

POLICY AND
HUMAN RESOURCES
DEVELOPMENT FUND

FY14 ANNUAL REPORT

Building Institutional Capacity
for Development Results



WORLD BANK GROUP
Development Finance



Government
of Japan

BY THE NUMBERS:

PHRD FUND AT YEAR-END FY14

Small grants; big impact



Improving rice farm productivity; increasing access to affordable food; feeding hungry people in Africa

254,000 rice farmers adopted new PHRD-funded rice planting technologies in Cote D'Ivoire, Guinea, Liberia and Sierra Leone for better yields

106,245 hectares cultivated

92,645 hectares planted using modern rice farming technology

Improving government systems and processes



9,000 civil servants improved their financial skills in Tajikistan for better management of government budget resources

2,700 public sector accountants enhanced their knowledge and retrained on up-to-date accounting standards and practices in Azerbaijan

Controlling disease spread; preventing pandemics



5,000 health workers trained on Avian and Human Influenza control and preparedness in Cambodia

1,500 Cambodian families in 30 villages effectively treated for avian influenza and adopted better disease prevention practices



Building infrastructure

1,448 km provincial road network upgraded in Lao PDR to improve mobility of people and the flow of goods

Boosting livelihoods

60,371 farmers learned about modern agriculture business processes in Angola

1,100 new tourism-related jobs created in Mozambique, where PHRD involvement attracted capital investments that improved tourism infrastructure

Addressing climate change



51,000 tons of CO₂ sequestered in Moldova



MESSAGE FROM THE DIRECTOR OF TRUST FUNDS AND PARTNERSHIPS

The experience with the implementation of the Japan Policy and Human Resources Development (PHRD) Fund in FY14 reaffirms the unique role the Fund continues to play in developing the technical and institutional capacity required for poverty reduction and economic growth in the recipient countries. The two development partners—the Government of Japan (GoJ) and the World Bank Group (WBG)—have collaborated effectively to use the adaptability and flexibility of the Fund to dynamically adjust it so that it remains relevant and aligned with their mutual strategies and goals in a changing and evolving development context. Refining and refocusing the objectives of the Fund to improve its results and impact are urgent, particularly given shifts in Japan’s Official Development Assistance (ODA) Charter priorities, as well as aligning with the WBG’s corporate strategy and the twin goals of ending extreme poverty and promoting shared prosperity. Furthermore, adjustments are underway to take into consideration the WBG’s organizational restructuring and sharpened approach to delivering and monitoring results. With the One WBG approach and the Global Practices model, as well as the integration of trust funds within the overall WBG-wide results framework, these adjustments are expected to further improve outcomes.

This year’s Annual Report provides a performance overview of the Fund portfolio, which includes the 40 grants that were active in FY14. It also details key results that have been achieved. Overall, the ongoing assessment towards the achievement of the Development Objectives (DO) and Implementation Progress (IP) were rated satisfactory for the grants taken together. Thus, the grant objectives have been achieved for closed grants, and are likely to be achieved for ongoing grants in most cases.

Results include a wide range of achievements under the several components of the Core Technical Assistance (TA) program. For example, co-financing TA grants supported capacity development for

an estimated 18,000 beneficiaries and more than 200 institutions in the recipient countries, treated 1,500 families for avian influenza and trained over 2,000 village animal health workers (Cambodia), improved tourism and helped create private sector jobs (Mozambique), strengthened maintenance of infrastructure and service delivery (Lao PDR and Nigeria), and provided global benefits through carbon sequestration (Moldova). The grants under the Rice Research and Productivity program are benefitting an estimated 250,000 farmers with new rice varieties and technologies in West Africa, trained 25,000 extension workers, and provided irrigation infrastructure (Mozambique). The Disaster Reduction and Recovery program grants have, for example, improved flood protection, flood risk mapping and management strategies (Mongolia), structural and seismic risk assessments (Bhutan and Nepal), and disaster information systems in recipient countries including for tsunami warning (Vanuatu). The Disability and Development window supported the development of capacity (Romania), construction of ramps (Guinea and Morocco), provision of training for job skills (Jamaica), and creation of greater awareness to improve the inclusion of the disabled in the economy and society. The grants are beginning to make a difference although progress has been slow. The Non-TA components of the PHRD Fund (e.g., Joint Japan/World Bank Graduate Scholarship Program, Japan-WBG Partnership Program, Japanese Staff and Extended Term Consultant Program) also continued to perform well in FY14 in delivering on their respective objectives.

While the PHRD Fund sustains a strong partnership between Japan and the WBG, the grants are also designed to foster a partnership between Japan and the recipient country. Within the PHRD policy framework, the representative of Japan is often able to come to grant signing ceremonies, while recipient governments and WBG staff maintain contact with Japanese organizations, such as the Japan International Cooperation Agency (JICA), on the ground. In addition, pamphlets, posters, and training materials produced to support the grant activities always carry the symbol of Japan, reminding the recipients that Japan is the generous donor that finances the grant activities.

The framework for the PHRD Fund going forward has been evolving through regular discussions between the partners, in particular, as a result of the October 2013 Tokyo annual consultations. The partners agreed that reforms of the PHRD program would be warranted to incorporate the progress to-date and to maintain relevance in a continually evolving global development framework. Details of these changes and emerging priorities will be incorporated and operationalized in the revised program document.

The WBG appreciates the Government of Japan's continued generous funding of the PHRD Fund and the valuable programs it supports in the developing countries. These grants continue to represent a program in which the two partners make an impact on poverty reduction—often in unique ways—reaching communities at times not reached by other programs. This support, along with the fruitful and cordial partnership is gratefully acknowledged.



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ACRONYMS AND ABBREVIATIONS

APL	Adaptable Program Loan
ARRC	Africa Rice Research Center
ASCEND	Alumni and Scholars Capacity Enhancement Network for Development
CAADP	Comprehensive African Agricultural Development Program
CARD	Coalition for African Rice Development
D&D	Disability & Development
DFi	Development Finance
DFPTF	Trust Funds and Partnerships Department
DFSP	Donor Funded Staffing Program
DO	Development Objective
DRR	Disaster Reduction and Recovery
ECOWAP	Economic Community of West African Agriculture Policy
ED	Executive Director
ETC	Extended Term Consultant
FAO	Food and Agriculture Organization
FY	Fiscal Year
GDN	Global Development Network
GoJ	Government of Japan
GRM	Grant Reporting and Monitoring
ICM	Implementation Completion Memorandum
IDA	International Development Association
IP	Implementation Progress

IRRI	International Rice Research Institute
ISR	Implementation Status and Results Report
IT	Information Technology
ITAIS	Integrated Tax Administration Information System
JGF	Japan Grant Facility
JPO	Junior Professional Officer
JICA	Japan International Cooperation Agency
JSDF	Japan Social Development Fund
MRU	Mano River Union
NRDS	National Rice Development Strategies
ODA	Official Development Assistance
OPCS	Operations Policy and Country Services
PDO	Project Development Objective
PHRD	Policy and Human Resources Development
TA	Technical Assistance
TICAD	Tokyo International Conference on African Development
TF	Trust Fund
TOR	Terms of Reference
TTL	Task Team Leader
WAAPP	West Africa Agricultural Productivity Program
WBG	World Bank Group



EXECUTIVE SUMMARY

In the face of the changing global development context, the objective of the Japan Policy and Human Resources Development (PHRD) Fund has continued to be to develop the technical and institutional capacity required for poverty reduction and economic growth in eligible countries of the World Bank Group (WBG). This objective is regularly refined and refocused in consultations between the partners—the Government of Japan (GoJ) and the WBG.

The FY14 PHRD portfolio is funded by a US\$155.3 million allocation which includes US\$38.9 million for technical assistance (TA) co-financing grants. Three thematic priorities—Rice Research and Productivity; Disaster Reduction and Recovery (DRR); and Disability and Development (D&D)—are funded by allocations of US\$76.2 million, US\$21.7 million and US\$18.5 million respectively. At the end of FY14, US\$61.7 million had been disbursed to finance 40 grants in 32 beneficiary countries.

During FY14, the PHRD TA grants program continued to make a significant and lasting contribution to technical and institutional capacity development. The size of the funding and the single focus on capacity building make the Fund one of the most important instruments for improving capacity for reducing poverty and restoring economic growth. Technical and institutional capacity remains essential to eradicate extreme poverty and foster shared prosperity in a sustainable manner. The Fund's core co-financing TA grant program and the three thematic priority windows continue to target complex, multi-faceted challenges in the recipient countries.

Under the continuing co-financing TA program, technical assistance activities in agriculture, finance, transport, public administration, water/sanitation, and health were supported by 16 co-financing grants in 12 countries. The grants supported capacity development for an estimated 18,000 beneficiaries and more than 200 institutions. The Rice Research and Productivity program financed seven active grants

that support the Africa rice seed research and rice productivity development programs to address the challenges of food shortage and malnutrition in that region. The grants are benefitting an estimated 250,000 farmers and financed the training of 25,000 extension workers. The much sought after heat- and drought-resistant rice seed is expected to be developed by FY18. The 10 grants under the Disaster Reduction and Recovery program have financed, among others, flood protection, flood risk mapping and management strategies, structural and seismic risk assessments, vulnerability assessments, coastal zone protection schemes, and disaster information systems including for tsunami warning that have been developed to strengthen preparedness and reduce disaster impact in highly vulnerable Asian and Pacific Island countries. The seven grants under the Disability and Development program are helping to give the handicapped equal access in society and improve their mobility. The grants helped to develop technical and institutional capacity, construct ramps and supply equipment, create awareness in schools and in communities towards the disabled, provide training for job skills, train teachers, improve the mobility of the disabled in public transport, and identify persons with disabilities.

Overall, the performance of the 40 PHRD TA grants was close to satisfactory. This is particularly true for the TA co-financing grants, and the Rice Research and Productivity development grants. More than 90 percent of the grants in these two programs are expected to achieve their technical and institutional capacity development objectives. About 67 and 40 percent respectively of the grant funds have been used. These grants generally support technical and institutional capacity development activities as an integral part of wider investment projects. While this implies that progress with the grant activities is somewhat dependent on progress with the main project activities, the impact of the grant activities is enlarged and multiplied by the larger project. For example, the Rice Research and Productivity development grants build on and benefit from the progress made under earlier rice research projects financed by an IDA Adaptable Program Loan (APL). The experience with the grants in FY14 confirms that relatively small PHRD grants can produce significant results and a wider impact if they are part of larger projects and programs.

The Disaster Reduction and Recovery, and Disability and Development windows, on the other hand, experienced more modest progress in FY14. These grants address relatively narrow and new priority areas and attempt with relatively small funding to bring about major policy and practice changes in disaster preparedness and improving the well-being of the disabled. These thematic areas up to now received little attention in the beneficiary countries and in the larger development arena. As a consequence, there is much to be done to bring these issues to the fore and convince governments and citizens of the importance and relevance of these issues. Moreover, there tends to be little or no capacity or support, even in disaster-prone countries or in countries with large numbers of disabled persons, such as in conflict countries. Furthermore, the grants in these areas do not benefit from being part of a larger project or program that would support and multiply the outcomes of the grant activities. The implementation challenges calls for continued closer monitoring, and greater efforts by management, staff, recipient government and stakeholders.



The overall lessons reemphasize that developing capacity in areas where existing capacity is small requires more effort, time, and resources than is often anticipated. In addition, PHRD grants that build on ongoing programs (such as Africa rice research), or that finance capacity development as part of projects in sectors that are priorities in Japan's Official Development Assistance (ODA) Charter tend to produce significant results that contribute to the success and impact of these operations. Finally, the non-TA programs supported by the PHRD Fund (e.g., scholarships, partnerships, and the staff and ETC programs) continue to be robust elements of the overall PHRD agenda.



CHAPTER

I

INTRODUCTION

The Japan Policy and Human Resources Development (PHRD) Fund is a partnership between the Government of Japan (GoJ) and the World Bank Group (WBG). The development objective of the Fund is to support developing countries to strengthen human resources and institutional capacity. In the 27 years since its inception, the Fund has engaged in a wide variety of development activities, including strengthening the capacity of WBG client countries to formulate better development policies, prepare sound projects which address critical needs, and improve the quality of WBG-financed projects at entry and during implementation. It also supported key development initiatives such as Climate Change, Preservation of Critical Ecosystems, Agriculture in Africa, Disaster Reduction and Recovery, and Disability and Development. One of the largest trust funds (TF) managed by the WBG, PHRD resources have financed research, training of development professionals, dissemination of knowledge, and strengthening of partnerships between stakeholders and governments.

The development context in which PHRD operates has changed significantly since 1987 when the Japan Grant Facility (JGF), the precursor of the PHRD Fund, was established by the GoJ. It is one of the characteristics of the PHRD Fund that its objectives and scope have been adapted periodically to keep abreast of the changing development context. From extending technical assistance grants to preparing and implementing WBG investment operations for economic growth under the JGF¹ to developing sustainable rice crops to feed the people of Africa under the current PHRD Fund,² the Fund continues to focus on development priorities where it can make the greatest impact in line with Japan's Official Development Assistance (ODA) Charter in cooperation with international organizations.

¹ Letter of Arrangement of Japan Grant Facility, June 3, 1987.

² Japan PHRD Technical Assistance Grant Program, FY09–FY13, Policy Document (Amended, September 2010).

The adaptability of the Fund is illustrated by the fact that in 2000, while the Fund's intended objectives were to restore economic growth, develop human resources, and enhance capacity for economic policy formulation, PHRD grants also financed project preparation, scholarships, Japanese staff and consultants, crisis response, and strengthening capacity. Similarly, when the Fund's intended objective currently is to assist eligible countries in enhancing their technical and institutional capacities, the Fund supports capacity building in agriculture, finance, public administration, transport, health, and water and sanitation, as well as the three priority thematic areas of agricultural productivity and research, disaster reduction and recovery, and disability and development.

In part because of its adaptability, the PHRD Fund has had—and continues to have—an impact that goes beyond the size of the grants for individual themes and development priorities. This was shown statistically, supported by evidence on the ground, in the 2000 evaluation of the PHRD Fund³. The 2000 impact evaluation demonstrated that not only did the investment operations prepared with PHRD grants help reduce poverty in 143 recipient countries, but that the investment operations prepared with PHRD grants had higher development effectiveness than investment operations prepared without PHRD grants. In addition, the PHRD-financed training and capacity building programs had a multiplier effect so that enhanced technical and institutional capacities resulted in more effective sector programs and institutions, contributing to higher economic growth and poverty reduction. This document, the FY14 PHRD Annual Report, echoes some of these results, albeit at a modest scale. It shows that enhanced technical and institutional capacities in the recipient countries are not only improving their ability to cope with events such as, natural disasters, but also, helping to create the prospect of an improved rice crop in Africa to address hunger and malnutrition in that region, among other positive outcomes.

The PHRD Fund has been able to adapt dynamically to changing contexts and achieve these impacts in part as the result of the annual strategic consultations between the GoJ and the WBG. These consultations keep the Fund focused on development priorities where it can have the greatest impact. During the October 2013 consultations, both partners reconfirmed that PHRD has been and remains a valuable partnership tool to help further the development agenda. They remain flexible and relevant instruments both for Japan and the WBG.

This Annual Report focuses on the performance and achievements of the PHRD Fund in FY14 under the TA program. The program includes co-financing activities and the three thematic priority areas: Africa Rice Research and Productivity, Disaster Reduction and Recovery, and Disability and Development. The following sections of the report provide a brief overview of the size and composition of the PHRD program, the allocation and utilization of the funding under the TA co-financing activities, and the three thematic windows with examples of some of the global results that have been achieved. A brief chapter summarizes the activities under the non-TA part of the program that includes the Japan-World Bank Graduate Scholarship Program, the Japan-World Bank Partnership Initiative, and the Japanese Staff and Extended-Term Consultant Program. The report then briefly highlights the monitoring and evaluation arrangements and the way ahead.

³ Development Impact: Japan PHRD Fund, Resource Mobilization and Co-financing, World Bank (2000), p.vi.



CHAPTER

II

FY14 PROGRAM OVERVIEW

PHRD Finances

From inception to end–FY14, Japan contributed a total of US\$2.88 billion through the PHRD Fund in support of strengthening human resources and institutional capacity. Cumulative disbursement by June 30, 2014 amounted to US\$2.37 billion. The various program components of the PHRD in FY14 were the TA program (which includes co-financing activities, and the three priority areas of Africa Rice Research and Productivity, Disaster Reduction and Recovery, and Disability and Development), and the non-TA activities, including the Japan-World Bank Graduate Scholarship Program, the Japan-World Bank Partnership Initiative, the Japanese Staff and Extended Term Consultant Program, the Global Development Network and transfers to other WBG-managed TFs and initiatives.

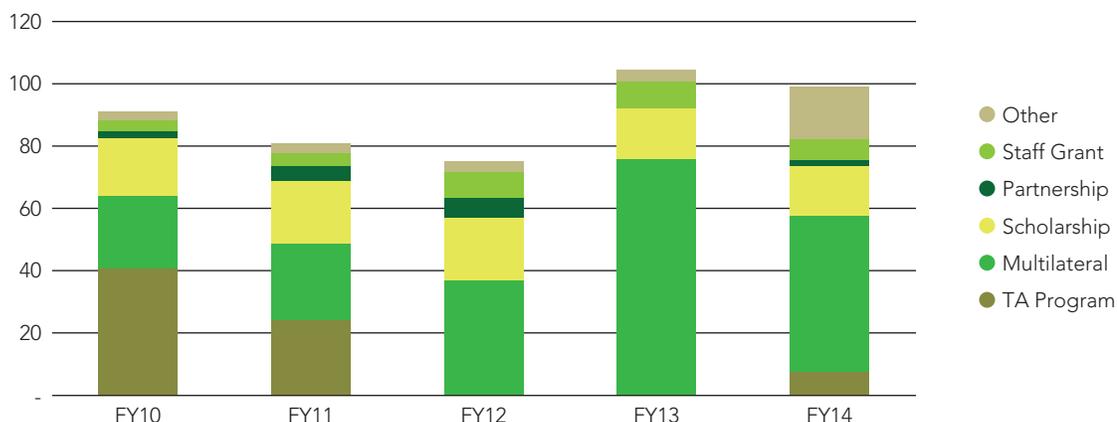
The average annual contribution during FY10–FY14 was about US\$92 million, with a FY13 contribution of US\$105 million, and US\$99 million in FY14 (Figure 1; detailed data underlying the figures are available in the Statistical Annex). There were no additional contributions for the core TA program during FY12–FY13. However, in FY14, US\$7.6 million was received for the Tokyo International Conference on Africa Development (TICAD V). The bulk (51 percent) of the remaining contribution was allocated to the Multilateral Program for transfers to various multi-donor TFs (see Figure 1).

In regards to the TA Program, after declining for several years (from US\$38 million in FY10 to US\$10 million in FY12), disbursements improved markedly reaching US\$23 million in FY13 and FY14, respectively (see Figure 2).

FIGURE

1

Contributions to PHRD Fund, FY10–FY14 (US\$ Million)



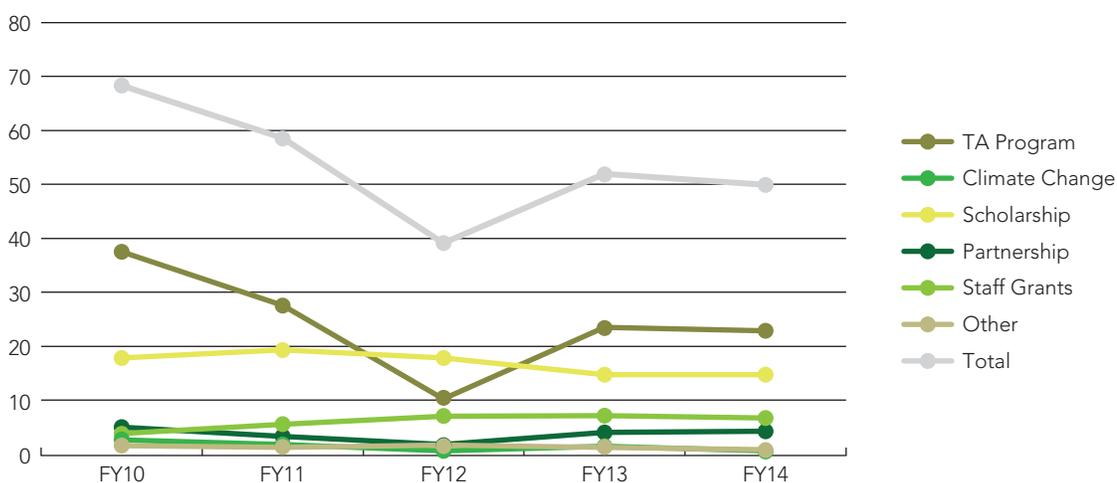
Source: DFPTF

Accounting for inflows (contributions, incomes, reflows, etc.) and outflows (disbursements, fees, fund transfers to non-PHRD programs, etc.), for the overall program at the end of FY14 resulted in an undisbursed balance of US\$365 million, representing a 3 percent decline (US\$13 million), of the FY13 US\$378 million balance (Figure 3). For the TA program in particular, with no additional contributions received in FY12 and FY13, the accelerated disbursement of approved grants resulted in a decline from a high of US\$228 million in unallocated balance in FY11 to US\$112 million in FY13. Contributions received in FY14 for the TICAD V Program have slightly elevated the amount of unallocated balance, to US\$114 million.

FIGURE

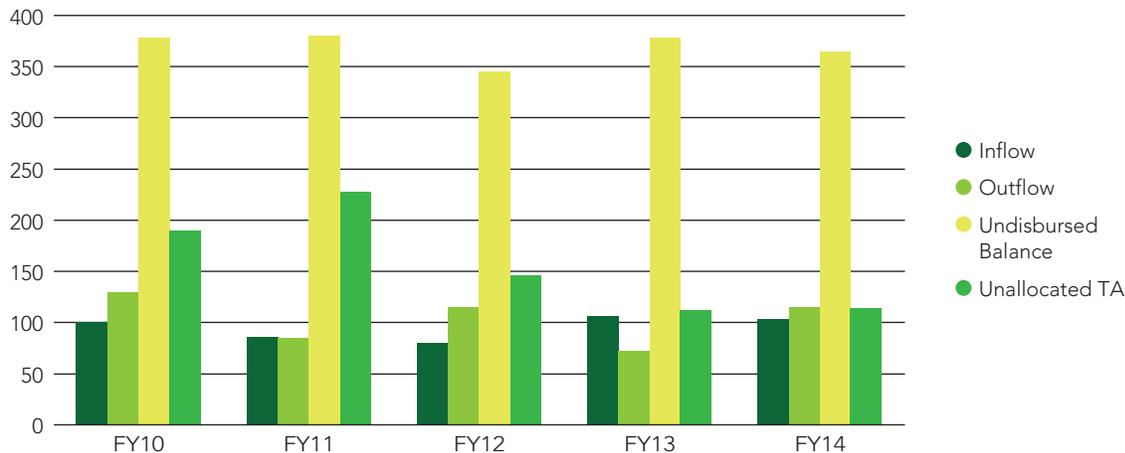
2

PHRD Disbursements: Total and by Program, FY10–FY14 (US\$ Million)



Source: DFPTF

PHRD Undisbursed Balances and Unallocated TA Program Balances, FY10–FY14 (US\$ Millions)



Source: DFPTF

Core TA Program

The current core PHRD TA program portfolio comprises of three windows: Africa Rice Research and Productivity Program, Disaster Reduction and Recovery (DRR), and Disability and Development (D&D), as well as the TA co-financing program. Allocations to these programs amounted to US\$155.3 million, which includes activities funded under the co-financing window, totaling US\$38.9 million. Almost half of the current funding—US\$76.2 million—is allocated to the Rice Research and Productivity window, reflecting the priority given by the GoJ and the WBG to the issue of food production and malnutrition in the Africa Region. Allocations under the two other priority windows, namely, Disaster Reduction and Recovery, and Disability and Development, amounted to US\$21.6 million and US\$18.5 million, respectively. At the end of FY14, US\$61.7 million had been disbursed to finance 40 grants in 32 beneficiary countries. In addition, about US\$0.64 million was disbursed under the Climate Change Window during FY14 for grants previously approved.

The **Co-financing** window continues to provide support for technical and institutional capacity development in several sectors (Agriculture, Fisheries and Forestry; Finance; Health and Other Social Services; Public Administration, Law and Justice; Transportation; Water, Sanitation, and Flood Protection) in four WBG operational regions: Africa (AFR); East Asia and Pacific (EAP); Europe and Central Asia (ECA); and Middle East and North Africa (MENA). The 16 co-financing grants were approved before FY09. In FY14 these grants supported an estimated 18,000 beneficiaries with training and capacity development and more than 200 institutions, both central and local government, to improve their institutional effectiveness and capacity to formulate and implement policies. An additional US\$4.3 million was disbursed in FY14, bringing total disbursement to US\$26.3 million (68 percent). Of the 16 grants, seven closed in FY14, of which six grants were fully disbursed at closing. (See Chapter III).

The first thematic priority area—**Africa Rice Research and Productivity Program**—has two objectives: (i) development of rice seeds resistant to heat and drought by the International Rice Research Institute (IRRI) and the Africa Rice Research Center (ARRC), formerly WARDA; and, (ii) support for the Africa rice research and productivity enhancement program. The seven active grants amounting to US\$76.2 million support these two goals. Activities under this program commenced in FY09 and are scheduled to be completed by FY18 at the latest. Cumulative disbursements at year end FY14 amounted to US\$30.4 million. Just under half this amount—US\$14.2 million—was disbursed in FY14. The program has already produced significant results, including demand-driven research, new technologies, and sharing of researchers. It is benefitting an estimated 250,000 farmers and has trained more than 25,000 extension workers and support staff. The expectation is that the program will develop the much sought-after rice seed by the end of FY18. (See Chapter IV).

The objective of the second priority area—**Disaster Reduction and Recovery** (DRR)—is to reduce vulnerability to natural hazards in disaster prone countries, particularly in Asia and including the Pacific Island countries. The 10 grants support technical and institutional capacity development, primarily in flood control to reduce the hazards of flooding due to climate change or other causes. Total allocations since inception in FY11 amounted to US\$21.7 million, of which cumulative disbursements amounted to US\$2.9 million by the FY14. The global results in the 10 countries that have benefitted from these grants include actual flood protection works in cases where such structures were needed to reduce current flooding risks, flood risk mapping and management strategies, structural and seismic risk assessments, vulnerability assessments, coastal zone protection schemes, and disaster information systems. The support for disaster information systems includes tsunami warning, which was developed to strengthen preparedness and reduce disaster impact in vulnerable countries. However, overall DRR program progress is slow and requires additional attention and renewed efforts by the WBG and recipients. (See Chapter V).

The objective of the third priority area—**Disability and Development** (D&D)—is to support activities that contribute to a better understanding of the issues surrounding disabilities in the recipient countries. Allocations during this reporting period amounted to US\$18.5 million. The seven grants in this program develop technical and institutional capacity. They also provide funds to construct ramps and purchase other devices and equipment and to improve access and mobility for the handicapped, among other efforts. In addition to developing policies to give the handicapped equal opportunity in society and in the workplace, the grants have helped introduce disability awareness in schools and in communities, provided training for job skills, trained teachers, improved disabled mobility on public transport, and identified persons with disabilities, including through the creation of databases. One grant is designed specifically to improve the well-being of the mentally disadvantaged. Total grants in the portfolio amounted to US\$18.5 million, of which US\$2 million was cumulatively disbursed in FY14. Implementation status of this program is outlined at Chapter VI.

Non-TA Programs

As in previous years, the PHRD Fund also supported non-TA activities including the Joint Japan-World Bank Graduate Scholarship Program, the Japan-World Bank Partnership Initiative, the Japanese Staff

and Extended Term Consultant (ETC) Program, and transfers to other WBG-managed TFs and initiatives. (See Chapter VII).

Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP): The program supports post-graduate training for member country nationals as a way to transfer skills and knowledge and to encourage and strengthen human resources development in developing countries. It targets mid-career professionals who work in development-related fields. Disbursements under the program were US\$14.7 million in FY14.

Japan–World Bank Partnership Initiative: The program strengthens relationships between Japanese stakeholders and the WBG on key development issues, such as increasing Japanese public awareness about international development issues and strengthening aid coordination initiatives. The objective also includes stimulating public interest in Japan for international development through: the financing of studies, research, seminars, conferences, and workshops on development aid policies and aid coordination; activities aimed at strengthening partnerships between Japan and the WBG; and publicizing WBG activities in Japan. As of the end of FY14, 67 percent of the allocations have been disbursed (US\$12.3 million cumulative amount; US\$4.2 million FY14 disbursement).

Japanese Staff and Extended Term Consultant Program: The PHRD Staff and ETC Program was established in 2003 to recruit Japanese nationals for staff or ETC positions in the WBG. The objectives include: increasing the representation of Japanese nationals in the WBG in mid/higher career appointments, exposing them to the WBG's operational processes, leveraging expertise and experiences, and exchanging knowledge in development finance. The program supports ETC, Term and Open-Ended appointments to the WBG staff. By the end of FY14, Japan's contributions to this program totaled US\$53.37 million, of which 40 percent has been disbursed (cumulative total of US\$20.77 million) with disbursements in FY14 of US\$4.2 million. (see Japanese Staff and Extended Term Consultant Section for details).

Other WBG-Managed Programs Supported by PHRD Fund: The PHRD Fund supports various WBG activities through transfer of resources to other non-PHRD WBG programs. In FY14, 13 transfers were completed, totaling US\$64.8 million. (see Non-TA Program Section for details).

Others: Disbursements (US\$0.86 million) continued in FY14 for the Japan-Indonesia Presidential Scholarship Program (JIPS), which was set up in 2008 to support studies in development-related fields. Japan's one-time total contributions to this program amount to US\$8 million. The Global Development Network (GDN) supports the Global Development Awards and Medals Competition. The awards and competition were established to support the research capacity development of economics and social science researchers and fund innovative social development projects benefiting marginalized groups in the developing world. Through this network, the Japanese government supports two awards: the Japanese Awards for Outstanding Research on Development (ORD) and the Japanese Award for Most Innovative Development Project (MIDP).



CHAPTER

III

TECHNICAL ASSISTANCE CO-FINANCING PROGRAM

TA Co-financing Program

The objective of the program is to co-finance the institutional capacity building components of World Bank-supported operations in eligible countries. The FY14 portfolio consisted of 16 grants. All grants are aligned with this objective, focusing on specific aspects of implementing Bank-supported projects, developing human resources, and formulating development policy. A majority (12) of the grants focused on developing the capacity of civil servants at the central or regional level to implement projects or programs, formulate policies and procedures, and deliver services.

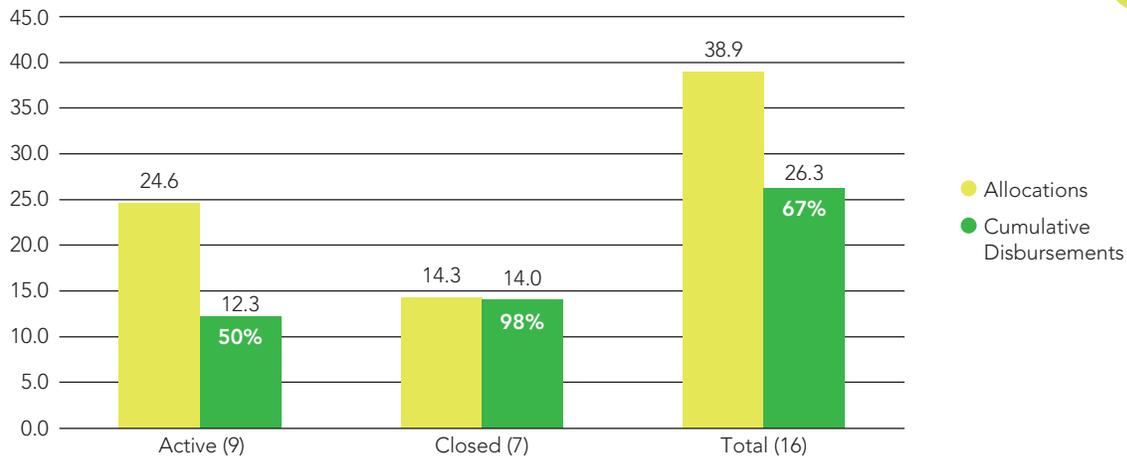
Of the 16 grants that were active at the beginning of FY14, seven closed by June 30, 2014 and nine remained active. FY14 disbursements amounted to US\$4.3 million, resulting in cumulative disbursements of US\$26.3 million (67 percent) from the allocation of US\$39 million (Figure 4). Almost all the grants that closed in FY14 were nearly fully disbursed (98 percent of grant amount).

The geographic distribution of the grant activities were in four WBG operational regions, namely, Africa (AFR), East Asia and Pacific (EAP), Europe and Central Asia (ECA), and Middle East and North Africa (MENA). EAP had the highest number of TAs (seven) as well as financial allocation (US\$15.9 million), followed by ECA (US\$11.6 million) and AFR (US\$10.7 million), while there was only one TA in MENA (Egypt, which closed in FY14), amounting to US\$0.7 million. The countries in which these TAs were implemented include Albania, Angola, Azerbaijan, Cambodia, Egypt, Kyrgyz Republic, Lao PDR, Moldova, Mozambique, Nigeria, Tajikistan, and Vietnam. Disbursement performance was better in ECA (80 percent) followed by AFR (72 percent), while the

TA Co-financing: Allocations and Disbursements, FY14 (US\$ Million)

FIGURE

4



Source: DFPTF

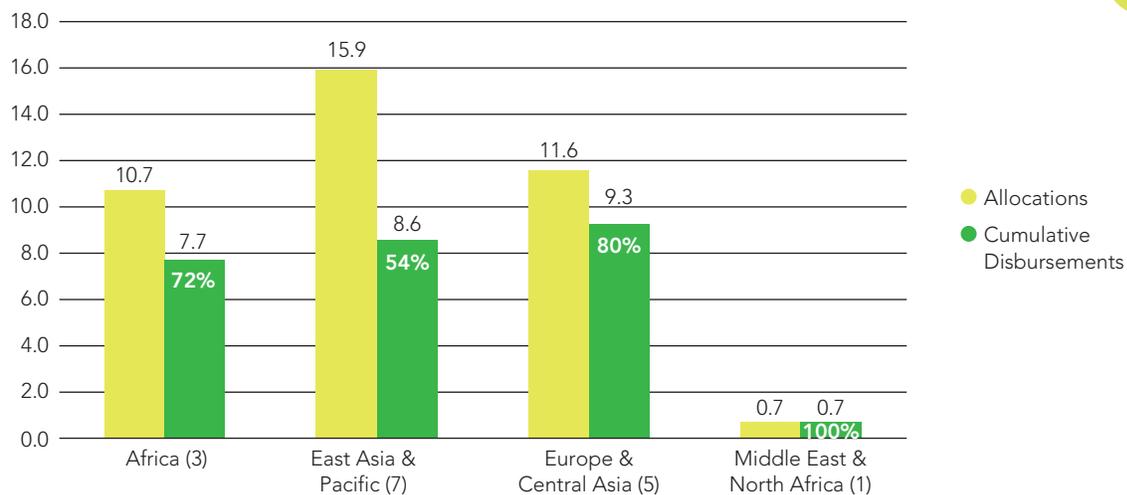
one TA in MENA closed with 100 percent cumulative disbursement. The details are outlined in Figure 5 below.

The sectoral distributions by volume of funds for these 16 co-financing grants show that Agriculture, Fisheries and Forestry received the largest allocation (Figure 6). Health and Other Social Services received the smallest allocation. Finance as a stand-alone sector also received low allocation. Rates of cumulative disbursements reflect the complexity of implementation in the various sectors with the social services sector achieving full disbursement.

TA Co-financing: Allocations and Disbursements by Regions, FY14 (US\$ Million)

FIGURE

5

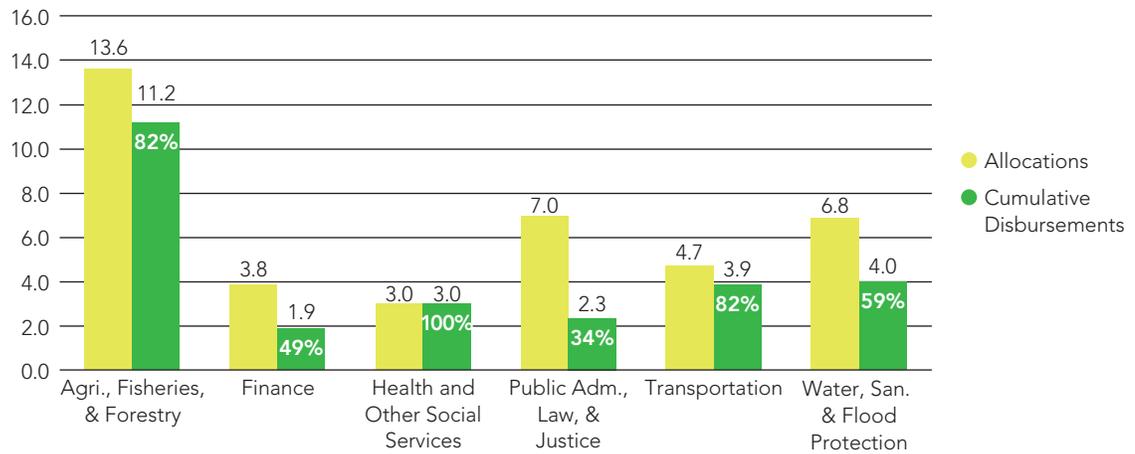


Source: DFPTF

FIGURE

6

TA Co-financing: Allocations and Disbursements by Sector, FY14 (US\$ Million)



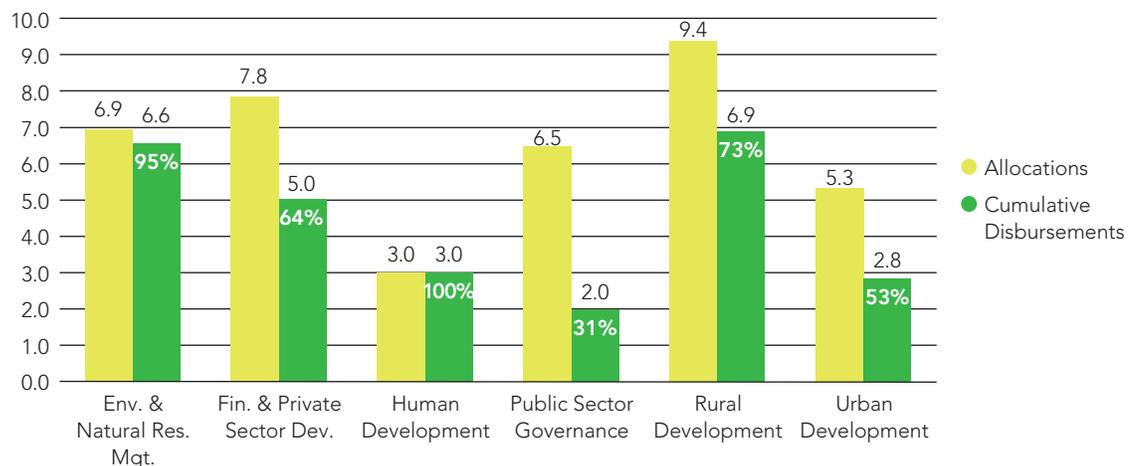
Source: DFPTF

The thematic distributions shown in Figure 7 echo the sectoral allocations. Environmental and Natural Resource Management and Rural Development together received the largest allocations. Human Development received the smallest allocation. Finance and Private Sector Development as a thematic area received the second highest allocation. The rates of cumulative disbursements show 100 percent disbursement for Human Development, with Environment and Natural Resource Management also achieving a high rate (95 percent).

FIGURE

7

TA Co-financing: Allocations and Disbursements by Theme, FY14 (US\$ Million)



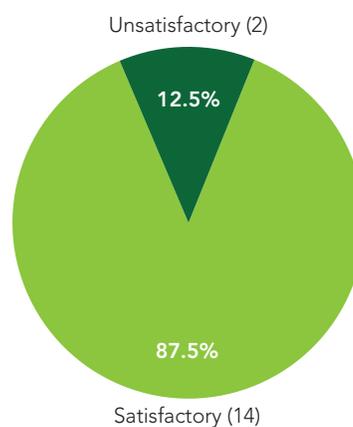
Source: DFPTF

Performance of the TA Co-financing Portfolio

Based on the ratings in the Grant Report and Monitoring (GRM) and Implementation Completion Memoranda (ICM), which capture short-term achievements and intermediate outcomes and which measure progress on grant implementation, 14 of the 16 grants in the TA Co-financing portfolio—88 percent—were rated as satisfactory (rating of Moderately Satisfactory and above) in overall grant objective achievement. Two grants were rated as unsatisfactory (Marginally Unsatisfactory and below) for both Development Objective (DO) and Implementation Progress (IP) in FY14 (Figure 8). Of the seven grants that closed in FY14, six were rated as likely to have outcomes that would be sustainable. Still, it is difficult to provide an accurate, quantified measure of the accumulated outcomes of the 16 grants, including the grants that have not yet closed, although it could be extrapolated that in 88 percent of the active grants, the intended objectives and associated outcomes are likely to be achieved.

While these ratings are provided by task teams, sector/global practice and country managers review the ratings. If they seem unrealistic, managers may provide additional feedback and review. Therefore, the ratings provide a global assessment of grant outcomes. The examples below (Boxes 1 and 2) of a satisfactory and a moderately satisfactory rated grant illustrate that the rating system

FIGURE 8
TA Co-financing: Performance Ratings, FY14: Development Objective (DO) and Implementation Progress (IP)



Source: DFPTF

BOX 1 TA Co-financing: Example of a Satisfactory Rating

The FY14 rating of the active PHRD TA co-financing grant TF 056896: Nigeria–Federal Roads Development Project is Satisfactory. The objective of the grant is to co-finance the institutional capacity building components of the WBG project. The project assists with the development and maintenance on a sustainable basis of adequate federal road infrastructure conducive to private sector-driven economic growth through participation of the private sector in the provision and management of selected feeder roads. The grant financed the training of 1,500 staff at the central Ministry of Public Works and Transport, and at the provincial and district levels. As a result of the training, staff has developed a road design manual and a methodology for road maintenance, as well as standards for road safety and traffic monitoring. All of these standards and procedures are being applied and evidence of improved safety, maintenance and efficiency is being collected. Also, the financial management and procurement processes of the ministry, provincial and district offices have been improved, leading to savings and more timely delivery of goods and works. The effects of the capacity-building activities on the overall implementation of the project are the rationale for the satisfactory rating of the achievement of the grant objective. While the closing date has been extended to allow for the completion of the rehabilitation of important road sections, it is likely that the objective of the grant and project will be fully achieved by project closing in 2016.



BOX 2 TA Co-financing: Example of a Moderately Satisfactory Rating

The final rating of **TF057140: Egypt–Grant for Preparation of Urban Transport Infrastructure Development Project** was moderately satisfactory when the grant closed in FY14. The objective of the co-financing grant was to finance the technical assistance for the associated Urban Transport Project. The purpose of this project was to “improve the efficiency and livability in the three governorates of the Greater Cairo Region through strategic investments in infrastructure, service delivery and land development, while laying the medium to long term institutional and regulatory foundation for efficient and coordinated management of service delivery, and strengthened local finances and asset management.” Implementation of the grant activities commenced in 2009 with the proceeds of the grant financing the preparation of preliminary engineering design and bidding documents for the key urban transport sub-project—the rehabilitation and extension of the Heliopolis tram system. During grant implementation, the government requested the reallocation of most of the uncommitted grant funds to finance an amendment to the engineering design contract. This amendment allowed for changes in design to build a longer tram line system than was initially considered. The design work for the tram system was completed at grant closing, but the bidding documents were not because the government was considering a public-private partnership approach for the tram system. Given that outcome and the full disbursement of the grant amount of US\$0.72 million, the task team rated the achievement of the grant objective as moderately satisfactory at closing.

provides a global achievement measure for what is often a complex set of inputs and services designed to produce specific outcomes. Together, these outcomes result in the expected achievement of the grant objective.

Not all the grants under this program achieved successful outcomes given the development challenges facing some of these countries. Several of the grants faced implementation start-up delays and others have run into implementation obstacles or changes in policies, objectives or environment. (Box 3 provides an illustration.)



BOX 3 TA Co-financing: Example of a Marginally Unsatisfactory Rating

TF057847: Vietnam–Tax Administration Modernization co-financed the capacity building components of the IDA-financed Tax Administration Modernization Project. The grant was approved in FY07 and financed a series of training programs and international workshops for knowledge sharing and capacity enhancement on risk-based audits, compliance management, change management, and project management for staff of the Ministry of Finance. The training aimed to equip the staff to work with upgraded Tax Management System (TMS) software and with the Integrated Tax Administration Information (ITAIS) system, along with other goals. The ITAIS system was to be procured under the project. However, although the rollout of the TMS in two provinces was successful, the government decided that the procurement of the ITAIS would conflict with government systems in place and proposed possible cancellation of the project. The capacity building objective was only partially achieved after almost seven years of implementation.

Continued Relevance and Sustained Impact of the TA Co-financing Grants

Capacity building. Despite the often modest sizes of the grants, the training, mentoring, and tutoring activities, brought about significant capacity development improvements. For example, the US\$3 million co-financing grant for **TF 056832: Cambodia–Avian and Human Influenza Control and Preparedness Emergency Project** supported the training of 5,000 health workers who effectively treated the members of an estimated 1,500 families in 30 villages for avian influenza. Another example is the co-financing grant, **TF092396: Tajikistan–Public Financial Management Modernization Project**, which financed the training of 9,000 Ministry of Finance civil servants in accounting, information technology (IT) and budgeting. While not all 16 grants resulted in large human development programs, overall the 16 grants in this TA program helped to bring about substantial capacity development in public administration, agriculture, water and sanitation, health, and transport.

Strengthening institutions and policies. The impact of the grants goes well beyond the immediate measurable outputs such as the number of staff trained. The acquired capacities not only translate into better financial or health systems or more up-to-date IT systems. They also help bring about an improvement in policies, practices, and services that often benefit large numbers of people—in most cases, people in need who rely on these policies and services to improve their well-being. In the institutions where staff are trained, these staff—and their institutions—become more efficient and effective, yielding the ability to provide new or improved services. For example, Lao PDR's Department of Planning can now undertake environmental impact assessments and implement mitigation measures as a result of **TF095057: Lao PDR—Co-financing Sustainable Forestry for Rural Development Project**.

Poverty reduction. With nine grants still active and implementation performance rated as satisfactory, the PHRD TA co-financing program continues to make a significant contribution to technical and institutional capacity building in the beneficiary countries. This capacity building contributes to improved impact and performance of the associated projects. Ultimately, it contributes to the achievement of the objectives of the projects themselves, and support the ultimate goal of poverty reduction, with improvements in transport, agriculture, health, and public administration. In partnership with the WBG, the GoJ has decided to narrow the PHRD program's focus to priority development themes in agriculture, disaster reduction, and disability. However, the TA co-financing grants continue to make an important impact on the overall goal of Japan and the WBG: to end extreme poverty and promote shared prosperity. These grants deserve continued support, given their flexibility and adaptability and the role they play in bringing about improvements in transport, agriculture, health and many other areas, where communities confront obstacles that make it difficult to improve their well-being and end poverty.

Illustrative Results

These PHRD grants complement a number of WBG-financed projects across a range of countries, sectors, and thematic areas by providing co-financing. To the extent that the WBG-supported operations



Cambodia
One Health
Program:
Healthy Livestock,
Healthy Village,
Better Life

achieve various results, the PHRD grants have contributed to the outcomes. As grant funds are sometimes comingled with WBG resources, direct attributions are often difficult. However, the PHRD grants usually finance specific aspects of project preparation and implementation. The FY14 portfolio of PHRD co-financing TFs mostly focused on a few selected dimensions such as strengthening capacity and institutions, providing training, strengthening natural resource and environmental management, improving social and infrastructure service delivery, improving irrigation and water resource management, and strengthening the environment for financial and private sector development. The outputs of these activities are very often related to improved processes and procedures, which also usually take a medium to longer term to yield tangible impact (for example, an improved sector strategy which is developed with a PHRD grant still needs to be adopted and implemented over time). The “results” should thus be viewed within this overall context. The following boxes provide some illustrative examples of these outcomes and results drawn from the GRMs.

BOX 4 Examples of Results: Strengthening Capacity/Institutions

TF055065: Albania–Coastal Zone Management and Clean-up Project helps protect the country’s coastal and marine natural resources and promotes sustainable tourism development.

- Strengthened capacity for program implementation, including for communities in 13 coastal villages for identification of investments and continuous supervision of implementation.
- Delivered capacity and training programs for stakeholders and communities to support the cleanup of Porto Romano hot spot.
- Significantly improved capacity for project implementation: including for regular M&E.

TF 092396: Tajikistan–Public Financial Management Modernization Project aims to enhance the efficiency and transparency of public sector expenditure management.

- Developed the business plan to reorganize the Ministry of Finance training center, including targeted indicators for training center performance and a suggested road map.
- Set up documented management system to improve the efficiency of the center’s management based on an ISO level Quality Management System.

TF057847: Vietnam–Tax Administration Modernization financed capacity building components of the related project.

- Successfully organized a series of training and international workshops over the past years for knowledge sharing and capacity enhancement, with a particular focus on risk-based auditing, compliance management, change management, and project management.

TF056325: Vietnam–Coastal Cities Environmental Sanitation Project improves environmental sanitation in the project cities of Dong Hoi, Quy Nhon, and Nha Trang in a sustainable way, leading to an enhanced quality of life for city residents.

- Contributed to capacity building for staff, covering all relevant departments, companies, and operational and managerial agencies of the local government.
- Organized environmental protection activities including initiatives developed by the City Women’s Union (WU) for road management and school beautification.



BOX 5 Examples of Results: Providing Training

TF057845: Angola–Market Oriented Smallholder Agriculture co-finances capacity building activities under the IDA project.

- Trained 44,515 smallholder farmers in community organization and leadership, organization of production and agricultural techniques for maize, beans and Irish potatoes, and cassava; of which about 14,737 farmers were trained through the FAO Farmers' Field Schools.
- Trained 1,087 facilitators including 59 EDA (Agrarian Development Stations) technicians in community leadership methods and 32 EDA technicians in participatory rural appraisal methods.

TF056832: Cambodia–Avian and Human Influenza Control and Preparedness Emergency Project supports the implementation of the Cambodia Comprehensive AHI National Plan to minimize the threat posed to humans and the poultry sector by AHI infection in Cambodia, to prepare for control, and to respond if necessary to a human influenza pandemic.

- Trained more than 2,000 new Village Animal Health Workers (VAHWs) and more than 3,000 VAHWs received refresher training using a curriculum revised by the project, vastly exceeding the project target of 700 VAHWs trained.
- For the human health component, the targets were met for the percentage of provincial and district Rapid Response Teams trained, percentage of outbreak warning signals detected and investigated within 24 hours, and, percentage of suspected patients treated according to infection control and case management guidelines.
- Trained 500 health professionals on case management and infection control during the project period.

TF092394: Lao PDR–Khammouane Rural Livelihoods Project strengthens the planning process and public financial management associated with the decentralized delivery of services and infrastructure, including irrigation development, in Khammouane Province.

- Trained nearly 700 provincial and district staff including 191 women, who are applying their knowledge towards improved services delivery.

TF093083: Lao PDR–Co-financing the Lao PDR Road Sector Project objectives include (i) to improve road services on two main national corridors and the provincial road network, (ii) to rehabilitate roads damaged by Typhoon Ketsana, and (iii) to establish and operationalize a contingency fund for quick disaster response in the road sector.

- Provided instruction for about 1,500 Ministry of Public Works and Transport provincial and district staff (28 percent women) on technical and strategic training courses.
- Piloted technical training for district staff in two provinces—Oudomxay and Houaphan—, resulting in improved capacity of the public works ministry and its provincial offices.

TF093088: Moldova–Community Support Program for Sustainable and Integrated Forest Management and Carbon Sequestration through Forestation aimed to ensure sustainability of newly created community forests and provide global benefits through carbon sequestration and reduction of greenhouse gas concentration in the atmosphere.

- Delivered training to the Forestry Research Institute (FRI) staff along with mayors and technical staff of participating communities.

TF092396: Tajikistan–Public Financial Management Modernization Project aims to enhance the efficiency and transparency of public sector expenditure management.

- Delivered on-the-job skills development training.
- Trained about 9,000 budget workers from various organizations on budget execution and preparation, accounting and IT programs.

TF056325: Vietnam–Coastal Cities Environmental Sanitation Project improves environmental sanitation in the project cities of Dong Hoi, Quy Nhon, and Nha Trang in a sustainable way, leading to an enhanced quality of life for city residents.

- Provided on the job-training to staff working on sewerage, wastewater treatment, and solid waste operation management unit.
- Trained Project Management Unit (PMU) staff to strengthen the management and efficiency of sub-projects in areas such as design, M&E, audits and project completion report.

**BOX 6****Examples of Results: Strengthening Natural Resources and Environmental Management**

TF055065: Albania–Coastal Zone Management and Clean-up Project helps protect the country's coastal and marine natural resources and promotes sustainable tourism development.

- Completed social assessment component of the Butrinti National Park Protected Area Management Plan.
- Prepared the South Coast Development Plan in a participatory manner.

TF095057: Lao PDR–Co-financing the Sustainable Forestry for Rural Development Project helps to alleviate rural poverty in Lao PDR through sustainable management of natural production forests. Specific objectives include to: (i) improve the policy, legal, governance and incentive framework enabling the expansion of Participatory Sustainable Forest Management (PSFM) throughout the country; (ii) bring the country's priority natural production forests under PSFM; and (iii) improve villagers' well-being and livelihoods through benefits from sustainable forestry, community development, and development of viable livelihood systems.

- Built the human resource capacity of the Department of Forest Inspection (DOFI) to control illicit harvest and trade in timber and non-timber forest products.
- Improved the legal and governance frameworks for forest law enforcement and supported improved monitoring and reporting of forest crimes at provincial and national levels.
- Developed strategy for forest law enforcement and governance.

TF054759: Mozambique–Transfrontier Conservation Areas and Tourism Development Project aims to increase community revenues by growing the environmentally sustainable tourism sector in TFCAs.

- Produced the Maputo Special Reserve and Futi Corridor tourism framework, which were approved.
- Increased tourism in the Lubombo TFCA district.
- Prepared Tourism Master Plans (TMPs) for Vilanculos, Sussundenga, and Mancia districts.
- Established 24 community associations, exceeding the target of 20.
- Generated more than 1,100 new jobs, benefiting 3,000 members in 18 communities through capital investments.
- Created the Ponta do Ouro Marine Reserve.

TF093088: Moldova–Community Support Program for Sustainable and Integrated Forest Management and Carbon Sequestration through Forestation.

- Planted community forests and pastures that are thriving, yielding environmental and natural resource benefits for participating communities.
- Strengthened capacity of communities to manage natural resources.
- Provided global benefits through carbon sequestration as evidenced by the completion of the verification and registration of the main Moldova Community Forestry Project with the UNFCCC and the issuance of Temporary Certified Emission Reductions.
- Established 1,453 ha Integrated Forested Areas, exceeding the 500 ha target.
- Sequestered 51,000 tons of CO₂, exceeding 50,000 ton target.
- achieved 100 percent adoption of forest management practices.

TF056325: Vietnam–Coastal Cities Environmental Sanitation Project improves environmental sanitation in the project cities of Dong Hoi, Quy Nhon, and Nha Trang in a sustainable way, leading to an enhanced quality of life for city residents.

- Approved new regulations on drainage and solid waste in Dong Hoi City; government officials also developed flood mapping, and reviewed hydraulic modeling.
- Initiated new environmental awareness programs in Quy Nhon City and Nha Trang Coastal City, including the "Clean and Healthy City Partnership" that addressed pollution due to uncollected waste; and improved awareness about the importance of proper sanitation, and collecting waste garbage and wastewater.

**BOX 7****Examples of Results: Improving Social and Infrastructure Service Delivery**

TF056832: Cambodia–Avian and Human Influenza Control and Preparedness Emergency Project supports the implementation of the Cambodia Comprehensive AHI National Plan to minimize the threat posed to humans and the poultry sector by AHI infection in Cambodia, to prepare for control, and to respond if necessary to a human influenza pandemic.

- Improved disease prevention for 30 villages, representing over 1,440 households, by adopting two or more disease prevention measures as recommended by the project, exceeding the target.
- Improved effectiveness in responding to avian flu risks by participating animal and human health services, including improved speed of response to suspected outbreaks in both poultry and humans.
- Increased number of suspected cases of highly pathogenic avian influenza (HPAI) reported by VAHWs; these were investigated within 24 hours of initial reporting.
- Extended surveillance of influenza-like illness (ILI) from six to 10 sites.

TF057140: Egypt–Preparation of Urban Transport Infrastructure Development Project financed the technical assistance for the associated Urban Transport Project.

- Improved efficiency and livability in the three governorates of Greater Cairo Region through strategic investments in infrastructure, service delivery, and land development.
- Strengthening the medium- to long-term institutional and regulatory foundation.
- Completed the main design contract for the rehabilitation and extension of the Heliopolis Tram.

TF093083: Lao PDR–Co-financing the Lao PDR Road Sector Project objectives include (i) to improve road services on two main national corridors and the provincial road network, (ii) to rehabilitate roads damaged by Typhoon Ketsana, and (iii) to establish and operationalize a contingency fund for quick disaster response in the road sector.

- Improved national roads 6A and 1B and upgraded road maintenance for provincial roads.
- Enhanced 1,448 km of the provincial road network.

TF056896: Nigeria–Federal Roads Development Project co-finances the institutional capacity building components of the main project.

- Completed 14 periodic maintenance contracts spread throughout the country.
- Completed two large road rehabilitation contracts.
- Completed the Governance and Accountability Action Plan.

TF056325: Vietnam–Coastal Cities Environmental Sanitation Project improves environmental sanitation in the project cities of Dong Hoi, Quy Nhon, and Nha Trang in a sustainable way, leading to an enhanced quality of life for city residents.

- Contributed to the improvement and development of infrastructure and urban landscape, minimizing floods in selected urban areas.
- Improved sanitation, health, and people's living standards.
- Increased awareness of the importance of environmental protection and environmental improvement.

Vietnam:
Coastal Cities
Environmental
Sanitation Project
Dat Lanh resettlement
site in Vinh Thai
Commune

Before



After



BOX 8

Examples of Results: Improving Irrigation and Water Resource Management

TF056324: Kyrgyz Republic–Water Management Improvement Project

improves (i) irrigation service delivery and water management for the benefit of a sustainable increase in irrigated agricultural productivity; and (ii) national water resource governance for the benefit of water users and the nation as a whole.

- Prepared and approved two river basin plans.
- Increased water use collection rates from 74 percent to 89 percent in the rehabilitated schemes.
- Improved satisfaction of surveyed Water Users Associations (WUAs) with bulk water supply.
- Increased overall yields of major crops following rehabilitation.
- Prepared a national water strategy.

BOX 9

Examples of Results: Strengthening Financial and Private Sector Development

TF057849: Azerbaijan–Corporate and Public Sector Accountability strengthens accountability and transparency in financial reporting for public and corporate sectors in line with international best practices and supports institutional strengthening to sustain reforms.

- Deployed improved accounting system (FARABI) with implementation of originally contracted modules in 39 pilot sites.
- Retrained 2,700 public sector accountants, to date.

TF054759: Mozambique–Transfrontier Conservation Areas and Tourism Development Project aims to increase community revenues by growing the environmentally sustainable tourism sector in TFCA districts.

- Contributed to private tourism or conservation-related activities growth in the Libombo, Limpopo, and Chimanimani TFCA districts.
- Increased investor satisfaction in the Libombo, Limpopo and Chimanimani TFCA districts by 62 percent.

TF093085: Vietnam–Financial Sector Modernization and Information System Project helps increase the effectiveness of three key institutions in Vietnam's financial sector: the State Bank of Vietnam, the Credit Information Center, and Deposit Insurance Vietnam. The project focuses on enhancing delivery of core functions and improving organizational management for better alignment with international practices.

- Designed new business processes, prepared skills gap assessments, user needs specifications and functional requirements, and provided relevant training to SBV staff in functional areas such as banking supervision, monetary policy, reporting regime, accounting, and internal audits.



CHAPTER IV

RICE RESEARCH AND PRODUCTIVITY IN AFRICA

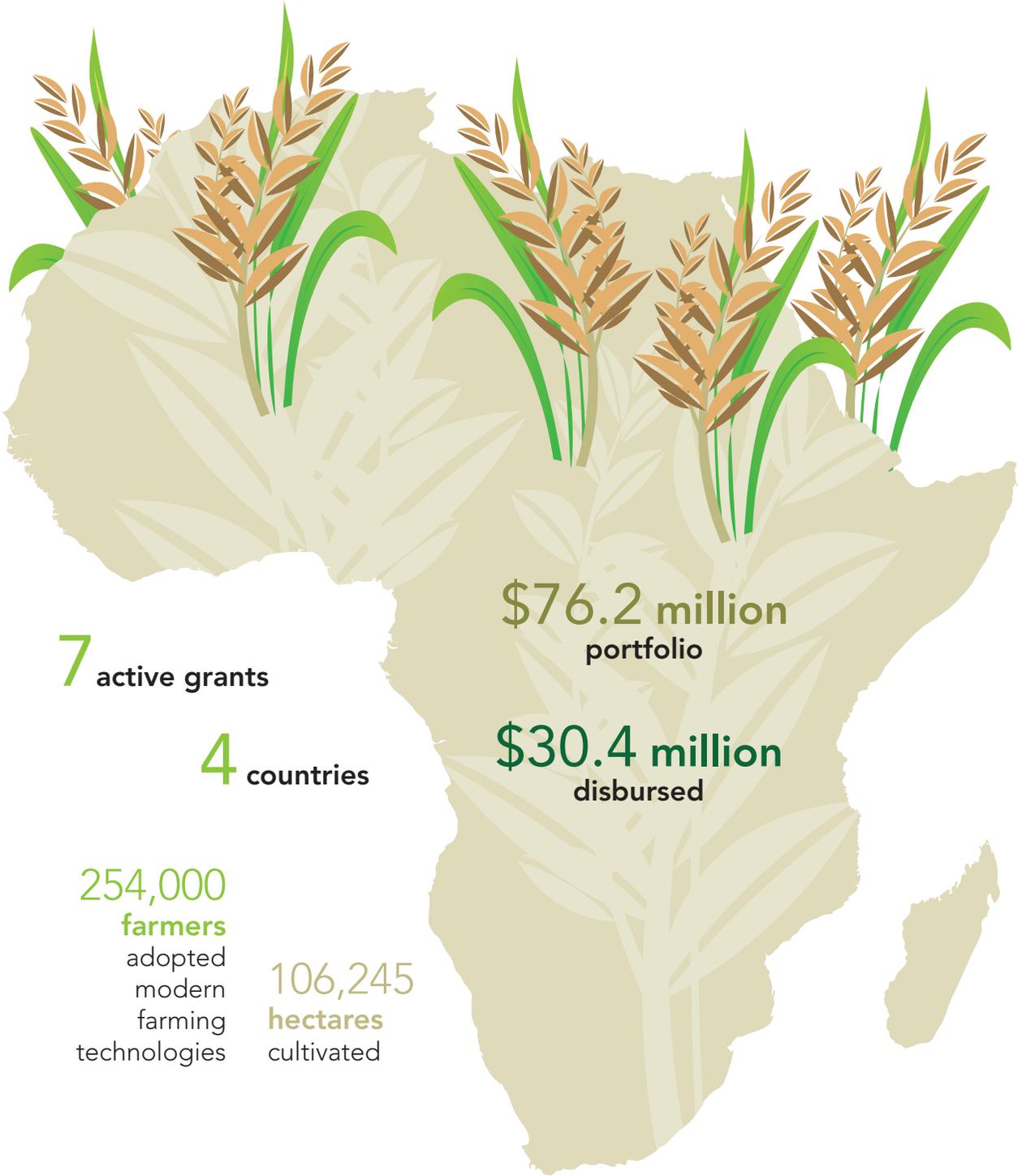
Overview of the Program

The objective of this program is to enhance rice productivity and production in Africa. This goal is achieved through support for: (i) the development of improved rice varieties for Africa; and (ii) the implementation of National Rice Development Strategies (NRDS) in selected countries, including strengthening of institutional and human resource capacity in rice research, extension and dissemination, as well as investing in farmers' adoption and application of improved and/or suitable rice growing technologies. These objectives are consistent with the framework and priorities identified by the Coalition for African Rice Development (CARD), the Comprehensive African Agricultural Development Program (CAADP), and Tokyo International Conference on African Development (TICAD), which supports efforts to strengthen rice research and improve rice productivity in Africa.

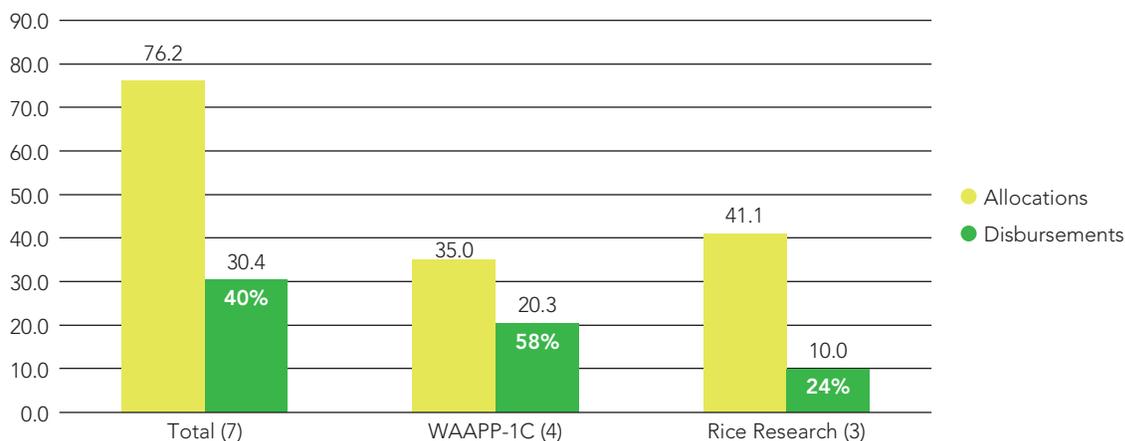
The FY14 portfolio consisted of seven active grants amounting to US\$76.2 million, of which US\$30.4 million has been disbursed (Figure 9). These grants are aligned with the program's two associated objectives of developing heat- and drought-resistant rice seeds, and supporting research to enhance rice productivity in Africa. Four of the seven grants support rice seed research through the third phase of the West Africa Agricultural Productivity Program (WAAPP-1C⁴). Financing for the four WAAPP-1C grants amounts to US\$35 million, of which US\$20.3 million has been disbursed. The remaining three grants focused on rice research and productivity in Madagascar, Mozambique and Tanzania. The com-

⁴ The PHRD grants support four (Cote D'Ivoire, Guinea, Liberia, and Sierra Leone) of the eight countries in the current WAAPP-1C program. The other four countries in the WAAPP-1C (Benin, Gambia, Niger, and Togo) are supported through an IDA Adjustable Program Loan (APL).

BY THE NUMBERS:



Rice Research and Productivity: Allocations and Disbursements, FY14 (US\$ Million)



Source: DFPTF

binned allocation for these three grants is US\$41.1 million, of which US\$10 million was disbursed by the end of FY14. All seven grants are in the Rural Development thematic area, while sectorally they are distributed between Agriculture, Fisheries, and Forestry (allocation US\$61.9 million, disbursement US\$22.9 million), and Industry and Trade—Agro-Industry (allocation US\$14.3 million, disbursement US\$7.5 million).

West Africa Agricultural Productivity Program

The four WAAPP-1C program grants extend the CAADP to the remaining four countries of the Economic Community of West African Agriculture Policy (ECOWAP). They build on the two successful earlier phases⁵ of this 10-year program, financed by an IDA Adaptable Program Loan (APL). The achievements of the earlier WAAPPs included harmonizing regulations, setting up centers of specialization, operating demand-driven research systems, and sharing researchers and released technologies. The four PHRD grants for WAAPP-1C focus on rice productivity enhancement research and development because rice is the priority commodity in these four Mano River Union (MRU) countries⁶. Over the last four decades, demand for rice has outstripped production gains. This imbalance has turned all four countries into major rice importers⁷. The overall objective of WAAPP-1C is to double rice production in the MRU countries towards 2018. Implementation of the grants is affected by the fact that the four

⁵ WAAPP-1A—Ghana, Mali, and Senegal approved in 2007; WAAPP-1B Burkina Faso, Cote D'Ivoire, and Nigeria approved in 2010.

⁶ Cote D'Ivoire, Guinea, Liberia, and Sierra Leone.

⁷ Total imports of rice amounted to approximately 1.3 million metric tons in 2008.

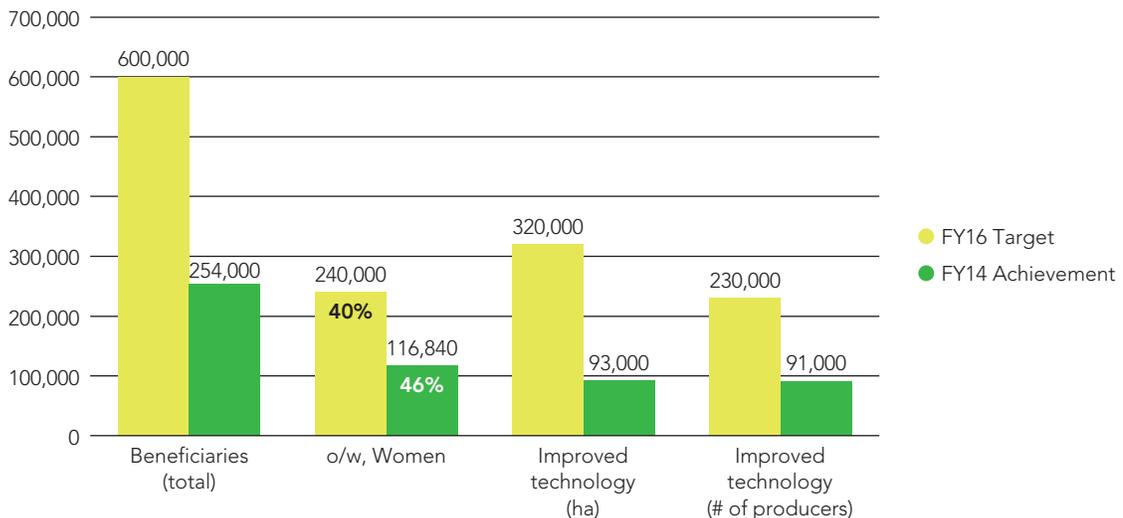
MRU countries are fragile states. They are emerging from long conflicts and wars that have destroyed human resources, infrastructure, and institutional capacity. In addition, three of the four countries are still struggling following the 2012 Ebola outbreak.

The specific objectives of WAAPP-1C are to generate and accelerate the adoption of improved technologies in the participating countries for their priority agricultural products, in alignment with the sub-region’s agricultural commodity priorities as outlined in ECOWAP. Each one of the MRU countries has prepared a National Rice Development Strategy (NRDS) through the JICA-sponsored process of the CARD, with the support of the Africa Rice Center (Africa Rice) and *Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles* (CORAF). WAAPP-1C was approved in FY11 and after three years has achieved significant outcomes in the four MRU countries, despite the Ebola outbreak that began in 2012. In FY14 (Figure 10), the number of beneficiaries in the four countries reached 254,000, of which 46 percent are women (end target of 600,000 and 40 percent respectively by FY16). Improved technologies developed by the program are being used to cultivate approximately 93,000 ha of land (target of 320,000 ha of land by FY16), on which farmers are experiencing increases in yields ranging from 50 to 150 percent. About 91,000 producers have adopted improved technologies developed under the program (target 230,000 producers by FY16). Targets for training, study exchanges, regional and national journals published, and research proposals that are financed have been reached in the four countries and in the case of training, exceeded. The implementation performance of the four grants was satisfactory in FY14, but could deteriorate due to the Ebola outbreak in three of the four countries.

FIGURE

10

PHRD Grants Supporting WAAPP-1C: Achievements, FY14



Source: DFPTF

Rice Research and Productivity Enhancement

The three grants supporting the rice research and productivity enhancement component are in Madagascar, Mozambique, and Tanzania. The objective of **TF016875: Madagascar–Irrigation and Watershed Management Project** is to increase rice productivity in selected irrigation sites and their surrounding watershed. The grant is linked to the Tokyo International Conference on African Development (TICAD) program that supports strengthening rice research and improving rice productivity in Africa and the JICA rice productivity project. The grant finances irrigation and watershed development and rice research to increase rice yields for 7,230 beneficiary farmers. At year-end FY14, disbursements from the US\$12.7 million allocation have not commenced.

The objective of **TF010214: PROIRRI–Sustainable Irrigation and Development for Rice Production** in Mozambique, approved in FY11, is to increase marketed agricultural production and raise farm level productivity in new or improved irrigation schemes in three provinces. The grant finances technical assistance and training for the beneficiary farmers and staff of the Ministry of Agriculture, the design of irrigation and drainage infrastructure, and the development of environmental mitigation measures. After three years, only 50 ha of the targeted 1,900 ha have been equipped with irrigation and drainage infrastructure. Another 870 ha are under procurement. The design for the irrigation and drainage infrastructure for the approximately 920 ha has been completed as well as legislation for water users. However, little training has taken place due to delays in hiring consultants. To date, US\$2.5 million of the US\$14.25 million grant has been disbursed. The performance of the project and the grant is rated as moderately unsatisfactory.

The PHRD grant that supports the scaling-up of research and development services, capacity building, and developing market linkages under **TF01170: Tanzania– Complementary Financing for the Agriculture Sector Development Project** has financed the training of 3,000 beneficiaries, the construction of storage facilities, and procurement of equipment. District level irrigation and extension staff and farmers have benefitted from on-farm demonstration of new technologies, exchange visits, and study tours. By the end of FY14, more than half (US\$7.5 million) of the US\$14.2 million grant was disbursed. However, overall, these activities have contributed little to increasing rice production and reducing poverty, the key objectives of the project. The project and grant will be closed in December 2015. The project is rated moderately satisfactory for the achievement of the development objective.



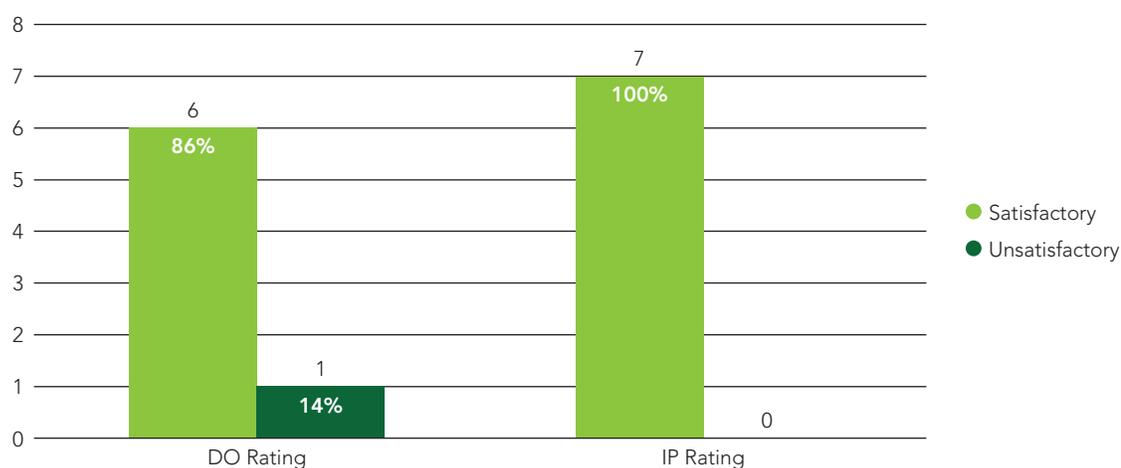
Overall Performance

The performance of the seven grants under this thematic priority is mostly rated Satisfactory (Figure 11) despite the difficult environment in the beneficiary countries. Several countries have gone through long periods of civil war that have also affected the rural areas. Large numbers of villagers and farmers have fled to cities to escape violence. These events, make the achievement of the objectives—developing rice seeds resistant to heat and drought, and increasing rice production—all the more critical. They also heighten the importance of PHRD technical assistance in advancing research, and training researchers, extension workers and farmers. The goal of developing resistant rice seeds, which is being pursued in 14 West African countries, benefits from the exchange of research and development undertaken in these countries. The outcomes and technologies for enhancing rice productivity developed in the region are now also benefitting the four countries that receive PHRD support for this particular objective (WAAPP-1C). However, as noted, three of these four countries now are struggling with the Ebola outbreak that is devastating rural areas and disrupting the adaptation of new seeds and technologies. Progress with rice productivity development in the beneficiary countries also is hampered by implementation issues such as procurement and slow start-up of implementation. The performance of the three grants supporting the rice research and productivity enhancement component is mixed. The Mozambique grant is rated moderately unsatisfactory due to limited progress with irrigation infrastructure. The Tanzania grant is rated moderately satisfactory due to limited increases in rice productivity. The Madagascar grant is rated satisfactory. While it is still expected that the overall objective of developing resistant rice seeds for Africa and improved productivity of rice cultivation can be achieved by FY16, some of the grants may require extensions to achieve these important goals.

FIGURE

11

Rice Research and Productivity: Performance Ratings, FY14: Development Objective (DO) and Implementation Progress (IP)



Source: DFPTF

Illustrative Results

The project development objectives of the grants are to generate and accelerate the adoption of improved technologies in the participating countries' top agricultural commodity priority areas, in alignment with the sub-region's top agricultural commodity priorities, as outlined in the ECOWAP. The indicators are intermediate, since all grants are active. Primarily, the indicators measure outcomes such as number of farmers adopting new technologies and crop varieties against targets (often gender disaggregated), or area (hectares) under cultivation using improved varieties or technologies. As yet, there is no consistent information on improved yields (except in a few cases), or increased marketable surplus, or increased incomes leading to poverty reduction or greater shared prosperity. Similarly, information on changes in nutritional status or reduced stunting is not yet available as such data are not typically collected on a frequent basis. Thus, the "results" are strictly selected outcome indicators at this time and should be treated as such.

BOX 10 Examples of Results: Adopting Improved Agricultural Technologies

These four grants focused on providing better access to and use of agricultural knowledge technologies, marketing systems, and infrastructure.

TF010826: Cote D'Ivoire–PHRD TA Program to Support Africa Rice Research and Productivity Development Program under WAAPP-1C.

- Benefited 20,852 farmers (69.5 percent of target) who adopted the new varieties and technologies.
- 10,421 ha cultivated with improved technologies (target 36,000 ha).

TF099674: Guinea–Japan PHRD TA Program to Support Africa Rice Research and Productivity Development Program under WAAPP-1C.

- Benefited 10,772 farmers (88 percent of target) who adopted new rice varieties and farming technologies.
- 42,000 ha cultivated with improved technologies (target 35,000 ha).

TF099511: Liberia–Japan PHRD TA Program to Support Africa Rice Research and Productivity Development Program under WAAPP-1C.

- Benefited 46,522 farmers (64.5 percent of target) who adopted the new varieties and technologies.

TF099510: Sierra Leone Project under the First Phase of the West Africa Agricultural Productivity Program (WAAPP)

- Benefited 67,101 farmers (67 percent of target) who adopted the new technologies.
- 2,224 ha cultivated using new technologies.

TF011170: Tanzania–Complementary Financing for the Agriculture Sector Development Project.

- Achieved the targets for ratio of processed exported agricultural products to total agricultural exports.
- Developed irrigated areas.
- Enhanced smallholders' efficiency through use of tractors.
- Increased extension coverage to 59 percent and enhanced technology adoption through use of Farmer Field Schools (FFS).



BOX 11 Examples of Results: Increasing Rice Production

A key objective of the following grants was to increase rice production.

TF010826: Cote D'Ivoire–PHRD TA Program to Support Africa Rice Research and Productivity Development Program under WAAPP-1C.

- Benefited 53,483 rice farmers (target 50,000 beneficiaries). To date, the percentage of female beneficiaries (12,500 or 25 percent) is below the 40 percent target.

TF099674: Guinea–Japan PHRD TA Program to Support Africa Rice Research and Productivity Development Program under WAAPP-1C.

- Benefited 32,522 rice farmers, exceeding the (target of 20,000 beneficiaries).
- Cultivated 51,600 ha using new technologies.

TF099511: Liberia–Japan PHRD TA Program to Support Africa Rice Research and Productivity Development Program under WAAPP-1C.

- Benefited 64,288 rice farmers (target 50,000 beneficiaries), including 40,248 female beneficiaries (target 20,000).
- Planted 38,000 ha of rice using improved technologies (target 36,000 ha).

TF010214: Mozambique–PROIRRI–Sustainable Irrigation Development for Rice Production.

- Started 224 ha irrigation construction schemes under the Manica Province out-grower scheme.
- Completed 50 ha; 174 ha in process.

TF099510: Sierra Leone–Project under the First Phase of the West Africa Agricultural Productivity Program (WAAPP).

- Benefited 29,615 farmers (50 percent of target) who adopted the new varieties and technologies.

TF011170: Tanzania–Complementary Financing for the Agriculture Sector Development Project.

- Increased rice productivity in 20 irrigation schemes from 4.1 t/ha to 5.8t/ha against target of 6.0 t/ha.



CHAPTER

V

DISASTER REDUCTION AND RECOVERY (DRR)

Overview of the DRR Program

The objective of the Disaster Reduction and Recovery (DRR) Program is to reduce vulnerability to natural hazards in disaster-prone countries, particularly in the Asia region. Focus is on strengthening disaster resilience of cities, improving early warning systems, and implementing a strong knowledge and learning agenda to improve awareness and capacity. The program was established in FY11 in the aftermath of the devastating March 2011 Great Eastern Japan Earthquake and tsunami as a kind and humanitarian gesture by the GoJ. The program aims to assist disaster-prone countries in Asia and the Pacific regions, helping them build disaster reduction capacity so these nations can avoid or at least reduce the level of human and material loss as experienced by Japan.

The portfolio consisted of 10 grants, all stand-alone except the one for Kiribati, and all active except the grant in Nepal which closed in FY14. Grants are designed to help reduce vulnerability to natural hazards in the 10 countries⁸ in South Asia (SAR) and East Asia and the Pacific (EAP) regions. The approach includes strengthening the capacity to manage coastal and water resources, improving disaster information management to strengthen preparedness and reduce disaster impacts, and adapting to climate change. Allocations amounted to US\$21.7 million (Figure 12) with cumulative disbursements of US\$2.9 million in FY14 (13 percent).

⁸ Bhutan, Nepal, Pakistan, and Sri Lanka in South Asia, and Kiribati, Lao PDR, Mongolia, Papua New Guinea, Solomon Islands, and Vanuatu in East Asia and Pacific Region.

BY THE NUMBERS:

4 risk-prone **nations** in Asia and the Pacific strengthened their disaster resilience

\$21.7 million
portfolio

\$2.9 million
disbursed

10 active grants

10 countries

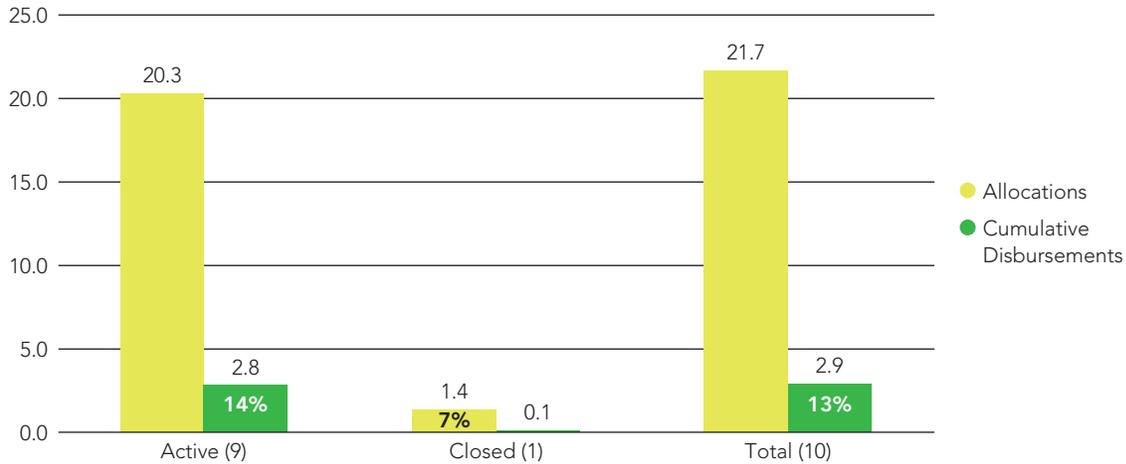
440
professionals in Mongolia and Lao PDR learned new approaches to disaster reduction, infrastructure protection, and resiliency

1 new tsunami **early warning** center set up in Vanuatu, ranked among the most at-risk countries in the world for natural disasters

Disaster Reduction and Recovery: Allocations and Disbursement, FY14 (US\$ Million)

FIGURE

12



Source: DFPTF

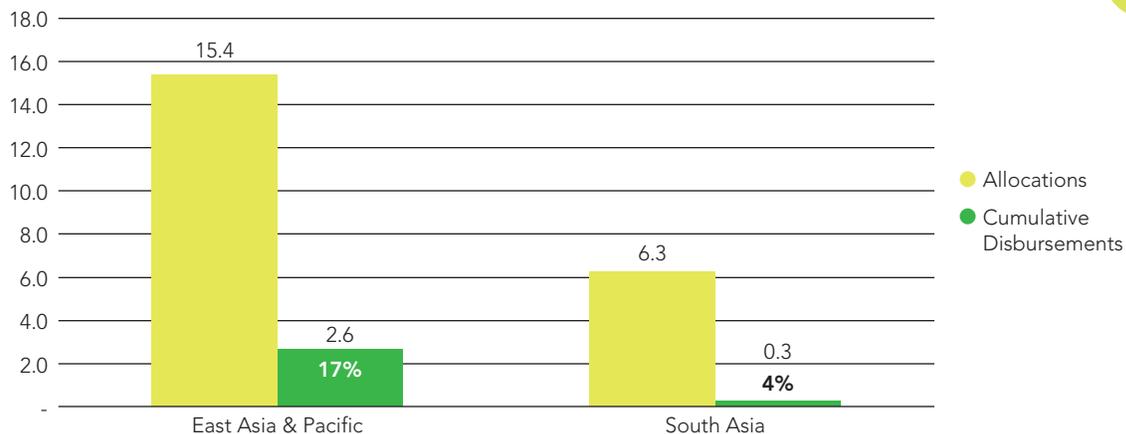
Six countries in EAP were allocated US\$15.4 million compared to US\$6.3 million for the four SAR countries under the program. Disbursements are still low with EAP reaching 17 percent and SAR at 4 percent (Figure 13).

As expected, the sector that includes flood protection (Water, Sanitation, and Flood Protection) dominates with respect to the receipt of fund allocations, with US\$12.18 million of the total allocation of

DRR: Allocations and Disbursements by Regions, FY14 (US\$ Million)

FIGURE

13



Source: DFPTF

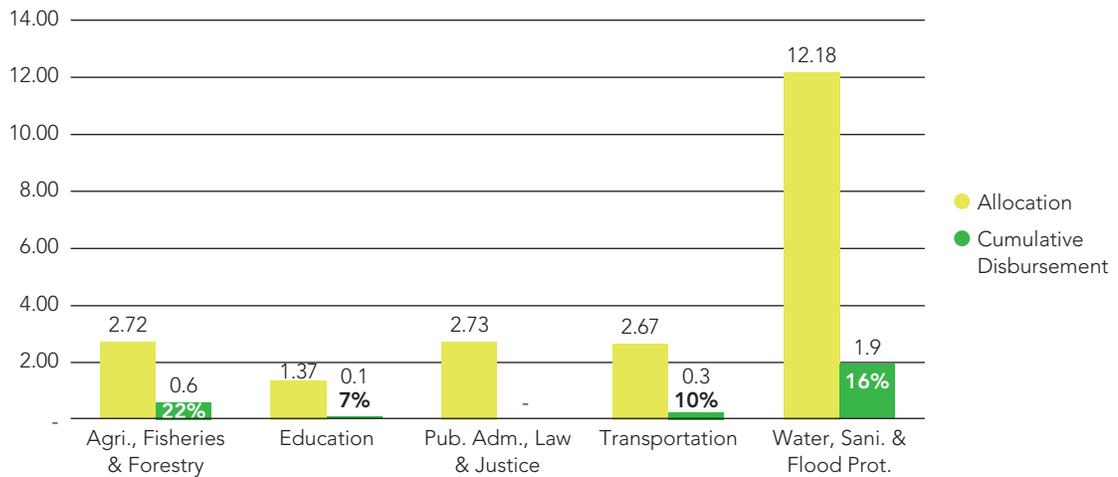
US\$21.7 million (Figure 14). The Agriculture, Fisheries and Forestry; Education; Public Administration, Law and Justice; and Transportation sectors each received allocations of between US\$1.37 million and US\$2.73 million. Disbursement rates have yet to pick up significantly and will require continued attention.

The allocations are distributed between the main thematic areas of Social Protection and Risk Management and Environment and Natural Resource Management, with a small amount for Urban Development (Figure 15). Disbursement rates remain low (21 percent and below) for the two main themes, with no disbursement to date for Urban Development.

FIGURE

14

DRR: Allocations and Disbursements by Sectors, FY14 (US\$ Million)

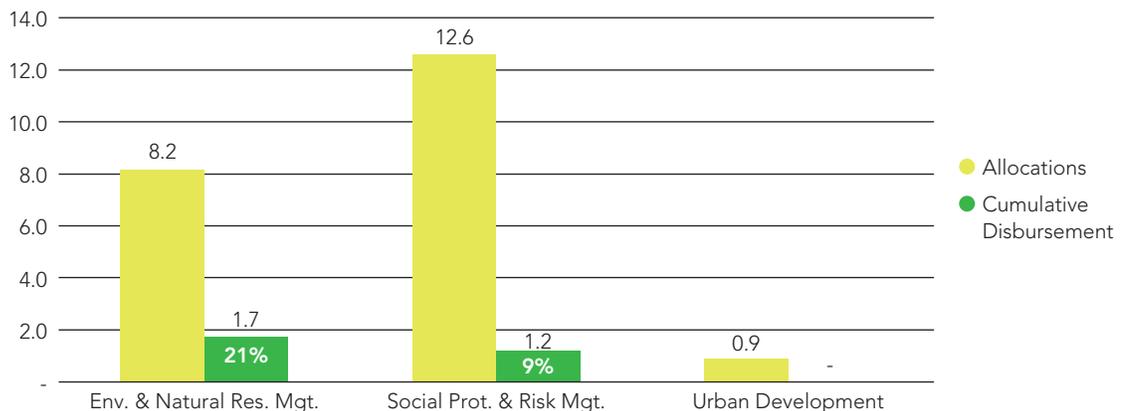


Source: DFPTF

FIGURE

15

DRR: Allocations and Disbursements by Themes, FY14 (US\$ Million)



Source: DFPTF

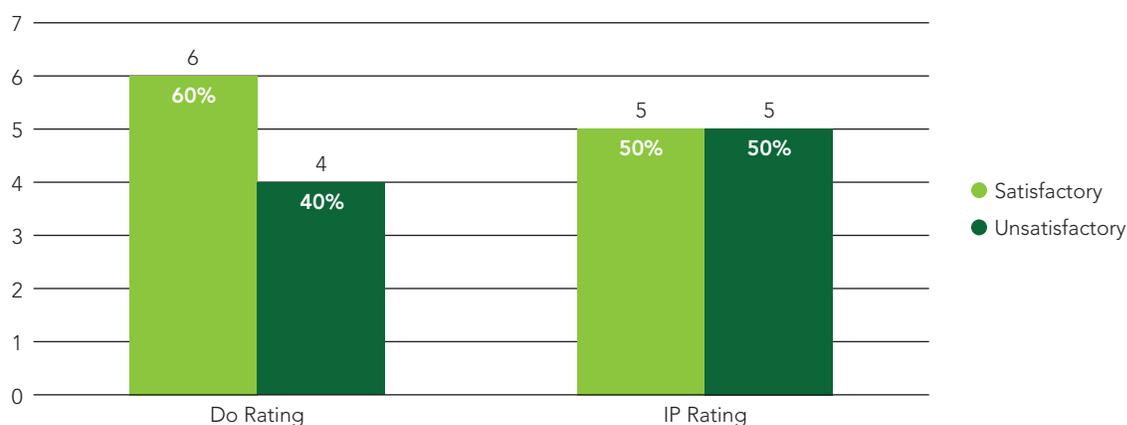
Performance of DRR Grants in FY14

Progress towards achieving the objective of strengthening disaster reduction capacity in the 10 countries could be improved (Figure 16). The Development Objective (DO) ratings for six grants are satisfactory (which includes moderately satisfactory) while four are unsatisfactory (which includes moderately unsatisfactory). Five of the grants are rated satisfactory (including moderately satisfactory) for Implementation Progress (IP), while the other five are rated unsatisfactory (including moderately unsatisfactory). The relatively unsatisfactory implementation progress is also evident from the slow cumulative disbursements of about US\$2.9 million (13 percent) of the US\$21.7 million allocations. One of the 10 countries—the Solomon Islands—experienced a major, devastating flood in April 2014. The other nine countries also are prone to natural disasters, underscoring the importance and urgency of making satisfactory progress under the program. However, grant funds to build disaster reduction capacity are not being fully utilized effectively as yet, despite efforts by the task teams. Accelerating progress is a priority, given the possibly increased disaster vulnerability in these countries due to climate change, among other factors. The task teams have been briefed and efforts with partners are underway to improve grant implementation. This is critical, since a majority of the grants are scheduled to close between FY15 and FY16.

DRR: Performance Ratings, FY14: Development Objective (DO) and Implementation Progress (IP)

FIGURE

16



Source: DFPTF



BOX 12 DRR: Examples of Moderately Unsatisfactory Rating

Examples of grants rated moderately unsatisfactory are:

- **TF011184: Mongolia—Improving Disaster Risk Management in Mongolia:** In Mongolia, the flood risk map and the disaster risk management plan for the Municipality of Ulaanbaatar have been prepared and submitted to the city council for adoption, but work on the livestock early warning and emergency feed and fodder systems are behind schedule. The team is seeking an extension of the closing date to complete the work on the livestock systems.
- **TF011452: Nepal—Pilot Program for Seismic School Safety in the Kathmandu Valley:** The Nepal grant became effective in August 2012 and while the team developed the methodology for a structural and seismic safety assessment of all public schools in the Kathmandu Valley, the recruitment of a consultant in 2014, who would undertake the risk assessment, ran into difficulties and the decision was made to close the grant at the planned closing date of June 2014.
- **TF 011617: Sri Lanka—Metro Colombo: Towards a Flood Resilient Urban Environment:** The Sri Lanka grant was activated in 2012. Proposals for consultants to develop a wetland management strategy and flood risk assessment are being evaluated and a small number of staff are being trained in flood risk management. But, after more than two years this level of implementation is unsatisfactory. While a plan has been prepared to complete the remaining capacity development work before the grant closing in January 2016, achieving this seems unlikely.



BOX 13 DRR: Examples of Moderately Satisfactory Ratings

Among the five grants rated Moderately Satisfactory are the following:

- **TF011448: Kiribati—Disaster Risk Management and Adaptation Project:** This grant aims to improve Kiribati's resilience to the impacts of climate change on freshwater supply and coastal infrastructure. After some three years of implementation, the planting of mangroves to improve the resilience of the coast is nearly completed. Designs for seawalls in nine locations that need protection against rising sea levels have been prepared. However, the budget is insufficient to construct all nine seawalls. Kiribati's government must select the sites most in danger from rising sea levels. Overall plans to manage the effects of climate change and natural hazards have also been prepared and the government is looking for investors and partners to realize these plans. While much work remains to be done, the government and the task team plan to complete the works by the August 2016 closing date.
- **TF011271: Lao PDR—Mainstreaming Disaster and Climate Risk Management into Investment Decisions:** For this project, the risk assessment for transport, irrigation and urban planning is complete. Guidelines for mainstreaming disaster risk mitigation into national plans and budgets have been prepared. In addition, 90 national and regional staff of the Ministry of Public Works has been trained. The remaining capacity development work is expected to be completed by the January 2015 closing date.

BOX 14 DRR: Example of a Satisfactory Rating

The objective of TF012184: Vanuatu—Mainstreaming Disaster Risk Reduction is to strengthen urban planning and tsunami preparedness in the country's main urban areas. Achievement of the objective is on track, with satisfactory progress. After three years, the equipment for the early warning system has been procured and installed at the recently opened Tsunami Warning Center and the National Emergency Operations Center. Refurbishing work at the Tsunami Center is complete. However, the remaining work is facing implementation delays due to financial management problems at the project management unit (PMU). PMU staff performance must be improved to deal with the growing portfolio of disaster risk reduction activities and investments—an effort that is currently underway. The results of the next progress report will reveal whether this effort has made a difference, warranting a satisfactory implementation progress rating.

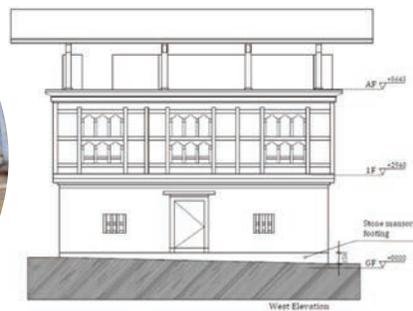
The poor implementation progress suggests that periodic review of the portfolio and subsequent management decisions to take action to improve implementation performance and/or change the focus remain critical. It also underscores the diversity and variations among grant-supported projects, even in a well-defined area such as disaster reduction and recovery. This diversity creates issues for effective implementation. The grants are relatively small—ranging from US\$1.3 to US\$2.7 million—making it difficult to finance the broad set of activities, including awareness campaigns, training, and procurement of equipment necessary to create the disaster preparedness capacity. In addition, it seems that for many of the disaster-prone countries, efforts to improve disaster preparedness are new and unfamiliar. It may well be that in such cases a more strengthened approach to developing such capacity at entry would have been necessary. Also, gaining commitment and buy-in from governments and affected ministries remains essential in order to achieve development impact.

**Papua
New Guinea:**
Gabion basket laying
along the Magi
Highway at Bedau
Village



Bhutan
Improving
Resilience to
Seismic Risk:

A traditional house in
Punakha—surveyed for
studying typology of
rammed earth
buildings



Illustrative Results

BOX 15 Examples of Results: Strengthening Coastal Resources Management

TF011448: Kiribati–Disaster Risk Management and Adaptation Project aims to improve Kiribati’s resilience to the impacts of climate change on freshwater supply and coastal infrastructure.

- Completed detailed designs, drawings and specifications and issued environmental licenses for nine high risk coastal protection sites, including four to be constructed by the ongoing Kiribati Roads Rehabilitation Project and two by the ongoing Kiribati Aviation Investment Project.
- Completed community engagement and consultations, which have informed the design of the three seawall sites.

BOX 16 Examples of Results: Strengthening Disaster Preparedness

The objective of **TF014121: Bhutan–Improving Resilience to Seismic Risk** is to improve the understanding of Bhutan’s earthquake risks as well as opportunities and challenges associated with mitigation.

- Conducted various capacity building trainings to strengthen implementation capacity.
- Carried out three of the 20 planned structural vulnerability assessments at the district level.

The development objective of **TF011184: Improving Disaster Risk Management in Mongolia** is to improve Ulaanbaatar’s disaster preparedness and to reduce the impact of dzuds (severe winters) on rural livelihoods.

- Developed flood risk map to help reduce Ulaanbaatar’s vulnerability to natural disasters, particularly to floods.
- Developed Flood Risk Management Strategy to strengthen the Ulaanbaatar municipality’s disaster preparedness and effective response. The Flood Risk Management Strategy is the basis for the Flood Risk Management (Investment) Plan.
- Trained 30 staff.
- Strengthened information system for dzud forecasting and monitoring.
- Demonstrated Livestock Early Warning System for 202 staff from the hydrometeorology branches of 21 aimags (provinces).

TF011452: Nepal–Pilot Program for Seismic School Safety in the Kathmandu Valley reduces Nepal’s risk from earthquakes. Particular focus is on reducing public school vulnerability by strengthening the government’s capacity to implement school retrofitting programs.

- Developed a methodology to assess the structural and seismic safety of Kathmandu Valley area public schools, in conjunction with the country’s education department and other development partners. This work is in progress.

TF011267: Building a More Disaster and Climate Resilient Transport Sector in Papua New Guinea. The grant aims to improve the resilience of PNG’s transport sector to the impact of natural disasters and climate change by building capacity to assess transport sector hazard risks.

- Installed tidal gauge in Kimbe Wharf, part of efforts in support of National Maritime Safety Agency and others to improve their data collection.
- Completed hazard risk assessment with a focus on transport assets.

TF012184: Mainstreaming Disaster Risk Reduction in Vanuatu plans to strengthen urban planning and tsunami preparedness in the main urban areas of country.

- Refurbished and outfitted tsunami warning center, which is now fully functional.



BOX 17 Examples of Results: Adapting to Climate Change

TF011448: Kiribati–Disaster Risk Management and Adaptation Project intends to improve Kiribati’s resilience to the impacts of climate change on freshwater supply and coastal infrastructure.

- Mapped and assessed existing water supply transmission system.
- Repaired leaks and undertook other measures resulting in initial water savings of 67 Kl/day.
- Completed community consultations and detailed design of six rainwater harvesting systems on North Tarawa.

TF011271: Lao PDR–Mainstreaming Disaster and Climate Risk Management into Investment Decisions strengthens the national and sub-national government’s institutional authority and implementation cap to mainstream disaster risk management and climate change adaptation into public infrastructure investments. This has the potential to reduce human and economic vulnerability to climate change and natural hazards.

- Trained central and provincial ministerial staff on resilient infrastructure design implementation and on monitoring hazard-prone areas.
- Developed guidelines on housing construction in disaster-prone areas.
- Created risk assessment procedures and guidelines for the transport, rural housing and land development, and irrigation sectors.
- Trained 102 technical ministerial personnel on safe infrastructure design, implementation and monitoring.
- Trained 112 engineers and masons from provinces, districts and communities on risk reduction practices.
- Integrated disaster risk management into the new draft Eighth National Socio-Economic Development Plan (NSEDP) for 2016–2020.

CHAPTER

VI

DISABILITY AND DEVELOPMENT (D&D)

BY THE NUMBERS:

\$18.5 million
portfolio

\$2 million
disbursed

7 active grants

7 countries



16 pilot schools in Guinea installed access ramps so mobility-impaired children could attend school

160 disabled adults in Jamaica learned job skills

1,700 mentally disabled people in India are receiving assistance and treatment for the first time

220 poor, mobility-impaired **children** in Guinea received crutches and wheelchairs

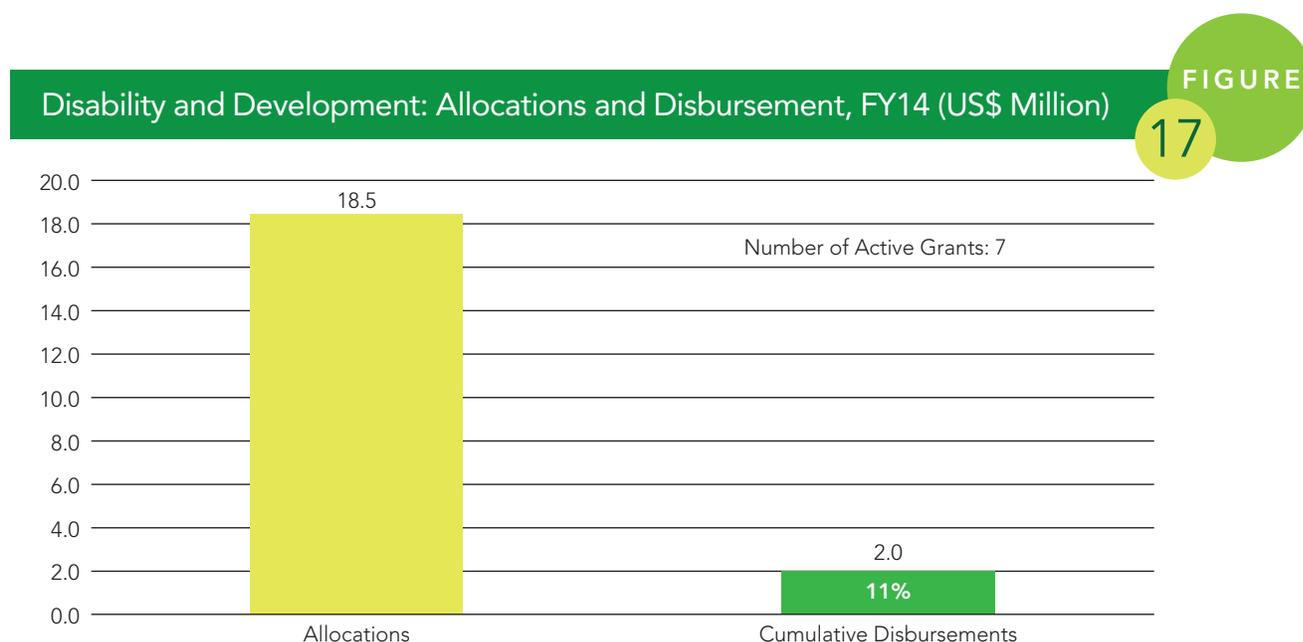
Overview of the D&D Program

The objective of the Disability and Development (D&D) program is to support activities contributing to better understanding of disabilities issues in grant recipient countries. Emphasis is on developing appropriate policies and development interventions to address the issues and financing programs that directly benefit the disabled. Between 2012 and 2014, the GoJ approved seven grants under PHRD in seven countries⁹ to pursue this objective. All seven grants are stand-alone and active. The total amount allocated by the GoJ for D&D was US\$18.5 million (Figure 17). As of year-end FY14, US\$2 million (11 percent) has been cumulatively disbursed, of which US\$1.2 million was disbursed in FY14. The slow disbursements are due in part to implementation start-up delays stemming from delays in meeting effectiveness conditions and other bottlenecks. The seven grants address different aspects of disability, depending on what is needed most in the grant recipient country, such as encouraging more participation for India's mentally disabled in India, improving protection of the disabled in Romania, and mainstreaming children with disability in Guinea's primary schools.

The D&D grant allocations are more or less evenly distributed among the WBG operational regions (with the exception of EAP which did not have any allocation). The number of allocations in LAC is slightly ahead of the other regions (Figure 18). Disbursement rates remain low, with the highest disbursement rate in AFR (35 percent).

The sectors of Education, Health and Other Social Services, and Transportation typically receive the bulk of the allocations (Figure 19). Most disbursement rates are at or below 20 percent.

⁹ Guinea, India, Jamaica, Moldova, Morocco, Peru, and Romania.

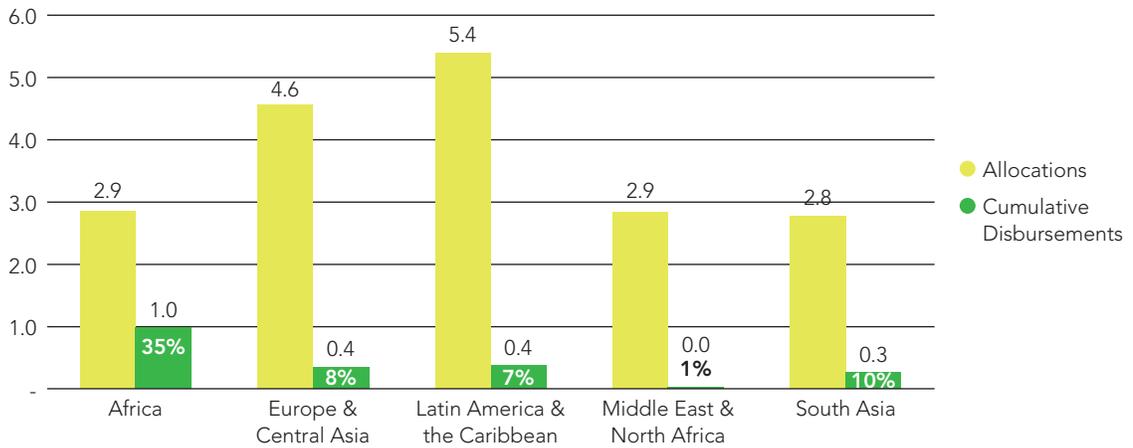


Source: DFPTF

FIGURE

18

D&D: Allocations and Disbursements by Regions, FY14 (US\$ Million)

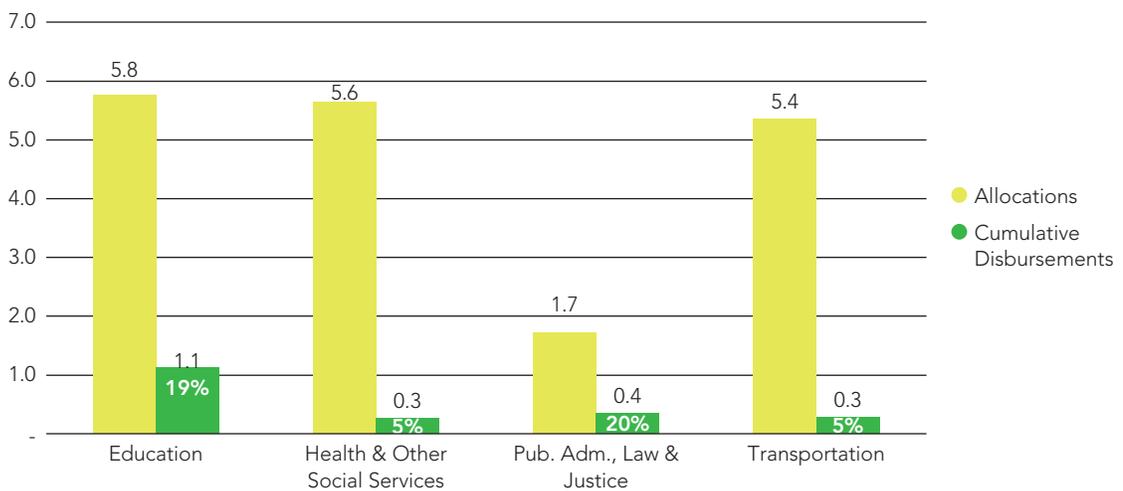


Source: DFPTF

FIGURE

19

D&D: Allocations and Disbursements by Sectors, FY14 (US\$ Million)



Source: DFPTF

The thematic areas under Social Protection and Risk Management as well as Social Development, Gender and Inclusion are the most prevalent. As shown in Figure 20 below, disbursement rates under the thematic areas also are quite low.

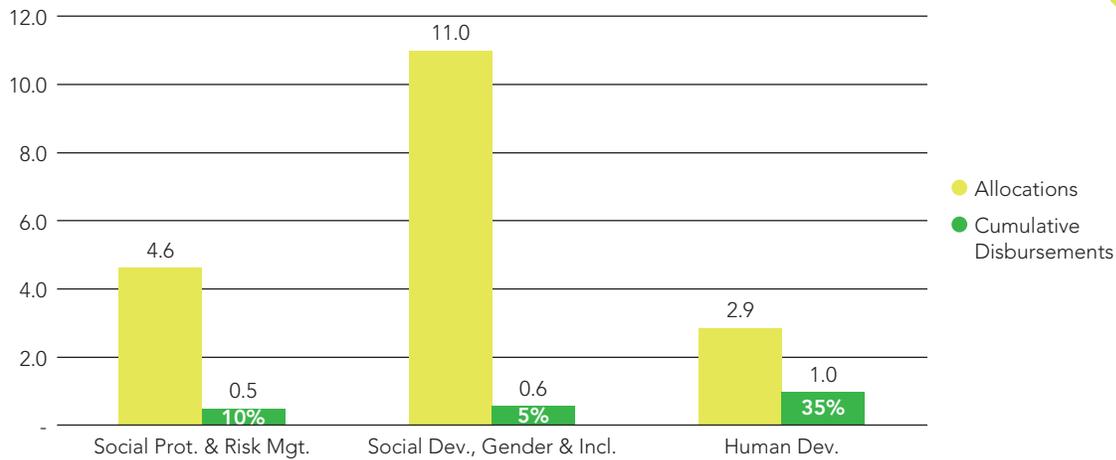
PHRD Approaches to Addressing D&D

Three of the seven D&D grants are designed to improve disabled people's participation in education, yielding overall benefits to their well-being. Under **TF011065: Guinea—Development of Inclusive Education**,

D&D: Allocations and Disbursements by Themes, FY14 (US\$ Million)

FIGURE

20



Source: DFPTF

a US\$2.9 million grant develops the capacity of schools and teachers to take in children with disabilities in preprimary and primary schools. The project began in May 2012 with the selection of 16 pilot schools and the initial training of some 25 teachers and support staff. Subsequently, access ramps have been constructed at the pilot schools and, where necessary, equipment such as wheelchairs and crutches was purchased so that disabled children can attend school. However, much remains to be done, such as developing a national strategy, conducting a national awareness campaign and extending the program to 160 schools. Accomplishing these broader objectives is becoming a challenge. As of year-end FY14, it remains unclear as to whether they will be achieved by the closing. The grant is rated moderately satisfactory.

Supported by **TF014258: Jamaica—Social and Economic Inclusion of Persons with Disabilities**, the Jamaican government is focusing on training people with disabilities for employment and educating children with disabilities. However, only US\$0.1 million of the US\$2.9 million grant has been disbursed to date. These funds have supported a national conference and job skills training for about 160 disabled people. Plans have been developed to engage with seven local non-governmental organizations, which would handle additional job skills trainings and efforts to ensure that disabled children can go to school. Still progress with these activities has been slow. The grant is scheduled to close in 2017.

Progress with the US\$2.9 million **TF014855: Moldova—Integration of Children with Disabilities into Mainstream Schools** also is limited. The Moldovan government is conducting a pilot, involving integrating children with disabilities into a few schools. Teacher training courses on working with disabled children in the classroom have been developed and procured, along with lessons plans. The task teams on these projects have been reminded to follow up with the respective governments to accelerate progress so they can ensure achievement of development objectives.



Peru
Mainstreaming
Inclusive Design
and Universal
Mobility in Lima
Access to stations

The two grants in Morocco and Peru (US\$2.9 and US\$2.5 million respectively), **TF010735: Morocco—Improving the Physical Accessibility of People with Limited Mobility** and **TF011925: Peru—Mainstreaming Inclusive Design and Universal Mobility in Lima**, aim to improve the mobility of the disabled in cities and on public transport. Specifically, efforts include designing and constructing ramps and other devices to enable easier access to buildings and/or buses. Grant activities for both projects started in late 2012. To date, the only accomplishments have been the completion of diagnostic studies for Marrakesh and the development of preliminary designs for Lima. With the Peru grant already closed and the Morocco grant slated for closure in mid-2016, it is clear that much work remains in these countries if they are to help disabled people improve their circumstances and become productive members of society.

Activities to improve policies, services, and support for the disabled under **TF010417: Romania—Round 1 Improved Policy Making and Institutional Framework for Persons with Disability** began in 2012 with a US\$1.7 million PHRD grant. Work has focused on developing a coherent set of eligibility criteria for disabled persons. However, the two implementing agencies—the Directorate of Persons with Disabilities and the National Institute for Medical Expertise and Workforce Recovery—have raised objections to the proposed criteria. To resolve these differences, the government has decided to restructure the agencies, making it possible for people with different types of disabilities to qualify for support services.

The US\$2.8 million PHRD grant **TF011450: India—Expanding Disability Work on Mental Disability Issues in the Tamil Nadu Empowerment and Poverty Reduction Project (TNEPRP)** was used to pilot local community-based treatment of the mentally disabled. More than 1,700 mentally disabled persons in 40 communities in Tamil Nadu are receiving assistance and treatment through some 400 specially trained community facilitators. The monitoring system is being developed to measure the impact of the treatment on the ability of the mentally disabled to improve their living conditions.

Overall Performance of D&D Grants

Overall progress with the D&D grants is rated Satisfactory (four are rated Moderately Satisfactory while three are rated Satisfactory) for both Development Objectives (DO) and Implementation Progress (IP). The grants support new pilot approaches to helping the disabled in poor countries that face many development issues. Unfortunately, the needs of the disabled have received little attention and support in the global development programs—until now. Assisting governments with activities that would improve understanding, policies, and conditions of the disabled is a relatively novel issue in development. This could be a reason that forward progress on many of the grant activities has proven to be a challenge, with more delays than were envisaged at approval. Progress on implementation and use of funds (disbursements) has been slow. However, in the face of such challenges, the overall Satisfactory rating is encouraging.

In a small and pilot approach, the PHRD program is attempting to bring the issues surrounding the handicapped to the forefront, forcing governments and communities to confront the challenges head-on. Ultimately, the goal is to conduct a thorough evaluation of the impact of the grants and to cull lessons from the various approaches that were tested under the grants.

Illustrative Results

BOX 18 Example of Results: Improving Inclusion of Persons with Disabilities

TF011065: Development of Inclusive Education in Guinea aims to develop the capacities of schools and teachers to work with disabled children and to increase access to mainstream pre-primary and primary schools for children with mild disabilities.

- Completed a diagnostic study of the prevalence of disabilities.
- Identified 4,601 (56 percent) of the 8,225 children with mild disabilities attending schools in targeted areas.
- Selected 16 pilot schools.
- Delivered equipment and training of teachers and staff for the 160 pilot schools.
- 10 percent of the 2,225 children targeted for adaptive equipment received the equipment.

TF011450: India—Expanding Disability Work on Mental Disability Issues in the Tamil Nadu Empowerment and Poverty Reduction Project (TNEPRP) has the objective to improve the participation of persons with mental disability in community activities, including access to livelihoods.

- Completed communication and training activities.
- Completed initial identification of persons with mental disabilities.
- Provided follow up and rehabilitation services, including health system referrals for 24 percent of mentally disabled persons.
- Provided treatment and job skills training for 40 percent of persons identified with mental disabilities.

The development objective of **TF010735: Morocco—Improving the Physical Accessibility of People with Limited Mobility** is to promote the physical accessibility for persons with limited mobility by demonstrating feasibility in a Marrakesh pilot project.

- Increased awareness of accessibility issues in urban transport infrastructure by developing and sharing relevant regulatory and technical knowledge with two of the five officials targeted.
- Completed inventories for accessibility improvements in one of four targeted entities.
- Increased potential for mainstreaming accessibility, with two of the three target cities considering incorporating an accessibility component in future transport infrastructure projects.

TF010417: Romania—Improved Policy-Making and Institutional Framework for Persons with Disability helps develop more effective protection of persons with disabilities for the Ministry of Labor, Family and Social Protection. This is accomplished through improved disability assessments and better information on persons with disabilities, for improved policy-making.

- Completed assessment of the current disability benefits system.
- Completed national database of persons with disabilities; currently operating and producing regular monthly monitoring reports.



CHAPTER VII

OTHER (NON-TA) PROGRAMS

Joint Japan/World Bank Graduate Scholarship Program

Objectives. Since its inception in 1987, the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) has been financed by the PHRD Fund¹⁰. The broad objective of the JJ/WBGSP is to transfer skills and knowledge through graduate studies, with the goal of encouraging and strengthening the development of human resources in developing countries. The program targets mid-career professionals from WBG member countries working in development-related fields. Through their studies, scholars are expected not only to improve their skills and knowledge but also to gain new perspectives and insights, enabling them to become active contributors to sustainable socioeconomic reforms.

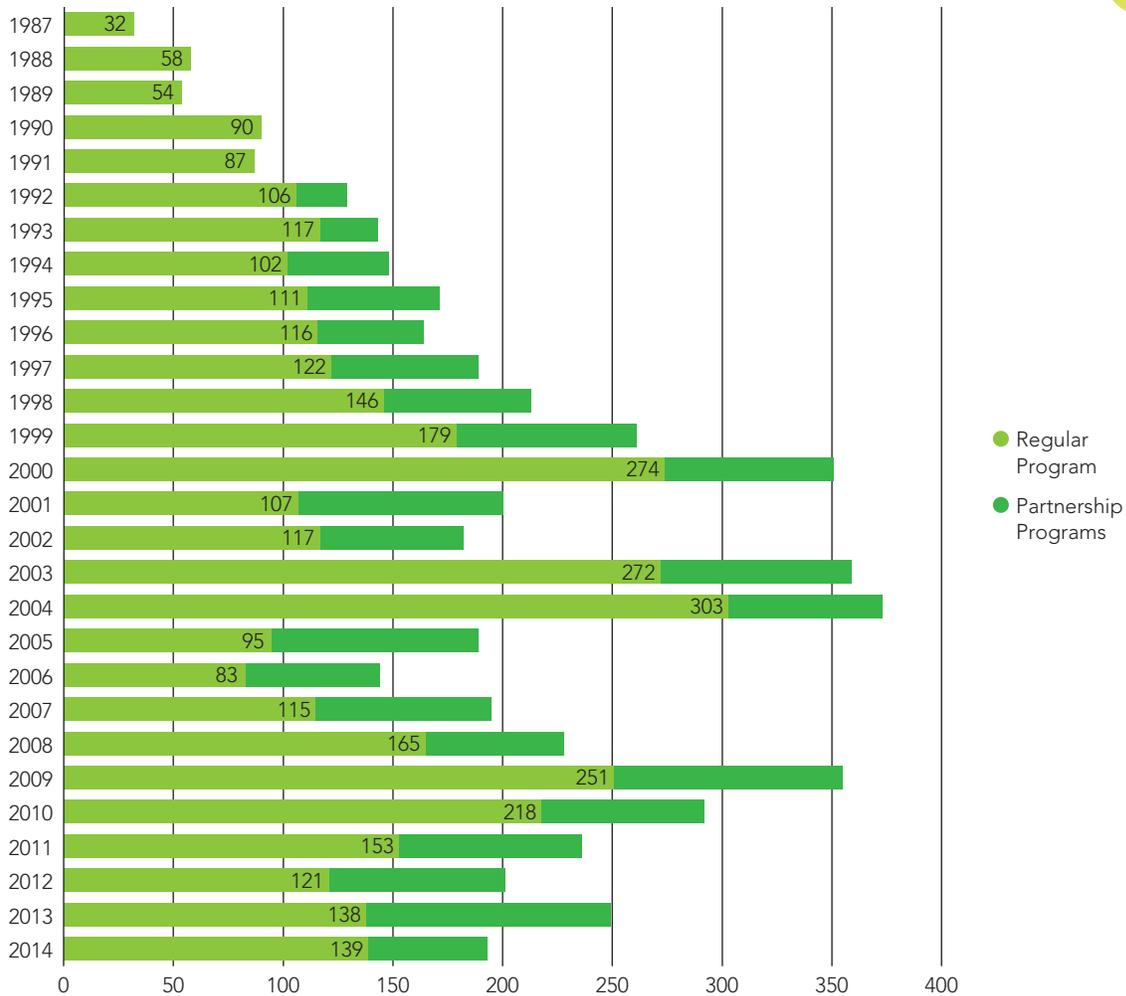
Program Description. From 1987 through 2014, the JJ/WBGSP has awarded 5,486 scholarships (Figure 21) to scholars from 149 countries through three subprograms: (i) the Regular Program for mid-career professionals from developing countries pursuing master's degrees in subjects related to economic and social development; (ii) the Partnership Program, similar to the Regular Program but for studies at a JJ/WBGSP partnership program; and (iii) the Japanese Nationals Program, under which a small number of Japanese nationals are selected for scholarships for graduate studies in development-related subjects at institutions outside Japan. Since 1992, the JJ/WBGSP has supported partnership programs in cooperation with some of the world's leading universities. The tailor-made programs are designed to combine academic rigor with graduate training in identified practical aspects of development policy

¹⁰ This sub-section is based on The World Bank Group, FY2014 Annual Report: Japan/World Bank Graduate Scholarship Program, Washington D.C.

JJ/WBGSP Regular and Partnership Program Awardees, 1987–2014

FIGURE

21



Source: LLIOIP

making, in areas related to economics and public policy management, public finance and taxation policy, and infrastructure management.

In addition, as part of the international effort to support Indonesia's higher education system, in 2008 the GoJ gave a one-time grant of US\$10 million through the PHRD Fund for scholarships specifically for Indonesian fellows under a Japan Indonesia Presidential Scholarship Program (JIPS). Funds are still disbursing under JIPS but no new applications are being accepted.

The 2014 Program. In 2014, the JJ/WBGSP awarded 193 new scholarships: 139 for the Regular Program and the Japanese Nationals Program combined, and 54 for the Partnership Programs. Most of the scholars come from Africa (43 percent), and many are from IDA member countries. The gender balance is skewed slightly towards men at 59 percent. Seventy percent of scholars come from the public

sector, working in either central or local governments. Historically the JJ/WBGSP has had difficulty reaching applicants from Europe and Central Asia and from the Middle East and North Africa, so in 2014 significant effort was put into targeted outreach to these regions. Unfortunately, these efforts did not increase the number of eligible applications from these regions, with 63 percent of applicants from Africa, 15 percent from South Asia, 8 percent from East Asia and the Pacific, 7 percent from Latin America and the Caribbean, 4 percent from the Middle East and North Africa, and 3 percent from Europe and Central Europe. Additional efforts will be required to improve uptake from these regions next year.

ASCEND Initiative: Relationship Building among Donors, Scholars, and Alumni.

Recognizing an opportunity to both improve alumni participation and enhance scholar and alumni development knowledge sharing and networking, the JJ/WBGSP launched the Alumni and Scholars Capacity Enhancement Network for Development (ASCEND) Initiative in 2005. Today, the ASCEND Initiative acts as a learning, networking, and outreach arm of the program, enhancing the

JJ/WBGSP's development impact, documenting the program's progress and achievements, and strengthening ties to Japan and the World Bank Group. In 2014, the ASCEND Initiative worked to strengthen its relationships with partner and preferred universities, WBG programs and events, the Office of the Executive Director (ED) of Japan, and the World Bank Tokyo Office. Experience suggests that these efforts benefit all parties and help lay a foundation for more robust knowledge exchange in the future.

Improved Operational Efficiency and Quality Enhancements.

Extensive strategic work was undertaken in FY14 to improve operational efficiency and enhance the program's quality through (i) strengthening strategic partnerships and communications with universities: 25 percent of applicants learned about the scholarship through these universities in 2014; (ii) greater and higher-quality interface between the donor and scholars and alumni, with a record number of five alumni receptions organized this year by ASCEND; (iii) improved communications to attract applicants, resulting in a 56 percent increase in the number of applications as compared with last year; and (iv) process reforms that result in significant gains in administrative efficiency and improved fiduciary oversight.

Program Financing. The JJ/WBGSP is funded entirely by the GoJ as part of its PHRD program, and is administered by the Learning, Leadership and Innovation Vice Presidency of the World Bank (LLI). The program has received total funding of US\$293 million between 1987 and 2014 (Table 1).

TABLE

1

JJ/WBGSP Program Contributions from Japan

Fiscal Year	US\$ Million
1987–92	12.23
1993–97	39.22
1998–2002	58.19
2003	12.52
2004	13.98
2005	12.86
2006	25.24
2007	0.01
2008	11.87
2009	16.32
2010	18.33
2011	20.17
2012	20.31
2013	16.35
2014	15.68
Total	293.28

Source: LLIOIP

Japan-World Bank Partnership Program

The objective of the Japan-World Bank Partnership Program is to support activities that build relationships between Japanese stakeholders and the WBG on key development issues, stimulate public interest in Japan for international development, and strengthen aid coordination issues. The Partnership Program was established in 1999 between the GoJ and the WBG to finance activities of (i) studies, research, and seminars jointly planned and/or implemented by Japanese institutions and the WBG; (ii) conferences and workshops on development aid policies and aid coordination hosted by the WBG; and (iii) activities aimed at strengthening partnerships between Japan and the WBG and for enhancing publicity of WBG activities among Japanese nationals, such as information disclosure and translation of WBG documents into languages for recipient countries and areas.

FY14 Portfolio: The FY14 Portfolio comprised of 16 grants (Table 2) valued at US\$21.14 million of which three grants (US\$2.83 million) were approved in FY14. Seven of the 16 grants closed in FY14, 9 are still disbursing. Cumulative disbursements (from inception to FY14) reached US\$12.27 million, of which US\$4.21 was disbursed in FY14.

Japan/Bank Partnerships Program: FY14 Portfolio

TABLE

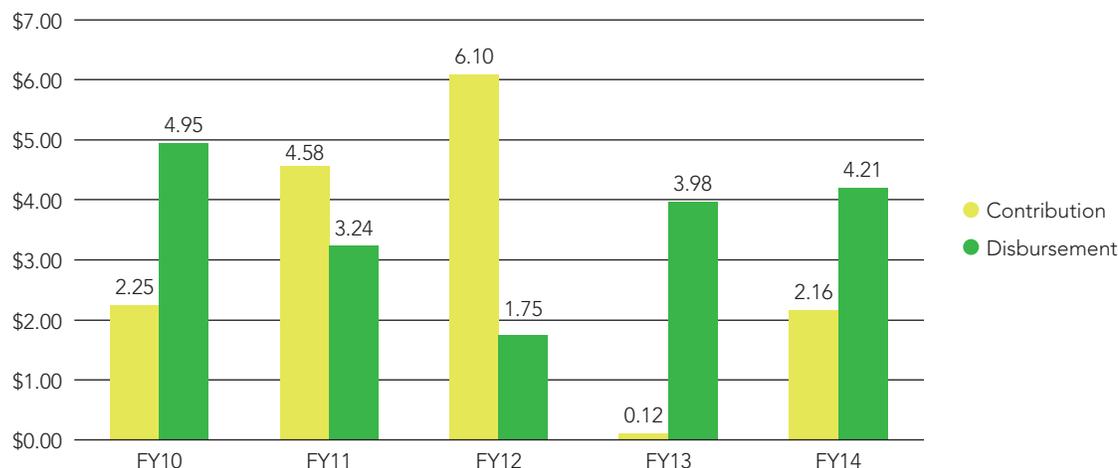
2

	Number/amount
Number of grants (Active and Closed)	16
Value (US\$M)	21.14
Cumulative Disbursement (US\$M)—Inception–FY14	12.27
FY14 Approvals (Number of grants)	3
FY14 (US\$M)	2.83
FY14 Disbursement (US\$M)	4.21

Source: DFPTF

Contributions. Cumulative contributions from inception (FY99) to the end of FY14 amounted to US\$66.13 million of which (US\$15.21 million) was contributed during FY10–FY14 (Figure 22). Contributions in FY14 amounted to US\$2.16 million or 3 percent of the cumulative contributions. Cumulative disbursements amounted to about US\$59.56 million, of which 30 percent (US\$18.13 million) was disbursed during FY10–FY14. FY14 disbursements amounted to US\$4.21 million or 7 percent of total disbursements. The details are outlined in Figure 22.

The Japan-World Bank Partnership Program: Contributions and Disbursements FY10–FY14



Source: DFPTF

Japan PHRD Staff and ETC Program

The objective of the Japanese Staff and Extended Term Consultant (ETC) Grant Program is to facilitate the appointment of Japanese nationals in the WBG. The program provides financial support to Japanese nationals in mid-to-higher career appointments. The program was established in 2003 between the GoJ and the WBG to expose Japanese nationals to the WBG's operational processes, to leverage expertise and experiences, and to exchange knowledge in development finance. The program supports ETC, Term and Open-Ended appointments.

Appointments. The GoJ approved 182 appointments valued at US\$37.36 million through the program from FY10–FY14 (Figure 23). Of this, 82 (45 percent) were for Term appointments (US\$26.94 million) and 100 (55 percent) were for ETCs (US\$10.42 million). The trend for the Term appointments reflects an even level of about 16 grants per year. Due to WBG institutional changes there has been a decrease in the number of ETC grants approved since FY11.

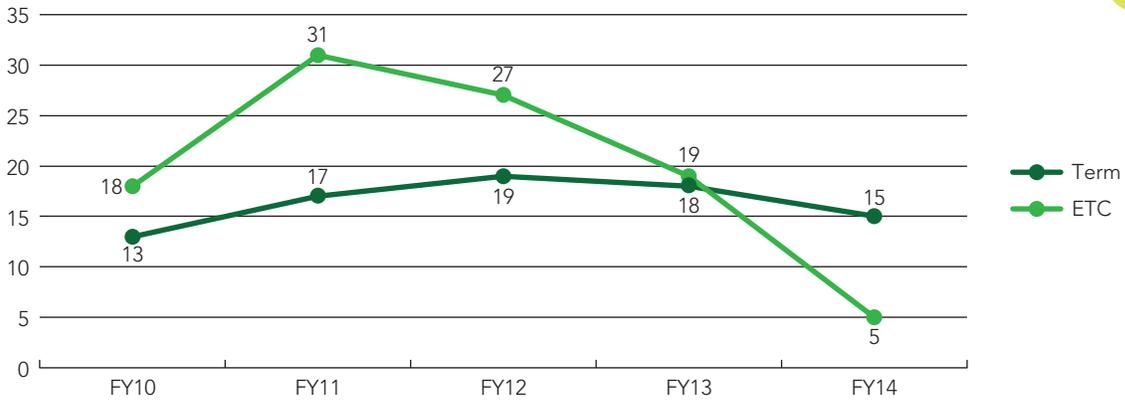
Contributions. Cumulative contributions from inception (FY03) to end of FY14 amounted to US\$53.37 million. Recent trends (Figure 24) show there was a substantial rise in contributions between FY10 to a peak in FY12. However, the level dropped in FY14 (US\$6.79 million). As contributions received are converted from Japanese yen to US dollars, exchange rate fluctuations impact the amount in dollars received, which helps explain some of the year-to-year fluctuations.

Disbursements: Since inception, cumulative disbursements have amounted to about US\$40.97 million, of which US\$30.18 million (74 percent) was disbursed in during FY10–FY14. Annual disbursements were on an increasing trend over the period (averaging about US\$6.59 million) but dipped slightly in FY14 (US\$6.71 million).

Japanese Staff and ETC Grants Approved, FY10–FY14

FIGURE

23

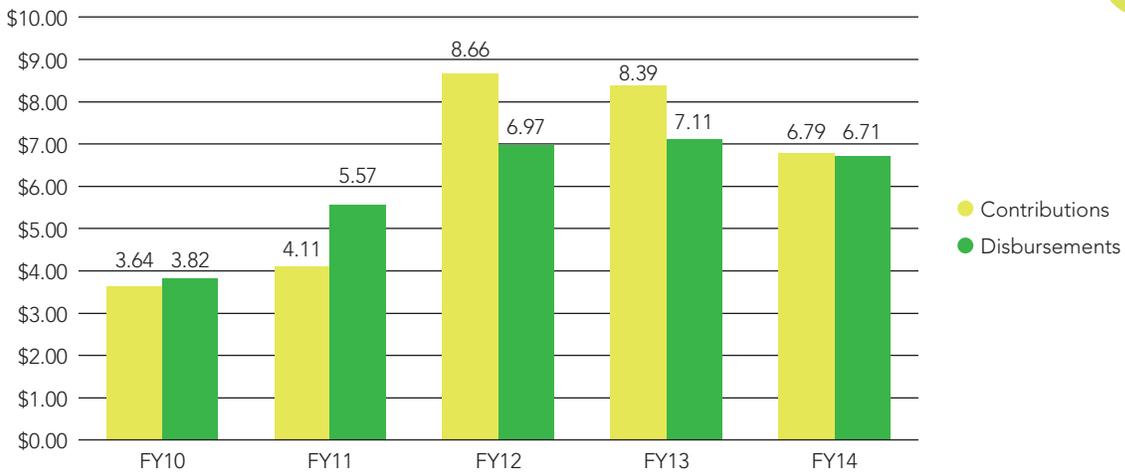


Source: DFPTF

Japanese Staff and ETC Grants: Contributions and Disbursements, FY10–FY14

FIGURE

24



Source: DFPTF

FY14 Portfolio. The FY14 portfolio comprises 72 appointments amounting to \$17.64 million (Table 3). Of this, 20 appointments were approved in FY14. Of the 72 grants, 36 closed in FY14, and 36 are still disbursing. Cumulative disbursements amounted to US\$11.8 million, of which disbursements in FY14 alone amounted to US\$6.71.

Regional Distribution. Appointments approved cut across six WBG regions (Figure 25). Of the 47 appointments approved, (US\$15.01 million), 22 (47 percent) supported global activities, while of the 25 appointments (US\$2.64 million) approved for ETCs, five (20 percent) supported global activities.

TABLE

3

Japanese Staff and ETC Grants: FY14 Portfolio

	Term Appointment	ETC Appointment	Total (100%)
Number of Appointments (Active & Closed)	47 (65%)	25 (35%)	72
Value (US\$M)	15.01 (85%)	2.63 (15%)	17.64
Cumulative Disbursements (US\$M)	9.91 (84%)	1.89 (16%)	11.80
FY14 Approvals (Number of Appointments)	15 (75%)	5 (25%)	20
FY14 Value (US\$M)	4.54 (90%)	0.52 (10%)	5.06
FY14 Disbursements (US\$M)	5.74 (86%)	0.97 (14%)	6.71

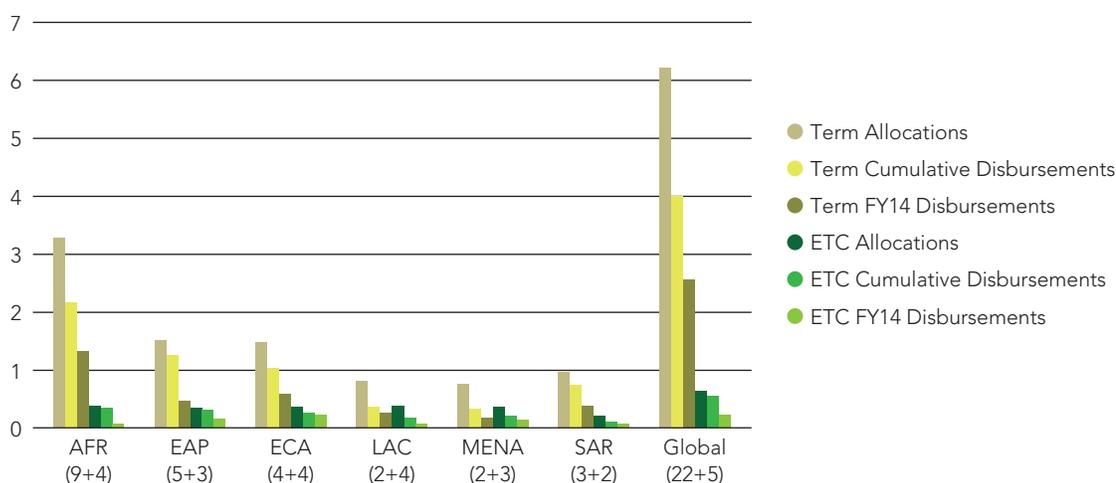
Source: DFPTF

FIGURE

25

Japanese Staff and ETC Appointments: Regional Distribution, FY14

(Numbers in parentheses for each region represent Term + ETC grants)



Source: DFPTF

OTHER PROGRAMS

The Global Development Network (GDN)

The Global Development Network supports the Global Development Awards and Medals Competition. The awards and competition were established to develop the research capacity of economics and social science researchers, and to fund innovative social development projects that benefit marginalized groups in the developing world.

The GoJ supports two awards through this network: (a) the Japanese Awards for Outstanding Research on Development (ORD) and (b) the Japanese Award for Most Innovative Development Project (MIDP). In FY14, the competition received applications from 40 countries. A panel of judges selected the winners at the GDN 15th Annual Global Development Conference in Accra in June 2014. The finalists presented their proposals and papers to more than 200 researchers and practitioners who attended the conference.

The Japanese Awards for Outstanding Research on Development (ORD)

This award is based on the recognition that emerging and poor societies can improve their development prospects by applying quality research to public policies. The award also emphasizes that accelerating development requires a critical mass of local and regional cohorts of multi-generational and interconnected social scientists and researchers.

The award focuses on early career researchers from developing countries. It funds research with a high potential for excellence, providing clear policies for addressing development issues.

Awardees receive fellowships in the form of grants to complete their research proposal, developing a sound research-to-policy practice. Expert technical mentoring for the duration of the grant helps build the research capacity of these social scientists. The grant provides research communications training to strengthen policy outreach and to develop communication products.

In addition to the visibility of researchers and institutions, GDN, in collaboration with DFPTF, has instituted mechanisms to ensure Japan's visibility as follows:

- **Public acknowledgement of Japan's commitment** and support to development: All competition announcements, submission guidance, certificates to winners and GDN Annual Conference programs identify the Ministry of Finance, Government of Japan.
- **Public recognition of Japan's commitment and support to the promotion of economic and social development** in developing countries: The Government of Japan is acknowledged by GDN during the awards prize distribution ceremony held at the GDN Annual Conference each year. Each conference is attended by more than 300 participants from across the developing and developed world.
 - **Bolstering Japan's goals of fostering international understanding, exchange and cooperation:** The most senior representative from JICA-RI (representing Japan's Ministry of Finance) presides as the chairperson of the MIDP award session and as the chairperson of the MIDP selection committee. This representative distributes the awards at the prize ceremony.

- **Acknowledging Japan's generous contribution to improve the welfare of humankind and the sound development of the international research and development community:** Award winners are required to acknowledge the support of the Ministry of Finance and the Government of Japan on all publications and resource materials funded by the award.
- **Bolstering Japan's goals of fostering international understanding, exchange and cooperation:** Officials from the Japanese embassies where projects are located are invited to participate in workshops and events funded by the award.

The FY14 results are outlined in Table 4 below.

TABLE

4

Japanese Awards for Outstanding Research on Development; FY14 Results

Results Achieved in FY14	
Number of countries reached through the awards process	42
Number of researchers reached through the awards process	124
Percentage of women researchers reached through the award process	26%
Percentage of women researchers among Award winners	50%

Source: DFPTF

The Japanese Award for Most Innovative Development Project (MIDP)

This award funds socially innovative projects that affect marginalized and disadvantaged groups in developing and transition countries. Winners are selected for innovative social development projects across a range of themes. Projects should have a strong social impact and be replicable in other developing countries. Project representatives also attend research communications training.

The awards bring recognition to the winners by making their work more visible. This, in turn, attracts additional funding and helps career advancement.

The FY14 results are outlined in Table 5 below.

TABLE

5

Japanese Award for Most Innovative Development Project; FY14 Results

Results Achieved in FY14	
Number of countries reached through the awards process	49
Number of organizations reached through the awards process	154
Number of beneficiaries reached out by awarded projects	746
Number of beneficiaries reached via three winner organizations	107,400

Source: DFPTF

Other World Bank-Managed Programs Supported by the PHRD

The Government of Japan also supports other global programs managed by the World Bank Group. Contributions to these programs are channeled through the PHRD Program to the specific programs to address development challenges. During FY14, Japan contributed USD 64.8 million to 13 global programs managed by the WBG as outlined in Table 6 below.

PHRD Fund Transferred to Other Non-PHRD WBG Programs

TABLE

6

PHRD Fund Transferred to Other Non-PHRD WBG Programs (USD million)	Amount
Consultative Group on International Agriculture Research (CGIAR)	4.0
Consultative Group to Assist the Poorest (CGAP)	0.3
Support to IAVI-Sendai Vector (IAVI)	2.0
Japan-World Bank Distance Learning Partnership-Phase II (TDLC)	3.0
Donor Funded Staffing Program (DFSP)	5.6
Public-Private Infrastructure Advisory Facility (PPIAF)	0.8
JSDF for further transfer to IFC-Tokyo International Conference on African Development (TICAD V)	4.0
JSDF for further transfer to IFC- Global Agriculture and Food Security Program (GAFSP)	10.0
Green Climate Fund (GCF)	1.0
Mainstreaming Disaster Risk Management in Developing Countries (GFDRR)	20.0
Small Island Developing States (SIDS) Dock Supporting Program	9.0
Pacific Disaster Risk Financing & Insurance	1.1
Middle East and North Africa Transition Fund (MENA)	4.0
Total Transfers:	64.8

Source: DFPTF

The Japan Donor Funded Staffing Program (DFSP/JPO)

The Donor Funded Staffing Program (DFSP) is a recruitment program funded by donor governments. Its objective is to contribute to the achievement of the WBG's diversity targets and capacity-building efforts through the recruitment of junior and mid-career professionals, in headquarters and country offices. This allows donors and the WBG to leverage their development agendas more strategically.

The Government of Japan joined the fund at its inception and, as of FY14, has funded 25 positions amounting to US\$10.75 million.



CHAPTER VIII

MONITORING AND EVALUATION

The PHRD TA Program provides short- and medium-term development impact through measurable development outcome indicators. The GoJ and the DFPTF emphasize results-focused reporting on trust fund-financed activities. The assessment of the effectiveness of the PHRD Program is done through external evaluations, two of which have already been completed.

Strengthened monitoring through the Implementation Status and Result Reports (ISRs), and Grant Monitoring Report (GRMs) will continue to be required to improve the performance and results of PHRD grants. In FY14, several grants experienced implementation delays or changes in policies or environment. Since grants typically support relatively small components and activities, it is difficult for staff managing grants to control the policies, implementation agencies, and conditions in which the grants operate. However, improved monitoring alerts managers and recipient governments and stakeholders about delays and changes that affect grant performance. These provide the framework for the PHRD team in DFPTF to comment and propose mitigating measures. At completion, task teams prepare the Implementation Completion Memorandum (ICM) capturing short-term achievements, intermediate outcomes, and lessons learned. Furthermore, monitoring of results from all TF activities are mainstreamed as part of the overall WBG results monitoring framework and are considered within the WBG corporate results scorecards.

In addition, an unaudited financial statement is prepared every quarter. This informs the WBG and the donor of the level of commitment by contributions as well as the amounts allocated to disbursing funds and their disbursement. At the end of each fiscal year, an independent external auditor prepares an audit of the financial statements, the result of which is shared with the GoJ.

The Japan World Bank Scholarship program, under the management of the World Bank Institute (WBI), uses a tracer study to report accomplishments, including the number of scholarship degrees completed, the number of students who returned to their home countries, and their employment and career progression. The tracer study also captures lessons learned.



CHAPTER

IX

LOOKING AHEAD

The 2013 Japan-WBG strategic consultations were held on October 28-29, 2013 in Tokyo. Both partners reaffirmed the value of PHRD as a partnership instrument to help further the development agenda. The Fund remains a flexible and relevant instrument both for Japan and the WBG.

Going forward, the partners agreed that in keeping with the dynamism and flexibility of the PHRD program, reform would be warranted. This reform would take into account the progress made. It would also help ensure that the program stays relevant in a continually evolving global development context. It was agreed that the Rice Research and Productivity Program (agricultural window) has been fully implemented and therefore would be closed. The Disaster Reduction and Recovery (DRR) window will be folded into the single donor TF that will be set up in close connection with the Global Facility for Disaster Reduction and Recovery (GFDRR) program. The Disability and Development (D&D) window will also be closed.

Partners agreed that new priority theme(s) would be designed that both meet Japanese priorities, while also being fully aligned with the implementation of the WBG strategy. This is particularly relevant given the twin goals adopted by the WBG to measure success in promoting sustainable economic development. The first goal is to essentially end extreme poverty by reducing the share of people living on less than US\$1.25 a day to less than 3 percent of the global population by 2030. The second goal is to promote shared prosperity by improving the living standards of the bottom 40 percent of the population in every country. The strategy further urges that the two goals be pursued in ways that sustainably secure the future of the planet and its resources, promote social inclusion, and limit the economic burdens that future generations inherit. The way forward for the reformed PHRD program would also take into consideration the organizational restructuring of the WBG, in particular through the adoption of the

Global Practices model, and the One World Bank Group approach which embraces all the agencies of the WBG in a unified approach to achieving the twin goals.

Several ideas were floated as possible themes for piloting, including statistical capacity building of Fragile and Conflict-affected Situations (FCS), project preparation facility for Asian countries, support in refining the WBG's goals of reducing extreme poverty and boosting shared prosperity, post-2015 evaluation and statistical capacity building, and support to the results framework agenda. These and other decisions would be discussed, finalized, and adopted at subsequent consultation meetings.

ANNEX

1

FY09–FY15 POLICY DOCUMENT

(amended December 2013)

JAPAN POLICY AND HUMAN RESOURCES DEVELOPMENT TECHNICAL ASSISTANCE (TA) GRANTS PROGRAM

1. **Background and Objective.** Ministry of Finance, Japan (MoF) has approved a new, restructured Japan Policy and Human Resources Development (PHRD) Technical Assistance (TA) program to assist eligible countries of the World Bank Group¹¹ in enhancing their technical and institutional capacities. The duration of the new PHRD TA program would be from FY09–FY15. This document provides the framework for the four pillars of the FY09–FY15 PHRD TA program.¹² Pillar II¹³ and Pillar III¹⁴ will be dropped and new pillar will be added in FY14.
2. **Priority Areas:** The FY09–FY15 PHRD TA program will focus on three thematic pillars:
 - **Pillar I–5th Tokyo International conference on African Development (TICAD V):**
 - (i) *Agriculture* - build institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption.

¹¹ Includes the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, all referred to hereafter as the Bank.

¹² There are separate Operating Guidelines for each program activity.

¹³ Pillar II will be closed when the Administration Agreement concerning the Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries Single-Donor Trust Fund is concluded.

¹⁴ Pillar III will be closed after all project proposals in the pipeline project in November 2013 are processed.

(ii) *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.

- **Pillar II—Disaster Reduction and Recovery (DRR):**

The objective of the PHRD TA DRR program is to reduce vulnerability to natural hazards in disaster prone countries, particularly in the Asia region, by strengthening disaster resilience of cities, improving early warning systems, and implementing a strong knowledge and learning agenda to improve awareness and capacity.

- **Pillar III—Disability and Development (D&D):**

The main objective of the PHRD TA D&D program is to support activities that would contribute to better understanding of the issues surrounding disabilities in the grant recipient countries, develop appropriate policies and development interventions to address these issues, and to finance programs which directly benefit the disabled people.

- **Pillar IV—Other Activities including:**

(i) Pacific Catastrophe Risk Financing Initiative Phase 2

(ii) Term staff advisory support agreed between the Ministry of Finance, Japan and the World Bank

(iii) Manila Flood Protection Feasibility Study

(iv) Other Activities Consulted and Agreed between the Ministry of Finance, Japan and the World Bank

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 share-able 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) Co-financing of Bank-financed or managed operations; 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 Arrangements.** All grants are to be executed by the grant recipients¹⁵. 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 CFP 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.** 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 Partnerships and Trust Fund Operations (PTO) of the Concessional Finance and Global Partnerships vice Presidency (CFP). MoF will have four weeks to review a brief Concept Note (MoF may consult Ministry of Foreign Affairs (MoFA) and Japan International Cooperation Agency (JICA)). The Bank will be encouraged, but not required to 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 World Bank (WB).** Once CFP submits proposals to MoF, MoF would review the full proposal while focusing its assessment on the detailed cost table. MoF will provide its final decision within three weeks.
- 9. Review Procedures of Grant Proposals.** Proposals will be reviewed for technical feasibility and compliance with the PHRD TA procedures. See specific Operating Guidelines for the details of the technical review process.
- 10. Bank's Fiduciary Responsibilities as Grant Administrator.** All grants will be supervised by the Bank in order to ensure compliance with the Bank's Procurement and Financial Management Guidelines (as for World Bank loans and credits).

¹⁵ 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.

11. 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.

12. 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 Sector 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.

13. Consultation with MoFA, JICA and Visibility of Japan's Assistance to the PHRD TA Program. In order to ensure harmonization and coordination, the Bank is required to:

- 1) consult with the JICA at an early stage of project preparation,
- 2) consult with the Embassy of Japan accredited to the recipient country about the PHRD grant application, and
- 3) required to discuss the proposal with JICA before submission of the proposal to Concessional Finance and Global Partnerships (CFP) for review. Such consultation and information sharing by task teams will help 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.

14. 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 (ISR) system, rating the status of grant implementation, and documenting the completion of deliverables and outputs. For grants over US\$1 million, an *Implementation Completion Report* (ICR) will be prepared at completion of the grant financed activities. The ICR will document the actual cumulative inputs, outputs and outcomes of the grant. For grants under US\$1 million, the final ISR will include additional information regarding grant activity outcomes. The summary of the grant activities and result will be shared with the donor by the PHRD Team in PTO. In addition to the reporting on individual projects mentioned above, the World Bank is required to provide a concise report on comprehensive progress and results on the 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 the Bank.

15. 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 Bank’s document retention policy. Task teams should send the original Grant Agreement and Disbursement Letter to the Legal department of the RVP Unit.

FY09–FY15 PHRD Technical Assistance Program Allocation

Allocations by Pillar	Amount (US\$ million)
Pillar I¹⁶	
(i) Agriculture: build institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption	20 (over 5 years)
(ii) 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	20 (over 5 years)
Pillar II	
Activities under the Disaster Prevention program: to be determined	50 (over 5 years)
Pillar III	
Activities under the Disability and Development program: to be determined	40 (over 5 years)
Pillar IV	
(i) Pacific Catastrophe Risk Financing Initiative Phase 2: \$1.32 million	5.32
(ii) Term staff advisory support agreed between the Ministry of Finance of the Government of Japan and the World Bank: \$1.0 million	
(iii) Manila Flood Protection Feasibility Study: \$3.0 million	
(iv) Other activities consulted and agreed between the Ministry of Finance of the Government of Japan and the World Bank: to be determined	

¹⁶ TICAD V allocations only.

GUIDANCE NOTE ON VISIBILITY OF JAPAN

JAPAN POLICY AND HUMAN RESOURCES DEVELOPMENT (PHRD) TECHNICAL ASSISTANCE (TA) PROGRAM

GUIDANCE NOTE ON VISIBILITY OF JAPAN

Introduction

The Government of Japan has contributed to the Policy and Human Resources Development (PHRD) Technical Assistance (TA) Program in support of work by, and on behalf of, World Bank borrowing 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 Embassy of Japan and the Japan International Cooperation Agency (JICA) accredited to the recipient country about the PHRD grant application before submission of the proposal to CFP for review. Such consultation and information sharing by task teams will help expedite the decision-making process. In

addition, Bank task teams are encouraged to share the information about progress and outcomes of PHRD projects with the Embassy of Japan and other Japanese aid agencies in the field.

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 in question have received funding from the Government of Japan;
- (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 Government of Japan;
- (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, CFP 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, workshops, financed by the PHRD grants clearly indicate that the activities in question 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 staffs 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 received. 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 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 asked to forward copies of all visibility material, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to the following address:

PHRD Team
Mail Stop G 6-602
Global Partnership and Trust Fund Operations
Concessional Finance and Global Partnerships
The World Bank
Washington, DC 20433
USA

ANNEX

3

PHRD APPROVED GRANTS FY11–FY14

Country	Grant Name	Total Approved Amount (\$US)	Description of Objective
Romania	Improved policy-making and institutional framework for people with disability	\$1,800,000	More effective protection of persons with disabilities through improved disability assessment and better information on persons with disabilities for policy-making
Morocco	Improving the Physical Accessibility of People with Limited Mobility	\$2,992,500	To demonstrate the feasibility of proper accessibility improvements through a pilot project, and to build capacity at all levels in Morocco on accessibility aspects
India	Expanding Disability work on Mental Disability Issues in the Tamil Nadu Empowerment and Poverty Reduction Project (TNEPRP)	\$2,925,330	To improve the participation of persons with mental disability in community activities including access to livelihoods
Guinea	Development of Inclusive Education in Guinea	\$2,999,850	To develop capacities of schools and teachers, and increase access of children with mild disabilities to mainstream pre-primary and primary schools
Peru	Mainstreaming Inclusive Design and Universal Mobility in Lima	\$2,625,000	To improve the capacity of the municipality of Lima and to mainstream the needs of persons with disability in the planning and implementation of urban walking/public transport facilities

Country	Grant Name	Total Approved Amount (\$US)	Description of Objective
Jamaica	Social and Economic inclusion of persons with disabilities project	\$2,997,790	To: (i) increase the employability and skills development of poor persons with disabilities (ages of 18-36 years); and (ii) improve the service delivery of special education needs to poor children with disabilities between the ages of 0- 6 years
Moldova	Integration of Children with Disabilities into Mainstream Schools	\$3,000,000	The project development objective is to demonstrate through pilot activities that local governments can successfully apply national policies that promote integration of children with disabilities into the mainstream education system
Pakistan	Strengthening Pakistan's Urban Disaster Response Capacity	\$3,000,000	To develop appropriate methodology and guidelines for assessing and subsequently enhancing multi-hazard early warning systems and disaster response capacity of urban local authorities
Sri Lanka	Metro Colombo- Towards a Flood Resilient Urban Environment	\$990,000	To enhance the capacity of the Government of Sri Lanka to identify, assess and reduce the vulnerability of country's urban environment to natural disasters with a focus on Metro Colombo
Vanuatu	Mainstreaming Disaster Risk Reduction in Vanuatu	\$2,998,000	To strengthen urban planning and tsunami preparedness in the main urban areas of Vanuatu
Lao PDR	Mainstreaming Disaster and Climate Risk Management into Investment Decisions	\$2,958,000	To strengthen the institutional authority and implementation capacity of the Government of Lao PDR at national and sub-national levels for mainstreaming disaster risk management and climate change adaptation into public infrastructure investments, thereby potentially decreasing the vulnerability of the population and national economy to climate change and natural hazards,
Mongolia	Improving Disaster Risk Management in Mongolia	\$3,000,000	To improve the disaster preparedness of UB, and reduce the impact of "dzuds" on rural livelihoods
Solomon Islands	Increasing Resilience to Climate Change and Natural Hazards in Solomon Islands	\$3,000,000	To integrate DRR/CCA across sectors; to improve climate and disaster risk information and communication; and to increase the resilience of rural communities in Solomon Islands to climate change and natural hazards;
Nepal	Pilot Program for Seismic School Safety in the Kathmandu Valley	\$1,507,000	To reduce Nepal's risk from earthquakes. With a particular focus on reducing public school vulnerabilities by strengthening the Government of Nepal's capacity to implement school retrofitting programs

Country	Grant Name	Total Approved Amount (\$US)	Description of Objective
Papua New Guinea	Building a more disaster and climate resilient transport sector	\$2,933,700	To improve PNG's resilience to the impact of natural disasters and climate change in the transport sector
Kiribati	Kiribati Disaster Risk Management and Adaptation Project	\$1,983,600	To improve Kiribati's resilience to the impacts of natural disasters and climate change on freshwater supply and coastal infrastructure
Bhutan	Improving Resilience to Seismic Risk	\$1,414,050	To improve Bhutan's resilience to seismic risk aimed at improving the understanding of earthquake hazards in the country, strengthening the capacity to carry out vulnerability assessments of critical buildings and infrastructure, and enhancing capacities to build, repair or retrofit important buildings.
Mozambique	PROIRRI–Sustainable Irrigation Development for Rice Production	\$15,000,000	To increase rice production in selected districts in the provinces of Sofala and Zambezia, by enhancing productivity in the rice-based farming systems
Tanzania	Agriculture Sector Development Project	\$14,960,000	To enable better access to and use of agricultural knowledge, technologies, marketing systems, and infrastructure for farmers and to promote agricultural private investment based on an improved regulatory and policy environment
Sierra Leone	Support Africa Rice Research and Productivity Development Program under WAAPP-1C Sierra Leone	\$10,000,000	To generate and accelerate the adoption of improved technologies in the participating countries' top agricultural commodity priorities areas, in alignment with the sub-region's top agricultural commodity priorities, as outlined in the ECOWAP
Liberia	Support Africa Rice Research and Productivity Development Program under WAAPP-1C Liberia	\$8,000,000	To generate and accelerate the adoption of improved technologies in the participating countries' top agricultural commodity priorities areas, in alignment with the sub-region's top agricultural commodity priorities, as outlined in the ECOWAP
Guinea	Support Africa Rice Research and Productivity Development Program under WAAPP-1C Guinea	\$9,000,000	To generate and accelerate the adoption of improved technologies in the participating countries' top agricultural commodity priorities areas, in alignment with the sub-region's top agricultural commodity priorities, as outlined in the ECOWAP

Country	Grant Name	Total Approved Amount (\$US)	Description of Objective
Cote D'Ivoire	Support Africa Rice Research and Productivity Development Program under WAAPP-1C Cote D'Ivoire	\$8,000,000	To generate and accelerate the adoption of improved technologies in the participating countries' top agricultural commodity priorities areas, in alignment with the sub-region's top agricultural commodity priorities, as outlined in the ECOWAP
Madagascar	Madagascar Irrigation and Watershed Management Project	\$13,290,000	To increase rice productivity in selected irrigation sites and their surrounding watersheds
Tajikistan	Public Financial Management Modernization Project	971,821.00	To enhance the efficiency and transparency of public sector expenditure management.
Albania	Coastal Zone Management and Clean-up Project	2,230,000.00	To help protect the country's coastal and marine natural resources and promote sustainable tourism development.

Source: DFPTF



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