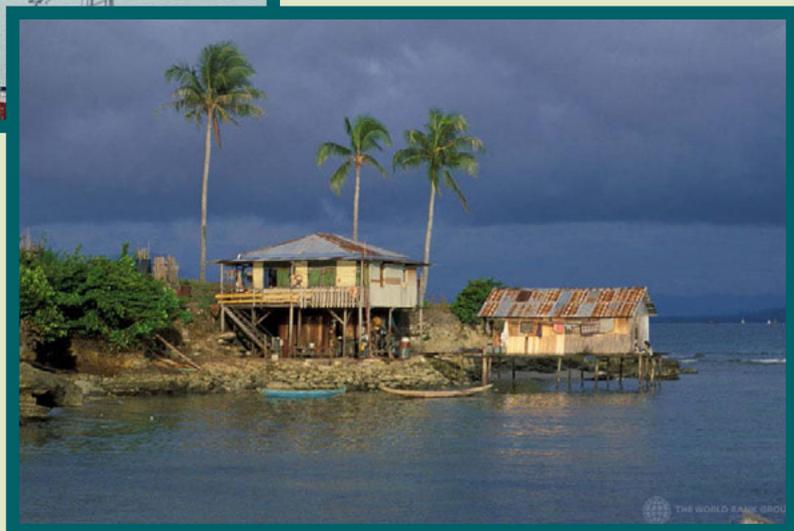


The World Bank Australia Safeguards Partnership Summary of Phase I

October 2019



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ABBREVIATIONS

ADB	Asian Development Bank
AITCV	Asian Institute of Technology in Vietnam
COP	Community of Practice
CSF	Country Safeguards Framework
CSSA	Country Safeguards Systems Assessment
DFAT	Australian Department of Foreign Affairs and Trade
E&S	Environmental and Social
EAAIG	East Asia and Pacific Infrastructure for Growth
EAP	East Asia and Pacific
EBRD	European Bank for Reconstruction and Development
EIB	European Investment Bank
ESF	World Bank's Environmental and Social Framework
ESIA	Environmental and Social Impact Assessment
IAIA	International Association for Impact Assessment
IFC	International Finance Corporation
JICA	Japan International Cooperation Agency
LCs	Learning Centers
MDB	Multilateral Development Banks
MONRE	Ministry of Natural Resources and Environment
MONREC	Ministry of Natural Resources and Environmental Conservation
PHILCESS	Philippine Learning Center for Environmental and Social Sustainability
PICs	Pacific Island Countries
PIFS	Pacific Islands Forum Secretariat
PMU	Project Management Units
RPF	Resettlement Policy Framework
SEA	Strategic Environmental Assessment
SPC	Pacific Community
SPREP	Secretariat for the Pacific Regional Environment Programme
TOTCE	Train-the-trainer Programs and Capacity Enhancement
UP NEC	University of the Philippines National Engineering Center
USAID	United States Agency for International Development
USP	University of the South Pacific
WBASP	World Bank Australia Safeguards Partnership

SUMMARY

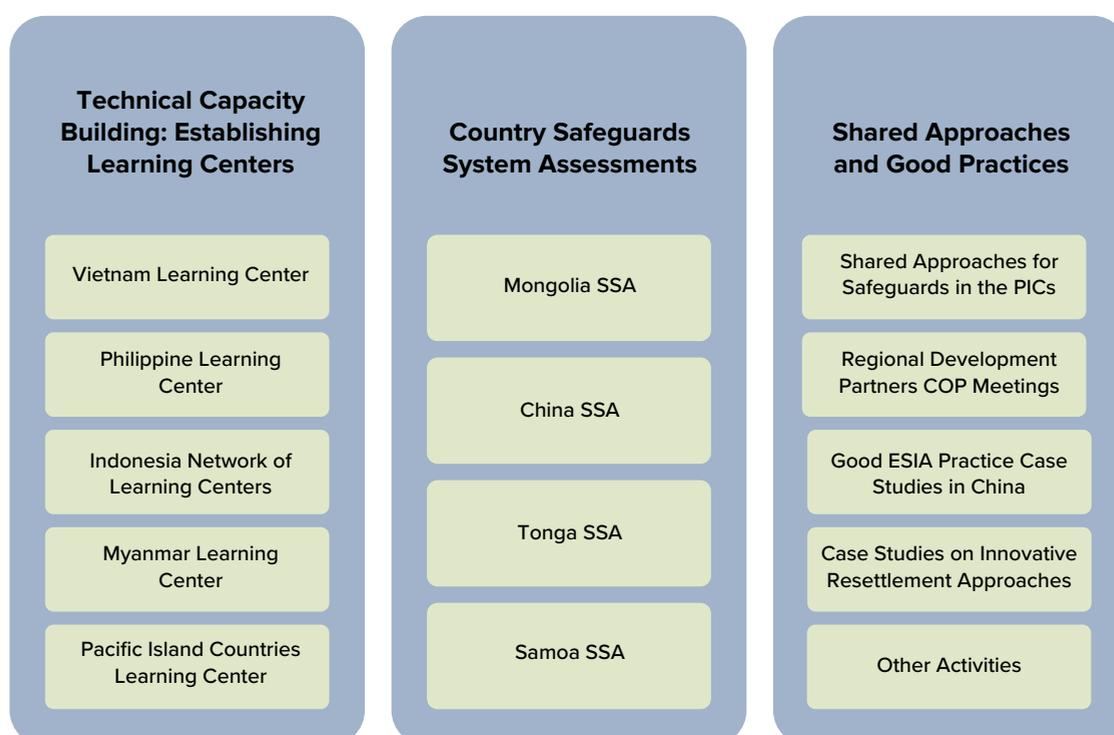
The World Bank Australia Safeguards Partnership: Facilitating Sustainable Infrastructure Development in East Asia and the Pacific

Infrastructure investment and development are essential for rapidly urbanizing East Asia and the Pacific (EAP) countries to continue to grow their economies. Infrastructure investments are a catalyst for economic growth and can be crucial for reducing poverty and inequality and promoting environmental sustainability. Leading up to 2020, the EAP region, excluding China, will require an additional USD 52 billion for infrastructure in order to keep pace with the current growth levels.¹

The World Bank Australia Safeguards Partnership's (WBASP) mission is to facilitate infrastructure development in the EAP region while protecting the environment and people. Since 2015, this multiyear partnership between the World Bank and the Australian Department of Foreign Affairs and Trade (DFAT) has focused on improving environmental and social (E&S) safeguards systems in the EAP region. It has also enabled key development partners such as the World Bank, the Asian Development Bank (ADB), DFAT, and the Japan International Cooperation Agency (JICA) to share and leverage their knowledge and investments in capacity building on E&S policies and standards. Activities undertaken from 2015 to 2017 fall under WBASP Phase I, and activities undertaken from 2018 to 2021 fall under WBASP Phase II. **This report highlights key achievements made under the WBASP Phase I.**

The WBASP Phase I has funded and coordinated a number of activities across the EAP region to improve E&S safeguards capacity and country systems. The WBASP addresses key challenges to improving E&S safeguards systems and therefore infrastructure in EAP. During this period, the WBASP funded and coordinated activities in various countries including China, Indonesia, Mongolia, Myanmar, Papua New Guinea, the Philippines, and Vietnam, as well as the Pacific Island Countries (PICs).

WBASP Activities



¹ World Bank Group (2017). The Status of Infrastructure Services in the East Asia and Pacific. World Bank, Washington D.C.

Technical Capacity Building through Learning Centers (LCs). This area of work involves developing and establishing LCs in the region to train and provide capacity building activities to government employees, academia, consultants, and others involved in implementing E&S standards and policies. This involved the coordination of different initiatives with in-country partners to build technical capacity in different EAP countries.

Each LC is a collaboration between development partners and academic institutions within a country. Trainings on various topics to achieve E&S sustainability in line with donor and country requirements are conducted. Topics include involuntary resettlement; environmental and social impact assessment; ethnic minorities; effective environmental management in construction; and biodiversity impact assessment. Training to trainers is also given. Over 2,000 participants have attended courses in various countries under Phase I, with a number of paying attendees returning for two or more courses, clearly indicating the value and relevance of trainings offered.

Country Safeguards Systems Assessments (CSSAs). CSSAs were undertaken in Mongolia, China, Tonga, and Samoa. CSSAs provide an opportunity to assess national environmental and social management systems and related institutional capacity at a strategic level, outside the scope of an individual project. Such assessments—by looking at the country’s legal and institutional frameworks, which includes applicable laws, regulations, rules, and procedures, as well as institutional arrangements, capacity, and resources allocations—can help in identifying opportunities for enhancing capacity and informing the design of measures to strengthen national capacity and systems.

The findings inform discussions with governments and development partners to determine what support is needed to strengthen technical and institutional capacity, training programs for LCs, and future engagement and actions to pursue with countries, including revisions of laws, policies, and implementation arrangements.

Shared Approaches and Good Practices. Collaboration between development partners is an integral aspect of the WBASP. The WBASP provides a platform to strengthen donor coordination in the region, enabling key donors and development partners to share and leverage knowledge and investments in capacity development on E&S policies and standards through the Development Partners Community of Practice (COP) biannual meetings, donor and partner workshops, and joint work programs. A principle goal of these activities is to facilitate dialogue between development organizations to further harmonize and align E&S policies and practices in EAP. One example is the development of a “Shared Approach and Guidance on Safeguards for Pacific Island Countries” between the financial institutions for environmental and social management in the PICs.

The WBASP also provides a unique platform for development partners to bring together the public and private sectors for public-private partnership (PPP) coordination, as well as the support of analytical reports that document good practices highlighting the benefits of E&S assessment and management, which can serve as a repertoire for practitioners undertaking similar work.

Key WBASP Phase I Results

The WBASP has made notable achievements by delivering critically needed gains in capacity for safeguards. As noted by GHD in the independent evaluation commissioned by DFAT,² a key strength of the WBASP has been its design, which reflects the long-term and often incremental nature of development. WBASP has funded CSSAs to help countries identify gaps in E&S country systems, established or initiated Learning Centers in several countries, and facilitated collaboration between donors to align donor and country safeguard frameworks.

During its Phase I, WBASP supported and coordinated 21 activities across the EAP region. WBASP has been active in China, Indonesia, Mongolia, Myanmar, Papua New Guinea, the Philippines, Timor-Leste, and Vietnam, as well as in several Pacific Island Countries (Fiji, Kiribati, Samoa, the Solomon Islands, Tonga, Tuvalu, and Vanuatu).

² GHD Report for Department of Foreign Affairs and Trade—World Bank Australia Safeguards Partnership (WBASP), 26th April 2017.

Learning Centers. LCs were established in the Philippines and Vietnam, and feasibility assessments and pilot training for additional LCs in Indonesia, Myanmar, and the Pacific Island countries (PICs) were completed. More than 2,000 participants attended Learning Center courses in various countries during WBASP Phase I, with many paying attendees returning for two or more courses, an indication of the value and relevance of the trainings offered. In 2018, the Philippine Learning Center for Environment and Social Sustainability (PHILCESS) became a constituent center of the University of the Philippines National Engineering Center (UP NEC). This represents a significant milestone for WBASP as this ensures the long-term sustainability of PHILCESS.

Country Safeguard System Assessments. In WBASP Phase I, assessments were conducted³ in China, Mongolia, Tonga, and Samoa. The CSSA for **China** looked at a total of 75 key requirements of the World Bank's new Environmental and Social Framework (ESF) and compared these with China's legal framework. In **Tonga and Samoa**, the CSSAs found that most laws and regulations on environment requirements closely approach those outlined by the World Bank's ESF, but that E&S safeguards remain difficult to implement because rules are not consistently adhered to and key government agencies remain understaffed. Similarly, in **Mongolia** the CSSA showed that significant aspects of regulation are consistent with World Bank standards, but shortcomings were identified with respect to the capacity and effectiveness of Mongolia's institutions. The Mongolia assessment also identified opportunities for existing national regulations to promote greater E&S sustainability.

Shared Approaches and Good Practices. One of the WBASP's most successful outcomes to date is to bring together various development actors through a multi-donor platform. As a result of the WBASP's coordination activities, the development partners are increasing efficiency by using common tools, such as terms of reference for design, due diligence, and feasibility studies. The Learning Centers have also fostered collaboration, such as coordination of training to make content relevant to all donor requirements and borrower country needs.

Cooperation on shared approaches to E&S work is facilitated through the Development Partners COP, donor and partner workshops, and joint work programs. The Asia Day: Development Partners' Forum, for instance, was held during the 36th Annual Conference of the International Association for Impact Assessment in 2016 in Nagoya, Japan. The event provided an opportunity to review recent developments in E&S assessment and management, make progress on strengthening country safeguards systems, and share information about capacity building initiatives supported by Multilateral Development Banks (MDBs) and bilateral development organizations in the region. The forum was attended by over 150 participants from developed and developing countries, with presentations delivered by representatives and consultants from ADB, DFAT, EBRD, EIB, JICA, USAID, and the World Bank Group.

Another focus area has been to work toward a shared approach for safeguard management for the geographically dispersed and culturally and institutionally diverse PICs. Experience has shown that well-defined approaches and methodologies applied elsewhere are not readily applicable for the PICs. Thus, the development partners have developed a shared approach for E&S assessment and management for the PICs that can be applied by all developmental partners to increase the coherence and effectiveness of interventions.

Analytical work highlighting the benefits of the application of E&S safeguards presenting good practices for practitioners undertaking similar work have also been compiled under Phase I. For example:

- **Case Studies on “Good Environmental and Social Impact Assessment Practice in China.”** Ten case studies from China demonstrate how good environmental and social impact assessment practices can contribute to the sustainability of infrastructure projects.
- **Case Studies on “Innovative Resettlement Planning Approaches and Evolving Practice in Urban Resettlement in East Asia.”** These case studies identify a number of good practices that illustrate how the World Bank's support of resettlement planning and implementation agencies enhanced participatory and equitable processes for affected communities, thereby delivering more sustainable outcomes.

³ CSSAs are often conducted using experienced consultants and in coordination with development partners such as the Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), or the Pacific Region Infrastructure Facility (PRIF).

Moving Forward: WBASP Phase II

In recognition of the significant progress made and the potential for delivering sustained impacts, the WBASP was extended until September 2021 (WBASP Phase II). Building on the successes of the WBASP program from 2015–2018, the program was extended for another three years. The independent evaluation of the WBASP commissioned by DFAT⁴ recommended that DFAT continues to support selected strategic activities to ensure achievement of long-term sustainability. The evaluation also recommended an increase in programmatic support for the program, an extension of the program referred to as “Phase II.”

Continuation of the WBASP activities under Phase II will ensure that progress achieved to date is sustained, while allowing activities initiated under Phase I to progress into implementation. The WBASP Phase II will continue to focus on Country Safeguards System Assessments (CSSAs), building technical capacity, and working closely with development partners in the region to foster shared approaches for E&S policies and standards.

In addition, the WBASP will expand activities to

- promote effective application of environmental and social standards in public and private sector-supported projects (PPP), and
- improve environment and worker health and safety.

⁴ GHD Report for Department of Foreign Affairs and Trade—World Bank Australia Safeguards Partnership (WBASP), 26th April 2017.

I. INTRODUCTION

Meeting the infrastructure needs of the next decades is key to the reduction of extreme poverty and increased shared prosperity in the East Asia and Pacific (EAP) region. According to the World Bank, leading up to 2020, the EAP region (excluding China) will require an additional USD 52 billion for infrastructure in order to keep pace with the current growth levels.⁵ This significant expansion of infrastructure is critical for promoting economic development, reducing poverty and inequality, and promoting sustainability.

The World Bank Australia Safeguards Partnership's (WBASP) objective is to support environmentally and socially sustainable infrastructure in the EAP region. Infrastructure development challenges are significant in the complex, rapidly evolving, urbanizing, and diverse context of the EAP region. WBASP plays an important role in responding to the increasing demand for infrastructure while ensuring that environmental and social (E&S) standards are maintained.

Since 2015, the World Bank Australia Safeguards Partnership between the World Bank and the Australian Department of Foreign Affairs and Trade (DFAT) has focused on improving environmental and social management systems in EAP countries. The WBASP is a comprehensive program addressing key challenges to improving E&S management systems and therefore infrastructure in the region. Challenges include limited technical capacity, weak institutions, and the need for international financial institutions to further harmonize and align their policies and practices.

WBASP is multi-year partnership between the World Bank and the Australian Department of Foreign Affairs and Trade to improve the delivery of infrastructure in the East Asia and Pacific Region.

Protecting the environment and people is at the core of the World Bank Australia Safeguards Partnership. DFAT has been supporting the World Bank to foster environmental and socially sustainable infrastructure development in the EAP since 2012. Initially this was carried out through the East Asia and Pacific Infrastructure for Growth (EAAIG) Trust Fund, and then followed by the WBASP. Activities from 2015 to 2017 fall under Phase I of the Partnership and activities from 2018 to 2020 fall under Phase II. **This report highlights key achievements made under the WBASP Phase I.**

The Partnership focuses on improving implementation of E&S management systems in the region through:

- (i) Investing in technical capacity building through Learning Centers (LCs)
- (ii) Strengthening E&S country safeguards frameworks (CSFs)
- (iii) Promoting cooperation, dialogue, and knowledge sharing on the use of shared approaches and good practices for E&S standards and policies among the Multilateral Development Banks (MDBs), bilateral donors, and other development partners in EAP.

This report highlights key achievements under WBASP Phase I.

⁵ World Bank Group. 2017. The Status of Infrastructure Services in the East Asia and Pacific. World Bank, Washington D.C.

II. CHALLENGES ADDRESSED BY WBASP

To help meet infrastructure development in the EAP region while protecting the environment and people is at the core of the WBASP's mission. Challenges can lead to delays in project preparation and implementation, and in some cases may cause risks to the environment and to worker health and safety, among a number of other undesirable consequences. Accordingly, the WBASP seeks to address the many significant challenges of infrastructure expansion in an environmentally and socially sustainable way.

Significant challenges to E&S standards and safeguards systems include:

Lack of country E&S safeguard framework capacity. A major bottleneck for infrastructure development in the EAP region is lack of country environmental and social safeguard framework capacity. Country Safeguard Frameworks (CSFs) need to be strengthened and sustained over time. Several countries lack sufficient high-level commitment and support from policy makers, executives, and managers. Relevant institutions are often under-resourced, disempowered, and lack appropriate organizational structures—all factors that contribute to poor E&S outcomes. There is also a lack of sufficient cross-agency coordination and understanding of roles across departments.

Harmonization and alignment of E&S requirements among key development partners are still ongoing. Further harmonization and alignment of national and international financial institutions' E&S requirements are needed, as a lack of harmonization and alignment affects implementation and can lead to compliance issues, delays, and cost overruns, as well as to environmentally and socially unsustainable infrastructure.

Pacific Island Countries (PICs) face unique challenges. The PICs face a unique challenge because of geography, remoteness, complex social settings, and limited capacity, including insufficient numbers of skilled staff in government, and consultant and construction companies. The high proportion of land under customary ownership can create complex challenges to land access for infrastructure development.

Public and private sector collaboration are needed. Increased private sector involvement and public and private sector collaboration are critically important to the expansion of infrastructure investments in the EAP region. There are several challenges to this, however, including how each sector addresses E&S issues based on their respective roles and responsibilities in infrastructure development. Of special significance are barriers to the entry of private sector infrastructure developers and complementary services (banking, insurance, legal, etc.), resulting in missed opportunities and increased risk. In addition, there is often insufficient capacity in the private consulting sector to engage with donor safeguard requirements, particularly in the PICs.

Among the main impediments to expansion of infrastructure investment

- Limited capacity
- Lack of exposure to Good International Industry Practice
- Lack of experience and project management capability
- Lack of resources
- Lack of qualified E&S consultants

III. WBASP KEY ACTIVITIES AND RESULTS

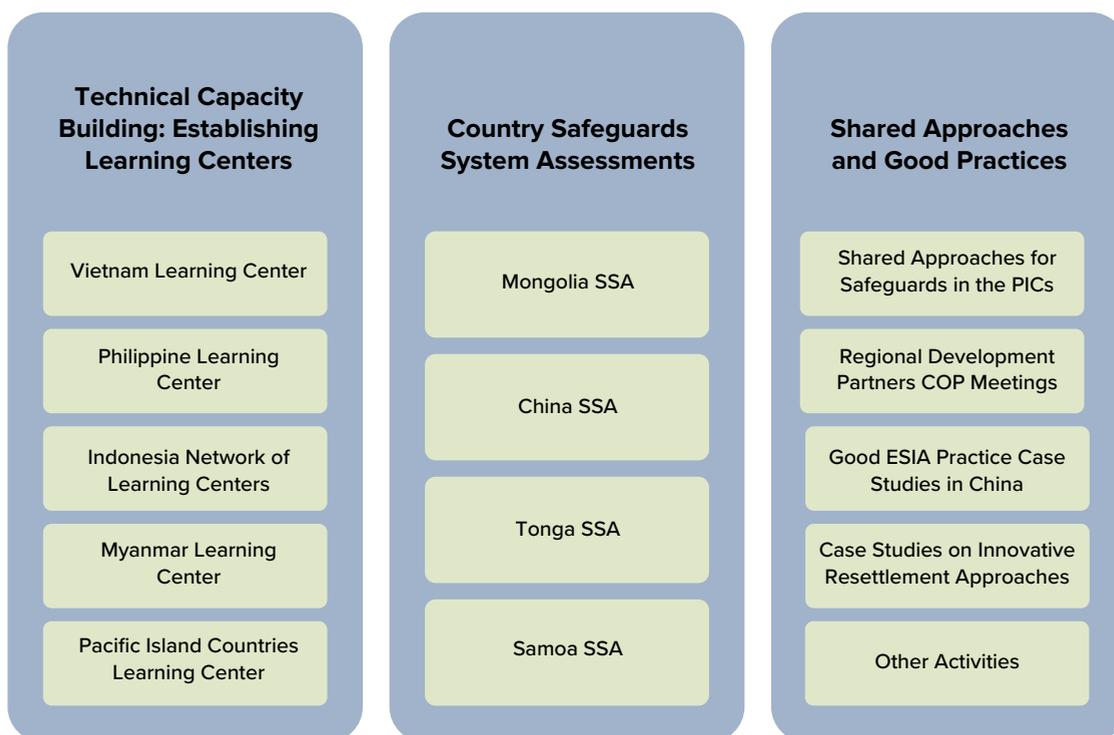
Protecting the environment and the people is at the core of the WBASP. Accordingly, the Partnership focuses on improving implementation of environmental and social management systems in the region through:

- (i) Investing in technical capacity building initiatives
- (ii) Strengthening country institutional systems for E&S assessment and management
- (iii) Promoting cooperation, dialogue, and knowledge sharing on the use of shared approaches and good practices for E&S standards among the MDBs, bilateral donors, and other development partners in EAP

The WBASP activities are organized around three pillars (Figure 1):

- **Technical Capacity Building** involves developing and establishing Learning Centers (LCs) within existing institutions in the region to train government counterparts, academia, consultants, and others involved in the implementation of E&S standards and policies.
- **Country Safeguards System Assessments (CSSAs)** aim to assess the status of E&S safeguards systems so that efforts to strengthen the systems can be planned and implemented.
- **Shared Approaches and Good Practices** provides a platform for the development partners to work together on activities such as the regional Community of Practice (COP) meetings, the development of shared safeguards approaches in the PICs, bringing together the public and private sector, and compiling good practices case studies.

FIGURE 1. WBASP Activities



A. Technical Capacity Building: Establishment of Learning Centers

WBASP plays a vital role in establishing Learning Centers in EAP countries to help increase regional skilled technical capacity for E&S assessment and management activities. Under WBASP Phase I, LCs were established in Vietnam and the Philippines, while pilot trainings and feasibility assessments were completed for LCs in Indonesia, Myanmar, and the PICs. The LCs sometimes support each other in mutually reinforcing activities. They provide trainings and other capacity building activities to government employees, academia, consultants, and others involved in implementing E&S standards and policies. Each LC is a collaboration between development partners and academic institutions within a country. Trainings are provided on various topics to achieve environmental and social sustainability in line with donor and country requirements (see Box 1).

Over 2,000 participants attended courses in various countries, with many paying attendees returning for two or more courses, indicating the value and relevance of the trainings offered.

BOX 1. Country Learning Centers course offerings in conjunction with Development Partners

Environmental and Social Safeguards
Environmental Benefits Mapping and Analysis
Principles of Environmental and Social Impacts Assessment (ESIA) Review
Involuntary Resettlement
Ethnic Minorities/Indigenous Peoples and Social Assessment
Project Supervision: Environmental and Social Management
Environmental and Social Management of Construction
Public Participation in Environmental and Social Assessment
Biodiversity Impact Assessment
Environmental Assessment and Tools
Smart Green Infrastructure in Natural Habitats and Physical Cultural Resources
ESIA in Energy Project
Solid Waste Management and Technology
Environmental and Social Assessment for Irrigation Projects
Health Impact Assessment
Training on Helminth Analysis (WHO support)
Development of Standard Operating Procedures (SOP) for Septage Management (WHO support)
Forum on Sustainable Finance
Training Design
Consultation and Participation
Implementation of the Law on Public Investment
Statistics for Sustainable Development

Learning Centers for Environmental and Social Safeguards Offer Training in a Variety of Formats



Field visits



Role playing



Classroom teaching



Group discussions



Lectures



Meeting with project-affected people



Table 1 presents a summary of the number of training courses conducted during WBASP Phase I.

TABLE 1. WBASP-Supported Learning Centers

Learning Centers	Date Established	Partners	# Training Courses Conducted under Phase I	Participants as of June 2018
Philippines	2015	WB, ADB, DFAT	29	1,375
Vietnam	2015	WB, AITCV, InNET, ADB, USAID, USEPA, DFAT, and IFC	38	645
Indonesia	In progress	WB, ADB, National Development Planning Agency (BAPPENAS), University of Gadjah Mada, National Land College, Andalas University, Hasanuddin University, University of Indonesia, Bogor Agriculture University, National Electricity Company (PLN), and Training Center of the Ministry of Public Works and Housing	—	—
Myanmar	In progress	WB, ADB, Ministry of Natural Resources and Environment	—	—
Pacific Island Countries	In progress	WB, ADB, SPREP, USP, PIFS	1	96

The Philippine Learning Center for Environment and Social Sustainability

With the support of DFAT, ADB, JICA, and the World Bank, the Philippine Learning Center for Environmental and Social Sustainability (PHILCESS) was launched during the 2014 Safeguards Forum at the University of the Philippines National Engineering Center (UP NEC).

Results. Under Phase I, the LC trained 1,375 participants; 26 percent of these were repeat participants. Out of the 508 participants who attended WBASP-supported trainings (trainings have also been conducted without financial support from WBASP), 76 percent came from three sectors: public service, administration, and defense (44 percent); professional, scientific, and technical services (18 percent); and electricity, gas, steam, and aircon supply (14 percent). PHILCESS has delivered trainings in several Philippine regions, including those related to key development projects. The World Health Organization (WHO) hired PHILCESS to provide technical support on sanitation projects, and PHILCESS also supported the Myanmar and Indonesia LCs directly by sharing their experiences and lessons learned.

Moving Forward. In 2018, the UP Board of Regents approved PHILCESS to become a constituent center of the University of Philippines. This ensures long-term support from the University, making PHILCESS the first LC in the region to achieve this level of sustainability. The LC continues to deliver courses and training programs.

The Vietnam Learning Center for Environmental and Social Sustainability

The World Bank, ADB, and USAID partnered to open the Vietnam Learning Center in 2015 in conjunction with the Asian Institute of Technology in Vietnam (AITCV).⁶ The LC trains managers, government officials, and Project Management Units (PMU) staff, university faculty, researchers, consultants, and nongovernmental organization (NGO) representatives to achieve E&S sustainability in line with donor and country requirements.

Results. 645 participants received training on “train-the-trainer programs and capacity enhancement” (TOTCE) and technical courses. A number of courses were delivered in Vietnamese to make them more accessible to participants. Participants’ surveys and independent GHD evaluation confirmed that the LC has helped increase technical capacity for E&S safeguards in Vietnam.

Moving Forward. The Vietnam Learning Center continues to prepare and deliver courses for Vietnam and other countries. The LC has partnered with the Ministry of Natural Resources and Environment (MONRE) and the Institute of Natural Resources and Environment Training of Vietnam (InNET) to enhance the LC’s sustainability and reach a wider audience. The LC is focusing on capacity building of InNET, formalizing the engagement with MONRE and other universities and/or training centers, and is sharing courses and engaging with LCs in other countries.

The Indonesia Network of Learning Centers for Environmental and Social Sustainability

The Indonesia Network of Learning Centers for Environmental and Social Sustainability (NLCs-ESS), the result of a collaborative effort between the World Bank and ADB with the support of the WBASP, was established in December 2017. NLCs-ESS builds upon existing Indonesian LCs accredited by the Ministry of Environment and Forestry to deliver Environmental Impact Assessment (EIA) trainings. The NLCs-ESS provide technical training, while sharing information and knowledge tools. Gadjah Mada University (UGM) currently coordinates the NLCs, with four centers for Environmental Studies, two Training Centers and the National Land College as part of the network. The National Development Planning Agency (BAPPENAS) chairs the National Coordinating Team, including support, advice, and guidance to the NLCs-ESS from the Ministry of Environment and Forestry (MoEF) and the Ministry of Agrarian and Spatial Plan/Land Agency (MASP/LA).

Results/Moving Forward. A Business Plan for each LC is being developed. Training courses are being planned for 2019;⁷ NLCs-ESS intends to strengthen and support each LC while building on their unique and complementary

⁶ AITCV is an existing and long standing regional institution and was selected based on a comprehensive identification and assessment process. AITCV is part of the AIT Asia-Pacific Regional Institute and is located on the campus of the University of Transport and Communications in Hanoi, with satellite campuses in Ho Chi Minh City and Can Tho.

⁷ Planned courses: Indigenous Peoples, Construction Management (monitoring and implementation of ESMP at the operation stage).

characteristics. Courses will focus on meeting international environmental and social standards through application of World Bank and ADB policies, and strengthening Indonesia’s country system. A pilot training on Land Acquisition and Resettlement was opened to participants involved in projects supported by MDBs. Future training will be extended to government counterparts, project proponents, academia, NGOs, and consultants involved in managing government and private sector–funded projects.

Myanmar Learning Center for Environmental and Social Risk Management

Work to establish a LC for Environmental and Social Risk Management in Myanmar is ongoing. A feasibility assessment in collaboration with ADB based on the WBASP LC model was adapted for Myanmar’s context. The objective is to strengthen technical capacity in Myanmar through support for essential learning to government, civil society, and private sector actors involved in Myanmar’s E&S legal and regulatory systems. The Feasibility Assessment recommends that the Environmental Conservation Department (ECD)—the agency responsible for developing, implementing, and enforcing environmental and social management regulations, and part of the Ministry of Natural Resources and Environmental Conservation (MONREC)—act as lead agency for the LC.

Results/Moving Forward. MONREC, the World Bank, IFC, ADB, and JICA are discussing needs, programs, and future plans for environmental and social risk management capacity development related to the LC. The development partners have committed to support the LC with expert trainers and training materials. To avoid duplication of curriculum development efforts, training material from LCs in other countries and donors are under review.

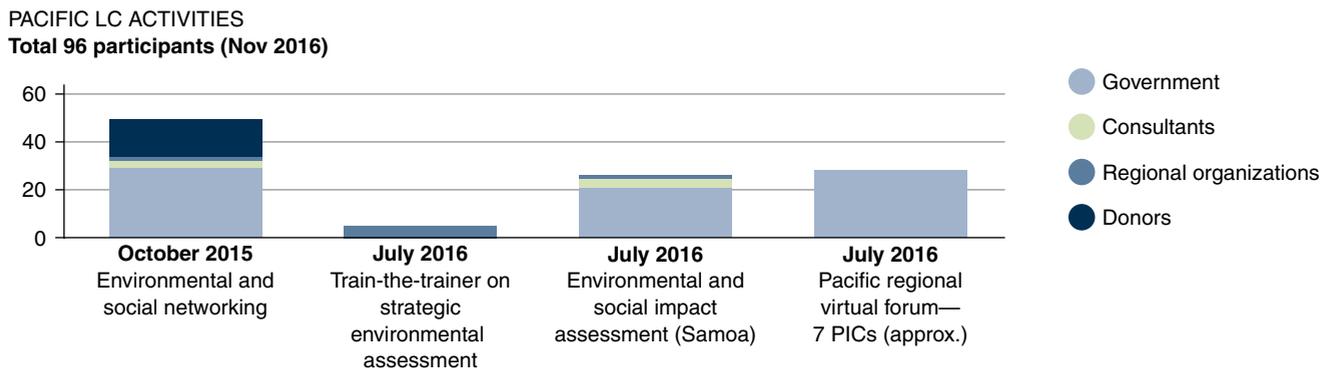
The Pacific Island Countries Learning Center

The Pacific Learning Center (PLC) commenced in 2018, with the collaboration of the University of the South Pacific (USP), the Secretariat for the Pacific Regional Environment Programme (SPREP), the Pacific Community (SPC), the Pacific Islands Forum Secretariat (PIFS), and other development partners. The proposed model for the PICs’ LC is being designed specifically for the Pacific context and to meet the specific needs of the region. Engaging in partnerships with regional institutions is core to the PLC to become a focal and coordination point for infrastructure-related capacity development at a regional level, while leveraging and adding value to existing related activities. Through collaboration, the PLC seeks to optimize existing investments and support successful initiatives, while also identifying and filling gaps and responding to needs. Key delivery partners include SPREP, USP, SPC, and PIFS supported by the ADB and the World Bank.



Results. Preparation for the PLC included training and knowledge sharing with government staff from environment, land, infrastructure, and finance ministries and departments, as well as consultants, young professionals, and students. Activities in 2015/2016 included a training needs analysis (TNA), workshops, face-to-face trainings, and a forum. The USP Center for Flexible Learning delivered a virtual regional forum in November 2016 for practitioners in seven countries. SPREP also led an ESIA Training and Strategic Environmental Assessment (SEA) “Train-the-Trainer” activity in Samoa in July 2016. A total of 96 participants were trained under different activities (see Figure 2).

FIGURE 2. Participants in Pacific LC Activities



Moving Forward. Planning for the PLC is based on three goals: developing capacity for good international industry practices (GIIPs), applying these GIIPs initial projects, and establishing a sustainable LC. Modalities for capacity development in the Pacific are being evaluated to inform the longer term activities of the PLC. Selected sectors are also being identified for ‘deep dive’ analysis of PIC training needs and constraints specific to identified key projects or sectors. Over a period of three to five years, the PLC will transition to a self-sustaining regional organization that does not require World Bank support.

B. Country Safeguards Systems Assessments

Country Safeguard Systems Assessments (CSSAs) evaluate the status of E&S management systems, frameworks, and related institutional capacity to build infrastructure in a sustainable manner. The assessments inform plans to strengthen the country’s own systems by looking at the country’s legal and institutional frameworks and applicable laws, regulations, rules, and procedures, as well as institutional arrangements, capacity, and resources allocated to E&S safeguards. CSSAs, often conducted in coordination with development partners such as the ADB or JICA, in essence assess the extent to which a country’s own E&S safeguards system can be used and identify areas that need strengthening.

Assessment usually comprises two main components:

- (i) “Legal analysis” compared the extent of consistency between the World Bank’s Environmental and Social Framework (ESF) and the country’s environmental and social frameworks with respect to laws, regulations, and institutions.
- (ii) The second CSSA component examined a country’s capacity to implement the frameworks and deliver desired outcomes (based largely on an earlier study of good safeguards practices for ten World Bank–supported projects).

In WBASP Phase I, assessments were conducted in China, Mongolia, Tonga, and Samoa (Box 2). The CSSAs in **Tonga and Samoa** found that most laws and regulations on the environment requirements approach those outlined by the World Bank’s Environmental and Social Framework (ESF),⁸ but that E&S safeguards remain difficult to implement because rules are not consistently adhered to and key government agencies remain understaffed. Similarly, in **Mongolia** the CSSA showed that although significant aspects of regulation are consistent with World Bank standards, most shortcomings were identified with respect to the capacity and effectiveness of Mongolia’s institutions.

Findings from assessments inform E&S safeguard strengthening activities. The findings inform discussions with development partners and governments; training programs for Learning Centers; and future engagement and actions to pursue with countries, including laws, policies, and implementation arrangements. The CFSA for **Mongolia**, for instance, identified opportunities for existing national regulation to promote greater environmental and social sustainability.

⁸ The World Bank Environmental and Social Framework sets out the World Bank’s commitment to sustainable development through a World Bank Policy and a set of Environmental and Social Standards that are designed to support borrowers’ projects, with the aim of ending extreme poverty and promoting shared prosperity. The framework is outlined in detail in the publication, *The World Bank Environmental and Social Framework*, 2016. Washington, DC. IBRD.

BOX 2. The China Country Safeguard System Assessment

The China Safeguard System Assessment, like all other CSSAs, was conducted to assess the environmental and social framework and related institutional capacity in sustainable infrastructure building in China. The study aimed to (i) assess China's environmental and social safeguards system, and (ii) identify areas which warrant further strengthening.

The assessment comprised of two main components. The first focused on “legal analysis” to ascertain the extent of material consistency between the World Bank's policies and the country's environmental and social frameworks with respect to laws, regulations, and institutional setting. The second component examined the country's capacity to implement the frameworks and to deliver desired outcomes based largely on an earlier study of good safeguards practices for 10 World Bank–supported projects.

The China CSSA as well as the other CSSAs are deliberative works in progress that need to be updated and completed based on the World Bank Interim Guidance on Conducting an Overview Assessment, which was not available at the time of the initial assessment.⁹ The Interim Guidance on Conducting an Overview Assessment provides guidance on how to assess specific aspects of the borrower's framework at a strategic level outside of any specific World Bank–supported project and, together with the borrower, how to identify opportunities for capacity building that can contribute to general improvements.

During WBASP Phase II based on the Interim Guidance on Conducting an Overview Assessment—which was developed with World Bank funds and the support of the WBASP Phase II—additional CSSAs are being undertaken in Indonesia, Vietnam, and the Philippines.

C. Shared Approaches and Good Practices

Fostering collaboration between development partners is a key objective and integral aspect of the WBASP. The WBASP leads a set of efforts that support the harmonization and alignment of the policies and practices of international financial and development institutions related to environment and social (E&S) standards and approaches. The WBASP has provided a unique platform for key donors in the EAP region to share and leverage their knowledge and investments in capacity building on environmental and social standards. The WBASP focuses on three main collaborative activities:

- **Shared Approaches for PICs:** Development of a shared approach for environmental and social assessment and management for the PICs, which can be applied by all developmental partners to increase the effectiveness of interventions
- **Community of Practice:** Regional development partners COP meetings
- **Analytical Work:** Support for desk and fieldwork studies that document innovative and good practices as well as the benefits of the application of environmental and social standards and policies

Shared Approach for Safeguards in the Pacific Island Countries

At the initiative of the Pacific Region Infrastructure Facility (PRIF), an Environmental and Social Safeguards Working Group (ESSWG) was formed to provide a platform for PRIF member safeguard experts to share knowledge and best practice and work collaboratively to build capacity for improved safeguard implementation in the Pacific. PRIF is a multi-partner mechanism that coordinates development partner assistance to the PICs. PRIF provides an institutional and procedural framework to enable its members to improve development effectiveness and donor coordination in the Pacific. The ESSWG Working Group has developed a “Shared Approach and Guidance on Safeguards for Pacific Island Countries” which has benefited from extensive consultations and detailed input from a range of PRIF development partners.

⁹ World Bank (2019). Strengthening Environmental and Social Risk Management, Interim Guidance on Conducting an Overview Assessment.

The Shared Approach is a collaborative effort by the PRIF development partners to propose a shared approach to, and standard methods and procedures for, addressing environmental and social issues that are common in the delivery of projects in PICs. The Shared Approach is not an interpretation of existing safeguard/environmental and social policies nor does it propose to amend, revise, or change the existing policies of the PRIF development partners. The Shared Approach recognizes that PRIF development partners may have specific policy requirements that are applicable for certain projects, and that these will continue to be applied where relevant.

The Shared Approach sets out methods and procedures for implementing safeguard/environmental and social policies in a manner suitable to the PICs, recognizing a number of challenges and conditions unique to the Pacific. Further, it provides for standard, consistent, and Pacific-appropriate approaches to the management of environmental and social issues commonly encountered in the preparation and implementation of projects in the PICs.

The Shared Approach will benefit the PICs through supporting and strengthening country safeguard/environmental and social systems; improving development effectiveness through implementation of common methods, procedures, and terminology; and refining counterpart understanding of PRIF development partner processes.

Ultimately, it is hoped that this Shared Approach will make it more efficient for PICs and PRIF development partners to collaboratively manage the environmental and social risks and impacts of infrastructure projects through a harmonized approach.

Regional Development Partners Community of Practice

Development partner cooperation is facilitated through Development Partners' Community of Practices (COP) meetings. Related donor and partner workshops, joint work programs, and other collaborative events are timed to coincide with these meetings. Cooperation has been made official through an agreement, the "Principles of Collaboration for Country Safeguard Systems," reached between the ADB, DFAT, JICA, and the World Bank.

The Regional Development Partners COP Meetings are held twice every year. The meetings represent another example of ongoing coordination between development partners resulting from the WBASP. Participants in the COP meeting included ADB, the Asian Infrastructure Investment Bank (AIIB), DFAT, the European Investment Bank (EIB), JICA, the World Bank Group, and other regional development partners.

In addition to the twice a year COP meetings WBASP also facilitates thematic meetings such as:

- Asia Day Development Forum, held during the IAIA 36th Annual Conference in Nagoya, Japan, in May, 2016 (Box 3)
- Public Private Partnership (PPP) Workshop held in Bangkok, Thailand, September 2016 (Box 4)

BOX 3. Asia Day Development Forum

Asia Day Development Forum was held during the IAIA 36th Annual Conference in Nagoya, Japan, in May 2016. Attended by over 150 participants from developed and developing countries, it provided an opportunity to review recent developments in the management of environmental and social risks and impacts, as well as progress in the strengthening of country systems and initiatives in capacity building supported by MDBs and bilateral development organizations in the region. The program included four complementary sessions with presentations by representatives and consultants from ADB, DFAT, the European Bank for Reconstruction and Development (EBRD), EIB, JICA, USAID, IFC, and the World Bank. The sessions covered (i) the Role of Safeguards in Supporting the Challenges of Public-Private Partnerships (PPP) in Asia, (ii) Supporting Countries in Addressing SEA and Cumulative Impact Assessment in Asia, and (iii) Capacity Building and Country Systems.

BOX 4. Public-Private Partner Workshop

Public-Private Partner (PPP) Workshop was a two-day workshop on “Making Safeguards Work for Investors, Governments and Communities: PPPs for Infrastructure Development in Asia.” The event was held in Bangkok, Thailand, in September 2016. This event was one of the first activities between the collaboration partners (ADB, DFAT, JICA, and the World Bank) after signing the Principles of Collaboration for Country Safeguard Systems. Other development partners participated in the workshop, including the IFC, the AIIB, the EIB, USAID, and representatives from academia, private and public sector organizations involved in public-private partnerships (PPP). Several key recommendations from the PPP workshop will be further assessed and implemented during the WBASP Phase II. Recommendations included, among others:

- Strive toward long-term unification of standards
- Recognize the extent of capacity building required for all parties
- Integrate environmental and social requirements, roles, and responsibilities in all legal documents, including a “boiler-plate” PPP framework
- Research and document the cost/benefit of operating effectively, including undertaking benchmarking and diagnostics
- Identify opportunities to facilitate peer-to-peer learning
- Prepare a framework that could be contextualized by country or sector

Good Environmental and Social Impact Assessment Practice Case Studies in China

Case studies showing how good ESIA practices can strengthen implementation of environmental and social safeguards and assure sustainability were compiled. The projects in different locations covered several sectors: transportation (four), water (four), urban (one), and environment (one). Challenges confronting these projects are similar to those faced by emerging economies in the EAP overcoming water and energy constraints; improving urban sanitation; changing unsustainable agricultural practices; developing hydropower; and alleviating flood hazards.

These projects are considered exemplary because they have met environmental and sustainability challenges by undertaking one or more of the following:

- Conducted strategic analysis to inform policy, regulatory, and institutional gaps
- Environmental analyses that extend beyond project boundaries to facilitate planning at the catchment/landscape level
- Implemented innovative approaches or technologies
- Facilitated interagency collaboration
- Introduced public engagement programs that addressed the basic needs of affected people and fostered their ownership and buy-in

Strategic analyses that address policy, regulatory, and institutional gaps. A notable example of strategic analyses that addresses policy, regulatory, and institutional gaps is the Wuxikou Integrated Flood Management Project which examined the factors contributing to the increasing incidence of flooding and proposed a flood risk management, rather than flood control, approach to flood alleviation (Box 5). The Wuxikou Integrated Flood Management Project also provides an example of environmental analyses and planning at the catchment/landscape level as it undertook a rigorous alternatives analysis on possible sites, construction technologies, and mitigation methods as well as a Cumulative Impact Analysis (CIA), which identified and effectively avoided, minimized, or managed undesirable impacts on fisheries, water supply, and public health (Box 5).

BOX 5. Wuxikou Integrated Flood Management Project



The dam



Downstream of the dam: revegetation of the construction site and fish breeding station

Context. Jingdezhen City is an industrial and cultural center famous for its porcelain in China's northeastern Jiangxi Province. The city is vulnerable to Chang River flooding; storm water is pumped out and regular flood losses are considerable. In 1996, a flood inundated 20 km² of the central district with water to a depth of two to three meters, affecting 353,000 people and 76 industrial enterprises, causing direct losses of about USD 215 million. A dam 40 km upstream of Jingdezhen was proposed to upgrade flood protection from a 20-year to a 50-year flood event costing USD 513.7 million, including USD 100 million of World Bank financing.

Environmental and social impacts. Spanning a total catchment area of 6,222 km², the Environmental and Social Assessment (ESIA) concluded that a dam and ancillary infrastructure would inundate about 662 ha of secondary forest, and would affect the migratory pattern of a key fish species. The Wuxikou Dam will affect 4,423 households with 16,104 persons in 38 villages, and nearly 11,000 people from 2,926 households in 20 villages require resettlement. The project requires acquiring 2,200 ha of land, while 19.5 km of railway and about 50 km highways will be inundated. The project triggered national laws and regulations and six of the World Bank environmental and social safeguards policies, making the greatest challenges not merely acquiring land but also obtaining it on time and in tandem with other activities.

Addressing flooding in Jingdezhen calls for integrated flood risk management. The World Bank underscored the importance of adoption of an integrative structural and nonstructural approach for flood protection, including flood forecasting, an early warning system, flood risk zoning, flood information dissemination, flood disaster assessment, public awareness and education, and coordination of management, emergency preparedness, and action plans. The strategy departs from conventional approaches relying heavily on engineering solutions. Proactive measures include:

- **A Flood Risk Management Decision Support System**, a real-time, interactive platform for data sharing, flood forecasting, and policy advice, which also facilitates interdepartmental communication and coordination, and public participation and scientific research.
- **Cumulative Impact Assessment** of the combined effects of the project with previous and future development activities, including existing dams in the Chang River (the dam at Wuxikou is one of five cascade dams on the Chang River). A Reservoir Management Plan assessed impacts and outlined mitigation measures, including an archaeological archive program.
- **Strengthening Capacity of the Municipal Government of Jingdezhen and the Wuxikou Hydraulic Complex Project Development Company** (the responsible implementing agent), including development of the project management system.
- **People-Oriented Resettlement Planning.** At the preparation stage, a social assessment on land acquisition and resettlement identified social risks, and stakeholders, including village committee, were given ample opportunity to comment. This facilitated land acquisition and resettlement, including identification of the needs of particularly vulnerable groups, and creation of both pre- and post-resettlement funding and programs. As a result, total house compensation increased by USD 19 million, and the scale and location of resettlement sites were optimized. For instance, a Christian church will be reconstructed, and 4,623 tombs will be relocated.

A project in Guangdong Province demonstrated remarkable innovation in managing, mitigating, and monitoring environmental and social impacts using small, integrated circuit (IC) cards to facilitate farmers' use of environmentally friendly practices. This card entitles the holder to purchase subsidized pesticides and fertilizers and also monitors use of agrochemicals by tens of thousands of farmers in the whole province. Another example is the Shihutang project which mitigated ecological impacts through a comprehensive biodiversity management plan that included a breeding program to maintain fish stocks and fish ladders to facilitate fish migration.



Fish ladders at Shihutang Complex

Innovative practices were also in evidence in the Huai River Flood Management and Drainage Improvement Project in which a highly important archaeological find was salvaged and preserved in the form of a cultural park as an integral component of the river training project. This is an example of how a significant archaeological find, which could potentially halt a project, has become an integral part of it. Another example of innovation for heritage conservation is the rotation and movement of the hundred-year-old Catholic church, *en-bloc*, in the Fuzhou Nantai Island Peri-urban Development Project.



Preservation of China's top 10 archaeological finds in 2015, Huai River Flood Management Project



Relocation of a large and old Catholic Church, Fuzhou Nantai Island Peri-urban Development Project

Public engagement programs that foster public ownership and support. The Huai River Flood Management and Drainage Improvement Project also underscores people-centered public engagement programs that foster public ownership and support. As most of the projects involved land acquisition and resettlement planning, an open, participatory, and transparent public engagement program was instrumental in restoring livelihoods and promoting social harmony as demonstrated in many projects.

All cases paid particular attention to project performance and compliance by contractors, along with project monitoring, review, and supervisory measures. All 10 projects had a budget component for capacity building for the project management team, relevant government agencies, and beneficiaries, such as farmers.

Moving Forward. These case studies can become useful references for various ministries and other line agencies at various levels, as well as for practitioners. The case studies demonstrate the World Bank contribution and added value to the continued development of China's environmental and social safeguards framework. Discussions are underway to translate the case studies in Chinese and disseminate them through a national workshop.

Case Studies: Innovative Resettlement Planning Approaches and Evolving Practice in Urban Resettlement in East Asia

WBASP supported a series of case studies to identify innovative resettlement planning approaches, assess challenges, and present evolving practices. The case studies focus on urban resettlement in EAP countries based on experiences with key World Bank projects.¹⁰ The studies identified good practices to illustrate how World Bank support for resettlement planning and implementation enhanced participatory and equitable community process to deliver more sustainable outcomes.

The cases identify key project success factors, such as using integrated and wholistic approaches with community involvement for urban resettlement. The Metro Manila case study highlights the importance of developing an integrated approach to urban development, building on a shared understanding and acceptance that slums and their residents are an integral part of the city, its services, and the urban economy (Box 6). Community Involvement in Resettlement Housing Design and Construction through the World Bank support to the Social Housing Finance Corporation (SHFC) community mortgage program provided technical expertise in community financing, community mobilization, paralegal, and architectural services to set up new high-density housing units. This pilot project provided a model that is being scaled up in the Metro Manila Flood Management Project.

A case study in **Indonesia** highlights the Special Capital City District of Jakarta (DKI Jakarta) Resettlement Policy Framework (RPF) that included widespread social mobilization of local communities and different levels of central and local government and external stakeholders. The project demonstrated the benefits of World Bank support to strengthen implementing agencies to establish and implement involuntary resettlement and grievance redress systems.

Closing the gap between national legislation and World Bank standards and providing incentives to make in-city resettlement more affordable were observed in the **Vietnam** Medium Cities Development Project, where households/individuals who did not receive sufficient compensation to buy the minimum-sized resettlement land plot received financial support to meet replacement costs. Households without recognized title were eligible to buy resettlement land. If they lacked funds, they were provided with credit by the government. In **the Philippines**, to make in-city relocation affordable to all in Metro Manila, a mortgage subsidy was designed through an interagency working group. The amount of subsidy differs for each income group, with poorer households receiving a greater amount. In **Indonesia**, DKI Jakarta's resettlement policy is to relocate affected people to low-cost apartments together with rent subsidies or free rent for the first six months, with support for household equipment and free transport.

Another success factor points to making detailed engineering designs (DEDs) flexible enough to be modifiable for local context to avoid or mitigate negative social and environmental impacts. In Vietnam, for the Hanoi Urban Transport Development Project, the design was modified to reduce the scale of proposed civil works to minimize resettlement. In **Indonesia**, a public works project specified two phases to allow time for local authorities to complete resettlement grievance redress mechanisms.

Some cases highlight methods to align national legislation with World Bank standards, including providing incentives to make in-city resettlement more affordable. In **Vietnam's** Medium Cities Development Project, households and individuals not sufficiently compensated to buy minimum-sized land plots for resettlement received financial support; households without legal land titles were eligible to buy land through a government credit program In **the Philippines**,

¹⁰ The case studies were prepared through desk reviews of project documents, predominantly appraisal, supervision, and completion documents of six case studies in urban areas of Indonesia, the Philippines, and Vietnam. In the Philippines, the study covered the Technical Assistance to Philippines to Urban Development and Housing Sector (2011–2016) and the Metro Manila Flood Management Project (MMFMP: 2017–2024). In Indonesia, the study included the Jakarta Urgent Flood Mitigation Project (JUFMP) and the National Slum Upgrading Project (NUSP). In Vietnam, it covered the Hanoi Urban Transport Development Project and Medium Cities Development Project.

an interagency working group designed a mortgage subsidy **social and environmental impacts**. In **Vietnam**, for the Hanoi Urban Transport Development Project, the design was modified to reduce the scale of proposed civil works to minimize resettlement. In **Indonesia**, a public works project specified two phases to allow time for local authorities to complete resettlement grievance redress mechanisms to make relocation affordable. In **Indonesia**, DKI Jakarta's resettlement policy is to relocate affected people to low-cost apartments together with rent subsidies or free rent for the first six months.

The case studies also emphasize the integration of gender issues in resettlement measures and planning. An Indonesian case study on Gender Responsive Planning and Budgeting approach of key community-driven development projects indicates that designing gender-sensitive consultations can improve city planning and local budgeting. Furthermore, in a Community Mortgage Program for informal settlements in Metro Manila, **the Philippines**, women were empowered to take leadership roles in development of participatory community resettlement solutions.

BOX 6. Philippines—The Metro Manila Flood Management Project (MMFMP)

Context. Many areas in the Metro Manila area are low lying and flood prone; frequent flood events inundate roads, houses, and buildings. The 2009 “Ondoy” storm, the most severe in the history of the Philippines, hit Metro Manila causing loss of life, substantial damages, and losses of about 2.7 percent of GDP. The most affected tend to be informal settler families (ISFs) who live along and even over drainage channels and waterways.

Many of Manila's pumping stations and associated infrastructure are old and inefficient. The Government of the Philippines' Metro Manila Flood Management Project (MMFMP: 2017–2024), partly funded by the World Bank, aims to help modernize the city's drainage infrastructure. It will help to rehabilitate pumping stations, improve solid waste management and support the resettlement of project-affected people (mostly ISFs), who themselves are currently affecting the proper operation and maintenance of the selected pumping stations and associated drainage systems.

Social impacts. The World Risk Index for 2016 ranked the Philippines third among countries most at risk for disasters. A total of 94 destructive typhoons struck the country in 2011–2015, and long-term and repetitive damage from extreme weather patterns will exacerbate with climate change. It is estimated that 2,500 families or around 11,500 people, predominantly ISFs, will be resettled over the life of the project.

The MMFMP: Technical assistance studies and community participation in resettlement design and implementation. A World Bank technical assistance program (World Bank Analytical and Advisory Assistance to the Government of the Philippines: Urban Development and Housing Sector, FY 2011–2016) assessed constraints and good practices from previous government resettlement programs in Manila. The TA also conducted a study of livelihood interventions for ISFs who were resettled off-city and in-city considering their different constraints. It found that despite the higher up-front costs, in-situ and in-city relocation provides more sustainable solutions as off-city resettlement often hinders the development of sustainable livelihoods.

The TA informed the design of the participatory housing and resettlement portion of MMFMP. It provided input to the preparation of resettlement instruments, helped the National Housing Agency (NHA) strengthen its capacity to plan and implement resettlement programs, and identified appropriate roles for NHA and other agencies in livelihood interventions. It also helped design innovative community mortgage programs to provide long-term solutions for the complex task of in-city urban resettlement in Manila (for MMFMP as well as other government programs).

Based on the TA and consultations during project preparation, the MMFMP resettlement program was designed to empower communities to make decisions concerning relocation and livelihood programs through a demand-driven and participatory approach. The program aims to provide access to better housing and basic services (prioritizing in-situ and in-city options), rental support for an average transition period of 24 months, livelihood assistance, and TA and capacity building activities to strengthen community organizations, local governments, and implementing and housing agencies.

IV. LESSONS LEARNED FROM WBASP PHASE I IMPLEMENTATION

The activities completed under the WBASP Phase I provide important lessons learned for WBASP Phase II.

Technical Capacity: Learning Centers

Strategies to make LCs sustainable will need to understand market demand and consider options to meet “viability gaps” following business practices in partner countries. Learning Centers have been successfully implemented in Vietnam and the Philippines under WBASP. Under WBASP II, strategies to ensure their sustainability, as well as those of future Learning Centers, will be developed. One option that could contribute significantly to LC sustainability is for the World Bank and other development partners to incorporate incentives in projects and procurement systems to support safeguard capacity building and relevant training agreements with the LCs.

Establishment and implementation of LCs in Indonesia, Myanmar, and the PICs will likely take more than three years to be sustainable. This was the case during Phase I for the Vietnam and the Philippines LCs. Specific sustainability lessons learned from operating existing learning centers will be incorporated in the strategies for new LCs.

Learning Centers should be embedded in country institutions. A main lesson is the importance of embedding the LCs in key country institutions to strengthen country ownership, leverage existing training networks, and reach a wider trainee audience. This also supports LC sustainability within country learning programs.

Flexibility in LC design is needed for borrowers to provide inputs. The preparation of Learning Centers in Indonesia, for example, incorporates strong borrower involvement.

Coordination among Development Partners and Stakeholders

Additional effort, time, and resources are needed to ensure continued coordination, interaction, and collaboration of development partners during the WBASP Phase II. Phase II will seek to focus more on private sector engagement. The agreement on country safeguard systems between ADB, DFAT, JICA, and the World Bank mentioned earlier provides a solid basis for future collaboration.

Other Lessons and Issues

Additional dedicated, qualified World Bank staff and resources are needed to implement the WBASP activities. One of the main lessons learned in WBASP Phase I is that substantial time is needed to manage staff and consultants, as well as coordinating and interfacing with institutions, government agencies, development partners, and other stakeholders.

Monitoring, evaluation, and reporting. Indicators for monitoring and evaluation need to be well developed and robust to adequately reflect the progress made. As the program develops and moves into implementation, the indicators may need to be revised.

V. MOVING FORWARD

Building on the successes of the WBASP Phase I, the program has been extended for another three years until 2021 in recognition of the significant progress made and the potential for delivering sustained impacts.

The program for the WBASP Phase II builds on lessons learned in Phase I. The Partnership will continue activities in its three main pillars Country Safeguard Systems Assessments, building technical capacity through Learning Centers, and working closely with development partners in the region on shared approaches for environmental and social standards and policies.

For Phase II, the WBASP will have some new areas of focus. The WBASP will promote effective application of E&S standards in public and private sector–supported projects, as well as improved Environment and Worker Health and Safety areas. The continuation of the WBASP activities will ensure that the progress achieved to date is sustained, while allowing the value from the preparatory activities to be realized as they progress into implementation.

