POLICY AND HUMAN RESOURCES DEVELOPMENT FUND (PHRD)

ANNUAL REPORT OF ACTIVITIES FOR FISCAL YEAR 2017
The Policy and Human Resources Development Fund has supported programs in many areas that have contributed to comprehensive development in World Bank Group member countries. The PHRD Fund has pushed the frontiers of knowledge to tackle challenging development issues. Operations funded by PHRD have achieved significant results.

**PHRD FUND RESULTS HIGHLIGHTS: FY17**

### Improving agricultural productivity in Africa

- **1.01 million beneficiaries** in Côte d’Ivoire, Guinea, Liberia, Madagascar, Mozambique, Sierra Leone and Tanzania; 45 percent female beneficiaries.
- **506,068 agricultural producers** adopted at least one new technology introduced by the projects.
- **386,268 hectares** farmed under improved technologies.

In Madagascar, participating farmers achieved average yields of 5.42 tons/hectare in irrigated rice production, compared to the 4.26 tons/hectare target. With the rice yields doubling, project beneficiaries were able to put away earnings for the upcoming season and to fund other family needs such as child education and health.

In Tanzania, rice productivity increased from the 6.14 metric tons/hectare baseline to 8.23 metric tons/hectare in 20 irrigation schemes. With the construction of four warehouses, rice farmers were able to store surplus crops and achieve up to 60 percent intertemporal price gains.

### Promoting nutrition-sensitive agriculture for small and marginal farming households in Africa

- **1,622 small and marginal farming households** in Cameroon are producing at least two new types of nutritional food—fruits, vegetables, and animal products.
- **1,617 women** are directly benefiting from nutrition subprojects supported by the project.
- **1,565 households** are using improved food processing and cooking techniques that were introduced as part of the project activities.

### Building capacity through academic learning

- **194 scholarships** were provided under the Joint Japan/World Bank Graduate Scholarship program, with women representing 37 percent of scholarship recipients.
- **15 Japanese nationals** were awarded scholarships, 47 percent of whom were women.
Managing natural disaster risks in vulnerable South Asian and Pacific Island countries

Disaster risk management plans were developed and implemented in four countries.

In Vanuatu, a new Multi-Hazard National Warning Center and a National Emergency Operation Center were established under the project. The centers sent out cyclone warnings to the public prior to and during Tropical Cyclones Pam (2015), Zena (2016) and Cook (2017), which helped minimize fatalities and destruction.

In the Solomon Islands, an emergency radio communication system created as part of the project was up and running in time to communicate early warning messages during the December 2016 earthquake.

Exploring new frontiers of knowledge

The analysis provided by the PHRD-supported study, Challenges and Opportunities for Achieving UHC in Developing Countries, competed in FY17, contributed to the World Bank’s decision to include the adoption of universal health coverage—along with measurable targets—as one of the main pillars of its development goals.

The PHRD-supported study, Evaluative Lessons on Maternal and Child Health, generated critical new knowledge on effective interventions to reduce maternal and child mortality. The study provides insight on ways to speed up progress towards achievement of Millennium Development Goals 4 and 5.

Incorporating disability issues and practical solutions into national policies and programs

32,065 men, women and children benefited from the program.

7,070 people with mental disabilities were rehabilitated into families and communities through provision of medical treatment and livelihood assistance in Tamil Nadu, India.

In Jamaica, 26 percent of the people with disabilities trained by the program who found jobs after the training were still employed six months later.

682 school professionals in pilot schools in Moldova, including 482 teachers, were trained to work with special education needs children; 90 percent of those trained showed improved preparedness to integrate children with disabilities into regular schools.

In Tamil Nadu, India, 30,528 mentally disabled individuals benefited from the project.

A new national database/registry for persons with disabilities in Romania was created and rolled out. It now generates regular monthly monitoring reports to ensure that disability benefits are targeted at the right people in a timely manner.

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The Policy and Human Resources Development (PHRD) Fund continues to play a unique role in building the technical and institutional capacity needed to reduce poverty and grow the economies of grant-recipient developing countries. The heart of the PHRD is the effective partnership between the government of Japan and the World Bank Group, which has yielded a collaborative approach and a strategy that allows for adaptability and flexibility as development needs change. This has enabled swift and dynamic programmatic adjustments so that PHRD remains relevant and results-focused—a tangible demonstration of Japan’s position on the world stage as the first-mover catalyst for pressing development issues. The shifts in focus also have aligned it more directly with the World Bank’s two overarching goals—ending extreme poverty by 2030 and boosting shared prosperity—which, in turn, support the Sustainable Development Goals.

This year’s annual report details key results, achievements, and implementation experiences that reaffirm the fund’s important role. The report also includes an overview of the entire PHRD portfolio’s performance.

Of note, fund activities focused on improving agricultural productivity reached 1 million people in seven Sub-Saharan African countries, with 500,000 farmers adopting new and improved technologies that have helped boost output, nutrition, food security, and earnings. Nearly half of those benefiting—45 percent—were women.

In the area of disaster risk mitigation, four hazard-prone countries successfully implemented disaster risk management plans as a direct result of PHRD-supported activities. In one highly vulnerable country—Vanuatu—fund-supported efforts to strengthen the operational capacity of the national multi-hazard warning center resulted in a reduction in fatalities associated with three consecutive tropical cyclones: Pam in 2015, Zena in 2016, and Cook in 2017.

Another PHRD focus is disability and development. Because mobility constraints are a serious impediment to disability-inclusive development, the fund supports projects that are improving the accessibility of urban transport systems for people with disabilities in cities such as Lima, Peru and Marrakesh, Morocco. These efforts to deliver accessible transport infrastructure and services opened up new worlds of opportunity for more than 32,000 disabled men, women, and children this year. Other projects address lack of access to education for children with disabilities: in Moldova and Jamaica, for instance, 40 percent of children with disabilities who participated in PHRD-funded programs demonstrated readiness for school.

Fiscal year 2017 was notable for other PHRD accomplishments as well. Several PHRD-funded projects that closed in FY17 are having an impact beyond their original scope as they influenced the design of future projects and development policies. For example, the results of the Challenges and Opportunities for Achieving Universal Health Coverage (UHC) in Developing Countries helped
WBG to articulate its corporate goals for 2030 which included the adoption of UHC as one of the main pillars of its development goals, along with measurable targets.

The Japan–World Bank Partnership Program is exploring new knowledge frontiers on issues ranging from universal health care to macroeconomic challenges in developing countries. These program activities served to inform key stakeholders in the WBG, Japanese institutions and governments around the globe about emerging development challenges and possible solutions, including ways to strengthen aid coordination initiatives.

The Joint Japan/World Bank Graduate Scholarship Program continues to provide young professionals in developing countries access to graduate studies at outstanding universities around the globe, cultivating the next generation of dedicated development professionals and preparing them to tackle ever-more complex challenges. To date, the program has awarded 6,000 scholarships to participants from 153 countries.

The PHRD also helped to recruit Japanese nationals for World Bank positions during FY17 as part of the PHRD Staff Grant Program. Between FY03 and FY17, the program supported 186 Japanese nationals of which 113 (52 percent female) transitioned into WBG staff positions.

Japan’s steadfast support for PHRD over the years is greatly appreciated by the World Bank Group and its member countries. We are committed to continuing this long-standing partnership, managing the resources effectively, and using them to develop institutions and human resources in developing countries.
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Since its establishment in 1990, the Japan Policy and Human Resources Development (PHRD) Fund has been committed to pioneering development approaches. Over the decades, the PHRD Fund has contributed to operations aimed at addressing new development challenges faced by World Bank Group (WBG) member countries while remaining true to its original mission—to build the capacity of development institutions in WBG member countries so they can formulate sound economic policies and development projects. The PHRD Fund continues to play a significant role in meeting the WBG's institutional development agenda, including the 2030 Sustainable Development Goals (SDG) framework.

The PHRD Fund is one of the WBG's largest trust funds. From the time of the fund's inception to the end of the 2017 fiscal year (FY17), the government of Japan (GoJ) has contributed $3.2 billion in support of the fund's activities. Cumulative disbursements over the years total $2.49 billion, representing 78 percent of the total contribution.

The PHRD Technical Assistance (TA) program is a major component of the fund’s operations—in terms of financial size as well as in operational scope. Cumulative allocations for the TA program total $2.38 billion from the time of the fund’s inception to year-end FY17. The TA program’s scope has changed over time, to ensure continued relevance. The recent shift in focus followed the outcome of the Fifth Tokyo International Conference on Africa Development (TICAD V) in 2013. In 2016, the TA program was restructured to help operationalize the universal health care (UHC) coverage principle by strengthening technical capacities for implementation of UHC policies and programs. The restructuring also reflected a new focus on strengthening governmental institutions’ monitoring and evaluation capacity so they are better able to assess the performance and results of policies and development programs.

The FY17 PHRD TA financial portfolio totaled $135.84 million and included 39 operations: $76.16 million for Africa Agriculture Productivity Enhancement, $14.88 million for Disaster Reduction and Recovery, $18.47 million for Disability and Development, $3 million for the Project Cofinancing program and $23.33 million for the restructured TA program. As of June 2017, 95 percent of allotted funds were disbursed. Thirteen projects, with funding totaling $61.52 million, closed in FY17.

The Africa Agricultural Productivity Enhancement Program portfolio included seven projects, amounting to $76.16 million. Five projects, with a total $49.25 million allocation,
closed in FY17; 96 percent of the funds were disbursed. Notable achievements of the closed projects include:

- Together, the projects benefited 1.01 million people, 45 percent of whom were female.
- 0.85 million people benefited from the program in the four Mano River Union countries (Cote d’Ivoire, Ghana, Liberia, and Sierra Leone), 40 percent of whom were women.
- Liberia’s only agricultural research institute, the Central Agricultural Research Institute, was revitalized, after being badly damaged during the country’s civil wars. The program supported 32 young Liberian scientists while they earned masters or doctoral degrees at African universities. All have now completed their studies and work in Liberia’s Ministry of Agriculture and the Central Agricultural Research Institute.
- Approximately 506,068 producers adopted at least one new technology introduced under the projects. At a minimum, these producers experienced a 15 percent increase in productivity over the control technology.
- In Tanzania: Rice productivity increased from a baseline of 6.14 metric tons/hectare to 8.23 metric tons/hectare in 20 irrigation schemes. Four newly constructed warehouses under the project enabled the storage of surplus crops during glut periods; rice farmers were able to achieve intertemporal price gains of up to 60 percent as a result.
- In Mozambique, 66 percent of the targeted 1.5 percent increase in cropping intensity was achieved, with 2.6 metric tons/hectare of rice crop yields. Project-financed institutional capacity-building activities helped the country’s National Irrigation Institute prepare legislation for irrigation associations and develop a national irrigation plan, all subsequently approved by the nation’s Executive Council of Ministers.
- In Madagascar, participating rice farmers increased their average yields to 5.42 tons/hectare of irrigated rice production, compared to the 4.26 tons/hectare target. By doubling their rice crop yields, project beneficiaries were able to invest in the next growing season and pay for their children’s education and health care.

The Disaster Reduction and Recovery Program portfolio included seven projects, valued at $14.88 million. Projects focused on disaster-prone countries in South Asia and the Pacific Island countries. Efforts were aimed at strengthening cities’ disaster resilience, improving early warning systems, and implementing a strong knowledge and learning agenda to improve awareness and build disaster risk management capacity. Two projects in this portfolio closed in FY17, with 99 percent of the approved allocation disbursed. FY17 achievements include the following:

- In Bhutan, six seismic and monitoring stations were set up. Project teams completed an inventory of 50 percent representative building technologies in 20 districts and developed new guidelines on improving seismic-resilient construction techniques for rammed earthquake structures.
- In Vanuatu, the newly established Multi-Hazard National Warning Center and National Emergency Operation Center—both set up under the project—were able to send out cyclone warnings prior to and during Tropical Cyclones Pam (2015), Zena (2016) and Cook (2017), which helped minimize fatalities and destruction.
- In Kiribati, the project enabled reduced water leakages and waste, saving 605 cubic meters per day of potable water—far exceeding the 190 cubic-meters-per-day project target.
thirty eight percent (5 percent above the 33 percent target) population for which locally managed adaptation plans were prepared are now being implemented.

- In Timor Leste, 719 officials and community members received training on community-based disaster risk management. Suco (village)-level disaster risk management plans were prepared and implemented.
- In the Solomon Islands, the emergency radio communication system that was set up under the project sent out early warning messages during the December 2016 earthquake.

The Disability and Development Program focused on the development of appropriate policies and development interventions that directly benefit persons with disabilities. The FY17 portfolio included four projects with a total allocation of $18.47 million. Seven projects closed in FY17, with 91 percent of the allocated amount disbursed. Achievements in FY17 included:

Approximately 32,065 men, women and children with different forms of disabilities benefited from the program.

In Tamil Nadu, India, the program reached 30,528 direct beneficiaries, 55 percent of whom were women. 7,070 people with mental disabilities were integrated into families and communities. These beneficiaries received medical treatment, livelihood assistance, disability identity cards so they could collect their monthly pensions, and employment guarantee job cards. In addition, 2,776 people received livelihood support through vocational training.

In Jamaica, 258 people with disabilities found jobs after completing training. Twenty six percent of those trained were still employed six months later. Seventy-eight children benefited from physiotherapy while sixty benefited from speech therapy. Training was provided to 119 parents on how to manage the challenges of raising disabled children.

In Moldova, 682 school professionals, including 482 teachers, were trained to work with children who have special education needs in pilot schools. Following the training, 90 percent of the participating professionals were better prepared to integrate disabled children into regular schools.

Within the framework of the Inclusion Festival, the PHRD Moldova—Integration of children with disabilities into mainstream schools—helped create a platform and opportunity for artistic expression of children in the community, including those with disabilities.
In Romania, a new national database/registry for people with disabilities is up and running. It is generating regular, monthly monitoring reports to ensure that disability benefits are targeted at the right people in a timely manner. Assessments of the country’s certification system for disability pensions and allowances are complete.

A $3 million PHRD TA cofinancing grant for the WBG-financed Nigeria Federal Roads Development Project supported technical and operational training for 1,072 professional staff. Among those trained were staff of the Federal Ministry of Works and Finance’s road sector development team, and members of Nigeria’s Road Safety Corps. The training helped enhance the effectiveness of the road sector project management team. The training on safe loading for fuel tankers, road safety assessment, highway patrol, paramedics, and road safety engineering contributed to a reduction in road accident fatalities.

Activities under the restructured PHRD TA program were organized under three windows, focusing on three areas, as follows:

- Window I: Agriculture and Rural Access to Energy Supply (TICAD V)
- Window II: Universal Health Coverage (UHC)
- Window III: Performance and Results with Improved Monitoring and Evaluation (PRIME)

Total allocations for the 17 operations under all three windows of the restructured PHRD TA program amounted to $23.33 million. In FY17, nine of these operations, valued at $8.87 million, were under implementation.

Under Window I, the Agriculture and Rural Access to Energy Supply Program, allocations for the four projects in the agriculture priority area totaled $10.35 million. In the Rural Access to Energy Supply priority area, there was a single project, with a $2.73 million allocation. In FY17, only two agriculture projects were under implementation. 1 To date, the Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers project in Cameroon has achieved some notable results:

- 1,622 households produced at least two new types of food, such as fruits, vegetables and animal products.
- 1,617 women directly benefited from nutrition subprojects supported by the project.
- 1,517 households are using improved food processing and cooking techniques.

Under Window II, Universal Health Coverage, seven advisory services and analytical (ASA) grants with a total value of $3.47 million were under implementation in FY17, attaining satisfactory overall progress.

- With the support of the ASA grant, Towards a More Sustainable and Effective UHC in Kyrgyz Republic, draft reports on the status of the state-guaranteed benefit package and

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1 Two grants in the agriculture priority area—one for Niger and another for the Democratic Republic of Congo—were approved but are pending activation. In the Rural Access to Energy Supply priority area, one project was approved for $2.7 million but implementation had not started as of year-end FY17.
hospital payment system were produced and a review of the public finance management system for health was conducted. A report on the findings of the review is in progress.

- Implementation progress of the Guinea-Post Ebola Human Resources and Health Strengthening ASA operation included:
  - Protocols and tools for a study in close collaboration with the clients were developed.
  - Ethical approval on all tools was obtained.
  - Clients were trained on the collection and entry of data.
  - Data collection got underway for three large representative surveys of health workers and patients.

Also in FY17, 12 UHC-related operations were under preparation. These operations focused on: improving delivery of nutrition services with UHC, supporting sustainable and efficient health services, strengthening health systems and pandemics preparedness.

Under Window III, the Performance and Results with Improved Monitoring and Evaluation (PRIME) program, the FY17 portfolio included five grants valued at $6.78 million.

- In FY17, two grants worth $3.6 million were approved in the agriculture priority area. The grants, support the ministries of agriculture in Armenia and Vietnam as they build their M&E systems and capacity.
- In the health, nutrition, and population priority area, three grants, valued at $3.18 million, were approved prior to FY17. These grants focus on strengthening health systems to achieve better development outcomes from the investments in this sector.
- In the urban development priority area, a grant for Gambia, Building Capacity for Evidence-Based Agricultural Development, is in the preparation stage.
PHRD Non-Technical Assistance Programs

The two major PHRD non-TA programs supported by the PHRD Fund are the Japan-World Bank Partnership Program and the Joint Japan-World Bank Graduate Scholarship Program (JJ/WBGSP). The Japan-World Bank Partnership Program sponsors analytical studies, research, conferences, and seminars through a joint initiative involving the WBG, Japanese institutions, and other development partners, with the goal of exploring new knowledge frontiers. The JJ/WBGSP is focused on academic training. These efforts are part of Japan’s partnership with the WBG in support of developing countries’ efforts to enhance the expertise and skill levels of aspiring practitioners and leaders and to contribute to policy reform for economic growth and social development.

In FY17, the Japan-World Bank Partnership Program portfolio included nine grants, valued at $21.79 million. Two operations funded from this program closed in FY17. The range of operations under implementation in FY17 include:

- Piloting the application of a tested set of principles for responsible agricultural investment (RAI), with entirely new investments in the G8’s New Alliance for Food Security and Nutrition in Africa: This pilot is taking place in Tanzania, Mozambique, Ghana and Malawi. It involves working with the private sector, governments, and other stakeholders to integrate responsible principles and practices into agribusiness operations and into agribusiness interactions with local communities, the environment, and the economy as a whole.
- Identifying developing countries’ macro-economic challenges and understanding the implications for policy formulation.
- Monitoring progress towards achieving UHC: This includes highlighting breakthrough innovations for UHC, strengthening learning and knowledge exchange, creating momentum for reforms, and helping to build core UHC capacity in Africa and around the world.
- Strengthening Japan Learning Network (JLN) functions and leveraging the network to communicate key messages from the UHC monitoring work.
- Building capacity through UHC flagship courses: This is a collaborative effort involving the WBG, the World Health Organization (WHO), and other development partners. The idea is to incorporate the findings from the UHC monitoring work into global and regional flagship course curricula and materials. By weaving this information into the courses and curricula, the key messages from the UHC monitoring work will be communicated to relevant stakeholders in Sub-Saharan Africa and other developing countries.

The two closed operations achieved notable results. The work on Challenges and Opportunities for Achieving UHC in Developing Countries has:

- Helped WBG articulate its corporate goals for 2030, which included the adoption of UHC as one of the main pillars of its development goals, along with measurable targets.
- Contributed to WBG knowledge-sharing activities and learning platforms through the dissemination of the synthesis report and the country studies, as well as the teaching materials produced for the flagship course.
The scope of the study, *Evaluative Lessons on Maternal and Child Health*, covered:

- **Systematic reviews on interventions that can reduce maternal and child mortality**: These reviews generated critical new knowledge on effective interventions to reduce maternal and child mortality, thereby providing insights on how to achieve more rapid progress on Millennium Development Goals 4 and 5.

- **Impact evaluations on**:
  - conditional cash transfers for mothers in Lao PDR so they could deliver babies in clinics
  - effects of UHC in Aceh, Indonesia
  - community monitoring system for health clinics and schools in Burkina Faso, as well as how it has affected children's health and education.

Japan has supported the JJ/WBGS program, one of the largest scholarship programs in the world, for 30 years. The program targets mid-career professionals working in development fields and enables them to study abroad for a maximum period of 24 months. From the program's inception in 1988 to FY17, 6,000 scholarships have been awarded to recipients hailing from 153 countries. In FY17, 203 scholarships were awarded under the JJ/WBGS' three programs: Partnership, Preferred, and Japanese National. Women recipients represented 37 percent of the total number of scholarships awarded. The most recent tracer study— the tenth time such a study has been conducted—found that 70 percent of the graduates hold senior positions in development institutions or in government ministries and agencies.

After three decades, the PHRD Fund remains relevant and continues to have a transformative development impact. The fund's unique structure allows for the flexibility to channel resources as needed to address emerging development challenges through projects executed by WBG member countries. It supports the WBG’s analytical and advisory work, which helps to inform development policies. In partnership with Japanese institutions, it continues to push the frontiers of knowledge and strengthen institutions. The longevity of this trust fund program demonstrates its effectiveness in delivering financial resources provided by Japan for institutional capacity development. The PHRD Fund represents an innovative partnership that supports the achievement of the global development goals shared by Japan, WBG, and other development partners.
Thirty years ago, the government of Japan (GoJ) and the World Bank Group (WBG) forged a partnership to strengthen the capacity of developing countries by establishing the Policy and Human Resources Development (PHRD) Fund. The idea was to build professional and technical competencies so that countries could formulate sound economic policies and development projects. Over the years, the focus of PHRD Fund has evolved, as it addressed the ever-increasing complexity of the development challenges faced by WBG member countries, while maintaining its original mission to strengthen human resources and institutional capacity.

The PHRD Fund contributes to the achievements of WBG’s development agenda by supporting a diverse portfolio of activities that provide technical assistance and advisory services to member countries. The fund also finances global knowledge products that help address complex and emerging development challenges. In turn, this work informs the WBG’s country policy dialogues and lending operations as well as country/regional and global policies and development strategies. The PHRD Fund has remained committed to its mandate by channeling its resources to finance activities as needed by WBG member countries. Through the years and including FY17, Japan has contributed approximately $3.2 billion to the PHRD Fund, from which cumulative disbursements amounted to $2.49 billion.

PHRD Technical Assistance Program

The PHRD Technical Assistance (TA) program continues to be the core component of the PHRD Fund. For over 20 years, the TA program has financed project preparation activities, cofinanced WBG-supported projects, and piloted initiatives to address issues related to climate change, among others. In 2010, the emphasis of PHRD TA program shifted, to tackle new challenges: food insecurity, particularly in Sub-Saharan Africa; natural disaster risk management; and the needs of persons with disabilities. The results and achievements of these programs are detailed in sections 2–4.

Following the Fifth Tokyo International Conference on Africa Development (TICAD V) in 2013, the TA program was restructured. The change was in keeping with the underlying principles of PHRD Fund to address emerging developmental challenges. It also enabled better alignment with the development priorities of the WBG and GoJ. The purpose of the realigned program is to enhance the technical and institutional capacities of eligible WBG member countries through three main thematic windows:
Window I: Agriculture and Rural Access to Energy Supply (TICAD V)

1. Enhancing Institutional Capacity and Knowledge of Small and Marginal Farmers Program aims to build the institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption.

2. Access to Rural Energy Program aims to increase the delivery of modern energy services in rural areas of fragile and conflict-affected states in African countries.

Window II: Accelerating Progress towards Achieving UHC ($25 million)

1. Universal Health Coverage (UHC) Program aims to: (i) provide analytical and advisory services to help low- and middle-income countries develop and implement strategies and capacities to adopt, achieve and maintain UHC; (ii) provide policy and technical assistance to promote UHC in prioritized countries.

The UHC Program focuses on countries with high potentials to improve policies and promote UHC, facilitate innovations and leveraging of large initiatives to promote scalable impact; and aims to increase collaboration with GoJ stakeholders and other development partners through joint reviews of UHC and sharing of global and country experiences.

2. Pandemic Preparedness Program aims to provide advisory and capacity building services to help governments with development and implementation of pandemic preparedness plans, in collaboration with The World Health Organization.

Window III: Performance and Results with Improved Monitoring and Evaluation (PRIME) Program ($20 million)

The objective of PRIME program is to enhance the use of government systems to promote evidence-based decision making by strengthening the monitoring and evaluation (M&E) systems of grant recipient countries in the following priority sectors:

- Agriculture
- Health, Nutrition and Population
- Urban Development

Figure 1.1 shows the framework of the restructured PHRD TA Program. Section 5 of this report features a detailed description of the TA program portfolio.
PHRD Non-Technical Assistance Program

The PHRD Fund also finances non-TA programs, the largest of which is the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) for nationals of developing countries. Other notable programs are the Japan-World Bank Partnership Program and the PHRD Staff Grant Program. The Partnership Program supports analytical research and sponsors conferences through a joint initiative of the WBG and Japanese institutions. Focus is on critical development areas, such as UHC, maternal and child health (MCH), and responsible agriculture investments. The Staff Grant Program funds short-term employment at the WBG for qualified mid-career Japanese development professionals, so they can learn more about WBG processes and operations and so they can lend their expertise to WBG programs. The PHRD Fund also supports the Global Development Network (GDN), which sponsors the annual Global Development and Awards Competition Program. The achievements of these programs are described in Section 7 of this report. The fund also cofinances other major multilateral programs.

PHRD FY17 Program Overview

The current PHRD Fund program framework is shown in Figure 1.2. Program descriptions and achievements are detailed in Sections 2–6 of this report.

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**FIGURE 1.2** PHRD Fund Program Framework, FY17
PHRD Finances
Fund Inflows and Outflows

Total inflows (contributions, investment income and other income) amounted to $183.7 million in FY17, which is a significant increase from $30.98 million in FY16 (Figure 1.3). The establishment of the Supplemental Arrangement (SA) in FY16 meant that no contributions would be made to the Old Trustee Account (TF021330). Pending the establishment of the SA, the FY16 and FY17 contributions were temporarily deposited in the Donor Balance Account and later transferred in FY17 to the Parallel Account (TF072610).

Total outflows (disbursements, administrative fees and transfers to non-PHRD programs) increased to $192.29 million in FY17 from $136.26 million in FY16. The undisbursed balance decreased in FY17 from the previous year mainly due to the transfer of such balances from the PHRD to other WBG programs, authorized by GoJ (Figure 1.3).
Contributions, Disbursements, and Investment Income

CONTRIBUTIONS

In FY17, gross contributions to the PHRD Fund totaled $180.82 million, representing a significant increase from the FY16 contribution of $26.75 million, most of which was for the transfer to the multilateral program (Table 1.1). Contributions to the PHRD TA program accounted for 12 percent of gross contributions. There was a significant increase in multilateral program contributions, from $13.08 million in FY16 to $106.25 million in FY17.

### TABLE 1.1 Gross Contributions to the PHRD Fund ($ 000)

<table>
<thead>
<tr>
<th>Program Program</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>TA Program</td>
<td>—</td>
<td>—</td>
<td>6,793</td>
<td>5,865</td>
<td>22,224</td>
<td>34,882</td>
</tr>
<tr>
<td>Transfer to Multilateral Programs</td>
<td>75,936</td>
<td>58,144</td>
<td>29,255</td>
<td>13,077</td>
<td>106,251</td>
<td>282,663</td>
</tr>
<tr>
<td>Joint Japan/World Bank Graduate Scholarship Program</td>
<td>16,349</td>
<td>15,681</td>
<td>15,702</td>
<td>—</td>
<td>26,742</td>
<td>74,474</td>
</tr>
<tr>
<td>Japan-World Bank Partnership Program</td>
<td>118</td>
<td>2,163</td>
<td>427</td>
<td>368</td>
<td>4,527</td>
<td>7,603</td>
</tr>
<tr>
<td>PHRD Staff Grant Program</td>
<td>8,394</td>
<td>6,793</td>
<td>7,608</td>
<td>6,770</td>
<td>6,852</td>
<td>36,417</td>
</tr>
<tr>
<td>Other</td>
<td>3,843</td>
<td>16,318</td>
<td>48,421</td>
<td>669</td>
<td>14,226</td>
<td>83,477</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>104,640</strong></td>
<td><strong>99,099</strong></td>
<td><strong>108,206</strong></td>
<td><strong>26,749</strong></td>
<td><strong>180,823</strong></td>
<td><strong>519,517</strong></td>
</tr>
</tbody>
</table>

DISBURSEMENTS

The declining trend in PHRD TA disbursements since FY15 continued in FY17. The decline in TA program disbursement was due primarily to the closure of several large cofinancing projects in FY16 and the winding down of the old PHRD TA program in FY17. Implementation of the restructured TA program has just started. Beginning next year, disbursement is expected to pick up. Table 1.2 provides details of PHRD Fund disbursements.

### TABLE 1.2 PHRD Fund Program Disbursements, FY13–FY17 ($ 000)

<table>
<thead>
<tr>
<th>Program Program</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
<th>FY16</th>
<th>FY17</th>
</tr>
</thead>
<tbody>
<tr>
<td>TA Program</td>
<td>26,955</td>
<td>22,836</td>
<td>28,876</td>
<td>21,487</td>
<td>19,535</td>
</tr>
<tr>
<td>Climate Change</td>
<td>1,507</td>
<td>637</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Joint Japan/World Bank Graduate Scholarship Program</td>
<td>14,670</td>
<td>14,676</td>
<td>11,383</td>
<td>12,097</td>
<td>12,824</td>
</tr>
<tr>
<td>Japan-World Bank Partnership Program</td>
<td>3,975</td>
<td>4,210</td>
<td>2,056</td>
<td>2,221</td>
<td>1,622</td>
</tr>
<tr>
<td>PHRD Staff Grant Program</td>
<td>7,105</td>
<td>6,709</td>
<td>3,953</td>
<td>2,709</td>
<td>4,197</td>
</tr>
<tr>
<td>Japan Indonesia Presidential Scholarships</td>
<td>1,223</td>
<td>855</td>
<td>553</td>
<td>102</td>
<td>18</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55,436</strong></td>
<td><strong>49,923</strong></td>
<td><strong>46,822</strong></td>
<td><strong>38,617</strong></td>
<td><strong>38,195</strong></td>
</tr>
</tbody>
</table>
INVESTMENT INCOME
Accrued investment income has fluctuated over the past five years. This trend continued in FY17. Investment income decreased to $2.87 million compared to $4.23 million in FY16 due to swings in exchange rates.

Transfers from the PHRD Fund to Multilateral Programs
The transfer of contributions received from GoJ through the PHRD Fund to multilateral programs rose from $96.8 million in FY16 to $155.64 million in FY17. Relatively large amounts of funds were transferred to the following WBG programs in FY17:

- Mainstreaming Disaster Risk Management in Developing Countries ($20 million)
- Middle East and North Africa (MENA): Concessional Financing ($40 million)
- Quality Infrastructure Investment Partnership ($20 million)
- Pandemic Emergency Facility ($15 million)

For details on these transfers see Table 1.3.

<table>
<thead>
<tr>
<th>Program</th>
<th>Amount ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultative Group to Assist the Poorest (CGAP) Development Fund</td>
<td>0.30</td>
</tr>
<tr>
<td>Digital Development Partnership</td>
<td>2.00</td>
</tr>
<tr>
<td>Donor-Funded Staffing Program</td>
<td>6.50</td>
</tr>
<tr>
<td>Global Agriculture and Food Security Program</td>
<td>10.00</td>
</tr>
<tr>
<td>Mainstreaming Disaster Risk Management in Developing Countries</td>
<td>20.00</td>
</tr>
<tr>
<td>Global Infrastructure Facility</td>
<td>5.00</td>
</tr>
<tr>
<td>Japan Social Development Fund—TICAD V</td>
<td>10.54</td>
</tr>
<tr>
<td>Japan-World Bank Distance Learning Partnership-Phase II</td>
<td>5.00</td>
</tr>
<tr>
<td>Trust Fund for Funding of Japanese Advisors in the Executive Director’s Office</td>
<td>0.30</td>
</tr>
<tr>
<td>MENA Concessional Financing Facility</td>
<td>40.00</td>
</tr>
<tr>
<td>MENA Transition Fund</td>
<td>4.30</td>
</tr>
<tr>
<td>Pacific Catastrophe Risk Assessment and Financing Initiative Multi-Donor Trust Fund</td>
<td>8.00</td>
</tr>
<tr>
<td>Pandemic Emergency Facility</td>
<td>15.00</td>
</tr>
<tr>
<td>Quality Infrastructure Investment Partnership</td>
<td>20.00</td>
</tr>
<tr>
<td>Southeast Asia Disaster Risk Insurance Facility</td>
<td>2.70</td>
</tr>
<tr>
<td>Small Island Developing States DOCK Support Program</td>
<td>6.00</td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td><strong>155.64</strong></td>
</tr>
</tbody>
</table>

TABLE 1.3 Transfers from the PHRD Fund to Non-PHRD WBG Programs, FY17

FY17 PHRD TA Portfolio
As of June 30, 2017, the fund’s TA portfolio included 39 grant-financed operations, totaling $135.84 million. As in FY16, the Africa region ranked highest for disbursements, out of the six WBG operational regions.
Ten projects, valued at $61.52 million, closed in FY17. At the close of these projects, 95 percent of the approved allocations were disbursed. Details of the grants that closed in FY17 are provided in Table 1.5. The outcomes of these projects are reported in Section 6.
2. Africa Agricultural Productivity Enhancement Program

Program Overview

Sustained agricultural growth, at rates higher than in the past, is considered essential for reducing hunger and poverty in Africa. Improving productivity is key to achieving and maintaining high agricultural growth. These productivity improvements will be accomplished by supporting and accelerating innovation based on a strategy of revitalizing, expanding, and reforming agricultural research, technology dissemination, and adoption initiatives.

In Sub-Saharan Africa (SSA), domestic rice production has not kept pace with the rapid rise in rice consumption. This has led to rising rice prices. African leaders, agriculture experts, and development partners have all emphasized the importance of improving rice production output. TICAD IV highlighted the need for medium- to long-term interventions that would enhance agricultural productivity, particularly in SSA. At the conclusion of the TICAD IV Conference, GoJ pledged to support the development of the rice sector in the SSA region. The following priority areas were identified:

- Strengthening institutional and human resource capacity in rice production research, extension, and policy making
- Scaling up and improving the effectiveness of rice production techniques

The PHRD TA for the Africa Agriculture Productivity Enhancement Program was among the vehicles identified to help execute GoJ’s commitment to these efforts. This program’s portfolio amounted to $76.16 million.

In the 13 Mano River Union (MRU) countries, human resources capacity, infrastructure, and institutions related to agriculture development have been severely affected, due to war and conflict. From the PHRD TA program, $35 million was provided for projects in four MRU countries in the third phase of the West Africa Agriculture Productivity Program (WAAPP-1C)—Cote D’Ivoire, Guinea, Liberia, and Sierra Leone. The projects closed in FY17.
ACHIEVING DEVELOPMENT RESULTS
BOOSTING AGRICULTURAL PRODUCTIVITY IN AFRICA

Approximately 506,068 producers adopted at least one new technology introduced by the projects. 1.01 million beneficiaries

45 percent female

7 PROJECTS VALUED AT $76.16 MILLION

In 4 MRU countries – Cote d’Ivoire, Guinea, Liberia and Sierra Leone:

954,252 direct beneficiaries, 42 percent female
383,900 hectares of farm land cultivated with improved technologies
14 new technologies demonstrated
504,935 producers adopted at least one new technology

In Madagascar:

16,211 beneficiaries; 52 percent female
2,120 hectares under improved technology

Average yield of 5.42 tons/hectare of irrigated rice production achieved (target: 4.26 tons/hectare)

With the rice crop yield doubling, project beneficiaries were able to invest in the next season and pay for children’s education and health needs

3 technologies—seed production and improved rice systems—demonstrated, 100 percent of project target achieved

In Mozambique:

6,100 direct beneficiaries, 40 percent female

66 percent cropping intensity of the target of 1.5 percent reached

2.6 metric tons/hectare average rice crop yield (65 percent of target)

100 percent achievement in the demonstration of new technologies

In Tanzania:

33,000 rice farmers benefited; 40 percent female
1,133 farmers adopted improved technology—system of rice intensification (SRI)
268.5 hectares under improved technology
8.23 tons/hectare productivity increase from baseline of 6.14 tons
5.8 metric tons/hectare rice productivity achieved in 20 irrigation schemes
801 irrigation and village/ward extension staff from local government authorities trained

4 warehouses constructed, enabling rice farmers to store excess crops during glut period and achieve up to 60 percent intertemporal price gains

In Tanzania:

33,000 rice farmers benefited; 40 percent female
1,133 farmers adopted improved technology—system of rice intensification (SRI)
268.5 hectares under improved technology
8.23 tons/hectare productivity increase from baseline of 6.14 tons
5.8 metric tons/hectare rice productivity achieved in 20 irrigation schemes
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In Mozambique:

6,100 direct beneficiaries, 40 percent female

66 percent cropping intensity of the target of 1.5 percent reached

2.6 metric tons/hectare average rice crop yield (65 percent of target)

100 percent achievement in the demonstration of new technologies
In addition, three countries—Mozambique, Tanzania, and Madagascar—received a combined total of $41.16 million to improve agricultural productivity under the Agriculture Productivity Enhancement Program, with a focus on rice. The PHRD TA program provided $14.25 million in cofinancing for the Tanzania Complementary Financing of the Agriculture Sector Development project, which closed in FY17.

**Africa Agricultural Productivity Enhancement Program: FY 17 Results**

The FY17 portfolio of the Africa Agricultural Productivity Enhancement Program included seven projects valued at $76.16 million. Five projects closed in FY17 and 96 percent of the $46.25 million total allocation was disbursed. Section 6 provides detail on the development outcomes of the five closed projects.

Two projects, valued at a total of $26.91 million, were under implementation in FY17. Details of these projects’ progress toward achievement of their development objectives are provided here. For more on the financial aspects of the Agriculture Productivity Enhancement Program, see Annex 3.

**Mozambique: PROIRRI Sustainable Irrigation Development for Rice Production Project**

**Trust Fund number:** TF010214  
**Grant amount:** $14.25 million

Mozambique is endowed with 30 million hectares of arable land, with significant agro-ecological diversity. The development of irrigation is a key priority of Mozambique’s government, which is implementing a new national irrigation strategy alongside project activities. Of the 15 hydrogeological basins highlighted by the irrigation strategy, three are covered by the project. Mozambique’s National Irrigation Institute has benefited from the project’s institutional and capacity-building activities, which have helped address the institute’s policy, strategic, and operational mandates. The project also supported the preparation of legislation for irrigation associations as well as the country’s new national irrigation plan, both of which were approved by the government of Mozambique.

The project’s development objectives are to increase the amount of agricultural output sold and to enhance farm productivity through new or improved irrigation approaches in Manica, Sofala, and Zambezia provinces. The project has four components:

- Strengthening institutional capacity and promoting participatory irrigation development and management
- Financing irrigation infrastructure as well as enabling infrastructure such as electricity and flood protection
- Providing catalytic funding for project beneficiaries in the form of cost-sharing grants to support production costs
- Providing resources for effective project management, coordination, and monitoring and evaluation
Twenty four percent of the project’s revised cost of $59.98 million comes from the PHRD TA program. The project’s revised closing date is June 2018. Table 2.1 shows results as of year-end FY17 as compared to project completion targets.

### TABLE 2.1 Mozambique: PROIRRI Sustainable Irrigation Development for Rice Production Project Results, FY17

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Results to Date</th>
<th>Project Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average rice crop yield (metric ton/ha)</td>
<td>2.6</td>
<td>4.0</td>
</tr>
<tr>
<td>Average cropping intensity of rice-based systems (percent)</td>
<td>1</td>
<td>1.5</td>
</tr>
<tr>
<td>Increase in proportion of rice production sold (percent)</td>
<td>53</td>
<td>75</td>
</tr>
<tr>
<td>Number of direct project beneficiaries</td>
<td>6,100</td>
<td>6,000</td>
</tr>
<tr>
<td>Direct female beneficiaries (percent of total)</td>
<td>52</td>
<td>33</td>
</tr>
<tr>
<td>Irrigation organizations supported by the project with at least 90 percent recovery of operations and maintenance costs</td>
<td>14</td>
<td>32</td>
</tr>
<tr>
<td>Area equipped with irrigation and drainage infrastructure and operational in rice business line (hectares)</td>
<td>390</td>
<td>1,700</td>
</tr>
<tr>
<td>Client days of training provided</td>
<td>4,845</td>
<td>7,400</td>
</tr>
<tr>
<td>Number of technologies demonstrated by the project</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

As noted above, the strengthening of the National Irrigation Institute represented an important outcome of the project’s capacity-building component. It led to the preparation of important irrigation-related legislation, later approved by the nation’s Executive Council of Ministers.

### BOX 2.1 Irrigation Systems Bring Life and Hope to Small Farmers in Rural Mozambique

Not only are rice and maize food staples for Mozambicans. They also are a primary source of income for many small farmers. However, long periods of drought, coupled with non-existent or poorly functioning irrigation systems and soil sanitation, as well as rising production costs, have adversely affected small farmers, many of whom are women.

The PROIRRI Sustainable Irrigation Development for Rice Production project has given new hope to farmers in central Mozambique. In the provinces of Sofala and Zambézia, the project’s focus is on rice production. Following the improvements in the irrigation systems financed by the project, local smallholder farmers are now returning to agriculture—after abandoning it and migrating to the cities because they lacked sufficient water for cultivation.

“Irrigation gives you control over water, and not the other way around,” says Isaac Queface, chairman of the local farmers association.

Zabeta Jones, a 51-year-old farmer, recalls her life prior to the PROIRRI interventions. She and her husband, both members of a farmers’ association, lived 7.5 km from the valley where they had their farm. To get to their farm, they had to walk around a mountain and cross a snake-infested area. Small farmers like her used rudimentary irrigation methods that could not provide sufficient water for the family’s small plot. According to Jones, “The project has considerably expanded irrigation in the valley and as a result, we acquired three more plots. The whole community benefitted. In higher parts of the valley a new village was established and we moved there. The increase in our income allowed us to build our homes with bricks, send our son to university, and send another son to school.”

Source: Adapted from World Bank feature story, March 29, 2017
Madagascar: Irrigation and Watershed Management Project

Trust Fund number: TF016875
Grant amount: $12.66 million

The development objective of this project is to increase rice productivity in four irrigation sites and associated watersheds in the central and northern regions of Madagascar. Project components include development of commercial agriculture, irrigation, and watersheds, along with support for rice research and development, and program management and evaluation. Project implementation started in September 2014. Closure is expected in February 2018. Results towards achievement of the project’s development objectives are shown in Table 2.2.

### TABLE 2.2 Madagascar: Irrigation and Watershed Management Project Results, FY17

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Project Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project beneficiaries</td>
<td>16,211</td>
<td>20,261</td>
</tr>
<tr>
<td>Female beneficiaries (percent of total)</td>
<td>43</td>
<td>41</td>
</tr>
<tr>
<td>Average yield per hectare in irrigated rice production in project intervention irrigation sites (in metric tons)</td>
<td>5.42</td>
<td>4.26</td>
</tr>
<tr>
<td>Area cultivated with improved technologies and/or inputs provided through subprojects (in hectares)</td>
<td>2,120</td>
<td>2,540</td>
</tr>
<tr>
<td>Number of farmers adopting improved agricultural technology promoted by the project</td>
<td>6,662</td>
<td>7,250</td>
</tr>
<tr>
<td>Number of female farmers adopting improved agricultural technology promoted by the project</td>
<td>3,492</td>
<td>3,630</td>
</tr>
<tr>
<td>Number of technologies demonstrated in the project areas (Technologies promoted include seed production and improved rice systems)</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Area provided with new/improved irrigation or drainage services (in hectares)</td>
<td>2,880</td>
<td>5,390</td>
</tr>
<tr>
<td>Number of water users provided with new/improved irrigation and drainage services</td>
<td>2,909</td>
<td>4,470</td>
</tr>
</tbody>
</table>

With their rice yields doubling, project beneficiaries were able to put away earnings. This allowed them to invest in the upcoming growing season and to fund other family needs such as child education and health. These producers also served as models for the adoption of improved agricultural technologies for other producers who were unable to participate in project-funded activities. Irrigation and drainage services were improved and water user associations were empowered to take charge of operations and maintenance. In turn, this has significantly increased the sustainability of rehabilitated infrastructure.
3. Disaster Reduction and Recovery Program

Program Overview

The Disaster Reduction and Recovery (DRR) Program is aimed at strengthening the disaster resilience of countries prone to natural hazards such as earthquakes and tropical cyclones in the Asia and Pacific regions. The program focuses on improving early warning systems and implementing a strong knowledge and learning agenda to improve awareness and build disaster risk management capacity. Activities specifically target disaster-prone countries. Forty four percent of the PHRD TA fund was allocated for four of the most natural disaster-prone Pacific Island countries.

The FY17 portfolio included five active projects, totaling $11.25 million, of which half was disbursed. Two projects amounting to $3.63 million closed in FY17, with approximately 100 percent disbursement.
$14.88 MILLION allocated for 7 projects in 7 countries

In Bhutan:
- 6 seismic monitoring stations constructed
- Inventory of 50 percent representative building technologies in 20 districts completed
- Guidelines completed for improved seismic-resilient construction techniques for rammed earthquake structures
- Guidelines developed for new construction and strengthening of existing traditional buildings

In Solomon Islands:
- 7 resilient investments completed
- Emergency radio communication system, installed under the project, communicated early warning messages during the December 2016 earthquake

In Timor Leste:
- 31,445 direct beneficiaries, 41 percent female
- 719 officials and community members trained on community-based disaster risk management
- Disaster risk management plans prepared and implemented at succo (village) level

In Vanuatu:
- Multi-hazard plan prepared and made available on public website
- Multi-Hazard National Warning Center and National Emergency Operation Center set up; centers communicated cyclone warnings prior to and during Tropical Cyclones Pam (2015), Zena (2016), and Cook (2017), helping minimize fatalities and destruction

In Kiribati:
- 605 cubic meters per day of potable water saved through reduced leakages and wastage
- 38 percent (5 percent increase over 33 percent target population) locally managed adaptation plans prepared and implementation underway

4 PACIFIC ISLAND COUNTRIES prone to natural hazards received $10.12 million

5 PROJECTS under implementation in FY17; 50 percent disbursed to date

2 CLOSED PROJECTS with 99 percent of allocation disbursed at closing
Disaster Risk and Recovery Program: FY17 Results

This section features brief descriptions of the five active projects in the FY17 portfolio, along with highlights of results achieved. For details on projects that closed in FY17, see Section 6. Portfolio financial information is provided in Annex 4.

Bhutan: Improving Resilience to Seismic Risk

Trust Fund number: TF014121
Grant amount: $1.29 million

The objective of the project is to improve the understanding of earthquake risk in Bhutan as well as opportunities and challenges associated with risk mitigation. The project closing date is July 31, 2017.

Project activities included:

- Investigations and mapping for improved understanding of seismic risk and national vulnerability assessment and retrofitting.
- Improving seismic resilience of traditional Bhutanese buildings and development of emergency structural assessment capacity.
- Project management, monitoring, and evaluation.

In FY17, the project made good progress towards the achievement of project development objectives:

- A database with available information on earthquake hazards in Bhutan was developed.
- A two-day workshop on seismic monitoring network and use of seismic data for building codes in Bhutan was organized.
- Training on basic retrofitting took place. Participants included selected engineers from all 20 districts.
- Selected engineers in six districts completed training on vulnerability assessments.
- Progress has picked up on the retrofitting of four buildings.

Progress in achieving development results are outlined in Table 3.1 below.

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Project Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of seismic monitoring stations constructed</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Inventory of representative building technologies in 20 districts (number)</td>
<td>10</td>
<td>20</td>
</tr>
<tr>
<td>Creation of database with available information on earthquake hazards in the country (Yes/No)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Development of guidelines for new construction and strengthening of existing traditional buildings (Yes/No)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey of rammed buildings (Yes/No)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
General guidelines were completed on improved seismic-resilient construction techniques for rammed earth structures. Selected engineers in all 20 districts have completed follow-up training on the new guidelines.

Selected engineers from six districts have completed training to conduct post-earthquake assessments.

The contingency plan for Thimphu Thromde and a manual on non-structural mitigations to improve the safety of schools were both completed.

Kiribati: Disaster Risk Management and Adaptation Project

Trust Fund number: TF011448
Grant amount: $1.8 million

This project’s objective is to improve Kiribati’s resilience to the impacts of climate change on freshwater supply and coastal infrastructure. Project components include:

- Improving water resource use and management: through reduced leakage in existing systems, increasing yield from rainwater harvesting, improving asset management and strategic planning by local agencies in water and coastal engineering, and developing a methodology for community engagement to underwrite future management of water reserves.

- Increasing coastal resilience: through the implementation of both hard and soft mitigation solutions including seawalls, mangrove planting, and beach nourishment.

- Strengthening capacity to manage the effects of climate change and natural hazards: through support for the president’s Strategic Risk Management Unit and other responsible agencies as they develop and implement a national coastal management policy framework. Efforts also include engaging technical ministries, subnational authorities, and communities in the preparation and funding of locally managed adaptation plans.

The project was implemented in conjunction with the $10.7 million Kiribati Adaptation Project III, which is strengthening the government’s capacity to design and implement adaptation measures in response to pressing climate-related and natural hazard issues. The PHRD TA project closes on February 2018. To date, it has achieved satisfactory progress toward accomplishing its development objectives, as shown in Table 3.2. Thus far, the project implementation experience has yielded an important lesson: the need to engage in a
meaningful manner with communities in the design of interventions, capacity building on long-term operations and maintenance of investments, and approaches to mitigate logistical difficulties in implementing activities.

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume of potable water saved through reduced leakage and wastage (cubic meters/day)</td>
<td>605</td>
<td>190</td>
</tr>
<tr>
<td>Volume of potable water provided from new rainwater harvesting systems (cubic meters/day)</td>
<td>5.7</td>
<td>6.1</td>
</tr>
<tr>
<td>Volume of potable water provided from new groundwater sources (kiloliters/day)</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>Length of coastline protected (kilometers)</td>
<td>1.29</td>
<td>1.2</td>
</tr>
<tr>
<td>Coastline asset condition assessment completed and documented for all major non-government assets along the South Tarawa coastline (as percent of shoreline)</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Percent of population for which locally managed adaptation plans are developed, finalized, and being implemented</td>
<td>12.5</td>
<td>33</td>
</tr>
</tbody>
</table>

TABLE 3.2 Kiribati: Disaster Risk Management and Adaptation Project Results, FY17

Solomon Islands: Increasing Resilience to Climate Change and Natural Hazards

Trust Fund number: TF012391
Grant amount: $2.73 million

The objectives of the project are to integrate climate change adaptation and disaster risk reduction across the recipient’s sectors, improve climate change adaptation and disaster risk reduction information and communication, and increase the resilience of rural communities to climate change and natural hazards. The project’s closing date is July 2018.

To date, project achievements are modest. They include the following:

- The 2017 National Disaster Risk Management Plan and its operational arrangements have been finalized and rolled out in three provinces.
- Work on establishing a fiber link between data center divisions and the country’s central disaster management organization has started.
- Seven resilient investments have been completed. Six are close to completion while 12 are under construction. Project engineers are working closely with local communities to ensure that investments are sustainable and resilient.
- The emergency radio communication system has been procured, installed, and tested. The system was used to communicate early warning messages during the December 2016 earthquake.
- Seven community subprojects have been completed and 18 others are in various stages of implementation.
Timor-Leste: Building Climate/Disaster Resilience along the Dili-Ainoro and Linked Road Corridors

Trust Fund number: TF018187
Grant amount: $2.7 million

This project aims to build the capacity of districts, sector agencies, and communities around the Dili-Ainaro road corridor for community-based disaster risk management. The project’s closing date is October 2018. In FY17, the implementation pace picked up with all project development objective indicators showing improvements (Table 3.3).

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of direct project beneficiaries</td>
<td>31,445</td>
<td>49,311</td>
</tr>
<tr>
<td>Women beneficiaries (as percent of total)</td>
<td>41</td>
<td>25</td>
</tr>
<tr>
<td>Number of officials and community members trained on community-based DRM</td>
<td>719</td>
<td>780</td>
</tr>
<tr>
<td>Number of DRM plans prepared at succo (village) level</td>
<td>10</td>
<td>25</td>
</tr>
<tr>
<td>Number of DRM pilots implemented at succo level</td>
<td>26</td>
<td>30</td>
</tr>
</tbody>
</table>

Preparation of a Program Towards Sustainable Flood Management in the Greater Metro Manila Area Project

Trust Fund number: TF018611
Grant amount: $2.73 million

This project’s objective is to prepare priority projects as identified by the city’s flood management master plan to improve flood management and resilience in and around metropolitan Manila. The operation includes three main activities:

- Design of flood protection works in the Upper Mankina River
- Development of flood forecasting and an early warning system for the greater metro Manila area
- Development of institutional arrangements for sustainable flood management

Implementation progress of the planned activities has been very slow due to institutional limitations.
4. Disability and Development Program

Program Overview

The focus of the pilot projects in the PHRD Disability and Development (D&D) Program is to formulate appropriate policies and development interventions that provide direct benefit for people with disabilities.

Implementation of this innovative program has been challenging.

Confronting disability issues is a new area of development intervention, particularly in important sectors such as road infrastructure and education. Implementing agencies are not familiar with the social and economic issues associated with physical disability. Other challenges include the social stigma associated with disability. Parents of children with disabilities are often reluctant to send them to school, in part because of this social stigma. In addition, educational institutions often do not employ teachers trained in inclusive education, nor are schools typically designed to accommodate children with physical disabilities. The PHRD TA projects aim to initiate measures to address these challenges. Some of the pilot activities contributed to a better understanding of the issues. An important implementation lesson from the PHRD activities is that it takes time to build awareness about these issues.

The FY17 portfolio included seven projects under implementation, with an allocation of $18.47 million, of which 43 percent was disbursed. Two projects ($5.54 million) closed in FY17 with disbursements amounting to 91 percent of the allocated amount. The Haiti: Improving Access to Social and Employment Opportunities for Persons with Disabilities project is in pending status. This is because the associated IDA project is undergoing a significant restructuring, which will have an impact on the design and implementation of PHRD activities. As a result, the PHRD TA project is being restructured to align with the IDA activities.
ACHIEVING DEVELOPMENT RESULTS

INTEGRATING DISABILITY ISSUES INTO DEVELOPMENT POLICIES AND PROGRAMS

$18.47 MILLION allocated for 7 projects in 7 countries

In Romania:
A new national database/registry for persons with disabilities is up and running:
➤ generates regular monthly monitoring reports
➤ ensures that disability benefits are targeted at the right people in a timely manner

Assessments of the country’s certification system for disability pensions and allowances completed

In Moldova:
682 school professionals in pilot schools trained to work with children who have special education needs, including 482 teachers
90 percent of participating school professionals showed improved readiness for integration of children with disabilities in regular schools—as measured by a decrease in percentage of target who said that schools need additional infrastructure upgrades and improvement

2,776 people assisted with livelihood support/vocational training
Project closed in FY17

In Jamaica:
258 people with disabilities found jobs after completion of training; 26 percent still employed six months later
78 children benefited from physiotherapy; 60 children benefited from speech therapy
119 parents trained on how to manage the challenges of raising children with disabilities

In Peru:
Final inclusive and accessible designs of Lima’s Plaza Dos de Mayo (May 2 Square) completed, in consultation with stakeholders:
➤ awareness and knowledge generated is contributing to the mainstreaming of inclusive design and universal accessibility issues
4 mechanisms/tools developed to help the disabled community engage in infrastructure planning, implementation and management

In Morocco:
Increased accessibility for people with limited mobility in Marrakesh:
➤ 17.5 km of boulevards and roadways
➤ 2 public buildings
➤ 5 public spaces, such as parks
400 staff trained on accessibility:
➤ 200 technical staff
➤ 200 NGO staff
Project closed in FY17

In Tamil Nadu, India:
30,528 direct beneficiaries, 55 percent female
7,070 people identified with mental disabilities reintegrated into families and communities through provision of medical treatment and livelihood assistance and provided with disability identity cards for monthly pensions and employment guarantee job cards

In Peru:
Final inclusive and accessible designs of Lima’s Plaza Dos de Mayo (May 2 Square) completed, in consultation with stakeholders:
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Final inclusive and accessible designs of Lima’s Plaza Dos de Mayo (May 2 Square) completed, in consultation with stakeholders:
➤ awareness and knowledge generated is contributing to the mainstreaming of inclusive design and universal accessibility issues
4 mechanisms/tools developed to help the disabled community engage in infrastructure planning, implementation and management

2 projects, valued at $5.64 million, closed in FY17 with 91 percent of the allocated amount disbursed
4 projects, valued at $9.97 million, under implementation in FY17; 42.5 percent of the allocated amount disbursed
32,065 beneficiaries including men, women, and children
Disability and Development Projects: FY17 Results

This section provides a brief description of the four active projects in the FY17 portfolio, as well as highlights of results achieved. Section 6 describes projects under this theme that closed in FY17, along with project results. See Annex 5 for financial information about the D&D portfolio.

Jamaica: Social and Economic Inclusion of Persons with Disabilities

Trust Fund number: TF014258
Grant amount: $2.9 million

This project has a dual development objective:

- To increase the employability of poor persons with disabilities between the ages of 18 and 36.
- To improve the delivery of special education services to poor children with disabilities from birth through age 6.

The project is expected to close in August 2017. Table 4.1 shows project results to date as well as completion targets.

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people with disabilities who found jobs after completion of training</td>
<td>258</td>
<td>300</td>
</tr>
<tr>
<td>People with disabilities trained under the project and still employed six months after completion of the program (percent)</td>
<td>25.6</td>
<td>80</td>
</tr>
<tr>
<td>Percent of poor children with disabilities in project’s early stimulation program with improved school readiness</td>
<td>23.2</td>
<td>40</td>
</tr>
<tr>
<td>Number of people with disabilities who completed skills training</td>
<td>336</td>
<td>350</td>
</tr>
</tbody>
</table>

Here are some highlights of project achievements in the area of direct benefit for adults with disabilities:

- Of the 336 beneficiaries who have completed skills training, 258 received work experience after completing classroom training.
- Following the training, 66 trainees secured full-time employment.
- Lessons learned from previous training rounds have informed design improvements in subsequent rounds. For example, mandatory literacy and numeracy training were added, due to beneficiaries’ low literacy and numeracy skills.
- A labor market study was completed. The data and draft report were presented to key stakeholders.
- Activities focused on improving the delivery of special education services to poor children with disabilities, ages 0–6, achieved satisfactory progress during FY17. Seventy-eight children benefited from 619 hours of physiotherapy.

2 The Haiti project has been restructured and effectiveness was pending in FY17.
● 60 children received speech therapy.
● 139 parents were trained on how to handle the challenges of raising children with disabilities.
● 66 children with disabilities have received adaptive aid.

**Moldova: Integration of Children with Disabilities into Mainstream Schools**

Trust Fund number: TF014855  
Grant amount: $2.86 million

The project’s development objective is to demonstrate through pilot activities that local governments can successfully apply national policies that promote the integration of children with disabilities into the mainstream education system. The project aims to integrate children with disabilities into their community hub schools and into community social activities. The goal will be accomplished by encouraging local planning efforts to apply national policies for inclusion of children with disabilities. In addition, 20 demonstration (pilot) subprojects are aimed at adapting mainstream schools and educating teachers and parents. The project’s closing date is January 2018.

Progress towards achievement of development objective has been modest, given the delays in project implementation. The delays were due primarily to the lengthy parliamentary ratification process for this grant and the extended time needed to restructure the project in early FY16. Still, some measurable results have been achieved.

**BOX 4.1 Helping Children with Disabilities Integrate into Mainstream Schools In Moldova: Voices of the Stakeholders**

“This project has led to significant changes in attitude among teachers, parent and children. At the beginning, not all accepted the integration of children, now we host these children like a united family.”

—Lidia Dutka, director of a remotely located school in Lyova District

“The project had a great impact on the community, especially since the parents are benefiting from raising children in the family, educating them, and preparing them for future life.”

—Zinaida Lupu, Cadre de Sprijin Pentru COPIII CU Nevoi Speciale

“I like that it is warm here, there is lots of drawing, games for kids which were non-existent before, so it is a visible difference now. I have noticed that since my child started attending the center and studies following an individual schedule, he has been behaving better and generally it benefits him overall.”

—Igor Cearic, father of a disabled child in the program

“Other students enjoy accompanying children with special needs to the center. They come together, leave together, in such a way, helping them.”

—Galina Vasiloi, school director and adjunct instructor

Source: Adapted from 2017 documentary made by project team
Table 4.2 shows project results to date as well as completion targets.

**TABLE 4.2** Moldova: Integration of Children with Disabilities in Mainstream Schools, Project Results, FY17

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved readiness for integration of children with disabilities, as measured by a decrease in the percentage of target group members who believe their school requires additional infrastructure improvement to enable inclusion</td>
<td>School directors: 95% decrease Teachers: 90% decrease Parents of children with disabilities: 100% decrease</td>
<td>20% decrease among all target groups</td>
</tr>
<tr>
<td>Number of pilot subprojects implemented</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Number of school professionals in pilot schools trained to work with children with special education needs</td>
<td>682 total, including:</td>
<td>300</td>
</tr>
<tr>
<td></td>
<td>482 teachers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>62 school managers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>37 teacher assistants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>17 psychologists and speech therapists</td>
<td></td>
</tr>
<tr>
<td></td>
<td>12 medical assistants</td>
<td></td>
</tr>
<tr>
<td></td>
<td>72 social assistance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>representatives</td>
<td></td>
</tr>
</tbody>
</table>

Other project activities included:

- 2,700 copies of a handbook on inclusive education were printed and distributed, translated into both Romanian and Russian.
- 2,000 people were reached with awareness and outreach activities.
- 20 school works contracts were signed.

Teaching materials to train specialists in inclusive education. Materials also provide information on what is needed to enable inclusive education. The manuals included eight staff training modules on child-centered inclusive education, organized into three volumes of support materials on inclusive education and continuing education and training for teachers in Moldova.
Peru: Mainstreaming Inclusive Design and Universal Mobility in Lima

Trust Fund number: TF011295
Grant amount: $2.5 million

The development objective of this innovative project is to improve the municipality of Lima’s capacity to mainstream the needs of people with disabilities into the planning and implementation of urban pedestrian and public transport infrastructure. The project is slated to close in December 2017.

Panoramic view of Lima’s Plaza Dos de Mayo

This project is one of the WBG’s first stand-alone initiatives in Peru to address the mobility needs of people with disabilities. It has received significant attention from civil society, local elected officials, and the potential beneficiaries. The pilot focuses on the design and construction of ramps and other equipment for easier access to buildings and buses.

Despite a change in the city’s administration that resulted in some implementation delays, the project has made progress. Completions to date include a diagnostic study of potential interventions and pilot locations, as well as preliminary designs. These activities incorporated an innovative participatory process, with a steering committee that includes people with disabilities and multiple public workshops.

In consultation with stakeholders, the final designs for the pilot implementation around Plaza Dos de Mayo—a central plaza in Lima—were completed. The awareness and knowledge generated by the project is contributing to the mainstreaming of inclusive design and universal accessibility issues in Lima. The bidding and technical documents required to initiate the procurement process have been finalized.
Table 4.3 shows project results to date as well as completion targets.

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results to Date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvement in and disabled-friendly, accessible walkways in the pilot project, particularly near public transport stations</td>
<td>0.5</td>
<td>0.5</td>
</tr>
</tbody>
</table>

Note: The target numbers are based on the following:
- 0.25 points for high ratings by the stakeholder group, including by people with disabilities, on the planned facilities around the pilot site, Plaza Dos de Mayo station of the Metropolitan BRT
- 0.25 points for finalizing the design of the planned facilities through participatory processes
- 0.5 points for completion of implementation of the planned facilities by project close

Number of urban transport interventions in metropolitan Lima that incorporate inclusive design

This indicator considers the influence of the grant activities on the following related urban transport interventions in Lima and the following scoring criteria:
- Existing or future stations of the Metropolitano BRT to include improved universal accessibility features. According to preliminary designs of improvements for at least two other existing BRT stations, this has been achieved. (1 point)
- Upgrading the areas around of the existing stations of Metro Line 1 (elevated rail) to improve sidewalks, pedestrian crossings, ramps, and elevators. This work is partially completed and continues. (0.5 points)
- Designing the new Metro Line 2 (subway) with full universal accessibility features including elevators, escalators, appropriate signage and surfaces, pedestrian crossing and signals. This was partially achieved. (0.5 points)

Number of mechanisms/tools developed to help the disabled community engage in infrastructure planning, implementation and management

This indicator is based on the following:
- Demonstrating an innovative and participatory design process with training seminars and forming a consultative committee of disabled people and other stakeholders
- Selecting priority locations and universal accessibility interventions using a multi-criteria process and multiple workshops
- Preparing context-specific final designs to be implemented in at least one pilot site: achieved for one pilot site (Plaza Dos de Mayo station of the Metropolitano BRT)
- Replication of the above tools/design for other stations of the Metropolitano BRT system. Protransporte is undertaking this in at least two other stations
Romania: Improved Policy Making and Institutional Framework for Persons with Disability

Trust Fund number: TF010417
Grant amount: $1.72 million

The development objective of this project is to help Romania’s Ministry of Labor, Family, Social Protection, and the Elderly develop more effective protections for people with disabilities. This will be accomplished through improved disability assessments and the generation of better information for policy-making purposes.

Project implementation progress has been slow for several reasons, including issues related to technical complexity and sensitivity in harmonizing medical eligibility criteria for disability.

However, the commitment remains strong. The ministry and its specialized agencies, including the Directorate for the Protection of Persons with Disabilities and the National Institute of Medical Expertise and Workforce Recovery have all indicated a clear interest in moving forward. Two major results indicators have been achieved:

- A new national database of persons with disabilities is operational and producing regular monthly monitoring reports.
- The current certification system for disability pensions and allowances was assessed.
5. Restructured PHRD Technical Assistance Program

Program Overview

The strategic framework of the PHRD TA program continues to be strengthened to better align with WBG and Japan’s development priorities. The realigned program enhances the technical and institutional capacities of eligible WBG member countries through three thematic windows as follows:

Window I: TICAD V Agriculture and Rural Access to Energy Supply
Window II: Accelerating Progress Toward Achieving Universal Health Coverage
Window III: Performance and Results with Improved Monitoring and Evaluation

The priorities and detailed description of activities are outlined in this section.

In FY17, the allocation for the 17 operations within the three windows of the restructured TA program totaled $23.33 million (Table 5.1).

<table>
<thead>
<tr>
<th>Window I: TICAD V Agriculture and Rural Access to Energy Supply</th>
<th>Number of Grants</th>
<th>Grant Amount ($ millions)</th>
<th>Disbursement ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Window II: Operationalizing the Findings of the Japan-World Bank Partnership Program on UHC</td>
<td>7</td>
<td>3.47</td>
<td>0.49</td>
</tr>
<tr>
<td>Window III: PRIME</td>
<td>5</td>
<td>6.78</td>
<td>0.20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>17</strong></td>
<td><strong>23.33</strong></td>
<td><strong>1.09</strong></td>
</tr>
</tbody>
</table>

*Total varies due to rounding of number to nearest decimal.
Window I. TICAD V: Agriculture and Rural Access to Energy Supply Program

The strategic objective of this program is to build the institutional capacity and knowledge base of small and marginal farmers in Africa to reduce vulnerability, deliver services, and improve household food production and consumption; and to increase the delivery of modern energy services in the rural communities of fragile and conflict-affected states in Africa. Within this framework, the grants focus on supporting investments and activities in the priority areas, as outlined below.

Agriculture

As of FY17, four PHRD TA grant-financed operations were approved, for a total value of $10.35 million. Of these, only two were under implementation in FY17. The remaining two were pending activation and implementation of grant-supported activities. They did not start in FY17. The details are outlined in Table 5.2.

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Grant Amount ($ millions)</th>
<th>Fiscal Year of Approval</th>
<th>Type of Financing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cameroon: Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers</td>
<td>2.70</td>
<td>FY15</td>
<td>$100 million additional IDA financing for the Agriculture Investment and Market Development project</td>
</tr>
<tr>
<td>South Sudan: Improving Food and Nutrition Security for Smallholder Farmers in Southern Sudan</td>
<td>2.70</td>
<td>FY16</td>
<td>Additional financing for the Emergency Food Crisis Response project</td>
</tr>
<tr>
<td>Democratic Republic of Congo (DRC): Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers*</td>
<td>2.70</td>
<td>FY16</td>
<td>Partial cofinancing of Regional Great Lakes Integrated Agriculture Development project</td>
</tr>
<tr>
<td>Niger: Nutrition-Sensitive Agriculture and Capacity Building*</td>
<td>2.25</td>
<td>FY17</td>
<td>$20 million additional IDA financing for the Third Community Action project</td>
</tr>
<tr>
<td><strong>Total Grant Amount</strong></td>
<td><strong>10.35</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Grant approved but pending activation.

TABLE 5.2 TICAD V Agriculture Grants by Fiscal Year of Approval and Type of Financing

WINDOW I AGRICULTURE PROJECTS UNDER IMPLEMENTATION

This section provides detail on Window I—Agriculture PHRD TA operations that are in the implementation stage.
South Sudan: Improving Food and Nutrition Security for Smallholder Farmers in Southern Sudan—Additional Financing for the Emergency Food Crisis Response (IDA, $9 million; other trust funds, $17.73 million)

Trust Fund number: TF0A1813
Grant amount: $2.7 million

This grant was approved as additional financing to the IDA Credit for Southern Sudan Emergency Food Crisis Response Project (P113586), in April 2016. The objective of this grant is to strengthen the nutritional outcomes for existing project beneficiaries who had received support to increase the production of food staples. The PHRD TA activities are expected to help increase production and consumption of foods that are high in nutritional value, such as legumes, fruits, vegetables, and small livestock. The target beneficiaries are selected farmers and vulnerable households in South Sudan. Activities also aim to build institutional capacity to support nutrition-sensitive agriculture. This will be accomplished by supporting the creation and strengthening of smallholder farmer groups, formed for production purposes. Additional efforts involve promoting the adoption of production, processing, preparation, and consumption practices needed to improving nutritional outcomes for smallholder farmers and their families. Further activities are aimed at building capacity for better nutrition outcomes.

Implementation of the grant-financed activities was suspended due to the outbreak of civil strife in July 2016. Implementation is expected to start again in July 2017, at which time the government is expected to contract out the implementation of the remaining activities to the Food and Agriculture Organization (FAO).

Cameroon: Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers—Additional Financing for the Agriculture Investment and Market Development Project (IDA, $100 million)

Trust Fund number: TF0A1906
Grant amount: $2.7 million

In recent years, Cameroon has experienced food shortages and severe food insecurity in rural areas. Cameroon’s agriculture sector is characterized by low productivity and low-production subsistence farming. This is due to several constraints: the country’s limited access to inputs such as fertilizer and improved seeds, minimal mechanization, and weak institutional capacity.

The overall project development objective is to support the transformation of low productivity, subsistence-oriented cassava, maize and sorghum subsectors, into commercially oriented and competitive value chains in four agro-ecological areas. As a partial cofinancing contribution, the PHRD TA grant helps women’s groups associated with producers’ organizations achieve household-level food and nutrition security. The grant also supports needed institutional capacity building and the development of related knowledge tools. The TA grant finances the following:

- Developing training materials and providing training to strengthen the preparation of subprojects by producer organizations.
- Strengthening the capacity of MINADER, the Cameroon ministry responsible for agriculture and rural development, giving it increased ability to mainstream nutrition considerations into its policies and programs.
• Designing and implementing behavioral change communications focused on new agricultural technologies, maternal care, and child feeding practices.

The achievements of the PHRD TA grant activities are shown in Table 5.3.

### TABLE 5.3 Cameroons: Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers, Project Results, FY17

<table>
<thead>
<tr>
<th>Results Indicator</th>
<th>Results to Date</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of households producing at least two new types of food (for example:</td>
<td>1,022</td>
<td>1,080</td>
</tr>
<tr>
<td>fruits, vegetables, animal products)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of households using improved food processing and cooking techniques</td>
<td>1,565</td>
<td>540</td>
</tr>
<tr>
<td>Number of women benefiting directly from nutrition subprojects</td>
<td>1,617</td>
<td>1,350</td>
</tr>
</tbody>
</table>

The achievements of the PHRD TA grant activities are shown in Table 5.3.

Window I—Agriculture Approved Grant-Financed Projects Pending Effectiveness

Several projects under this window have been approved, but pending effectiveness before implementation can begin. They are briefly described in this section.

Democratic Republic of Congo: Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers as a Partial Cofinancing of Regional Great Lakes Integrated Agriculture Development Project (P143307, $225 million)

Trust Fund number: TF0A3316
Grant amount: $3 million

The development objectives of the WBG-financed project are to increase agricultural productivity and commercialization in targeted areas in the Democratic Republic of Congo (DRC) and improve agricultural regional integration, and to provide immediate and effective response...
in the event of an eligible crisis or emergency. The PHRD financing will complement the WBG funding. It targets the most vulnerable groups, particularly small and marginal farmers (especially women) with the goal of improving their access to nutritious food production—including vegetables, horticulture, dairy, and small animal husbandry foodstuffs—both for consumption and for sale at markets. The grant is expected to contribute to the following priority areas of the main project:

- Building capacity of small and marginal farmers (especially women) to organize effectively.
- Improving production of food crops, including vegetables, horticulture, dairy, and small animal husbandry, both for consumption and for sale at markets.
- Providing an institutional platform for testing new technologies, seeds and farming methods, sales methods, and community-to-community extension and services.

Niger: Nutrition-Sensitive Agriculture and Capacity Building
($20 million in additional IDA financing for the Third Community Action project)

Trust Fund number: TF0A7627
Grant amount: $2.25 million

The PHRD capacity building grant will contribute to the development objectives of the overall IDA-financed operation: to strengthen Niger’s local development planning and implementation capacities, including the capacity to respond promptly and effectively to an eligible crisis or emergency, and to support the targeted population in improving agriculture productivity and diversifying into high-value agricultural products. Given Niger’s poverty reduction needs, the main emphasis of the additional financing will be to support microprojects that increase agricultural productivity.

The PHRD grant will focus on small-scale irrigation in five communes, each 50 hectares in size, throughout numerous smaller communities. The capacity of women’s groups will be strengthened since they will manage the irrigated plots and produce the fruits and vegetables. Particular focus will be on cultivation during the dry season. Building the skill sets of women’s groups in this way will contribute to an increase in household consumption of fruits and vegetables, which will yield nutritional benefits. The grant’s anticipated primary outcome is increased dietary diversity among women and young children. The grant will focus on the following priority areas/components:

- Building the capacity of women’s producer groups, certifying women’s groups’ land ownership, and supporting the establishment and functioning of water management committees.
- Funding local investment to implement the small-scale irrigation works, pumps, and related agricultural production.
- Providing management and monitoring and evaluation.

The grant activities also include raising awareness and training on improved household nutrition based on the expected increased production of fruits and vegetables.
Window I—Agriculture Projects under Appraisal

One PHRD TA Window I project in the agriculture priority area was being appraised in FY17. This project is briefly described here:

**Benin: Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers (Proposed PHRD TA grant amount: $2.5 million)**

This project’s development objective is to pilot the production of diversified nutrient-dense food in selected small and marginalized farmers’ districts. The proposed PHRD grant will complement the on-going, IDA-financed Agricultural Productivity and Diversification Project, with the goal of restoring and improving productivity and value addition for selected value chains.

The PHRD-financed grant will maximize the nutritional impact of *Projet d’Appui à la Diversification Agricole-PADA*. It will support:

- Production of nutrient-dense foods (fruits and vegetables, pulses—crops harvested for dry seed—non-wood forest resources or products, dairy and eggs, and aquaculture), for both consumption and commercialization.

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**BOX 5.1 In Niger, Food Insecurity and Malnutrition are Critical Concerns**

Malnutrition in Niger is structural and endemic. The prevalence of malnutrition has remained stubbornly above the 10 percent warning threshold. During food crisis years, malnutrition levels were at or above the emergency threshold of 15 percent, as was the case in 2005 (15.5 percent), 2010 (16.7 percent), and 2012 (14.8 percent).

Acute malnutrition results in stunting, which affects 42.5 percent of Niger’s children under the age of five (Nutrition Survey 2013). Twenty percent of infants between six- and twelve-months of age suffer from moderate to severe malnutrition.

Child nutrition has improved only marginally, even though the practice of exclusive breastfeeding increased from 9 percent in 2009 to 23 percent in 2012. This lack of improvement is due to the frequency of infectious and parasitic diseases, insufficient capacity in terms of social and cultural care practices, and limited access to health care and clean water. Micronutrient deficiencies are also a problem: disorders due to iodine deficiency are common and vitamin A deficiency is a major public health problem, while the prevalence of anemia is very high among the most vulnerable groups.

Overall, food production growth was slightly less than population growth during the period 1980–2011. Imports filled the gaps between demand and domestic production. An estimated 2.5 million people in Niger are chronically food insecure. They are unable to meet their basic food requirements even in years when agricultural food production takes place. At times when food production is constrained, millions more can quickly fall into acute transitory food insecurity.

In recent years, Niger has made progress on nutrition indicators, but the country still lags behind other low-income Sub-Saharan African countries. Malnutrition accounts for one-third of child deaths. Despite some gains, the rate of malnutrition remains high due to a number of health, sanitation, and behavioral factors, made worse by recurrent food shortages.
Reduction in post-harvest losses (including support for community food storage, food processing, and food/crop preservation) and support for market linkages.

Dissemination of nutrition education for consumers and assistance in building the institutional and technical capacity of national agencies, local authorities and farmers: focus is on agriculture–nutrition linkages and integrating these linkages into the agricultural program.

The key expected outcomes are:

- Income of smallholder farmers targeted under the project increases by 4.5 percent.
- At least 25 percent of the population in the project area report greater dietary diversity.
- Volume of nutrient-dense food production increases by at least 1,000 tons.
- 5,000 small and marginal farmers, 40 percent of whom are women, gain direct benefit from the project.

**Window I—Rural Access to Energy Supply Program**

The Access to Rural Energy Supply Program aims to increase the delivery of modern energy services in rural areas of fragile and conflict-affected states in African countries. The priorities are as follows:

- Development of off-grid electrification: including distributed generation technology (Solar Home Systems) and demand-side management activities.
- Deployment of off-grid energy services: such as improved cook stoves and pico-PV products (for instance, solar portable lanterns with phone chargers) in areas where extension of the electrical grid is unlikely in the foreseeable future.

One grant ($2.73 million) was approved under this program—for the Second South West Indian Ocean Fisheries Governance and Shared Growth (SWIOFish2) project. This is a cofinance grant that accompanies $65 million in WBG funding, a $6.42 million Global Environment Facility grant, and a $9 million WBG grant to the Indian Ocean Commission. Grant objectives and activities are described in the following section.

**Madagascar Second South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFish2)**

Trust Fund number: TF0A4588
Grant amount: $2.7 million

The project’s objective is to improve the management of selected fisheries at national, regional, and community levels and to increase access by targeted fishers to alternative livelihood activities. The SWIOFish2 project complements the first on-going SWIOFish project operating in Comoros, Mozambique and in Tanzania. Box 5.2 provides background on Madagascar’s marine fisheries and aquaculture sector.
The PHRD TA grant finances the following project activities:

- Statistical and information systems development: including on economic sector performance, by means of data collection, quality control, entry, processing, analysis, and dissemination.
- Surveillance activities: through implementation of strategic plans, maintenance of patrol vessels, and initiation of capacity-building activities as required to enable terrestrial, aerial, and maritime patrols, and through the establishment/reinforcement of an observer program, a vessel monitoring system, and an electronic reporting system.

Implementation of the PHRD TA activities under this project is expected to start in FY18.

**Window II: Accelerating Progress toward Achieving UHC**

The strategic objective of the PHRD UHC program is to provide development assistance within the framework of the joint World Bank-Japan UHC Initiative that builds on the recommendations of the Ise-Shima G7 Summit to promote UHC in developing countries. The fundamental premise is that everyone should have access to the health services they need without financial burden. Within this framework, PHRD is providing the enabling environment for people to lead healthy and productive lives and helping countries build more equitable societies and improve their fiscal performance.

For instance, the 2014–2015 Ebola crisis demonstrated the urgent need for African countries to strengthen pandemic preparedness as a core element of UHC and as an integral part of health systems. At the G7 summit, pandemic preparedness was identified as a critical gap in Africa’s UHC and health systems. Under the leadership of the GoJ, this became a special theme for the IDA 18 replenishment, with the goal of sustaining the momentum created by the Ebola crisis and strengthening disease surveillance and response capacity. The PHRD TA program supports these initiatives by collaborating with WHO to provide advisory and capacity-building services to African governments, so they can develop and implement pandemic preparedness plans.

The total amount allocated for this program is $25 million.
Under the UHC theme, the Program will provide:

- Analytical and advisory services to help low- and middle-income countries develop and implement strategies and capacities to adopt, achieve, and maintain UHC.
- Provide policy and technical assistance to promote UHC in prioritized countries.

The program will have a heightened focus on countries with strong potential to improve policies and promote UHC. It will facilitate innovations and the leveraging of large initiatives to promote scalable impact. In addition, through joint review of UHC initiatives and the sharing of global and country experiences, the program will increase collaboration between GoJ stakeholders and other development partners.

Under the Pandemic Preparedness Program, areas of focus include the provision of advisory and capacity-building Services, in collaboration with WHO, to help governments develop and implement pandemic preparedness plans.

In FY17, seven advisory services and analytics (ASA) grants, valued at $3.47 million, were under implementation. These ASA operations saw only a 14 percent disbursement, since three of the grants were approved during the fiscal year, meaning that grant activities were not yet fully underway. As a result, the grants approved in FY17 had relatively low disbursements, reducing the overall disbursement rate. Grant allocations and disbursements are shown in Table 5.4, while Table 5.5 details development objectives and intended outcomes of the UHC grant-financed operations under implementation in FY17.

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Grant Amount ($ 000)</th>
<th>Cumulative Disbursement ($ 0000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TF0A3236: Guinea: Post Ebola HRH Strengthening TA</td>
<td>500</td>
<td>50</td>
</tr>
<tr>
<td>TF0A4392: Guinea Bissau: Health Sector Diagnostics</td>
<td>500</td>
<td>42</td>
</tr>
<tr>
<td>TF0A4510: Philippines: Health Financing Review and Systems Strengthening*</td>
<td>500</td>
<td>1</td>
</tr>
<tr>
<td>TF0A3156: Kyrgyz: Towards a More Sustainable and Effective UHC in Kyrgyz Republic</td>
<td>470</td>
<td>107</td>
</tr>
<tr>
<td>TF0A3058: Brazil Aging and Health</td>
<td>500</td>
<td>194</td>
</tr>
<tr>
<td>TF0A4326: Egypt Strengthening Community Health Workers Program*</td>
<td>500</td>
<td>13</td>
</tr>
<tr>
<td>TF0A3201: India Nursing and Midwifery Skills Development and Employment*</td>
<td>500</td>
<td>79</td>
</tr>
<tr>
<td><strong>Total: 7 Grants</strong></td>
<td><strong>3,470</strong></td>
<td><strong>486</strong></td>
</tr>
</tbody>
</table>

*Grant approved in FY17, which is the reason for low disbursement level.
<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Approval Year Completion Year</th>
<th>Grant Amount</th>
<th>Objectives</th>
<th>Expected Outcomes</th>
</tr>
</thead>
</table>
| Guinea: Post Ebola HRH Strengthening TA | FY16 approval FY19 completion | $500,000     | Build evidence to inform ongoing and future policies and reforms to strengthen human resources for health, especially in the areas of support under the Ministry of Health’s National Health Policy  
Provide technical assistance and policy advice to inform the development of a national human resources for health strategy | Inform policy dialogue related to key human resources for health challenges facing the country           |
| Guinea-Bissau: Health Sector Diagnostic | FY17 approval FY18 completion | $500,000     | Inform government policies on an effective response system to address the collapse of critical social services in the short term and a more resilient system in the longer term. The government is expected to develop the policy recommendations that would help build a more resilient system and expand healthcare coverage for the poor | Contribute to the preparation of new WBG health sector operations  
Provide information to the donor community, which will help define future support to the Ministry of Public Health, specifically in the areas of service delivery and human resource strategies for UHC  
Contribute to the update of the government’s National Health Workforce Plan |
| Philippines: Health Financing Review and Systems Strengthening | FY16 approval FY18 completion | $500,000     | Support the government in achieving the goals of the Aquino administration’s Kalusugan Pangkalahatan (KP)-UHC program through:  
Generating evidence to inform the design and implementation of major health initiatives  
Providing technical advice, which gives the government increased ability to design, implement, and evaluate the key reform areas of KP-UHC, especially as it relates to improving access to quality primary and preventive care | Inform policy  
Deepen and expand knowledge  
Enhance client capacity |
<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Approval Year</th>
<th>Grant Amount</th>
<th>Objectives</th>
<th>Expected Outcomes</th>
</tr>
</thead>
</table>
| Kyrgyz: Towards a More Sustainable and Effective UHC in Kyrgyz Republic | FY16 approval | $470,000     | To improve the sustainability and efficiency of UHC reform in Kyrgyz Republic                                                                                                                                  | To inform:  
  - key government policy instruments, including UHC strategy  
  - World Bank instruments including CPF and SCD  
  - ongoing World Bank and donor operations in the health sector |
| Brazil: Aging and Health in Brazil | FY16 approval | $500,000     | To inform the formulation of healthy aging policies that promote the delivery of health and long-term care services that respond to the needs of an aging population and increase the efficiency and sustainability of public spending | Government policies on healthy aging and public health systems informed through the study on aging and health in Brazil and the accompanying consultative process |
| Egypt: Strengthening Community Health Worker Program | FY17 approval | $500,000     | To inform the formulation of government policies that strengthen public health service delivery systems, with a focus on community health workers | Policy recommendations will be developed and adopted to create an inclusive health service delivery system that is financially sustainable and accessible to all |
| India: Nursing and Midwifery Skills Development and Employment Strategy | FY17 approval | $500,000     | To provide guidance to the government of India and two selected state governments on critical constraints and policy options with a goal to improve the quality and effectiveness of skills development, as well as an employment strategy for the nursing and midwifery cadre and associated community health workers | Improved effectiveness and integration of nursing and midwifery training in community-based primary health care teams at the sub-block level in Madhya Pradesh  
  - Enhanced regulation of pre-service nursing education in public and private sectors and identification of key actions to improve the quality of nursing graduates in Punjab  
  - Identification of new areas for investing in and regulating advanced nursing skills development to meet the changing demand for health care, including increased demand for treatment of chronic disease and mental illness |

**Total number of grants:** 7

**Total amount of grants: $3.47 million**
The ASA activities under the PHRD UHC program focus on countries in greater need of support and those demonstrating more potential to enhance the Japan-World Bank collaboration. Objectives and expected outcomes of activities in the proposal formulation and preparation pipeline, including those in the 10 priority countries, are outlined in Table 5.6.

TABLE 5.6  UHC ASA Grants in the Preparation Stage, FY17

<table>
<thead>
<tr>
<th>Grant Name and Amount</th>
<th>Development Objectives</th>
<th>UHC Priority Areas</th>
<th>Key Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sudan: Improving the Delivery of Nutrition Services within UHC ($0.5 million)</td>
<td>To inform government policies that would contribute to making nutrition services available for mothers and children, as part of expanding access to essential health services</td>
<td>Sustainable and effective health financing, Nutrition, Demographic dividend</td>
<td>Government policy informed about options to make nutrition services available to mothers and children under 5</td>
</tr>
<tr>
<td>Sierra Leone: Sustainable and Efficient Health Financing and Service Delivery ($1 million)</td>
<td>To support the efforts of Sierra Leone’s government in building an equitable and resilient health system</td>
<td>Sustainable and effective health financing, Improved service delivery</td>
<td>Smart and sustainable health financing system developed, Public financial management system strengthened, Quality and coverage of health services improved</td>
</tr>
<tr>
<td>Kenya: Health Systems Strengthening for Universal Health Coverage ($1 million)</td>
<td>To support the efforts of Kenya’s government in achieving UHC through analytical and advisory work, To inform policies related to pandemic preparedness and monitoring and evaluation systems for UHC</td>
<td>Strengthening pandemic preparedness, Strengthening M&amp;E systems</td>
<td>Information gathered from the project’s analytical and advisory work incorporated into design of a multisectoral pandemic preparedness plan and implementation cost requirements, Integration of routine and non-routine health information systems</td>
</tr>
<tr>
<td>Haiti: ASA on Universal Health Coverage &amp; Pandemic Preparedness in Haiti ($1 million)</td>
<td>To inform the government’s policies and plans related to: moving towards UHC, strengthening preparedness capacity and national coordination for pandemic risk reduction</td>
<td>Enhancing service delivery at the health provider level, Improving access to maternal health care, Strengthening pandemic preparedness</td>
<td>Appropriate frameworks (with plans) for progressing towards UHC and for pandemic preparedness developed</td>
</tr>
<tr>
<td>Grant Name and Amount</td>
<td>Development Objectives</td>
<td>UHC Priority Areas</td>
<td>Key Outcome Indicators</td>
</tr>
<tr>
<td>-----------------------</td>
<td>------------------------</td>
<td>--------------------</td>
<td>------------------------</td>
</tr>
</tbody>
</table>
| Vietnam: Getting More Value for Money ($0.5 million) | To influence the development and implementation of health-related policies and programs that increase equitable access to quality public and private health services and more efficient, sustainable, and fair health financing arrangements | • Advisory/capacity building services to help governments develop and implement pandemic preparedness plan  
• Increased financing for health and the efficiency of funds | Better pandemic preparedness:  
• improved cross-sectoral coordination and cooperation to address epidemic outbreaks  
• improved (selected) core human resources capacities of government staff at different levels  
• improved readiness to address specific areas of pandemic or zoonotic risk |
| Afghanistan: Health Programmatic ASA ($1 million) | To inform the government’s policies and plans on:  
• moving towards UHC  
• strengthening preparedness capacity and national coordination for pandemic risk reduction | • Pandemic preparedness  
• Health financing efficiency  
• Accelerate progress towards UHC | Coverage of essential primary care package increased  
Coverage of health surveillance increased |
| Vietnam: Strengthening Pandemic Preparedness ($0.5 million) | To inform the government’s policies and plans related to strengthening preparedness capacity and national coordination for pandemic risk reduction | • Advisory/capacity building to help governments develop and implement a pandemic preparedness plan | Multisectoral pandemic preparedness plan, with financing plan and governance framework for coordination, prepared by government |
| Myanmar: Strengthening Pandemic Preparedness ($1 million) | To inform the government of Myanmar’s policies and plans related to strengthening preparedness capacity and national coordination for pandemic risk reduction | • Advisory/capacity building to help governments develop and implement a pandemic preparedness plan | Multisectoral pandemic preparedness plan, with financing plan and governance framework for coordination, prepared by government |

*(table continues on next page)*
<table>
<thead>
<tr>
<th>Grant Name and Amount</th>
<th>Development Objectives</th>
<th>UHC Priority Areas</th>
<th>Key Outcome Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambodia: Strengthening Progress towards UHC and Pandemic Preparedness ($1 million)</td>
<td>To contribute to the impact of the government’s health sector policy design and implementation</td>
<td>• Advisory/capacity building services to help governments develop and implement pandemic preparedness plan&lt;br&gt;• Advisory services/provision of recommendations to help governments develop and implement breakthrough innovations to accelerate progress toward UHC</td>
<td>• Government informed about policy options and recommendations to move towards UHC&lt;br&gt;• Pandemic preparedness and multisectoral coordination for pandemic risk reduction strengthened&lt;br&gt;• Government’s capacity to implement national plans for pandemic preparedness and frontline service delivery strengthened</td>
</tr>
<tr>
<td>Ghana: Universal Health Coverage ($1 million)</td>
<td>To help the government accelerate progress towards UHC by providing analytical and advisory services, which will yield information that will support reforms on health financing and pandemic preparedness</td>
<td>• Advisory/capacity building services to help governments develop and implement pandemic preparedness plans&lt;br&gt;• Health financing strategy and related analytical work and policy and advisory services to increase financing for health and efficiency of funds</td>
<td>• Business and sustainability plan developed with solid policy elements to improve NHIS financial sustainability&lt;br&gt;• Plan for systematic pandemic preparedness improved: including enhanced legal framework, financing plan, and institutional arrangements</td>
</tr>
<tr>
<td>Senegal: Support Universal Health and Pandemic Preparedness ($1 million)</td>
<td>To inform the government’s UHC agenda by providing analytical and advisory services to:&lt;br&gt;- monitor Senegal’s progress on UHC and health-related Sustainable Development Goals&lt;br&gt;- strengthen preparedness for pandemic events</td>
<td>• Moving towards UHC&lt;br&gt;• Pandemic preparedness</td>
<td>• Information provided to support development of Senegal’s policies on universal health insurance&lt;br&gt;• Capacities—especially on coordination—for pandemic emergency response strengthened&lt;br&gt;• Coordination and emergency management for pandemic preparedness improved</td>
</tr>
</tbody>
</table>
Window III. Performance and Results with Improved Monitoring and Evaluation (PRIME)

Under the PRIME window, PHRD’s objective in supporting the three priority areas—Agriculture, Health, Nutrition and Population (HNP) and Urban Development— is to provide customized support to the ministries of agriculture, health, and urban affairs, along with other relevant ministries and municipal agencies. The goal is to help these agencies enhance their M&E systems and capacity while strengthening their ownership for ensuring the availability of timely quality data. Focus is on provision of key indicators that will feed into and inform policy actions. The data will serve as a foundation for evidence-based decision making at the national and local levels. It also will provide benchmarks to support the monitoring of targeted sector programs and projects.

The FY17 portfolio included five grants amounting to $6.78 million. Two of these grants, valued at $3.6 million, were approved in FY17. The following sections describe the development objectives and expected outcomes of the grants.
## TABLE 5.7 Development Objectives and Intended Outcomes of PRIME-Financed Operations under Implementation, FY17

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Approved Grant Amount ($ millions)</th>
<th>Development Objectives</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Priority Sector: Agriculture</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Armenia: Agriculture Policy Monitoring and Evaluation Capacity-Building</td>
<td>1.8</td>
<td>To strengthen M&amp;E capacity and systems as elements of evidence-based agriculture policy analysis and formulation</td>
<td>M&amp;E capacity strengthened to enable evidence-based decision making in agriculture</td>
</tr>
</tbody>
</table>
| Vietnam: Ministry of Agriculture and Rural Development (MARD) M&E Capacity Building | 1.8 | To enhance monitoring and evaluation capacity of MARD and selected agencies within the ministries of agriculture and rural development to monitor progress on the country’s agricultural restructuring plan | - Measurable agricultural sector performance and ARP indicators in MARD’s M&E system adopted  
- A set of sector performance and ARP indicators developed  
- M&E plan for data collection and methodologies developed  
- Pilot tests for selected indicators conducted  
- Manual and protocols for data collection approved |
| **TOTAL, AGRICULTURE PRIORITY SECTOR: $3.6 million** | | | |
| **Priority Sector: Health, Nutrition, and Population** | | | |
| DRC: Additional Financing for the DRC Human Development Health Systems | 1.08 | To strengthen operational use of data for planning and monitoring and to increase stakeholder participation in the planning process. Support will be provided in four areas:  
- development of local versions of the national strategy and action plan  
- development of a monitoring portal  
- technical assistance for regular monitoring and planning at the local level  
- increased accountability through civil society participation in the review and planning process | - Local versions of national strategy and action plan and a monitoring portal developed  
- Technical assistance for regular monitoring and planning at the local level provided  
- Accountability increased through civil society participation in review and planning process |
| Cambodia: Health Equity and Quality Improvement | 1.00 | To improve access to quality health services for the targeted population groups with protection against impoverishment due to the cost of health services in the Kingdom of Cambodia | - Health sector M&E planning, coordination, and review processes strengthened  
- Quality of data available to the Ministry of Health improved |

(table continues on next page)
### TABLE 5.7 Development Objectives and Intended Outcomes of PRIME-Financed Operations under Implementation, FY17 (Continued)

<table>
<thead>
<tr>
<th>Grant Name</th>
<th>Approved Grant Amount ($ millions)</th>
<th>Development Objectives</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kenya: Cofinancing Transforming Health Systems for Universal Care</td>
<td>1.10</td>
<td>To improve utilization and quality of primary health care services with a focus on reproductive, maternal, newborn, child, and adolescent health services</td>
<td>National M&amp;E planning, coordination, and review processes strengthened as the basis for improved country M&amp;E systems to promote evidence-based decision making at the national and county levels</td>
</tr>
<tr>
<td>Armenia: Second Community Agriculture and Resources Management Project – Capacity Building of the Armenian Ministry of Agriculture</td>
<td></td>
<td></td>
<td>Quality of district health information software improved, contributing to the monitoring of development objective indicators</td>
</tr>
</tbody>
</table>

**TOTAL, HEALTH, NUTRITION AND POPULATION PRIORITY SECTOR: $3.18 MILLION**

**TOTAL, PRIME PORTFOLIO: $6.78 million**

### Agriculture Priority Sector

For this priority area, two grants were approved in FY17, totaling $3.6 million. The aim is to provide customized support to the relevant ministries of agriculture so they can enhance their M&E systems and capacity, while strengthening their ownership. This will help ensure the availability of timely, quality data on key indicators. The information will provide input into policy actions and evidence-based decision making at the national and local levels. It also will serve as a basis to monitor the progress of agriculture programs and projects. The grants are briefly described here.

**Armenia: Second Community Agriculture and Resources Management Project – Capacity Building of the Armenian Ministry of Agriculture**

Trust Fund number: TF0A4449
Grant amount: $1.8 million

The objective of the project is to strengthen Armenia’s monitoring and evaluation capacity and systems so evidence-based agriculture policy analysis and formulation can take place. Agriculture is a priority area for grant support, along with health, nutrition, population, and urban development. Armenia’s Ministry of Agriculture is viewed as a strong candidate for support due to a demonstrated commitment to policy reform, its awareness of the need to improve its capacity for policy analysis and policy formulation, and recent efforts to strengthen its capacity for monitoring and evaluation. Increased government ownership of the policy process is viewed as an important additional outcome of grant support. The project consists of the following components:

- Capacity building for evidence-based policy making analysis and formulation: including a program to train staff.
- Skills building on survey design and analysis.
● Specific economic evaluations.
● Information technology support and database management.
● Technical assistance.

The project was approved in March 2017. Implementation is expected to begin in FY18.

**Vietnam: Ministry of Agriculture and Rural Development M&E Capacity Building for Agriculture Restructuring**

**Trust Fund number: TF0A5252**  
**Grant amount: $1.8 million**

The objective of this grant is to enhance the M&E capacity of the Ministry of Agriculture and Rural Development (MARD) and selected departments of agriculture and rural development to monitor progress on the country’s agricultural restructuring plan (ARP). Among the main project beneficiaries are the staff of the ARP Permanent Office, some of whom work at MARD, while others work in various departments in the participating provinces. The project’s main components include:

● Support for the development of ARP M&E indicators and M&E system.
● Capacity and institutional strengthening on ARP M&E implementation.
● Project management, M&E, and knowledge dissemination.

Indicators have been identified to assess the achievements of the project’s development objectives. Progress will be measured on:

● Adoption of measurable agricultural sector performance and ARP indicators in MARD’s M&E system adopted.
● Development of a set of sector performance and ARP indicators developed.
● Creation of M&E plan for data collection and methodologies.
● Completion of pilot tests for selected indicators.
● Approval of manual and protocols for data collection.

The grant was approved in FY17 and implementation is expected in FY18.

**Health, Nutrition, and Population Priority Sector**

The Health Nutrition and Population (HNP) portfolio focused on strengthening health systems to achieve better development outcomes from the investments in this priority sector. Three grants in the FY17 portfolio were approved, for a total of $3.18 million.
Democratic Republic of Congo (DRC): Health Systems Strengthening Project
Trust Fund number: TF0A2421
Grant amount: $1.08 million

This project builds on the existing health management information system provided by a parent project, *Additional Financing for the Health Systems Strengthening Project* (P147555). The DRC TA grant will be used to strengthen operational use of data for planning and monitoring and increase stakeholder participation in the planning process. Primarily, the grant will be used to strengthen the demand for, and use of, data at the provincial and health zone level in two provinces over a period of three years. In addition, it will support increased accountability at all levels through citizen engagement in the decision-making process and through public reporting, with data made available on a publicly accessible monitoring portal. Efforts will focus on:

- Supporting development of local versions of the national strategy and action plan in two provinces.
- Supporting development of a monitoring portal.
- Providing technical assistance for regular monitoring and planning at the local level.
- Promoting increased civil society participation in the review and planning process for more accountability.

**BOX 5.3 In DRC, Widespread Malnutrition and Food Insecurity**

Hunger and malnutrition affect large numbers of Congolese. For the last four years, DRC has ranked at the bottom of the Global Hunger Index. Agricultural production has fallen by 40 percent since 1990. Approximately 6.4 million people are severely food insecure; with no access to livelihoods, they require continuous food assistance.

The level of chronic malnutrition among children is strikingly high—43 percent of children ages 0–59 months are chronically malnourished, and 1 out of 5 is severely malnourished. This level of malnutrition results from inadequate dietary intake over a long period, coupled with recurrent infectious diseases. Nationwide, some form of anemia affects 38 percent of women of reproductive age, while 14 percent experience a chronic energy deficit, as indicated by their body mass index. Among the youngest women (15–19) in rural areas, 21 percent are anemic and 18 percent suffer from an energy deficit.

Local diets are limited in variety and quality, consisting largely of roots (cassava), tubers (sweet potatoes), and some cereals. These staples are sometimes accompanied by limited amounts of vegetables and pulses, and very infrequently by animal products. Households rely mainly on what they can produce for themselves. Equitable distribution of food within the household can be an issue; men and boys receive most of the animal protein when it is available. Aside from these limited diets, other causes of malnutrition include inadequate health services, poor access to sanitation and drinking water, and a general vulnerability of women-headed households, which are reportedly common in rural areas.

While infant mortality declined from 9 percent in 2007 to 5.8 percent in 2013, and the rate of death for children under five dropped from 14.8 percent in 2007 to 10.4 percent in 2013, it is clear that much work remains to be done.
This pilot will build on previous activities and focus on two new provinces to develop knowledge and practices. In turn, with other financing, it could be expanded further.

The grant was approved in FY16 and implementation of grant activities is expected to start in FY18.

**Cambodia: Health and Quality Improvement Project**  
(IDA financing, $30 million; other donors’ financing, $20 million)

**Trust Fund number:** TF0A2562  
**Grant amount:** $1 million

This PHRD TA grant provides complementary financing to the project management and M&E component of the main project. The grant aims to contribute to the strengthening of Cambodia’s M&E systems in the health sector and to the implementation of the M&E plan developed under the country’s Third Health Strategic Plan.

Strong focus on improving M&E will help ensure availability of relevant, timely, and high-quality health and health-related data to allow for evidence-based policy formulation, decision-making, management and planning. The grant also will support capacity building at decentralized levels to improve reporting and monitoring. Focus is on the following five areas:

- Strengthening sector performance reporting through annual monitoring missions and publication of annual health sector performance reports with rigorously verified results.
- Monitoring data quality and building M&E capacity, including improving data management, analysis, interpretation, reporting and dissemination at the central and decentralized levels.
- Assessing the quality of health services in conjunction with Level 2 (L2) quality assessments, to be carried out in the off years when an L2 assessment does not take place.
- Enhancing medical record systems, including expansion of the Patient Medical Registration System database.
- Supporting upgrades to the country’s health management information system, including development of policy/regulation, protocols/guidelines, and maintenance/upgrading of the information technology system.

The grant was approved in FY16 and declared effective in September 2016. Implementation of activities is expected to start beginning in FY18.

**Kenya: PHRD Cofinancing Transforming Health Systems for Universal Health Care**  
(IDA financing, $150 million; Multi-Donor Trust Fund for Global Financing Facility, $40 million)

**Trust Fund number:** TF0A2792  
**Grant amount:** $1.1 million

This project supports Kenya’s efforts to improve the utilization and quality of primary health care services to reduce maternal deaths and increase child survival. The objective will be achieved by:
Improving access to and demand for quality primary health care.

Strengthening institutional capacity in selected key areas to improve utilization and quality of primary health care services.

Supporting cross-county and intergovernmental collaboration in the recently decentralized Kenyan health system.

The PHRD TA grant will contribute to the overall development objective of the project by strengthening the national M&E planning, coordination, and review process.

Expected tangible results of the grant include:

- Strengthened national M&E planning, coordination, and review process, forming the basis of improved country M&E systems and promoting evidence-based decision-making process at the national and county levels.
- Improved quality of district health information software, contributing to better monitoring of development objective indicators.

Urban Development Priority Sector

Operations under this portfolio aim to provide systematic support to urban and related ministries and municipal agencies so they can enhance their M&E systems and capacity. The goal is to ensure availability of timely, quality data for key indicators. This information will contribute to more informed policies and actions, as well as to evidence-based decision making. It also will serve as the basis for monitoring progress of urban development and resilience programs and projects. The allocation for this activity is $6 million. One grant is in the preparation pipeline, and it is highlighted here.

Vietnam: Strengthening the Focus on Development Results of Urban Development Policies and Public Investment Projects

Proposed grant amount: $2 million

The development objective of this operation is to strengthen the performance of public investment projects, with a focus on urban development projects. This objective will be accomplished by enhancing the results-based M&E capacity of Vietnam’s Ministry of Planning and Investment and selected provinces. The work will take place within the context of implementing Vietnam’s 2016–2020 Socioeconomic Development Plan.

Expected outcomes include:

- Improved M&E system, featuring a results-based approach for public investment projects and legal documents to institutionalize the framework.
- Improved project information system and M&E plans for the Ministry of Planning and Investment.
- Enhanced staff capacity in selected departments.
6. PHRD TA-Financed Closed Operations: Achievements and Lessons

Introduction

This section highlights the achievements of closed projects, as well as lessons learned. In FY17, 10 recipient-executed projects closed:

- Five projects under the Africa Agricultural Productivity Enhancement Program.
- Two projects under the Disaster Reduction and Recovery Program.
- Two projects under the Disability and Development Program.
- One PHRD TA cofinancing project.

Africa Agricultural Productivity Enhancement Program

West Africa Agricultural Productivity Program (WAAPP-1C)

In Africa, agriculture accounts for 65 percent of employment and 35 percent of gross domestic product. Still, in rural areas, where most of the population depends on agriculture to make a living, poverty remains high. Agricultural growth can be a transformative tool for poverty reduction through raising farm incomes, generating employment, and reducing food prices.

WAAPP is a multi-year effort to transform West African agriculture by boosting productivity and sustainability, reducing hunger and improving nutrition, creating jobs, and supporting cross-border collaboration. WAAPP covers 13 countries: Benin, Burkina Faso, Côte d’Ivoire, The Gambia, Ghana, Guinea, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo.

The program aims to enhance agricultural growth and increase food production and availability in West Africa. To achieve these goals, WAAPP works with scientists, researchers, extension workers and farmers to:

- Innovate, generate, disseminate, and adopt improved technologies.
- Create enabling conditions for regional cooperation.
- Build human and institutional capacity across the sub region.
- Create youth employment, engage women, and adapt to climate change.

Through the WAAP-1C program, four PHRD TA recipient-executed grants, totaling $35 million, are supporting the development of the rice sector in four Manu River Union countries: Côte d’Ivoire, Guinea, Liberia, and Sierra Leone, where rice is one of two key crops that
provide basic food staples to the majority of people. The PHRD TA grant was aimed at helping MRU member-states rebuild their adaptive research and technology transfer capacities, particularly for rice. The consolidated achievements of the PHRD TA-financed activities in MRU countries are presented in Box 6.1.

**Box 6.1** WAAPP-1C Program Results from Countries with PHRD TA Grants

- 954,252 direct beneficiaries, 42 percent female
- 383,900 ha of land brought under improved technologies, 44 percent of the target achieved
- 504,935 producers adopted at least one new technology introduced under the project; 68 percent of target achieved
- 20 new technologies generated by the project with at least 15 percent productivity increases in Sierra Leone (14 new technologies generated) and Guinea (6 new technologies generated); 100 percent target achieved
- 27,450 client days of training provided

**Box 6.2** Results from WAAPP-1C, Côte d’Ivoire (TF010826, $8 million)

- 301,200 direct beneficiaries, 26 percent female
- 123,680 producers adopted improved technologies introduced by the project
- 98,150 hectares under improved technology

**Box 6.3** Results from WAAPP-IC, Guinea (TF099674, $9 million)

- 123,929 direct beneficiaries, 41 percent female
- 28,487 farmers adopted improved technologies
- 69,150 hectares under improved technologies
- 6 new technologies generated; 15 percent minimum productivity increases over the control technology

* Cassava is the other crop that provides a food staple to people in the MRU sub region.
BOX 6.4  Results from WAAPP-1C, Liberia (TF099511, $8 million)

- Focused on strengthening national research system capacities and financing demand-driven technology generation and dissemination
- The Africa Rice Center supports local researchers
- 241,040 direct beneficiaries, 55 percent female
- 103,604 producers benefitted from new technologies generated by the project
- 102,749 hectares brought under improved technology

BOX 6.5  Results from WAAPP-1C, Sierra Leone (TF099510, $10 million)

- 288,083 direct beneficiaries, 46 percent female
- 113,881 hectares under improved cultivation technologies
- 249,164 processors adopted new technologies made available under the project
- 14 technologies generated by the project, yielding minimum 15 percent productivity increase compared to control technology
- Country is better prepared for quality seed production: through improved breeder stock and certified seed as well as through review of the seed certification system
- Active collaboration with other WAAPP countries and other development partners: including SRI from Mali, other processes from Côte d’Ivoire, and work with JICA on scaling up rice production technologies

BOX 6.6  Liberia: Laying the foundation for Sustainable Agriculture

In Liberia, the counties hardest-hit by Ebola are both poor and food insecure. At least 16 percent of the households surveyed there in 2015 were food insecure, with 18 percent using emergency coping strategies—in other words, they were begging to meet their food needs. Together, these counties are home to 51 percent of Liberia’s 4.5 million people.

What are the causes for this food scarcity? Liberia’s subsistence farming makes it hard for Liberians to compete on the market with cheaper food imports. In addition, agriculture has suffered as a result of the 2014 Ebola outbreak and prolonged civil crises. And, despite a high degree of involvement by the local population in agriculture, the sector’s productivity remains low. Minimal technology and poor pest management, combined with the extremely limited use of fertilizer and other modern cultivation methods, are some of the factors responsible for this. Other factors include the lack of good quality farm inputs, high pre- and post-harvest losses, and the lack of incentives to produce food beyond subsistence level, given that marketing is difficult because of poor road networks and high transport costs.

Joint World Bank-Japan initiative contributes to progress
The World Bank’s support of agricultural research in Liberia has resulted in progress in many areas, including technology and dissemination, the production of adaptive seed varieties, human capacity building, and work on a regulatory framework for policy. The West Africa Agricultural Productivity Project (WAAPP-Liberia)—a regional project supported by the World Bank and Japan—has helped fund the revitalization of the Central Agricultural Research Institute, Liberia’s only agricultural research institute, which was badly damaged during the country’s civil
wars. WAAPP supported 32 young Liberian scientists, some of whom earned master’s or doctoral degrees at African universities. All have completed their studies and now work at Liberia’s Ministry of Agriculture and the Central Agricultural Research Institute.

One such beneficiary is 33-year-old Marcus Jones. Under WAAPP, Marcus earned a PhD in crop science from Ghana’s University of Cape Coast, with an emphasis on fertility agronomy. He is now doing field visits and passing on his skills to Liberian student interns at the Central Agricultural Research Institute.

**Project introduces new, more productive rice varieties**

A new rice variety developed under WAAPP comes with a three-month growing period, creating the prospect of increased yields—from 2 tons/hectare to 4–5 tons/hectare in the lowlands. Local farmers are hailing this breakthrough as a new era for rice production in Liberia.

For the farmers’ benefit, 21 launching areas were set up in several counties. These have served as a one-stop-shop for distribution and learning. Meanwhile, access to seeds is no longer an issue. Liberia now boasts an abundance of high-quality rice seeds and cassava varietals.

Of course, the challenges are ongoing. But the progress to date, as a result of WAAPP, has made a long-lasting difference, particularly for Liberia’s subsistence farmers.

*Source:* Adapted from World Bank feature story, June 2017

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**Tanzania Complementary Financing for the Agriculture Sector Development Project**

**Trust Fund number:** TF011170  
**Grant amount:** $14.25 million

The PHRD TA financing for the Tanzania Agriculture Sector Development Project (ASDP) comprised 7 percent of the total project cost of $199.25 million. The TA contribution was in the form of additional/complementary financing, focused on scaling up ASDP-funded activities related to rice production. Efforts spanned 20 irrigation sites in mainland Tanzania, benefiting 33,000 rice farmers. The grant became effective on January 17, 2012 and closed on September 30, 2016.

The grant supported three components: strengthening access to improved technologies for irrigated rice production, enhancing access to markets and value addition, and building capacity for irrigation development. The results of each component are detailed below:
STRENGTHENING ACCESS TO IMPROVED TECHNOLOGIES FOR IRRIGATED RICE PRODUCTION

This aspect of the project featured three subcomponents, which delivered the following results:

- **Introducing improved rice production technologies** though the application of the SRI technology\(^5\) in the target 20 irrigation schemes: SRI was introduced through farmer field schools in a total of 17 irrigation schemes. The results from this sub-component included:
  - 1,133 farmers adopted SRI technology in 268.5 hectares.
  - Productivity increased from an average of 6.14 tons/hectare to 8.23 tons/hectare.

- **Strengthening the research extension-farmer linkage**, focused on enhancing collaboration between researchers, extension, and farmers in technology generation and dissemination.\(^6\) Results here included:
  - Several on-farm technology verification trials, such as variety evaluation, agronomic practices such as spacing and fertilizer application rates, and weeding in the SRI context were conducted by researchers at 11 irrigation sites, in collaboration with the village extension staff and irrigation technicians.
  - Soil analysis, on-farm fertilizer trials, and field days were conducted by researchers with participation of extension staff.

- **Using farmer field schools as the main pathway** for disseminating SRI and other related rice technologies. Results here included:
  - 1,694 farmers were trained, including 727 women and 663 men. Farmers also participated in exchange visits.

ENHANCED ACCESS TO DOMESTIC AND REGIONAL MARKETS AND VALUE ADDITION

This component aimed to increase incomes of the farmers by improving storage facilities and collective access to markets, and value addition. Results here included:

- **Rehabilitation and construction of warehouses in six irrigation schemes:**
  - At project close the construction of four warehouses was complete—a major project success.
  - Rice farmers are earning up to 60 percent intertemporal price gains by avoiding selling during the glut period.
  - Market entry by farmers with other crops also has become a reality as a result of the warehouses.

- **Acquisition of processing facilities:**
  - Rice milling, grading, and packaging equipment such as harvesters and threshers were provided and installed for the 14 irrigation sites.

\(^5\) SRI increases rice productivity while using less water, seed and fertilizers.

\(^6\) The Department of Research and Development was responsible for leading research activities under the project.
CAPACITY BUILDING FOR IRRIGATION DEVELOPMENT

This component sought to strengthen irrigation development activities by building the capacity of several key stakeholders.

- For the Ministry of Agriculture, Food Security and Cooperatives and zonal irrigation and technical support units:
  - Survey and other equipment, software, and computers were distributed.
  - 70 irrigation and village/ward extension staff from local government authorities received training.

- For the Ministry of Agriculture’s training institute at Igurusi:
  - Hydraulics demonstration field was developed.
  - Water supply system was rehabilitated.
  - Irrigation infrastructure for training purposes was constructed.
  - Training equipment was provided.
  - Rehabilitation of the institute’s soil laboratory at Igurusi was completed.
  - Sprinkler and drip irrigation systems were installed.

- For the Kilimanjaro Agricultural Training Center:
  - The center’s training capacity to accommodate additional technical areas such as entrepreneurship, marketing, business, cooperatives management was enhanced.
  - Tutors were trained on new rice value chain development.

In addition, 651 farmers, including scheme leaders from 20 irrigation schemes received training on:

- Operation and maintenance of irrigation structures and facilities.
- Water management techniques.
- Water allocation and distribution.
- Crop water use and irrigation water requirements.
- Management of irrigation schemes through irrigators’ organizations.
- Rice storage and value addition.
- Post-harvest management practices.
- Gender in irrigated farming.
- Environmental management.

*Warehouse administrators and scheme leaders* also received training, including 80 people from the 20 irrigation sites. Instruction covered:

- Rice farming as a business.
- Importance of cooperatives in small-scale irrigation schemes.
- Loan accessibility and availability for small-scale farmers.
- Entrepreneurship.
- Rice storage processes.
- Warehouse operations and management.
Key results achieved at project completion are provided in Table 6.1 below.

### TABLE 6.1 Complementary Financing for Tanzania: Agricultural Sector Development, Project Results

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Results at Project Completion</th>
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<tbody>
<tr>
<td><strong>Introduction of improved SRI technology:</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Number of farmers who adopted SRI</td>
<td>1,133</td>
</tr>
<tr>
<td>▪ Total area under SRI (in ha)</td>
<td>268.50</td>
</tr>
<tr>
<td>▪ Productivity increase from baseline (6.14 tons/ha)</td>
<td>8.23</td>
</tr>
<tr>
<td><strong>Disseminating technology through farmer field schools and farmer-to-farmer extension approach</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Number of farmers trained</td>
<td>1,694</td>
</tr>
<tr>
<td>▪ Number of women farmers</td>
<td>727</td>
</tr>
<tr>
<td><strong>Enhanced access to domestic and regional markets and value addition through:</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Construction of warehouses (target number: 6)</td>
<td>4</td>
</tr>
<tr>
<td>▪ Rice milling, grading, and packaging equipment for 14 irrigation schemes delivered and installed (%)</td>
<td>100</td>
</tr>
<tr>
<td><strong>Capacity building for irrigation development</strong></td>
<td></td>
</tr>
<tr>
<td>▪ Provision of survey equipment in Ministry of Agriculture, Food Security and Cooperatives and six training institutes (%)</td>
<td>100</td>
</tr>
<tr>
<td>▪ Number of irrigation and village/ward extension staff from local governments trained</td>
<td>70</td>
</tr>
<tr>
<td>▪ Number of farmers from 20 irrigation sites trained</td>
<td>651</td>
</tr>
<tr>
<td>▪ Number of warehouse administrators and scheme leaders trained</td>
<td>80</td>
</tr>
</tbody>
</table>

**Lessons Learned**

This project yielded several important lessons, including:

- M&E system should be designed at project appraisal.
- In cases where projects are mainstreamed into government systems, the patterns for budget discussions and release of funds by the government should be studied during project preparation and possible impacts assessed, with mitigation measures integrated into the project design.
- To maximize ownership, beneficiary communities must be involved at all stages of sub-project development.

**Disaster Reduction and Recovery Program**

In FY17, two projects closed. At closure, these projects, with a total value of $3.63 million, had disbursed 99 percent of allocations. The performance of these two projects is discussed below.
Vanuatu: Mainstreaming Disaster Risk Reduction
Trust Fund number: TF012184
Grant amount: $2.73 million

Because urban planning policies and instruments in Vanuatu were outdated, this project aimed to strengthen planning and tsunami preparedness in the country’s main urban areas. The project closed in April 2017. Major achievements towards the achievement of the development objectives include the following:

- Multi-hazard maps were prepared and uploaded into a public website.
  - The maps have helped with the government’s preparation of a new land subdivision policy.
  - As part of the Ministry of Lands’ approval process for all subdivision/development-consent applications and sites for donor-funded project works, the Vanuatu Meteorology and Geo-Hazard Department now assesses site vulnerabilities to climate change impacts and multiple hazard risks based on data that was gathered through the project-funded activities.
  - Multi-hazard maps are now available for use by developers, private sector planners and engineers, financial institutions, and others.
  - Overlays of additional spatial layers are in process, to prepare a greater Port Vila guided land development plan for the Ministry of Lands and Natural Resources, Port Vila City Council and Shefa Provincial Council, as part of an associated World Bank-executed analytical operation.

- Tsunami information and evacuation signage is readily visible across 100 percent of greater Port Vila and Luganville:
  - Strong community consultation in 16 localities supported preparation and installation of signage.
  - Community disaster committees maintain the signs.
  - 16 planned tsunami sirens were installed and tested; government officials received training on how to use them.

- Project-funded analysis of urban growth trends and urban growth strategy—incorporating risk information—was finalized and adopted. Risk information and maps are being used by the Ministry of Lands and Natural Resources to prepare a guided land development plan (Urban Reference Plan).

- 126 tsunami information boards, 300 evacuation signs, and 67 detailed evacuation maps were prepared and installed:
  - Signs are located in all urban areas.
  - In more densely populated areas, signs are spaced 200 meters apart to ensure the broadest reach possible.
- A multi-hazard National Warning Center and National Emergency Operations Center were established to communicate warnings and coordinate emergency evacuation and response.
- The National Advisory Board on Climate Change and Disaster Risk Reduction was strengthened. The government has established a secretariat unit that continues to administer and manage the affairs of the National Advisory Board under the Ministry of Climate Change. The advisory body meets frequently to provide inputs on government policy and strategies for climate adaptation and disaster risk management.

**BOX 6.7 In Cyclone-Prone Vanuatu, Critical Role for National Warning Center**

The National Warning Center played a crucial role in communicating warnings prior to and during Tropical Cyclone Pam in March 2015. The center continued to demonstrate its value during Zena, in April 2016, and Cook in March 2017. The warnings communicated by the center have made a real difference, contributing to a reduction in the number of cyclone-related fatalities.

Meanwhile, Vanuatu’s new National Emergency Operations Center also was in full operation throughout the cyclones—as well as after Pam, when the country was hit with a severe drought.

Informational signage provides detailed guidance to Vanuatu residents on what to do if a tsunami hits.
Metro Colombo: Towards a Flood-Resilient Urban Environment

Trust Fund number: TF011617
Grant amount: $0.9 million

This project aimed to enhance Sri Lanka’s capacity to identify, assess, and reduce the vulnerability of its urban areas to natural disasters, with a focus on metropolitan Colombo.

The project included several activities aimed at accomplishing the development goals: carrying out an integrated flood risk assessment and developing a flood risk mitigation strategy and action plans for metro Colombo. M&E was an important aspect of the project as well.

The following milestones were achieved:

- Preparation of a wetland management strategy: This first-ever strategy raised awareness on the importance of wetland conservation among key policy makers, including the country’s president.
- Completion of an integrated flood risk assessment for the Colombo metropolitan area.
- Assessment of flood exposure and vulnerabilities.
- Assessment of ways in which wetland ecosystems contribute to reducing flood risks in the catchment area.
- Training for 50 government officials on flood risk mitigation.

Disability and Development Program

Two projects in this program closed in FY17, with 91 percent of the allocated funds disbursed. The performance of these operations towards achieving the development objectives is discussed in the following sections:

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Results at Project Completion</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk information and reduction measures integrated in urban planning and land-use policies (Yes/No)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Improvement of information timeliness, access and awareness of tsunami vigilance system (%)</td>
<td>Tsunami system installed</td>
<td>100% coverage of greater Port Vila and Luganville with tsunami information and evacuation signage</td>
</tr>
<tr>
<td>Urban areas of greater Port Vila and Luganville have prominently displayed and detailed risk maps (%)</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Risk information and maps are incorporated into strategic plan to guide future urban growth (Yes/No)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

TABLE 6.2 Project Results: Vanuatu Mainstreaming Disaster Risk Reduction
Morocco: Improving the Physical Accessibility of People with Limited Mobility

Trust Fund number: TF010735
Grant amount: $2.85 million

This project’s objective was to promote physical accessibility for people with limited mobility by demonstrating the feasibility of improved access through a pilot project in Marrakesh. The project development objective was highly relevant to Morocco’s needs. It was aligned with the country’s human development strategy, as well as its commitment to relevant international conventions and recently adopted local laws. In addition, the project development objective was consistent with the WBG’s Country Partnership Strategy with Morocco for 2010–2013, notably the strategy’s section on vulnerability and social exclusion under the second pillar, “Service Delivery to Citizens.”

The project, the first of its kind to be implemented in Morocco, significantly increased stakeholder capacity and awareness, for government officials and civil society alike. Project contributions towards promoting physical accessibility for people with limited mobility were satisfactory.

The completed pilot civil works in Marrakesh is a showcase for the overall positive outcome of the project. The civil works were exhibited during the November 2016 United Nations Climate Change conference, held in Marrakesh, and the February 2017 Africa Transport Policy Program annual meeting, also held in Marrakesh. The project’s achievements have surpassed targets in several of the performance indicators, as shown in Table 6.3.

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Results at Project Completion</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased official awareness as measured by number of technical documents developed and shared through publication in the Moroccan government’s National Gazette:</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>2003 law on accessibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementing decree for the 2003 law</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Urban planning framework</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architectural framework</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standards for physical accessibility</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Moroccan cities evaluating the inclusion of accessibility in urban transport infrastructure projects</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Inventories of accessibility improvements</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Number of draft construction codes with accessibility measures</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Number of technical staff trained on accessibility (included 200 technical staff and 200 from NGOs and associations)</td>
<td>400</td>
<td>200</td>
</tr>
<tr>
<td>Accessible boulevards (km)</td>
<td>17.5</td>
<td>5</td>
</tr>
<tr>
<td>Accessible public buildings</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Accessible public spaces</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
It is highly probable that the project design could be replicated, for the following reasons:

- The Ministry of Solidarity, Women and Family Affairs and Social Development, the project’s implementing agency, is already building on this initiative to replicate this experience (particularly civil works completed in Marrakesh) in several other cities throughout Morocco.
- As a result of the project, the laws and regulations framing accessibility for people with limited mobility are now firmly in place in Morocco.
- Implementation of the integrated project activities (technical assistance, capacity building, and awareness raising) paved the way for the development of the technical framework necessary to properly implement similar civil works. Four of the largest cities in the country (Rabat, Oujda, Casablanca, and Tangier) have identified their specific needs in terms of accessibility for people with limited mobility, making them ideal candidates to replicate the pilot project civil works. Citizens now consider the city of Marrakesh as an example for the rest of the country to follow.
- The project helped trigger significant follow-up initiatives on accessibility for people with limited mobility by other ministerial departments and agencies:
  - Public transport accessibility for people with limited mobility has been noticeably improved by the incorporation of accessibility-related features (such as at-grade access, ramps) into the recently created tramway networks of Rabat and Casablanca, the country’s largest agglomerations.
  - A partnership was formalized between the implementing ministry, the Ministry of Tourism, the Moroccan Federation of Hotel Industry and the National Federation of Tourist Transport Services to promote accessibility in hotels and tourist transport.
  - The National Railways Agency now offers adaptive services for people with limited mobility, including through the installation of pavement ramps to enable easier wheelchair mobility; tactile strips on station platforms to assist the visually-impaired, large, brightly colored signage to help the partially-sighted; and well-designed grab bars and handles to assist the mobility-impaired.

Lessons Learned

This project yielded some important lessons, including the following:

- Significant implementation support is needed for innovative projects. This was particularly the case in this project because the implementing agency was new to WBG’s procedures and guidelines and the project involved other ministries (such as the Ministry of Interior) and local governments, which also were required to follow WBG guidelines. It is particularly important to make sure that all parties involved in project implementation are familiar with WBG’s procurement and financial management guidelines. This usually requires sustained capacity building prior to and during project implementation.
- Sustained implementation support during the life of the project from a seasoned (mostly field-based) WBG team is important for innovative operations. This ensures that implementing agencies receive the necessary guidance.
- Strong commitment and ownership from the project stakeholders (including the grant recipient) is essential to achieving the development objective of this type of project. The
implementing agency and its partners (such as other ministries, agencies and local governments) must coordinate and communicate properly and efficiently.

- Consultations with a wide range of stakeholders, including civil society representatives, are key to the successful implementation of pilot civil works. Undertaking such consultations contributes significantly to strengthening the regulatory and technical frameworks of innovative areas.

India: Expanding Disability Work on Mental Disability Issues in Tamil Nadu Empowerment and Poverty Reduction Project

Trust Fund number: TF011450
Grant amount: $2.79 million

This project’s development objective was to increase the participation of people with mental disabilities in community activities, including employment. Pilots of the grant activities were implemented with 609 village poverty reduction committees (VPRCs) in 578-gram panchayats (village governments) within 15 project districts of the IDA-financed Tamil Nadu Empowerment and Poverty Reduction Project. Project implementation got underway in October 2012 and ended September 30, 2016.

The following results were achieved:

- Approximately 7,070 people with mental disabilities were successfully identified, treated, and provided with livelihood support to enable reintegration into families and communities.
- Of this number:
  - 5,744 people received assistance in registering for and receiving disability identity cards.
  - 5,016 received Mahatma Gandhi Rural Employment Guarantee Act job cards.
  - 4,250 registered for monthly pension plans and social protection programs.
- 1,448 people received vocational training along with backward and forward linkages.
- 6,207 people were organized into self-help groups.
- 4,348 eligible people received prescriptions for psychiatric medicines and started taking them; 762 eligible people received in-patient treatment.
- 739 people were able to return to their previous work/job through community support.
- 2,776 received livelihood/vocational training for economic activity:
  - 830 people received startup funding to pursue a livelihood.
  - 420 people received startup funding to pursue self-employment.

The project brought about a significant innovation: using a community-based approach for outreach to and support for people with mental disabilities. Trained by regional resource agencies and leading institutions in Bangalore and Chennai, 548 community disability facilitators helped identify beneficiaries and mobilize resources for provision of assistance.

Table 6.4 shows the results of the project compared to outcome indicators that were set at the start of the project.
The key challenges to sustaining project outcomes included:

- Sustaining attention to people with mental disabilities, including provision of medication and hospitalization where necessary.
- Providing support to caregivers through facilities like day care centers for the mentally disabled, to allow family members to pursue livelihood activities.
- Securing identity cards for mentally ill people so they can access social safety net programs and other entitlements.

The Tamil Nadu government has confirmed that support to people with mental disabilities will be continued under the Tamil Nadu Empowerment and Poverty Reduction project as well as under the State Rural Livelihoods project. In addition, the state planning commission approved a proposal to scale up mental health programs in the Ramnad and Thoothukudi districts (4 blocks each) with funding of 440 million Indian rupees for one year.

The project has successfully linked persons with mental disabilities with opportunities to participate in various international, national, state, and regional sports competitions:

- Mr. Mariappan of Salem district became a Rio Special Olympics medalist, which was facilitated by the project’s support for state and national competitions.
- Mr. Venkatchalam of Vellore participated in the 5th China Open Paralympics Championship with support from the project.
Mrs. Neelavathy of Dindigul district was able to participate in the 4th International Open Athletic Championship in Sharjah due to project support.

**PHRD TA Cofinancing Program**

The last cofinancing operation under the old PHRD TA program was the *Nigeria Federal Roads Development Project*, which closed in FY17. However, the proposed *Vietnam Revenue Administration Reform Project*, currently in preparation, is likely to be approved under the cofinancing window. The achievements of the closed Nigeria project are discussed in this section.

**Nigeria: Federal Roads Development Project (Cofinancing)**

Trust Fund number: TF056896  
Grant amount: $3 million

The objectives of this cofinanced project were to reduce passenger travel times, vehicle-operating costs, and traffic-related fatalities on targeted federal roads and to help the Nigerian government manage federal roads in a sustainable manner. Components included:

- Rehabilitation, upgrading, and maintenance of Phase 1 roads.
- Institutional strengthening and policy reform.
- Road safety improvements.

The project’s total cost was $333 million. The estimated cost of the institutional strengthening component was $36 million, of which $3 million came from the PHRD TA grant. This grant financed human resources training and other capacity-building activities. This five-year project closed in June 2017 with 100 percent disbursement of the approved grant allocation.

To a large extent, the project’s development objectives were achieved, as shown in Table 6.5. The upgraded roads provide a smooth ride and the vehicle operating cost outcome targets have been met. The institutional support has helped strengthen road safety enforcement and road crash data management, which has contributed to a reduction in fatalities on some of the rehabilitated roads. The development of a road asset management system is complete, enabling the creation of a prioritized investment and maintenance plan for the 3,000-km test federal road network.

<table>
<thead>
<tr>
<th>Results Indicators</th>
<th>Results Achieved at Completion</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of direct beneficiaries (% female)</td>
<td>340,000 (50%)</td>
<td>500,000 (50%)</td>
</tr>
<tr>
<td>Average travel time per 100 kilometers of project roads (minutes)</td>
<td>60</td>
<td>80</td>
</tr>
<tr>
<td>Average vehicle operating cost per vehicle-kilometer on project roads ($)</td>
<td>0.38</td>
<td>0.38</td>
</tr>
<tr>
<td>Number of accident-related fatalities per 100,000 vehicles</td>
<td>143</td>
<td>120</td>
</tr>
</tbody>
</table>
The effectiveness of the road sector project management team was enhanced as a result of
the intensive training provided under the PHRD TA grant. The enforcement capacity of
Nigeria’s Federal Road Safety Corps was strengthened, which contributed to the reduction in
road accident fatalities. The PHRD TA grant financed the preparation of various operational
manuals and capacity building activities.

The PHRD TA grant financed training for:

- 258 staff of the Road Sector Development Team, 117 Federal Ministry of Works staff and
  115 Federal Ministry of Finance staff in financial management, procurement, contract
  management, and engineering and management.
- 210 staff of the Federal Road Safety Corps on safe loading for fuel tankers, road safety
  assessments, highway patrols, paramedics, road management and road safety engineering.

Lessons Learned

This project yielded some important lessons, including the following:

- Extensive consultations with key stakeholders must take place during project preparation
to develop a robust project design: In a challenging environment where the priorities are
diverse and complex, consultations help to reach consensus on priorities for supporting
under a specific operation. In this situation, one priority was to address the deterioration
of the entire federal roads network, while another was to meet demand for upgrades on
part of the network to create a high-capacity highway that could handle rapidly grow-
ing traffic. The rehabilitation needs and upgrading needs became competing priorities. A
decision must be made based on reducing the cost of doing business and enhancing eco-
nomic growth. Having more input from stakeholders is extremely important, given these
complexities.

- Timely implementation was necessary to avoid cost overruns: The inability to implement
time-sensitive project components such as road rehabilitation on schedule resulted in further
deterioration and cost overruns.

- Sustainability is an issue: The absence of a reliable maintenance plan for the rehabilitated
roads and the federal roads network in general puts sustainability at risk.

- Counterpart funding can create delays: Delays in the release of funds affects the imple-
mentation of project activities—and the achievement of development objectives. In
countries facing fiscal constraints, it might make sense to consider reducing to a mini-
umum any counterpart fund requirements.
Overview

Japan has partnered with the WBG in support of developing countries’ efforts to enhance the expertise and skill levels of aspiring practitioners and leaders and to initiate policy reforms contributing to economic growth and social development. The Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) focuses on academic training. The PHRD Staff Grants Program places Japanese nationals in the WBG to learn about the operational processes, advisory services, and analytical exercises of the institution. Another non-TA program supported by the PHRD Fund is the Global Development Awards and Medals Competition Program, implemented by the Global Development Network (GDN), aimed at promoting research on development issues.

The Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP)

The JJ/WBGSP, which started in 1987, provides financing for mid-career professionals who are working in development fields so they can study abroad for up to 24 months. The JJ/WBGSP awards scholarships through three subprograms:

- Partnership Program
- Preferred Program
- Japanese Nationals Program

Since the program's start and through FY17, 6,000 scholarships have been awarded to participants from 153 countries. Japan's cumulative contribution to this program through the years has totaled $348.28 million.

The FY17 allocation was $26.74 million and disbursement $12.82 million. Table 7.1 shows the FY17 scholarship distribution.

Partnership Program

Through university partnership arrangements, the JJ/WBGSP Secretariat received close to 200 short-listed applications. Of these applicants, 97 were awarded scholarships to attend partner university master's degree programs.
JJ/WBGSP scholarships are available for 14 partner master’s degree programs. These programs are affiliated with 13 universities:

- Five Japanese universities: University of Tokyo, Yokohama National University, University of Tsukuba, Keio University, and the Graduate Institute for Policy Studies.
- Six universities in Africa: University of Yaoundé II in Cameroon, University of Cocody–Abidjan in Côte d’Ivoire, University of Ghana, Makerere University in Uganda, University of Zambia, and University of Kinshasa in the DRC.

Japanese nationals can qualify for scholarships that cover up to two years of tuition for a master’s or doctoral degree. There are no restrictions on choice of university, as long as the graduate program focuses on a development topic.

Scholars in the Partnership Program are mid-career professionals from eligible WBG member countries. Applicants for the Partnership Program are subject to the same eligibility criteria as for the Preferred Program. In addition, the applicant must be admitted to a JJ/WBGSP partner university.

**Preferred Program**

Candidates for Preferred Program scholarships must be citizens of eligible WBG member countries. They must have at least three years of experience in development work following completion of their undergraduate degrees and must be employed full time when they apply.

Figure 7.1 shows the FY17 distribution of Preferred Program awards.

There was a significant increase in the volume of application submitted by women. However, at 30 percent, the share of eligible applications from women decreased by two percentage points from 2016. In the next call for applications, the

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**TABLE 7.1 Scholarships Awarded by Program, FY17**

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Scholarships Awarded</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnership Program</td>
<td>97</td>
<td>48</td>
</tr>
<tr>
<td>Preferred Program</td>
<td>91</td>
<td>45</td>
</tr>
<tr>
<td>Japanese National Program</td>
<td>15</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>203</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Yokohama National University graduation ceremony, including JJ/WBGSP scholars
program will increase its outreach to women, using data on the regional breakout of eligible and ineligible women applicants in 2017.

With women underrepresented in the pool of eligible applications, the JJ/WBGSP continues to prioritize women in the selection of awardees. The share of women among award recipients has grown rapidly since the program’s inception, from a low of 19 percent in 1988 to a high of 54 percent in 2011. In 2017, women constituted 37 percent of scholarship winners.

**Japanese Nationals Program**

Out of 103 applications received for the 2017 program, there were 15 successful applicants, of whom 8 were females. Recipients’ preferred fields of study included economics, governance, water management, anthropology, gender/conflict, health, public policy, social innovation and urban planning.

**Results of the 10th Tracer Study**

Approximately every three years, WBG administers a survey of alumni to track their professional achievements and development impact following completion of their JJ/WBGSP-funded studies. The 10th tracer study conducted since the inception of the program focused on the 5,318 alumni of the program who completed their studies during the period between 1987 and 2015 through the JJ/WBGSP’s regular program, which includes Japanese nationals, or its partnership programs.

The purpose of the study was to help track the program’s progress toward achieving its objective. The study analyzed responses from alumni to an online questionnaire that explored how the scholarship affected their professional careers, influenced institutions where they work, and contributed to development at the countrywide level.
With a response rate of 38 percent, the survey revealed that scholarship participants were successful in improving their skills. They increased their knowledge base and gained new perspectives and insights that enabled them to become active contributors to sustainable development in their countries. The tracer study provides evidence that the program is meeting its development objective.

- 95 percent of the alumni who responded to the survey are employed or self-employed. Of those employed, the vast majority work in a development-related field.
- 85 percent of female and 92 percent of male respondents reported that they work full time.
- Almost 82 percent of those employed are working in their home countries or in another developing country.
- Alumni from Africa, East Asia and the Middle East are more likely to live in a developed country.
- Of the respondents, 20 percent of female alumni and 16 percent of male alumni said that they work and live in developed countries.
- Alumni are employed by an array of institutions, including governments, banks, international development organizations, private sector firms, and research organizations, among others.
- Over 70 percent of alumni hold senior-level positions at institutions central to the socio-economic development of a developing country or region. Female scholars held 35 percent more managerial positions and male scholars held 37 percent more managerial positions following completion of their JJ/WBGSP-funded studies.
- Alumni reported working in positions of greater responsibility after earning their degree. Nearly 72 percent work in leadership and management positions as policy makers, senior executives, directors, and managers while 28 percent work as technical experts, covering the full spectrum of development functions.
- Most of the respondents who are employed (89 percent) reported that they have contributed to policy, strategic, or structural changes at their institutions.

**FIGURE 7.2 Employment Status of JJ/WBGSP Alumni**

- Employed full time: 90%
- Employed part time: 5%
- Students: 3%
- Unemployed: 2%
Japan-World Bank Partnership Program

Through a joint initiative of the WBG and Japanese institutions, the PHRD Partnership Program finances analytical studies, applied research, conferences, and seminars. Sharing study results helps keep key WBG stakeholders—as well as those in Japanese institutions, government and the general public—informed about emerging development challenges and possible solutions. It also contributes to strengthening aid coordination initiatives.

The program supports joint efforts to improve health systems and achieve universal health coverage by monitoring progress toward UHC, highlighting breakthrough innovations for UHC, supporting learning and knowledge exchange, creating momentum for reforms, and helping to build UHC core capacity in Africa and around the world. These efforts fall within the framework of the World Bank-Japan Joint UHC Initiative, which builds on the recommendations from the 2016 Ise-Shima G7 Summit and TICAD VI. They also complement UHC activities.
### BOX 7.1 Voices of JJ/WBGSP: What the Alumni are Saying

<table>
<thead>
<tr>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>“With my team, we planned and managed the Ministry of Health structural reform, going from one national department that ‘did it all or whatever it could manage’ to a well-structured institution that is now focusing on working with processes and services and that also tracks its accomplishments through specific metrics aligned with Ecuador’s National Development Plan.”</td>
<td>“When I was Bolivia’s minister of finance, I worked on the design and passing of the Hydrocarbon Law, which later brought about a large increase in the country’s fiscal revenues.”</td>
</tr>
<tr>
<td>—Gabriela Lizeth Jaramillo Roman, Ecuador, Harvard University, 2010</td>
<td>—Luis Carlos Jemio, Bolivia, Institute of Social Studies, 1988</td>
</tr>
<tr>
<td>“I am proud of being the leader of a successful NGO that is well established and recognized in Croatia and in the region, as well as being the initiator of several programs that are still running. I have initiated programs to strengthen women’s leadership skills in Croatia, and so far, five generations of women leaders have participated in this training.”</td>
<td>“The Ministry of Interior had one of the worst public finance and procurement management systems and capacity in the government. I spearheaded reforms at the ministry. Using the knowledge and skills gained through my JJ/WBGSP-funded studies, I led the effort to map the situation, give a clear situation report, and provide proposal for the reform. The proposal was approved by the president. The reform is currently under way.”</td>
</tr>
<tr>
<td>“I adapted steel frame construction technology to the Mongolian context while I worked as a director in the construction department. We have successfully introduced the technology and have built residential and industrial buildings with steel frames. [That effort] brings lots of changes for the construction sector of Mongolia.”</td>
<td>“After the completion of the program, I created a computer training center that employed five people and helped members of the community to become information technology literate.”</td>
</tr>
<tr>
<td>—Dulamsuren Luvsanjamba, Mongolia, Yokohama National University, 2009</td>
<td>—Anastase Rekeraho, Rwanda, University of Montreal, 1992</td>
</tr>
</tbody>
</table>

under the PHRD TA window, which focuses on analytical work that provides evidence-based input into UHC-related policy reforms and innovations in targeted countries.

In addition, the program contributes to collaborative work on encouraging responsible agricultural investments, as well as to other outreach activities in Japan and around the world.

Nine grants, valued at $21.79 million, constitute the FY17 Partnership Program portfolio. Of the total amount, $9.54 million was disbursed, representing a 44 percent disbursal rate. During this period two grants closed, with 95 percent of the funds disbursed. Details are provided in Table 7.2.
Status of Partnership Program Activities under Implementation

This section provides brief descriptions of on-going operations financed by the program, as well as information on their implementation progress.

Pilot Use of Principles Guiding New Investments in Agriculture: Forward-Looking Analysis and Research Program

Trust Fund number: TF016533
Grant amount: $1.4 million

The aim of this program is to pilot the application of a tested set of principles for responsible agricultural investment (RAI) with entirely new investments in the G8 New Alliance for African countries (Tanzania, Mozambique, Ghana and Malawi). The pilot involves working with investors (companies), governments, communities, and other stakeholders from the outset of a project. The goal is to infuse responsible principles and practices into agribusiness operations and their interactions with local communities, the environment, and the economy as a whole. Activities and expected outcomes include:

- Communities of practice created: so that participants representing a wide range of sectors can discuss and identify key agricultural investment challenges while working together to find solutions.
- Responsible agricultural business practices learned and applied: including optimal ways to involve governments and communities.
- Value of incorporating responsibility in business operations demonstrated to investors.
- Clear understanding established that the application of RAI is context-sensitive and nuanced. For example, good practices do not apply in the same way in different sectors, business models, farmers/communities/workers with different capacities and skills, or countries with varying resource endowments.

During FY17, the focus of program activities shifted from fieldwork, research and overall RAI dissemination to finalizing outputs, such as production of action notes and creation of websites. These activities made use of the Inter-Agency Working Group’s (IAWG) workshops to support additional RAI efforts by governments, investors and others. Program activities are briefly described in Box 7.2.

### BOX 7.2 Pilot Use of Principles Guiding New Investments in Agriculture: From Research to Action

<table>
<thead>
<tr>
<th>Component</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge into Action notes</td>
<td>Finalization of <em>Knowledge into Action</em> notes: The notes are guidance documents for use by governments, investors, companies, communities, civil society and other stakeholders in the pursuit, implementation, and operationalizing of RAI principles, policies, practices and values. The evidence used in the notes is drawn from the UNCTAD–WBG field research, complemented by other appropriate sources. Each note examines a specific issue (such as women’s empowerment, land rights, and technology transfer) and provides practical, context-specific advice and guidance, based on the evidence, international commitments and agreements, and international best practice.</td>
</tr>
<tr>
<td>Launch of the IAWG website</td>
<td>The FAO, on behalf of the IAWG, developed and launched a free-access website in 2017. The goal is to share information with the public about the activities and findings of the IAWG’s work on supporting RAI. It highlights IAWG’s current and past activities, provides contact information, and features a virtual library and links to other relevant information sources. Google analytics collects information about the number of visitors, their geographic profiles, and other indicators that will be used for monitoring and evaluation purposes. Additional reports, briefings, and other outputs generated by the program will be added to the website on an ongoing basis. (For more: <a href="https://responsibleagroinvestment.org/">https://responsibleagroinvestment.org/</a>)</td>
</tr>
<tr>
<td>Ongoing work with agribusiness investments and communities in New Alliance countries</td>
<td>Activities include piloting the use of RAI principles with investors (companies), governments, communities, civil society and other stakeholders from the outset of a new investment (or significant expansion of an existing one). The pilot process helps infuse responsible principles and practices into agribusiness operations and their interaction with local communities, the environment, and the economy as a whole. Since 2016, the program has worked extensively with eight investors in a number of New Alliance Framework countries in Africa.</td>
</tr>
</tbody>
</table>

(box continues on next page)
**BOX 7.2** Pilot Use of Principles Guiding New Investments in Agriculture: From Research to Action (Continued)

<table>
<thead>
<tr>
<th>Component</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dissemination through in-country workshops organized by FAO on behalf of the IAWG</strong></td>
<td>In 2017, FAO organized workshops in Ghana, Malawi, and Senegal to bring together government agencies, private sector and civil society, as well as the IAWG and other actors. These workshops provided a forum for information exchange as well as an opportunity to encourage collaboration on developing RAI principles-based approaches. In addition to knowledge sharing and exchange of information, the workshops served as a venue to test the uptake of the knowledge notes and to strengthen the capacity of governments on topics such as screening of investors and empowering people and communities (including women and youth).</td>
</tr>
</tbody>
</table>
| **Other dissemination events in 2017** | - Knowledge and information sharing at the WBG Land and Poverty Conference in Washington, D.C.  
- UNCTAD and WBG masterclass on screening investors: working session that attracted wide range of participants, with good representation from civil society, government and the private sector  
- WBG seminars on RAI in Washington D.C., and Ethiopia  
- Syngenta Foundation for Sustainable Agriculture annual meeting in Basel  
- WBG-Private Sector Agribusiness Dialogue in Egypt  
- Alternative Investment Forum 2017 in London  
- FAO participation at meeting to promote gender equality in African agricultural land investments, convened by the Economic Community of West African States Parliament in Nigeria. |

**Macroeconomic Challenges in Developing Countries**

Trust Fund number: TF0A4528  
Grant amount: $3 million

The development objective of this operation is to carry out research on developing countries’ key macroeconomic challenges and the implications for policy-making. Research topics include inflation, changing business cycles, international productivity spillovers, and the implication of the rise in services for developing economies. The findings will be presented as part of the World Bank’s Global Economic Prospects series. The report builds a comprehensive, cross-country database of a range of inflation measures, inflation components, and candidate drivers of inflation for the period between 1970 and 2017. The dataset will be made available to the public, along with an accompanying working paper.

The first draft of the report is under preparation and will be reviewed within the WBG. The team aims to launch the report by mid-2018.
Japan-World Bank Joint Partnership Program for Universal Health Coverage Phase II: Tracking and Building Capacity to Promote UHC – Main Task

Trust Fund number: TF0A5404
Grant amount: $4 million

This program builds on the recommendations of the 2016 Ise-Shima G7 Summit and TICAD VI. It supplements the Phase II activities in the PHRD TA UHC window focused on analytical work that feeds into UHC-related policy reforms and innovations in target countries. The program is directed at developing country policymakers to help them build UHC awareness, motivation, knowledge, and skills.

The objective of the program is to promote UHC by monitoring progress towards UHC, highlighting breakthrough innovations for UHC, strengthening learning and knowledge exchange, creating momentum for reforms, and helping to build core UHC capacity in Africa and around the world.

WBG, in partnership with WHO and other development partners, will carry out global UHC-status monitoring and produce global monitoring reports. WBG also will partner with others and undertake analytical work to improve data and provide analysis to assist in problem solving and scaling of innovations. Activities include the following:

- Strengthening of data management.
- Undertaking UHC analytical work to inform the broader health systems performance assessment.
- Seeking out and highlighting breakthrough innovations in different UHC dimensions through detailed case studies, in collaboration with governments, JICA, WHO and other development partners.
- Developing case studies, potentially across multiple countries on specific topics, such as community health worker programs, equity funds, and pandemic preparedness.
- Profiling countries that have achieved significant progress toward UHC in case studies.
- Convening high-level UHC meetings such as the UHC Forum, in partnership with GoJ, WHO, and others: The UHC Forum aims to provide a policy platform where senior— policymakers (such as, heads of state and ministers of finance and health) from developing countries can come together with heads of development institutions and civil society groups to jointly monitor progress toward UHC, identify key issues and joint opportunities to accelerate the progress toward UHC and pandemic preparedness, and agree on actionable items for the next 1–2 years. This is a follow-up to the TICAD VI side event, aimed at monitoring UHC progress and pandemic preparedness and highlighting innovations that promote UHC.

Expected outcomes:

- High-level UHC monitoring at the global, regional, and country levels and discussion on key bottlenecks for UHC are expected to generate global momentum and political will for countries to carry out critical reforms toward UHC.
Raising awareness of government policymakers about where their countries stand in comparison to others on UHC progress is expected to help identify potential reforms and motivate government officials to promote the reforms.

Through the PHRD TA window, IDA operations, and other partner interventions, the efforts are expected to inform in-country UHC TA work, especially in the 10 UHC priority countries.

**Deliverables and outputs:**

- UHC global monitoring reports.
- Summary report on lessons learned, based on analytical work on key UHC themes and case studies on breakthrough innovation.
- Published policy briefs on UHC themes, based on above reports.
- High-level UHC forums (monitoring meetings).

**Capacity Building: Strengthening of Joint Learning Network for UHC and Communications (Sub-Task)**

Trust Fund number: TF0A5631
Grant amount: $2 million

The Joint Learning Network (JLN) is an innovative community of policymakers and practitioners who codevelop, adapt, and put into action global knowledge products that help bridge the gap between theory and practice in working toward UHC. The JLN has 27-member countries including Japan and 11 African countries that are at the forefront of UHC reforms. The network uses a joint learning approach, in which member countries identify common problems, problem-solve collectively, synthesize new knowledge from a practical implementation perspective, adapt the new knowledge within the JLN countries, and disseminate knowledge to other countries. Its technical areas of focus cover core UHC areas. The grant provides the framework for the World Bank—one of the JLN’s founding partners—to strengthen and leverage the network to communicate key messages from the UHC monitoring work. It is making JLN stronger, through the following activities:

- **Deepening country engagement of JLN** to fully leverage its unique practitioner-to-practitioner model and its health financing technical initiative. This will help build country capacity to implement and monitor UHC initiatives and to share key messages from the UHC monitoring work with policy makers and technical experts. The grant will:
  - Strengthen JLN steering group and core network coordination.
  - Develop closer coordination between the work in Africa and work in Asia, as well as facilitate JLN linguistic subgroups, such as a francophone subgroup.
  - Increase the participation of priority countries under the UHC window in the network.
  - Enhance the health financing initiative by expanding its on-demand technical support to additional thematic areas such as earmarked taxes and allocative efficiency and to additional African countries.

- **Communications through JLN**: Using the strengthened JLN, communicate to policy makers and technical experts in developing countries about the findings from the UHC
monitoring work, including the updated UHC framework and analytical work for the thematic areas of the UHC framework, UHC progress for each country, and case studies of breakthrough innovations. Specific sessions on each topic will be developed and the lessons from the UHC monitoring work will be incorporated into other JLN thematic sessions.

It is expected that a key outcome of the program is that the work will inform UHC policy reforms and innovations in target countries. It is also expected that the efforts will prove successful in building UHC awareness, motivation, knowledge, and skills.

**Capacity Building—UHC Flagship Courses (Sub-Task)**

Trust Fund number: TF0A5603
Grant amount: $1 million

In collaboration with WHO and other development partners, the WBG will incorporate the findings from the UHC monitoring work into global and regional flagship course curricula and materials. Through the flagship training in Sub-Saharan Africa and other countries, the key messages from the UHC monitoring work will be communicated and shared widely. The curriculum will be expanded to include a brief module for journalists who work in local media—radio, television, and newspapers—in low-income countries, to enhance their UHC reporting skills. An additional curriculum will be developed for health economics and health policy departments in African universities, in collaboration with international institutions such as South Africa’s University of Cape Town.

It is expected that as a result of this work, there will be increased UHC awareness, motivation, knowledge and skills. In addition, it is anticipated that capacity building reports on flagship courses will be generated.

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**BOX 7.3 UHC Phase II Objectives, Activities and Expected Outcomes**

<table>
<thead>
<tr>
<th>Component</th>
<th>Proposed Activities</th>
<th>Expected Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UHC Monitoring and Learning from Country Experiences and Innovations (TF0A5404, $4 million)</strong></td>
<td>Monitor UHC status around the world and produce global monitoring reports by building on <em>Tracking Universal Health Coverage: First Global Monitoring Report (2015)</em>:</td>
<td>▪ High-level monitoring of UHC status at global, regional, and country levels and discussion on key bottlenecks for UHC results and breakthrough innovations to promote UHC: This will generate global momentum and political will for countries so they can carry out critical UHC-related reforms. ▪ Increased awareness of policymakers about where their countries stand in comparison to others on progress towards achievement of UHC: The new insights also will help them identify possible reforms to take and motivate them to promote reforms.</td>
</tr>
<tr>
<td>▪ Partner with WHO to produce a monitoring report every two years—in 2017 and 2019</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>▪ Improve data and provide analysis to help solve problems and scale up innovations</td>
<td>*</td>
<td></td>
</tr>
</tbody>
</table>

(box continues on next page)
**BOX 7.3  UHC Phase II Objectives, Activities and Expected Outcomes (Continued)**

<table>
<thead>
<tr>
<th>Component</th>
<th>Proposed Activities</th>
<th>Expected Outcomes</th>
</tr>
</thead>
</table>
| **Capacity Building and Strengthening of JLN for UHC and Communications (TF0A5631, $2 million)** | Deepening JLN country engagement and communications: Through the strengthened JLN, the proposed grant will communicate the findings from the UHC monitoring work to policymakers and technical experts in developing countries (Component 1). | ■ Better informed in-country UHC TA work: This will be accomplished through the UHC Phase II window, IDA operations, and other partner interventions, especially in the 10 priority countries.  
■ Policy reforms and innovations of target countries toward UHC informed  
■ Awareness, motivation, knowledge, and skills to promote UHC built |
| **Regional UHC Flagship Course (TF0A5631, $1 million)** | Design and delivery of at least 8 global-, regional- or country-based courses with emphasis on UHC. Courses will build on achievements and analytical work under Component 1. | ■ Increased awareness, motivation and knowledge and skills to promote UHC  
■ Dissemination of Capacity Building Reports on flagship courses |

**WBG-Japanese Partnership and Outreach Program**

Trust Fund number: TF015866  
Grant amount: $1.44 million

The objective of this four-year program is to increase awareness in Japan about development issues in general and about WBG’s operations. Efforts include online activities, translations of key WBG publications, public seminars, and sharing of information about WBG job opportunities. In 2013, the various activities related to partnership and outreach under four separate grants were consolidated into a single grant, to simplify management. The program closes June 30, 2018.

Overall progress of the program has been very satisfactory, as is evident from the following activities:

- Translation into Japanese of over 100 knowledge products each year: including WBG’s major press releases and annual reports, speeches and analytical reports, flagship reports, and PHRD and JSDF reports.
- Maintenance of various multimedia tools: websites, social media, and public seminars to communicate WBG key messages.
- Organization of 50 outreach seminars each year by the Tokyo WBG office: to raise awareness about WBG activities. For example, the TICAD seminar series was designed to increase understanding of the WBG’s operations in Africa. It was well received by the Japanese public and helped build momentum leading up to TICAD VI in Nairobi in August 2016, particularly within the Japanese private sector.
Continuous expansion of private sector outreach: including business seminars supported by the grant.

Dissemination of WBG recruitment and job information to the Japanese public at large and to potential candidates: including coaching and career advice to potential candidates provided by a program-supported recruitment advisor.

Results from Closed Operations

Challenges and Opportunities for Achieving Universal Health Coverage in Developing Countries

PROGRAM OBJECTIVES AND DESCRIPTION

The objective of this partnership program was to contribute to the global health agenda for strengthening health systems to achieve better health results in developing countries. Focus was on two key areas: expanding inclusive and sustainable health coverage through effective financing policies and strengthening human resources for health policies and programs to address the global shortage in the health workforce. Particular focus was on developing countries facing the severest shortfalls. The program aimed to achieve these goals through:

- Supporting systematic analyses of policies and programs.
- Promoting consultations and knowledge exchange.
- Sharing the lessons learned in developing countries to improve the effectiveness of their health policy interventions and programs.

ACHIEVEMENTS

The program supported the definition and dissemination of the WBG’s corporate goals for UHC for 2030. The WBG’s president announced specific targets for achieving UHC at the December 2013 Global Conference on UHC in Tokyo, organized under this program. Eleven participating nations, at all stages of development contributed valuable insights on the lessons they have learned—including successes and challenges—in adopting and achieving UHC goals. The range of perspectives was shared, from political economy to policies in health financing to human resources for health. Materials developed under this program have been incorporated into the flagship course on UHC, which benefited participants from the global health community.

The program has enjoyed strong visibility in Japan as a result of:

- The significant research on Japan’s health system reforms, which have helped the country achieve and maintain UHC.
- Publication of a study that highlights Japan’s experience and sharing it with other countries aspiring to achieve UHC.

In addition, major global dissemination events were organized in Japan, which raised public awareness and support for the global health agenda within Japan. GoJ has indicated strong support for adopting UHC as a major global objective in the post-2015 agenda.
KEY LESSONS/MESSAGES

- UHC adoption and expansion requires strong political leadership and long-term commitment, since it involves a continuous process of carefully crafted political compromises that manages the threat of conflict among diverse interest groups and brings together key stakeholders to negotiate difficult trade-offs.
- Expansion of coverage is not a sufficient condition for ensuring equitable coverage. Countries need to work pro-actively and continuously on policies that redistribute resources and reduce disparities across households in payments for and access to health care.
- The process of moving towards UHC requires a balanced approach to revenue generation efforts and coverage-enhancing expenditure management. Even in countries that are underspending on health care, stringent measures to manage costs are required to ensure the fiscal sustainability of UHC.
- Delivering effective health services to move towards UHC requires a coordinated approach to scale up health workforce capacities to meet the demands created by UHC targets. Scaling up goes beyond just adding new staff. Labor market conditions, including training capacity and type of training, and the skills mix of health workers that reflects local conditions and community needs all must be taken into consideration.
- The process of moving towards UHC requires investments in a robust primary care and public health protection system to improve access, control preventable diseases, and manage health care costs.

**BOX 7.4** Origin of the Universal Health Coverage Concept

In Japan, the growth of democratic movements and a commitment to social solidarity in the post-World War II period provided the impetus to achieve UHC in 1961. UHC also has been a key component of a broader effort to address problems of economic inequality that emerged in the shadow of economic prosperity. Japan’s investment in health laid the foundation for sustained economic development, social stability, and the creation of a healthy middle class, which are key ingredients for sustained economic growth.

**Evalitative Lessons on Maternal and Child Health**

**OBJECTIVES**

The objective of this analytical work was to support impact evaluation work in the Maternal and Child Health (MCH) cluster at the WBG’s Independent Evaluation Group and gain a deeper understanding of the WBG’s contribution to improving MCH outcomes through:

- Systematic review and synthesis of impact evaluation evidence.
- Rigorous ex-post impact evaluations.
- Country case studies.
- Portfolio review of WBG interventions.
- In-house training on the latest impact evaluation techniques and methods.
ACHIEVEMENTS

- **Systematic reviews**: The first systematic review on interventions that can reduce maternal and child mortality generated critical new knowledge. The review provided insight on how to achieve more rapid progress on Millennium Development Goals 4 and 5. A second systematic review, focusing on early childhood development also was completed.

- **Impact Evaluations**: Three impact evaluations were completed:
  - Conditional cash transfer for pregnant women in Lao PDR so they would travel to clinics to give birth.
  - Effects of universal health insurance coverage in Aceh, Indonesia compared to maternal and child health coverage alone, in the province of North Sumatra.
  - Effects of a community monitoring system for health clinics and schools in Burkina Faso on the health and education of children and on local populations.

- **Training based on Health Systems in Laos and Indonesia case studies**: A highly successful two-day training on impact evaluation methods for 40 participants was completed.

**PHRD Staff Grant Program**

A modest but significant component of the PHRD Fund is the PHRD Staff Grant Program, through which GoJ supports mid-level Japanese professionals at WBG for one-to-three-year staff appointments. The program offers Japanese nationals a unique opportunity to learn about WBG’s research work and operational processes, tackle development challenges around the globe, leverage their own expertise and experiences, and exchange knowledge and ideas on emerging development issues.

Since the program’s inception in 2003, GoJ has allocated $64.1 million to finance the participation of 186 Japanese nationals in the program. Of this number, 113 (58 females and 55 males) received multiple Term, Open-Ended, Secondment, and Extended-Term Consultant (ETC) appointments. Beginning in FY16, applications are now only accepted for Term appointments. Between 2003 and 2017, 88 Japanese participants who held Term appointments have successfully completed the program. Of these, 55 (63 percent) received WBG staff appointments and half were promoted to senior-level positions. At 62 percent, women constituted a majority of those who transitioned to the WBG. The details are outlined in Figure 7.5 below.

Figure 7.6 shows the distribution of Japanese nationals who transitioned from program participants to WBG staff by organizational unit, based on a sample of 60 graduated participants who are currently or were, until recently, employed by WBG. The majority are employed by the Global Practice Education unit and Corporate Vice Presidency. These Japanese staff continue to make significant contributions to the WBG’s development priorities.
**FIGURE 7.5** PHRD Staff Program Participants Who Transitioned to WBG Staff

- **Male**: 21
- **Female**: 34
- **Total**: 55

**FIGURE 7.6** Distribution of PHRD Staff Grant Participants Who Transitioned to WBG Staff, by Organizational Unit

- **Corporate VPU**: 16%
- **Development Economics (DEC)**: 12%
- **ICF**: 3%
- **Education GP**: 16%
- **Finance & Markets GP**: 5%
- **Governance GP**: 7%
- **Urban, Rural & Social Development GP**: 5%
- **Other GPs**: 31%
- **Regions**: 5%
**FY17 PHRD Staff Grant Program Portfolio**

The FY17 portfolio consists of 30 appointments valued at $11.5 million. Of these, 24, valued at $9.6 million, are active. Six appointments, valued at $1.9 million, were completed in FY17. Eight appointments, valued at $3.3 million, were approved in FY17.

The cumulative disbursement for these 30 appointments is $6.2 million, representing 54 percent of the approved $11.5 million allocation. $4.2 million (37 percent) was disbursed in FY17. For the eight appointments approved during the year, $0.6 million was disbursed. Details are provided in Table 7.3.

<table>
<thead>
<tr>
<th>No. of Term Appointments</th>
<th>Grant Amount ($ millions)</th>
<th>Cumulative Disbursement ($ millions)</th>
<th>FY17 Disbursement ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing</td>
<td>24</td>
<td>9.6</td>
<td>4.4</td>
</tr>
<tr>
<td>Completed</td>
<td>6</td>
<td>1.9</td>
<td>1.8</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>11.5</td>
<td>6.2</td>
</tr>
<tr>
<td>FY17 Approvals</td>
<td>8</td>
<td>3.3</td>
<td>0.6</td>
</tr>
</tbody>
</table>

Five out of the six Japanese nationals who completed their appointments under the program transitioned to become WBG staff members, representing a transition rate of 83 percent. These individuals are all in senior positions, such as senior economists and senior specialists in energy, disaster risk management, environmental and irrigation and drainage. They work in various global practices and other areas of WBG. Also in FY17, one participant who completed the program at the end of FY16 transitioned to WBG staff as an operations officer.

### Global Development Awards and Medals Competition Program

The PHRD Fund supports the Global Development Network (GDN), which sponsors the annual Global Development and Awards Competition program. The fund finances two awards under this program:

- Japanese Award for Most Innovative Development Project (MIDP).
- Japanese Award for Outstanding Research and Development (ORD).

The goal of the competition is to help build the analytical capacity of developing country researchers. A supplementary objective is to finance social development projects that benefit marginalized communities in developing countries.
Recipients of the MIDP awards are NGO-sponsored pioneering projects that have good potential for positive impact on the poor in developing countries. The projects are selected on the basis of degree of innovation, social impact, and potential for broader application in other countries. The NGO that wins first prize also can apply for a grant of up to $200,000 through the Japan Social Development Fund (JSDF).

ORD awards help researchers improve their knowledge in their areas of expertise, strengthening their networks and giving them more exposure to globally relevant research topics. The awards also help increase their visibility, advancing their careers and providing them with an opportunity to access more funds for future research work. In addition to personal honors for individual winners, the awards have helped expand the development activities of several institutions, particularly winners of the MIDP Award.

This program has brought highly innovative initiatives to the attention of WBG. Developed at a very small scale, these initiatives might otherwise have gone unnoticed—and an opportunity to deploy creative solutions to development challenges might have been missed. The competition also helped increase Japan’s visibility, expanding the scope of participating researchers and building research capacity in developing countries.

Achieving Results: ORD and MIDP Awards

During the years FY15 to FY17, GDN reached 250 countries with the ORD and MIDP competitions—5 percent above the 240-country target. MIDP-awarded projects reached 4,008 beneficiaries, exceeding the target by 331 percent. The results of ORD and MIDP activities to date are summarized in Box 7.5.

**BOX 7.5** Global Development Awards and Medals Competition: ORD and MIDP Program Results, FY15–FY17

**ORD Program Results**

- 134 countries reached through the award process; target was 120 (12 percent over the target).
- 552 researchers reached; target was 360 (53 percent over the target).
- Women researchers accounted for 27 percent of the total.
- Out of 120 women researchers targeted for award process, the actual number was 132.
- Winning proposals yielded 8 research publications, compared to target of 6 for FY15–FY16.

**MIDP Program Results**

- 116 countries reached through the award process; target was 120. This below-target result was due to the topic—skills development—which is less relevant for grassroots NGOs in developing countries.
- 299 organizations reached through the award process; target was 360. This below-target result was due to the topic—skills development—which is less relevant for grassroots NGOs in developing countries.
- 4,008 beneficiaries reached by the awarded project, compared to a target of 1,395.
- 182,798 beneficiaries reached through the three winner organizations; target was 238,275. Project activities have continued beyond FY17.
8. Assessment of PHRD Program-Level TA Development Results

Application of PHRD Program-Level Results Framework

In FY16, the PHRD team developed a results framework to gauge the development outcomes and effectiveness of PHRD TA grant-financed operations. The framework helps to measure the degree to which these operations contributes to the achievement of the overall PHRD Fund objective of enhancing technical and institutional capacities to formulate and implement development policies and programs.

The PHRD results framework is aligned with the WBG’s core sector indicators. It demonstrates the development impact of PHRD activities on WBG lending, government policies, country capacities, and development interventions. Figure 8.1 provides a schematic representation of the PHRD results framework and the methodology used in monitoring and evaluation. Used for the first time to assess the program’s development impact in FY16, with outcomes detailed in that year’s annual report, the results framework is now fully integrated into the program.

To date, the fund’s development results have been manually aggregated. Now, the PHRD team is collaborating with the WBG’s Development Finance (DFi) systems team on an automated results-based monitoring system to help aggregate results at the program level. A systems requirements analysis is in process, and plans are underway to move to the design stage.
Because activities under the restructured TA program are still in the early implementation stage, it is too soon to capture these results in this year’s annual report. Next year’s annual report will include detailed reporting on restructured TA program results. Figure 8.2 details the results framework by which the restructured PHRD TA program will be measured.
Higher Level Development Objectives
Contribute WBG’s twin goals to end extreme poverty and promote shared prosperity

PHRD Development Objectives
To enhance technical and institutional capacities to formulate and implement development policies and programs

Enhancing Inst. Capacity/Knowledge of Small and Marginal Farmers in AFR
- % increase in income of smallholder farmers targeted by project
- % beneficiaries reporting increase in dietary diversity
- % increase in volume of production of nutrient-dense foods
- No. of beneficiaries reached (of which women)
- No. of farmers who adopted improved technologies

Access to Rural Energy
- No. of beneficiaries reached (of which women)
- No. of off-grid/renewable activities and connections
- No. of Improved Cook Stoves

Universal Health Coverage
- No. of client countries where the PHRD work influenced policy changes, institutional reforms on UHC, etc.
- No. of Govt. National Dev. Plans (e.g. SCD)/UHC Strategy informed
- No. of Bank Policy Instruments (e.g. CPF) informed
- No. of Countries that implemented policies on Health Financing and Human Resource Policy for Health, etc.

Performance Results with Improved M&E (PRIME)
- No. of policies systematically documented with clear intervention logic and appropriate monitoring indicators;
- No. core data and specific monitoring data included in database and regularly updated
- No. of evidence-based policy making procedures embedded into Ministry practice
- No. of new sector performance indicators developed
- No. of M&E plan for data collection and methodologies developed
- No. of pilot tests for selected indicators conducted
- No. of staff of Ministries trained on enhanced M&E system

Key KPIs tracked through ISRs
- M&E Methodology; Data Collection; Frequency
The old TA program is winding down. As reported earlier, all but one project closed and the last remaining grant is expected to close in FY18. Results from the old TA program are detailed in Figures 8.3 and 8.4.

**FIGURE 8.3 Comprehensive PHRD Program-Level Results, FY17**

**PHRD – FY17 Achieving Developments Results**

**FY17 Results at PHRD TA Program Level**

**Program Level Development Objectives**
To enhance institutional capacity and knowledge base of WBG member countries to formulate development policies and program

**Results**
- 1.01 million direct beneficiaries reached (45% women)
- About 386,268 hectares with improved farming techniques introduced in the projects
- 506,068 producers adopted at least one new technology introduced under the projects
- 1,565 households adopted improved food processing and cooking techniques
- Four program countries developed and operationalized National Disaster Risk Management Plans
- Three program countries improved the information, access and awareness of hazard vigilance systems
- Disaster risk information and reduction measures integrated in urban planning and land-use policies in 3 countries
- 32,065 men, women and children benefited from Disability and Development Program
- 682 school professionals trained to work with children who have special educational needs
- Accessibility of persons with disabilities was addressed in five laws and technical designs for urban transport infrastructure in three countries
PHRD – FY17 Achieving Developments Results

Support to Small and Marginal Farmers in Africa Program

Objective: To enhance institutional capacity and knowledge base of small and marginal farmers in Africa

Results
- 1.01 million direct beneficiaries reached (45% women)
- About 386,268 hectares with improved farming techniques introduced in the projects
- 506,068 producers adopted at least one new technology introduced under the projects
- 1,565 households adopted improved food processing and cooking techniques

Aligned Grants
- **West Africa**: Agriculture Productivity Program (WAAPP 1-C)
- **Tanzania**: Complementary Financing for the Agriculture Sector Development Project
- **Mozambique**: PROIRRI Sustainable Irrigation Development for Rice Production Project
- **Madagascar**: Irrigation And Watershed Management Project
- **Cameroon**: Nutrition-Sensitive Agriculture and Capacity Building of Small Farmers Project

Climate and Natural Disaster Resilience Program

Objectives: Disaster risk management resilience to natural disaster, such as, earthquakes, tropical cyclones (including tsunami) improved in selected countries in Asia and Pacific Island nations

Results
- Four program countries developed and operationalized National Disaster Risk Management Plans
- Three program countries have improved the information timeliness, access and awareness of hazard vigilance systems
- Disaster risk information and reduction measures integrated into urban planning and land-use policies in 3 program countries

Aligned Grants
- **Bhutan**: Improving Resilience to Seismic Risk
- **Kiribati**: Disaster Risk Mgmt. and Adaptation Project
- **Solomon Islands**: Increasing Resilience to Climate Change
- **Vanuatu**: Mainstream Disaster Risk Reduction and Natural Hazards
- **Metro Colombo**: Towards A Flood Resilient Urban Environment

Disability and Development Program

Objective: Disability issues in development policies and programs mainstreamed

Results
- 32,065 men, women and children with disabilities benefited
- Four cities with improved accessibility and disabled appropriate urban public transport interventions
- Accessibility of persons with disabilities was addressed in five laws and technical designs for urban transport infrastructure in three countries
- 1,028 persons with disabilities employed after training
- 682 school professionals trained in inclusive education

Aligned Grants
- **Jamaica**: Social and Economic Inclusion of Persons with Disability
- **Moldova**: Integration of Children with Disabilities into Mainstream Schools
- **Morocco**: Physical Accessibility of People with Limited Mobility
- **Peru**: Mainstreaming Inclusive Design and Universal Mobility in Lima
- **India**: Expanding Disaster Work on Mental Disability Issues
A modest-sized management team, led by the DFi director, manages the PHRD Fund. This team’s responsibilities include:

- Ensuring quality-at-entry of concept notes and grant proposals submitted by task team leaders prior to submission for approval to GoJ’s Ministry of Finance.
- Aggregating grant-level results achieved for comprehensive PHRD program-level results.
- Carrying out oversight missions to representative project sites to assess implementation performance and interact with key stakeholders, including project beneficiaries.
- Managing the funds flow from GoJ.
- Ensuring timely submission of letters of representation, confirming eligible expenses, and ensuring submission of audits.
- Coordinating with the office of the WBG’s Executive Director for Japan on PHRD program-related aspects.
- Commissioning periodic external program evaluations.

Oversight of PHRD TA Recipient-Executed Project Performance

Members of the PHRD management team periodically visit recipient-executed PHRD TA-financed project sites to see implementation progress on the ground, meet with beneficiaries and implementing agencies to learn about the operational and other challenges, and hear from the beneficiaries about the impact of the projects on their lives. These missions provide opportunities to address any operational issues that might hamper implementation. The missions also enable meetings with Japanese embassy officials and JICA representatives in that country, for briefings on PHRD TA-financed project objectives and implementation progress.
Oversight Mission to the WAAPP-1C Cote d’Ivoire Project

In FY17, the PHRD management team visited the WAAPP-1C Cote d’Ivoire project, which received $8 million from PHRD TA program. During the visit, the team learned about project challenges, achievements, and plans for sustaining progress made under the project.

ACHIEVEMENTS

- The project is considered a model on investment in the rice sector.
- Access to markets for rice improved and domestic consumption increased as a result of the project interventions: Prior to the project, rice quality was poor but it has improved as a result of the project. The project also resulted in the development of a national rice strategy and the government invested in agricultural equipment to support rice sector productivity. These interventions resulted in a 50 percent decrease in the amount of rice imported into the country, since more rice is produced and consumed locally. Sixty percent of the rain-fed rice developed under the project’s irrigation initiatives is consumed locally, while 40 percent is exported.
- Sharing of ideas and knowledge within WAAPP member countries has proven to be an effective innovation mechanism. Member countries present their innovative ideas every six months. Interested countries then sign memoranda of understanding paving the way for additional training and other types of learning activities.
- Women’s rain-fed rice land ownership increased from 15 to 35 percent.
- Over 300,000 farmers and community members (target: 150,000) have directly benefited from this project, of whom 78,300 are women.
- Provision of 7,200 metric tons of rice seed led to significant increases in the seed quality coverage rate: from 12 percent in 2012 to 36 percent in 2015 for irrigated rice, and from 0 percent to 8 percent for rain-fed rice.
- 98,150 hectares of land were under improved technologies.
- 123,680 farmers (target: 90,000) adopted at least one new technology.
- 1,637 client days (target: 1,000) of training were provided to approximately 100,000 farmers—50 percent of whom were female—as well as scientists, extension agents, agricultural goods dealers, and community members.
- Ten new, more efficient, and disease-resistant rice varieties were introduced.
- Nationwide coverage of certified seeds reached almost 40 percent for the irrigated and lowland ecologies.

7 See Section 6 for a project description and additional detail on results achieved.
CHALLENGES

● Women’s participation in the project and landownership have been less than optimal. Women were not included in the project design, although women owned 15 percent of the rain-fed rice agricultural land before the project. The men owned most of the land suitable for cultivating irrigated rice. The government of Cote d’Ivoire has set a goal to increase by 50 percent women’s participation in landownership. The project did succeed in increasing women’s land ownership from the 15 percent base to 35 percent.

● Climate change affected the upland rice farmers. An analysis of rain patterns was conducted, which resulted in the design of a new technology, along with the introduction of natural fertilizers and bird controls.

● Adoption of new technologies among farmers has been a challenge, due to difficulties in using them. Some technologies were easily adopted, while others, such as seeders, slowed down the work and contributed to loss of seeds.

SUSTAINABILITY

● There is a high probability that project activities will be sustained and replicated. The government of Cote d’Ivoire has instituted mechanisms that would provide funding for continued operation of activities (including replication of activities in other areas of the country) upon closure of the PHRD grant.

● According to the implementing agency’s director, women’s participation and land ownership are likely to increase.

● Cote d’Ivoire is one of the WAAPP member countries that have fostered strategic partnerships with the seed industry, along with national and international NGOs. This has helped create useful synergies for project expansion and increased potential for sustaining positive project outcomes.
Going forward, the PHRD’s approach will continue to align with the WBG’s Twin Goals of ending extreme poverty—reducing the share of the global population living in extreme poverty to 3 percent by the year 2030—and promoting shared prosperity—increasing the income of the bottom 40 percent of the population in WBG member countries in a sustainable manner. It is a mission that also is consistent with the Sustainable Development Goals. Beyond FY17, the PHRD would continue to promote strong, sustainable, and inclusive economic growth by:

- Addressing challenges in agriculture and increasing access to affordable and reliable energy in rural areas through off-grid renewable solutions such as home solar systems, under TICAD V.
- Improving monitoring and evaluation for better development results.
- Providing technical advice to countries in their progressive realization of UHC, including analytical and advisory support to the development of pandemic preparedness plans.

**Increasing Agricultural Productivity**

The strategic framework that underpins the PHRD TICAD V program is to raise agricultural productivity in Africa with an aim to boost food security while providing gainful employment for beneficiary farmers. In this regard, PHRD will continue to assist smallholder farmers through programs that finance investment in improved technologies, rural financial services, and better access to markets. PHRD grant-funded activities in this area are catalyzing increased agribusiness investments, more efforts to improve land and water management by adopting modern irrigation practices, and increased use of climate-smart agriculture solutions. PHRD will continue to support country-led efforts by linking farmers to markets, reducing risk and vulnerability, and making agriculture more environmentally sustainable. To drive this work, PHRD will maintain its partnerships with the CAADP and other regional institutions, helping African countries boost their economic growth through agriculture-led development.

**Rural Access to Energy Supply**

Boosting the generation and distribution of sustainable energy is a key development priority underpinning the World Bank’s work in Africa. The strategic framework of the PHRD rural energy supply program is anchored within the World Bank priorities by increasing access to
affordable and reliable energy in rural areas of fragile and conflict-affected African countries. Going forward, PHRD priorities will continue to include:

- Developing off-grid electrification that incorporates distributed generation technologies such as solar home systems, as well as demand-side management activities.
- Deploying off-grid energy services such as improved cook stoves and pico-PV products such as solar portable lanterns with phone chargers in areas where grid extension is not anticipated for the near future.

Performance and Results with Improved Monitoring and Evaluation (PRIME)

Over the past years, the issue of strengthening development projects’ monitoring and evaluation system has been a key consideration for major development partners as they sought evidence-based decision making and resource allocation, better project performance, and strengthened accountability. The PHRD PRIME Program aims to build the capacity of PHRD grant-recipient countries so they can set up effective M&E systems in the agriculture, health, nutrition, population, and urban development sectors. The objective is to provide relevant sector ministries with tailored support to enhance their M&E systems and capacity, while strengthening their ownership of the process.

PHRD will continue to finance activities that focus on improving government M&E systems, so that the progress of recipient ministries and implementing agencies towards achieving goals in these priority areas can be measured appropriately. Strengthening M&E systems will result in stronger and more reliable data and information, which will promote evidence-based decision making. The framework is on ensuring the availability of timely quality data to inform policy actions, evidence-based decision making at the national and local levels, and monitoring the progress of sector-specific programs and projects.

Universal Health Coverage for All

The PHRD’s UHC-related development objective is to contribute to the WBG’s Twin goals by providing analytical and advisory services to help low- and middle-income countries develop strategies and capacities to adopt, achieve, and maintain UHC.

Going forward, the PHRD will continue to: focus on countries with high potential to improve policies and promote UHC; facilitate innovation and leverage large initiatives to promote scalable impact; and increase collaboration with GoJ stakeholders and other development partners, including WHO. The following areas will continue to be priorities:

- Advisory/capacity-building services to help governments develop and implement pandemic preparedness plans (in collaboration with WHO).
- Health-financing strategy and related analytical work and policy and advisory services to increase financing for health and efficiency of funds.
● Human resources development strategies and related analytical work and policy and advisory services, including community health worker strategies/policies/programs.

● Advisory services/provision of recommendations to help governments develop and implement breakthrough innovations to accelerate progress toward UHC—in any areas of the UHC framework.

The PHRD to date has accomplished notable results, with an impact well beyond the modest scope of each PHRD-funded grant. It is hoped that past efforts—both successes and challenges—will enable an even stronger program in the future, an exercise in continuous improvement enabled by Japan’s generous support and influenced by Japan’s tradition of excellence and kaizen.
1. **Background and Objective.** Ministry of Finance, Japan (MoF) approved a new, restructured Japan PHRD TA program to assist eligible countries of WBG8 in enhancing their technical and institutional capacities. This document provides the framework for four windows of the PHRD TA program.9

2. **Priority Areas.** The PHRD TA program will focus on three thematic pillars:

   - **Window I - The 5th Tokyo International Conference on African Development**
     - **Agriculture** - build institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption.
     - **Rural Access to Energy Supply** - increase the delivery of modern energy services in rural areas of fragile and conflict-affected states (FCS) in African countries.

   - **Window II – Universal Health Coverage**10
     - The development objective of the PHRD TA UHC Pillar is to provide technical assistance to strengthen national capacities to implement UHC policies and programs, and will complement operational projects funded by IDA, IBRD and the Global Financing Facility (GFF) for Every Woman Every Child.

   - **Window III – Performance and Results with Improved Monitoring and Evaluation (PRIME):**
     - The objective of the PHRD TA PRIME Pillar is to enhance the use of government systems to promote evidence-based decision-making through strengthening the M&E systems of recipient ministries and implementing agencies in priority sectors in developing countries with tailored to specific context and capacity of recipient ministries and implementing agencies.

   - **Window IV – Other Activities** including:
     - Pacific Catastrophe Risk Financing Initiative Phase 2.
     - Manila Flood Protection Feasibility Study.

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8 Includes the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, all referred to hereafter as the World Bank Group.
9 There are separate Operating Guidelines for each program activity.
10 Window II: Priority I will be executed by the Bank, as outlined in the Concept Note.
3. **Eligible Countries.** Unless otherwise stated in the specific Operating Guidelines, all World Bank borrowing member countries are eligible.

4. **Grant Implementation Period.** The PHRD TA grants will have a maximum implementation period of five years from the date of the counter-signature of the grant agreement by the recipient.

   4.1. **Project Design.** When designing projects, the Bank is encouraged to emphasize creation and accumulation of the knowledge by utilizing appropriate methodologies such as impact evaluation, as well as to optimize effectiveness.

   4.2. **Grant Types.** Grants may be of the following types: (i) Capacity Building – Technical assistance and advisory services for institutional capacity building; (ii) Cofinancing of Bank-financed or managed operations (Freestanding TA activities may be allowed for activities under Agriculture Window I) for countries on non-accrual status where cofinancing activities would not be possible; Additional Funding for Bank-financed operations with a sector-wide approach; and (iii) Pilot Projects aimed at testing new approaches/techniques for learning and scaling up, when applicable.

5. **Eligible Expenditures.** Unless otherwise stated in the specific Operating Guidelines, the eligible expenditures include: (i) consulting services; and (ii) non-consultant costs for local training, minimal equipment, and operating costs essential to carry out the technical assistance. Workshops, local consultations, and training may be included if the requests clearly demonstrate these activities will enhance the quality of the technical assistance.

6. **Ineligible Expenditures.** Unless otherwise stated in the specific Operating Guidelines, the following expenditures are not eligible: (i) salaries for civil servants in recipient countries hired as consultants or otherwise; (ii) foreign training or study tours; and (iii) purchase of motor vehicles.

7. **Grant Execution Arrangement.** All grants are to be executed by the grant recipients. Exceptions may be made for grants to be Bank executed with strong justification based on technical complexity of the activities, multi-country scope and/or absence of an organization to implement the proposed grant activities.

8. **Program Administration Costs.** In order to cover the costs of PHRD Program Administration, Development Finance (DFi) may establish a Bank Executed Trust Fund to cover costs up to a limit to be agreed in an exchange of correspondence with MoF. All expenditures necessary for Program Management are eligible.

9. **Concept Notes (CN).** The concerned managing unit in the Bank designates a Task Team Leader (TTL) for the proposed grants. Requests for grants are to be submitted to the PHRD Team in the Development Finance Partnership and Trust Fund Department (DFPTF) of the DF Vice Presidency. For Cofinancing grants, the Task Team should clearly outline in the PAD the activities that PHRD grants will be cofinancing including amounts, et al. Furthermore, the Results Framework should also include Intermediate

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11 The Bank may consider waiving the requirement for recipient execution in accordance with Bank policy (see OP 14.40) in the following cases: emergency operations and post conflict countries.
Indicators to track and report on the PHRD Activities. MoF will have four weeks to review a brief Concept Note. MoF may consult Ministry of Foreign Affairs (MoFA) and JICA. The Bank should pre-discuss concept notes with MoFA and JICA in the field. At the end of the four weeks, MoF will share with the Bank their decision on go/no go for the CN and for the preparation of full proposal.

10. **Review of Proposals and Approval by the WBG.** Once DFPTF submits proposals to MoF, the Ministry would review the full proposal while focusing its assessment on the detailed cost table. MoF will provide its final decision within three weeks.

11. **Review of Procedures of Grant Proposals.** Proposals will be reviewed for technical feasibility and compliance with the PHRD TA procedures. There are specific Operating Guide- lines for the details of the technical review process.

12. **Bank’s Fiduciary Responsibilities as Grant Administrator.** The Bank will supervise all grants in order to ensure compliance with the Bank’s Procurement and Financial Management Guidelines (same as World Bank Loans and Credits).

13. **Changes in Grant Objectives.** Substantial changes in the grant’s development objectives after approval by MoF would need to be referred to MoF for re-approval. A request for changes in the development objectives with a justification has to be sent to the PHRD Team for review and submission to MoF for re-approval.

14. **Reallocation of Funds among Expenditure Categories or Activities.** Reallocation among expenditure categories or grant activities, including dropping of approved, or adding of new eligible categories or grant activities, should be cleared by the Practice Manager/Director. Clearances from the Country Lawyer and Finance Officer are required for any amendments to the Grant Agreement, which should be signed by the Country Director.

15. **Consultation with Ministry of Foreign Affairs of GoJ, JICA and Visibility of Japan’s Assistance to the PHRD TA Program.** In order to ensure harmonization and coordination, the Bank is required to:

   (i) Consult with the JICA at an early stage of project preparation;

   (ii) Consult with the Embassy of Japan accredited to the recipient country about the PHRD grant application; and

   (iii) Discuss the proposal with the EoJ and JICA before submission of the proposal to DFPTF for review. Such consultation and information sharing by task teams will expedite the decision-making process. In addition, the Bank is also required to share the information on the progress and outcomes of PHRD projects with MoFA and JICA in the field for enabling both sides to seek potential collaboration by relevant measures such as joining preparation and supervision mission of the project. Please refer to the Guidance Note on Visibility of Japan attached to this document.

16. **Progress Reporting.** For the purposes of monitoring the development outcomes, the Grant Agreement – based on the Grant Funding Request – will be the binding document. The Task Team Leader will be responsible for preparing an annual grant Implementation Status Report system, rating the status of grant implementation, and documenting the completion of deliverables and outputs. For grants over US$1.0 million, an Implementation Completion Report will be prepared at completion of the grant-
financed activities. The PHRD Team in DFPTF will share the summary of the grant activities and results with the donor. In addition to the reporting on individual projects mentioned above, the World Bank Group is required to provide a concise report on comprehensive progress and results on each thematic pillar in paragraph 2 at appropriate opportunities, such as, annual meetings with the MoF trust fund office or policy dialogues between the MoF and WBG.

17. Maintenance of Documents. Operational departments will keep copies of key documents related to PHRD TA grants, including Terms of Reference and contracts for consultants subject to the Bank’s prior review, and reports prepared by consultants, in accordance with the WBG’s document retention policy. Task Teams should send the original Grant Agreement and Disbursement Letter to the Legal department of the RVP Unit.
INTRODUCTION
The Government of Japan has contributed to the PHRD TA Program in support of work by, and on behalf of, WB member countries since 1990. The purpose of this note is to provide guidance on measures to ensure that the contribution of Japan in supporting PHRD is widely recognized.

STATEMENT ON VISIBILITY
The Annual Policy Document provides the following clause on Consultation with Local Japanese Officials and Japanese Visibility.

CONSULTATION WITH LOCAL JAPANESE OFFICIALS
In order to ensure harmonization and coordination, Bank task teams are required to consult with the EoJ and JICA accredited to the recipient country about the PHRD grant application before submission of the proposal to DFPTF for review. Such consultation and information sharing by task teams will help expedite the decision-making process. In addition, Bank task teams are required to share the information about progress and outcomes of PHRD projects with the Embassy of Japan and JICA in the field for enabling both sides to seek potential collaboration by relevant measures. Bank task teams may also invite the EoJ and JICA to join preparation and supervision missions or attend key meetings with recipient counterparts as observers.

JAPANESE VISIBILITY
Bank task teams are asked to help promote the visibility and local awareness of PHRD in recipient countries through the following types of activities:

(a) Publications, training programs, seminars and workshops financed by PHRD grants should clearly indicate that the activities have received funding from the GoJ;

(b) The logo (usually the Japanese national flag) should be used in publications financed by the PHRD program, and in banners and any other materials used in seminars and training programs financed by PHRD grants;

(c) All press releases issued by the Bank with respect to PHRD grants should refer to the financial contribution from the GoJ;
(d) Recipients should be encouraged to ensure that PHRD-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding received;

(e) Grant signing ceremonies in the field should be encouraged, with the Recipients being encouraged to include Japanese embassy officials and to invite local and international press to these ceremonies.

In addition, DFPTF may promote visibility of PHRD by: (i) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for PHRD funding; and (ii) continuing widespread distribution of the PHRD Annual Report, inclusion of PHRD information in relevant Bank documents, and occasional information sessions for Japanese organizations. A Guidance Note providing samples of other ways to improve visibility is attached.

THE PHRD TA PROGRAM’S LOGO
The logo (usually the Japanese national flag) will be used on the PHRD website. All grant approval notifications to the Regions will include this guidance note and a “Word” and a “PDF” version of the logo for use by the Bank and the grant recipients. The Bank will make every effort to ensure that: (i) publications, training programs, seminars, and workshops financed by the PHRD grants clearly indicate that the activities have received funding from the Government of Japan; (ii) all press releases issued by the Bank with respect to the PHRD grants refer to the financial contribution of Government of Japan; and (iii) the logo is used in publications financed by the PHRD program, banners and any other materials used in seminars and training programs financed by the PHRD grants.

LOCAL PUBLICITY OPPORTUNITIES
In addition to use of the logo, Bank staff are urged to take all appropriate measures to encourage Recipients to ensure that PHRD TA-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding. Below is a standard text suggested for use by those who prepare publicity materials: “The grant which financed this (name of activity) was received under the Policy and Human Resources Development Technical Assistance Program which is financed by the Government of Japan.”

Many Bank Country Offices periodically publish newsletters. New grant approvals and signing should be publicized in these newsletters.

Most country offices have Communications staff. Task teams are encouraged to consult with them on ways to increase the visibility of Japan regarding PHRD grants. Opportunities to publish articles on high visibility projects prepared with the PHRD TA grants should be explored and utilized.

Task teams are advised to brief the Country Managers/Country Directors about the implementation status of PHRD grants. Such information will help the Country Offices highlight Japan’s contribution, where relevant, in their meetings and presentations in seminars and workshops.
CEREMONIAL EVENTS
Country Directors will, at the same time as the task teams, receive notification of grant approvals and will be informed of the importance of signing ceremonies to Japanese officials and the public. At grant signing ceremonies and other publicity events, the Bank’s country-based staff are expected to foster the attendance and participation of country-based officials of the Embassy of Japan in a manner that provides due recognition of their donor status. Grant recipients should take the lead in organizing such ceremonies, and whenever possible, Recipients should issue the formal invitation to attend. Such ceremonial events should also be alerted to the media and publicity outlets referred to above.

VISIBILITY FROM HEADQUARTERS
Country-based Bank staff are requested to forward copies of all visibility materials, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to the following address:

PHRD Team
Mail Stop G 6-055
Development Finance Trust Fund and Partner Relations, Development Finance Vice Presidency; The World Bank Group, Washington, DC 20433, USA
## PHRD TA: FY17 Africa Agricultural Productivity Enhancement Program Portfolio

### Active Portfolio

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<th>TF No.</th>
<th>Name</th>
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<td>PROIRRI - Sustainable Irrigation Development for Rice Production</td>
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| 2 Subtotal, Active Portfolio | | | | | 26.91                          | 6.58                         | 16.81                       |

### Closed Portfolio

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<td>TF011170</td>
<td>Complementary Financing for the Agriculture Sector Development Project</td>
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<td>TF099510</td>
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*Note: Total may vary due to rounding of number to nearest decimal.*
# Annex 4

**PHRD TA: FY17 Disaster Reduction and Recovery Program Portfolio**

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<tr>
<th>TF No.</th>
<th>Name</th>
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<tr>
<td>TFO18611</td>
<td>Preparation of a Program towards Sustainable Flood Management in the Greater Metro Manila Area</td>
<td>East Asia &amp; The Pacific</td>
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<td>TFO12391</td>
<td>Increasing Resilience to Climate Change and Natural Hazards</td>
<td>East Asia &amp; The Pacific</td>
<td>Solomon Islands</td>
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<td>Building Disaster/Climate Resilience in Communities along the Dili-Ainaro and Linked Road Corridors</td>
<td>East Asia &amp; The Pacific</td>
<td>Timor-Leste</td>
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<td>TFO14121</td>
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<td>Metro-Colombo Towards a Flood Resilient Urban Environment</td>
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**2 Subtotal, Closed Portfolio**

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**7 Total, Active and Closed Portfolios**

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<td></td>
<td>14.88</td>
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Note: Total may vary due to rounding of number to nearest decimal
### PHRD TA: FY17 Disability and Development Program Portfolio

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<th>Name</th>
<th>Region</th>
<th>Country</th>
<th>Closing Date</th>
<th>Grant Amount ($ millions)</th>
<th>Disbursements ($ millions)</th>
<th>Cumulative Disbursements ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TF014855</td>
<td>Integration of Children with Disabilities into Mainstream Schools</td>
<td>Europe &amp; Central Asia</td>
<td>Moldova</td>
<td>01/31/2018</td>
<td>2.86</td>
<td>0.42</td>
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<tr>
<td>TF010417</td>
<td>Improved Policy-Making and Institutional Framework for Persons with Disability</td>
<td>Europe &amp; Central Asia</td>
<td>Romania</td>
<td>10/25/2017</td>
<td>1.72</td>
<td>0.12</td>
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<tr>
<td>TF014258</td>
<td>Social and Economic Inclusion of Persons with Disabilities</td>
<td>Latin America &amp; The Caribbean</td>
<td>Jamaica</td>
<td>08/14/2018</td>
<td>2.90</td>
<td>0.70</td>
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<tr>
<td>TF011295</td>
<td>Mainstreaming Inclusive Design and Universal Mobility in Lima</td>
<td>Latin America &amp; The Caribbean</td>
<td>Peru</td>
<td>12/31/2017</td>
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<th>Grant Amount ($ millions)</th>
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<tbody>
<tr>
<td>TF01S710</td>
<td>Improving Access to Social Services and Employment Opportunities for Persons with Disabilities Project</td>
<td>Latin America &amp; The Caribbean</td>
<td>Haiti</td>
<td>12/31/18</td>
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<td><strong>1 Subtotal, Pending Portfolio</strong></td>
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<td><strong>2.86</strong></td>
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<tr>
<td>TF010735</td>
<td>Improving the Physical Accessibility of People with Limited Mobility</td>
<td>Middle East &amp; North Africa</td>
<td>Morocco</td>
<td>01/31/2017</td>
<td>2.85</td>
<td>1.69</td>
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<tr>
<td>TF011450</td>
<td>Expanding Disability Work on Mental Disability Issues in the TAMIL NADU</td>
<td>South Asia</td>
<td>India</td>
<td>09/30/2016</td>
<td>2.79</td>
<td>0.56</td>
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<td><strong>2 Subtotal, Closed Portfolio</strong></td>
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<td><strong>7 Total, Active, Pending, and Closed Portfolios</strong></td>
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Note: Total may vary due to rounding of number to nearest decimal.
### TICAD V - Agriculture and Rural Energy Portfolio Window

<table>
<thead>
<tr>
<th>TF No.</th>
<th>Name</th>
<th>Region</th>
<th>Country</th>
<th>Closing Date</th>
<th>Grant Amount ($ millions)</th>
<th>Disbursements ($ millions)</th>
<th>Cumulative Disbursements ($ millions)</th>
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</thead>
<tbody>
<tr>
<td>TF0A1813</td>
<td>Improving Food and Nutrition Security for Smallholder Farmers in Selected Areas of South Sudan - Additional Financing for Southern Sudan Emergency Food Crisis Response</td>
<td>Africa</td>
<td>South Sudan</td>
<td>12/31/2017</td>
<td>2.70</td>
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<tr>
<td>TF0A1906</td>
<td>Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers as a Partial Cofinance of Cameroon Agriculture Investment and Market Development</td>
<td>Africa</td>
<td>Cameroon</td>
<td>09/30/2019</td>
<td>2.70</td>
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<tr>
<td>TF0A4588</td>
<td>Second South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFISH2)</td>
<td>Africa</td>
<td>Madagascar</td>
<td>06/30/2020</td>
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<thead>
<tr>
<th>TF No.</th>
<th>Name</th>
<th>Region</th>
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<th>Closing Date</th>
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<th>Cumulative Disbursements ($ millions)</th>
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</thead>
<tbody>
<tr>
<td>TF0A3316</td>
<td>AFCC2/ Ri-Regional Great Lakes Integrated Agriculture Development</td>
<td>Africa</td>
<td>Africa</td>
<td>12/31/2021</td>
<td>2.70</td>
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<tr>
<td>N/A</td>
<td>Nutrition Sensitive Agriculture and Capacity Building</td>
<td>Africa</td>
<td>Niger</td>
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<td>TF0A2421</td>
<td>Additional Financing for the DRC Human Development Health Systems</td>
<td>Africa</td>
<td>Congo, Democratic Republic of</td>
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<td>TF0A2792</td>
<td>PHRD Co-financing Transforming Health Systems for Universal Care</td>
<td>Africa</td>
<td>Kenya</td>
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<td>TF0A2562</td>
<td>Health Equity and Quality Improvement</td>
<td>East Asia &amp; The Pacific</td>
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<td>TF0A5252</td>
<td>MARD M&amp;E Capacity Building for Agricultural Restructuring Plan</td>
<td>East Asia &amp; The Pacific</td>
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<td>TF0A4449</td>
<td>Agriculture Policy Monitoring and Evaluation Capacity Building</td>
<td>Europe &amp; Central Asia</td>
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<tr>
<td>Universal Health Coverage (UHC) Window</td>
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<td>TF0A3236</td>
<td>Post Ebola HRH Strengthening TA</td>
<td>Africa</td>
<td>Guinea</td>
<td>06/28/2018</td>
<td>0.50</td>
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<td>TF0A4392</td>
<td>Health Sector Diagnostic</td>
<td>Africa</td>
<td>Guinea-Bissau</td>
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<td>TF0A4510</td>
<td>Health Financing Review and Systems Strengthening</td>
<td>East Asia &amp; The Pacific</td>
<td>06/29/2018</td>
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5 Subtotal, TICAD V Portfolio

13.08 0.40 0.40

5 Subtotal, PRIME Portfolio

6.78 0.20 0.20

5 Subtotal, PRIME Portfolio

6.78 0.20 0.20

Universal Health Coverage (UHC) Window

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<table>
<thead>
<tr>
<th>TF No.</th>
<th>Name</th>
<th>Region</th>
<th>Country</th>
<th>Closing Date</th>
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<th>Disbursements ($ millions)</th>
<th>Cumulative Disbursements ($ millions)</th>
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<tbody>
<tr>
<td>TF0A3156</td>
<td>Universal Health Coverage (UHC) PHRDTA</td>
<td>Europe &amp; Central Asia</td>
<td>Kyrgyz Republic</td>
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<tr>
<td>TF0A3058</td>
<td>Aging and Health in Brazil</td>
<td>Latin America &amp; The Caribbean</td>
<td>Brazil</td>
<td>01/31/2018</td>
<td>0.50</td>
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<tr>
<td>TF0A4326</td>
<td>Strengthening Community Health Worker Programs for Universal Health Coverage</td>
<td>Middle East &amp; North Africa</td>
<td>Egypt, Arab Republic of</td>
<td>09/15/2018</td>
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<tr>
<td>TF0A3201</td>
<td>Nursing and Midwifery Skills Development and Employment Strategy</td>
<td>South Asia</td>
<td>India</td>
<td>06/29/2018</td>
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<td><strong>7 Subtotal, UHC Portfolio</strong></td>
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Note: Total may vary due to rounding of number to nearest decimal.
### PHRD Grants Approved in FY17

<table>
<thead>
<tr>
<th>Country</th>
<th>Grant Name</th>
<th>Total Approved Amount ($ million)</th>
<th>Description of Objective</th>
</tr>
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<tbody>
<tr>
<td><strong>TA Grants:</strong></td>
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<tr>
<td>Madagascar</td>
<td>Second South West Indian Ocean Fisheries Governance and Shared Growth Project</td>
<td>3,000,000</td>
<td>To improve the management of selected priority fisheries at regional, national and community levels and increased access by targeted fishers to alternative livelihood activities.</td>
</tr>
<tr>
<td>Niger</td>
<td>Nutrition-Sensitive Agriculture and Capacity Building of Small and Marginal Farmers Project</td>
<td>2,500,000</td>
<td>To strengthen the Recipient’s local development planning and implementation capacities, including the capacity to respond promptly and effectively to an eligible crisis or emergency, and to support the targeted population in improving agriculture productivity and diversifying into high-value products.</td>
</tr>
<tr>
<td>Armenia</td>
<td>Agriculture Policy Monitoring and Evaluation Capacity Building Project</td>
<td>2,000,000</td>
<td>To strengthen M&amp;E capacity and systems of the Ministry of Agriculture as elements of evidence-based agriculture policy analysis and formulation.</td>
</tr>
<tr>
<td>Vietnam</td>
<td>Ministry of Agriculture and Rural Development (MARD) M&amp;E Capacity Building</td>
<td>2,000,000</td>
<td>To enhance monitoring and evaluation (M&amp;E) capacity of the Recipient’s Ministry of Agriculture and Rural Development (MARD) and selected Departments of Agriculture and Rural Development (DARDs) to monitor progress of the Agricultural Restructuring Plan (ARP).</td>
</tr>
<tr>
<td>India</td>
<td>Nursing and Midwifery Skills Development and Employment</td>
<td>500,000</td>
<td>To inform the Government of India and the two selected state governments about the critical constraints and policy options to improve the quality and effectiveness of skills development and employment strategy for nursing and midwifery cadre and the associated community health.</td>
</tr>
<tr>
<td>Egypt</td>
<td>Community Health Worker Program (CHWs’ Role in Universal Health Coverage)</td>
<td>500,000</td>
<td>To inform the government policies to strengthen the public health service delivery systems as it relates to community</td>
</tr>
<tr>
<td>Country</td>
<td>Grant Name</td>
<td>Total Approved Amount ($ million)</td>
<td>Description of Objective</td>
</tr>
<tr>
<td>------------------</td>
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</tr>
<tr>
<td>Guinea Bissau</td>
<td>Health Sector Diagnostic in Guinea Bissau</td>
<td>500,000</td>
<td>To inform government policies on an effective response system to address the collapse of critical social services in the short term and a more resilient system in the longer term.</td>
</tr>
<tr>
<td></td>
<td>Sub-total TA Grants:</td>
<td>11,000,000</td>
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<tr>
<td></td>
<td>Partnership Grants:</td>
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<tr>
<td>World</td>
<td>Japan-World Bank Partnership Program for Universal Health Coverage Phase II - Tracking and Building Capacity to promote UHC</td>
<td>4,000,000</td>
<td>To promote universal health coverage (UHC) by monitoring the progress toward UHC, highlighting breakthrough innovations for UHC, supporting learning and knowledge exchange, creating momentum for reforms, and assisting the capacity building of UHC core capacity in Africa and globally.</td>
</tr>
<tr>
<td>World</td>
<td>World Bank-Japan Partnership and Outreach Program Program (Phase II) Capacity Building - Strengthening of JLN for UHC</td>
<td>2,000,000</td>
<td>To promote universal health coverage (UHC) by monitoring the progress toward UHC, highlighting breakthrough innovations for UHC, supporting learning and knowledge exchange, creating momentum for reforms, and assisting the capacity building of UHC core capacity in Africa and globally.</td>
</tr>
<tr>
<td>World</td>
<td>World Bank-Japan Partnership and Outreach Program Program (Phase II): Capacity Building - UHC Flagship Courses</td>
<td>1,000,000</td>
<td>To promote universal health coverage (UHC) by monitoring the progress toward UHC, highlighting breakthrough innovations for UHC, supporting learning and knowledge exchange, creating momentum for reforms, and assisting the capacity building of UHC core capacity in Africa and globally.</td>
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Note: Total may vary due to rounding of number to nearest decimal.
Policy and Human Resources Development Fund
PHRD Program Manager
Tel: 202-473-4149
Email: Hnkole@worldbank.org
The World Bank Group
1818 H Street, N.W.
Washington, D.C. 20433