



# POLICY AND HUMAN RESOURCES DEVELOPMENT FUND (PHRD)

ANNUAL REPORT OF ACTIVITIES FOR  
FISCAL YEAR 2016



**WORLD BANK GROUP**  
Development Finance



**Government  
of Japan**





**POLICY AND  
HUMAN RESOURCES  
DEVELOPMENT FUND  
(PHRD)**

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ANNUAL REPORT OF ACTIVITIES FOR  
FISCAL YEAR 2016



# POLICY AND HUMAN RESOURCES DEVELOPMENT FUND

## ACHIEVING DEVELOPMENT IMPACT PHRD FUND RESULTS AT YEAR-END FY16

Delivering integrated solutions to help client countries address their development challenges requires a focus on results. In recent years, the PHRD Fund has made noteworthy contributions across many areas to support development results achieved in client countries, as shown in these selected examples from around the globe.

### Boosting agricultural productivity in Africa

**1.16 million** direct beneficiaries in **Angola, Cote D'Ivoire, Guinea, Liberia, Madagascar, Sierra Leone, and Tanzania**;  
**38 percent** female beneficiaries

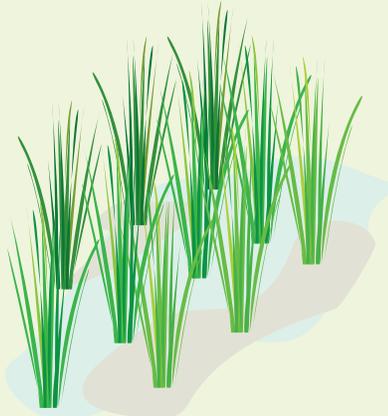
About **810,000 hectares** farmed under improved technologies

More than **362,000 farmers** adopted improved rice farming technology

**1,133 farmers** in 10 irrigation schemes adopted "Systems for Rice Intensification" technology; rice productivity increased to an average of 8.23 tons/hectare

**4,845 client-days** of training provided in **Mozambique**

**54,982 smallholder farmers** trained in: community organization and leadership; production management and agricultural techniques for bean, cassava, maize, and potato farming; management practices; women comprised **24 percent** of the farmers trained



### Leveraging resources and informing policies

**\$70 million** in financing from the government of **Angola** and the World Bank for a new project based on the success of the now-closed Angola Market-Oriented Smallholder Agriculture Project

**\$40.59 million** in financing from the Government of **Lao PDR** and the World Bank for three new projects based on the success of now-closed PHRD projects

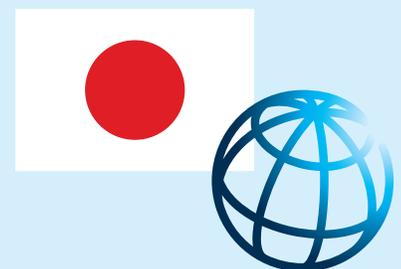
**Information, designs, and lessons** from the now-closed **Guinea** Development of Inclusive Education project informed the architectural plans for sanitation facilities and ramps as well as provided input for training programs

**184 scholarships** awarded under the Joint Japan/World Bank Graduate Scholarship Program

**39 percent** of the scholarships awarded to women; 26 percent of scholars from Africa region

**15 Japanese nationals** awarded scholarships, of whom **47 percent were women**

**Developing human resources through academic learning**





## Mainstreaming disability issues in development policies and programs

**90 percent of beneficiaries** identified with mental disability can now pursue livelihoods and employment in Jamaica and Tamil Nadu, India

In **Guinea**, **4,549 children** with mild disability attend school;

**86 percent** of pilot schools provide conducive learning environment for children with mild disabilities

**5,093 trainers and teachers** trained in special education to work with special needs children in **Guinea** and **Moldova**

**Urban transport infrastructure more accessible** in **Morocco** and **Peru** through improved regulatory policies and technical knowledge and by piloting accessibility improvements in urban transport systems

**National database/registry of persons with disabilities developed** and operational in **Romania** to ensure that benefits are targeted at the right disabled people

## Exploring new frontiers of knowledge

PHRD-funded study, *Challenges and Opportunities for Achieving Universal Health Coverage in Developing Countries*, informed the World Bank's corporate goals for achieving universal health coverage by 2030.

Raised awareness on the **principles of responsible land governance** in 33 countries; tools developed for decision makers and relevant stakeholders improve the security of property rights and sustainable management of land resources

**Land Governance Assessment Framework** implemented in eight countries



Demonstrated effectiveness of **Responsible Agriculture Investment principles** in reducing potential negative impacts and boost positive impacts

## Reducing vulnerability to natural hazards in disaster-prone countries, with a focus on Southeast Asia and Pacific Island nations

**Six seismic monitoring stations** installed in **Bhutan**

First ever **Wetland Management Strategy** prepared for **Metro Colombo, Sri Lanka**

**Strategies for tsunami warning and information dissemination** prepared for **Vanuatu**, incorporating lessons learned from response to Tropical Cyclone Pam

**68,226 people** in **Lao PDR** directly benefited from improved irrigation and drainage, half of whom were women; 426 government staff from key ministries and technical agencies received training on safe infrastructure design, implementation, and monitoring—far exceeding the original project target of 100 people



# Message from JAEHYANG SO Director of Trust Funds and Partnerships



its original mission of capacity building in developing countries.

Over the past five years, the PHRD Technical Assistance (TA) Program focused on three meaningful areas: enhancing agricultural productivity in Sub-Saharan countries, reducing vulnerability to natural hazards in disaster-prone countries—particularly Pacific Island and Southeast Asian nations and mainstreaming issues related to physical and mental disabilities in development policies and programs. While most of the projects under these programs are still under implementation, noteworthy results have already been achieved and are documented in this year's annual report.

The TA grants for the Africa Agricultural Productivity Enhancement Program have benefited 1.16 million people in seven Sub-Saharan countries. They helped bring nearly 1 million hectares of land under improved agricultural technologies. The grants enabled training for about 55,000 farmers in community organization, leadership, and new technologies. In addition, more than 362,000 farmers adopted improved rice farming techniques.

For nearly three decades, the Policy and Human Resources Development (PHRD) Fund, generously supported by the government of Japan, has been a model for quality in development operations. The Fund is unique in its ability to adapt its focus for new development priorities and challenges while steadfast in

Countries in South and East Asia, particularly small Pacific Island nations that are vulnerable to natural disasters, are benefiting from TA grants to build capacities that help them improve their ability to manage natural disaster risks. Examples include the completion of six seismic monitoring stations in Bhutan, the development of a wetland management strategy for Metro Colombo, Sri Lanka, and the implementation of a strategy for tsunami warning and information dissemination in Vanuatu. In the Lao People's Democratic Republic (PDR), technical and administrative officials learned about safe infrastructure design. They also gained a better understanding of updated technical manuals and guidelines.

The PHRD TA program supports policy and development interventions to benefit persons with disabilities. In Guinea, selected pilot schools are providing a more conducive learning environment for disabled children and has helped about 4,500 children with mild disabilities attend school—some for the first time.

Training for teachers and other staff is an important part of the equation in working with special needs children. PHRD TA grants have helped build the special education skills of more than 5,000 teachers and other personnel in Guinea and Moldova so they are better equipped to work with special needs children. Projects in Peru and Morocco are assisting with the inclusion of accessibility in urban transport infrastructure and systems. The TA Program is also helping persons with mental disabilities pursue livelihoods in Jamaica and Tamil Nadu, India.

The Japan-World Bank Partnership Program is exploring new knowledge frontiers, specifically on key issues

such as universal health coverage, responsible agriculture investments, principles of land governance, improving security of property rights, and sustainable management of land resources. Of note, the program's efforts in the area of universal health coverage informed both the definition and the dissemination of the World Bank Group's corporate goals for achieving universal health coverage by 2030.

The projects that closed in fiscal year 2016 have influenced future project designs and development policies. They also helped leverage financial resources towards new projects. For example, the successful World Bank Group (WBG)/International Fund for Agricultural Development (IFAD)/PHRD TA Agriculture Project in Angola contributed to the design of two projects, the \$70 million Smallholder Agricultural Development and Commercialization Project, and the Smallholder Agriculture and Marketing Project funded by IFAD.

The positive results of the closed Lao PDR project contributed to the government's decision to invest in disaster and climate resilience through ongoing and future projects. The Lao government also mobilized \$75.6 million in funding to expand the scope of ongoing projects and support the design of new operations. In Guinea, the knowledge gained through the Development of Inclusive Education Project fed into new architectural plans for school sanitation facilities and ramps. It also provided input for new training programs for children with special needs.

The PHRD TA Program is building on its new strategic framework, repositioning the program to support country-led efforts related to the 2030 global sustainable

development agenda. The revised TA Program now emphasizes enhancing the institutional capacity and knowledge of small and marginal farmers; increasing access to rural energy, particularly in fragile and conflict-affected states; developing strategies and capacities to adopt, achieve, and maintain universal health coverage; and augmenting monitoring and evaluation capabilities to improve evidence-based decision making.

The Joint Japan-World Bank Graduate Scholarship Program gave young professionals in developing countries access to graduate studies at outstanding academic institutions around the world. So far, the program has produced a global network of close to 5,900 professionals working on development, the overwhelming majority of them in their home countries. In FY16, the program awarded 184 new scholarships.

The PHRD Fund also supports the entry of mid-career Japanese nationals into WBG on time-based assignments under the Japan PHRD Staff Program. While on these assignments, they learn the institution's operational processes, as they make use of their expertise and contribute to the global development agenda. Between FY03 and FY16, this program has supported 177 Japanese nationals. Sixty six of them, with women comprising 39 percent, have succeeded in transitioning into WBG staff positions.

WBG greatly values its flagship partnership with Japan. We are sincerely grateful to the Government of Japan for the generous support of the global development agenda provided through the PHRD Fund—a program that positively impacts the lives of thousands of people around the world.

# Acronyms and Abbreviations

AFR	Africa Region	IFAD	International Fund for Agricultural Development
ASDP	Agriculture Sector Development Program	JICA	Japan International Cooperation Agency
CAADP	Comprehensive Africa Agriculture Development Program	JIPS	Japan Indonesia Presidential Scholarship Program
CBDRM	Community Based Disaster Risk Management	JJ/WBGSP	Joint Japan World Bank Graduate Scholarship Program
Cu.m	Cubic Meter	JSDF	Japan Social Development Fund
D&D	Disability and Development	Km	Kilometer
DFi	Development Finance	LCR	Latin America and Caribbean Region
DFPTF	Trust Funds and Partnerships Department	LGAF	Land Governance Assessment Framework
DRR	Disaster Reduction and Recovery	MoF	Ministry of Finance
EAP	East Asia and Pacific	MOFA	Ministry of Foreign Affairs
ECA	Europe and Central Asia	MRU	Mano River Union
ECOWAS	Economic Community of West African States	PCN	Project Concept Note
ESW	Economic and Sector Work	PDO	Project Development Objective
ETC	Extended Term Consultant	PHRD	Policy and Human Resources Development
FCS	Fragile and Conflict States	PIC	Pacific Island Countries
FY	Fiscal Year	PSE	Programme Sectoriel de l'Education
GCI	Garbage Clinical Insurance	RAI	Responsible Agricultural Investment
GDN	Global Development Network	SA	Supplemental Arrangement
GFDRR	Global Facility for Disaster Reduction and Recovery	SAR	South Asia Region
GoJ	Government of Japan	SRI	System Rice Intensification
Ha	Hectare	SSA	Sub-Saharan Africa
HNP	Health Nutrition and Population	TA	Technical Assistance
IBRD	International Bank for Reconstruction and Development	TICAD	Tokyo International Conference on African Development
ICR	Implementation Completion Report	UHC	Universal Health Coverage
IDA	International Development Agency	WAAP	West Africa Agriculture Productivity Program
		WBG	World Bank Group

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# Executive Summary

The Japan Policy and Human Resources Development (PHRD) Fund has evolved since its establishment nearly three decades ago. Over this period, it has successfully responded to the increasing complexities of the development challenges faced by World Bank Group (WBG) member countries. It has also maintained its original mission: to build the capacity of development institutions in these countries so they can formulate sound economic policies and development projects.

Since its inception to the end of fiscal year 2016 (FY16), the Government of Japan has contributed \$3.02 billion to the PHRD Fund. Cumulative disbursements amount to \$2.45 billion, representing 81 percent of the total. Approximately 57 percent of the total contribution went toward the Technical Assistance (TA) program.

The Government of Japan through the PHRD Fund account provides resources to finance various WBG managed multilateral programs. In FY16, PHRD transferred \$96.8 million to 12 multilateral programs. Three programs received about 57 percent of the total transferred amount: The Japan World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries (\$30 million), the Critical Ecosystem Partnership Fund (\$15 million), and the Global Infrastructure Facility (\$10 million).

The FY16 PHRD TA financial portfolio totaled \$121.95 million. It included allotments for four programs across 24 countries: \$76.16 million for Africa Agriculture Productivity Enhancement, \$20.32 million for Disaster Reduction and Recovery (DRR), \$18.47 million for Disability and Development (D&D), and \$7 million for the Project Cofinancing Program.<sup>1</sup> As of June 2016, 63 percent of allotted funds were disbursed. Four projects, with funding totaling \$12.31 million, closed in FY16. Three out of these four projects had a 90 percent or higher disbursement rate.

The TA Program continued to make positive contributions in boosting agricultural productivity in the seven Sub-Saharan African project countries. It is helping to improve the technical and organizational capacities in the 11 grant-financed countries in South and East Asia. It also is contributing to the creation of appropriate policies and development interventions to directly benefit persons with disabilities in seven countries.

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<sup>1</sup> The Project Co-financing Program closed in FY12.

## Africa Agricultural Productivity Enhancement Program

The achievements of this program include:

- 1.11 million direct beneficiaries of the program in the four Mano River Union (MRU) countries (Cote d'Ivoire, Ghana, Liberia, and Sierra Leone), more than 33 percent of whom are women;
- About .37 million hectares of land brought under improved technologies promoted, about .34 million producers adopted at least one new technology and experienced a minimum 15 percent productivity increase over the control technology;
- Rice productivity increased to about 5.8 metric tons/hectare in 20 irrigation schemes; 500,000 hectares of irrigation area developed in the Tanzania project;
- Average yield per hectare in irrigated rice production at intervention sites increased to 3.66 metric tons which is 86 percent of the 4.26 metric tons target expected to be achieved by closing date of the project; two new technologies—seed production and improved rice systems—promoted under the Mozambique project.

About 71 percent of the allocated amount for the program was disbursed.

## Disaster Reduction and Recovery (DRR) Program

The DRR program portfolio of nine projects totals \$20.33 million. Focusing on disaster-prone countries in Asia and the Pacific, the program is helping to strengthen cities' disaster resilience, improve early warning systems, and implement a strong knowledge and learning agenda to improve awareness and build disaster risk management capacity. Two projects in this portfolio closed in FY16.

Among the notable achievements of the DRR program this year are:

- In Bhutan, establishment of six seismic and monitoring stations and training for 35 district level officials on earthquake-resistant building retrofits;
- In the metropolitan area of Colombo, Sri Lanka's largest city, development of a first-ever wetland management strategy;
- In Vanuatu, formulation of a strategy for tsunami warning and information dissemination, prepared by the country's Meteorology and Geo-Hazard Department;
- In Kiribati, saving 269 cubic meters per day of potable water, substantially exceeding the 190 cubic-meters-per-day project target.

The Lao PDR Mainstreaming Disaster and Climate Risk Management into Investment Decisions Project closed in FY16. The project's development objectives were achieved. Risk assessments were completed for the road, irrigation, rural housing, and urban planning sectors, taking into account earthquake, landslide, flood, and storm risks. Provision of training on safe infrastructure design and implementation, as well as monitoring and application of updated guidelines and manuals to 426 staff at several relevant ministries, including the Ministry of

Public Works and Transport and the Ministry of Agriculture and Forests. Staff at the local and central levels received this training, exceeding the initial project target of 100 staff. In addition, 45 hectares of land now have improved irrigation and drainage services, compared to the 40-hectare project target.

## Disability and Development (D&D) Program

The D&D Program focused on the development of appropriate policies and development interventions that bring direct benefit for persons with disabilities. The FY16 portfolio included seven projects with a total allocation of \$18.47 million. One project closed in FY16. Some projects did not achieve all targeted results within the time frame as many of the implementing agencies faced challenges.

Among the results achieved to date:

- In India's Tamil Nadu province, 96 percent of persons identified with mental disabilities benefited from health system follow-up and rehabilitation services; 46 percent of persons identified with mental disabilities received assistance in pursuing a livelihood or employment;
- In Jamaica, 41 percent of persons with disabilities completed training and found employment; about 28 percent of those trained were still employed six months after training;
- In Guinea, about 4,600 children with mild disabilities now attend school. More than 4,400 teachers received training in special education and 160 pilot schools now provide conducive learning environments for these children;
- In Moldova, 682 teachers received training that helped them improve their skills in teaching children with special education needs.

## PHRD TA Cofinancing Program

The FY16 portfolio of this program included two projects: The Angola Market-Oriented Smallholder Agriculture Project and the Nigeria Federal Roads Development Project. The Angola project closed in FY16.

For the Angola project, the PHRD TA provided \$4 million in cofinancing, which covered about 90 percent of the \$34.14 million project's capacity-building component. Additional project financing came from WBG, the International Fund for Agriculture Development (IFAD), and the government of Angola. The project provided training to over 50,000 smallholder farmers organized in groups or associations and to 210 agriculture technicians. One of the project's key achievements was the strengthening and empowering of farmers' associations. Through project activities, the associations developed organizational and leadership skills so they could exercise more ownership over the project's decision-making processes and outcomes. Most of the farmers had no prior experience participating in such associations. As a result, implementing and managing the sub-projects required on-the-job learning and adaptability. An important benefit of the project is that through these newly organized networks of farmers' organizations, the Angolan Government gained a new entry point for support to the sector.

In Nigeria, a \$3 million PHRD TA grant supported the capacity-building component of a larger project. The TA supported the road sector development team as part of the \$36 million capacity-building component associated with the \$333 million Nigeria Federal Roads Development Project. As of the end of FY16, about 83 percent of this TA amount has been disbursed.

## Restructured PHRD Technical Assistance Program

In FY16, Japan's Ministry of Finance approved a restructured TA program designed to help enhance the technical and institutional capacities of eligible WBG member countries under three thematic windows:

- **Window I: Fifth Tokyo International Conference on Africa Development (TICAD V) - \$40 million:** TICAD V grants provide assistance to small farmers in all African countries, including provision of electricity in rural communities with a preference for Fragility and Conflict Affected States (FCS) countries in Africa. Within this framework, the grants focus on supporting investments and activities in the following priority areas:
  - **Priority Area A: Agriculture (\$20 million)** - Build institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption. Preparation of seven operations with an estimated cost of \$19.98 million are in the pipeline of which four operations amounting to \$11.5 million have been approved.
  - **Priority Area B: Rural Access to Energy Supply (\$20 million)** - Increase the delivery of off-grid electricity and other energy services in rural areas of FCS in African Countries. Two activities amounting to \$6 million are in the preparation pipeline. Other activities are in the pre-concept stage.
- **Window II: Universal Health Coverage (\$12 million):** The Universal Health Coverage (UHC) window aims to provide TA to strengthen national capacities to implement UHC policies and programs, and complements operational projects funded by IDA, IBRD and the Global Financing Facility (GFF) for Every Woman Every Child. The priority areas are:
  - **Policy and Institutional Analysis;**
  - **Capacity Building and Implementation Support.**
- In FY16, nine operations amounting to \$5.97 million were in the preparation pipeline. Two projects, totaling \$2.5 million, are investment-financing operations. The remaining seven (of which six were approved in FY16) represent Discrete Economic and Sector Work (ESW-TA), with an estimated cost of \$3.47 million.
- **Window III, Performance and Results with Improved Monitoring and Evaluation (PRIME):** The development objective of the PHRD PRIME Window is to enhance the use of government systems to promote evidence-based decision making through strengthening the Monitoring and Evaluation (M&E) systems of Recipient Ministries and Implementing

Agencies in the PHRD priority sectors in developing countries with tailored to specific context and capacity of Recipient Ministries and Implementing Agencies. Total Allocation amounts to \$19 million. The priority areas are:

- Agriculture (Allocation - \$6 million);
- Health, Nutrition and Population (Allocation - \$6 million);
- Urban Development (Allocation - \$6 million).

In FY16, nine projects within these three priority areas, with an estimated total cost of \$19 million, were in the preparation pipeline of which four grants amounting to \$5.6 million have been approved.

## PHRD Non-Technical Assistance Programs

The non-TA programs supported by the PHRD Fund (such as the Joint Japan/World Bank Graduate Scholarship, the Japan-World Bank Partnership, and PHRD Staff Grant programs) continue to be solid elements of the overall PHRD agenda. Of the total allocation provided to the non-TA programs over the past five years, about 66 percent was earmarked for the Joint Japan/World Bank Graduate Scholarships Program, followed by 30 percent for the PHRD Staff Grant Program.

In FY16, 184 scholarships were awarded under the Joint Japan/World Bank Graduate Scholarship Program. Women recipients represented 39 percent of the total, while 26 percent of the scholars came from the Africa region. Of the 184 scholarships awarded, 15 went to Japanese Nationals, 47% of whom were women.

The Japan-WBG Partnership grants financed operations to explore new knowledge frontiers. The FY16 portfolio comprised of 10 operations, with a total cost of \$16.65 million. Two of these operations closed in FY16. Brief descriptions follow:

- Grant-financed research demonstrated the principles of **Responsible Agricultural Investment** (RAI). RAI is an effective tool that will, on the balance of probabilities, reduce the potential negative impacts of agricultural investments and improve the positive impacts, across a typology of different investment models;
- The grant for **Supporting Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests** helped raise awareness on the principles of responsible land governance in 33 countries. The guidelines serve as tools for decision makers and relevant stakeholders as they continue their work to improve the security of property rights and sustainable management of land resources. The grant also supported the efforts in eight countries to implement a land governance assessment framework.

The closed projects have informed policies and leveraged resources for future operations. At the request of the Angolan Government, the World Bank has approved a project that builds on the successful experience of the Angola Market-Oriented Smallholder Agriculture Project. With an estimated cost of \$70 million, the project will support smallholder agriculture. In Lao PDR, three new projects are underway to address disaster resilience. The Lao PDR

Government and WBG are jointly financing the estimated \$40.59 million in total costs for the projects. In Guinea, new architectural designs for sanitation facilities and ramps incorporate accessibility aspects, due to insights gained from the PHRD Development of Inclusive Education Project. In addition, the knowledge gained from this project has been woven into new training programs. The closed projects have yielded some valuable lessons, including the following:

- Accurate and quantifiable information about natural hazards is key to making sustainable investment decisions;
- Pilot demonstrations with on-the-job training can be an efficient way of sharing and building knowledge. They also demonstrate the importance of aligning proposed solutions to the local context;
- In the construction of accessible ramps, strict compliance with construction plans and bidding document requirements is a must to ensure that the ramps will do what they are supposed to do—enable convenient access for people with disabilities.

Additional lessons on grants that closed in FY16 are outlined in Chapter 7.

The PHRD TA framework demonstrates the forward-thinking and visionary approach of the Japanese Government, with its early emphasis on capacity building, partnerships, and climate resilience initiatives as critical aspects of sustainable development. The same forward-looking approach governed the decision to refocus the PHRD Fund, to address development challenges in Agriculture, Rural Access to Energy Supply (under TICAD V), Performance and Results with Improved Monitoring and Evaluation (PRIME), and Universal Health Coverage (UHC). PHRD will continue to support the achievement of the development goals shared by Japan and WBG, while continuing to seek new opportunities to ensure the Fund's continued value and effectiveness.

# Introduction

The Japan Policy and Human Resources Development (PHRD) Fund, a partnership between the Government of Japan (GoJ) and the World Bank Group (WBG), was established 29 years ago with the creation of the Japan Grant Facility in 1987. This facility provided scholarships and consultant funds to help train development practitioners of eligible WBG member countries. It also provided funds to assist in the preparation of development projects for WBG financing. In 1990, at that year's World Bank Group/International Monetary Fund Annual Meeting, Japan's then Minister of Finance announced the expansion of this facility, which would be integrated into a broader policy and human resources development fund—the PHRD Fund. The new fund would respond to the urgent and growing need for human resources development and the creation of sound economic policies in emerging market countries. Since then, PHRD has matured, as it addresses the ever-increasing complexity of the development challenges faced by WBG member countries while maintaining its original mission to strengthen human resources and institutional capacity.

Technical Assistance (TA) is the core program of the PHRD Fund. For more than 20 years, this program has financed project preparation activities. For more than 10 years, it has cofinanced WBG-supported projects. PHRD TA also finances pilot projects to address climate change issues. In 2010, the focus of PHRD TA shifted in response to changing needs—development challenges associated with food insecurity, particularly in Sub-Saharan Africa; management of natural disasters; and addressing the needs of persons with disabilities. Other PHRD Fund programs, such as the Japan-World Bank Partnership Program, also focus on emerging issues, such as the development of an AIDS vaccine, learning from mega-natural disasters, achieving universal health care, maternal and child health, and responsible agriculture investments.

The PHRD Fund continues to play a major role in meeting the WBG's institutional development agenda. From inception to FY16, the Government of Japan (GoJ) has contributed approximately \$3.02 billion to the PHRD Fund, from which cumulative disbursements have amounted to about \$2.45 billion. In FY16, the PHRD TA portfolio totaled \$32.85 million, with disbursements of about \$21.45 million.

## PHRD FY16 Program Overview

The PHRD Fund supports a diverse portfolio of activities that provide technical assistance and advisory services to member countries and finances global knowledge products that can be used to address complex development challenges. In turn, this work informs the WBG's country

policy dialogue and lending operations as well as country/regional policies and development strategies. PHRD has remained committed to its mandate by channeling its resources to finance activities as required by WBG member countries. The current program framework is shown in Figure 1.1.

**FIGURE 1.1** FY16 PHRD Fund Program Framework

Technical Assistance (TA) Program	Other (Non-TA) Programs	Transfers from PHRD Fund to WBG-Managed Multilateral Programs
<ul style="list-style-type: none"> <li>● Africa Agricultural Productivity</li> <li>● Disaster Reduction and Recovery</li> <li>● Disability and Development</li> <li>● Project Cofinancing Program</li> <li>● Tokyo International Conference on African Development V programs: Capacity Building of Small and Marginal Farmers; Rural Access to Energy Supply</li> <li>● Universal Health Coverage</li> <li>● Performance and Results with Improved Monitoring and Evaluation</li> </ul>	<ul style="list-style-type: none"> <li>● Joint Japan/World Bank Graduate Scholarship</li> <li>● Japan-WBG Partnership Program</li> <li>● Japanese Staff Program</li> <li>● PHRD-Global Development Network Collaboration</li> <li>● PHRD-Tokyo International Conference on African Development V programs</li> </ul>	<ul style="list-style-type: none"> <li>● Consultative Group on International Agriculture Research</li> <li>● Critical Ecosystems Partnership Fund</li> <li>● Global Facility for Disaster Response and Recovery</li> <li>● Global Infrastructure Facility</li> <li>● Scale Up of Nutrition Investments, Phase 2</li> </ul>

Increasingly, greater emphasis is placed on sustainable development that can be realized through inclusiveness and transparency—and often bottom-up—approaches. In this development strategy, the roles of civil society, the private sector, and local government are as important as the roles of government ministries and agencies. The PHRD TA program has been helping beneficiary countries embrace this new approach to achieve sustainable development.

In FY16, PHRD TA supported the following programs:

- **West Africa Agricultural Productivity Program (WAAPP) 1C, Phase 3:** Launched in 2007 by the Economic Community of West African States (ECOWAS), WAAPP supports regional cooperation in the agricultural sector, mainly in the area of agriculture research and extension—a key pillar of the Comprehensive Africa Agricultural Development Program. WAAPP aims to accelerate the adoption of improved technologies in participating countries’ top agricultural commodity priority areas, in alignment with the sub-region’s agricultural commodity priorities as defined by ECOWAS’ agricultural policy. Rolled out in three phases over the course of 10 years, WAAPP is underway in 12 ECOWAS countries. The first two phases were financed by the WBG. Through PHRD TA, GoJ has

joined with WBG to finance the third phase. PHRD TA also finances other programs to support enhanced agricultural productivity in Africa. The achievements of the Africa Agricultural Productivity Enhancement Program are described in Chapter 2.

- **Global Facility for Disaster Reduction and Recovery (GFDRR):** PHRD collaborates with this multi-donor trust fund, which helps countries become more resilient to disaster. GFDRR's technical and advisory support to governments and others is demand-driven. This approach complements PHRD TA's emphasis on financing recipient-executed pilots and capacity development through the Disaster Reduction and Recovery (DRR) Program. Both GFDRR and the DRR Programs place recipient government ownership and leadership at the core of their activities and their partnership addresses short-term knowledge gaps and long-term disaster resilience. Chapter 3 discusses the achievements of the projects under this program.
- **Disability and Development (D&D):** This program aims to equip persons with disabilities with the skills they need to function in mainstream economies. Chapter 4 describes the results of this program.
- **PHRD TA Cofinancing Program:** This program closed in FY12. Two projects were under implementation in FY16. One agriculture project closed in FY16. The achievements of these cofinanced projects are discussed in Chapter 5.
- **Restructured PHRD TA Program:** This program, detailed in Chapter 6, features three windows: Agriculture and Access to Rural Energy (Window I), Universal Health Coverage (Window II), and Performance and Results with Improved Monitoring and Evaluation (Window III).
- **Non-TA PHRD Program:** More details on this program are provided in Chapter 8.

Additional topics covered in this report include PHRD TA Program progress towards achievement of development results, detailed in Chapter 9. The PHRD Fund's forward-thinking mandate in supporting poverty reduction is discussed in Chapter 11.

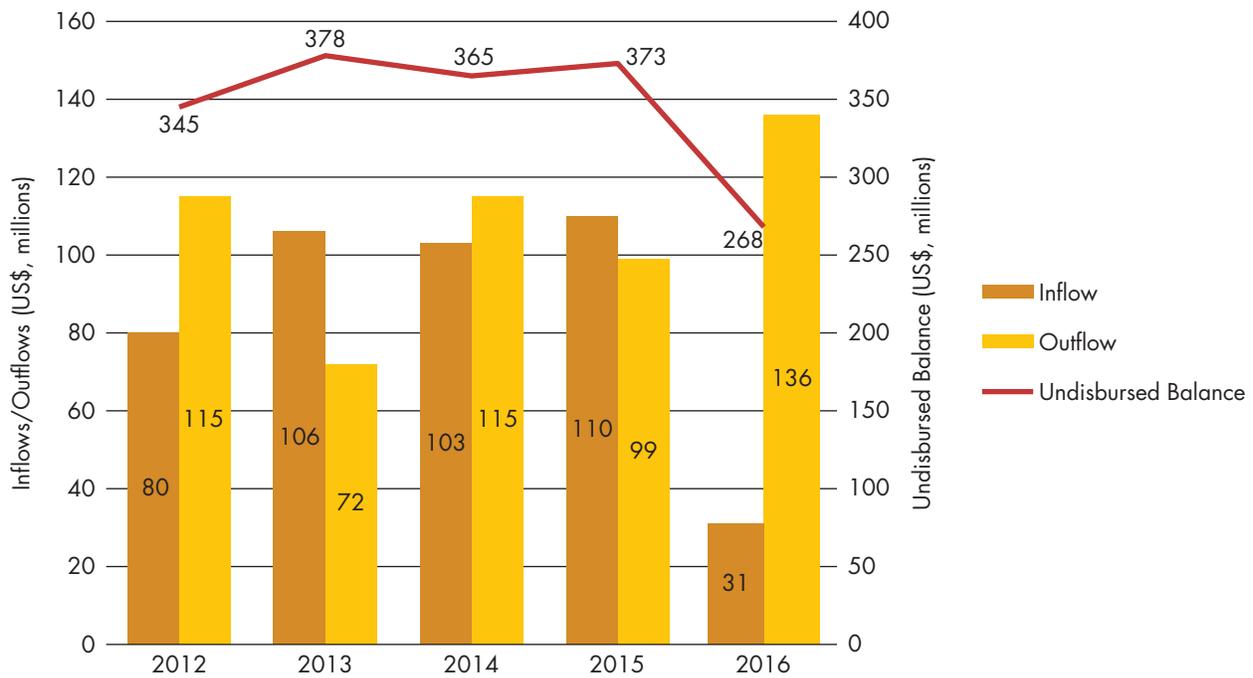
## PHRD Finances

### Fund Inflows and Outflows

Inflows, including contributions, investment income, and other income totaled \$30.98 million in FY16—well below FY15 inflows of \$110.06 million. This difference results from the FY16 contributions being held in the Donor Balance Account (DBA) pending finalization of the Supplemental Arrangement to align with the Bank's new cost recovery policy. Additional FY16 contributions amounting to \$39.7 million were transferred later to the new TF Trustee Account in FY17 so technically there was no contribution shortfall.

Total outflows, including disbursements, administrative fees, and transfer to non-PHRD programs, increased to \$136.27 million in FY16 from \$99.25 million in FY15. The undisbursed fund balance (including unallocated fund balance) decreased in FY16 from the previous year mainly due to Japan's request to transfer funds from PHRD to other WBG programs.

**FIGURE 1.2** PHRD Program Inflows, Outflows, and Undisbursed Balance, FY12-16



### Contributions, Disbursements, Investment Income

In FY16, gross contributions to the PHRD Fund totaled \$26.75 million, representing a decline from the FY15 contribution of \$108.21 million. The shortfall stems from some FY16 contributions being held in the Donor Balance Account (DBA) pending finalization of the Supplemental Arrangement to ensure the program's alignment with the Bank's new cost recovery policy. Additional FY16 contributions will subsequently be transferred to the new TF Trustee Account in FY17 so there is no contribution shortfall in FY16 per se. The details are outlined in Table 1.1.

**TABLE 1.1** Contributions to PHRD Fund, FY12-16 (\$ million)

Program	FY12	FY13	FY14	FY15	FY16	Total
TA Program	0	0	0	6,793	27,182	33,975
Transfer to Multilateral Programs	36,774	75,936	58,144	29,255	21,892	222,001
Joint/Japan World Bank Graduate Scholarship Program	20,310	16,349	15,681	15,702	12,558	80,600
Japan-World Bank Partnership Program	6,102	118	2,163	427	368	9,177
PHRD Staff Grant Program	8,657	8,394	6,793	7,608	6,770	38,222
Other	3,293	3,843	16,318	48,421	(42,021)	29,854
<b>Total</b>	<b>75,136</b>	<b>104,640</b>	<b>99,099</b>	<b>108,205</b>	<b>26,749</b>	<b>413,829</b>

FY16 disbursements from the TA Program declined from \$46.82 million to \$38.62 million. This was due to the closure of large cofinancing grants in FY15 coupled with effectiveness delays of some projects approved in FY16. The details are specified in Table 1.2.

**TABLE 1.2** PHRD Fund Program Disbursements, FY12–16 (\$ million)

Program	FY12	FY13	FY14	FY15	FY16
TA Program	16,805	26,955	22,836	28,876	21,487
Climate Change	613	1,507	637	0	0
Joint/Japan World Bank Graduate Scholarship Program	17,851	14,670	14,676	11,383	12,097
Japan-World Bank Partnership Program	1,753	3,975	4,210	2,056	2,221
PHRD Staff Grant Program	6,966	7,105	6,709	3,953	2,709
Japan Indonesia Presidential Scholarships	1,626	1,223	855	553	102
<b>Total</b>	<b>45,613</b>	<b>55,436</b>	<b>49,923</b>	<b>46,822</b>	<b>38,617</b>

**Investment Income:** Accrued investment income fluctuated in the last five years due to swings in exchange rates. However, in FY16, investment income increased to \$4.23 million compared to \$1.85 million in FY15 due to favorable exchange rates.

### Transfers from the PHRD Fund to Multilateral Programs

In FY16, about \$96.8 million was transferred from the PHRD Fund to other WBG-administered programs. This amount is higher than the \$66.43 million transferred in FY15. The specifics are outlined in Table 1.3 below.

**TABLE 1.3** Non-PHRD WBG Programs that Received PHRD Fund Allocations in FY16

Programs	Amount (\$, millions)
Consultative Group on International Agriculture Research	4.0
Critical Ecosystem Partnership Fund	15.0
Support to IAVI-Sendai Vector	2.0
Japan-World Bank Distance Learning Partnership-Phase II (TDLC)	5.0
Donor Funded Staffing Program (DFSP)	5.9
Japan Social Development Fund (JSDF) - TICAD V Transfer	11.4
Knowledge for Change Program - Economic Development and Structural Change	0.5
Mainstreaming Disaster Risk Management in Developing Countries (GFDRR)	30.0
Trust Fund for Funding of Japanese Advisors in the Executive Director's Office	0.3
Global Partnership for Education	0.7
Global Infrastructure Facility	10.0
Scaling Up of Nutrition Investments	5.0
Second Phase of the Scaling Up of Nutrition Investments	7.0
<b>Total Transfers</b>	<b>96.8</b>

## FY16 PHRD TA Portfolio

As of June 30, 2016, the PHRD TA portfolio held 25 recipient-executed grants, with a total value of \$121.95 million. At 74 percent disbursement, projects in the Africa region ranked highest among all the regions for amount of grant allocation disbursed.

**TABLE 1.4** PHRD TA Grant Allocation and Disbursement by World Bank Region

Region	Number of Grants	Grant Amount (\$, millions)	Cumulative Disbursement (\$, millions)	Disbursement (% of allocation)
Africa (AFR)	10	86.02	63.31	74
East Asia and Pacific (EAP)	6	15.41	7.07	46
Europe and Central Asia (ECA)	2	4.57	0.91	20
Latin America and Caribbean (LCR)	2	5.40	1.94	36
Middle East and North Africa (MNA)	1	2.85	0.69	24
South Asia (SAR)	4	7.70	3.47	45
<b>Total</b>	<b>25</b>	<b>121.95</b>	<b>77.39</b>	<b>63</b>

Four projects, with approved grant amounts totaling \$12.31 million, closed in FY16. Of these projects, one cofinanced Angola's Smallholder Agriculture Project.

**TABLE 1.5** Closed Grants, FY16

Grant Name	Country	Allocation (\$, millions)	Cumulative Disbursement (\$, millions)
Strengthening Urban Disaster Response Capacity	Pakistan	2.73	0.02
Mainstreaming Disaster and Climate Risk Management into Investment Decisions	Lao PDR	2.72	2.70
Development of Inclusive Education	Guinea	2.86	2.86
Market Oriented Smallholder Agriculture	Angola	4.00	3.61
<b>Total</b>		<b>12.31</b>	<b>9.19</b>

# Africa Agricultural Productivity Enhancement Program

## Program Overview

The case for immediate assistance to help Africa's vulnerable economies withstand the global food and fuel crisis was made at the 2008 TICAD IV Conference. At this conference, consensus was reached among heads of governments of African countries, bilateral and multilateral development organizations—including WBG, civil society organizations, and the private sector that emergency food aid remained necessary. However, the group also emphasized the need to carry out medium-to-long-term interventions, with a special focus on the division of roles and complementary actions among the various development agencies.

In the Sub-Saharan Africa (SSA) region, rapid population growth and urbanization combined with a swift rise in rice consumption meant that domestic rice production could not keep pace. This resulted in an increase in net rice imports. Complicating this situation even more, the steep hikes in cereal prices since 2008 created serious food insecurity. Given the significant potential for improved rice productivity in the region—and given that rice is a major cereal crop—experts advised strategic efforts to enhance rice production. These efforts were urgently needed not only for reasons of improved food security but for income generation as well.

At the conclusion of the TICAD IV Conference, GoJ pledged to support the development of the rice sector in the SSA region. Contributions would enable activities to enhance rice productivity and production. Among the priority areas:

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

The PHRD TA portfolio for SSA agriculture projects totals \$76.16 million. Of this total, \$35 million is designated for the four Mano River Union (MRU) countries in the third phase of WAAPP 1-C Program. The human resource capacity, infrastructure, and institutions related to agriculture development have been severely affected in these MRU countries due to war and conflict. Mozambique, Tanzania, and Madagascar received a combined total of \$41.21 million to improve agricultural productivity. Financial details of the Agriculture Productivity Enhancement Program can be found in Annex 3.

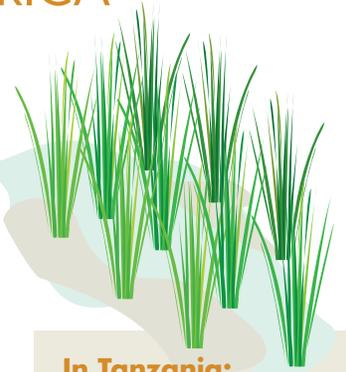
Overall, this program has achieved satisfactory progress toward accomplishing its development objectives.

# ACHIEVING DEVELOPMENT RESULTS

## BOOSTING AGRICULTURAL PRODUCTIVITY IN AFRICA

New technology users in Sierra Leone experienced minimum **15 percent** productivity increase compared to control group

**1.11 million** direct beneficiaries | **38 percent** female beneficiaries



**\$76.2 MILLION**  
**PORTFOLIO**  
**OF**  
**7 ACTIVE PROJECTS**  
**IN**  
**7 COUNTRIES**

**71% DISBURSED**

### In Tanzania:

**5.8 metric tons/hectare** rice productivity achieved in 20 irrigation schemes  
**450,000 hectares** of irrigation area developed

**\$35 million** provided for 4 projects in MRU countries—Cote d'Ivoire, Guinea, Liberia and Sierra Leone

**370,254 hectares** of farm land cultivated with improved technologies under the WAAPP-1C Program

As many as **368,071 producers** adopted at least one new technology

### In Madagascar:

**86 percent** of 4.26 tons-per-hectare target average yield in irrigated rice production achieved

**2 technologies**—seed production and improved rice systems—demonstrated

**100 percent** of project target achieved

### In Mozambique:

**66 percent** of the 1.5 percent of cropping intensity target reached

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

**100 percent** achievement in the demonstration of new technologies

## Africa Agricultural Productivity Enhancement Program: FY16 Results

This section provides detail on the Africa Agricultural Productivity Enhancement Program including results for FY16.

### West Africa Agricultural Productivity Program (WAAPP-1C) Adaptable Program Loan (APL)

In the third series of the WAAPP Program, four PHRD recipient-executed grants, totaling \$35 million, are supporting the development of the rice sector in four MRU countries: Côte d'Ivoire, Guinea, Liberia and Sierra Leone. Support to the MRU countries is aimed at strengthening institutional mechanisms and procedures for integrating regional rice markets and cross-border/national dissemination of technologies. The MRU Program interventions specifically focus on rice and cassava cultivation, the two crops that provide the basic foodstuffs to the overwhelming majority of people in the MRU sub-region.

The PHRD grants are designed to help MRU member countries rebuild their adaptive research and technology transfer capacities, particularly for rice.

#### **BOX 2.1** FY16 WAAPP-1C Program Results from Countries with PHRD TA Grants

- 876,221 direct beneficiaries; 41 percent female
- 370,254 ha of land brought under improved technologies; 104 percent above target
- 368,071 producers adopted at least one new technology introduced under the project
- 14 new technologies generated by the project yielded minimum 15 percent productivity increases in Sierra Leone and minimum six percent increases in Guinea
- More than 4,000 tons of certified rice produced in Cote d'Ivoire and Guinea

### Achievements by WAAPP-1C Participating Countries

What follows are highlights of FY16 results from the PHRD TA-funded WAAPP-1C activities in Côte d'Ivoire, Guinea, Liberia, and Sierra Leone. These achievements are found in Boxes 2.2–2.5.

#### **BOX 2.2** WAAPP-1C, Côte d'Ivoire (TF010826; \$8 million)

- 301,200 direct beneficiaries; 26 percent female
- 98,150 ha brought under improved technology
- 123,680 producers adopted improved technologies introduced by the project
- Quality seed production has made a remarkable contribution; covers 36 percent of irrigated rice areas for an expected 219,000 tons of paddy rice
- Major enabling factor to this success: restoration of seed certification capacity by renovating and repairing equipment and improving human resources
- Strengthened rice research system: by rehabilitating key research centers and schools and developing partnerships with national universities on research and extension projects



Climate smart Agriculture: SRI field in Côte d'Ivoire

**BOX 2.3 WAAPP-IC, Guinea (TF099674; \$9 million)**

- 111,699 direct beneficiaries; 42 percent female
- 26,487 farmers adopted improved technologies
- 55,055 ha under improved technologies
- Six new technologies generated under the project with minimum 15 percent productivity increases over the control technology
- Rehabilitation of key research facilities; seven new research projects underway focused on plant breeding, fertilizer applications, and production techniques
- New technologies and rice varieties from Mali, the Philippines, and Sierra Leone shared widely
- Top performer in seed production, with 11,887 tons of certified seed produced



Post-Harvest: Mobile Seed processing unit procured by the PHRD in Guinea

**BOX 2.4 WAAPP-1C, Liberia (TF099511; \$8 million)**

- Focus on strengthening national research system capacities and financing demand-driven technology generation and dissemination
- The Africa Rice Center supports local researchers
- 197,222 direct beneficiaries; 55 percent female
- 103,604 producers benefitted from new technologies generated by the project
- 102,749 ha brought under improved technology
- Over 40 tons of foundation seeds produced
- More than 400 tons improved seeds distributed to farmers
- For technology dissemination, improved rice varieties are demonstrated in four areas of the country
- System of Rice Intensification (SRI) methodology pilots in two counties



President Sirleaf launching PHRD funded SRI Initiative in Liberia

## BOX 2.5 WAAPP-1C, Sierra Leone (TF099510; \$10 million)

- 266,100 direct beneficiaries; 46 percent female
- 90,900 ha under improved cultivation technologies
- 114,300 farmers adopted new technologies made available under the project
- 14 technologies generated by the project, yielding minimum 15 percent productivity increase compared to control technology
- Country is better prepared for quality seed production: through improved breeder stock and certified seed as well as through review of the seed certification system
- Active collaboration with other WAAPP countries and other development partners: SRI from Mali, other processes from Côte d'Ivoire, work with JICA on scaling up the technical package on rice production developed under a JICA project



Capacity Building: PHRD funded training of Extension officers and farmers animated by JICA experts in Sierra Leone

## Tanzania Complementary Financing for the Agriculture Sector Development Project (ASDP) (TF011170; \$14.25 million)

This PHRD TA is additional financing to the ASDP. It focuses on scaling up activities related to rice production in 20 irrigation schemes. The grant supports:

- Strengthening access to improved technologies for irrigated rice;
- Enhancing access to domestic and regional markets and value addition;
- Building capacity among district-level irrigation technicians, extension staff and farmers.

The project closes in September 2016.

## BOX 2.6 Tanzania Agriculture Sector Development Program (ASDP)

The ASDP is designed to support a 15-year program sponsored by the government of Tanzania. Implemented through a sector-wide approach, it is financed by various development partners, all contributing to a basket fund from which activities are funded.

Financed with \$176.7 million from WBG and a \$14.2 million PHRD TA grant, ASDP supports development of small-scale irrigation and capacity building for irrigation development. Development objectives include:

- Giving farmers better access to and use of agricultural knowledge, technologies, and infrastructure
- Promoting private investment in agriculture based on an improved regulatory and policy environment

**TABLE 2.1 FY16 ASDP Results**

Indicators	Actual	Project Target
Direct project beneficiaries (in numbers)	228,000	285,000
Female beneficiaries (in numbers)	56,200	57,000
Farmers receiving visits from private/public extension staff (%)	60	55
Irrigation area developed (new and rehabilitated) in ha	450,393	380,000
Productivity of rice in 20 irrigation schemes (in metric tons per ha)	5.8	6.0

About 1,133 farmers in 10 irrigation systems have adopted the SRI methodology to improve their productivity and incomes while using less water, seed, and fertilizer. Among the results achieved to date:

- Yields have reached 8.23 tons per hectare, compared to 6.14 tons per hectare with conventional methods;
- Total area under SRI is about 268.50 hectares.

### Mozambique: PROIRRI Sustainable Irrigation Development for Rice Production Project (TF010214; \$14.25 million)

The development objectives for this project are to increase the amount of agricultural production that is sold and enhance farm productivity through new or improved irrigation schemes in the provinces of Manica, Sofala, and Zambezia. The project has four components:

- Strengthening the institutional capacity and promote participatory irrigation development and management;
- Financing the irrigation infrastructure as well as the enabling infrastructure such as electricity and flood protection;
- Providing catalytic funding for the project beneficiaries in the form of cost-sharing grants to support production costs;
- Providing resources for effective project management, coordination, and monitoring and evaluation.

PHRD TA is contributing about 17 percent of the total \$84.25 million project cost. The project is slated to close in June 2017. Results achieved as of year-end FY16, compared to project completion targets are detailed in Table 2.2.

**TABLE 2.2** PROIRRI Sustainable Irrigation Development for Rice Production Project Results, FY16

Indicators	Actual	Project Target
Average rice crop yield (metric ton/ha)	1.5	4.0
Average cropping intensity of rice based systems (%)	1	1.5
Direct project beneficiaries (in number)	5,205	6,000
Direct female beneficiaries (% of total)	44	33
Irrigation organizations supported by the project with at least 90% recovery of O&M costs	14	32
Client days of training provided	4,845	7,400
Number of technologies demonstrated by the project	9	9

### Madagascar: Irrigation and Watershed Management Project (TF016875; \$12.66 million)

The goal of this project is to increase rice productivity in four irrigation schemes and their associated watersheds in the central and northern regions of Madagascar. Project components include development of commercial agriculture, irrigation development, watershed development, support for rice research and development, and program management and evaluation.

Project implementation started in September 2014. It is expected to close in February 2018. Two project areas have seen modest progress: private sector development and sustainable investment in watershed development.

**TABLE 2.3** Irrigation and Watershed Management Project Results, FY16

Results Indicators	Actual	Project Target
Direct project beneficiaries	2,205	7,230
Direct female beneficiaries (%)	36	27
Average yield per ha in irrigated rice production in project intervention irrigation sites (in metric tons)	3.66	4.26
Area cultivated with improved technologies and/or inputs provided through sub-projects (in ha)	193	1,828
Number of farmers adopting improved agricultural technology promoted by the project	912	3,656
Number of female farmers adopting improved agricultural technology promoted by the project	352	987
Number of technologies demonstrated in the project areas ( <i>Technologies promoted include seed production and improved rice systems</i> )	2	2

# Disaster Reduction and Recovery Program

## Program Overview

The PHRD TA for the DRR Program is aimed at strengthening disaster resilience of cities. It also focuses on improving early warning systems and implementing a strong knowledge and learning agenda to improve awareness and build disaster risk management capacity. Activities specifically target disaster-prone countries in the Asia and Pacific regions. The DRR Program has been phased out but there are still active activities in the portfolio. The FY16 portfolio includes nine projects, totaling \$20.33 million.

About 44 percent of the total program allocation went towards activities in four of the most natural disaster-prone Pacific Island countries (PIC). Cumulative disbursement from the total allocation was 41 percent. Two projects closed in FY16.

Project implementation capacity in the grant recipient countries, particularly the PICs, is low. These countries are not very familiar with procurement and financial management. Technical capacity is limited and there is a shortage of qualified consultants. The project implementing agencies are striving to meet these challenges.

# ACHIEVING DEVELOPMENT RESULTS

IMPROVED RISK MANAGEMENT; MORE RESILIENCE; FASTER RECOVERY

**\$20.32 MILLION**  
PORTFOLIO INCLUDES

**5 RISK-PRONE COUNTRIES**  
in South and East Asia

**6** seismic and  
monitoring stations  
installed **in Bhutan**

**4 PACIFIC ISLAND  
COUNTRIES**  
that are  
strengthening  
their disaster  
resilience

**41 PERCENT**  
disbursed

**2 PROJECTS  
CLOSED** in FY16

**In Kiribati:**

**269 cubic meters**  
of potable water per  
day saved through  
reduced waste and  
leakages

**1.18 kilometers**  
coastline protected

First-ever **wetland  
management**  
strategy developed  
for **Colombo,  
Sri Lanka**

**100 percent** of the completion targets  
for **Lao PDR** project reached:

enhanced capacity of **426 technical staff**  
at ministries of transport and public works and agriculture

development of appropriate technology and technical guidelines for  
**mainstreaming disaster and risk management** into transport,  
irrigation, and urban planning sectors

The completed **Lao PDR** project helped to mobilize **\$75.6 million** to  
expand the scope and inform design of on-going and future operations

Strategy for **tsunami warning**  
and information dissemination  
prepared by the **Vanuatu**  
Meteorology and Geo-hazard  
Department

## Disaster Risk and Recovery Projects and FY16 Results

This section provides brief project descriptions as well as highlights of DRR Program project results achieved in FY16.

### Bhutan: Improving Resilience to Seismic Risk (TF014121; \$1.29 million)

This project aims to improve the understanding of earthquake risk in Bhutan as well as opportunities and challenges associated with risk mitigation. Main project components include investigations and mapping for improved understanding of seismic risk; national vulnerability assessment and retrofitting; improving seismic resilience of traditional Bhutanese buildings; development of emergency structural assessment capacity; and project management, monitoring and evaluation. In FY16, the project made demonstrable progress towards the achievement of the development objectives. Of note:



Bhutan - Retrofitting of a one storied classroom at Bjemina Primary School with foundation reinforcement and wall jacketing.

- Construction on all six targeted seismic monitoring stations is complete;
- Work has started on retrofitting four public buildings, with about 35 district level engineers and technicians receiving training on how to retrofit buildings;
- Training on the field manual for post-earthquake building safety evaluations was rolled out;
- Inventory of representative building typologies is underway, with 10 out of 20 completed;
- Development of geo-database system has commenced;
- The typology survey of rammed earth buildings in the selected locations is complete.

### Kiribati: Disaster Risk Management and Adaptation Project (TF011448; \$1.80 million)

This PHRD TA grant-financed project is implemented in collaboration with the \$10.7 million Kiribati Adaptation Project III, which is strengthening the government's capacity to design and implement adaptation measures in response to pressing climate-related and natural hazard issues. Specifically, the project aims to improve Kiribati's resilience to climate change impacts on freshwater supply and coastal infrastructure.

Project components include:

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

### BOX 3.1 Kiribati: Disaster Risk Management and Adaptation

Kiribati is one of the world's most vulnerable countries to the effects of climate change. The country's ability to respond to climate risks is hampered by its unstable socio-economic and geographical situation.

Low atolls, isolated location, small land area separated by vast oceans, high population concentration, and the cost of providing basic services make Kiribati extremely susceptible to external shocks, including the adverse impacts of climate change. Sea level rise and exacerbated natural disasters, such as drought and weather fluctuations, pose significant and direct threats to sectors and resources central to human and national development.

To date, the project has helped about 3,400 households benefit from water leakage detection and pipe repair, preserving the limited supplies of potable water. In addition, shoreline protection works, combined with mangrove plantation activity have helped to increase coastal resilience.

- Increasing coastal resilience: through the implementation of both hard and soft mitigation solutions including seawalls, mangrove planting, and beach nourishment;
- Strengthening capacity to manage the effects of climate change and natural hazards: by supporting the Strategic Risk Management Unit in the office of the President and other responsible agencies as they develop and implement a national coastal management policy framework. Supported efforts also include engaging technical ministries, sub-national authorities, and communities in the preparation and funding of locally managed adaptation plans;
- Project management, monitoring, and evaluation.

Among the notable project activities and achievements are the following:

- Leakage detection and repair of transmission mains and reservoirs has resulted in significant reduction in wasted water: 266 cubic meters per day of potable water saved to date, substantially exceeding the project target of 190 cubic meters per day saved;
- Rainwater harvesting systems were completed in Banaba, along with six systems in four villages in North Tarawa: These systems provide 4.7 cubic meters of potable water per day, compared to the project completion target of 5.1 cubic meters per day above the baseline;
- Construction of shoreline protection works in South Tarawa combined with mangrove planting in nine outer islands has resulted in the protection of 1.18 km of coastline, compared to the 1.2 km project completion target;

Table 3.1 compares project results to date to end of project completion targets.

**TABLE 3.1** Kiribati Disaster Risk Management and Adaptation Project Results, FY16

Results Indicators	Actual	Target
Volume of potable water saved through reduced leakages and wastage (cu.m/day)	269.00	190.00
Volume of potable water provided from new rainwater harvesting systems (cu.m/day)	4.70	5.10
Volume of potable water provided from new groundwater sources (kl/day)	6.00	21.00
Length of coastline protected (km)	1.18	1.20

- 26.8 km of the 30 km water transmission network has been assessed and all leaks repaired;
- Community groups have submitted about 300 completed applications to the Resilience Fund, which provides small grants to undertake community-based resilience strengthening measures;
- Implementing agencies are undertaking strong community engagement efforts, which are leading to increased community involvement in the design of the protection works. It also is laying the foundation for long-term operations, maintenance, and sustainability of the assets.

### Lao PDR: Mainstreaming Disaster and Climate Risk Management into Investment Decisions (TF011271; \$2.72 million)

This project closed in January 2016. The development objective aimed to strengthen the government’s institutional authority and implementation capacity at the national and sub-national levels. Specifically, efforts aimed to support the mainstreaming of disaster risk management and climate change adaptation into public infrastructure investments, potentially decreasing the vulnerability of the population and national economy to climate change and natural hazards. To achieve the development objective, several inter-related efforts were implemented, including:

- Integrating climate and disaster risk management into strategic national and sectoral planning and development policies;
- Incorporating disaster and climate resilience into public infrastructure;
- Enhancing human and institutional capacity through training at the national, provincial, district, and community levels in the design and implementation of resilient infrastructure;
- Implementing strategic structural and non-structural measures to enhance resilience in key growth sectors in two high-risk provinces.

The project helped to mobilize resources to expand the scope of new operations. Insights from the project helped inform the design of new operations. The Lao PDR government intends to invest in disaster and climate resilience through ongoing and future projects

supported by WBG and trust fund resources. These projects include the \$588,000 Lao PDR Public Investment and Financing Systems Project, the \$25 million Lao Road Sector Project 2, the \$20 million Lao PDR South East Asia Disaster Risk Management Project, and the proposed \$30 million Lao PDR Green Resilient Growth Development Policy Financing. Lessons learned from the implementation of this project are detailed in Chapter 7.



Lao PDR - Resilient landslide protection in Bountai District, Phongsaly Province, provides communities with safer access to public services.

Overall the project achieved its development objectives. Table 3.2 compares results to project completion targets.

**TABLE 3.2** Lao PDR Mainstreaming Disaster and Climate Risk Management into Investment Decisions Project Results, FY16

Indicators	Actual	Project Target
Direct project beneficiaries	68,226	20,000
Female beneficiaries (as % of total)	49	50
Sectoral risk assessments in transport, irrigation, and urban planning sectors completed	Risk assessments completed for the road, irrigation, rural housing and urban planning sectors for earthquake, landslide, flood and storm risks	Achieved
Technical capacity of Ministry of Public Works and Transport (MPWT) and Ministry of Agriculture and Forest (MAF) at central and local levels will be enhanced in the areas of safe infrastructure design, implementation and monitoring	426 relevant staff of MPWT and MAF at both central and local levels trained in the areas of safe infrastructure design, implementation, and monitoring and made use of updated guidelines and manuals	100
Appropriate technology and technical guidelines and manuals developed	Completed technical guidelines for mainstreaming disaster risk management into the transport, irrigation and urban planning sectors	Achieved
Engineers and masons from provinces, districts and communities trained on risk reduction practices	239 (including irrigation water users)	100
Pilots of appropriate techniques conducted	100	100
Areas provided with improved irrigation and drainage services	45	40

### Metro Colombo: Towards a Flood Resilient Urban Environment (TF011617; \$0.90 million)

This project aims to enhance the government of Sri Lanka's capacity to identify, assess, and reduce the vulnerability of the country's urban environment to natural disasters, with a focus on metropolitan Colombo.

The project includes several different activities, aimed at accomplishing the development goals. Efforts include carrying out an integrated flood risk assessment and developing a flood risk mitigation strategy and action plans for metro Colombo. Monitoring and evaluation are important aspects of the project as well.

Several milestones were achieved in FY16. These include:

- Preparation of a wetland management strategy: This first-ever strategy is raising awareness on the importance of wetland conservation among key policy makers, including the country's president;

- An integrated flood risk assessment for the Colombo metropolitan area was completed;
- Flood exposure and vulnerabilities were assessed;
- Assessment of ways in which wetland ecosystems contribute to reducing flood risks in the catchment area;
- Fifty government officials received training in flood risk mitigation.

### **BOX 3.2 Wetland Management Strategy for Sri Lanka**

The preparation of Sri Lanka's first-ever wetland management strategy yielded several important findings

- Wetlands in Colombo cover 15 percent of the catchment, but store 40 percent of the surface runoff. Without the wetlands, Colombo would be exposed to flood damage similar to what occurred in 2010—when Colombo lost 1 percent of its GDP—on an annual basis
- In addition to providing flood retention natural infrastructure, wetlands also provide additional benefits: wastewater treatment, natural cooling, carbon storage, food and livelihood provision, and recreation
- For future urban planning purposes, the entire wetlands area should be preserved with no development permitted. These areas could still sustain other activities, such as recreation and rice farming

### **Solomon Islands: Increasing Resilience to Climate Change and Natural Hazards (TF012391; \$2.73 million)**

The goals of the Solomon Islands project include integrating climate change adaptation and disaster risk reduction across the recipient's sectors, improving climate change adaptation and disaster risk reduction information and communication, and increasing the resilience of rural communities to climate change and natural hazards.

The project has four components including coordination between climate change adaptation and disaster risk reduction institutions; information and communication; pilot investments; and project management, monitoring and evaluation. Project achievements to-date include the following:

- Efforts to mainstream disaster risk reduction and climate change adaptation into sectoral planning, budget, and activities are moving forward. Specifically, the country's ministry of health is working with project resources to mainstream resilience into their planning processes;
- A review of the National Disaster Risk Management Plan of 2010 is underway;
- The project management unit has introduced the notion of resilient infrastructure to a number of communities, with detailed designs prepared for 16 communities. Construction is currently underway in five communities. Construction is slated to begin soon in an additional five communities;
- The project is assessing short-term solutions to the country's water shortage along with longer-term measures to strengthen the resilience of the communities affected by El Niño-related water shortages.

### **Vanuatu: Mainstreaming Disaster Risk Reduction (TF012184; \$2.73 million)**

The objective of the Vanuatu project is to strengthen urban planning and tsunami preparedness in the country's main urban areas. Project components include:



### BOX 3.3 Dual Disasters, Double Shocks in Vanuatu

First, Vanuatu was hit by Tropical Cyclone Pam, a Category 5 storm that devastated the island nation in early 2015. The storm caused more than 10 deaths and affected more than 60 percent of the population. With 15,000 homes destroyed, more than 75,000 people needed emergency shelter.

Then, the entire country struggled with a severe drought, which lasted from the second quarter of 2015 through the first quarter of 2016. An effect of El Niño, the drought created shortages in safe drinking water and food for many communities.

- Risk mapping to support urban preparedness and planning;
- Developing a tsunami warning system for Port Vila and Luganville;
- Strengthening the institutional arrangement for the integration of DRR and climate change adaptation activities;
- Project management, monitoring and evaluation.

The project aligns with the World Bank Engagement Note for the Disaster and Climate Resilient Development Program in the Pacific Islands region under two pillars: strengthening policy, institutional, and evidence-based decision-making capacity and investments in disaster and climate-resilient development.

The disastrous impacts from Tropical Cyclone Pam and El Niño diverted the government's attention away from project implementation for some time. Since then, the government has picked up the implementation pace and now there is progress. Major achievements to date include the following:

- Vanuatu's urban growth and coastal plans now include disaster risk assessments. This effort involved complex probabilistic modeling of multiple natural hazard risks facing Vanuatu. It also included sharing scientific information in ways that would contribute to national policy formation, in areas such as subdivision of urban land, direction of urban growth and land use zoning codes. This information also needed to be presented in a way that could help influence customary land allocation and informal settlement patterns to offer safer alternative land options. Of particular concern here were urban low-income groups. The information also supports decisions on investments in tsunami early warning systems and signage;
- The Vanuatu Meteorology and Geo-Hazard Department prepared a strategy for tsunami warning and information dissemination. The department used a suite of technologies and deployed carefully controlled messages, shared widely with the public through private and public sector sources. Also incorporated into the strategy were lessons learned from the recent response to Tropical Cyclone Pam.

### Timor-Leste: Building Climate/Disaster Resilience along the Dili-Ainoro and Linked Road Corridors (TF018187; \$2.70 million)

The objective of the project is to build the capacity of district, sector agencies, and communities around the Dili-Ainoro and linked road corridors for community-based disaster risk

## BOX 3.4 Timor-Leste's Challenges

The Democratic Republic of Timor-Leste is a young, post-conflict, small island state with an expanding development agenda.

While there are notable achievements in building peace and stability, infrastructure, agriculture, rural development and social capital, low institutional and service delivery capacity combined with high risk for natural disaster and climate change impacts are posing huge challenges. In addition to these vulnerabilities, periodic flooding and landslides deplete community resilience even more.

Most of the disasters are localized and periodic, resulting in serious impact on local communities. Disaster management activities are limited to direct disaster response on an ad hoc basis driven by immediate need. No broad framework exists to address these risks on a systematic basis.

More effective management of disaster and climate risks enables the country to preserve development gains, improve the wellbeing of the people, and emerge from fragility. Another opportunity to address these challenges is through incorporating disaster and climate resilience into planned road network improvements. As investment in road infrastructure increases, this allows for more thoughtful planning and the ability to engage local communities in the process.

management. Focus is also on strengthening knowledge and skills on adaptation to reduce the impacts of recurring landslides and floods. Project components include:

- Strengthening capacity at the sub-district level for planning and developing community-based risk management;
- Creating community-based disaster risk management and adaptation plans and pilot projects;
- Strengthening project management.

The financing became effective in late August 2014. The project is at the early stages of implementation, in conjunction with a complementary project financed by UNDP. A notable aspect of the effort is the coordinated collaboration among all agencies as a community-based disaster risk management manual is finalized. The goal is for the manual to become the standard guidance for all community-based disaster risk management projects overseen by the country's National Directorate of Disaster Management and Ministry of Social Solidarity.



Timor-Leste Grant Agreement Signing Ceremony



# Disability and Development Program

## Program Overview

The focus of the pilot projects in the Disability and Development (D&D) Program is to formulate appropriate policies and development interventions to provide direct benefit for persons with disabilities. The D&D Program has been phased out but there are activities in the active portfolio. The FY16 portfolio included seven projects with a total allocation of \$18.47 million. One project closed in FY16. About 46 percent of the allocated amount has been disbursed as of June 2016. Overall performance of this portfolio is moderately satisfactory.

This innovative program faces many challenges. Confronting disability issues is a new area of development intervention in important sectors such as road infrastructure and education. Implementing agencies are less familiar with the social and economic issues associated with physical disability. While awareness of these issues needs to be raised, this takes time.

Other challenges include the social stigma associated with disability. Parents of children with disabilities are often reluctant to send them to school, in part because of this social stigma. In addition, educational institutions often do not employ teachers trained in inclusive education, nor are schools typically designed to accommodate children with physical disabilities. The projects in this program aim to address these issues.

# ACHIEVING DEVELOPMENT RESULTS

## MAINSTREAMING DISABILITY ISSUES IN DEVELOPMENT POLICIES AND PROGRAMS

### PORTFOLIO COMPRISES

**7 ACTIVE** and  
**1 CLOSED** project  
in **7 COUNTRIES**

**\$18.50 MILLION**  
total approved allocation  
**\$8.57 MILLION**  
disbursed

#### In Tamil Nadu, India:

**90 percent** of persons identified with mental disabilities benefited from follow-up and rehabilitation services in the health system

**46 percent** of identified persons with mental disabilities have received help in pursuing a livelihood or employment

#### In Jamaica:

**41 percent** of the persons with disabilities who completed skills training found jobs

About **28 percent** were still employed six months after training

#### In Moldova:

**682 teachers** in pilot schools are now trained to work with children who have special education needs

#### In Guinea:

**4,601 children** with mild disabilities attend schools

**4,411 teachers** trained in special education programs

**160 pilot schools** provide conducive learning environment for children with mild disabilities

Architectural renderings of accessible facilities are being used to build **401 new latrines** to accommodate children with mild disabilities

#### In Romania:

A new **national database/registry for persons with disabilities** is up and running and producing regular monthly monitoring reports to ensure that disability benefits are targeted at the right people in a timely manner

**Assessments are complete** on the country's certification system for disability pensions and allowances

## Disability and Development Projects and FY16 Results

This section provides brief project descriptions as well as highlights of Disability and Development Program results achieved in FY16.

### INDIA: EXPANDING DISABILITY WORK ON MENTAL DISABILITY ISSUES IN TAMIL NADU EMPOWERMENT AND POVERTY REDUCTION PROJECT (TF011450; \$2.79 million)

This project's objective is to increase the participation of persons with mental disabilities in community activities, including employment. Pilots of the grant activities are taking place with 609 village poverty reduction committees (VPRCs) in 578 village governments (panchayats) within 15 project districts of the IDA financed Tamil Nadu Empowerment and Poverty Reduction Project. Project activities include training and capacity building, special funds, project management, and monitoring and evaluation.

The project is making good progress in achieving its development objectives. Accomplishments to date have surpassed the targets identified for measurement toward reaching these objectives. Table 4.1 shows results to date compared to project completion targets.

**TABLE 4.1** Tamil Nadu, India: Expanding Disability Work on Mental Disability Issues Project Results, FY16

Indicators	Actual (%)	Target (%)
At least half of the people identified with mental disability joined self-help groups	80	50
At least 40 percent of those identified with mental disabilities have benefited from follow-up and rehabilitation services, including referral services in the health system	88	40
At least 30 percent of people with mental disability pursue a livelihood or employment	90	30

Several successful activities have contributed to these positive results. Among them:

- Completion of several activities has resulted in the release of VPRC special funds: Activities include training for community-based organization representatives on operational procedures. Further, VPRCs participated in visioning exercises and prepared employment opportunity plans that were reviewed by the Social Audit Committee and externally verified by the WBG's regional appraisal and monitoring team;
- Two-thirds of the targeted institutionalized beneficiaries, received support from regional resource agencies and their teams of professionals, linked



Tamil Nadu - Ongoing Treatment and Counseling: Well-trained Community Disability Facilitator (CDF) provides comprehensive home based care including regular intake of medicines; and support to family members to ensure quick recovery.

with relevant institutional facilities. The remaining persons were referred to other facilities, including hospitals and district mental health programs. This has validated the project's field-level implementation model;

- About 98 percent of the eligible persons received counseling support;
- About 65 percent of the eligible persons received hospitalization and referral support;
- Social protection programs were extended to 56 percent of targeted persons.

### Guinea: Development of Inclusive Education (TF011065; \$2.86 million)

This project, which closed on December 2015, had two development objectives: developing the special education capacity of schools and teachers and giving children with mild disabilities improved access to mainstream pre-primary and primary schools.

By the close date, all activities were completed. Project indicators showed that activities achieved more than 75 percent of original target outcomes. Table 4.2 compares actual results to targets.

**TABLE 4.2** Guinea: Development of Inclusive Education Project Results at Closing

Indicators	Actual at Closing	Target
Number of children with mild disabilities attending schools in targeted areas (Starting baseline: 1,796)	4,549	6,225
Trainers and teachers trained in special education	4,411	5,200
Conducive learning environment provided in the 160 pilot schools for children with mild disabilities (%)	100	100
Parents, community members, and other key stakeholders have more knowledge about the plight of children with disabilities in Guinea and ways to improve access to schools (%)	91	80
Number of direct beneficiaries; (% female)	4,673; (41%)	9,713; (50%)

The project helped increase knowledge and awareness about inclusive education and built the capacity of several key stakeholders, including Guinea's director of general inclusive education and national director of basic education. Lessons learned from project implementation provided important input into the recently prepared Guinean Education Sector Program (Programme Sectoriel de l'Education or PSE), which was submitted to the Global Partnership for Education. In addition, the country's Ministry of Pre-University Education intends to make use of architectural plans for accessible latrines and ramps developed under the project, along with the training manual and guides prepared as part of the project.

Of note, the World Bank funded Basic Education Pooled Fund will finance the construction of 402 accessible latrines using the architectural plans prepared in the context of this grant. The ability to tend to basic hygiene needs will make a huge difference for children with mild disabilities—enabling them to attend school with dignity.

## Jamaica: Social and Economic Inclusion of Persons with Disabilities (TF014258; \$2.9 million)

This project's development objectives are to develop job skills and increase the employability of poor persons with disabilities, ages 18–36, and to improve the delivery of special education services to poor children with disabilities, ages 0–6. Table 4.3 compares the reported results of project activities to completion targets.

**TABLE 4.3** Jamaica: Social and Economic Inclusion of Persons with Disability, Results, FY16

Results Indicators	Actual	Target
Number of persons with disabilities who found jobs after completion of training	123	300
Persons with disabilities trained under the project able to retain employment six months after completion of the program (%)	28	80
Percent of persons with disabilities who enrolled in and completed training	85	89

It is anticipated that the on-going implementation will contribute to reaching the development objectives. Accomplishments to date include:

- About 171 persons with disabilities participated in the first training round and received certificates of completion. A key lesson learned from this first round was that the low literacy and numeracy skills of participants created significant challenges. Now, the training includes mandatory literacy and numeracy education;
- Several important assessments are complete, including the training needs of identified persons with disabilities and the capacity of the non-government organizations that will train the beneficiaries. The results from these assessments will inform future work;
- At a staff development and planning workshop, 41 staff were trained in Adult learning techniques;
- Yearlong professional development courses for staff have been funded, offered through the University of the West Indies School of Continuing Studies.



Students at the Early Stimulation Program (ESP) 'Stim Plus' Center at Ostend Road excitedly show their Rorschach ink-blot tests to ESP Director. The Project has supported provision of adaptive aids and therapeutic services to beneficiaries and training to ESP staff

## Moldova: Integration of Children with Disabilities into Mainstream Schools (TF014855; \$2.86 million)

The objective of the project 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. The project aims to integrate children with disabilities into their community hub schools and into community social activities. The goal will be accomplished by encouraging local planning efforts to apply national policies for inclusion of children with disabilities. In addition, 20 demonstration (pilot) sub-projects are aimed at adapting mainstream schools and educating teachers and parents.



Children with Disabilities at a School at Parcani village in Transnistria, Moldova

Three project components are involved. They include district-level planning; demonstration pilot sub-projects; and project management, monitoring and evaluation. The revised closing date of the project is January 2018.

Progress towards achievement of development objective has been modest, given the delays in project implementation. The delays were primarily due to the lengthy parliamentary ratification process for this grant and the extended time needed to restructure the project in early FY16. Nevertheless, some measurable results have been achieved. See Table 4.4 for details.

**TABLE 4.4** Moldova: Integration of Children with Disabilities in Mainstream Schools, FY16 Results

Results Indicators	Actual	Target
Number of district plans to implement national inclusive education program	24	24
Number of teachers in pilot schools trained to work with children who have special education needs	682	300

**Morocco: Improving the Physical Accessibility of People with Limited Mobility (TF010735; \$2.85 million)**

This project’s objective is to promote physical accessibility for persons with limited mobility. Specifically, the project aims to demonstrate the feasibility of improved access through a pilot project in Marrakesh. Project components include:

- Capacity building on issues related to physical accessibility for persons with limited mobility;
- Pilot project to upgrade Marrakesh’s urban infrastructure for increased accessibility;
- Knowledge sharing and public awareness;
- Project management, monitoring, and evaluation.



Morocco - Public Garden completed Civil Works funded by the PHRD

The project is expected to close in January 2017.

**TABLE 4.5** Morocco: Promoting Accessibility for Persons with Limited Mobility, FY16 Results

Results Indicators	Actual	Target
Increased official awareness as measured by number of technical documents developed and shared:	5	5
<ul style="list-style-type: none"> <li>▪ information on 2003 accessibility law</li> <li>▪ information on implementation of 2003 law</li> <li>▪ urban planning framework</li> <li>▪ architectural framework</li> <li>▪ physical accessibility standards</li> </ul>		
Inventories of accessibility improvements	4	4
Number of Moroccan cities evaluating the inclusion of accessibility in urban transport infrastructure projects	3	3
Number of draft construction codes with accessibility measures	1	1
Number of technical staff trained on accessibility	200	200
Number of NGO staff trained on accessibility	55	100

**Peru: Mainstreaming Inclusive Design and Universal Mobility in Lima (TF01 1295; \$2.50 million)**

This innovative project aims to improve the municipality of Lima’s capacity to mainstream the needs of persons with disability in the planning and implementation of urban pedestrian and public transport infrastructure. Specifically, the effort will pilot universal accessibility improvements with the Metropolitan Bus Rapid Transit, a system that carries 700,000 passengers per day.

This project is one of the first World Bank stand-alone initiatives to address the mobility needs of peoples with disabilities and has received significant attention from civil society, local elected officials, and the potential beneficiaries.

The key focus of the pilot is the design and construction of ramps and other equipment for easier access to buildings and buses.

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

The final designs for the pilot implementation around “Plaza 2 de Mayo” have also been completed in consultation with stakeholders, and the awareness and knowledge generated is contributing to the



The Mobility of Persons with Functional Limitation in the COSAC 1

mainstreaming of inclusive design and universal accessibility issues in Lima. The bidding and technical documents required to initiate the procurement process have been finalized. The implementation of the civil works is expected to be completed before the closing date, including reasonable assumptions for mobilization.

### Romania: Improved Policy-Making and Institutional Framework for Persons with Disability (TF010417; \$1.72 million)

The objective of this project is to assist Romania's Ministry of Labor, Family, Social Protection, and the Elderly in developing more effective protections for persons with disabilities through improved disability assessments and better information for policy-making purposes.

Project implementation progress has been slow for several reasons, including an eight-month delay in the effective date following WBG approval and issues related to technical complexity and sensitivity in harmonizing medical eligibility criteria for disability. However, the commitment remains strong. The ministry and its specialized agencies, including the Directorate for the Protection of Persons with Disabilities and the National Institute of Medical Expertise and Workforce Recovery, have indicated a clear interest in moving forward. Of note, two out of the four results indicators have been achieved:

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

Efforts continue in achieving the two remaining development objective indicators:

- Improved and harmonized medical and functional criteria for the assessment of disability in place, applied to all persons with disability;
- A 15 percent reduction in application costs for beneficiaries compared to the current system.

# PHRD Cofinancing Technical Assistance Program

## Program Overview

The PHRD TA cofinancing program closed in FY12. The FY16 portfolio consisted of two projects. The Angola project closed in FY16. The Nigeria project is expected to close in FY17—December 2016.

# ACHIEVING DEVELOPMENT RESULTS

## PHRD TA COFINANCING FOR CAPACITY BUILDING

**\$3 million Nigeria**

PHRD TA grant cofinanced \$33 million of the Nigeria Federal Roads Development project:

**450,000 direct beneficiaries**

**50% female**

## FY16 COFINANCING

### PORTFOLIO

### INCLUDES

**2 GRANTS,**

### TOTALING

**\$7 MILLION**

A **\$4 million Angola** PHRD TA grant cofinanced capacity building component of a larger \$32.2 million WBG/IFAD/PHRD TA agriculture project that closed in FY16 with satisfactory results:

**54,982 direct beneficiaries** of management, leadership, and technical capacity building training; 24% female beneficiaries

**100% of participating smallholder farmers** belong to farm organizations

Results influenced financing for **2 new projects**, including a \$70 million smallholder agriculture and marketing project

## PHRD Cofinancing Projects and FY16 Results

This section provides details of the two projects in the portfolio and reports on results achieved. For more on program relevance and lessons learned please see Chapter 7.

### Angola: Market-Oriented Smallholder Agriculture Project (TF057845; \$4.00 million)

The PHRD TA cofinancing program contributed \$4 million to support the capacity-building component of this \$32.2 million project. The remainder of the financing included \$20 million from IDA Credit, \$8.2 million from the International Fund for Agriculture Development (IFAD), and \$2.14 million from the Angolan Government.

#### BOX 5.1 Empowering Angolan Farmers

Strengthening farmers' associations was one of the most important achievements of the Angola Smallholder Agriculture Project.

Through these associations, farmers developed the organizational and leadership skills needed to exercise ownership over project decision-making processes and outcomes—creating a significant empowerment effect.

Until their exposure through the project, few Angolan farmers had previous experience with associations, nor had they participated in training activities prior to the project. Many were unfamiliar with how to implement and manage projects. This required learning and adaptability. The project also supported exchanges between associations, creating a model for joint learning and the potential for greater collective action in the future.

Also of note: through these more organized farmers' networks the government has found a more effective entry point as it provides support for the smallholder agricultural sector.

The project, which closed in FY16, had a development objective to increase agricultural production in Angola. This would be accomplished through the provision of better services and investment support to rural smallholder farmers located in selected communities and cities of three provinces: Bie, Huambo, and Malanje.

Project components included:

- Capacity building of farmers and government institutions;
- Agricultural investment in support of smallholder farmers so they could boost their agricultural productivity;
- Project management, monitoring, and evaluation.

PHRD TA cofinanced about 90 percent of the project's capacity building component.

At project completion in FY16, surveys conducted indicated a 66 percent increase in the production of four commodity crops, well exceeding the project target of 10 percent increases. In terms of beneficiary coverage, the project provided training to more than 50,000 smallholder

farmers, organized in groups or associations. Of this number, about 22,000 farmers participated through a network of 726 farmer field schools. Additional training outside the farmer field school methodology benefitted 32,300 smallholder farmers. In addition, the project trained more than 210 technicians. At the time of project closing, all farmer field schools were functional and training continued up to the closing date.

The baseline level of production captured in project surveys indicates that many beneficiaries were operating at basic levels of subsistence production. The demonstrated increases in yield experienced by project participants, while modest, indicate that project interventions have likely contributed to greater food security.

The project was successful in targeting and supporting women's participation in training and as members of farmers' associations. To be sure, gender imbalances were apparent at the leadership level of farmers' associations. Typically, men held leadership positions while women comprised the bulk of the membership. Still, the project overall achieved a good gender balance, with females comprising 43 percent of the farmers who participated in project activities. In addition, about 56 percent of farmer field school participants were women. The nature of the field school activities made it possible for more women to participate along with their male counterparts.

**TABLE 5.1 Market-Oriented Smallholder Agriculture Project Results at Closing**

Indicators	Actual	Target
<b>Overall Project Results</b>		
Percentage of increased agricultural production based on crop production index of participating smallholder farmers	66	10
Number of clients who adopted improved agriculture technology promoted in the project; (% female)	32,300 (41%)	(50%)
<b>Component 1 Results</b>		
Number of smallholders who benefited from training	54,982	50,000
Percent of participating smallholder farmers in project areas who belong to farm organizations	100	40
Ratio of smallholder farmers' organizations to extension officers	12/1	12/1

The capacity-building component of the Angola project yielded the following results:

- 54,982 smallholder farmers learned community organization and leadership skills, how to organize production, and agricultural techniques for maize, beans, Irish potatoes, and cassava;
- More than 22,000 farmers received this training through the farmer field school approach;
- 1,497 farmers completed training to become facilitators;
- 96 farmers completed community leadership training;
- About 2,252 farmers benefitted from literacy and agribusiness training;

- 210 government technicians received trained in community leadership, agronomics, and extension methods, among other topics.

Lessons learned are outlined at Chapter 7.

### Nigeria: Federal Roads Development Project (TF056896; \$3.00 million)

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

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

Project implementation is moving forward. The project is making good progress towards achievement of the development objectives.

The project's total cost is \$333 million. The estimated cost of the institutional strengthening component is \$36 million, of which \$3 million is a PHRD TA grant. Specifically, the PHRD TA grant is helping the road sector development team with human resources training and other capacity building activities. As of FY16, about 83 percent of the grant was disbursed.

**TABLE 5.2** Nigeria Federal Roads Development Project, FY16 Results

Results Indicators	Actual	Target
Number of direct beneficiaries; (% female beneficiaries)	450,000 (50%)	500,000 (50%)
Average travel time per 100 kilometers of project roads (in minutes)	60	80
Average vehicle operating cost per vehicle-kilometer on project roads (in US cents)	38	38
Number of accident-related fatalities per 100,000 vehicles	143	120

# PHRD Restructured Technical Assistance Program

## Program Overview

In FY16, the strategic framework of the PHRD TA program was strengthened to better align with WBG and Japan's development priorities. The realigned program enhances the technical and institutional capacities of eligible WBG member countries through four thematic windows. The fourth area addresses emerging development issues that are not specifically aligned with the others. (Figure 6.1). The modalities were also established to align the program's operating policies and procedures to the latest trust fund policy framework.

This section describes the operations that are in various stages of preparation under the three windows. For more details on grant objectives, please see Annex 7.

## TICAD V Window: Agriculture and Rural Access to Energy Supply

**TICAD V grants** provide assistance to small farmers in all African countries, including provision of electricity in rural communities with a preference for FCS countries in Africa. Within this framework, the grants focus on supporting investments and activities in Agriculture and Rural Access to Energy Supply.

Activities financed under the **Agriculture window** are aligned with the Fifth Tokyo International Conference on African Development, known as TICAD V. There are seven operations in the pipeline, of which four, amounting to \$11.5 million have been approved to date. The remaining three operations are in the preparation phase, including one yet to be determined. The specifics are outlined in Table 6.1.

The objective of the **Rural Access to Energy Supply** program is to increase the delivery of off-grid electricity and other energy services in rural areas of African fragile and conflict-affected states. Allocation for this program totals \$20 million. Priority areas include:

- Development of off-grid electrification: this includes distributed generation technology such as solar home systems and demand-side management activities;
- Deployment of off-grid energy services: this includes making available items such as improved cook stoves and pico-PV products like solar portable lanterns with phone chargers in areas that will probably not be reached by the power grid in the near future.

**FIGURE 6.1** Framework of the Restructured Technical Assistance Program



**TABLE 6.1** Agriculture Grants by Preparation Status

Grant Name	Status
<b>Cameroon:</b> Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers (\$3 million)	Approved
<b>South Sudan:</b> Emergency Food Crisis Response (\$3 million)	Approved
<b>Democratic Republic of Congo:</b> Regional Great Lakes Integrated Agriculture Development Program (\$3 million)	Approved
<b>Benin:</b> Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers (\$2.5 million)	Approved
<b>Niger:</b> Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers (\$2.5 million)	PCN stage
<b>Sudan:</b> Improving Livelihoods and Nutrition Outcomes of Smallholder Livestock Farmers (\$3 million)	PCN Stage
<b>Burundi:</b> Nutrition Smart Agriculture and Capacity Building (\$1.9 million)	TBD in light of political crisis in Burundi; replacement project is being identified

Four projects under this window are in the identification phase. Two projects are currently in the preparation stage. Brief descriptions of these two projects are provided below.

### Madagascar: Second Southwest Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFish2; \$3 million in co-financing)

The objectives of this IDA-financed project are to improve the management of selected priority fisheries at regional, national, and community levels and to increased access by targeted fishers to alternative livelihood activities. The PHRD grant will contribute to the achievement of these objectives by cofinancing the project’s third component, which aims to strengthen capacities for engagement in alternative fishing practices and livelihoods activities.

The PHRD grant will focus on providing off-grid electrification and off-grid energy services to rural fishing communities. This will enable increased productivity and support the pre-electrification strategy developed by the Agency for Development of Renewable Energy (ADER).

The grant financing also will enable a pilot to test equipment for improved management enforcement and monitoring, and safety-at-sea in the fisheries sector. Electrification and services for this sector can come in the form of solar-powered smart electric grids or solar photovoltaic systems (mini, home-scale, or pico systems). These products and services will support activities such as fish-drying and processing, seaweed production and drying, and ice making and cold storage for fish preservation, among others.

## Comoros: First Southwest Indian Ocean Fisheries Governance and Shared Growth Project (\$3.00 million in additional financing)

The project's proposed objective is to increase coastal communities' access to renewable energy. In turn, this will improve management effectiveness and fish handling activities in selected priority fishery landing and marketing sites—at both the national and community levels. Progress and achievements will be measured by the following outcome indicators:

- Increased access to electricity for rural households/fishing communities or villages;
- Substantial adoption of off-grid renewable energy from project's rural electrification activities;
- Number of villages/households with access to electricity;
- Measurable increase in awareness/adoption of energy-efficient technologies.

## Universal Health Coverage-For-All: Operationalizing the Findings of the Japan-World Bank Partnership Program on Universal Health Coverage

The development objective of the UHC window is to contribute to WBG's twin goals of eradicating extreme poverty and promoting shared prosperity by helping low- and middle-income countries develop strategies and capacities to adopt, achieve, and maintain UHC. Particular focus is on sustainable and equitable health financing policies and human resource development strategies. The UHC window aims to provide TA that will help strengthen national capacities to implement UHC policies and programs. It will complement operational projects funded by WBG and the Global Financing Facility for Every Woman Every Child.<sup>2</sup> Priority areas include policy and institutional analysis and capacity building and implementation support.

This program received an original allocation of \$6 million. In September 2016, the GoJ approved an additional \$6 million, bringing the total allocation to \$12 million. Efforts are underway to initiate preparation of the added grants.

### Priority Area: Policy and Institutional Analysis

The objective of this priority area is to support in-depth diagnostics of current policies and build institutional capacity. This will help client governments identify appropriate policy and regulatory reform measures needed to achieve inclusive and sustainable expansion in health coverage. Such studies will enable more effective approaches in response to projected economic, demographic, and epidemiological changes, including the impact of aging population.

The analyses take into consideration government priority concerns about fiscal and health labor market policies and conditions. Governments will use the analyses as they evaluate

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<sup>2</sup> The Global Financing Facility in support of Every Woman Every Child is intended to support the transformative change needed to achieve the global goals of ending preventable maternal, newborn, child and adolescent deaths and improving the health and quality of life of women, adolescents and children.

the design and implementation of interventions, enabling them to identify areas where revisions and adjustments might be necessary. Activities under this priority area amounting to \$3.47 million are implemented by WBG and outlined in Table 6.2.

### Priority Area: Capacity Building and Implementation Support

The objective of this priority area is to develop the institutional and technical capacity of client governments to implement their UHC policies and strategies. The objective will be achieved by providing TA in the form of capacity building activities, in conjunction with the World Bank's health, nutrition, and population operations. Focus is on strengthening capacity in several areas:

- Implementing effective policies on health financing: mobilizing revenues and managing risk pools and strategic purchasing;
- Building health-related human resources: health workforce planning, education and skills development, performance management and employment.

Activities under this priority area amounting to \$2.5 million are implemented by the recipients and are displayed in Table 6.2. UHC projects (all implemented by WBG) that are under implementation are shown in Table 6.3.

**TABLE 6.2** Operationalizing the Findings of the Japan-World Bank Partnership Program on UHC Grants

Grant Name	Amount (US\$ million)
Philippines - Health Financing Review and System Strengthening (ESW)	0.50
India - Health Workforce and Employment (ESW)	0.50
Guinea - Human Resources for Health (ESW) - Post Ebola	0.50
Guinea Bissau - Health sector diagnostics	0.50
Kyrgyz - Health (ESW)	0.47
Brazil - UHC Strategy in a Rapidly Aging Society (ESW)	0.50
Egypt - Community Health Worker Program (ESW)	0.50
<b>Total ESW</b>	<b>3.47</b>
<b>RETF</b>	
Philippines - Health Insurance Information and Management System Capacity Building (RETF)	1.50
Burkina Faso Health Financing (title TBD)	1.00
<b>Total RETF</b>	<b>2.50</b>
<b>Grand Total Original Allocation</b>	<b>5.97</b>

**TABLE 6.3** UHC Projects under Implementation

<b>Grant Name</b>	<b>Amount (US\$ million)</b>
Philippines - Health Financing Review and System Strengthening (ESW)	0.50
India - Health Workforce and Employment (ESW)	0.50
Guinea - Human Resources for Health (ESW) - Post Ebola	0.50
Kyrgyz - Health (ESW)	0.47
Brazil - UHC Strategy in a Rapidly Aging Society (ESW)	0.50
Egypt - Community Health Worker Program (ESW)	0.50
<b>Total ESW</b>	<b>2.97</b>

## Performance and Results with Improved Monitoring and Evaluation (PRIME) Window

The objective of the PHRD PRIME Window is to enhance the use of government systems to promote evidence-based decision making. This will be accomplished by strengthening the monitoring and evaluation (M&E) systems of grant recipient ministries and implementing agencies in PHRD’s priority sectors—tailored to each organization’s specific context and capacity. Total allocation for this window is \$19 million. Three priority focus areas have each received a \$6 million allocation:

- Agriculture;
- Health, nutrition and population (HNP);
- Urban development.

In each sector’s priority areas, PRIME grants will provide tailored support to relevant ministries and agencies so they can enhance their M&E systems and capacity while strengthening their ownership of the process. This will ensure the availability of timely quality data on key indicators. In turn, this data will inform policy actions, evidence-based decision making at the national and local levels, and monitoring of program and project progress.

Table 6.4 shows approved and pipeline activities.

**TABLE 6.4** Window III - Performance and Results with Improved Monitoring and Evaluation (PRIME)

<b>PHRD – PRIME - Approved/Activities in Pipeline</b>		
<b>Grant Name</b>	<b>Amount US\$ m</b>	<b>Status</b>
<b>Health, Nutrition and Population (HNP)</b>		
AF-DRC Human Development Systems Strengthening (P156421)	1.2	Approved
Malawi Additional Financing to Nutrition, HIV and AIDS Project (P156129)	1.2	Under preparation
Cambodia Health Equity and Quality Improvement Project	1.2	Approved
Kenya Transforming Health Systems for Universal Care (P152394)	1.2	Approved
Myanmar MOH M&E Strengthening - Additional Financing	1.2	Under preparation
<b>Sub-Total HNP</b>	<b>6.0</b>	
<b>Agriculture</b>		
Gambia - Capacity Building for Evidence-Based Agricultural Development in Gambia	2.0	Under preparation
Armenia - Second Community Agriculture and Resource Management Project, capacity building of the Armenian Ministry of Agriculture	2.0	Approved
Vietnam - Ministry of Agriculture and Rural Development (MARD) M&E Capacity Building	2.0	Under appraisal
<b>Sub-Total Agriculture</b>	<b>6.0</b>	
<b>Urban Development</b>		
Vietnam - Strengthening the Focus on Development Results of Urban Development Policies and Public Investments	2.0	Under preparation
Ghana - Development and Enhancement of M&E systems of Ghana's Urban Sectors	2.0	Under preparation
Sudan - Development and enhancement of M&E systems of the Urban Sectors	2.0	Under preparation
<b>Sub-Total Urban Development</b>	<b>6.0</b>	
<b>Grand Total - PRIME - All Sectors</b>	<b>18.0</b>	

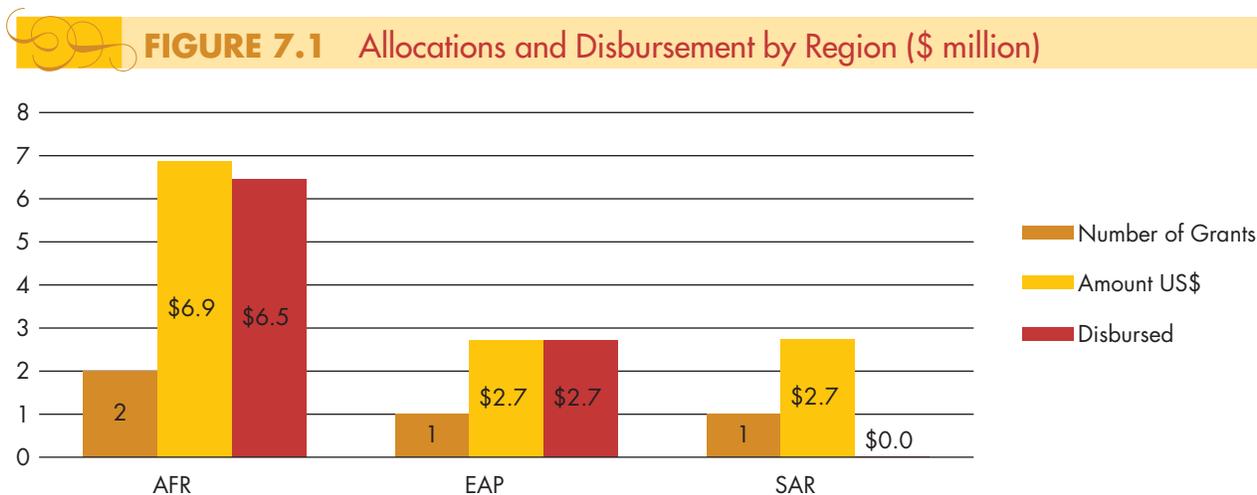
# PHRD Technical Assistance (TA) and Japan-World Bank Partnership - Closed Grants: Relevance and Lessons

## Introduction

In FY16, four TA projects and two Partnership grants closed. This chapter discusses the relevance of the objectives of these operations to the country priorities (in the context of the TA operations) and global/regional/country priorities (in the context of Partnership grants) and WBG’s sector priorities. Furthermore, the lessons learned from the implementation and outcomes of these closed operations are also discussed in this section.

## Technical Assistance Grants

The FY16 closed portfolio comprised four grants totaling \$12.3 million, with disbursements amounting to \$9.2 million at a rate of 75 percent. Three of the four grants were almost fully disbursed. However, the low disbursements rate is attributed to the remaining grant in South Asia which is near zero disbursements because of implementing challenges as outlined in the lessons section. Allocations and disbursements information is outlined in the chart below.



A summary of relevance and lessons learned for the four projects that closed under the TA program are outlined on the next page.

## Angola: Market-Oriented Smallholder Agriculture Project (TF057845; \$4.00 million)

### RELEVANCE OF THE PROJECT

The focus on smallholder agriculture was relevant to the country's post-conflict food security and poverty reduction priorities. Agriculture production declined significantly as a result of the civil war. The country relied on commercial imports and food aid. Large numbers of people were displaced. Many farming systems and agriculture value chains were destroyed. Ensuring stability, a minimum level of food security, and better integration of rural-based populations within the national economy were of critical long-term political importance.

The project is relevant to the country's priorities and to its twin objectives of agricultural commercialization and diversification of the economic base. In addition, the project is relevant to the country's current development priorities. Following the fall in the price of oil, and a significant drop in oil revenue, the government of Angola placed a strong emphasis on increasing agricultural production to reduce imports.

### LESSONS LEARNED

- While the project was successful in reaching women, more should be done to ensure that women play an equal role in farmers' organizations and influence project investment decisions;
- The farmer field school approach to agricultural extension was effective in enhancing smallholder farmers' capacity to generate and use new knowledge and adopt improved agricultural practices and technology;
- A capable and internationally experienced service provider is needed to help farmers' organizations develop and implement investment proposals, especially for value chain investments;
- Financing demand-driven sub-project investment proposals promotes their sustainability.

## Lao PDR: Mainstreaming Disaster and Climate Risk Management into Investment Decisions (TF011271; \$2.72 million)

### RELEVANCE OF THE PROJECT

The project design addressed key development priorities that were relevant at appraisal and remain highly relevant to Lao PDR at closing. The objectives are in line with the country's strategies as stated in the seventh National Socio-Economic Development Plan (NSED, 2011–2015) and the eighth NSED (2016–2020), developed by the Lao PDR Government during project implementation. The government recognizes that natural disasters are a core challenge to the pressing priority of achieving higher levels of socio-economic development. An explicit goal of the seventh NSED was to "secure the country from losses due to natural disasters." The NSED required line agencies to integrate disaster risk and climate change into sector development plans, but the agencies lacked technical skills and accurate data to operationalize these plans. The PHRD project addressed these issues. One of the three main outcomes of the Eighth NSED is to achieve "reduced effects of natural shocks and climate change" with a targeted output of "disaster preparedness and risk mitigation." The project contributed to the inclusion of this priority into the Eighth NSED.

The project at appraisal and closure remains directly relevant to WBG's engagement in Lao PDR. The WBG's Country Partnership Strategy (FY12-16) highlights the yearly impact of floods and droughts and recognizes that households and food prices are highly vulnerable to disasters. The strategy notes that the Seventh NSEDP goals include references to disaster-proofing roads and natural disaster resilience. A Systematic Country Diagnostic is currently being developed (FY16-FY17) and "putting in place a strengthened disaster risk management" system has been identified as one of the priorities for action.

The activities of the project are directly relevant to the achievement of Lao PDR's commitments to international and regional frameworks, including the Hyogo Framework for Action (2005–2015): Building the Resilience of Nations and Communities to Disasters and the subsequent Sendai Framework for Disaster Risk Reduction 2015–2030; and the regional Association of Southeast Asian Nations Agreement for Disaster Management and Emergency Response.

### LESSONS LEARNED

- *Risk information:* Accurate and quantifiable information about natural hazards is key to making sustainable investment decisions. Project implementation, particularly Component 1, was impacted by low availability of robust risk information. Going forward, it is important to continue strengthening Lao PDR's data on risks and hazards, information collection, and management based on the risk assessment guidelines and methodology. In the road sector, there is a need to update road networks and bridge databases on a continuous basis as part of their regular activities.
- *Data sharing:* Allocating time and resources to develop incentives for information sharing is critical in a project that establishes information systems. Collecting risk data from various agencies within a limited time frame is a key challenge that should not be overlooked during the project design stage, especially since all agencies have their own regulations and administrative processes for data sharing. Going forward, there is a need to create positive incentives for sharing information and engage stakeholders early on in the process to determine specific requirements and needs for the use of online data systems.
- *Mainstreaming disaster and climate risk management into investment:* Systematic integration of resilient principles requires dedicated and continued leadership and efforts of the implementing agencies. The project demonstrated practical opportunities and the value of integrating climate and disaster risk into national socio-economic development plans and key sectors in Lao PDR.
- *Pilots:* Pilot demonstrations with on-the-job training can be an efficient and engaging way of sharing and learning knowledge. They also show the importance of fitting proposed solutions to the local context. To ensure smooth implementation, the technical designs must consider local conditions—including physical and institutional contexts—while the contractor must ensure that technical specifications are followed strictly and that site supervision adheres to quality control measures.
- *Balance of measures:* Resilient investments balance structural and non-structural measures for effective disaster and climate management. Structural measures are important as they involve resilient design and construction of road and irrigation infrastructures. However, the pilots demonstrated that the non-structural measures such as risk assessments, policy

and operational guidelines, as well as the leadership and ownership of concerned line departments, local administrations, and communities who are direct beneficiaries of the investments are just as important to the overall success of an investment. Non-structural factors also include investments in institutional and human capacity.

- *Capacity building:* Enhancing the institutional and human capacity through project design and implementation is crucial for outcomes sustainability. Capacity enhancement measures included formal trainings as well as active participation in the consultation process, individual technical meetings, and pilot demonstrations, among others. Training of trainers focused on guidelines and technical specifications was a particularly effective method to produce sustainable human resources on safer construction practices in Lao PDR.
- *Project management:* A solid and effective management structure, active participation, and ownership of the project management staff and implementing agencies are all crucial. Regular construction monitoring of the pilot demonstrations and timely action by relevant stakeholders are important in resolving unexpected problems. M&E systems deserve careful attention and clarification of expectations at the start of the project. To avoid procurement delays, future investments should consider anchoring procurement with implementing agencies as they are close to the investments on the ground and have relevant technical knowledge. To avoid unnecessary delays in implementation, decision structures should be simple and clear to avoid unnecessary steps during implementation.

### Pakistan: Strengthening Pakistan's Urban Disaster Response Capacity (TF011138; \$2.73 million)

#### RELEVANCE OF THE PROJECT

The project objective to develop appropriate methodology and guidelines for assessing and subsequently enhancing multi-hazard early warning systems and disaster response capacity of urban local authorities was relevant in Pakistan's context. The project component included (i) assessment of existing emergency services and capacity enhancement; (ii) assessment of existing flood warning system and capacity enhancement; and pilots in two cities to test the appropriateness of the new methodology. Over the past decade, the Government of Pakistan has been making efforts to address natural disasters – from an ex-post disaster response perspective to an ex-ante risk management approach. WBG has been supporting the government's ex-ante approach towards risk management through technical assistance for capacity building and institutional strengthening.

The project closed with limited activities implemented. The implementing agency had a number of issues that included (i) frequent turnover of staff; (ii) weak capacity; and (iii) lack of commitment. As a result there was inordinate delay in procurement of consulting services to review the existing response capacities and early warning systems.

#### LESSONS LEARNT

- Proper assessment of the implementing agency's commitment to the project, capacity and knowledge of WBG's procurement procedures should be carried out during project preparation.

- Experience in the Disaster Risk Management sector in Pakistan shows that Bank-executed activities have generally been more successfully implemented compared to recipient executed small trust fund activities.

## Guinea: Development of Inclusive Education (TF011065; \$2.86 million)

### RELEVANCE OF THE PROJECT

The project objectives were highly relevant in the Guinean context. The objective of the Guinean Education Sector Program (*Programme Sectoriel de l'Education* or PSE) is to achieve education for all by 2025. This demonstrated the government's willingness and commitment to allocating an adequate level of resources to achieve universal quality education, as already articulated in the Poverty Reduction Strategy Paper III. Development of inclusive education is an important component of strategic policies to reach this goal.

The project design responded to the needs identified both by WBG and the government. The project contributed substantially to the achievement of government strategic objectives as specified in the PSE by:

- Assessing prevalence and type of disabilities for children in Conakry and the 17 prefectures;
- Building disability-adapted latrines;
- Procuring and distributing relevant materials and equipment;
- Developing and disseminating a strategy of inclusive education;
- Supporting an awareness campaign to motivate parents to send their children with mild disabilities to school;
- Developing training materials and training teachers on how to optimize access and learning.

### LESSONS LEARNT

- Ensure strict compliance with plans and bidding document requirements for construction of ramps.
- Improve design of access ramps to avoid potential erosion at this level; properly execute the earthworks around the structure to prevent water stagnation.
- Make use of Environmental and Social Safeguard Framework and Environmental and Social Management plans and involve an environmental specialist in all steps of implementation.
- Promote hygiene awareness among students on the use of latrines.
- Conduct strict control-of-work and compliance review before final acceptance of civil works.
- Use the technical drawings for disability-friendly latrines and access ramps for school infrastructure work in other countries or regions.
- Use training manuals and teacher guidelines for similar purposes in other countries and regions.

## Japan-World Bank Partnership Program

Two Partnership grants closed in FY16 as detailed in the Table below.

**TABLE 7.1** Performance of Closed Partnership Grants (\$ million)

Grant name	Grant Amount	Disbursements	Disbursements as % of Grant Amount
Supporting Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests (VGGTs)	1.00	0.93	93.30%
Responsible Agro Investment	0.75	0.75	99.80%
<b>Total</b>	<b>1.75</b>	<b>1.68</b>	<b>96.09%</b>

A summary of relevance and lessons learned for the two grants that closed under the Partnership Program are detailed below.

### Responsible Agriculture Investment (TF010175; \$.75 million)

#### RELEVANCE

The objective of the operation was to demonstrate that the Principles of Responsible Agriculture Investment (RAI) is an effective tool that will, on the balance of probabilities, significantly reduce the potential negative impacts of such investments and improve the positive impacts, across a typology of different investment models. This operation is very relevant since eradicating hunger will require a significant increase in agricultural investment and, more importantly, it will require improving the quality of investment so that it benefits those that need it most.

The development objective of the operation has been achieved through the following activities:

- Both as a retrospective analysis, and as an input into developing the research instruments for field-testing the Principles of RAI with investors, a study of over 170 agricultural investments made by the Commonwealth Development Corporation has been completed and the report published;
- An interview-based survey/fieldwork of 39 large-scale agricultural investments in SSA and Southeast (SE) Asia has been completed and a report published;
- As a scale-up activity, a joint paper on contracts between host counties and investors to achieve positive impact from agricultural investment and to avoid negative outcomes. This paper has been developed based on the above work and International Institute for Sustainable Development's work, which studied over 80 contracts and provided a model contract. The report was published;
- A follow-up research to dig deeper on selected topics such as resettlement. Eight projects were revisited. The report has been prepared that was peer-reviewed internally and externally;

- Findings and lessons learned have been presented at the WBG Land and Poverty conference, CFS side events in Rome, TICAD V, Grow Africa, Department for International Development of the United Kingdom, and Asia Pacific Economic Community conference in Indonesia. In Laos, the findings and lessons have been presented to the Government and in Thailand, to a conference of officials from SE Asia, Pan Africa Parliament, and World Investment forum.

The studies helped to inform:

- The Committee for Food Security’s consultation on responsible investments in agriculture;
- WBG’s next steps on operationalizing RAI and guiding WBG’s field operations while providing a solid foundation for future capacity-building training;
- The Southern Agriculture Growth Corridor of Tanzania, an agricultural partnership designed to improve agricultural productivity, food security and livelihoods in Tanzania;
- The research methodology, the new WBG-supported research on 1,600 land concessions in Lao PDR.

### Supporting the Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests (VGGTs) (TF016561; \$1.00 million)

#### RELEVANCE

The VGGTs promote secure tenure rights and equitable access to land, fisheries and forests as a means of eradicating hunger and poverty, supporting sustainable development and enhancing the environment. The Committee on World Food Security officially endorsed the Guidelines in 2012. The VGGTs are fully consistent with the WBG’s goals and objectives and implementation of VGGTs is one of key actions to achieve the WBG’s twin goals of economic growth and shared prosperity.

The VGGTs were never intended to be a “how-to-guide” for land governance, and should be seen as both a policy instrument that the global community collectively supports, and also a “menu” of options to address tenure challenges depending on the regional, country and social context. As a result, it has been necessary to develop tools, implement studies and raise awareness to better understand how the VGGTs should work at the country level and for specific themes. The TF’s objectives make an important contribution to this global objective to test models and develop tools, and to raise awareness.

Land tenure rights are also at the center of a number of global agendas, including the United Nation’s Sustainable Development Goals 1.4, which declares that “By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance.”

The WBG actively supports, and consistently recommends, government policies that improve land governance and that recognize all forms of land tenure to benefit all people regardless of

race, gender, ethnicity, religion, etc. The Bank has a long history of supporting land reforms and land administration and continues to manage a large portfolio of land projects and analytics across all regions that support systematic cadaster and registration programs, land titling, land management and land administration.

The following activities contributed to the achievement of the development objective of this operation:

- In Argentina, four policy dialogue events brought together officials from agencies responsible for land and forest tenure issues at both national and provincial level. Five training workshops for farmers and indigenous communities on land and forest tenure were held;
- In Jordan, a workshop on promoting women's land and inheritance rights was co-hosted by the Arab's Women's Legal Network. Focus was on women's land and inheritance rights, ways to improve women's access to land, and relevant VGGT principles;
- Regional workshops in Nicaragua and Peru helped to increase knowledge of VGGT principles. A knowledge note on the South-South knowledge exchange was also developed;
- Implementation of LGAF was successfully supported in eight countries: Cote d'Ivoire, Croatia, Ethiopia, Guatemala, Kenya, Rwanda, Zambia, and Zimbabwe. Recommendations derived from LGAF provided clear directions for the modernization of the land administration system in Croatia;
- In Argentina, a diagnostic study to survey existing land conflicts was completed. Follow-up and implementation of the study recommendations will be managed through the WBG-financed Forests and Communities Project;
- A rural land taxation study was conducted for the government of Mozambique;
- In India, a new report was written, offering insight into the experience of Odisha state, emerging best practices for gender-equitable land governance, and relationship to the VGGTs. The report, featuring an in-depth set of recommended actions, was sent to the government for follow-up. A knowledge note was also developed;
- A series of knowledge notes were written. Among the notes prepared:
  - practical approaches used to increase women's access to land from a range of projects;
  - practical approaches used to facilitate effective implementation of the Forest Rights Act in India;
  - examples of women's equitable and secure land rights;
  - ways to increase use of knowledge exchanges and workshops to improve land governance and land administration practices.
- Several practical toolkits were prepared: "Fostering the Sustainability of Mining Operations through Improved Land Governance Frameworks" and "Systematic Property Registration: Risks and Remedies."

Some of the activities have contributed to WBG's on-going dialogue. Examples include:

- In India, a follow-on study is planned that will explore the use of different types of technology in implementing the Forests Rights Act;

- WBG is integrating the LGAF results into its land governance analysis for Cote d'Ivoire. It is expected that WBG will finance a new investment operation with a land component that builds on the LGAF findings;
- In Kenya, Ethiopia, and Zimbabwe, WBG is continuing the policy dialogue based on LGAF;
- WBG is assisting Rwanda in developing performance monitoring systems based on the LGAF methodology;
- WBG-financed Forests and Communities Project is expected to operationalize the recommendations of the grant activities in Argentina.

#### LESSONS LEARNT

- Deep analytical studies on selected issues, such as gender and broader reviews of regional/global experience can generate enormous value addition for individual countries and global perspectives;
- Focused support has a larger impact when part of regional events, such as those organized in Nicaragua and Peru.

# Other PHRD Programs

## Overview of Programs

Japan demonstrates its support for human resources development in emerging market countries through several PHRD non-technical assistance programs. These programs include:

- Joint Japan/World Bank Graduate Scholarship Program;
- Japan Indonesia Presidential Program;
- PHRD Staff Grant Program;
- Global Development Awards and Medals Competition Program.

## Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP)<sup>3</sup>

Initiated in 1987 as a program that financed 12–24 months of study abroad for mid-career development professionals, this was the precursor to the PHRD TA Program. The program has evolved over the years. Currently, three different types of JJ/WBGSP scholarships are offered: the Preferred Program, the Partnership Program, and the Japanese Nationals Program.

As of FY16, the JJ/WBGSP has close to 5,900 alumni from 153 countries. In FY16, 184 new scholarships were awarded. Figure 8.1 shows the award distribution among the scholarship programs.

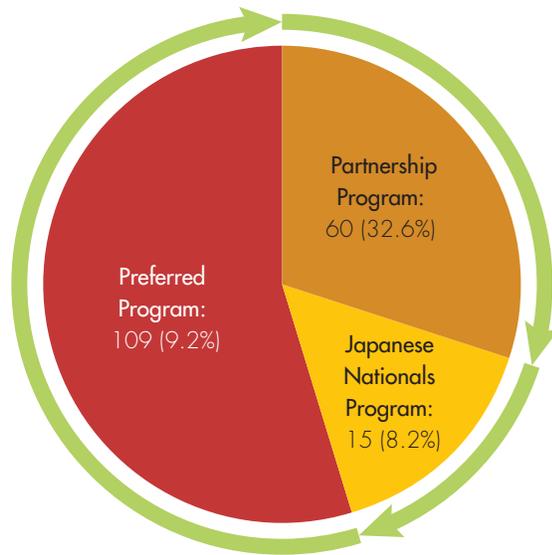
Between the fiscal years 1987 and 2016, the scholarship program received \$321.54 million in total funding, net of WBG overhead fees. The amount allocated each year increased steadily until 2000, when allocation amounts began to fluctuate, primarily in response to changes in the exchange rate. In FY16, \$12.57 million was allocated.

## Preferred and Partnership Programs

Candidates for Preferred Program scholarships must be citizens of eligible WBG member countries. They must have at least three years experience in development work following

<sup>3</sup>Source: FY16 Japan-World Bank Graduate Scholarship Program Annual Report

**FIGURE 8.1** Distribution of FY16 Scholarships (as % of 184 new scholarships)



completion of their undergraduate degrees and must be employed full time when they apply. In FY16, 39 percent of the Preferred Program scholarships were awarded to women, while 26 percent of the recipients hailed from the Africa region.

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

### Japanese Nationals Program

In FY16, 15 Japanese nationals were selected from among 31 applicants for the Japanese Nationals Program. Of the total number of applicants, 47 percent were female. For these scholars, fields of study included:

- Economics;
- Education;
- Public health;
- Public policy and international development;
- Rural development;
- Urban/regional planning.

The scholars chose to study at universities in several countries: France, the Netherlands, the United Kingdom, and the United States. This distribution reflects the scholars' first choice of host university. However, many candidates applied to multiple universities, so the final distribution of host countries could vary slightly.

## Japan Indonesia Presidential Scholarship Program (JIPS)

In 2008, as part of the international effort to support Indonesia's higher education system, the Japanese Government awarded a \$10 million one-time grant for scholarships specifically designated for Indonesian fellows through PHRD. With the proceeds from this grant, Japan has supported 43 Indonesian scholars as they pursued doctoral studies abroad. Scholars are sponsored by the program's nine partner centers of excellence, located at Indonesian universities and higher education institutes. Following graduation, scholars return to work for the Indonesian partner university that sponsored their study, helping to forge relationships between the Indonesian and foreign institutions.

As of FY16, 42 JIPS scholars have graduated, while one scholar has not yet completed studies. The program is no longer accepting new applicants because it is in the process of disbursing all of its funds.

### BOX 8.1 JIPS Program Centers of Excellence

- **Bandung Institute of Technology** for biotechnology
- **Bogor Agriculture University** for bioenergy, bio-industry, and business
- **Gadja Mada University** for corporate governance
- **Indonesia University of Education** for special needs education
- **Open University** for distance learning
- **Parahyangan Catholic University** for infrastructure and urban development; development of small and medium enterprises
- **University of Indonesia** for reproductive health

## Japan-World Bank Partnership Program

The Japan-World Bank Partnership Program supports the global health agenda through research and training activities. Focus is on strengthening health systems for better results in two areas:

- Expanding inclusive and sustainable health coverage;
- Strengthening health-related human resources policies and programs to address the global shortage in the health workforce, with particular focus on developing countries.

The Partnership Program has also financed research to demonstrate the effectiveness of deploying the principles of responsible agriculture investment. This tool can help reduce potential negative impacts of investments in agriculture while increasing positive impacts across a variety of investment models.

### Program Portfolio

The program supports the joint efforts of Japanese institutions and WBG to engage in studies, research, and conferences/seminars. The FY16 portfolio included nine grants, valued at \$13.92 million. Three grants closed in FY16. Table 8.1 provides a breakdown of the grants and disbursements.

**TABLE 8.1** Japan-World Bank Partnership Program FY16 Portfolio

Grant Name	Grant Amount (\$millions)	Disbursement (%)
<b>Active Grants</b>		
Challenges and Opportunities for Achieving Universal Health Coverage in Developing Countries	4.67	100
Evaluative Lessons on Maternal and Child Health	1.00	95
World Bank-Japan Partnership and Outreach Program	1.08	69
Pilot Use of Principles Guiding New Investments in Agriculture: Forward-Looking Analysis and Research Program	1.40	28
Separate JSDF Facility for Promoting JSDF Activities	1.10	59
<b>FY16 Global Development Awards and Medals</b>	1.66	26
<b>Total Active Grants(6)</b>	<b>10.91</b>	<b>83</b>
<b>Closed Grants</b>		
Responsible Agriculture Investment (RAI)	0.75	99.8
Supporting Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests	1.00	93
FY12 Global Development Awards and Medals Program	1.26	62
<b>Total Closed Grants (3)</b>	<b>3.01</b>	
<b>TOTAL ACTIVE AND CLOSED GRANTS (9)</b>	<b>13.92</b>	<b>82</b>

## Results from the Closed Operations of the Japan-World Bank Partnership Program

Overall, the Partnership Program has made a significant impact as it has helped drive new knowledge discovery and push the knowledge boundaries. This section provides highlights and achievements of selected operations that closed in FY16.

### Challenges and Opportunities for Achieving UHC in Developing Countries

This initiative's objective was to contribute to the global health agenda and achieve better health results by strengthening health systems in developing countries. As noted above, the program focused on two key areas:

- Expanding health coverage in an inclusive and sustainable manner through effective health financing policies;
- Strengthening health-related human resources policies and programs to address the global shortage in health workforce with particular focus on developing countries facing the most acute shortfalls.

Program components included supporting systematic analyses of policies and programs, promoting consultations and knowledge exchange, and identifying lessons learned that could be



## BOX 8.2 Achieving UHC: Lessons from Japan

In Japan, the growth of democratic movements and a commitment to social solidarity in the post-World War II period provided the impetus to achieve UHC. UHC also has been a key component of a broader effort to address problems of economic inequality that emerged in the shadow of economic prosperity.

Japan achieved UHC in 1961. The country's investment in health has laid the foundation for sustained economic development, social stability, and the creation of a healthy middle class, which are key ingredients for sustained economic growth.

shared and applied in developing countries to improve the effectiveness of health policy interventions and programs.

The objectives of the grant were achieved. An in-depth study contributed to the definition and dissemination of WBG's corporate goals for UHC for 2030. At a 2013 global conference on UHC, sponsored by this grant and held in Tokyo, WBG announced its specific targets for achieving UHC in developing countries. During the conference, 11 participating countries contributed valuable insights on the lessons they have learned, both successes and failures, in adopting and achieving UHC goals. They shared their experiences on navigating the political economy and on developing health financing and health-related human resource policies.

Also of note, the highly respected Flagship Course on UHC, designed for the global health community, makes use of materials developed through this program.

### Responsible Agriculture Investment

The objective of this grant was to demonstrate the principles of Responsible Agriculture Investment (RAI). It set out to show RAI as an effective tool that can reduce potential negative impacts and increase positive impacts, across a variety of agriculture investment models.

The development objective of the grant was achieved. The following reports, studies, and presentations enabled by the grant contributed to meeting the development goals:

- **Report on 170 agricultural investments made by the United Kingdom's Commonwealth Development Corporation:** This published study included a retrospective analysis as well as data used to develop the research instruments for field-testing RAI principles with other investors;
- **Review of 39 large-scale agricultural investments in SSA and Southeast Asia:** This review featured interview-based surveys and fieldwork. A report on the findings has been published;
- **White paper on contracts between host countries and investors to achieve positive impact from agricultural investment and avoid negative outcomes:** This published paper was a joint effort that built on the above review of large-scale agricultural

investments. The International Institute for Sustainable Development contributed its study of more than 80 contracts as well as a proposed model contract for the paper;

- **Follow-up report on selected topics, including resettlement:** This peer-reviewed research featured revisits to eight projects previously studied to gain deeper insight into some critical issues;
- **Findings and lessons learned:** Research teams presented findings for several organizations and at multiple events, including the WBG Land and Poverty Conference, TICAD V, Grow Africa, Department for International Development of the United Kingdom, and the Asia Pacific Economic Community Conference in Indonesia. In Lao PDR, government officials attended a presentation on research findings. A conference in Thailand that included officials from Southeast Asia, the Pan Africa Parliament, and the World Investment Forum, featured a session on the research findings.

### Supporting Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries, and Forests

As the name suggests, the objective of this grant was to improve responsible land, fisheries, and forest governance in selected countries. The rationale was that such work would help clarify and secure natural resources property rights while recognizing women's rights and the customary rights of indigenous peoples and other communities.

Work under this grant was also designed to improve the transparency of adjudication and transaction processes related to these rights and to encourage the broader sustainable management of these resources. With a scope that spanned many countries and multiple activities, the implementation arrangement for this project was quite complex. Project components included:

- Raising awareness and sharing broadly the Voluntary Guidelines on the Responsible Governance of Tenure of Land and Forests (VGGT) and principles of good land governance;
- Implementation of a land governance assessment framework (LGAF) in selected countries;
- Development of operational and training tools for the VGGTs;
- Review and compilation of global lessons learned and good practices.

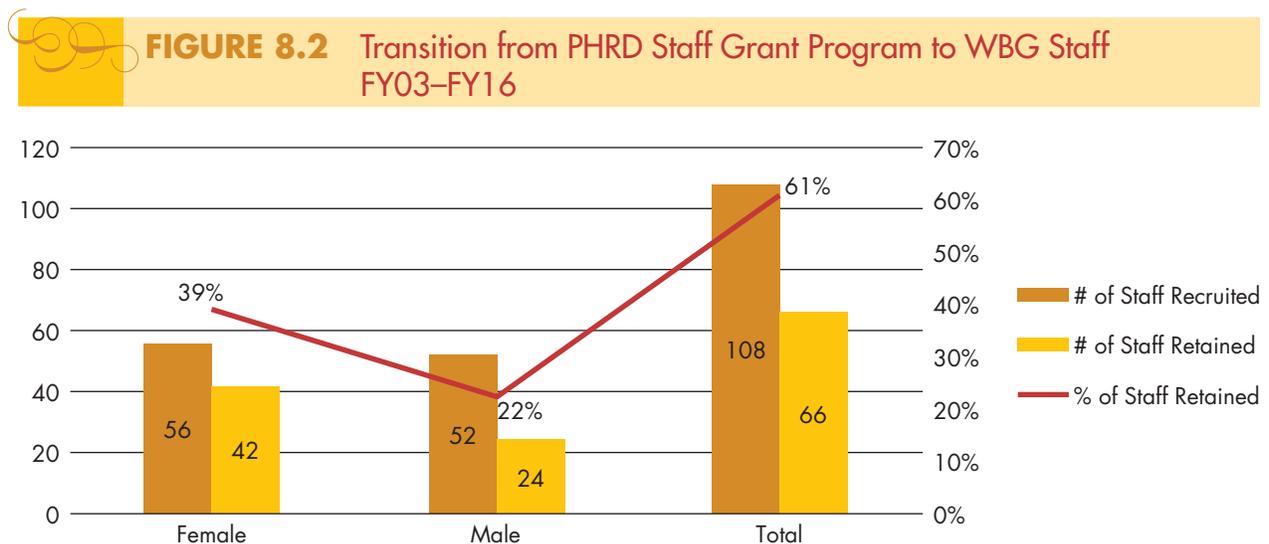
Overall, the grant's objectives were achieved. The grant supported a diverse range of activities across five WBG regions: Africa, Europe and Central Asia, Middle East and North Africa, Latin America and Caribbean, and South Asia. The activities ranged from meetings of experts to share knowledge to much larger events, such as the implementation of LGAF in Guatemala, to the preparation of global studies and toolkits. The grant supported implementation in eight out of the thirty-three nations that have completed such frameworks.

Grant-financed activities have raised awareness on responsible land governance, facilitated exchange of knowledge and experience, and provided tools to decision makers and relevant stakeholders. This will enable continued progress toward improving the security of property rights and sustainable management of land resources.

## PHRD Staff Grant Program

Established in 2003, this program affords Japanese nationals an opportunity to learn about WBG operational processes, leverage their own expertise and experiences, and exchange knowledge on development challenges and solutions. The program funds the salaries of selected mid-level Japanese professionals at WBG for a one to three-year period. Appointments are categorized as either Term or Extended Term Consultants (ETC) under the WBG framework. Based on performance, some program participants become WBG staff following completion of the PHRD program, with salaries paid by WBG.

Since the program's inception, the PHRD Fund has allocated \$60.2 million with 177 Japanese nationals participating. Of this, 108 (56 females and 52 males) received Term appointments. Upon completion of their PHRD-funded appointments, 66 Japanese nationals received WBG staff positions, representing a retention rate of 61%. Figure 8.2 provides details of these transitions.



From FY12 to FY16, there were 86 Japanese nationals in the program of which 44 [of which 34% women] transitioned to WBG staff positions, representing a retention rate of 51%.

### FY16 Program Portfolio

The FY16 portfolio includes 40 appointments valued at \$13 million, with 35 Term appointments totaling \$12.51 million and five ETCs totaling \$0.49 million. In FY16, ETC appointments were discontinued, while 18 Term appointments were approved by the GoJ, with a total allocation valued at \$6.19 million. Total disbursement during this reporting period was \$2.7 million, of which \$2.48 million was disbursed for Term appointments and the remaining \$0.22 million went toward ETCs.

**TABLE 8.2** PHRD Staff Grant Program, FY16 Portfolio

	<b>Term</b>	<b>ETC</b>	<b>Total</b>
Number of Appointments (% of total)	35 (88)	5 (12)	40
Amount, \$ millions (% of total)	12.52 (96)	0.49 (46)	13.01
Disbursement, \$ millions (% of total)	5.99 (94)	0.39 (6)	6.38
<b>FY16 Portfolio</b>			
Number of Appointment Approved	18	0	18
Value, \$ millions	6.19	0	6.19
Disbursements, \$ millions (% of total)	2.48 (92)	0.22 (8)	2.7

## Global Development Awards and Medals Competition Program

The PHRD Fund has supported the Global Development Network (GDN) since 2001. The cumulative value of this grant funding totals \$4.98 million. PHRD grants supported two awards that are part of GDN’s Annual Global Development Awards and Medals Competition:

- The Japanese Award for Most Innovative Development Project (MIDP);
- Japanese Award for Outstanding Research on Development (ORD).

The competition supports developing country researchers as they build their research capacity. It also funds innovative social development projects benefiting marginalized groups in developing countries around the world.

The MIDP awards are provided to NGOs whose early stage projects embody a fresh approach and a high potential for development impact for the poor in developing countries. Selection criteria include degree of innovation, social impact, and the potential for broader application in other countries. The winner of the first prize is also eligible to apply for a grant of up to \$200,000 through the Japan Social Development Fund (JSDF).

The original, five-year cooperative agreement between GDN and WBG was extended for an additional three years, FY15–FY17. This program has brought highly innovative initiatives to the attention of WBG. Developed at a very small scale, these initiatives might otherwise have gone unnoticed—and an opportunity to deploy creative solutions to development challenges might have been missed.

### FY16 Global Awards and Medals Competition

“Education for Development: Quality and Inclusion for Changing Global Human Capital Needs” was the theme of the FY16 competition. Held in partnership with Peru’s Ministry of Education and the private, non-profit Group for the Analysis of Development, the annual

GDN conference brought together 400 participants, including about 200 women, from 54 GDN member countries.

### Japanese Award for Most Innovative Development Project: FY16 MIDP Award Winners

The following organizations received awards for the FY16 MIDP competition.

- **POWER99 Foundation**, Pakistan: Awarded first prize for their project, Broad Class – Listen to Learn – Interactive Radio Instruction Program. This educational program combines radio broadcasts with active learning to improve educational quality and teaching practices. The program exposes learners to regular, curriculum-based content and models effective teaching activities for teachers. The program follows an interactive pedagogical approach for improving literacy, numeracy, and healthy habits among young children from marginalized communities. The show was broadcasted in 1,848 classrooms in 660 public schools, reaching 80,000 children, 2,592 teachers, 73 education officials, and 12,598 community/parents. Power99 is eligible to apply for a \$200,000 JSDF grant, to be managed by GDN.
- **Indonesia Medika**: Awarded second prize for their innovative Garbage Clinical Insurance (GCI) Scheme. Medika uses garbage as a financial resource to provide healthcare access for marginalized communities. Residents submit their garbage, worth about 10,000 Indonesian rupiah (about \$0.75), to Medika in exchange for health care services. The scheme also creates an incentive for improved waste management while contributing to sanitation improvement. The Medika approach has transformed the mindset, perception, and habits of the community towards garbage with this innovative garbage insurance scheme. The GCI has 500 members, which include scavengers (waste collectors), mothers' groups, and healthcare workers.
- **Mountain Societies Development Support Program**, Kyrgyz Republic: Awarded third prize for Vegetable Value Chain Development in Naryn Oblast Republic. The project aims to address the poor nutritional status of women and children and the lack of locally produced vegetables by introducing kitchen gardens and new production technologies (solar greenhouses) in the high altitude communities (2,000–3,100 m) of the Kyrgyz Republic. The aim is to help 150 farmers extend their vegetable growing season through the winter months. The project has provided female farmers with training on vegetable production, pest management, and post-harvest management. It also has trained local masons on the construction of solar greenhouses.

### Japanese Award for Outstanding Research on Development: FY16 ORD Award Winners

The following individuals received awards for their development research at the GDN conference:

- **Dr. Marcos Agurto, Universidad de Piura, Peru**: Awarded first prize for his research proposal on the effects of social interactions between economically disadvantaged and

wealthy students. The research is based on experimental evidence from the Peruvian social program Beca18.

- **Ana Mickovska-Raleva, Center for Research and Policy Making, FYR Macedonia:** Awarded second prize for her research proposal on teaching “Learning to Learn” competence for the knowledge-based society.
- **Dr. Gloria Carrión Fonseca, Fundación Internacional para el Desafío Económico Global, (FIDEG), Nicaragua:** Awarded third prize for her research proposal “Political Economy of Public Financing of Education and its Impact on Inequality across Gender Lines in Nicaragua.”

# PHRD – Achieving Development Results – Institution of Program Level Results Framework

**T**he PHRD Fund continues to promote economic growth by helping recipient countries develop sound policies, strong institutions, and enhanced capacity in specific sector/thematic priority areas through the use of technical assistance grants.

Measuring and monitoring results is key to achieving better development outcomes. In FY16, the PHRD team developed a comprehensive results framework to gather results from grant-financed activities and measure the effectiveness of the program.

The PHRD results framework is aligned with the World Bank's core sector indicators. The framework demonstrates the development impact of PHRD activities on WBG lending, government policies, country capacities, and development interventions. Measuring and monitoring were instituted in client countries, along with timely remedies to achieve better development results. Figure 9.1 provides more detail on the PHRD results framework and the methodology used in monitoring and evaluation.

Since the development results are manually aggregated, the PHRD and JSDF Teams are collaborating with the World Bank's Development Finance (DFi) Systems Team to develop an automated results based monitoring system to help aggregate results at the program level, which would be linked to the PHRD website.

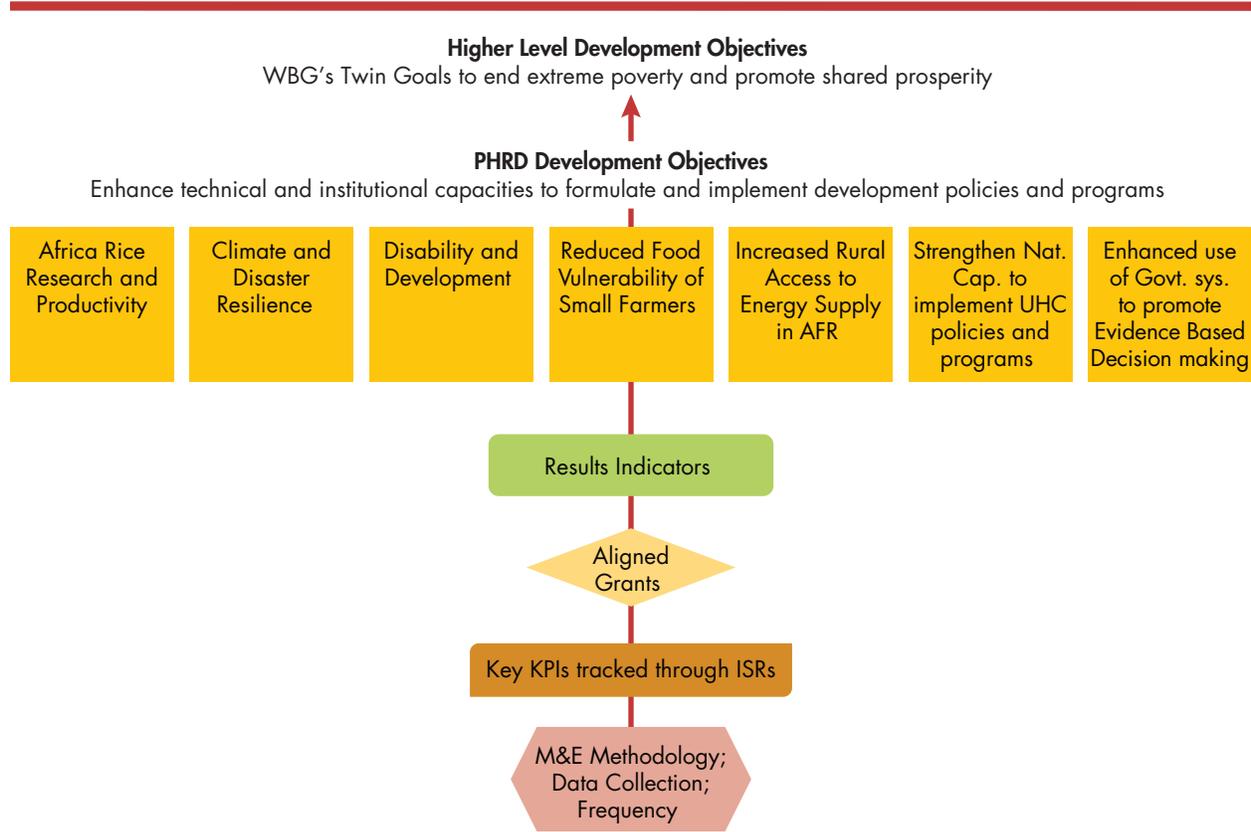
In Figure 9.2, progress in achieving development results based on the framework are provided. The graphic shows FY16 outcomes from recipient-executed projects financed with PHRD funds.

Complementing the WBG's core sector indicators, the FY16 results offer insight into PHRD's contribution to development outcomes. The results framework highlights the ways in which PHRD has been instrumental in bringing stakeholders together to develop innovative development solutions. The framework also provides examples of partnerships that have helped fight poverty by strengthening institutions, improving service delivery, upgrading infrastructure, supporting human development, and empowering marginalized groups.

Figure 9.3 shows the framework against which development results of ongoing and pipeline activities in the restructured PHRD TA program would be measured.

**FIGURE 9.1** PHRD Program Results Framework

PHRD M&E METHODOLOGY

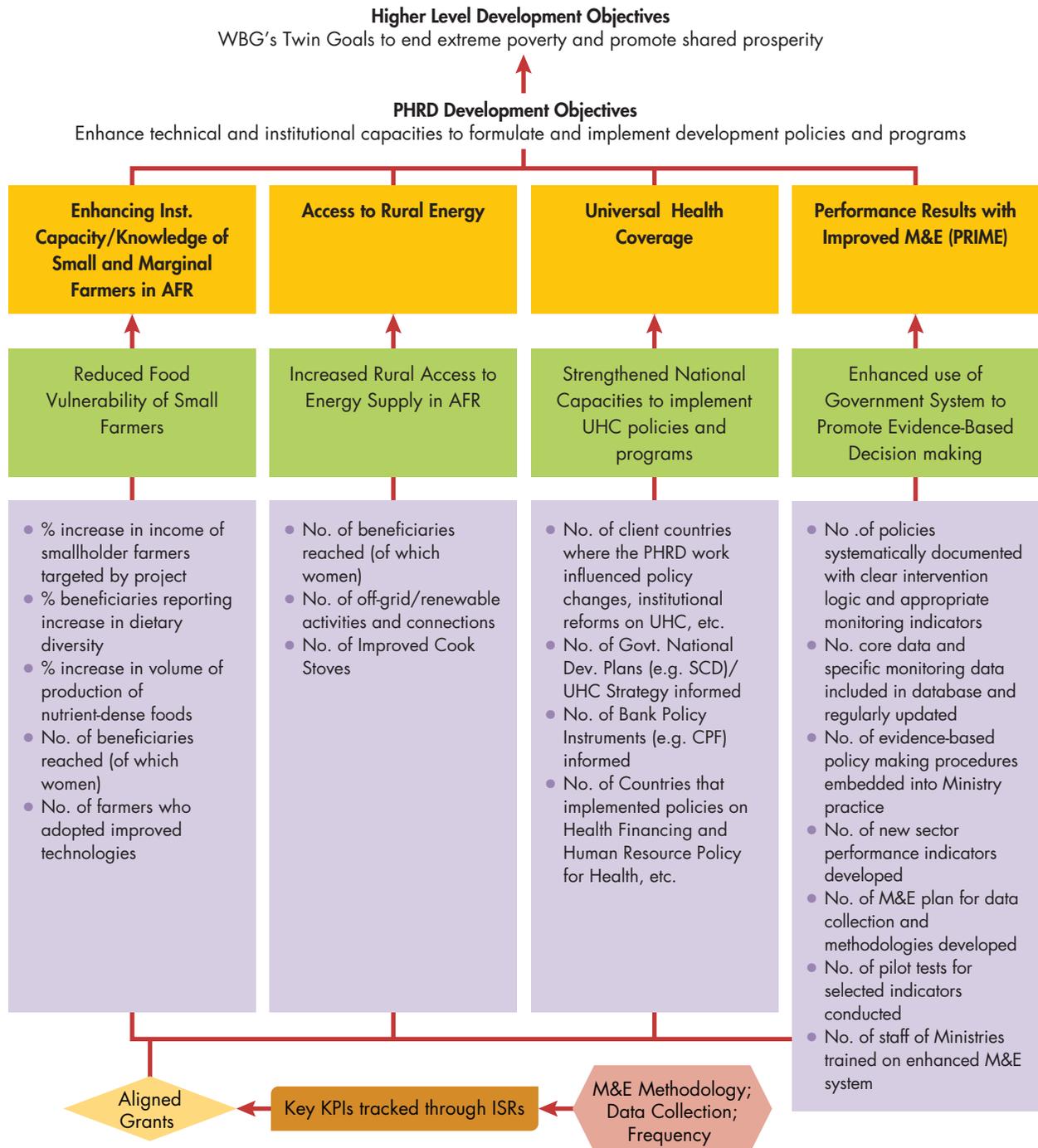




**FIGURE 9.2** Progress in Achieving Development Results, FY16



**FIGURE 9.3** Progress in Achieving Development Results, FY16 Pipeline Activities



# PHRD Program Administration

**D**Fi is the Trustee of the PHRD Fund, with all the accompanying roles and responsibilities. Under the leadership of DFi's Director, PHRD is managed by a small secretariat. Among the secretariat's management functions:

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

## Oversight of Program Activities

The PHRD program management team periodically visits PHRD-financed project sites to see progress on the ground, meet with beneficiaries and implementing agencies to learn about implementations challenges, and hear from the beneficiaries about the impact of PHRD activities on their lives. The missions provide the enabling environment to address any bottlenecks that could hamper project implementation. During these visits, the PHRD team also visits the country's Japanese embassy and Japan International Cooperation Agency office to brief officials and staff on project implementation.

In March 2016, the team visited Lima, Peru to assess progress on the \$2.5 million Mainstreaming Inclusive Design and Universal Mobility in Lima project. This project is one of the first freestanding WBG initiatives that directly addresses the mobility needs of people with disabilities. It has received significant attention from civil society, local elected officials, and potential beneficiaries.

The mission team met with the president of Lima's municipal public transport agency, Protransporte, the grant's implementing agency. The team also met with project staff and the

World Bank task team. The meetings revealed tangible progress towards achieving the project's development objectives:

- Completion of studies and capacity building for site selection and preliminary designs for universal accessibility improvements;
- Innovative and participatory design process that includes a committee of disabled persons and other stakeholders;
- Building of awareness and institutional capacity to replicate the process in other parts of the country;
- Selection of priority locations for universal accessibility interventions;
- Preparation of context-specific final designs for the Plaza 2 de Mayo bus station, a pilot site.

During the visit, the team noted delays in the implementation of the urban pedestrian/public transport facilities at the Plaza 2 de Mayo station. There are several reasons for the delays:

- High turnover of staff at the Municipality of Metropolitan Lima and of the management team at Protransporte, the project's implementation agency;
- Delays in contracting consultants to complete the final designs and other technical documents;
- Lengthy bureaucratic review and approval process, mainly driven by the historic nature of the selected pilot implementation site, among others.

The project implementation team informed the PHRD team that they required an extension of the project closing date to make up for the lost implementation time. They assured the PHRD management team that the factors contributing to the delays would be addressed.

According to a review by the WBG's financial management group, Protransporte has managed the grant funds well. During the visit, the PHRD management team highlighted the importance of gaining full buy-in and commitment from the responsible Ministry to ensure the project's long-term sustainability. This includes on-going, routine maintenance of PHRD-funded infrastructure and replicating the model in other Peruvian municipalities.



Plaza 2 de Mayo bus station as seen by the PHRD management team during their site visit, March 2016.



Rendering of Plaza 2 de Mayo bus station following universal accessibility upgrades, as shown to PHRD management team during site visit, March 2016.

# Looking Ahead

**J**apan continues to be at the epicenter of development issues. The PHRD TA framework exemplifies GoJ's forward-thinking and visionary approach, with its early emphasis on capacity building, partnerships, and climate resilience initiatives as critical aspects of sustainable development.

The same forward-looking framework governed the decision to refocus the PHRD, to address challenges in agriculture and rural access to energy supply under TICAD V, improved monitoring and evaluation for better development results, and UHC.

## Increasing Agricultural Productivity

PHRD will continue to assist smallholder farmers through programs that finance investment in improved technologies, rural financial services, and better access to markets. PHRD grant-funded activities in this area are catalyzing increased agribusiness investments, more efforts to improve land and water management by adopting modern irrigation practices, and growing use of climate-smart agriculture solutions. PHRD will continue to support country-led efforts by linking farmers to markets, reducing risk and vulnerability, and making agriculture more environmentally sustainable. To drive this work, PHRD will maintain its partnerships with the CAADP and other regional institutions, helping African countries boost their economic growth through agriculture-led development.

## Rural Access to Energy Supply

A key aspect of PHRD's strategic framework involves increasing the delivery of off-grid electricity and other energy services in rural areas of fragile and conflict-affected African countries. Going forward, priorities include:

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

## Performance and Results with Improved Monitoring and Evaluation (PRIME)

PHRD will continue funding efforts to improve governmental monitoring and evaluation systems to measure the progress of recipient ministries and implementing agencies in the areas of agriculture; health, nutrition, and population; and urban development. Strengthening these systems will result in stronger and more reliable data and information, which will promote evidence-based decision making. The aim is to provide relevant sector ministries with tailored support to enhance their M&E systems and capacity, while strengthening their ownership of the process. Focus is on ensuring the availability of timely quality data to inform policy actions, evidence-based decision making at the national and local levels, and monitoring the progress of sector-specific programs and projects.

## Universal Health Coverage for All

PHRD will continue to partner with low- and middle-income countries to build institutional capacity that will lead to the provision of quality, affordable health care for all. This will reduce the financial risks associated with ill health and increase equitable development. The fund will continue to provide financing, state-of-the-art analysis, and policy advice to help countries expand access to quality, affordable health care, protect people from falling into poverty or becoming poorer because of illness; and to promote investments in sectors that form the foundation of healthy societies.

# Policy Document (amended June 2016)

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 Group<sup>4</sup> in enhancing their technical and institutional capacities. This document provides the framework for four windows of the PHRD TA program.<sup>5</sup>
2. **Priority Areas.** The PHRD TA program will focus on three thematic pillars:
  - **Window I - 5th Tokyo International conference on African Development (TICAD V):**
    - Agriculture - build institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption.
    - Rural Access to Energy Supply - increase the delivery of modern energy services in rural areas of fragile and conflict-affected states (FCS) in African countries.
  - **Window II – Universal Health Coverage (UHC)<sup>6</sup> :**
    - The development objective of the PHRD TA UHC Pillar is to provide technical assistance to strengthen national capacities to implement UHC policies and programs, and will complement operational projects funded by IDA, IBRD and the Global Financing Facility (GFF) for Every Woman Every Child.
  - **Window III – Performance and Results with Improved Monitoring and Evaluation (PRIME):** The objective of the PHRD TA PRIME Pillar is to enhance the use of government systems to promote evidence-based decision-making through strengthening the M&E systems of recipient ministries and implementing agencies in priority sectors in developing countries with tailored to specific context and capacity of recipient ministries and implementing agencies.

<sup>4</sup>Includes the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, all referred to hereafter as the World Bank Group.

<sup>5</sup>There are separate Operating Guidelines for each program activity.

<sup>6</sup>Window II: Priority I will be executed by the Bank as outlined in the Concept Note.

- **Window IV – Other Activities** including:
    - (i) Pacific Catastrophe Risk Financing Initiative Phase 2
    - (ii) Manila Flood Protection Feasibility Study
    - (iii) Other Activities consulted and Agreed between the Ministry of Finance of the Government of 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 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 (Freestanding TA activities may be allowed for activities under Agriculture Window I) for countries on non-accrual status where co-financing activities would not be possible; Additional Funding for Bank-financed operations with a sector-wide approach; and (iii) Pilot Projects aimed at testing new approaches/techniques for learning and scaling up, when applicable.
  5. **Eligible Expenditures.** Unless otherwise stated in the specific Operating Guidelines, the eligible expenditures include: (i) consulting services; and (ii) non-consultant costs for local training, minimal equipment, and operating costs essential to carry out the technical assistance. Workshops, local consultations, and training may be included if the requests clearly demonstrate these activities will enhance the quality of the technical assistance.
  6. **Ineligible Expenditures.** Unless otherwise stated in the specific Operating Guidelines, the following expenditures are not eligible: (i) salaries for civil servants in recipient countries hired as consultants or otherwise; (ii) foreign training or study tours; and (iii) purchase of motor vehicles.
  7. **Grant Execution Arrangements.** All grants are to be executed by the grant recipients<sup>7</sup>. Exceptions may be made for grants to be Bank executed with strong justification based on technical complexity of the activities, multi-country scope and/or absence of an organization to implement the proposed grant activities.
  8. **Program Administration Costs.** In order to cover the costs of PHRD Program Administration, Development Finance (DFi) may establish a Bank Executed Trust Fund to cover costs up to a limit to be agreed in an exchange of correspondence with MoF. All expenditures necessary for Program Management are eligible.
  9. **Concept Notes.** 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

<sup>7</sup>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.

Team in the Development Finance Partnership and Trust Fund Department (DFPTF) of the DFi Vice Presidency. For Co-financing grants, the Task Team should clearly outline in the PAD the activities that PHRD grants will be co-financing including amounts, et al. Furthermore, the Results Framework should also include Intermediate Indicators to track and report on the PHRD Activities. MoF will have four weeks to review a brief Concept Note (MoF) may consult Ministry of Foreign Affairs (MoFA) and Japan International Cooperation Agency (JICA). The Bank should pre-discuss concept notes with MoFA and JICA in the field. At the end of the four weeks, MoF will share with the Bank their decision on go/no go for the Concept Note (CN) and for the preparation of full proposal.

10. **Review of Proposals and Approval by the World Bank (WB).** Once DFPTF 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.
11. **Review of 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.
12. **Bank's Fiduciary Responsibilities as Grant Administrator.** The Bank will supervise all grants in order to ensure compliance with the Bank's Procurement and Financial Management Guidelines (same as World Bank Loans and Credits).
13. **Changes in Grant Objectives.** Substantial changes in the grant's development objectives after approval by MoF would need to be referred to MoF for re-approval. A request for changes in the development objectives with a justification has to be sent to the PHRD Team for review and submission to MoF for re-approval.
14. **Reallocation of Funds among Expenditure Categories or Activities.** Reallocation among expenditure categories or grant activities, including dropping of approved, or adding of new eligible categories or grant activities, should be cleared by the Practice Manager/Director. Clearances from the Country Lawyer and Finance Officer are required for any amendments to the Grant Agreement, which should be signed by the Country Director.
15. **Consultation with 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:
  - (i) Consult with the JICA at an early stage of project preparation;
  - (ii) consult with the Embassy of Japan accredited to the recipient country about the PHRD grant application; and
  - (iii) discuss the proposal with the Embassy of Japan and JICA before submission of the proposal to DFPTF for review. Such consultation and information sharing by task teams will expedite the decision-making process. In addition, the Bank is also required to share the information on the progress and outcomes of PHRD projects with MoFA and JICA in the field for enabling both sides to seek potential collaboration by relevant measures such as joining preparation and supervision mission of the project. Please refer to the Guidance Note on Visibility of Japan attached to this document.
16. **Progress Reporting.** For the purposes of monitoring the development outcomes, the Grant Agreement – based on the Grant Funding Request – will be the binding document. The Task Team Leader will be responsible for preparing an annual grant implementation status report (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 PHRD Team in DFPTF will share the summary of the grant activities and results with the donor. In addition to the reporting on individual projects mentioned above, the World Bank Group is required to provide a concise report on comprehensive progress and results on 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.

17. **Maintenance of Documents.** Operational departments will keep copies of key documents related to PHRD TA grants, including Terms of Reference and contracts for consultants subject to the Bank's prior review, and reports prepared by consultants, in accordance with the Bank's document retention policy. Task Teams should send the original Grant Agreement and Disbursement Letter to the Legal department of the RVP Unit.

# 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 DFPTF for review. Such consultation and information sharing by task teams will help expedite the decision-making process. In addition, Bank task teams are required to share the information about progress and outcomes of PHRD projects with the Embassy of Japan and JICA in the field for enabling both sides to seek potential collaboration by relevant measures. Bank task teams may also invite the Embassy of Japan and JICA to join preparation and supervision missions or attend key meetings with recipient counterparts as observers.

#### JAPANESE VISIBILITY

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

- (a) Publications, training programs, seminars and workshops financed by PHRD grants should clearly indicate that the activities have received funding from the 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, DFPTF may promote visibility of PHRD by: (i) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for PHRD funding; and (ii) continuing widespread distribution of the PHRD Annual Report, inclusion of PHRD information in relevant Bank documents, and occasional information sessions for Japanese organizations. A Guidance Note providing samples of other ways to improve visibility is below.

#### THE PHRD TA PROGRAM'S LOGO

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

#### LOCAL PUBLICITY OPPORTUNITIES

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

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

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

Task teams are advised to brief the Country Managers/Country Directors about the implementation status of PHRD grants. Such information will help the Country Offices highlight Japan's contribution, where relevant, in their meetings and presentations in seminars and workshops.

#### CEREMONIAL EVENTS

Country Directors will, at the same time as the task teams, receive notification of grant approvals and will be informed of the importance of signing ceremonies to Japanese officials and the public. At grant signing ceremonies and other publicity events, the Bank's country-based staff are expected to foster the attendance and participation of country-based officials of the Embassy of Japan in a manner that provides due recognition of their donor status. Grant recipients should take the lead in organizing such ceremonies, and whenever possible, Recipients should issue the formal invitation to attend. Such ceremonial events should also be alerted to the media and publicity outlets referred to above.

#### VISIBILITY FROM HEADQUARTERS

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

PHRD Team  
Mail Stop G 6-602  
Development Finance and Partnership and Trust Fund Operations  
Development Finance Vice Presidency; The World Bank Group, Washington, DC 20433, USA

# PHRD TA FY16 Africa Agricultural Productivity Enhancement Program

TF No.	Name	Country	Closing Date	Grant Amount (\$ millions)	Disbursements (\$ millions)	Cumulative Disbursements (\$ millions)
<b>Active Portfolio</b>						
TF010214	PROIRRI–Sustainable Irrigation Development for Rice Production	Mozambique	6/30/17	14.25	3.11	8.38
TF010826	Support Africa Rice Research and Productivity Development Program under WAAPP-1C	Cote D'Ivoire	12/31/16	8.00	0.57	7.00
TF099510	Support Africa Rice Research and Productivity Development Program under WAAPP-1C	Sierra Leone	12/31/16	10.00	1.79	9.90
TF099511	Support Africa Rice Research and Productivity Development Program under WAAPP-1C	Liberia	12/31/16	8.00	1.17	8.00
TF099674	Support Africa Rice Research and Productivity Development Program under WAAPP-1C	Guinea	12/31/16	9.00	0.71	9.00
TF011170	Complementary Financing for the Agriculture Sector Development Project	Tanzania	9/30/16	14.25	1.59	10.22
TF016875	Irrigation and Watershed Management Project	Madagascar	2/28/18	12.66	0.77	1.85
<b>7</b>	<b>Subtotal, Active Portfolio</b>			<b>76.16</b>	<b>9.72</b>	<b>54.36</b>

## ANNEX 4

# PHRD TA FY16 Disaster Reduction and Recovery Program

TF No.	Name	Region	Country	Closing Date	Grant Amount (\$ millions)	Disbursements (\$ millions)	Cumulative Disbursements (\$ millions)
<b>Active Portfolio</b>							
TF011448	Disaster Risk Management and Adaptation Project	East Asia & The Pacific	Kiribati	8/31/17	1.80	0.21	0.64
TF012184	Mainstreaming Disaster Risk Reduction	East Asia & The Pacific	Vanuatu	12/31/16	2.73	0.57	1.61
TF012391	Increasing Resilience to Climate Change and Natural Hazards	East Asia & The Pacific	Solomon Island	7/23/18	2.73	0.88	1.87
TF011617	Metro-Colombo Towards a Flood Resilient Urban Environment	South Asia	Sri Lanka	1/31/17	0.90	-	0.53
TF018187	Building Disaster/Climate Resilient in Communities along the Dilli-Ainaro and Linked Road Corridor	East Asia & The Pacific	Timor-Leste	10/30/17	2.70	0.25	0.25
TF018611	Preparation of a Program for Sustainable Flood Management in the Greater Metro Manila	East Asia & The Pacific	Philippines	1/31/17	2.73	-	-
TF014121	Improving Resilience to Seismic Risks	South Asia	Bhutan	5/30/17	1.29	0.44	0.74
<b>7</b>	<b>Subtotal, Active Portfolio</b>				<b>14.88</b>	<b>2.34</b>	<b>5.64</b>

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TF No.	Name	Region	Country	Closing Date	Grant Amount (\$ millions)	Disbursements (\$ millions)	Cumulative Disbursements (\$ millions)
<b>Closed Portfolio</b>							
TF011138	Strengthening Urban Disaster Response Capacity	South Asia	Pakistan	7/31/15	2.73	-0.53	.02
TF011271	Mainstreaming Disaster and Climate Risk Management into Investment Decisions	East Asia & The Pacific	Lao PDR	1/30/16	2.72	1.40	2.70
<b>2</b>	<b>Subtotal, Closed Portfolio</b>				<b>5.45</b>	<b>0.87</b>	<b>2.72</b>
<b>9</b>	<b>Total, Active and Closed</b>				<b>20.33</b>	<b>3.21</b>	<b>8.36</b>

# PHRD TA FY16 Disability and Development Program

TF No.	Name	Region	Country	Closing Date	Grant (\$ millions)	Disbursements (\$ millions)	Cumulative Disbursements (\$ millions)
<b>Active Portfolio</b>							
TF010417	Improved Policy Making and Institutional Framework for People with Disability	ECA	Romania	10/25/17	1.72	-	0.35
TF010735	Improving the Physical Access of People with Disabilities	MENA	Morocco	1/31/17	2.85	0.55	0.69
TF011295	Mainstreaming Inclusive Design and Universal Mobility	LCR	Peru	12/31/17	2.50	0.12	0.65
TF011450	Expanding Disability Work on Mental Disability Issues in Tamil Nadu	SAR	India	9/30/16	2.79	1.51	2.18
TF014258	Social and Economic Inclusion of Persons with Disabilities	LCR	Jamaica	8/14/17	2.90	0.87	1.30
TF014855	Integration of Children with Disabilities in Mainstream Schools	ECA	Moldova	1/31/18	2.86	0.17	0.55
<b>6</b>	<b>Subtotal, Active Portfolio</b>				<b>15.61</b>	<b>3.22</b>	<b>5.72</b>
<b>Closed Portfolio</b>							
TF011065	Development of Inclusive Education	AFR	Guinea	12/31/15	2.86	0.27	2.86
<b>1</b>	<b>Subtotal, Closed Portfolio</b>				<b>2.86</b>	<b>0.27</b>	<b>2.86</b>
<b>7</b>	<b>Total, Active and Closed Portfolios</b>				<b>18.47</b>	<b>3.49</b>	<b>8.57</b>

## ANNEX 6

# PHRD TA FY16 Cofinancing Grants Program

TF No.	Name	Country	Status	Amount (\$ millions)	Disbursements (\$ millions)	Cumulative Disbursements (\$ millions)
TF056896	Federal Roads Development Project	Nigeria	Active	3.00	-0-	2.49
TF057845	Market-Oriented Smallholder Agriculture	Angola	Closed	4.00	1.35	3.61
<b>Total</b>				<b>7.00</b>	<b>1.35</b>	<b>6.10</b>

# Restructured PHRD TA Program and TICAD V Action Plan Implementation Program in FY16

Name of the Operation	Intended Development Objectives	Expected Outcomes
<b>Window I: TICAD V – Agriculture and Rural Energy</b>		
<b>DRC:</b> Regional Great Lakes Integrated Agriculture Development Program	Increase agricultural productivity and commercialization in targeted areas in DRC, improve agricultural regional integration, and provide immediate and effective response in the event of an eligible crisis or emergency. The contribution of the PHRD grant is to increase agricultural productivity and commercialization in targeted areas in DRC.	Agricultural productivity and commercialization in targeted areas in DRC will be increased.
<b>Cameroon:</b> Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers	<p>Contribute to overall project development objective of the IDA financed operation: supporting the transformation of low productivity, subsistence-oriented cassava, maize and sorghum subsectors into commercially-oriented and competitive value chains in four agro-ecological areas.</p> <p>Specifically, the PHRD grant will focus on improvement of the nutritional status of the target beneficiaries through building the institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, implementing investments for improved household food production and consumption, and building the capacity of the government agencies to implement the nutrition agenda. The grant also will support the sharing of previously undocumented knowledge about the impact of nutrition-oriented interventions with beneficiaries.</p>	<p>Dietary diversity will be increased among women and young children. The principal intermediary indicators below will be monitored as part of the broader IDA Credit indicator: “Clients who have adopted an improved agricultural technology promoted by project”:</p> <ul style="list-style-type: none"> <li>■ number of households that benefit from increased and diversified food production through investments provided by the project</li> <li>■ number of households reporting improved knowledge of nutrition.</li> </ul>
<b>Benin:</b> Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers	Pilot the production of diversified nutrient-dense food in selected small and marginalized farmers’ districts.	Increase production and consumption of diversified nutrient-dense food in selected small and marginalized farmers’ districts, leading to livelihood improvement of small farmers targeted under the project.

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Name of the Operation	Intended Development Objectives	Expected Outcomes
<b>Niger:</b> Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers	Increase nutritionally adequate food production in two selected provinces, leading to increase household food consumption and dietary diversity.	Reduce malnutrition via increased production of nutritious foods (such as fruits and vegetables), improve food storage, processing, and preparation.
<b>South Sudan:</b> Emergency Food Crisis Response	Increase production and consumption of foods of high nutritional value (legumes, fruits, vegetable, small livestock production) by selected farmers and vulnerable households in South Sudan and build institutional capacity to support nutrition-sensitive agriculture. This will be accomplished by supporting the creation and strengthening of smallholder farmer groups for production purposes and supporting the adoption of production, processing, preparation, and consumption practices needed to improve nutritional outcomes for smallholder farmers and their families, while building capacity for better nutrition outcomes.	Increase production and consumption of foods of high nutritional value by selected farmers and vulnerable households in South Sudan; build institutional capacity to support nutrition-sensitive agriculture.
<b>Sudan:</b> Improving Livelihoods and Nutritional Outcomes for Smallholder Livestock Farmers	Increase market access and trade, strengthen and sustain pastoral livelihoods, and diversify the sources of income for pastoralists and poor households.	Under preparation.
<b>Burundi:</b> Nutrition Smart Agriculture and Capacity Building Project	Increase nutritionally-adequate food crop production, leading to increased household food consumption and dietary diversity.	On hold in the light of political crisis in Burundi. A replacement project being identified.
<b>Window II Universal Health Coverage (UHC)</b>		
<b>Philippines:</b> Health Financing Review and Systems Strengthening	Support the Philippines government in achieving the goals of the Aquino administration's Universal Health Care program—Kalusugan Pangkalahatan (KP-UHC). The proposed programmatic AAA will: <ul style="list-style-type: none"> <li>generate evidence to inform the design and implementation of major health initiatives;</li> <li>provide technical advice that will help the government to better design, implement and evaluate the key reform areas of KP-UHC, especially as it relates to improving access to quality primary and preventive care.</li> </ul>	Generate evidence to inform design and implementation of major health initiatives. Build client capacity to better design, implement, and evaluate the key reform areas of KP-UHC, especially as it relates to improving access to quality primary and preventive care.
Aging and Health in <b>Brazil</b>	Inform government policies on healthy aging and public health systems. The government is expected to adapt the delivery of health and LTC services to the needs of an aging population and increase the efficiency and sustainability of public spending.	Inform government policies on healthy aging and public health systems through a study on aging and health in Brazil and the accompanying consultative process.

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Name of the Operation	Intended Development Objectives	Expected Outcomes
<b>Guinea:</b> Post-Ebola Human Resources for Health Strengthening TA	<ul style="list-style-type: none"> <li>▪ Build evidence to better inform ongoing and future policies and reforms to strengthen human resources for health, especially in the areas of support under the ministry of health's Health System Recovery Plan, (2015–2017).</li> <li>▪ Provide technical assistance to develop a post-2017 Human Resources for Health Strategy.</li> </ul> <p>The results of the AAA/TA activities will inform policy dialogue related to some of the key human resources for health challenges facing the country.</p>	Inform the policy dialogue related to some of the key human resources for health challenges.
<b>Kyrgyz:</b> Towards a More Sustainable and Effective UHC (FY17-18)	<p>Improve the sustainability and efficiency of UHC reform in Kyrgyz Republic by informing:</p> <ul style="list-style-type: none"> <li>▪ key policy instruments of the government, including UHC Strategy;</li> <li>▪ Bank instruments including CPF and SCD;</li> <li>▪ ongoing Bank and donor operations in the health sector.</li> </ul>	<p>The new health sector strategy and WB key country engagement documents including SCD and CPF will be informed and the government will be equipped to develop its new health sector strategy in the areas of:</p> <ul style="list-style-type: none"> <li>▪ refining the state guaranteed benefits package;</li> <li>▪ public financial management;</li> <li>▪ public-private partnership.</li> </ul>
<b>Egypt:</b> Community Health Worker Program	<p>Inform government policies on strengthening public health service delivery systems as they relate to community health workers. The government is expected to develop and adopt the policy recommendations to create an inclusive health service delivery system that would be financially sustainable and accessible to all.</p>	<p>The policy recommendations will be developed and adopted to create an inclusive health service delivery system that would be financially sustainable and accessible to all.</p>
<b>India:</b> Nursing and Midwifery Skills Development and Employment Strategy (FY17-18)	<ul style="list-style-type: none"> <li>▪ Inform the government of India and the two selected state governments about the critical constraints and policy options to improve the quality and effectiveness of skills development;</li> <li>▪ Help identify an employment strategy for the nursing and midwifery cadre and the associated community health workers.</li> </ul>	<p>Skills development and employment of nurses and midwives will be improved as an essential component of the Indian government's UHC strategy.</p>

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Name of the Operation	Intended Development Objectives	Expected Outcomes
<b>Guinea Bissau:</b> Health Sector Diagnostics	Inform government policies on an effective response system to address the collapse of critical social services in the short term and a more resilient system in the longer term. The government is expected to develop the policy recommendations that would help build a more resilient system and to expand healthcare coverage for the poor.	Provide inputs into the preparation of the new World Bank Health Sector operations. The donor community will help define future support for the country's Ministry of Public Health, specifically in the areas of service delivery and human resource strategies for Universal Health Coverage.  The health labor market situation analysis will support the development of the government health workforce policies; more specifically update the National Health Workforce Plan.
<b>Philippines:</b> Health Insurance Information for UHC	To be determined.	To be determined.
<b>Guinea:</b> Additional Financing to Primary Health Services Improvement Project	Address an existing financing gap in non-IDA resources so the government can hire relevant national and international TA to support project implementation, particularly the project components directly relevant to UHC.	The Human Resources for Health and Health Financing indicators and overall outcomes of the parent project will be improved.
<b>Window III PRIME</b>		
<b>Health Nutrition and Population</b>		
<b>Cambodia:</b> Health Equity and Quality Improvement	Contribute to the overall development objective of the IDA/Multi Donor Trust Fund-financed Health Equity and Quality Improvement project—to improve access to quality health services for the targeted population groups with protection against impoverishment due to the cost of health services in Cambodia.	The M&E planning, coordination and review processes in the health sector will be strengthened. The quality of the data available to the country's Ministry of Health will be improved, which will promote evidence-based decision making for enhanced monitoring and strengthened management of the health system.
Additional Financing for the <b>DRC</b> Human Development Health Systems Project	Strengthen use of data at operational levels for planning and monitoring purposes and to increase stakeholder participation in the planning process. Support will be provided in four areas: <ul style="list-style-type: none"> <li>▪ development of localized versions of the national strategy and action plan;</li> <li>▪ development of a monitoring portal;</li> <li>▪ technical assistance for regular monitoring and planning at the local level;</li> <li>▪ increased accountability through civil society participation in the review and planning process.</li> </ul>	Localized versions of the national strategy and action plan and a monitoring portal will be developed, technical assistance for regular monitoring and planning at the local level will be provided, and accountability will be increased through civil society participation in the review and planning process.

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Name of the Operation	Intended Development Objectives	Expected Outcomes
<b>Kenya:</b> Performance and Results with Improved Monitoring and Evaluation	<p>Contribute to the overall development objective of the IDA and GFF trust fund-financed operation, Transforming Health System for Universal Care: to improve utilization and quality of primary health care services with a focus on reproductive, maternal, newborn, child, and adolescent health services.</p> <p>Specifically, the PHRD grant will focus on strengthening the national M&amp;E planning, coordination, and review process as the basis of improved country M&amp;E systems to promote evidence-based decision making at the national and county levels.</p>	<p>The national M&amp;E planning, coordination, and review process will be strengthened as the basis of improved country M&amp;E systems to promote evidence-based decision making at the national and county levels. The improved quality of the district health information software will contribute to the monitoring of development objective indicators.</p>
<b>Malawi:</b> Additional Financing to Nutrition, HIV and AIDS Project	<p>Establish a single health sector monitoring and evaluation platform to generate reliable information for the measurement and accountability of results in health, including nutrition, HIV and AIDS.</p>	<p>HSSP2 M&amp;E master plan will be finalized, endorsed, and instituted.</p>
<b>Myanmar:</b> Ministry of Health M&E Strengthening – Additional Financing	<p>To be determined.</p>	<p>To be determined.</p>
<b>Agriculture</b>		
<b>Gambia:</b> Capacity Building for Evidence Based Agriculture	<p>Build technical and institutional M&amp;E capacity, and enhance farmers’ access to agricultural advisory services in the Gambia. The project will achieve these objectives by strengthening capacity for data collection, M&amp;E and analysis for ensuring the availability of quality data and information for evidence based policy making, and also leveraging on ICT and the prolific use of mobile telephony to enhance agricultural advisory services delivery in The Gambia.</p>	
<b>Armenia:</b> Second Community Agriculture and Resources Management Project	<p>Strengthen monitoring and evaluation capacity and systems as elements of evidence-based agriculture policy analysis and formulation.</p>	<p>Strengthen the Ministry of Agriculture’s monitoring and evaluation systems to promote evidence-based decision making in agriculture.</p>
<b>Vietnam:</b> Ministry of Agriculture and Rural Development M&E Capacity Building	<p>Enhance the M&amp;E capacity of the Ministry of Agriculture and Rural Development and the departments of Agriculture and Rural Development so they can effectively monitor the progress of the agricultural restructuring plan.</p>	<p>Update the M&amp;E systems at the Ministry of Agriculture and Rural Development and the identified departments with a refined set of measurable agricultural sector performance and agricultural restructuring plan indicators.</p>

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Name of the Operation	Intended Development Objectives	Expected Outcomes
<b>Urban Development</b>		
<b>Ghana:</b> Development and Enhancement of Ghana's Urban Sectors	To be determined.	To be determined.
<b>Sudan:</b> Development and Enhancement of M&E systems of the Urban Sectors	To be determined.	To be determined.

## PHRD Grants Approved in FY16 (US\$)

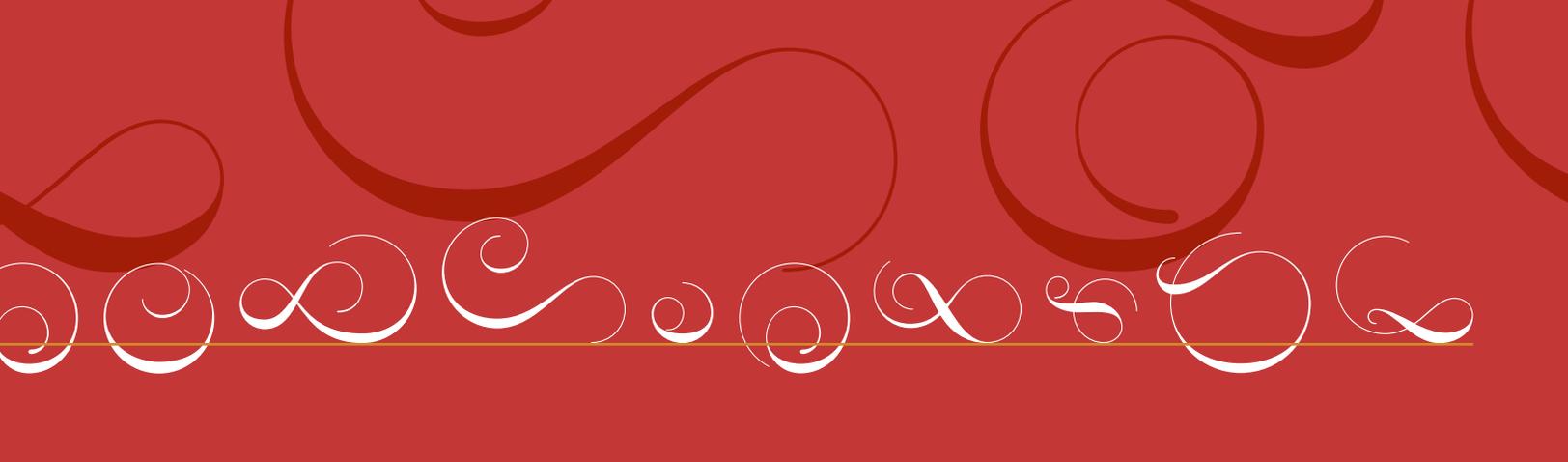
Country	Grant Name	Total Approved Amount (US\$)	Description of Objective
South Sudan	Improving Food and Nutrition Security for Smallholder Farmers in Selected Areas of South Sudan	\$3,000,000	To increase production and consumption of foods of high nutritional value (legumes, fruits, vegetable, small livestock production) by selected farmers and vulnerable households in South Sudan and build institutional capacity to support nutrition-sensitive agriculture. This will be accomplished by supporting the creation and strengthening of smallholder farmer groups for production purposes and supporting the adoption of production, processing, preparation and consumption practices that are requisite to improving nutritional outcomes for smallholder farmers and their families, while building capacity for better nutrition outcomes.
Democratic Republic of Congo	Additional Financing for Human Development Health Systems Project	\$1,199,750	To strengthen use of data at operational levels for planning and monitoring purposes and to increase stakeholder participation in the planning process.
Cambodia	Health Equity and Quality Improvement Project	\$1,100,000	To improve access to quality health services for the targeted population groups with protection against impoverishment due to the cost of health services in the Kingdom of Cambodia.
Kenya	Transforming Health Systems for Universal Health Coverage Project	\$1,200,000	PHRD grant will strengthen the national M&E planning, coordination, and review process as the basis of improved country M&E systems to promote evidence-based decision making at the national and county levels.
Democratic Republic of Congo	Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers as a Partial Co-financing Contribution to Regional Great Lakes Integrated Agriculture Development Project	\$3,000,000	To increase agricultural productivity and commercialization in targeted areas in DRC, improve agricultural regional integration, and provide immediate and effective response in the event of an eligible crisis or emergency.

*(table continues on next page)*

Country	Grant Name	Total Approved Amount (US\$)	Description of Objective
Philippines	Health Financing Review and Systems Strengthening	\$500,000	To support the the Government of the Philippines (GoP), through funding provided by the Japanese Government through the PHRD to achieve the goals of the Government's Universal Health Care (UHC) program. Toward this end, the proposed programmatic AAA (PAAA) will (i) generate evidence to inform the design and implementation of major health initiatives and (ii) provide technical advice that will help the government to better design, implement and evaluate the key reform areas of UHC, especially as it relates to improving access to quality primary and preventive care.
Kyrgyz Republic	Kyrgyz Universal Health Coverage	\$470,000	To improve the sustainability and efficiency of UHC reform in Kyrgyz Republic. Specifically, the grant will inform: (i) key policy instruments of the government, including UHC Strategy, (ii) Bank instruments including CPF and SCD, and (iii) ongoing Bank and donor operations in the health sector.
Brazil	Aging and Health in Brazil	\$500,000	The development objective of the grant is to inform government policies on healthy aging and public health systems. The government is expected to adapt the delivery of health and LTC services to the needs of an aging population and increase the efficiency and sustainability of public spending.
Guinea	Guinea Post Ebola HRH Strengthening	\$500,000	The objectives of the AAA/TA program are to: (i) build evidence to better inform ongoing and future policies and reforms to strengthen Human Resources for Health, especially in the areas of support under the MOH's Health System Recovery Plan, (2015–2017);and (ii) provide technical assistance to develop a Post 2017 Human Resources for Health Strategy. The results of this work will inform policy dialogue related to some of the key Human Resource for Health challenges facing the country.
<b>Total</b>		<b>\$11,469,750</b>	







**Policy and Human Resources Development Fund**

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