesh. Cooperation might include the Foundation's participation in the Steering Committee as well as further contributions to the Initiative.*
- *Identification and – where appropriate – replication of innovative approaches to delivering decentralized fecal sludge management in urban India (e.g. through the BMZ/GIZ Sanitation for Millions initiative) including targeted collaboration with the private sector using appropriate modalities*
- *Identification of opportunities to leverage KfW investment capabilities by providing risk capital to scale up innovative technologies in sanitation*
- *Supporting the generation of sex-disaggregated data to inform sanitation planning, implementation, and policy strengthening or development*

The regional focus of cooperation between the BMZ and the Foundation on water, sanitation and hygiene will be on sub-Saharan Africa and South Asia, without excluding possible synergies in other countries or regions.

(D) FINANCIAL INCLUSION

Over two billion working-age adults lack access to formal financial services, which hampers them in making full use of their economic potential and managing their economic and social risks. Financial inclusion efforts seek to ensure that all households and businesses, regardless of income level, have access to and can effectively use the appropriate financial services they need to improve their lives. Access to financial services provides numerous opportunities to individuals. But financial inclusion also matters for the economy as a whole, because it is linked to a country's economic and social development, and it plays an important role in reducing extreme poverty. As highlighted by the Addis Ababa Action Agenda and recognized by the Sustainable Development Goals, financial inclusion is a fundamental policy area. This underlines the importance of financial inclusion in contributing to achieving the global goals.

The success of the Alliance for Financial Inclusion (AFI) has proven the added value of combining the comparative advantages of the BMZ via GIZ and the Foundation. In this spirit, we intend to enhance and deepen our existing cooperation in the field of financial inclusion, particularly in the following ways:

- *Collaborate on enhancing financial inclusion by scaling up digital technology at the global and in-country levels, in particular by*
 - *optimizing digital financial payment infrastructure for poor people,*
 - *developing digital financial services ecosystems for impact,*
 - *fostering enabling regulations and policies, and*
 - *empowering low-income households economically through financial inclusion*
- *Jointly support the AFI and the Consultative Group to Assist the Poor (CGAP)*
- *Further explore the potential for collaboration in areas that link financial services to agricultural producers and other vulnerable groups (e.g., climate risk insurance), noting Germany's agenda in these areas as part of its G7/G20 Presidency work*
- *Collaboration with other stakeholders: explore potential collaboration with other relevant stakeholders including regional development banks, most notably the African Development Bank, which has made financial inclusion one of its priorities*

(E) DOMESTIC REVENUE MOBILIZATION

Mobilizing revenues is key to promoting sustainable development and improving peoples' lives. In many emerging and developing countries, narrow tax bases, weak tax institutions, and both cross-border and domestic tax evasion and avoidance limit public revenues, leaving countries unable to provide basic services to their people. While the overall goal of increasing domestic resource mobilization enjoys wide support among all countries, implementation lags behind. Many countries have undertaken serious efforts, but obstacles are manifold and reforms have not always brought about the desired results.

The BMZ and the Foundation want to explore ways of addressing this implementation gap and – in line with the Addis Ababa Action Agenda – of strengthening tax systems and revenue administrations without duplicating existing efforts pursued by other institutions. Possible measures might be mutual learning, leadership development, capacity building, twinning and peer reviews among tax administrations, agenda setting and the creation of incentives, for instance through the provision of funds for the swift and flexible testing of innovations.

(F) FURTHER AREAS OF COLLABORATION

In addition to the areas outlined above, the BMZ and the Foundation also intend to collaborate on further sectors as openings for collaboration evolve. This might include areas such as – although not limited to – development finance, innovative financing, blending instruments, mobilization of / cooperation with the private sector, governance, climate change adaptation, as well as information and communication technologies.

(G) KNOWLEDGE SHARING AND DIALOGUE

In order to leverage relevant expertise and resources for greater impact, the BMZ and the Foundation intend to share technical knowledge and expertise in common areas of interest. This should also involve implementing organizations working for the BMZ, including GIZ and KfW. Knowledge sharing and joint learning may include regular exchange meetings and workshops, joint missions and the development of joint data and transparency instruments at the implementation level.

Both partners aim to pursue an intensive dialogue on trends and opportunities in international development and highlight joint development priorities in international fora and joint multilateral investments such as GAVI. Both partners also commit to close cooperation with the UN SDG Action Campaign, which will be located in Bonn, Germany, in close proximity to the BMZ.

C – Cooperation and consultation

The BMZ, including its implementing organizations GIZ and KfW, and the Foundation may employ a variety of collaboration models for a particular project or across a series of related projects both at the bilateral and the multilateral level and in accordance with and subject to each of their respective internal approval policies and procedures. These may include joint financing of projects, project management, new joint initiatives, joint multilateral involvement, cooperation through transfer of knowledge, policy dialogue, and strategic alignment as appropriate. The BMZ's instruments include those in the area of financial cooperation (e.g., grants, loans and blending instruments, mainly implemented through KfW) and technical cooperation (e.g., advisory services, capacity development, institution building, studies and specialized reports, mainly implemented through GIZ).

The BMZ and the Foundation will keep this MoU updated as appropriate during its term. The BMZ and the Foundation intend to hold meetings on a regular basis in order to further develop this partnership and to provide strategic guidance for the respective program areas and the focus of collaboration for the next period.

With regard to monitoring and review, both partners intend to define key performance indicators based on the 2030 Agenda. Both sides will continuously monitor and annually review the progress made in implementing the SDGs, including cross-cutting issues of the 2030 Agenda. These reviews will serve as a basis for sharing insights and experience and for discussing potential adjustments to the collaboration.

The Foundation's senior leadership and the BMZ senior leadership will endeavor to meet on an annual basis to discuss and assess progress under this MoU against shared objectives, establish revised or new priorities for cooperation, and discuss any other matters relevant to the activities contemplated by this MoU.

The partners will also consider establishing an Organizing Committee comprised of representatives from the BMZ, its implementing organizations KfW and GIZ, and the Foundation. Should they collectively determine to establish such a Committee, then each organization would name between one and two members to the Organizing Committee and ensure senior-level participation to oversee the overall progress of the MoU on a regular basis. Independent or additional members may be added to this Committee based on consensus among the existing members. This Committee will deal with the following:

- *Securing support from each organization to ensure execution of shared objectives*
- *Identifying appropriate funding sources (e.g., study and expert funds, sectoral budgets, pipeline funding) to assist in co-financing jointly proposed opportunities*

- *Reviewing pipelines of potential joint projects at least annually to determine alignment with partnership objectives*
- *Providing technical advice and assistance to strengthen project implementation based on each organization's strengths*
- *Recommending improvements to the ongoing partnership between the two organizations*
- *Enable staff exchanges and learning exchanges between the organizations*

In addition to using the Organizing Committee, the BMZ and the Foundation intend to coordinate at the appropriate staff levels to ensure that the objectives and projects are developed in a manner consistent with the MoU and decisions taken by the Organizing Committee meetings:

- *Developing periodic work plans to provide a framework for cooperation between the organizations. Work plans may include provisions for aligning with country plans developed by countries.*
- *Sharing best practices and lessons learned*
- *Monitoring project implementation to ensure the achievement of intended results*
- *Placing potential opportunities before the Organizing Committee to recommend approvals and resource allocation*

Where deemed necessary, the partners will conduct regular assessments for further engagements, including annual shared portfolio review and planning meetings to take stock of the impact and success of joint projects; annual meetings to explore common medium-term and long-term priorities and openings for cooperation.

The specific timing and format of the overall coordination and consultation process will be determined by mutual agreement between the BMZ as well as its implementing organizations and the Foundation as applicable.

D – Duration, termination and modification

The BMZ and the Foundation agree and understand that this MoU will not create or give rise to any legally binding obligations upon either partner to perform any activities or provide any funding.

Neither partner is obligated to provide funding toward the purposes described in this MoU; accordingly, this MoU will not provide the basis to bind either partner to provide any funding. Any funding to be provided by either the BMZ or the Foundation will be decided in the sole discretion of the partner that is providing the funding and will be based upon the execution of individual grant or other funding agreements that will specify the terms of the payment, required reporting commitments and other applicable contents.

No provision of this MoU and no action by the organizations will establish or be deemed to establish a partnership, joint venture, principal-agent relationship or employer-employee relationship in any way or for any purpose whatsoever between the partners or other entities.

This MoU will commence on the date in which it is duly signed by both partners. It may be reviewed on or before the same dates in 2021, at which time the BMZ and the Foundation may elect to extend it through a written acknowledgement or develop a new MoU.

This MoU may be terminated by either partner by giving at least one month's written advance notice to the other. Termination of this MoU would not have any effect on pre-existing funding commitments by either the BMZ or the Foundation.

This MoU may be modified only by mutual written consent of both partners.

E – Notices and publicity

Both the BMZ and the Foundation recognize the desire of the other side to disseminate information to other entities and to the public about the contents and shared objectives of this MoU. Both partners also recognize the need to coordinate about when and how such information may be disseminated. The Foundation and the BMZ will agree the approach and communication for the public launch of the MoU as deemed appropriate. Communications related to this MoU may generally be provided through the cooperation and consultation process described in Section C. If, for any reason, that method appears insufficient to either organization, then notifications or other communications may be addressed as follows:

For the BMZ:

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