

JSDF

Japan Social Development Fund

ANNUAL REPORT FOR
FISCAL YEARS
2019-2020



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Japan Social Development Fund



Government
of Japan



WORLD BANK GROUP
Development Finance

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ACHIEVING DEVELOPMENT RESULTS AT A GLANCE

The Japan Social Development Fund (JSDF) grants in the FY19–20 portfolio are aligned with the program’s strategic framework.



Innovative.

Projects apply innovative development approaches or ideas that respond directly to the needs of the poorest and most vulnerable groups in society. Some projects comprise entirely new innovations while others replicate approaches that have not yet been adopted in a recipient country but have been tested successfully in other countries.



Responsive to the need.

Projects support community-driven development by empowering vulnerable or marginalized groups at the grassroots level to participate in efforts that improve their livelihoods.



Promote rapid response.

Projects provide rapid and demonstrable results and deliver sustainable benefits to targeted beneficiaries/stakeholders.



Capacity development.

Projects build capacity, participation and empower and strengthen local communities, non-governmental organizations (NGOs), civil society organizations (CSOs), and other stakeholders to improve their organizational and institutional capacities to engage target groups in their development.

JSDF’s Catalytic Role

- ▶ Reaching the poorest and marginalized groups not accessible by other mainstream interventions.
- ▶ Piloting innovative activities that can be scaled-up through World Bank Group (WBG) operations and that inform government policies.

ACHIEVING DEVELOPMENT RESULTS AND IMPACT FY19-20 RESULTS BY-THE-NUMBERS



1.2 million beneficiaries reached (60 percent female)

\$15 million in revenue generated from jobs and businesses trained/supported by projects

81 percent of priority activities identified by project-developed action plan implemented

8,000 small- and medium-sized enterprises supported

4,000 capacity development training packages delivered

365,000 (60 percent female) beneficiaries trained in livelihood generation skills and other income generating activities

94 percent of targeted households utilized social sector programs with a potential impact on nutrition



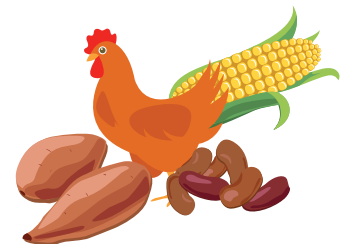
90,992 in aggregate services provided in nutritional supplement, pre-natal care and childcare training



97 percent of adolescent girls, lactating mothers and pregnant women benefiting from nutrition education and basic nutrition services

128 percent of Community Interest Groups (CIGs) completed business management training and produced business plans

30,345 children < 3 years served



98 percent of trained households practicing project-taught recommendations on planting to post-harvest practices for production of nutritious staples

SCALING-UP DEVELOPMENT RESULTS

The key results/outcomes of JSDF-supported pilot projects have been scaled up or replicated into WBG-financed operations, other development partner-supported projects or recipient government funding of projects to sustain the achievement of their development objectives. The lessons from JSDF grant design and implementation have also informed national policies that address the various dimensions of poverty and vulnerability.

JSDF ■ Achieving Development Results, Informing WBG Operations

Grants piloted under the JSDF amounting to about \$73 million informed WBG operations amounting to \$1.6 billion



MESSAGE FROM THE DIRECTOR



DIRK REINERMANN
Director,
Trust Funds and
Partner Relations,
Development Finance

The year 2020 marked the 20th anniversary of the Japan Social Development Fund (JSDF), a unique multi-sector grants program targeting poverty reduction with the aim of improving human security. Over the past 20 years, the JSDF has provided support for innovative development programs aimed directly at the poorest and most vulnerable in society who have not been reached by other development interventions. The JSDF program, as formulated by the government of Japan and the World Bank Group (WBG) in 2000, has held fast to its robust principles of innovation, responsiveness to the needy, rapid results, capacity development and flexibility.

It is heartening to share that in FY19–20, JSDF grants reached 1.2 million direct beneficiaries and 60 percent of them were female, of which over 365,000 were provided with sustainable livelihood improvement opportunities. The JSDF also afforded the opportunity for thousands of children, mothers, youth, and household members to be provided with access to programs aimed at improved nutrition and early childhood care and development. This report provides further key achievements of JSDF grants.

As presented throughout this report, the grants supported the JSDF thematic areas of livelihood support, improved nutrition and early childhood care and development, inclusive education, environmentally sustainable agricultural practices, local governance and accountability and basic health and sanitation services. The implementing agencies for the grants collaborated with communities ravaged by civil strife and the Ebola virus disease, at-risk youth, poor mountain inhabitants, women farmers, community artisans and entrepreneurs, mothers, female adolescents, peri-urban farmers, local communities, leaders and officials, health workers and school officials to help transform the lives of direct and indirect project beneficiaries.

Over the years, many JSDF projects have informed WBG's lending operations. By supporting the piloting of new approaches to community engagement, JSDF projects totaling about \$73 million produced insights that informed WBG-financed operations amounting to \$1.6 billion. Examples of closed projects that informed the

designs of lending operations include (i) the JSDF Liberia Psychosocial Health and Resilience Project (\$2.75 million) influenced the design of the IDA-financed Liberia Ebola Emergency Response and the Liberia Health System Strengthening (\$31 million) Projects and (ii) the JSDF Pilot Pakistan Addressing the Poverty-Built Environment Nexus (about \$1 million) informed the design of the IDA-Financed Pakistan Second Poverty Alleviation Project (\$567 million). The best practices and innovative features of JSDF pilot projects continue to help shape larger projects, particularly in the areas of NGO participation and local government capacity building planning.

One of the innovative features of the JSDF program is the Dialogue Series, a knowledge dissemination and learning platform about selected JSDF projects. Through the Dialogue Series, valuable lessons have been captured and disseminated in collaboration with Bank Task Teams and beneficiaries. These lessons have improved the mainstreaming of tested innovations, informed project design and contributed to the body of global knowledge on community-driven development. Within this framework, the 11th JSDF Dialogue Series event was held at the World Bank Development Learning Center in Tokyo in FY19. The strategic underpinning of this event was for the implementing entities, stakeholders and grant beneficiaries to share development results and lessons learned from the Liberia: Supporting Psychosocial Health and Resilience Project with key Japanese stakeholders, including government officials, NGOs, academia and civil society. These events continue to receive positive feedback from stakeholders and remain a priority of the JSDF program.

From inception to FY20, the government of Japan contributed about \$855 million to the program which has enabled millions of people across the globe being provided with new opportunities to have their voices heard in decisions that affect their lives and to assume greater responsibilities for their own destiny. On behalf of the World Bank Group and the JSDF beneficiaries, we express our deepest gratitude and appreciation to the government of Japan and people of Japan for their magnanimous support to the JSDF. We look forward to continuing our strong partnership to end extreme poverty and promote shared prosperity.



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ABBREVIATION AND ACRONYMS

AHF	Asian Heritage Foundation	EAP	East Asia and Pacific Region (of the World Bank)
AKF	Aga Khan Foundation	ECA	Europe and Central Africa Region (of the World Bank)
AFR	Africa Region (of the World Bank)	ECCD	Early Childhood Care and Development
AIDS	Acquired Immune Deficiency Syndrome	ECD	Early Childhood Development
ANSAB	Asia Network for Sustainable Agriculture and Bioresources	EDF	Energy Dense Food
BOT	Board of Trustees	EoJ	Embassy of Japan
CAIF	Community Artisan Investment Fund	EVD	Ebola Virus Disease
CBO	Community-Based Organization	FY	Fiscal Year
CDC	Community Development Council	GAFSP	Global Agriculture and Food Security Program
CFC	Common Facility Center	GDN	Global Development Network
CFUG	Community Forest User Group	GOJ	Government of Japan
CIG	Community Interest Group	HIV	Human Immunodeficiency Virus
CLTS	Community Led Total Sanitation	HNP	Health, Nutrition and Population
CORD	Chinmaya Organization for Rural Development	ICR	Implementation Completion Report
CPF	Country Partnership Framework	IDA	International Development Association
CPS	Country Partnership Strategy	IDP	Internally Displaced Person
CSF	Community Seed Fund	IFC	International Finance Corporation
CSO	Civil Society Organization	ISR	Implementation Status Report
DFi	Development Finance Vice Presidency	JAAP	Joint Accountability Action Plan
DFID	Department for International Development (United Kingdom)	JICA	Japan International Cooperation Agency
DFTPR	Trust Funds and Partner Relations Department	JSDF	Japan Social Development Fund

LCR	Latin America and Caribbean Region (of the World Bank)	SAR	South Asia Region (of the World Bank)
MENA	Middle East and North Africa (of the World Bank)	SCI	Save the Children International
MIDP	Most Innovative Development Project	SDGs	Sustainable Development Goals
MSDP	Mountain Societies Development Support Program	SHG	Self Help Group
NGO	Non-Government Organization	SUN	Scaling Up Nutrition
OFSP	Orange-Fleshed Sweet Potato	TTL	Task Team Leader
ORD	Outstanding Research on Development	TICAD	Tokyo International Conference on African Development
PDO	Project Development Objective	UNICEF	United Nations Children's Fund
PHRD	Policy and Human Resources Development Fund	VLIC	Village Livelihoods Improvement Committee
PIU	Project Implementing Unit	VNV	Village Nutrition Volunteers
PSC	Project Steering Committee	VSLA	Village Savings and Loan Association
SAF	Social Accountability Framework	WBG	World Bank Group
		WFP	World Food Programme
		WPMS	Web-Based Project Management System



EXECUTIVE SUMMARY

The Japan Social Development Fund (JSDF) has been an enduring partnership between the government of Japan (GOJ) and the World Bank Group (WBG) to support innovative activities that benefit the most vulnerable and disadvantaged groups in developing countries across the globe. The modest-sized JSDF grants assist initiatives that deliver rapid results to reduce poverty and foster long-term social and livelihood development. Through JSDF support for pilot projects with demonstrable and sustainable outcomes, the program fosters the use of innovative development approaches that are routinely scaled up or replicated with funding from the WBG, recipient governments or other development partners to reach larger groups of marginalized and vulnerable people.

The JSDF program consists of two types of grants: (i) project grants that target the poor and underserved groups not reached by mainstream programs through innovative approaches that deliver results in the short-term; and (ii) capacity building grants that empower and strengthen local communities, non-governmental organizations (NGOs), civil society organizations (CSOs) and other stakeholders to bolster their organizational and institutional capacities to engage the JSDF target groups through learning by doing. In order to mainstream capacity building in the program, effective FY19, all JSDF grants must have capacity building components. With participatory approach as a pillar of the program, seed fund grants of up to \$75,000 can be extended to task teams to help strengthen the consultation processes during the design phase of projects in collaboration with recipient governments, direct beneficiaries (for example, communities) or other stakeholders (for example, NGOs). In addition, the JSDF addresses the emerging needs of the most disadvantaged groups through grants under emergency and special programs, reflecting the flexibility of the program.

Japan's contributions to the JSDF program since its inception in 2000 to FY20 amounted to about \$855 million, of which allocations to JSDF grants were \$723 million or 83 percent of total contributions. Cumulative disbursements amounted to about \$588 million or 81 percent of total allocations. The FY20 active grants are on track toward achievement of their development objectives. The grants that closed in FY19–20 largely achieved their development objectives.

- The FY19–20 portfolio covering this annual report is valued at about \$126 million. The portfolio consisted of ongoing activities and newly-approved grants as well as those grants that closed during the reporting period. Fifteen grants amounting to approved grant amount of \$42.7 million closed during FY19–20.
- Twelve newly-approved grants¹, amounting to \$60.13 million, support activities in the JSDF thematic areas of livelihood support, improved nutrition and early childhood care and development and inclusive education. Four of the FY19–20 grants will assist disadvantaged groups in obtaining employment and income-generating opportunities to improve their lives. In the Africa region, two of these grants were awarded to apply nutrition-sensitive interventions to benefit adolescents, pregnant and lactating women and children under two years of age and one grant will increase school access for children with disabilities.
- Six Seed Fund grants for a total of \$0.45 million were approved in FY19–20. These grants helped strengthen the design and preparation of project proposals in the thematic areas of livelihood support, environmentally sustainable agriculture practices, legal services and local governance and basic health and sanitation services.

Sections 1 and 2 of this report present the program objectives, overall contributions and allocations as well as the financial performance of the FY19–20 portfolio. Section 3 provides a description of the method for assessing the performance of JSDF grants and their alignment with the thematic priorities of the program. Sections 4 through 11 summarize the key details of: (i) active grants and their progress toward PDO achievement; (ii) newly approved and recently effective grants, their PDOs and respective target outcomes; (iii) projects in the pipeline and their proposed PDOs and outcomes; and (iv) achievements of grants that closed in FY19–20.

Section 12 presents the knowledge management activities of the program while Section 13 provides a summary of the management and administration of the JSDF by the Development Finance Trust Funds and Partner Relations Department of WBG. Section 14 outlines the JSDF strategic framework going forward.

¹ The rolling basis proposal submission process was introduced in FY12 when the JSDF discontinued the Proposal Steering Committee governance structure and started processing grants following the Small RETF Grants guidelines. Although doing so ensured Institutional oversight which strengthened the quality of proposals, this has contributed to a decline in the number of projects in the portfolio in part due to the two-stage proposal processing framework. Although the introduction of Call for Idea Briefs in FY17 is helping to gradually increase the portfolio size, COVID-19 Pandemic has also contributed to a decline in the FY20 approved grants.

Overview of FY19–20 Portfolio by Thematic Area

The presentation of the projects and their results (actual or target) is organized around the JSDF thematic priority areas and their respective results framework. Support during FY19–20 was provided in these areas: (i) livelihood support; (ii) improved nutrition and early childhood care and development; (iii) inclusive education; (iv) environmentally sustainable agricultural practices; (v) local governance and accountability; and (vi) basic health and sanitation services.

Fifteen grants closed in FY19–20 and their key details are presented in Section 11. They supported the thematic areas of livelihood support (Ghana, Uganda, Georgia, Djibouti, India, Pakistan); improved nutrition and ECCD (Cambodia, Timor-Leste, Guatemala, India, Nepal, Pakistan); local governance and accountability (Cambodia with two similar grants awarded to two NGOs); and basic health and sanitation services (Liberia). The grants were aligned with the relevant areas of focus of WBG instruments in support of the country development strategies embodied in the Country Partnership Framework (CPF) between the WBG and the relevant governments. The PDOs were achieved for all projects and the grants provide key lessons learned shown below.

Key Lessons Learned from JSDF FY19–20 Closed Grants

Theme

Inter-agency and multi-stakeholder collaboration, including the roles of change agents



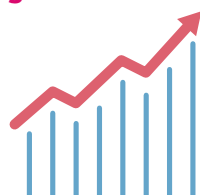
Lessons Learned

The participation of other important key ministries and not only the ministry that is leading the implementation of the project is critical for ensuring smooth data collection related to targeting of livelihood support beneficiaries. Also, multi-stakeholder, multi-sectoral convergence is necessary in coordinating implementation at the grassroots level among village volunteers, rural health sector workers, physicians, nurses and schoolteachers to generate better nutrition and hygiene practices.

The involvement of adult family members (male spouses, grandparents) and village elders during the implementation of improved nutrition programs could facilitate the arduous process of changing social norms among communities for enhanced nutrition practices.

Building new practices to improve nutrition based on existing family practices and including community members as teachers increased the adoption of the strategies. Good results were shown by using change agents drawn from the communities themselves to serve as community mobilizers and focal points. It proved to be easier to manage and allowed greater control of training quality and consistency.

Marketing support for income generation



The significance of incorporating marketing tools and techniques into the project design for livelihood grants cannot be overstated. Investing in market surveys or market viability studies early in the implementation timeline and prior to embarking on livelihood sub-projects will go a long way toward improving the quality of training of micro-entrepreneurs for increasing their income. Training in marketing should take place throughout implementation and, where possible, beneficiaries should be connected with local and other markets. Distribution channels should be developed and deepened through entrepreneur associations and professional buyers.

Grant Examples

GHANA *Support Rural Income Generation of the Poorest in the Upper East Region*

INDIA *Karnataka Multisectoral Nutrition Pilot*

TIMOR-LESTE *Community Driven Nutrition Improvement*

GHANA *Support Rural Income Generation of the Poorest in the Upper East Region*

GEORGIA *Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector*

DJIBOUTI *Enhancing Income Opportunities*

Theme

Community platforms



Lessons Learned

The formation and strengthening of self-managed institutions for the poor — self-help groups and village livelihood improvement committees — resulting in institutional change at the community level in a conflict-affected region can be the most significant project achievement. These community platforms — supported by the local government — can be leveraged to improve access to public services and strengthen last mile delivery of other social services. The project was mainstreamed into the district government administration to avoid parallel structures and to strengthen the local government capacity to replicate and scale up the project after its completion.

Grant Examples

UGANDA *Northern Uganda Business Support Program*

CAMBODIA *Social Accountability Project*

Rigor in project design



The development of meaningful and relevant outcome indicators and the frequency of data collection at the project design stage and during restructuring is crucial to tracking project progress. Also, the process itself of tracking progress requires clarity between the WBG task team and the implementation agency staff.

For livelihood support grants, the design of a project must include some recognition of disparities in capacity among beneficiaries — whether individuals or groups. To address this heterogeneity, the more mature and developed associations were provided cash transfers to start improving their businesses and purchase raw materials immediately. The less developed associations received artisanal and business training before cash transfers were provided to them.

In the case of a grant that aimed at enhancing mental health care, treatment and management depended on uninterrupted availability of medications. For implementation to proceed smoothly, an outright agreement with the government on drug availability or an arrangement to secure project funds for medications should be reached during project appraisal.

GEORGIA *Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector*

DJIBOUTI *Enhancing Income Opportunities*

LIBERIA *Supporting Psychosocial Health and Resilience in Liberia*

Comprehensive approach of interventions



Comprehensive approaches can be integral to sustainability of the achievements of livelihood support or nutrition grants. Building skills through training, provision of access to capital and ongoing coaching increase the likelihood of sustainability of income-generating activities. Improvement in nutrition is a complex task that involves changing various behaviors (nutritional, health, sanitation and other practices) among different population groups (pregnant women, mothers, young children and adolescent girls) at different levels (households and communities). Filling the knowledge gaps of targeted groups, local leaders and government workers is crucial to achieving behavioral changes not only in nutrition, but also in health and sanitation at all levels of implementation.

DJIBOUTI *Enhancing Income Opportunities*

INDIA *Karnataka Multisectoral Nutrition Pilot*

Capacity building of NGOs



The capacity of local NGOs to initiate and manage sub-projects with community mobilization and public works components was enhanced. While municipalities assumed ownership and maintenance responsibilities for public works, the infrastructure construction was carried out by non-state organizations. Many such NGOs previously lacked experience with procurement and supervision of public works, but they received support through the hiring of additional engineers.

GEORGIA *Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector*

Reaching indigenous communities



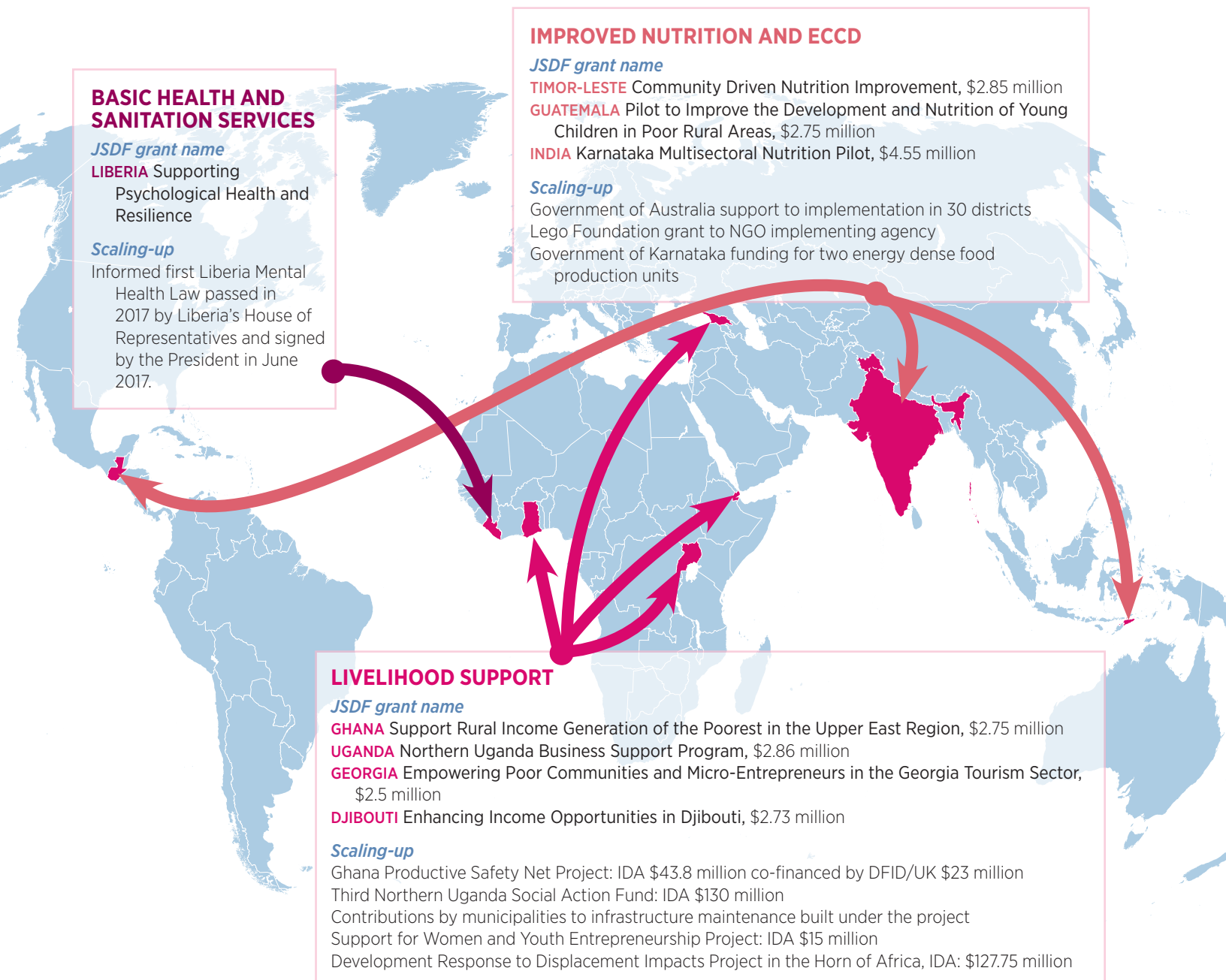
To work with indigenous communities, it is critical to respect their societal structures and to hire social workers from the communities to ensure smooth implementation. Because such communities may have had a long history of being marginalized and because of years of societal unrest, the only way to gain entry to them was to work with organizations who had their trust. NGOs can meet the criteria because of their understanding of the indigenous governance structure. Also, it was crucial to hire local social workers who spoke the indigenous languages to participate in the training for beneficiaries.

GUATEMALA *Pilot to Improve the Development and Nutrition of Young Children in Poor Rural Areas*

Sustainability

The JSDF Results Framework consists of two tiers through which a JSDF grant's results would lead to the attainment of JSDF's higher-level objectives and the WBG's twin goals. Tier II objectives of the framework endeavor to scale up or replicate projects through WBG-financed operations, other development partner-supported projects or funding by the recipient governments to sustain PDO achievements. The lessons from JSDF grant design and implementation have also informed national policies that address the various dimensions of poverty and vulnerability as outlined below.

Leveraging and Scaling Up of JSDF FY19–20 Closed Grants



Dissemination of JSDF Program Development Results

The JSDF annual reports and the JSDF Dialogue Series have served as vehicles for the dissemination of performance results, development outcomes and lessons learned from the implementation of JSDF grants. The 11th JSDF Dialogue seminar held in FY19 convened Japan's practitioners, academia, civil society organizations (CSOs), non-governmental organizations (NGOs) and other stakeholders as well as implementing agency officials and beneficiaries of the grant for Liberia: Supporting Psychosocial Health and Resilience. The Dialogue Series continues to bring the JSDF results and lessons learned within the reach of Japanese practitioners and the general public and it has been instrumental in the expansion of Japan's network of development practitioners.

One of JSDF's strengths is its flexibility in supporting innovative approaches by various proponents to deliver direct benefits to disadvantaged groups. Many grants have supported the piloting or testing of interventions designed jointly by WBG task teams, NGOs/CSOs and government agencies. Moreover, JSDF supports innovative social development projects benefiting marginalized groups in the developing world through the Most Innovative Development Project competition organized by the Global Development Network (GDN). Section 12 presents the achievements of past four winners of Most Innovative Development Project (MIDP) awards.

Japan Visibility Strategy

Promotion of the visibility of Japan's magnanimous contributions is a strategic priority of the JSDF program. The JSDF and Japan logos are used in project-related documents, videos and press releases. Officials of the Embassy of Japan (EoJ) are invited to participate in project-related ceremonies, including signing and launch events and field visits. The JSDF Program Management Team meets with officials of the EoJ and the Japan International Cooperation Agency (JICA) during oversight missions to brief them about the team's observations vis-à-vis the implementation progress of JSDF grants. The JSDF team distributes a guidance note on donor visibility to WBG task teams and implementing agencies. The note's recommendations are outlined in Annex 4.



1. INTRODUCTION TO JSDF PROGRAM



PROGRAM OBJECTIVES

The Japan Social Development Fund (JSDF) is a collaborative development effort between the government of Japan (GOJ) and the World Bank Group (WBG). It was established in June 2000 to mitigate the far-reaching effects of the global financial crises in the late 1990s on the poorest and most vulnerable groups. At the outset, the JSDF provided direct grant assistance to the most disadvantaged groups in countries most severely impacted by the global crises. The program was subsequently broadened to support innovative activities that benefit and provide livelihood improvement opportunities to the most disadvantaged groups in eligible developing countries. The modest-sized projects support initiatives that deliver rapid results to reduce poverty and foster long-term social development and livelihood improvement. Through JSDF support for pilot projects with demonstrable and sustainable outcomes, the program fosters the use of innovative development approaches that can be scaled-up or replicated with funding from recipient governments, the WBG or other development partners to reach larger groups of marginalized and highly vulnerable people.

JSDF PROGRAM FINANCIAL CONTRIBUTIONS, ALLOCATIONS AND DISBURSEMENTS SINCE INCEPTION

Contributions to the JSDF program since its inception total about \$855 million, of which allocations to the JSDF grants were \$723 million (or 85 percent of total contributions). Cumulative disbursements were about \$588 million (or 81 percent of total allocations). Most of the unallocated balance has been committed for activities in the preparation pipeline. The details are outlined on Table 1.1.



Table 1.1
Financial Overview of
JSDF from Inception to
FY20 (US\$ Millions)²

Contribution	
Inception to FY20	854.30
FY16–20	129.85
FY19	13.51
FY20	4.07
Unallocated Balance of FY20	252.42
Allocation	
Inception to FY20	723.02
FY16–20	98.59
FY19	24.61
FY20	13.83
Disbursement	
Inception to FY20	587.73
FY16–20	115.55
FY19	18.16
FY20	13.61

Source: DFTPR

by providing social services and promoting productive infrastructure projects, fostering community-managed execution and instilling community governance. Two grants for Afghan Women’s Economic Empowerment (\$2.74 million) and Afghanistan Strategic Grain Reserve (\$10.24 million) were approved in FY17 and FY18 respectively and are under implementation. This program has been phased out and no longer open for new grants.

- (iii) **Emergency Program Grants:** This program was introduced in 2010 to provide project and capacity building grants to the poorest and most vulnerable groups to help them cope with the global food, fuel and financial crises of the last decade. This program has been phased out, and the only grant closed in FY19. (See Table 2.1.)

TYPES OF JSDF PROGRAM GRANTS

The JSDF Program currently provides the following types of grants:

- (i) **Regular Program Grants:** These grants support innovative activities that provide direct benefits to poor and underserved groups not reached by mainstream programs through innovative approaches that deliver results in the short-term. All grants have capacity building components that empower and strengthen local communities, non-governmental organizations (NGOs), civil society organizations (CSOs) and other stakeholders to bolster their organizational and institutional capacities to engage the JSDF target groups in development through learning by doing.
- (ii) **Special Program Grants:** This program aims to respond to emergency crisis events, such as natural catastrophic events or post-conflict needs. Currently, one special program is under implementation, the Afghanistan Special Program aimed at supporting reconstruction and laying the foundations of community-level government

² Disbursement figures comprised of Recipient Executed, WBG-Executed and Seed Fund grants

- (iv) **Seed Fund Grants:** Community-driven development principles — embracing effective participatory approaches to project design — remain the centerpiece of the JSDF. Broad consultations with potential beneficiary communities and other significant stakeholders are critical for ensuring project ownership and effectiveness. This program provides grants of up to \$75,000 to WBG task teams as determined by the JSDF Idea Brief Committee, if the overall proposal framework does not meet the JSDF criteria for moving to the project preparation stage. The aim is to strengthen the consultation processes during the initial design phase of projects in collaboration with recipient governments, direct beneficiaries (for example, communities) or other stakeholders (for example, NGOs) before the preparation stage.
- (v) **JSDF — Global Development Network (GDN) Collaboration:** The government of Japan continues to finance the GDN’s annual Global Development Awards and Medals Competition through the Japan Policy and Human Resources Development (PHRD) Fund since 2010. The competition relevant to the JSDF is the Japanese Award for the Most Innovative Development Project (MIDP). 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 while the Outstanding Research on Development (ORD) supports and enhances the research capacity of developing countries. The first prize winner of the MIDP is eligible to apply for a JSDF grant of up to \$200,000.

JSDF GRANTS APPROVAL

As of FY12, the JSDF program was mainstreamed into the WBG’s investment project financing process in accordance with the guidelines for the Small Recipient Executed Trust Funded (RETF) Grants. These guidelines follow a two-stage proposal vetting process and are aligned with the WBG institutional governance procedures that require the endorsement of the relevant Country Directors at each stage. The GoJ also approves at each stage of the process. In keeping with donor harmonization and promotion of synergies while avoiding duplication of development efforts, the WBG task teams that support project design and preparation engage with the Embassy of Japan in the recipient country and JICA country representatives.

From FY16–20,³ 54 grants amounting to \$141.11 million were approved. Twenty Seed Fund grants amounting to \$1.5 million were awarded. The remaining funds were allocated to the Regular Program and the Afghanistan window (see Table 1.2).

³ The rolling basis proposal submission process was introduced in FY12 when the JSDF discontinued the Proposal Steering Committee governance structure and started processing grants following the Small RETF Grants guidelines. Although doing so ensured Institutional oversight which strengthened the quality of proposals, this has contributed to a decline in the number of projects in the portfolio in part due to the two-stage proposal processing framework. Although the introduction of Call for Idea Briefs in FY17 is helping to gradually increase the portfolio size, COVID-19 Pandemic has also contributed to a decline in the FY20 approved grants.

**Table 1.2****JSDF Program Grants Approved During FY16–20 (US\$ Millions)**

Grant Type	FY16		FY17		FY18		FY19		FY20	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount	Number	Amount
Regular Program										
Project and Capacity Building	7	31.7	6	18.0	7	19.4	7	19.5	5	37.9
Afghanistan Window	—	0.0	1	3.0	1	10.2	—	0.0	—	0.0
Other Grants										
Seed Fund	4	0.3	6	0.5	4	0.3	6	0.5		
TOTAL	11	32.0	13	21.4	12	29.9	13	19.9	5	37.9

Source: DFTPR

2. PROGRAM ACTIVITIES IN FISCAL YEARS 2019 AND 2020

OVERVIEW OF FY19–20 PORTFOLIO OF RECIPIENT-EXECUTED GRANTS

The FY19–20 portfolio consisted of 43 recipient-executed grants totaling \$125.66 million. The portfolio consisted of active grants as well as those grants that closed in FY19–20. Fifteen grants with disbursements of \$40.2 million (approved grant amount for \$42.7) closed in FY19–20. As shown in Table 2.1 below, 86 percent of the value of the grants in the total portfolio were part of the regular program. Two grants valued at 10 percent of the total portfolio were under the Afghanistan Window and one grant valued at 4 percent was part of the Emergency Window.

Table 2.1
Composition of JSDF Portfolio of Active and Approved Recipient-Executed Grants⁴ by Type and Status (US\$ Millions)

	Regular Program		Afghanistan Window		Emergency Windows		Total	
	Number	Amount	Number	Amount	Number	Amount	Number	Amount
Closed in FY19	11	29.6	0	0.0	1	4.6	12	34.2
Closed in FY20	3	8.5	0	0.0	0	0.0	3	8.5
Active*	26	70.5	2	12.4	0	0.0	28	83.0
TOTAL	40	108.7	2	12.4	1	4.6	43	125.7

*Active grants portfolio includes approved grants that were pending effectiveness

**Closing grant amounts in this table are the final disbursed amounts for the grant.

Source: DFTPR

⁴ The portfolio includes approved grants that were pending effectiveness.

Disbursements

The aggregate disbursements of 43 grants in the FY19–20 portfolio amounted to \$63.88 million or 51 percent of the total grant amount of about \$126 as reflected in Table 2.2. The Africa region with 13 grants (the highest number of grants by region) disbursed 56 percent of its allocations.

A regional breakdown of the disbursement performance for active and closed grants for the FY19–20 portfolio is also presented in Table 2.3.

Disbursements for active grants amounted to \$23.6 million or 29 percent of the allocation while closed grants disbursements stood at \$40.2 million or 94 percent of the corresponding allocation. In the preceding year, the disbursement rate for active grants stood at 35 percent of the allocation while that for closed grants was 96 percent. The low disbursement trend in FY19–20 can in part be attributed to the COVID-19 pandemic

Figure 2.1 provides a breakdown of disbursements for the Regular Program, Emergency Window, Afghanistan Window and the Seed Fund during FY16–20.

Figure 2.2 provides the breakdown of FY16–20 disbursements by global practice. The WBG’s designated global practices include: Trade and Competitiveness; Finance and Markets; Poverty and Equity; Transport and Information and Communication Technologies (ITC); Energy and Extractives; Environment and Natural Resources; Governance; Water; Education; Social Protection and Labor; Agriculture; Health, Nutrition and Population; and Social, Urban, Rural and Resilience.

 **Table 2.2**
FY19–20 Portfolio: Cumulative Disbursement Performance of Active and Closed Grants by Region

Region	Number of Grants	Total Grant Amount (US\$, Millions)	Total Grant Amount Disbursed (US\$, Millions)	Disbursement (%)
Africa (AFR)	13	36.1	20.3	56%
East Asia and Pacific (EAP)	9	24.4	12.9	53%
Europe and Central Asia (ECA)	5	13.6	4.5	33%
Latin America and Caribbean (LCR)	2	5.5	2.7	49%
Middle East and North Africa (MNA)	4	11.1	4.0	36%
South Asia (SAR)	10	35.0	19.4	55%
TOTAL	43	125.7	63.9	51%

Source: DFTPR



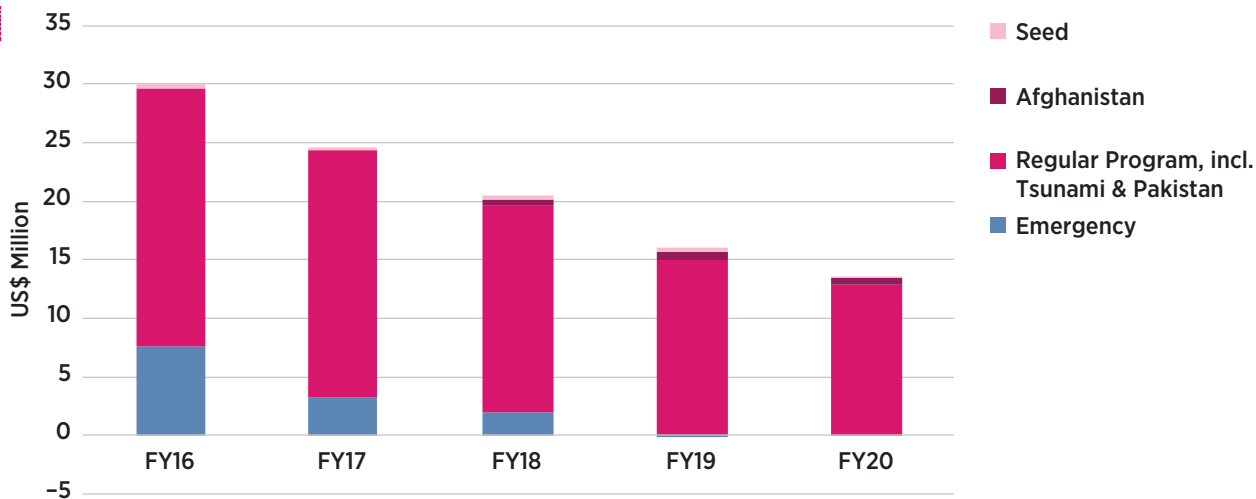
Table 2.3
Disbursement Performance by Region and Grant Status
(as % of Total Grant)

Region	Active			Closed		
	Grant Amount (\$ Million)	Cummulative Disbursement (US\$, Millions)	Disbursement (%)	Grant Amount (\$ Million)	Cummulative Disbursement (US\$, Millions)	Disbursement (%)
AFR	27.7	12.3	45	8.4	8.0	96
EAP	13.8	2.5	18	10.5	10.4	98
ECA	11.1	2.1	19	2.5	2.4	96
LCR	2.7	0.0	0	2.8	2.7	98
MNA	8.4	1.3	15	2.7	2.7	100
SAR	19.2	5.3	28	15.8	14.0	89
TOTAL	83.0	23.6	28	42.7	40.2	94

Source: DFTPR



Figure 2.1
Disbursement Performance by Program, FY16–20 (US\$ Million)

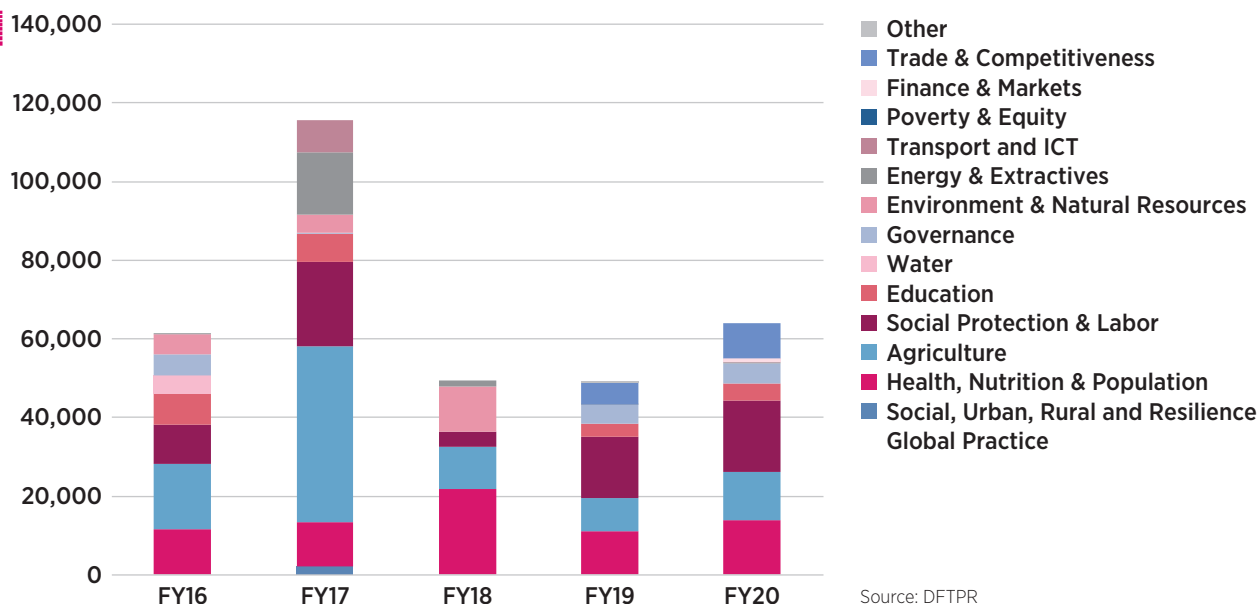


Source: DFTPR



Figure 2.2

FY16–FY20 Disbursement Performance by Global Practice Area



FY19–20 Approval of JSDF Grants

Total approvals under the Regular Program amounted to \$60.13 million as shown in Table 2.4.

Regular Program Grants

Twelve grants under the Regular Program were approved in FY19–20 to support activities in the JSDF thematic areas of livelihood support, improved nutrition and early childhood care and development and inclusive education. Six grants will assist disadvantaged groups in obtaining employment and income generating opportunities to improve their livelihoods. In the Africa region, two grants were awarded to apply nutrition-sensitive interventions to benefit adolescents, pregnant and lactating women and children under two years of age and one grant will increase the access to schooling for children with disabilities. In East Asia, three grants were awarded enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach. In Vietnam, the grant would enable the participation of older persons in income-generating activities and their use of community-based health and social care services. In Cambodia, the Community-Based Childcare Project would help reduce the burden of factory workers and improve early childhood development (see Page 10).

Seed Fund Grants Approved

JSDF Seed Fund grants are awarded to WBG task teams to assist in the consultation processes with stakeholders, especially the targeted beneficiaries at the grassroots level. This program provides grants



Table 2.4
Regular Program Grants Approved in FY19–20

Trust Fund	Grant Name	Country	Region	Total Grant Amount (in \$ Million) FY19	Total Grant Amount (in \$ Million) FY20
TFOA8188	Adolescent Nutrition Sensitive Agriculture Pilot Project	Malawi	AFR	3.00	
TFOB1212	Improving Education of Children with Disabilities	Burkina Faso	AFR	3.00	
TFOB1024	Improved Feeding Practices for first 1,000 Days	Ghana	AFR	3.00	
TFOB0943	Entrepreneurship skills training for the most vulnerable youth in rural Mongolia	Mongolia	EAP	3.00	
TFOA9991	Supporting Youth Inclusive Local Development in Kosovo	Kosovo	ECA	3.00	
TFOB0252	Community-Based Rural Roads Maintenance	Morocco	MENA	3.00	
TFOA9908	Digital Financial Inclusion of Informal Sector Project	India	SAR	3.00	
N/A	Enhancing Community Driven Development Project	Myanmar	EAP		27.26
TFOB1371	Improving the Livelihoods of Miskito Indigenous Peoples in La Moskitia	Honduras	LCR		2.99
TFOA2429	Community-based Childcare for Garment Workers Project	Cambodia	EAP		2.94
TFOB2613	Promoting Social Inclusion and Self-Reliant Livelihood Activities in Armenia	Armenia	ECA		2.94
TFOB3229	Reducing income- and Health-Related Vulnerability of Older Persons in Vietnam	Vietnam	EAP		3.00
TOTAL			12 grants	21.00	39.13

Source: DFTPR

Featured FY20 Approved JSDF Grant: Community-Based Childcare in Cambodia

This project will help reduce the burden on factory workers and improve early childhood development.



In Cambodia, garment factories employ nearly 700,000 people and approximately 90 percent are women. These women have the dual burden of caring for their children and providing income for their families. As a result, some women leave their children in their home villages to work in urban areas, or they leave their children with family, friends or other caregivers all day, six days a week to work.

The JSDF has provided a \$2.7 million grant to the French NGO, Planète Enfants & Development (PE&D), to implement the Community-based Childcare for Garment Factory Workers Project. This project will establish 22 childcare centers to provide community-based childcare services for children of garment factory workers between the ages of 3 and 36 months. Providing safe, reliable and affordable childcare will enable workers to stay employed or return to work sooner after maternity leave and reduce absenteeism due to child illness.

In addition to the benefits to the mother and other family caregivers, the childcare centers will contribute to each child's development by focusing on cognitive growth, motor skills, social skills and early learning. They will also provide the children with healthy meals for better nutrition and will monitor their development for better health outcomes.

Nathalie Dupont, Executive Director of PE&D shared her views on the project: "One of our highest priorities is to build the trust of the families we will be serving. The childcare centers will have quality equipment and learning material. Caretakers will be carefully trained. Each center will be monitored by an advisory committee including local leaders and the parents themselves. We will also support parents with educational activities on nutrition, positive parenting, budget management, early learning methods and child health. In the end, the project will be a success if the children are happy to go to the centers while parents feel confident going to work."

This four-year project, which is just starting, is expected to benefit about 3,125 households, mostly from Kampong Speu Province, which has more than 120 garment factories and provides wage employment for over 112,000 workers, 84 percent of whom are female. Other provinces will be included depending upon factory engagement in the project.

While most garment factories who provide childcare support for their workers do so in the form of small cash allowances, factories participating in this project would provide financing to the childcare centers to reduce the cost to the workers. Two international buyers, VF Corporation and Clarks Shoes are leading the way by committing to be project partners and actively encouraging their supplier factories to participate. The International Finance Corporation (IFC), a member of the World Bank Group, is helping to facilitate private sector participation which will be important to ensure the sustainability of childcare centers and their expansion over time. Research from IFC has demonstrated business benefits from supporting childcare in the form of reduced turnover, fewer days absent and increased focus and productivity on the job.




Table 2.5
Approved Seed Fund Grants

Name of Grant Proposal	Region	Grant Amount (in US\$ Thousand)
Liberia: Boosting Local Level Capacity for Improved Government Transparency and Accountability	AFR	75,000
Rwanda: Strengthening Capacity of Female-led Community Health Worker Cooperatives	AFR	73,850
Cambodia: Community Day Care For Garment Factory Workers	EAP	75,000
Vietnam: Improved Delivery of Legal Aid for the Poor and Vulnerable	EAP	75,000
Uzbekistan: Enhancing Economic Opportunities For Rural Women	ECA	75,000
India: Sustainable Agri-Practices in Ganga Basin Districts of UP	SAR	74,850
TOTAL	6 grants	448,700

Note: No Seed Fund grants were processed in FY20.

Source: DFTPR

of up to \$75,000 to WBG task teams, as determined by the JSDF Idea Brief Committee, if the overall proposal framework does not meet the JSDF criteria for moving to the project preparation stage. The consultations are aimed at ensuring project ownership and alignment of the activities with the most important needs and vulnerabilities of the targeted beneficiaries. The JSDF targets disadvantaged groups usually living in remote, or difficult to access, rural or marginal urban areas. These conditions require special outreach activities and facilitation of participatory approaches to design and select investments for grant financing. The collaboration with local NGOs and other community organizations at the design and preparation phases is critical for ensuring project effectiveness and sustainability.

Six Seed Fund grants for a total of \$0.45 million were approved as presented in Table 2.5. The Seed Fund grants aim to assist and inform the design and preparation of project proposals in the thematic areas of livelihood support, environmentally sustainable agriculture practices, local governance and basic health and sanitation services.

Tokyo International Conference on African Development (TICAD) V – Implementation of the Action Plan

The government of Japan provided \$30 million to support the implementation of the TICAD V Action Plan in two priority areas described below. The list of approvals and active grants under each priority area is shown in Table 2.6.

Scaling Up Nutrition (SUN): TICAD V's Action Plan included an allocation of \$20 million for technical assistance to address infant and maternal mortality rates as well as malnutrition in coordination with projects under the WBG-administered SUN Trust Fund. Six grants under the JSDF SUN window amounting to \$17.98 million are under implementation as outlined in Table 2.6 below.



Table 2.6
JSDF Active Grants and Pipeline Projects Under TICAD V

Project Name	Amount (in \$ Million)
<i>Scaling Up Nutrition (SUN) Program: Approvals and Pipeline Projects:</i>	
Malawi: Adolescent Nutrition-Sensitive Agriculture Pilot	3.0
Ghana: Improved Feeding Practices for First 1,000 Days	3.0
Burundi: Maternal Child Nutrition Enhancement	3.0
Senegal: Building Resilience to Food and Nutrition Insecurity Shocks	3.0
Côte d'Ivoire: Support to Nutrition Sensitive Agriculture and Capacity Development of Small and Marginal Farmers	3.0
Ethiopia: Promoting Young Women's Livelihoods and Nutrition	3.0
Subtotal	18.0
<i>Support to the Reintegration of Ex-Combatants: Approvals</i>	
Republic of Congo: Support for Sustainable Livelihoods' Promotion Project in the Pool Department	3.0
Subtotal	3.0
TOTAL	21.0

Source: DFTPR

Support for the Reintegration of Ex-Combatants Program: An allocation of \$10 million was provided to address the unemployment issues faced by ex-combatants through training and capacity building programs that would effectively reintegrate them into communities and civil society. The JSDF Republic of Congo Support for Promotion of Sustainable Livelihoods Project in the Pool Department is under implementation. This project aims to improve access to livelihoods in selected communities in the Pool Department. The project will provide direct support to 1,920 beneficiary households and direct support to 9,600 beneficiaries.

JSDF and the Global Development Network Collaboration Program

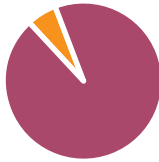
The Global Development Network (GDN) implements the Global Development Awards and Medals Competition funded by the government of Japan through the PHRD. The awards and competition were established to support the development of research capacity of researchers in economics and social sciences. Japan supports two awards, namely the Japanese Awards for Outstanding Research on Development (ORD) and the Japanese Award for Most Innovative Development Project (MIDP) which is linked to the JSDF. The MIDP awards assist recipient institutions in scaling up their innovative proposals. The key features of the competition are geographic receptiveness, comprehensiveness, innovation, sustainability and replicability. For details, please see Section 12.

FY19–20 JSDF PORTFOLIO

ACHIEVING DEVELOPMENT RESULTS — BY-THE-NUMBERS

\$15 million in revenue generated from jobs and businesses trained/supported by projects

94 percent of targeted households utilized social sector programs with a potential impact on nutrition



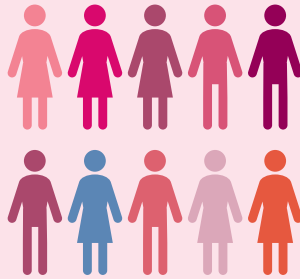
90,992 in aggregate services provided in nutritional supplement, pre-natal care and childcare training



30,345 children < 3 years served



97 percent of adolescent girls, lactating mothers and pregnant women benefiting from nutrition education and basic nutrition services



1.2 million beneficiaries reached (60 percent female)

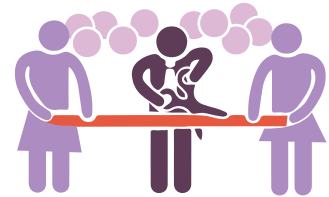
4,000 capacity development training packages delivered

81 percent of priority activities identified by project-developed action plan implemented



98 percent of trained households practicing project-taught recommendations on planting to post-harvest practices for production of nutritious staples

365,000 (60 percent female) beneficiaries trained in livelihood generation skills and other income generating activities



8,000 small- and medium-sized enterprises supported

128 percent of Community Interest Groups (CIGs) completed business management training and produced business plans



3. PROJECT PERFORMANCE IN FY19–20



This section presents the WBG’s method for assessing the performance of loans, credits and grants — including JSDF grants — extended to eligible countries. Sections 4 to 9 discuss the performance of active and newly-approved FY19–20 grants. Section 10 provides pipeline projects and Section 11 presents those grants that closed during the fiscal year.

The performance of a project toward achieving its project development objective (PDO) is assessed by comparing the actual values of PDO outcome indicators to their respective targets at grant closure. WBG task teams develop the outcome indicators and determine target values in collaboration with the implementing agencies during the design and preparation stages. In some cases, refinements or revisions to the indicators and target values are carried out during the implementation period — often at mid-term review — to address emerging challenges on the ground.

WBG task team leaders (TTLs) and their teams are responsible for supervising grant implementation. As part of supervision, TTLs and teams assess the overall performance of projects toward meeting the PDOs as well as the implementation progress. They report their assessments formally through the submission of Implementation Status Reports (ISRs) for review by WBG management. The reporting through ISRs for JSDF grants is identical to the process followed for WBG loans and credits. The TTLs and teams rank the progress relative to PDO achievements as well as the pace and quality of implementation in accordance with a six-point scale — highly satisfactory, satisfactory, moderately satisfactory, moderately unsatisfactory, unsatisfactory and highly unsatisfactory.

Thematic Priorities of the JSDF Program

The JSDF program’s capacity to adjust the program — promptly and appropriately — is noteworthy. Such flexibility allows the program to respond to emerging



Table 3.1
JSDF Thematic Areas of Focus and Performance Indicators

Thematic Area	Performance Indicator
Livelihood Support	Access to employment and livelihood opportunities for poor and vulnerable people improved
Improved Nutrition and Early Childhood Care and Development	Access to basic health and nutritional services, particularly for adolescent girls, pregnant women, lactating mothers, infants and children from 0–5 years old improved; access to early stimulation and learning programs for young children in the poorest and most disadvantaged communities
Inclusive Education	Basic education opportunities for children in remote rural areas, those with disabilities, and for girls improved
Environmentally Sustainable Agricultural Practices, Adaptation to Climate Change	Agricultural productivity of small and marginal farmers increased; environmentally sustainable farming methods promoted
Legal Services and Local Governance and Accountability	Poor and vulnerable people better informed of their legal rights and have access to mechanisms for enforcement of those rights; community engagement and local government capacity improved
Basic Health and Sanitation and Services	Access to better health and sanitation services improved
Community-level Disaster Risk Management	Community-level disaster risk preparedness improved

development needs of poor and marginalized groups to cope with poverty, food insecurity, natural disasters, conflicts and environmental challenges. The JSDF program focuses on seven results-focused development thematic areas that are aligned with the WBG’s core sector indicators.⁵ Table 3.1 presents those thematic areas along with examples of performance indicators for assessing the achievements of the project activities implemented under each theme.

Achieving Development Results — Active Projects — Highlights

The FY19–20 portfolio is fully aligned with the JSDF’s strategic framework. The projects introduce new development approaches or concepts, directly respond to the needs of the poorest and most vulnerable groups, and pilot or test approaches that are envisaged to demonstrate the potential for rapid results and delivery of benefits to targeted beneficiaries (directly) and other stakeholders (indirectly). Equally important, the projects empower local communities and governments, NGOs and disadvantaged groups, while promoting stakeholder participation and ownership of the project’s design and activities.

⁵ In a World Bank-funded project, a core sector indicator is an outcome or output indicator that can be measured and monitored at the project level and can be aggregated across projects and countries for corporate reporting. The use of core sector indicators in project results frameworks is mandatory for World Bank-supported operations, including recipient-executed trust fund projects, such as the JSDF.

The development results of grants in the portfolio are organized around JSDF thematic priority areas and along their respective results chains in line with the JSDF Results Framework.

The JSDF program promotes the participation of NGOs and CSOs in the planning, preparation and implementation of grants. Lessons learned and experience have shown that well established NGOs/CSOs can reach the poorest of the poor in ways that may be challenging for central governments. Under the JSDF program, an NGO or CSO can serve as both the recipient and the implementing agency, although sometimes, depending on a country's laws or a government's preference, a government agency could be the recipient and the NGO/CSO serve as the implementing agency. Implementation may also be carried out jointly by an NGO/CSO with the recipient government. Central governments may act as recipients and pass-through agents for the funds with local governments carrying out implementation. In FY19–20, 49 percent of the grants were implemented by NGOs, 46 percent by central government agencies and 5 percent by other entities (municipality, joint central government/NGO, state government).



4. LIVELIHOOD SUPPORT



The JSDF livelihood support thematic area aligns with the Sustainable Development Goal (SDG) 1 that aims end to poverty in all forms and SDG 8 to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. These goals are also in alignment with the WBG's twin goals of ending extreme poverty and boosting shared prosperity that support the attainment of the SDGs. The livelihood support theme recognizes that good jobs are the undisputable pathway to ending poverty and attaining shared growth. The JSDF grants in this thematic area are generating employment among the poorest and vulnerable households and helping to move these groups into sustainable livelihoods and toward economic stability. The JSDF grants under this thematic area seek to provide access to gainful employment for the poorest and vulnerable groups in rural and urban communities. The interventions adopted under the grants target women, at-risk youth, ethnic communities, former combatants, poor farmers and fisher groups and families returning home after the cessation of conflicts. The approaches may take the form of piloting for certain groups or of adaptations of interventions that have worked in other developing countries. They encompass micro-enterprise development, employment facilitation, community-based initiatives, skills and capacity enhancement and demand-driven livelihood investments.

REPUBLIC OF CONGO: Support for Sustainable Livelihoods Promotion Project in the Pool Department (TF0A5775)

Grant amount: US\$2.75 million

Development Objective: To improve access to livelihoods in selected communities in the Pool Department.

The Department of Pool was at the epicenter of violence in the Republic of Congo's conflicts, with two peace agreements brokered specifically for this region, in 2003

and 2005. The country still hosts people who participated in or were affected by the conflict and were not supported through prior community development and reintegration programs.

The project is being implemented in three districts and will support 192 groups, including 180 women groups and 12 youth livelihood groups (YLGs). Overall, the grant is expected to benefit nearly 20,000 persons directly by: (i) stimulating improved livelihoods; and (ii) promoting sustainable use of energy with emphasis on household and productive uses.

Status: The grant was approved in June 2017, but implementation of project activities has been delayed because of the unstable security situation — lasting several months — in the Pool Department following project approval. The target outcomes are shown in Table 4.1

 **Table 4.1**
Project Results — Republic of Congo: Support for Sustainable Livelihoods Promotion Project in the Pool Department

Key Outcome Indicators	Target
Percentage of beneficiary households reporting an increase in income	20%
Increase in association member's monthly savings	30%

Note: Results to date are not available because of implementation delays due to the security situation.

MONGOLIA: Entrepreneurship-Focused Socioemotional Skills for the Most Vulnerable Youth in Rural Mongolia (TF0B0943)

Grant amount: US\$2.75 million

Development Objective: To empower 6,000 vulnerable, disadvantaged youth in 25 of Mongolia's poorest rural districts across five provinces with socioemotional skills for improved performance in school and preparation for entry into the labor market.

In Mongolia, adolescents living in soums (rural districts) are at much higher risk of not being enrolled in school than adolescents elsewhere in the country. In 2013, among youth of upper-secondary-school age (16–18 years), the share of soum residents out of school was 18 percent, compared to 6 percent and 7 percent in aimag (province) centers and the capital, Ulaanbaatar respectively (UNICEF, 2016). For out-of-school youth in rural areas, labor market opportunities are extremely limited, leading to high inactivity. In 2013, 29 percent of rural youth aged 15–29 years were not engaged in employment, education or training.

Across the world, a strong foundation of socioemotional skills is associated with success in school and improved labor market outcomes. In Mongolia, the employer-reported deficit in socioemotional skills is linked to low quality and relevance of training at the secondary and higher education levels, especially among rural youth. The education system offers little to support

socioemotional skills formation and the school-to-work transition. Existing government programs for workforce development do not address skill development needs among rural youth.

The project is primarily a school-based, community-driven youth program that will support the acquisition of socioemotional skills that are linked not just to success in school but are also highly valued in the labor market. It would address the largely unmet need for socioemotional and entrepreneurship skills stemming from extremely limited labor market opportunities that lead to high inactivity among youth in the poorest rural districts and a job profile dominated by traditional herding, unpaid work and self-employment in the informal sector.

 **Table 4.2**
Project Results – Mongolia: Entrepreneurship-Focused Socioemotional Skills for the Most Vulnerable Youth in Rural Mongolia

Key Outcome Indicators	Target
Number of direct beneficiaries reached	6,000
Number of female beneficiaries	3,000
Share of beneficiaries with improved academic performance	35%
Share of female beneficiaries with improved academic performance	35%
Number of beneficiaries with enhanced capacity of doing business (i.e. improvements in skills/mindsets targeted under the entrepreneurship-focused socioemotional learning)	2,500
Number of female beneficiaries with enhanced capacity of doing business (i.e. improvements in skills/mindsets targeted under the entrepreneurship-focused socioemotional learning)	1,250



**Signing Ceremony – Mongolia
 Entrepreneurship-Focused Socioemotional Skills for the Most Vulnerable Youth in Rural Mongolia**

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KOSOVO: Supporting Youth Inclusive Local Development in Kosovo (TF0A9991)

Grant amount: US\$2.785 million

Development Objective: To improve the socio-economic inclusion of at least 3,000 disadvantaged youth (ages 15-29) in vulnerable communities in Kosovo through civic engagement activities.

Kosovo is Europe's youngest country and the only one with a youth bulge, which remains largely inactive. The average age of Kosovo's approximately 1.8 million population is 26; the highest concentration is in the 15-19 and 20-24 age groups; 31.2 percent of the youth population is not in employment, education or training.

In recent years, youth disenfranchisement has been an important driver of outmigration, political dissatisfaction and radicalization. At the peak of the migration wave in January 2015, 20,000 (mainly young) Kosovars applied for asylum in European Union countries. The migration wave subsided due to forced returns and restrictions on asylums from the Western Balkans. The lack of economic opportunities, dissatisfaction with services, and perceptions of corruption and alienation from decision-making has given rise to frustration and fueled youth's mistrust in public institutions, including at the local level. So far, over 200 foreign fighters from Kosovo were recruited for war zones in Iraq and Syria. The municipalities most vulnerable to violent extremism are affected by unequal access to opportunities and services for youth to build positive lifestyles and identities.

The proposed project will enable local governments to address youth socio-economic needs through better targeted youth initiatives and services. Municipalities are tasked with the provision of about 100 public services, yet they have very limited budget for local programming (70-80 percent cover salaries), including for youth activities. The project will add a youth dimension to the Ministry of Local Government Administration's performance-based incentive grant system that finances municipal capital investments. The project will earmark funds to selected municipalities for youth-driven initiatives, ensuring the effective provision of youth-related infrastructure and services at the community level. The outcome indicator targets are shown in Table 4.3.

 **Table 4.3**
Project Results — Kosovo: Supporting Youth Inclusive Local Development in Kosovo

Key Outcome Indicators	Target
Number of direct beneficiaries reached gaining new skills in project preparation, management and implementation	3,000
Of which: young women	50%
Number of youth-driven community initiatives completed	150
Percentage of beneficiaries reporting that project investments reflect their needs as identified at the project start	60%
Percentage of youth beneficiaries reporting minimum 20% of income increase	10%

KYRGYZ REPUBLIC: Livelihoods for Youth Community Support Project (TF0A8254)

Grant amount: US\$2.730 million

Development Objective: To support innovative livelihoods development and the employability of an estimated 4,000 young women and men in about 20 target communities in order to improve socio-economic opportunity and inclusion.

Youth (those aged 14-28) account for 35 percent of the total population of the Kyrgyz Republic. Despite a relatively high per capita investment in the education sector (4 percent of GDP), and a public education system that is mandatory through 9th grade, and free through 11th grade, schools have done little to equip young people with the tools to find meaningful and secure employment.

The national youth unemployment rate stood at 15 percent in 2015 while youth not in employment, education or training was 21 percent. With limited opportunities, many young people, particularly men, seek employment in urban areas or abroad — typically in the Russian Federation. For those that remain, the lack of economic opportunity, deteriorating infrastructure and unreliable service provision has fostered apathy and a sense of exclusion, particularly for youth, 60 percent of whom still live in rural areas. This is also an area where communities articulated concerns regarding extremism and the loss of their children to the Syrian conflict.

The project is piloting innovative, youth-centered, community-driven livelihoods development with vulnerable groups in fragile environments and aims to reach 4,000 young women and men living in vulnerable and conflict-sensitive Aiyyl Aimaks (AAs) situated along the Kyrgyz-Uzbek-Tajik border.

Status: The grant was declared effective in April 2019. The outcome indicator targets are shown in Table 4.4.

**Table 4.4****Project Results – Kyrgyz Republic: Livelihoods for Youth Community Support Project**

Key Outcome Indicators	Target
Number of youth beneficiaries reached through innovative skills development and other project trainings	4,000
Percentage increase in income of project beneficiaries that are employed	20%
Percentage increase in share of supported youth with wage or self-employment	40%
Percentage of youth beneficiaries reporting that the project has contributed towards improved inclusion and community cohesion	70%

IRAQ: Promoting the Inclusion of Conflict-Affected Iraqi Youth (TFOA5365)

Grant amount: US\$2.75 million

Development Objective: To promote the social and economic inclusion of at least 3,000 conflict-affected Iraqi youth (ages 15–29) through engagement in entrepreneurship and youth-led community development activities.

The project is piloting locally-based approaches that address the social and economic vulnerabilities of youth by providing: (i) soft skills training and psychosocial support; (ii) training and grants for youth-led community development activities; and (iii) business development training, grants for youth business start-up/expansion and post-grant mentorship.

Status: While the grant was declared effective in December 2017, implementation has been delayed significantly. Administrative changes to the project management were introduced after the appointment of a new Minister of Youth and Sports. A procurement officer has been hired while the financial officer is about to be appointed. The project outcomes and targets are outlined in Table 4.5.

Table 4.5 Project Results — Iraq: Promoting the Inclusion of Conflict-Affected Iraqi Youth

Key Outcome Indicators	Target
Percentage increase in reported income of young people supported by project entrepreneurship activities	20%
Percentage of youth beneficiaries reporting that the project has contributed towards improved community cohesion and tolerance	70%
Direct project beneficiaries	3,000
Female beneficiaries	60%
Internally displaced persons — beneficiaries	30%



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Beneficiary training on soft skills, psycho-social support and youth-led community development.

MOROCCO: Community-Based Rural Roads Maintenance (TF0B0252)

Grant amount: US\$2.850 million

Development Objective: To provide livelihood improvement opportunities to disadvantaged rural inhabitants and maintain the level of access of rural roads in the project area.

While facing significant demands for increased social and economic inclusion, Morocco launched several initiatives, notably the Rural Roads Programs and the National Initiative for Human Development. However, critical gaps in the country's development path remain to be addressed, particularly in its rural areas. The rural-urban gap remains large, with widespread rural poverty where roughly 30 percent living in poverty or are vulnerable, three times more than in urban areas. The challenge facing Morocco in rural areas is how to bring social and economic development to the poor and vulnerable and include them in nationwide improvements.

The average unemployment rate throughout Morocco is around 9 percent, but that rate reaches more than 20 percent for youth, with young women twice as likely than men to be in this situation. About 50 percent of Moroccan youth are neither in school nor the workforce. With a significant proportion of the rural population living in mountainous or high elevation areas, physical access to basic services and economic opportunities remains difficult. For the landless and the very poor, often employed as farm laborers, sustainable income gains at the household level are generally associated with additional wages earned from livelihood improvement opportunities through non-farm employment and self-employment opportunities, supplementing or substituting for agricultural income that is, by definition, highly seasonal. These activities and their diversification should be strongly encouraged.

The Government of Morocco and the WBG have concurred that the region of Souss-Massa would constitute the most suitable project area for this pilot given the local needs, the level of preparedness, interest and willingness of local counterparts, as well as the likelihood of demonstration effects. The project will entail financing for labor-intensive rural roads maintenance sub-projects to be implemented by cooperatives and microenterprises and consulting services for field technical inspections of road maintenance sub-projects for independent quality control purposes. It will also finance, through a matching grant mechanism, sub-projects focusing on income-generating activities, such as woodworking, tailoring, handcraft making, apiculture transport services, and so on. The project outcomes and targets are outlined in Table 4.6.

 **Table 4.6**
Project Results — Morocco: Community-Based Rural Roads Maintenance

Key Outcome Indicators	Target
Number of direct beneficiaries Of which: women	3,000 20%
Average increase in income of direct beneficiaries	20%
Number of kilometers of rural roads maintained under the project	1,000
Percentage of sub-projects that have been sustained after having benefited from financing under the project	50%

AFGHANISTAN: Afghan Women's Economic Empowerment (TFOA4866)

Grant amount: US\$2.74 million

Development Objective: To increase and enhance the participation of women, who are organized in community-based savings groups, in business support services and income-generating activities in pilot areas of Afghanistan.

Afghanistan ranks last of 161 countries in UNDP's Gender Development Index (2014), a composite measure of gender gaps in human development outcomes. With only 19 percent of women in the labor force, that statistic is one of the world's lowest rates; there may be some underestimation according to the World Development Indicators. The project will pilot innovative platforms and interventions at the level of the community development councils responsible for expenditure decisions on funds allocated from the national government to meet local development needs. The project's expected outcomes are shown in Table 4.7.

 **Table 4.7**
Project Results — Afghanistan: Afghan Women's Economic Empowerment

Key Outcome Indicators	Target
Increase in share of direct beneficiaries participating in income-generating activities of which:	9%
Male	5%
Female	10%
Increase in average annual earnings among direct beneficiaries of which:	50%
Male	35%
Female	70%
Increase in average annual earnings among direct beneficiaries	70%

The following activities are contributing to PDO achievement.

- The baseline survey on demographic and socio-economic information from 2,164 respondents was completed in October 2018.
- The formation of clusters of community-based savings groups — the platforms at the community development council level for women's economic empowerment — began in November 2018 following the receipt of the randomized cluster list. As of end December 2018, 45 savings group clusters (36 females, 9 male) had been established in four provinces. The actual number of clusters has exceeded the target of 42.
- Aga Khan Foundation (AKF) completed the procurement for an NGO, the Organization for Research and Community Development, to implement project activities in Nangarhar Province. The NGO put in place a dedicated project team for implementation in that province and progress with stakeholder consultations toward cluster formation is underway.
- As of March 2019, AKF had conducted mobilization training for its staff in three provinces who, in turn, have begun the training of cluster members. The AKF is identifying firms to develop business and soft skills training. The assessments for market access have started.
- The revolving loan fund guidelines have been drafted and are in the process of being finalized and subsequently translated.

BHUTAN: Youth Employment and Rural Entrepreneurship (TFOA6795)

Grant amount: US\$1.25 million

Development Objective: To generate new and more productive employment for the poor and vulnerable youth in selected dzongkhags in southwestern Bhutan.

The unemployment rate in Bhutan has risen from 9.9 percent in 2007 to 13 percent in 2010 and is highest among young people. Bhutanese at ages 15 to 24 years account for 81 percent of the unemployed and this high incidence is associated with rising social problems.

The project will support the establishment or upgrading of new and existing youth-led, managed and operated business enterprises that aim at generating employment for poor and under-privileged youth. The direct target beneficiaries will be approximately 2,000 out of school, unemployed, and under-employed young people up to age 30 years old in six districts of southwestern and eastern Bhutan. Since most of Bhutan's population live in rural areas and depend on natural resources for their livelihoods, the project will support rural enterprise development and creation of value chains, thus creating employment opportunities and improving incomes in rural areas. The project's target outcomes are presented in Table 4.8.



Table 4.8
Project Results — Bhutan: Youth Employment and Rural Entrepreneurship

Key Outcome Indicators	Target
Number of youth who are employed or are self-employed after at least six months of receiving grants and/or trainings	400
Percentage of pre-existing 100 youth led enterprises (YLEs) supported by JSDF grants that are operating with a 20% increase in net profit, at least six months after receiving grants support	60%
Number of new YLEs supported by JSDF still in business, at least six months after receiving grants/support	100

INDIA: Digital Financial Inclusion of Informal Sector (TFOA9908)

Grant amount: US\$2.730 million

Development Objective: Fostering increased use of digital financial services by women engaged in informal activities in the target states.

India has made significant strides in advancing financial inclusion in recent years. Through the government's program, Pradhan Mantri Jan Dhan Yojana, bank account ownership has grown sharply to cover nearly all Indian households. The number of banking outlets in villages increased

from nearly 70,000 in 2010 to almost 600,000 in 2016. The government has identified financial inclusion as one of its key priorities to sustain India's economic growth and ensure equitable growth. Digital transactions have shown strong growth over the past three years, but significant gender gaps exist in advancing financial inclusion.

Financial inclusion is a key enabler in reducing poverty and promoting shared prosperity. Access to formal financial services is critical for households to invest in health, education, skills, productivity and income generation prospects. Digital finance has been identified as a key focus area to expand the reach of banking services to excluded communities and households, including the estimated 80 percent of the labor force working in the informal sector.

The project will collaborate with SEWA Transformation Plan 2025 of the International Finance Corporation (IFC). The project will focus on demonstrating innovative approaches that can be scaled up in other WBG-supported interventions in the region. This project will include mapping and customizing products and technologies for underserved target segments, piloting online learning platforms and scalable training approaches for marginalized, rural women, and leveraging existing networks and member-to-member transactions to catalyze digital financial services adoption. The grant became effective in May 2019. The outcome indicator targets are shown in Table 4.9.

 **Table 4.9**
Project Results — India: Digital Financial Inclusion of Informal Sector

Key Outcome Indicators	Target
Percentage increase in women (in target group using digital financial products/services)	50%
Number of digital products/services offered to women (in target group) for the first time	5
Percentage increase in average number of digital financial transactions (in target group) per month	50%

INDIA: Creating Inclusive Business Models for Marginalized Tribal Communities in Odisha, Jharkhand and Madhya Pradesh (TF018040)

Grant amount: US\$2.86 million

Development Objective: To create employment and sustainable livelihood opportunities to reduce poverty amongst the unemployed youth, women and other marginalized communities in the tribal regions of Odisha, Jharkhand and Madhya Pradesh through supporting their traditional and artisanal skills.

The grant is being implemented by the Asian Heritage Foundation (AHF), an NGO. The grant supported the: (i) cluster development and capacity building towards organizing rural artisans into grassroots institutions and facilitating skill development, design development and capacity building in various areas; (ii) creation of a Community Artisan Investment Fund (CAIF) to set

up Common Facility Centers (CFCs), strengthen higher level artisan institutions, such as cluster enterprises, and create revolving funds for working capital and other needs; and (iii) marketing, trade facilitation and support services for developing national and global market linkages, participating in national and international exhibitions and brand development.

Status: The project is fairly on track toward PDO achievement. The outcome indicators and results to date are shown in Table 4.10.

 **Table 4.10**
Project Outcomes — India: Creating Inclusive Business Models for Marginalized Tribal Communities in Odisha, Jharkhand and Madhya Pradesh

Key Outcome Indicators	Results to Date	Target
Percentage increase in income for at least 50% of target artisan families as a result of developing new products	25%	25%
Percentage increase in the number of days of employment through project interventions	48%	25%
Percentage of new community-based organizations (CBOs) [target is 8] that are marketing through their Jiyo, Jani and Jiva	150%	75%
Percentage of target households that have accessed funds through the project, linkages with banks or other financial resources	38%	75%
Percentage increase in sales turnover by new CBOs as a result of project interventions	4%	50%



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The following activities are contributing to PDO achievement.

- The project has conducted 188 design development/skill enhancement workshops and developed 697 new and innovative product prototypes. After rigorous market testing, 300 prototypes were selected for production.
- Through the establishment of 18 CBOs (or producer groups), an estimated 8,000 skilled and semi-skilled artisan households are collaborating with 70 percent of them led by women. The CAIFs have been set up with nine producer groups.
- The project's innovative product prototypes have received worldwide recognition. Producer groups have been invited to showcase products at the International Folk-Art Market (IFAM) in New Mexico and the India Pavilion at Ambiente, Frankfurt and Maison de Objet tradeshow in France. Products from the Sujani cluster in Bihar won the Award of Excellence 2018 from the World Craft Council.
- The project has facilitated the sales of over \$150,000 through various marketing channels including five in-shop kiosks, participation in over 25 national and regional exhibitions and events and institutional sales. Linkages are being prepared with Artisan, a social enterprise for India's indigenous art, crafts and design, IKEA and Go-coop.

PAKISTAN: Indus Eco Region Community Livelihood Project (TFOA3059)

Grant amount: US\$2.85 million

Development Objective: To pilot alternative livelihood opportunities and improve the capacity of households of fisher communities in the Pilot Project Sites.

The Indus Eco region in Pakistan's Sindh Province is one of the world's forty most biologically significant eco regions. Many fishing communities in the region live below the poverty line and are the most vulnerable to the consequences of natural disasters and weak natural resource management. They are not equipped for adapting or switching to improved fishing practices or alternate livelihoods. The project focuses on the freshwater fisheries sector in the region's four districts.

The project entails: (i) organizing targeted freshwater fisher folk into fisher groups; (ii) introducing better and sustainable fishing practices; (iii) enhancing alternative income generation opportunities, for youth, women, and disadvantaged groups through the creation of community-based cottage industries; and (iv) developing effective and sustainable linkages to markets and local governments.

Status: The grant is fairly on track to achieve the PDO as shown in Table 4.11.



Table 4.11
Project Results – Pakistan: Indus Eco Region Community Livelihood Project

Key Outcome Indicators	Results to Date	Target
Direct project beneficiaries (number of households) Of which female (percentage)	6,942	5,500 25%
Number of targeted fisher-folk who have adopted improved management practices promoted by the project	26,752	27,000
Client days of training provided to targeted communities	3,248	790
Percentage increase (over inflation) in target beneficiaries' household incomes		15%

The following activities contributed to PDO achievement.

- The participation of women in development activities in the Sindh province traditionally has been limited. However, heads of households encouraged their female members to participate in the various project interventions.
- Indigo farmers have responded to process requirements according to their context, such as soil quality and water availability.
- Registered and unregistered community-based organizations have completely adopted a networking and participatory approach in decision-making.



5. IMPROVED NUTRITION AND EARLY CHILDHOOD CARE AND DEVELOPMENT

Malnutrition is among the world's most serious development challenges. The economic costs of undernutrition, in terms of lost national productivity and economic growth, are significant — ranging from 2 to 3 percent of GDP in some countries and up to 11 percent of GDP in Africa and Asia each year. The costs fall hardest on the poor, women and children. In 2019, 149 million children were stunted (low height-for-age), which indicates not only a failure to achieve one's own genetic potential for height but is also a predictor of many other developmental constraints, including cognitive deficits and future economic opportunities.

The JSDF grants strive to reduce chronic malnutrition in children under five, including those living in poor rural areas as well as vulnerable young women and households facing food insecurity. The grants under this thematic area have introduced direct nutrition-specific interventions as well as broader multi-sectoral approaches. Grants support enhanced family nutrition practices, such as supplementing foods and micronutrients provided by families through purchases or home production. Broader multi-sectoral approaches entail the promotion of household behaviors with a large impact on nutrition (namely, exclusive breastfeeding and improved hygiene practices).

Young children in poor families can differ dramatically from those in richer families in their cognitive and noncognitive abilities, resulting in enormous loss of human potential for themselves and society. The JSDF assists in promoting early childhood care and development (ECCD) that can ultimately result in reducing extreme poverty and inequality and boosting productivity. The grants support ECCD projects that entail the development of center-based or home-based early stimulation and learning packages, parenting support programs in collaboration with community-based organizations, conditional cash transfers as well as communication campaigns targeting families with young children.

The grants in this thematic area ultimately support SDG 1 on ending poverty and the WBG's twin goals of ending extreme poverty and boosting shared prosperity.

BURUNDI: Maternal Child Nutrition Enhancement Project (TFOA4858)

Grant amount: US\$2.73 million

Development Objective: To increase production and consumption of micronutrient-rich foods among targeted groups in Gihofi and Makamba, Burundi.

In Burundi, stunting — caused by chronic undernutrition — has remained virtually unchanged over the last two decades (56 percent in 1987, 58 percent in 2010) and is far removed from the SDG target of 29 percent. The WBG is assisting the government with improving the health and nutritional status of its population.

The project entails mobilizing communities to improve their nutrition practices and increase the production of micronutrient-rich foods in order to enhance the lives of over 200,000 persons in the targeted groups.

Status: The grant is fairly on track toward PDO achievement, although implementation was delayed. The outcomes and targets are shown in Table 5.1.

 **Table 5.1**
Project Results — Burundi Maternal Child Nutrition Enhancement Project

Key Outcome Indicators	Target
Percentage of participating “first 1,000 days” households reporting production of at least four micronutrient-rich crops in target areas	50%
Percentage of children aged 6-23 months of age reporting consumption of foods from four or more food groups in previous 24 hours in target areas	60%
Percentage of children 0-23 months of age participating in community-based nutrition activities in target areas	40%

The following activities are contributing to PDO achievement.

- The identification and orientation of beneficiaries carried out (for 120 associations and 27,630 direct beneficiaries and implementation partners). The technical and steering committees for the grant and those of the multi-sector project implemented by the United Nations Children’s Fund (UNICEF) (in the same provinces but different districts) were integrated.
- Community-level training of local health staff, including those of World Vision and partners, such as community health workers and Mamans Lumières, on the integrated approach to nutrition took place. Training was provided to 48 health staff members (nurses, health promotion technicians) on the positive deviance hearth approach, growth monitoring and promotion, counseling for infant and young child feeding, and micronutrient deficiency prevention and control.

- The formation of 1,848 family groups was completed.
- The distribution of micronutrient powders for children aged 6-23 months in six project intervention communes was carried out jointly with the UNICEF project.

CÔTE D'IVOIRE: Support Nutrition-Sensitive Agriculture and Capacity Development for Small and Marginal Farmers Project (TF0A8132)

Grant amount: US\$2.73 million

Development Objective: To improve access to nutrient-rich food of plant and animal origins by poor households in selected areas in Côte d'Ivoire. The diversification of production will contribute to improved access to nutritious foods by poor households as well as to enhanced household income, while diversification of diet and amelioration of hygiene practices will improve health and nutrition outcomes.

A benchmark study, "In-depth Food Security Survey" in Côte d'Ivoire's rural areas that was conducted in June 2009 revealed that 12.6 percent of households were food insecure. Moreover, the country is emerging from a decade of sociopolitical crisis that contributed to degraded living conditions for the population. The poverty level which stood at 10 percent in 1985 rose to 28 percent by 2015.

The project will improve nutritional status through increased production and enhanced access to nutrient-rich foods of plant and animal origin, dietary diversification as well as the promotion of appropriate nutrition practices. The project will focus on women farmers at women-owned village model or homestead farms. The grant aims to reach 2,400 households in Bagoue and Poro districts of the Savanes region. The outcome indicators and targets are shown in Table 5.2.

 **Table 5.2**
Project Results — Côte d'Ivoire: Support Nutrition Sensitive Agriculture and Capacity Development for Small and Marginal Farmers Project

Key Outcome Indicators	Target
Percentage of targeted 2,400 beneficiaries' households that report improved consumption of nutrient-rich food	60%
Percentage of beneficiaries (children, ages 6–23 months), consuming orange-fleshed sweet potato (OFSP)	30% above baseline
Percentage of beneficiaries (women, 15–49 years) consuming OFSP	30% above baseline
Percentage of targeted poor farmers that report improved income of at least 4% from diversification of agricultural production	75% above baseline
Percentage of increase in volume of production of nutrient-rich foods per beneficiary woman	300%

ETHIOPIA: Promoting Young Women’s Livelihoods and Nutrition Project (TF0A6688)

Grant amount: US\$2.75 million

Development Objective: To improve access to community-based nutrition and livelihoods services among selected young women in Sasie Tsaeda Emba and Seharty Samre, Tigray.

This project adopts a multi-sectoral approach, including community-based and community-driven activities, in order to reach vulnerable young women during a critical window of opportunity to improve their health and nutrition and those of their children. The grant supports community mobilization to enhance life skills, health, and nutrition of selected young women as well as capacity building to develop livelihoods through the establishment of nutrition agriculture cooperatives for young women. Table 5.3 below outlines indicators that will measure the project’s progress toward PDO achievement.

 **Table 5.3**
Project Results — Ethiopia: Promoting Young Women’s Livelihoods and Nutrition

Key Outcome Indicators	Target
Net changes in the proportion of beneficiary model farmers reporting year-round production of at least three micronutrient rich crops	50%
Net changes in the proportion of beneficiary young women aged 15-24 years reporting consumption of five or more food groups in previous 24-hour period	15%
Number of targeted young women aged 15-24 years who completed the life skills, health and nutrition training package in full	19,200



JSDF-inspired Shewit Girls’ Club members at Sendeda Kebele

JSDF Photo Library - Provided by TTLs

The following activities are contributing to PDO achievement.

- The grant recipient has continued to work across government ministries in order to align the PDO and implementation plan with existing government systems and initiatives.
- Sensitization workshops and community consultations were carried out to involve stakeholders actively in the selection of target beneficiaries according to agreed criteria. More than 20,000 women were identified and registered for girls' clubs; more than 300 girls' clubs were established; training sessions for the latter are underway.
- Livelihood activities and farmer training centers were selected for demonstration of nutrition-sensitive agriculture technologies.
- The recruitment of project field staff is nearly complete with 14 out of 16 positions filled and 50 percent of them were filled by women.

GHANA: Improved Feeding Practices for First 1,000 Days (TFOB1024)

Grant amount: US\$2.86 million

Development Objective: To improve the feeding practices among 5,520 targeted women of reproductive age (including pregnant and lactating women) and 4,900 children under two (the so-called “first 1,000 days of life”) in Kassena, Nankana, Sekyere East, and Kintampo South Districts.

Every year in Ghana, 12,000 children die because their weight is too low for their age (underweight) (PROFILES, 2011). In 2014, 19 percent of Ghanaian children under age 5 were stunted (short for their age). This is a big improvement from 10 years ago (2003) when stunting rates hovered around 35 percent. In addition, micronutrient malnutrition is highly prevalent and persistent as 66 percent of children ages 6 to 59 months are anemic (DHS, 2014). Poor nutrition in women perpetuates the intergenerational cycle of malnutrition, thus the 1,000 days begins at conception. Malnutrition in women also leads to reduced productivity, increased susceptibility to infections and slowed recovery from illness. Low body mass index and short stature, anemia, and other micronutrient deficiencies result in increased risk of complications in pregnancy, including poor fetal development, higher risk of adverse pregnancy outcomes, and death from postpartum hemorrhage.

The PDO will be achieved through a comprehensive and multisectoral approach of evidence-based and cost-effective interventions at the household level and by working in partnership with communities, public service providers and NGOs to build local capacity and ensure the long-term sustainability of the approach. This project will:

- create an innovative, social, and sustainable business model for deployment of nutritional supplements, reaching targeted beneficiaries who are typically underserved in hard to reach areas;

- improve dietary diversity through promotion of fruits, vegetables, biofortified foods (orange-fleshed sweet potato), and animal source foods; and
- provide nutrition education and messaging.

The outcome indicators and targets are shown in Table 5.4.

 **Table 5.4**
Project Results — Ghana: Improved Feeding Practices for First 1,000 Days

Key Outcome Indicators	Target
Number of people who have received essential health, nutrition, and population (HNP) services	8,200
Proportion of beneficiary children 6–23 months with minimum dietary diversity (4 or more food groups)	40%
Proportion of beneficiary women of reproductive age (15–49 years of age) who consumed 5 or more different food groups in the previous 24 hours	40%
Number of farmer group participant households in target communities reporting production of at least 2 micronutrient-rich agricultural products (OFSP, moringa, fruit trees, and/or eggs)	1,050

MALAWI: Adolescent Nutrition-Sensitive Agriculture Pilot Project (TF0A8188)

Grant amount: US\$2.73 million

Development Objective: To increase production and consumption of nutritious foods and to improve access to livelihood opportunities among selected female and male youths in targeted project areas in the districts of Mwanza and Ntchisi.

Over the past 20 years, Malawi has made some strides towards reducing malnutrition, under five mortality rates while challenges remain related to magnitude and limited dietary diversity patterns. Malawi achieved the Millennium Development Goal (MDG) 4 target of a two-thirds reduction in under-five mortality rate between 1990 and 2015. The prevalence of stunting in children under-five has decreased from 49 percent (1990) to 37 percent (2015). Significant challenges are paramount as regards to high adolescent fertility rate, which stands as high as 137 (as compared to other low-income countries at 99). Although there has been a large decline in the prevalence of stunting in under-five children over the past decade, the gains are being negated by the rapidly rising under-5 population.

With high levels of economic inequality in the country and high reliance on subsistence farming, frequent floods and other disasters mitigate against access to adequate nutritious foods for children under-5. These challenges are compounded by high rates of early childbearing among female adolescents in Malawi, which may exacerbate their own health and nutrition deficits with subsequent effects on their offspring.

Adolescents in Malawi have not been the key target in most nutrition programs, yet they remain a vulnerable group, and they constitute a window of opportunity to address future nutrition problems. High rates of malnutrition, including micronutrient deficiencies, coupled with early marriages, and teenage pregnancies (one of the highest in the world) and high school dropout rates call for a holistic approach to target adolescents to address nutrition issues, including through an integrated package to improve their life skills, and empowerment.

Under the JSDF grant, a community-driven innovative pilot project will be implemented to provide evidence to improve effectiveness and efficiency of investments for the government and other development partners. It will build on global evidence and best practices and contribute to a model for a community-based and community-driven nutrition-sensitive agriculture approach to improve outcomes for targeted female youths in Malawi. The outcome indicators and targets are shown in Table 5.5.

 **Table 5.5**
Project Results — Malawi: Adolescent Nutrition-Sensitive Agriculture Pilot Project

Key Outcome Indicators	Target
Number of adolescent female and male youths aged 10-19 years reporting consumption of four or more micronutrient-rich foods in previous 24 hours	4,500
Proportion of beneficiary groups reporting year-round production of at least three micronutrient rich foods	50%
Proportion of beneficiary groups (aged 15-19 years) engaging in income generating activities	50%
Number of beneficiary female and male youths aged 10- 19 years participating in the project Of which: female	6,000 4,500



Exhibition of Micro-nutrient rich foods attended by JSDF Beneficiaries, Government Officials, JICA, Embassy of Japan and the Media

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The following activities are contributing to PDO achievement.

- Since grant effectiveness, progress has been made in completing activities that will enable the eventual production and consumption of nutritious foods among adolescents and their families.
- The mobilization of adolescents as key beneficiaries of the project was carried out and their participation in various activities is underway.
- All project structures from national to community levels indicate strong coordination and management by the Farmers Union of Malawi, the implementing agency.
- At the district level, there is a strong project buy-in, and the project is well coordinated through the District Nutrition Coordinating Committee in line with the government policy.

SENEGAL: Building Resilience to Food and Nutrition Insecurity Shocks (TFOA3526)

Grant amount: US\$2.82 million

Development Objective: To provide access to food and nutrition security enhancing services among vulnerable households through the promotion of appropriate new technologies in selected areas of the Recipient's territory.

Many parts of Senegal lack access to appropriate foods for a nutritious diet and knowledge of basic nutrition and care. Malnutrition contributes to almost half of all deaths of children under age 5. Of the 34,000 who died in 2010, more than 16,000 perished because of some form of malnutrition. Only 9 percent of children aged 6–23 months received a minimum acceptable diet in 2010–11. The rate of stunting stood at 19 percent in 2014.

The grant supports the: (i) development of a model for nutrition-led agriculture through the application of new approaches for community mobilization, organization and targeting; (ii) transfer of skills and empowerment of communities; and (iii) promotion of the adaptation of appropriate technologies. Implementation is fairly on track toward PDO achievement as outlined in Table 5.6.



Table 5.6
Project Results — Senegal: Building Resilience to Food and Nutrition Insecurity Shocks

Key Outcome Indicators	Results to Date	Target
Women organized in women groups that are empowered with new knowledge and skills to secure sufficient quantities of food consistently available throughout the year	15,206	50,000
Communities empowered to target and monitor food and nutrition security enhancing services to vulnerable households (villages)	250	225
Farmers adopting improved agricultural technology	50	2,500
Clients who adopted an improved agricultural technology promoted by project — female	1,485	2,500

The following activities are contributing to PDO achievement.

- The interventions are being piloted in all 250 communities. Activities include local leadership coaching and community dialogue on new household food production technologies and new distribution mechanisms via social entrepreneurs.
- Over 200 women were trained in group leadership; over 800 women groups were formed (55 percent of the target).
- Thirty-five community-based cereal banks were established, often with an associated revolving fund.
- 80 percent of women are participating in community nutrition education activities.
- 58 percent of hand washing stations were installed.
- 50 percent of target social entrepreneurs were trained.
- Nearly 85,000 people have received essential health, nutrition and population services.
- New technologies in animal breeding, kitchen garden production, kitchen fuel production and food transformation were adopted.

CAMBODIA: Early Childhood Care and Development for Floating Villages Project (TFOA2429)

Grant amount: \$2.79 million

Development Objective: To improve access to quality early childhood care and development (ECCD) services through community and home-based programs for 0 to 5-year-olds, particularly for those from disadvantaged background in the targeted areas.

The grant supports low-cost, community - and home-based ECCD programs for children and parents who live in floating communities on the Tonle Sap river and lake. The grant is assisting the creation of an enabling, child-friendly environment that incorporates child participation, play and learning, stimulation, care, and protection both at home and in the planned ECCD centers. The capacities of government and community structures are being strengthened for the effective implementation of holistic ECCD policies. The grant is fairly on track toward PDO achievement. Progress with the outcome indicators is shown in Table 5.7.

 **Table 5.7**
Project Results — Cambodia: Early Childhood Care and Development for Floating Villages Project

Key Outcome Indicators	Results to Date	Target
Number of children enrolled in community-based ECCD program	770	770
Number of children enrolled in home-based ECCD program	9,098	10,070
Percentage of community-based ECCD programs rated as level 5 overall on the adjusted early childhood environmental rating scale	100	50



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Cambodia ECCD — A JSDF beneficiary is exposed to picture book as part of Home-Based ECCD program activities

The following activities are contributing to PDO achievement.

- Community-based ECCD programs, despite the absence of completed ECCD centers, were able to be organized in temporary class settings at available existing premises (for example village chief's house, teachers' house).
- Home-based ECCD activities continue to be carried out in all 137 project villages with an increasing number of participating parents.
- ECCD networking and coordination at the commune, district and provincial levels are reportedly ongoing on a regular basis.
- The monitoring system is in place and the end-line study will be undertaken to assess the project impact and document key lessons learned for further work on ECCD in the floating school areas.

VIETNAM: Northern Mountain Integrated Child Nutrition Improvement Project (TFOA2244)

Grant amount: US\$2.82 million

Development Objective: To improve the nutrition status of children less than age five in the target villages through improving the child feeding practices, maternal and childcare, and to diversify sources of nutrition for pregnant women, infants and young children.

The grant benefits children under five years of age, women of reproductive age, and pregnant women of ethnic minority groups Hmong, Dao and Thai, identified as having the most serious child stunting rates in the country (ranging from 40 to 55 percent).

The project aims to improve food and nutrition security through the provision of technical assistance for: (i) diversifying agricultural production by adopting low cash input agriculture techniques utilizing naturally and locally available resources; (ii) introducing highly nutritious new crops and appropriate farming practices; and (iii) promoting utilization of nutritious natural ingredients readily available in target villages. It also entails strengthening of community-based nutrition care and practices by: (i) providing group/peer counseling, including on exclusive breast feeding as well as infant and young child feeding practices; (ii) conducting community growth monitoring promotion; (iii) providing support to mother-to-mother network and rehabilitation activities for malnourished children; and (iv) promoting antenatal care. The project will support the establishment of a policy platform at the provincial level and replication of the integrated rural nutrition care approach.

Status: The project is fairly on track toward PDO achievement as indicated in Table 5.8. The core project team was constituted at both the central and provincial levels and key staff were hired recently. The project completed the baseline survey, the results of which are used to update the results framework indicator values and inform the design of project interventions.

 **Table 5.8**
Project Results — Vietnam: Northern Mountain Integrated Child Nutrition Improvement Project

Key Outcome Indicators	Results to Date	Target
Percent change of infants 0–5 months of age who are fed exclusively with breast milk	17.4%	20.9%
Percent change of children 6–23 months of age who received foods from 4 or more food groups	37.5%	45%
Percent change of pregnant women who received at least 3 antenatal care checkups during pregnancy	11.0%	14.4%
Nutrition-oriented agriculture approach is integrated into the provincial agriculture and forestry 5-year strategy	No	Yes



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Mothers in Vietnam learning how to cook nutritious meals for children at Nutrition Education Rehabilitation Program

The following activities are contributing to PDO achievement.

- Between 70 and 100 percent of households out of the total number of households that attended training on low-cash input agriculture models have applied the new models.
- All four agriculture models, including nutrition vegetable garden and organic composting, chicken raising, new rice cultivation methods and soybean planting, are being implemented in the field.
- The project beneficiaries and local authorities provided very positive feedback on the project interventions.



6. INCLUSIVE EDUCATION

Today, 65 million primary school-age children are not in school and close to half of them are children with disabilities. Even children with disabilities who do enroll are far less likely to complete school than others. Some estimates suggest that less than 5 percent of children with disabilities will graduate. This has led to a world where only 3 percent of adults with disabilities are literate and only 1 percent of women with disabilities are literate.

The inclusion of children and adults with disabilities in education is important because education contributes to human capital formation and is a key determinant of personal well-being and welfare. Excluding children with disabilities from educational and employment opportunities has high social and economic costs. For example, adults with disabilities tend to be poorer than those without disabilities, but education weakens this association. For children with disabilities, as for all children, education is vital in itself and also instrumental for participating in employment and other areas of social activity.

The world committed to SDG 4 to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.” SDG 4 is essential to the well-being of our societies and economies — to the quality of life of all individuals. To that end, the JSDF supports the provision of education for children with disabilities.

BURKINA FASO: Improving Education of Children with Disabilities (TFOB1212)

Grant amount: US\$2.75 million

Development Objective: To increase the access and the quality of education of vulnerable children with a focus on children with disabilities in the five poorest regions of the country and Ouagadougou.

Burkina Faso is one of the poorest countries in the world. Its gross national income per capita was only US\$640 in 2016. Burkina Faso is ranked 185th out of 188 countries on the UNDP Human Development Index. It has the lowest mean years of schooling of all countries for which data is available — a mere 1.4 years. In a survey conducted in 2013, 79,617 children with disabilities aged 0 to 18 years were identified, of whom 40 percent were girls, with one or more than one disability, and to varying degrees. Over 80 percent of children with disabilities live in rural areas.

A National Strategy for the Development of Inclusive Education was developed in 2015 by the Ministry of Education. The JSDF-supported project is an opportunity to contribute to the achievement of the objectives of this strategy in preschool and primary education and it will contribute to improving equity in access to quality inclusive education in Burkina Faso for vulnerable communities by 2020, targeting mainly underserved areas and the most vulnerable families.

The main beneficiaries are the poorest children with disabilities selected based on objective criteria among children in the age range from poor households, with 60 percent girls. The project will put in place a system to target children with disabilities who need help in the education system and to provide them with the means to carry on their studies continuously. In the short term, the interventions will allow 7,000 boys and girls with disabilities from poor households and who are likely not to access or to drop out of school to remain in the system.

Status: Project was approved on January 18, 2019, and the outcome indicator targets are shown in Table 6.1.

 **Table 6.1**
Project Results — Burkina Faso: Improving Education of Children with Disabilities

Key Outcome Indicators	Target
Number of direct project beneficiaries in the five targeted regions and the capital Ouagadougou Of which: female	15,412 60%
Number of children enrolled in preschool, including children with disabilities in the five targeted regions and the capital Ouagadougou Of which: female	2,000 60%
Number of children enrolled in primary school, including children with disabilities in the five targeted regions and the capital Ouagadougou Of which: female	5,000 60%
Percentage of teachers implementing children with disabilities friendly pedagogical approaches in the five targeted regions and the capital Ouagadougou	50%
Number of parents benefiting from block grants to support the schooling of their children	7,000
Number of people sensitized on disability issues Of which: Percentage of females sensitized on disability issues	76,300 60%
Percentage of beneficiary children receiving medical consultation (check-ups)	80%



7. ENVIRONMENTALLY SUSTAINABLE AGRICULTURAL PRACTICES



The JSDF is financing activities in the agriculture sector aimed at ensuring environmental sustainability. Sustainable agricultural practices entail managing landscapes (cropland, livestock, forests and fisheries) that address the interlinked challenges of food security and climate change. The practices seek to increase sustainable productivity, strengthen farmers' resilience, and reduce agriculture's greenhouse gas emissions. The FY19 grants are helping poor farmers, including females, enhance their productivity, income levels as well as the community's or country's food security. The projects involve the development of irrigation systems, farmer capacity and market access as well as rehabilitation and construction of wheat silos. This thematic area is aligned with the SDG 2 on ending hunger, achieving food security and improved nutrition, and promoting sustainable agriculture, the SDG 1 on ending poverty and the WBG's twin goals.

GHANA: Peri-Urban Commercial Vegetables Value Chains Project (TFOA4745)

Grant amount: US\$2.85 million

Development Objective: To improve productivity and market access by the beneficiary vegetable farmers in selected peri-urban communities in the recipient's territory.

The main target groups are smallholder vegetable producers in urban and peri-urban farming satellite communities. A total of 661 farmers of which 40 percent are female are targeted for the support. The grant supports: (i) irrigation systems development; (ii) farmer capacity development and support to productivity improvement; (iii) improving post-harvest handling and access to markets. The outcome indicators and targets are shown in Table 7.1.



Table 7.1
Project Results – Ghana: Peri-Urban Commercial Vegetables Value Chains Project

Key Outcome Indicators	Target
At least 30% improvement in the yield levels of vegetable crops cultivated by small-holder farmers	80%
At least 20% increase in marketed sales through improved access to high value markets	40%
At least 20% reduction of vegetable post-harvest losses (over current levels) among the participating farmers	20%
At least 20% increment in the income levels of farmers cultivating vegetables under the project	20%
Direct beneficiary vegetable producers and other value chain actors	900

The following activities are contributing to PDO achievement

- An appraisal of potential sites, most of which are brown fields with varying level of vegetable cultivation, was conducted. As part of site appraisal, water samples were collected from all the sites and tested for salinity and contamination.
- A baseline survey across the sites was launched. The baseline is expected to provide information on the type and volume of vegetables from each of the sites, marketing outlets, and other socio-economic characteristic of farmers.
- Community sensitization programs were conducted at Michel Camp, Angorsikorpe and Angu communities. A total of 480 farmers were sensitized on the objectives of the project and on how project activities will be implemented.
- The procurement process for capacity building of famers and extension agents, agricultural input support to beneficiaries (production kit) and drilling of boreholes are underway.

AFGHANISTAN: Strategic Grain Reserve (TFOA6345)

Grant amount: US\$9.69 million

Development Objective: To establish a wheat strategic reserve to be available to Afghan households to meet their needs following emergency situations and improve the efficiency of the grain storage management.

The JSDF grant complements the IDA Credit of US\$20.3 million for the Afghanistan Strategic Grain Reserve Project approved in June 2017. The project aims to mitigate the impact on households of sudden shocks in the supply of wheat as a result of unforeseen emergency situations. The Ministry of Agriculture, Irrigation, and Livestock, as the implementing agency, is expected to coordinate with the World Food Programme (WFP) and the Food and Agriculture Organization

of the United Nations (FAO) to develop an efficient wheat distribution mechanism to reach food-insecure household beneficiaries. Hence, a large share of the targeted two million households (beneficiaries) would be women and children as the emergency distribution mechanism will take gender equality into account. The project will contribute to reducing malnutrition by fortifying wheat flour distributed from the strategic grain reserve.

The JSDF grant will finance primarily the physical engineering work for rehabilitating two silos (in Mazar-e-Sharif and Pul-e-Khumri), establishing three new greenfield silos (in Kabul, Kandahar, and Herat), and building a new warehouse in the northeast (Badakhshan Province). The implementing agency with grant support will be responsible for finalizing and developing the institutional structure that will eventually be responsible for managing the grain reserve. The outcome indicators and targets are shown in Table 7.2.

 **Table 7.2**
Project Results — Afghanistan Strategic Grain Reserve

Key Outcome Indicators	Target
Total storage capacity (silos & warehouse) in metric ton	200,000
Number of households with access to wheat in case of emergency	2,000,000
Percentage of losses of wheat stored	5%

Note: Results to date will be available after the construction of the new silos.

The following activities are contributing to PDO achievement.

- Progress is being made with: (i) the design of the three new silos in Kabul, Kandahar, and Herat; (ii) the activities under the first component on the development and governmental endorsement of the grain reserve managing charter that sets the rules and operational practices for managing the grain reserve of the country; and (iii) the wheat handling and distribution policy.
- Staffing of the project implementation unit has been completed.
- The Grain Reserve Managing Charter is being developed and based on feedback from the relevant stakeholders, the Charter will be shared with the Ministry of Justice for final review. It will then be submitted for the endorsement of the ministerial cabinet.
- The project is being implemented in partnership with the WFP and the collaboration will be expanded in order to benefit from the organization’s accumulated experience.



8. LOCAL GOVERNANCE AND ACCOUNTABILITY

The development of capable, efficient, open, inclusive and accountable institutions is critical for ending extreme poverty and attaining well-shared growth. Countries with strong institutions grow and prosper by creating an environment that reduces poverty, delivers valuable services, facilitates private sector growth, and earns the confidence of its citizens—a relationship of trust that is created when people can participate in government decision-making processes and know that their voices are heard.

The JSDF supports improvements in local governance and service delivery by strengthening community engagement and local government capacities in the planning, implementation and oversight of local development activities. The FY19 grants promote social accountability as an approach to governance that enables citizens and civil society organizations (CSOs) to articulate their needs to governments and service providers. The approach would also help to bring the perspective of citizens and CSOs to government activities, such as policy making, management of public finances and resources, and service delivery. Finally, it allows civil society to participate in monitoring the public expenditures and giving feedback on government performance. The grants in this thematic area are aligned with almost all the SDGs, reflecting the multi-dimensional aspects of poverty.

SOLOMON ISLANDS: Community Benefit Sharing Pilot Project (TFOA6839)

Grant amount: US\$2.8 million

Development Objective: To establish the institutional arrangements and capacity for Benefit Sharing Communities to manage a share of the revenues from a large-scale infrastructure investment project and improve their basic services and economic opportunities.

Land tenure and ownership remain complex issues in the Solomon Islands, where approximately 87 percent of land is under customary land ownership, which can be a challenge for the development of large-scale infrastructure. The grant will support the development of a pilot mechanism for enhancing benefits for local communities hosting infrastructure projects.

The project seeks to benefit 4,200 people in the Malango and Bahomea communities of Guadalcanal through the establishment of a new community development fund as well as investments to improve community water and electricity infrastructure, and to assist community members to gain employment with the development of planned infrastructure projects.

This pilot will align with the Tina River Hydropower Development Project costing \$240.5 million that aims to reduce the cost of electricity while increasing its reliability and availability. The project is financed by the government, IDA, Asian Development Bank, Abu Dhabi Fund for Development, the Republic of Korea, Australia, the Green Climate Fund and foreign private commercial sources. The outcome indicators and targets are shown in Table 8.1.

 **Table 8.1**
Project Results – Solomon Islands: Community Benefit Sharing Pilot Project

Key Outcome Indicators	Target
Community development fund legally registered	Yes
Total project beneficiaries with improved access to basic services including water supply, electricity, and job skills (of which are women)	4,200 (50%)
Percentage of individuals trained who are earning increased income within a year of training (of which are women)	50% (50%)
Percentage of target beneficiaries that participated in consultation meetings regarding benefit sharing institutional arrangements (of which are women)	60% (50%)

The following activities are contributing to PDO achievement

- The agreements for the associated Tina River Hydropower Development Project have been signed.
- The last tribal cooperative society to receive compensation for land acquisition was established.
- The above activities have led to an enabling environment to begin project implementation.

KYRGYZ REPUBLIC: Engaging Communities for Better Schools in the Kyrgyz Republic (TF0A5035)

Grant amount: US\$2.73 million

Development Objective: To develop inclusive approaches to citizen engagement that support improvements in the accountability and responsiveness of teachers and school management in the poorest districts and contribute to enhancing student performance.

The Aga Khan Foundation is implementing the project which entails: (i) community engagement processes and capacity building to support schools in developing mechanisms and skills to meaningfully engage with communities; and (ii) small grants for priority investments in underprivileged schools to provide matching funds to schools for implementing collectively-identified school improvement projects. The project is fairly on track toward PDO achievement. The outcome indicators and targets are shown in Table 8.2.

Table 8.2
Project Results — Kyrgyz Republic: Engaging Communities for Better Schools in the Kyrgyz Republic

Key Outcome Indicators	Target
Percentage of parents in the poorest districts who report that accountability and responsiveness of teachers and school management has improved as a result of project-supported community engagement processes	30%
Percentage of students in the poorest districts who report that teacher accountability and responsiveness has improved as a result of project-supported community engagement processes (change in practice)	30%
Percentage of parents in the poorest districts who report that they are more empowered to influence improvements in schools as a result of project-supported community engagement processes (empowerment)	40%
Ratio of poor to non-poor households that report that engagement in their children's education has improved as a result of project investments	1.0

Note: Results to date will be available after the completion of the impact evaluation survey to be conducted after the closure of project activities.

Members of the Board of Trustees participating in a 4-day capacity building training in the Kyrgyz Republic



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The following activities are contributing to PDO achievement.

- The Aga Khan Foundation (AKF) as the implementing agency has made progress with the implementation of the component to support community engagement processes and capacity building in schools.
- Training of Board of Trustee members, school directors, and deputy directors has taken place and citizen engagement facilitators have been selected and trained in social contracting and community scorecards.
- All 359 schools have signed memoranda of understanding to enable better coordination and cooperation, and nearly all schools have held multi-stakeholder workshops to define rights and responsibilities.
- The limits within existing legislation of social sector organizations, such as the school Board of Trustees, pose the most critical challenge for their operations and financial autonomy. Clarifications have been underway regarding the funding mechanism for the micro-grants component of the project, as well as the finalization of the information subcomponent of the project through which parents are fully informed about budgets, national standards, and school performance before engaging in community scorecards.

UKRAINE: Community-based Social Service Delivery Project (TFOA8367)

Grant amount: US\$2.85 million

Development Objective: To improve access of the vulnerable people to social protection services in selected communities.

In 2015, decentralization in Ukraine devolved the provision of social protection services to the lowest tier of public administration, the newly emerging agglomerated communities. These communities lack the capacity to assess needs, plan and manage social protection services. In the new decentralized environment with limited budgets and low capacity of the new administrative bodies, many marginalized and vulnerable people, especially those in poor rural communities, may be left behind.

The grant will target 25,000 beneficiaries in 30 selected communities in the poorest districts of Odessa and Ternopil regions. The project entails the: (i) piloting of community-driven social protection delivery models through the development of community-based social protection services; and (ii) financing of community-based micro-projects to improve coverage by the services of vulnerable groups, such as the elderly, disabled, families at risk, and others. The project is on track toward PDO achievement. The results to date are shown in Table 8.3.



Table 8.3

Project Results – Ukraine: Community-based Social Service Delivery Project

Key Outcome Indicators	Results to Date	Target
Improved coverage of vulnerable families and individuals by community-based social protection services in selected communities	2,500	7,500
Beneficiaries of social safety net programs Of which: female	Not yet available	5,000 3,000
Beneficiaries of safety nets programs - Other social assistance programs	Not yet available	5,000
Increased number of service options available in selected communities	15	30

Note: Results to date for two indicators are not yet available because the beneficiary baseline survey has not been completed.



Workshop for Community Representatives in Ukraine

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The following activities are contributing to PDO achievement.

- The Ukrainian Social Investment Fund completed staffing of the project implementation team that includes a project coordinator, two regional coordinators (capacity building consultants), training, monitoring and evaluation coordinator, and part time procurement and financial management specialists.
- Two capacity building companies working with beneficiary communities were contracted to carry out participatory needs assessments, map existing social services, and identify service access barriers and supply gaps.
- The Ukrainian Social Investment Fund collected information on equipment needs to provide basic equipment packages to the social protection units of the beneficiary communities.
- The Ukrainian Social Investment Fund is about to launch the selection of a firm that will carry out the baseline beneficiary assessment to inform project monitoring and evaluation.

JORDAN: Integrated Social Services for Vulnerable Youth (TFOA5100)

Grant amount: US\$2.8 million

Development Objective: To improve the quality of life of vulnerable youth by increasing the provision of services to young people, by increasing the participation of youth in decision-making related to these services, and by empowering local NGOs/service providers and communities.

The project consists of: (i) capacity-building at the community and local service provider levels; (ii) sub-grants to local NGOs to strengthen the provision of integrated social services to vulnerable children and youth, as well as other vulnerable groups and their communities; and (iii) small grants to local NGOs to empower communities to take action to improve the lives and well-being of vulnerable children, youth, and women and their communities. The outcome indicators and targets are shown in Table 8.4.

 **Table 8.4**
Project Results — Jordan: Integrated Social Services for Vulnerable Youth

Key Outcome Indicators	Target
Youth beneficiaries employed through community projects	3,000
Direct project beneficiaries	3,000
Female beneficiaries	50%
Satisfaction with youth services	65%
Number of staff of local NGOs, CBOs, benefiting from capacity building	200

The following activities are contributing to PDO achievement.

- Sub-grant competitions are being prepared by the Ministry of Youth.
- The project implementation unit is working with youth centers and local authorities in all project areas to launch capacity building activities and sub-grant competitions.
- An NGO will be contracted to provide implementation support services, including those for the sub-grant competitions.



9. BASIC HEALTH AND SANITATION SERVICES



The project under this thematic area fosters results-based financing and innovative approaches to improving the psychosocial health and resilience of individuals and communities in a country stricken by the Ebola virus, as well as enhanced delivery of health services. These activities are in line with SDG 3 related to ensuring good health and well-being for all.

SIERRA LEONE: Strengthening Community Mobilization and Local Council Service Delivery in the Post-Ebola Context (TFOA4737)

Grant amount: US\$2.75 million

Development Objective: To respond to the post-Ebola Virus Disease (EVD) needs at the local level in Sierra Leone by building community resilience through EVD sensitization efforts and social mobilization activities in the districts most affected by the disease.

The grant supports community sensitization, use of social accountability and community-based monitoring instruments and introduction of participatory budgeting in the most affected districts.

The project is fairly on track toward PDO achievement. The 2018 presidential, parliamentary and local elections that led to changes in leadership and representatives of local councils delayed the implementation launch. The outcome indicators and targets are shown in Table 9.1.

 **Table 9.1**
Project Results – Sierra Leone: Strengthening Community Mobilization and Local Council Service Delivery in the Post-Ebola Context

Key Outcome Indicators	Results to Date	Target
Percentage of beneficiaries who affirm social sensitization activities have been positive toward bringing people together in the four districts in which sensitization activities are conducted	Ongoing	65%
Number of sectors in community mobilization piloting districts quarterly assessed and managed considering citizen feedback	10	10
Percentage of beneficiaries who affirm public budgeting processes generated a positive social mobilization effect in the two districts in which participatory budgeting is conducted	Ongoing	65%
Direct project beneficiaries Of which: female	11,866 50%	50,000 50%

The following activities are contributing to PDO achievement.

- The project is putting in place community resilience mechanisms that can be adapted to respond to future shocks through the JSDF social accountability mechanisms. This platform empowers communities to engage more actively with local councils in the delivery of basic services.
- Implementation manuals were completed for social cohesion, disaster prevention, monitoring and evaluation (M&E), community monitoring, anti-stigma messages, communications and the project GRM. All subsidiary agreements with service providers have been finalized. Implementation plans were produced for each project sub-component. Civil society organizations (CSOs) have been engaged and are providing community sensitization support.
- Community Monitoring Groups in charge of assessing public services have been active in over 50 wards of Bombali District, Freetown City, Port Loko District and Western Area Rural District. Facilitators and volunteers were recruited and are conducting meetings with communities.
- Community dialogue, health discussions, community monitoring, and training related to traditional healers were completed. All relevant CSOs, local councils and central government officers with functions devolved to local councils were trained on the project interventions.



10. PROJECTS IN THE PIPELINE



This section presents projects that are in the pipeline for JSDF grant approval. These projects have undergone vetting by the JSDF program management team for alignment with JSDF objectives and principles. The projects are in appraisal stage or about to be appraised.

INCLUSIVE EDUCATION

SRI LANKA: CARINAVI in Sri Lanka — Showcasing Professional Role Models to Encourage Career Development among Female Youth

Proposed grant amount: \$2.73 million

Development Objective: To train female youth (ages 15-22) in the selected five districts for their future career choices of their own volition, focusing on long-term skilled jobs.

Proposed Key Results:

- Number of trained young women (ages 18-22) serve as interviewers who have several specific/ concrete professions that they want to pursue in life
- Number of female youth participants (ages 15-22) of all workshops who can identify a minimum of ten role models
- Number of female youth (around age 15) who attend the CARINAVI school activities and can identify at least ten potential career options
- Number of parents, educators and stakeholders who have gained a thorough knowledge and understanding of how to guide female youth in their chosen career paths

TANZANIA: Albinism Social Inclusion and Development Project

Proposed grant amount: \$2.85 million

Development Objective: Improved understanding of albinism and better access to health, education and livelihood services for people with albinism in selected regions of Tanzania

Proposed Key Results:

- People with albinism (PWA) who are the direct beneficiaries of the project (number) of which female (%)
- Targeted PWA reporting improved access to health services (%)
- Targeted students with albinism reporting improved access to education (%)
- Increase in income of PWA targeted through income generating activities (%)
- Community members engaged in advocacy reporting improved understanding of albinism
- Project partners willing to support scale up of program activities (%)

LOCAL GOVERNANCE AND ACCOUNTABILITY

TOGO: Strengthening Citizen Engagement for Improved Service Delivery to the Poor

Proposed grant amount: \$2.72 million

Development Objective: To improve quality and utilization of primary health and education services in targeted poor communities through the community scorecard mechanism. The PDO will be achieved by addressing barriers to quality and utilization of services and by providing limited funding to beneficiary communities to implement joint action plans to improve education and health services.

Proposed Key Results:

- Proportion of targeted beneficiaries satisfied with the quality of basic education services
- Proportion of targeted beneficiaries satisfied with the quality of basic health services
- Share of measures in the service improvement action plan that have been implemented by service providers (both health and education) to meet the preferences of beneficiaries in target communities
- Percentage increase in the number of targeted beneficiaries who seek basic health services and the proportion that is female
- Percentage increase in the number of targeted beneficiaries who send their children to primary schools and the proportion that is female
- Number of direct beneficiaries of the project and proportion that is female



11. PERFORMANCE OF THE FY19-20 CLOSED PROJECTS



Fifteen grants amounting to \$42.7 million closed in FY19-20. This section presents the outcomes of all closed projects for which assessments and actual data are available in the final ISRs or in draft/completed Implementation Completion Reports (ICRs).

Specifically, this section discusses the PDO achievements, results achieved in relation to the outcome targets and lessons from project implementation. The presentation of the projects is organized around the JSDF thematic areas.

The closed projects are in line with the relevant pillars (or areas of focus) of WBG instruments in support of the governments' development strategies and complementary with the Country Partnership Framework (CPF) between the respective countries and the WBG.

Of the grants presented here, five provided livelihood support to disadvantaged groups (vulnerable youth, poor rural and urban communities, conflict-affected groups, and artisans). The remaining grants were provided to support improved nutrition and ECCD, inclusive education, environmentally sustainable agricultural practices, local governance and accountability and basic health and sanitation services. The PDOs were achieved for all projects. Key lessons from grant implementation are presented in Box 11.1.

Box 11.1

Key Lessons Learned from FY19–20 Closed Grants

Theme	Lessons Learned	Grant Examples
Inter-agency and multi-stakeholder collaboration, including the roles of change agents	<ul style="list-style-type: none"> • The participation of other important key ministries and not only the ministry that is leading the implementation of the project is critical for ensuring smooth data collection related to targeting of livelihood support beneficiaries. Also, multi-stakeholder, multi-sectoral convergence is necessary in coordinating implementation at the grassroots level among village volunteers, rural health sector workers, physicians, nurses and schoolteachers to generate better nutrition and hygiene practices. • The involvement of adult family members (male spouses, grandparents) and village elders during the implementation of improved nutrition programs could facilitate the arduous process of changing social norms among communities for enhanced nutrition practices. • Building new practices to improve nutrition based on existing family practices and including community members as teachers increased the adoption of the strategies. Good results were shown by using change agents drawn from the communities themselves to serve as community mobilizers and focal points. It proved to be easier to manage and allowed greater control of training quality and consistency 	<p>Ghana: Support Rural Income Generation of the Poorest in the Upper East Region</p> <p>India: Karnataka Multisectoral Nutrition Pilot</p> <p>Timor-Leste: Community Driven Nutrition Improvement</p>
Marketing support for income-generation	<p>The significance of incorporating marketing tools and techniques into the project design for livelihood grants cannot be overstated. Investing in market surveys or market viability studies early in the implementation timeline and prior to embarking on livelihood sub-projects will go a long way toward improving the quality of training of micro-entrepreneurs for increasing their income. Training in marketing should take place throughout implementation and, where possible, beneficiaries should be connected with local and other markets. Distribution channels should be developed and deepened through entrepreneur associations and professional buyers.</p>	<p>Ghana: Support Rural Income Generation of the Poorest in the Upper East Region</p> <p>Georgia: Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector</p> <p>Djibouti: Enhancing Income Opportunities</p>
Community platforms	<p>The formation and strengthening of self-managed institutions for the poor – self-help groups and village livelihood improvement committees – resulting in institutional change at the community level in a conflict-affected region can be the most significant project achievement. These community platforms – supported by the local government – can be leveraged to improve access to public services and strengthen last mile delivery of other social services. The project was mainstreamed into the district government administration to avoid parallel structures and to strengthen the local government capacity to replicate and scale up the project after completion.</p>	<p>Uganda: Northern Uganda Business Support Program</p>

(Continued on next page)

Box 11.1

Key Lessons Learned from FY19–20 Closed Grants *(Continued)*

Theme	Lessons Learned	Grant Examples
Rigor in project design	<ul style="list-style-type: none"> The development of meaningful and relevant outcome indicators and the frequency of data collection at the project design stage and during restructuring is crucial to tracking project progress. Also, the process itself of tracking progress requires clarity between the WBG task team and the implementation agency staff. For livelihood support grants, the design of a project must include some recognition of disparities in capacity among beneficiaries – whether individuals or groups. To address this heterogeneity, the more mature and developed associations were provided cash transfers to start improving their businesses and purchase raw materials immediately. The less developed associations received artisanal and business training before cash transfers were provided to them. In the case of a grant that aimed at enhancing mental health care, treatment and management depended on uninterrupted availability of medications. For implementation to proceed smoothly, an outright agreement with the government on drug availability or an arrangement to secure project funds for medications should be reached during project appraisal. 	<p>Georgia: Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector</p> <p>Djibouti: Enhancing Income Opportunities Liberia: Supporting Psychosocial Health and Resilience in Liberia</p>
Comprehensive approach of interventions	<p>Comprehensive approaches can be integral to sustainability of the achievements of livelihood support or nutrition grants. Building skills through training, provision of access to capital and ongoing coaching increase the likelihood of sustainability of income-generating activities. Improvement in nutrition is a complex task that involves changing various behaviors (nutritional, health, sanitation and other practices) among different population groups (pregnant women, mothers, young children, and adolescent girls) at different levels (households and communities). Filling the knowledge gaps of targeted groups, local leaders and government workers is crucial to achieving behavioral changes not only in nutrition, but also in health and sanitation at all levels of implementation.</p>	<p>Djibouti: Enhancing Income Opportunities</p> <p>India: Karnataka Multisectoral Nutrition Pilot</p>
Capacity building of NGOs	<p>The capacity of local NGOs to initiate and manage sub-projects with community mobilization and public works components was enhanced. While municipalities assumed ownership and maintenance responsibilities for public works, the infrastructure construction was carried out by non-state organizations. Many such NGOs previously lacked experience with procurement and supervision of public works, but they received support through the hiring of additional engineers.</p>	<p>Georgia: Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector</p>
Reaching indigenous communities	<p>To work with indigenous communities, it is critical to respect their societal structures and to hire social workers from the communities to ensure smooth implementation. Because such communities may have had a long history of being marginalized and because of years of societal unrest, the only way to gain entry to them was to work with organizations who had their indigenous trust. NGOs can meet the criteria because of their understanding of the indigenous governance structure. Also, it was crucial to hire local social workers who spoke the indigenous languages to participate in the training for beneficiaries.</p>	<p>Guatemala: Pilot to Improve the Development and Nutrition of Young Children in Poor Rural Areas</p>

Box 11.2

Leverage of JSDF FY19–20 Closed Grants

Thematic Area/JSDF Grant Name	Scaling-up
Livelihood Support <ul style="list-style-type: none">● Ghana: Support Rural Income Generation of the Poorest in the Upper East Region, \$2.75 million● Uganda: Northern Uganda Business Support Program, \$2.86 million● Georgia: Empowering Poor Communities and Micro-Entrepreneurs in the Georgia Tourism Sector, \$2.5 million● Djibouti: Enhancing Income Opportunities in Djibouti. \$2.73 million	<ul style="list-style-type: none">● Ghana Productive Safety Net Project: IDA \$43.8 million co-financed by DFID/UK \$23 million● Third Northern Uganda Social Action Fund: IDA \$130 million● Contributions by municipalities to infrastructure maintenance built under the project● Support for Women and Youth Entrepreneurship Project: IDA \$15 million● Development Response to Displacement Impacts Project in the Horn of Africa, IDA: \$127.75 million
Improved Nutrition and ECCD <ul style="list-style-type: none">● Timor-Leste: Community Driven Nutrition Improvement, \$2.85 million● Guatemala: Pilot to Improve the Development and Nutrition of Young Children in Poor Rural Areas, \$2.75 million● India: Karnataka Multisectoral Nutrition Pilot, \$4.55 million	<ul style="list-style-type: none">● Government of Australia support to implementation in 30 districts● Lego Foundation grant to NGO implementing agency● Government of Karnataka funding for two energy dense food production units
Basic Health and Sanitation Services <ul style="list-style-type: none">● Liberia: Supporting Psychological Health and Resilience Project, \$2.75 million	<ul style="list-style-type: none">● Informed first Liberia Mental Health Law passed in 2017 by Liberia's House of Representatives and signed by the President in June 2017

LIVELIHOOD SUPPORT

GHANA: Support Rural Income Generation of the Poorest in the Upper East Region (TF017344)

Grant amount: US\$2.75 million

Development Objective: To improve incomes of the extremely poor households by enabling them to manage their small farm and non-farm activities more productively and sustainably.

The grant supported the piloting of mechanisms through which extremely poor beneficiaries of existing safety net programs under the Ghana Social Opportunities Project (GSOP) could develop sustainable livelihoods in extremely poor rural communities located in six districts of the Upper East Region. The beneficiaries received: (i) business and skills training; (ii) start-up grants based on simple business plans developed during training; and (iii) on-the-job coaching and mentoring.

Status: The project closed in August 2018 and the PDO was achieved. The outcomes exceeded the target values for all indicators as shown in Table 11.1. The achievements are aligned with the focus area of protection of the poor and vulnerable that is part of the Country Partnership Strategy FY13–18.

Table 11.1
Project Outcomes – Ghana: Support Rural Income Generation of the Poorest in the Upper East Region

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Percentage of community interest groups (CIGs) to complete business management training	100%	95%	105%
Percentage of CIGs to produce feasible business plans for the group activities to support members' income generation activities	100%	95%	105%
Percentage of sales revenues achieved compared to forecasted sales revenues in the business plan after one year of follow-up advisory services	148%	50%	296%



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Beneficiaries in Ghana signing grant agreements prior to receiving grants

Key Lessons Learned

- The Ministry of Local Government and Rural Development (the implementing agency) could have benefited enormously from more active involvement of other key ministries, such as Gender, Children and Social Protection, Food and Agriculture, and Trade and Industry at the outset. The limited participation of those ministries led to delays in accessing beneficiary data from the official registry for the targeting of beneficiaries when implementation started.
- The project could have been more effective in the area of marketing. While a market viability study was conducted after project launch, more effort should have been made to ensure beneficiary access to markets. Training in marketing should have taken place throughout implementation and, where possible, beneficiaries should have been connected with local markets, leveraging existing government programs such as the “One District-One-Factory” initiative.
- A viability study was carried out to enable beneficiaries to select their preferred productive inclusion activities. However, it is essential for beneficiaries to consider activities that deliver prompt, reasonable and regular returns to help with more even household consumption while improving household incomes. Beneficiaries should have been made aware of the implications of their selections.

Sustainability

The productive inclusion activities of the JSDF grant are being scaled up through the Ghana Productive Safety Nets Project funded by IDA (\$43.8 million) and approved in October 2018. The IDA grant is being co-financed by the UK Department for International Development (\$23.0 million).

The knowledge shared from the implementation of this pilot has contributed to positive changes in policies and decision making within the social protection sector. For instance, the National Social Protection Policy (2015) has productive inclusion as a key pillar for providing sustainable income and ultimately graduation out of poverty.

UGANDA: Northern Uganda Business Support Program (TF0A2643)

Grant amount: US\$2.86 million

Development Objective: To improve and sustain household income of the vulnerable poor through provision of business management support services to the existing and new community interest groups (CIGs) in the four pilot districts (Kitgum, Gulu, Nebbi, and Soroti).

The grant supported the provision of business training, small grants and follow-up business advisory services to CIGs that included female-headed households, people with disabilities and vulnerable youth.

Status: The project closed in December 2018. The PDO was achieved. The outcomes exceeded the target values for all indicators as shown in Table 11.2. The achievements are aligned with the focus area of raising incomes in rural areas that is part of the Country Partnership Strategy FY16-21.



Table 11.2
Project Outcomes — Uganda: Northern Uganda Business Support Program

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Percentage of community interest groups (CIGs) to complete business management training and produce business plans	128%	80%	160%
Percentage of CIGs implementing their business plans	126%	70%	180%
Percentage of sales revenues accomplishment compared to forecasted sales revenues in the business plan after one year of follow-up advisory services	84%	50%	168%
Percentage increase in household income of existing and new CIG members who completed business management skills training and produced business plans and received one year of follow-up business advisory services	44%	20%	220%
Percentage of CIGs reinvesting their savings in new capital assets to expand their operations	26%	25%	104%



JSDF Photo Library - Provided by TTLS

JSDF Secretariat visit with District Chief and Project Beneficiaries in Soroti, Uganda

Key Lessons Learned

- The most important achievement of the project is the formation and strengthening of self-managed institutions for the poor – self-help groups and village livelihood improvement committees – resulting in institutional change at the community level in a conflict-affected region. These community platforms – supported by the local government – can be leveraged to improve access to public services and strengthen last mile delivery of other social services. The project was mainstreamed into the district government administration to avoid parallel structures and to strengthen the local government capacity to replicate and scale up the project after project closing.
- Adherence to the village savings funds' core principles helped to build a culture of systematic savings, not for consumption but for investment. Those principles were well embraced and led to a culture of productive savings, improved record keeping and attention to social issues in the groups. The culture of systematic savings for investments generated income for the community.
- The pilot could be strengthened through a parish development model that makes the parishes the unit of implementation instead of villages with a focus on building the capacity of parishes as an aggregator of community and savings groups that can be linked to other services, such as health, education, agriculture, gender consciousness and access to market services.

Sustainability

The JSDF grant activities are being scaled up through the Third Northern Uganda Social Action Fund (\$130 million) supported by an IDA credit and approved in May 2018.

The government expressed interest in scaling up the model nationally. Scaling up will be centered on a process-driven and ecosystem approach to develop strong community institutions, strengthen bank linkages, develop solutions and alliances. It is envisaged that the needs for high-quality technical assistance, adoption of high impact innovations, and quality capacity building will be met beforehand.

GEORGIA: Empowering Poor Communities and Micro-entrepreneurs in the Georgia Tourism Sector (TF018661)

Grant amount: \$2.5 million

Development Objective: To support employment generation and increase household incomes for targeted poor and vulnerable communities in the Kakheti and Imereti regions by helping them to (i) start/grow micro, small, and medium-sized enterprises in the tourism sector and (ii) implement small works in the vicinity of cultural heritage sites.

The grant assisted internally displaced persons (IDPs) in the Kakheti and Imereti regions who were affected by the conflict with Abkhazia and South Ossetia in the early 1990s and with the

Russian Federation over South Ossetia in 2008. The project sought to galvanize the impact of the expanding tourism sector for the poorest and most vulnerable households and increase local community ownership of tourism development.

Status: The project closed in August 2018. The PDO was achieved. The outcomes exceeded the target values for four out of five indicators as shown in Table 11.3. The achievements are aligned with the focus area of enabling job creation by the private sector that is part of the Country Partnership Strategy FY14–17.

 **Table 11.3**
Project Outcomes — Georgia: Empowering Poor Communities and Micro-entrepreneurs in the Georgia Tourism Sector

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Number of micro, small and medium enterprises (MSME) started/expanded	596	500	119%
Number of new jobs created	761	2,700	28%
Increased monthly income of participating households	25%	20%	125%
Number of persons benefiting from technical assistance	2,091	500	418%
Number of community sub-grants implemented	37	35	106%

Key Lessons Learned

- The assumption at appraisal stage that the businesses would generate on average four new jobs turned out to be an overestimation. Small family-based businesses of 1–2 employees were not able to expand their staff to more than 100 percent. Moreover, the grant amount would not have been enough to generate the target number of new jobs created.
- The capacity of local NGOs to initiate and manage sub-projects with community mobilization and public works components was enhanced. While municipalities assumed ownership and maintenance responsibilities for public works, the infrastructure construction was carried out by non-state organizations. Many such NGOs previously lacked experience with procurement and supervision of public works, but they received support through the hiring of additional engineers. The experience demonstrated that improvements in the public space can be initiated at the grassroots level.
- Investing in a market survey prior to embarking on sub-projects significantly improved the quality of training that was offered to the micro-entrepreneurs and helped to increase their income. Before creating the training curriculum, the implementing agency conducted a survey of tourists in Kakheti and Imereti on their preferences. The suggestions provided in the survey were introduced into the training content. During the final evaluation, the beneficiaries noted that the relevance of the training contributed directly to increases in profits.

Sustainability

To increase ownership of the project by the local authorities, all municipalities made contributions to the community improvement projects and formally expressed their commitment to maintain the infrastructure built under the project. The municipal contributions were detailed in the budgets submitted to the implementing agency and the budgets were signed by the respective heads of municipalities. The municipalities also provided letters confirming cost coverage in line with the budgets and their responsibility for infrastructure maintenance. Upon completion of each project, its ownership was transferred to the respective authority and delivery-acceptance agreements were signed by the organizations and municipalities.

DJIBOUTI: Enhancing Income Opportunities in Djibouti (TFOA0350)

Grant amount: US\$2.73 million

Development Objective: To improve access to life-skills, livelihood skills training and access to finance for at least 3,000 low- and semi-skilled youth and women in poor communities in Djibouti-ville and neighboring Arta, the northern region of Tadjoura, and the southern region of Ali Sabieh.

The grant supported the piloting of income generating activities among poor and marginalized groups. Specifically, the project worked to strengthen community structures and to support poor youth in accessing and expanding income generating activities by providing basic skills and access to capital. The project envisaged an increase in the viability and income potential of women's economic activities by enhancing handicraft producer groups and integrating them into value chains.

Status: The project closed in May 2019. The PDO was achieved. The outcomes exceeded the target values for all indicators as shown in Table 11.4. The achievements are aligned with the pillar on reducing vulnerability which is part of the Country Partnership Strategy FY14-17.

 **Table 11.4**
Project Outcomes — Djibouti: Enhancing Income Opportunities in Djibouti

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Direct project beneficiaries	3,338	3,000	111%
Female beneficiaries	58%	50%	116%
Average percentage increase in sales of target beneficiaries	>100%	20%	>500%
Percentage of beneficiaries that are linked to formal financial institutions	40%	25%	160%

Key Lessons Learned

- In line with international experience, the project confirmed the need for an integrated approach to supporting disadvantaged youth in Djibouti that built their skills (training), provided access to capital (financial support) and provided ongoing coaching to increase the likelihood of sustainability of their income generating activities. The close support provided by the facilitators to the group winners throughout the activity cycle, and especially during fund withdrawals and purchases for their micro-projects, made it possible to limit the diversion of funds and strengthened the establishment of the businesses.
- The project demonstrated the economic potential of the handicrafts industry. However, distribution channels were underdeveloped and had no links to international buyers. In the future, business relations between the associations and local professional buyers (for example, hotels) should be deepened and permanent sale points established in strategic locations (for example, airport).
- The handicrafts associations were found to have disparities in terms of maturity and capacity, including availability of production and marketing space, management and internal organization, and technical and marketing skills. To address this heterogeneity, the more mature and developed associations were provided cash transfers to immediately start improving their businesses and purchase raw materials. The less developed associations received artisanal and business training before cash transfers were provided to them.

Sustainability

The project's approach has been institutionalized in two new WBG-financed projects: (i) the Development Response to Displacement Impacts Project in the Horn of Africa (IDA credit and grant \$127.75 million) approved in May 2016; and (ii) Djibouti Support for Women and Youth Entrepreneurship Project (IDA credit \$15 million) approved in June 2018.

NEPAL: Pro-poor Urban Regeneration Pilot (TF015780)

Grant amount: US\$2.75 million

Development Objective: To: (a) contribute to improving the living conditions of poor and vulnerable households in selected wards of the historic core of Lalitpur City by piloting urban regeneration activities and (b) demonstrate the feasibility of an integrated urban regeneration approach to decision-makers in the Kathmandu Valley.

Lalitpur City is one of the main centers of cultural heritage and craft production in Nepal. It is the oldest of the three main cities and second largest municipality in the Kathmandu Valley. The city is known for some 100 metal workshops that produce silver jewelry, bronze and copper statues of deities and architectural details for traditional buildings, as well as for its traditional music, dance, drama and festivals. Cultural industries such as tourism and handicraft provide significant but diminishing livelihood opportunities. Many of Lalitpur's poorest participate in the production of handicrafts and face serious challenges in sustaining their livelihoods.

The JSDF grant supported: (i) participatory action planning; (ii) establishment of a grant facility; and (iii) building community awareness and local capacity for pro-poor urban regeneration.

Status: The grant closed in September 2018. The PDO was achieved. The results are aligned with the second pillar on increasing inclusive growth within the Country Partnership Strategy FY14–18.

Table 11.5
Project Results — Nepal: Pro-poor Urban Regeneration Pilot

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Direct project beneficiaries	3,549	3,000	118%
Of which: Female	1,069	1,050	102%
Number of people in the project area who experienced an increase in income	Not yet available	600	
People in the project area reporting increased awareness of the importance of local heritage	2,626	1,500	175%
Volume (total costs) of urban regeneration activities in the project area (including matching contributions raised by communities, small businesses and the municipality)	2,200,000	3,000,000	136%
Percentage of priority activities identified in the participatory action plan that are implemented	81%	70%	116%

Note: Data for the second indicator not yet available.



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Exhibition of JSDF Handicraft - Nepal_Mithila Art PG Group, Dhanusha.

The following activities have contributed to PDO achievement.

- The project design required flexibility because of the introduction of new concepts under a decentralized approach that was unfamiliar in a highly centralized country.
- The Lalitpur municipality, the implementing agency, endeavored to step up the grant awards to local communities and businesses and help prepare participatory action plans. The impact of the earthquake in April/May 2015, the political transition to federalism and the local elections strained project implementation.
- A site management framework and a participatory action plan for pro-poor urban regeneration were completed. The field-level implementation of the plan was discussed in various community meetings, ensuring full participation of the poor and vulnerable groups in the project area.
- Twelve sub-projects under Window 1 of the grant facility component were signed; three were completed and six are close to achieving their target. Under Window 2, 10 of 17 sub-projects achieved more than 90 percent of their targets and the rest are close to achievement. Under Window 3, 14 out of 15 sub-projects achieved at least 90 percent of their targets and the remaining one is close to achievement.

PAKISTAN: Developing Artisanal Livelihoods in Rural Pakistan (TF017353)

Grant amount: US\$2.8 million

Development Objective: To improve the livelihood opportunities for rural artisans. This project will demonstrate to policy makers the effectiveness of a crafts-based cluster approach to poverty alleviation and to improve living conditions for weavers and embroiderers (especially women and girls) and their families in targeted communities in Punjab and Sindh.

The project aims to assist an estimated 2,600 vulnerable artisan families/households, especially targeting women-headed households at the bottom of the pyramid to help them rebuild their lives, access sustainable livelihoods through establishing their own artisan institutions and consequently achieve a robust economic and social empowerment.

The NGO Indus Heritage Trust (IHT) is implementing the following components: (i) cluster development and capacity building towards organizing rural artisans into grassroots institutions and facilitating skill development, design development and capacity building in various areas; (ii) creation of a Community Artisan Investment Fund (CAIF) to set up common facility centers (CFCs), strengthen higher-level artisan institutions such as cluster enterprises and create revolving funds for working capital and other needs; and (iii) marketing, trade facilitation and support services for developing national and global market linkages, participating in national and international exhibitions and brand development. The grant closed in May 2019. The PDO was achieved. The results are aligned with the results pillar on inclusion of the Country Partnership Strategy FY15-19.

**Table 11.6****Project Results — Pakistan: Developing Artisanal Livelihoods in Rural Pakistan**

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Direct project beneficiaries	2,700	2,600	104%
Of which: Female	2,700	1,820	148%
20% percent increase in income of at least 50%of beneficiary artisan families	47%	20%	235%
80% percent of Cluster enterprises (of a total target of 15) that are marketing through their own brand	80%	80%	Target met
25% percent increase in the number of days of employment of beneficiary artisan families	25%	25%	Target me

The following activities have contributed to PDO achievement.

- Institution building has proceeded at pace resulting in 2,700 registered artisans (104 percent of target) in the Punjab and Sindh province, with all beneficiaries being women (142 percent of target). They were organized into 103 artisan groups and 17 cluster enterprises (113 percent of target). Two CFCs were established, one in each province (100 percent of target).
- A total of 154 sample development workshops were conducted and this led to the creation of 4,102 new, innovative product samples. In addition, IHT has facilitated 1,429 home workshops on skills building and fulfillment of orders. A total of 116,639 products were developed in these workshops.
- Several supply chain interventions were carried out to improve efficiency and achieve the quality typically demanded in international markets, such as: (i) organizing additional training on order management and quality assurance for improving product quality, reducing errors and meeting delivery deadlines; (ii) creation of messaging groups for Sindh and Punjab to improve coordination; (iii) introducing measures and processes such as sharing pictures of every stage of production; (iv) signing a memorandum of understanding (MOU) with M&P courier service for timely delivery of products; and (v) entering into agreements with thread vendors to meet any shortage of material quickly.
- IHT has been able to leverage national and international linkages developed through participation in 11 high profile exhibitions, including six international events (e.g. NY-NOW).
- Several innovations and linkages were developed to strengthen access to finance for artisans. For instance, the adoption of a digital payment application reduced delays and transaction costs associated with payments. Artisans were trained in mobile banking and on insurance products.

PAKISTAN: Indus Eco Region Community Livelihood Project (TFOA3059)

Grant amount: US\$2.85 million

Development Objective: To pilot alternative livelihood opportunities and improve the capacity of households of fisher communities in the pilot project sites.

The Indus Eco region in Pakistan's Sindh Province is one of the world's forty most biologically significant eco regions. Many fishing communities in the region live below the poverty line and are the most vulnerable to the consequences of natural disasters and weak natural resource management. They are not equipped for adapting or switching to improved fishing practices or alternate livelihoods. The project focuses on the freshwater fisheries sector in the region's four districts.

The project covered over 38,000 beneficiaries, of which 30 percent benefitted from alternative livelihood interventions, and 70 percent benefitted from introducing better management practices in aquaculture and agriculture. Most of the project beneficiaries were members of fisher groups (over 28,000) or farmer communities (approximately 10,000). At completion, the project development objectives were partly achieved, and the overall efficacy of the project was rated modest. Table 11.7 below presents a summary of PDO indicators and achievement against targets. The lessons and sustainability aspects are outlined below.



Table 11.7
Project Outcomes – Indus Eco Region Community Livelihood Project

Key Outcome Indicators	Results to Date	Target
Direct project beneficiaries (number of households)	5,689	5,500
Of which female (percentage)	17%	25%
Number of targeted fisher-folk who have adopted improved management practices promoted by the project	31,936	27,000
Client days of training provided to targeted communities	3,228	790
Percentage increase (over inflation) in target beneficiaries' household incomes	19%	15%

Key Lessons Learned

- The emerging need for sustainable development calls for a re-focus on the environment-poverty nexus where environmental conservation and management meets at the crossroads with social, economic and development needs.

- Through piloting alternative livelihood interventions, the project created the space for activities such as indigo plantations to emerge, which has potential to be scaled up. The project helped create a local market for indigo in Sindh.
- It is important for the World Bank to be agile in responding to existing and emerging development and it depends on (i) streamlining processes with funding partners that are simpler and less time consuming, and (ii) managing expectations with respect to what a project can achieve during shorter implementation periods.
- Small grants like this project need to be used strategically, in a programmatic approach and anchored in larger project or program. The project missed the opportunity to be scaled up because it was not linked to an existing investment portfolio and therefore, the sustainability of investments is uncertain.
- As the project was seeking to pilot alternative livelihoods and improved management practices, it needed a robust M&E. Without this, it became difficult to verify proof-of-concept. In this case, it has reflected poorly in terms of the quality of entry and supervision.

IMPROVED NUTRITION AND EARLY CHILDHOOD CARE AND DEVELOPMENT

TIMOR-LESTE: Community Driven Nutrition Improvement (TF017708)

Grant amount: US\$2.85 million

Development Objective: To improve nutrition practices targeted to children under the age of two and pregnant and lactating women in targeted least developed communities.

The project was implemented in 49 villages in the districts of Baucau and Viqueque and supported more than 2,600 children and 4,500 pregnant and breastfeeding women. Locally-based community nutrition facilitators led mother's groups across participating districts and taught families the importance of protein, micronutrients, and vitamins for improved nutrition and health. In addition, the facilitators conducted home visits to families to reinforce nutrition and health messages and share knowledge with the larger family.

The outcomes are shown in Table 11.8. The achievements are aligned with the strategic area of improving the management and delivery of services in education, health and nutrition, and social protection that formed part of the Country Partnership Strategy FY13-17.



Table 11.8
Project Outcomes – Timor-Leste: Community Driven Nutrition Improvement

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Proportion of children < 6 months of age who are exclusively breastfed	70%	75%	93%
Proportion of children 6-23 months provided with all 3 minimum infant and young child feeding practices	18%	3.25%	554%
Proportion of children under two years with diarrhea who are provided continued feeding along with oral rehydration salts and/or increased fluids	31%	59%	53%
Proportion of mothers of children under two years of age who consumed iron-rich foods	37%	25%	148%

Key Lessons Learned

- Convincing families that continued feeding to children with diarrhea along with oral rehydration salts and increased fluids was more arduous than anticipated because families were not ready to accept such practice. Hence, the third outcome indicator was not achieved.
- Improving access to antenatal care and the quality of nutrition advice provided at learning sessions became an additional avenue to introduce or reinforce the project's messages to pregnant and lactating women and their spouses. People's understanding of nutrition shifted due to the project and the three most significant areas were: (1) including diverse and nutritious food in infant and young children's porridge; (2) exclusive breastfeeding; and (3) continuing breastfeeding after 6 months along with nutritious complementary food.
- Building new practices to improve nutrition based on existing family practices and including community members as teachers increased the adoption of the strategies. Good results were shown by using change agents drawn from the communities themselves to serve as community mobilizers and focal points, rather than as the main training resource communities. It proved to be easier to manage and allowed greater control of training quality and consistency.
- The involvement of men during project implementation was limited. The men in general believed the project was for mothers only. The lack of involvement of men made it difficult for the implementing partner staff who sometimes had to do the heavy physical work in preparing demonstration agriculture plots that was too demanding for pregnant and lactating women. In addition, grandmothers had much influence on the dietary decisions of families. Male and female elders should have been engaged in the project in order to

increase their knowledge and interest in nutrition and encourage husbands/fathers to participate in agricultural production.

Sustainability

The Government of Australia will support the implementation of the project approach in 30 districts.

CAMBODIA: Early Childhood Care and Development for Floating Villages Project (TFOA2429)

Grant amount: US\$2.79 million

Development Objective: The PDO is to improve access to quality Early Childhood Care and Development (ECCD) services through community and home-based programs for 0 to 5-year-olds, particularly for those from disadvantaged background, in the targeted areas.

The project design features which heavily relied on ensuring the community buy-in and ownership facilitated the transition to a sustainable mechanism. Forty-two (42) communities, compared to the original target (24), were able to secure financial support for these centers such as teachers' salaries and other minor maintenance needs through their commune development plans, which are annually financed by the Government of Cambodia. Hence from the overall program perspective, the project had built in relevant features such as empowering communities, building their capacity in managing and monitoring ECCD services and lobbying with communities to include ECCD services in their commune development plans to sustain the gains. As a result, all the ECCD centers built under the project have been successfully handed over to the Ministry of Education, Youth and Sports (MOEYS) and teachers in these ECCD centers have transitioned to the payroll of the government. The outcomes are shown in Table 11.9. The lessons and sustainability aspects are outlined below.

 **Table 11.9**
Project Outcomes — Cambodia Early Childhood Care and Development for Floating Villages Project

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Number of children enrolled in Community-based ECCD program	909	770	118%
Number of children enrolled in Home-based ECCD program	9,591	1,070	896%
Percentage of Community Based ECCD programs rated as level 5 overall on the adjusted Early Childhood Environmental Rating Scale (ECERS) through classroom-observation.	100%	50%	200%
Number of ECCD centers with health corners constructed.	7	11	64%

Kampong Kdar Primary School children playing in front of the onshore Community-Based ECCD Center constructed by the JSDF in Kampong Chhnang Province, Cambodia.



JSDF Photo Library - Provided by TTLs

Key Lessons Learned

- Project implementation goes more smoothly when the implementation arrangements focus on the comparative advantages of each institution involved. The ECCD for Floating Villages project would have benefitted from the early involvement of the MOEYS, particularly in the teacher selection and training program. The early involvement of MOEYS would have facilitated a simpler and easier transition of these teachers and community volunteers hired and trained under the project into the government systems.
- When outsourcing project implementation to third-party providers, the implementation arrangements need to include a strong mechanism for ensuring ongoing communications between all parties involved.
- ECCD programs benefit from strong community involvement. Programs that empower communities increase their sense of ownership of the program. This feature of the project that focused on working with communities and building their capacity was very well appreciated at all levels of the government. The communities' buy-in was a key factor for a successful transition of these ECCD centers from the project to the commune's development plan and transition of teachers into the MOEYS payroll. This feature of the project helped sustain the gains of the project beyond project closure.
- It is critical to spend enough time and resources during the project preparation stage to better understand the nuances of the context in which the project will be implemented, particularly, if the project is supporting any innovations. In the context of this project, constructing floating structures was a new activity that needed a robust feasibility assessment.

- The role of the funding agency, in this case the JSDF, was crucial in allowing some financial flexibility to reallocate funding to critical skills and capacity needed for the smooth implementation of the project. JSDF allowed an increase in the TA ceiling from 15 percent to 20 percent which allowed Save the Children International (SCI) to hire and import technical experts and marine engineers from abroad. This flexibility allowed the project to generate feasible alternatives and technical solutions.
- An open dialogue, including with local expertise, is needed when striking the balance between quality and quantity in construction. In this project, ensuring the quality of engineering designs for the floating structures was more important than promoting the number of them that could be constructed. In the end, the project implementing agency chose to prioritize quality over quantity and thus reduced the target number of centers to be constructed to improve the quality of the infrastructure. However, this decision had financial and operational implications.

Sustainability

The project design features, which relied heavily on ensuring the community buy-in and ownership, facilitated the transition to a sustainable mechanism. Forty-two communities, compared to the original target of 24, were able to secure financial support for these centers, such as teachers' salaries and other minor maintenance needs, through their commune development plans which are annually financed by the Government of Cambodia. However, the long-term sustainability of the outcomes and ensuring that children in these communities will continue receiving ECCD services and beyond would primarily depend on the MOEYS's ability to systematically respond to this need and include these communities in their annual operational plans.

GUATEMALA: Pilot to Improve the Development and Nutrition of Young Children in Poor Rural Areas in Guatemala (TF017709)

Grant amount: US\$2.75 million

Development Objective: To strengthen the capacity of parents and communities to improve and monitor child development outcomes (physical, cognitive, socio-emotional and linguistic skills) for children under two in project intervention areas.

Through the JSDF grant, Guatemala tested the stimulation package developed by the Reach Up Early Childhood Parenting Program that improved cognitive outcomes, school achievement and labor market outcomes over the long run in Jamaica. The Reach Up program was used in a subset of the target communities and the materials developed by ChildFund, the implementing agency, while the group modality called Ventana de la Vida was adopted in the remaining communities.

Status: The project closed in June 2019. The PDO was achieved. The outcome for one indicator was fully achieved while those for two indicators were partially attained as shown in Table 11.10. The project outcomes are aligned with the results area on support toward improved results in the social sectors that is part of the Country Partnership Framework FY13-16.

**Table 11.10****Project Outcomes – Guatemala: Pilot to Improve the Development and Nutrition of Young Children in Poor Rural Areas in Guatemala**

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Percentage of children achieving the expected development level for their age	64%	60%	107%
Percentage of participating households with enhanced early stimulation practices	32%	40%	80%
Number of children that are direct beneficiaries of the project	4,506	5,500	82%

Key Lessons Learned

- There was attrition of program participants due to agricultural cycles and migration. Families in Huehuetenango temporarily migrate each year for about six months to participate in agricultural activities in other regions. There was also substantial permanent migration to the United States. Even if families did not migrate, the number of absences in the evaluation and orientation houses increased during the harvest season. The interventions did not entail cash transfers and household participation in the learning programs proved to be a challenge. Community leaders had to be persuaded about the program benefits and families had to be persuaded to participate.
- By generating local capacities, the project empowered people, particularly women, to be the managers of their own development. Traditionally, indigenous communities are presented with top down models, reminiscent of colonial dominance where they were only passive recipients of social handouts. Also, the project was not an extension program where an external organizer comes to the communities and implements without generating capacities. Mothers themselves carried out the programs and taught their peers which resulted in increased capacities, self-esteem and determination and social capital of the communities.
- To work with indigenous communities, it is critical to respect their societal structures and to hire social workers from the communities to ensure smooth implementation. Because the communities had a long history of being marginalized and because of years of societal unrest, the only way to gain entry to them was to work with organizations who had the indigenous trust. The two NGOs hired by ChildFund met these criteria, and each understood the indigenous governance structure that was key to knowing with whom to meet and establish agreements. Also, it was crucial to hire local social workers that spoke the Mayan languages because they had to train the mothers (Madres Guías) who interacted with beneficiary mothers and children to monitor child development.

- When implementing pilots, feedback mechanisms are critical to incorporating lessons learned in a timely manner. These mechanisms helped the project adjust and improve its implementation as a pilot. Since the ECCD program curricula was new, program implementors had to pilot and test not only the contextualization of methodologies and monitoring tools, but they also had to learn and adjust during the implementation process. Program managers therefore were able to include feedback mechanisms into implementation. Periodic revision meetings were conducted, and social workers and Madres Guías were given voice to suggest and make changes.

Sustainability

The outcomes of the two modalities helped ChildFund (the implementing agency) win a grant from the Lego Foundation to continue work on early stimulation interventions. The Lego grant is considering the merger of the two modalities (home visits and group sessions). A Memorandum of Understanding is expected to be signed between ChildFund and the Ministry of Education which should strengthen ties between the NGO and central government interventions.

INDIA: Karnataka Multisectoral Nutrition Pilot (TF017363)

Grant amount: US\$4.55 million

Development Objective: To increase utilization of nutrition-improving services by under-three children, adolescent girls and pregnant and nursing women from poor households in the target areas.

The Government of Karnataka State implemented the project. The project entailed:

- Direct support to children under three years, adolescent girls and pregnant/lactating women in the form of locally-sourced nutrition supplements and household behavioral changes with a large impact on nutrition (notably breastfeeding, complementary feeding and hygiene practices), thereby increasing the consumption of nutritious foods and improving nutrition knowledge and behaviors of households;
- Leveraging interventions and services in several sectors that have an impact on the nutritional status of poor families in the target areas to enhance access to multi-sectoral interventions with nutrition impact.

Status: The project closed in September 2018. The PDO was achieved. The outcomes exceeded the target values for all indicators as shown in Table 11.11. The achievements are aligned with the pillar on engagement area of inclusion and outcome on improved child nutrition delivery systems of the India Country Partnership Strategy FY13–17.



Table 11.11
Project Outcomes — India: Karnataka Multisectoral Nutrition Pilot Project

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Percentage of targeted under-three children, adolescent girls and pregnant and nursing mothers who receive nutritious supplementary foods produced and supplied by the project	95%	80%	119%
Percentage of targeted households who utilized social sector programs with a potential impact on nutrition (specifically ICDS, health services, and water and sanitation services)	89%	60%	148%
Percentage of targeted pregnant and lactating women who practice core child nutrition and health care behaviors	100%	50%	167%

Key Lessons Learned

- Addressing malnutrition requires a comprehensive approach. Improving nutrition is a complex task that involves changing various behaviors (nutritional, health, sanitation, and other practices) among different population groups (pregnant women, mothers, young children, and adolescent girls) at different levels (households and communities). There were many awareness and access barriers. It was important to fill the knowledge gaps about good practices with impact on nutrition outcomes and then proceed to bridge utilization gaps by providing food supplements and improving access to nutrition-related (specific and sensitive) services in other sectors through government programs (such as immunization, sanitation and safe drinking water).
- Establishing a multi-stakeholder, multi-sectoral convergence mechanism is critical for improving nutrition outcomes. First, within the health and nutrition sector, coordination mechanisms between several village nutrition volunteers, rural health center workers, Accredited Social Health Activists, medical officers and auxiliary nurse midwives were established at the grassroots level to promote coherence between the various functionaries. For example, an anemia health check-up camp was organized with the Health Department and in the sanitation sector, the project built on the state-wide sanitation program that constructed over 2,600 toilets in the project areas. The project leveraged the education sector by involving over 300 high school and middle school teachers in an orientation to bring hygiene practices to schools and ensure regular distribution of iron tablets.

Sustainability

Two energy dense food production units that were initially closed after project closing resumed production of nutrition supplements in February 2019 with funding from the Government of Karnataka. The implementation team completed an innovative mini-study to assess the feasibility of commercializing the production units and marketing the nutrition supplements produced. There are also commitments from the Karnataka Government on scaling up the project in other parts of the state.

LOCAL GOVERNANCE AND ACCOUNTABILITY

CAMBODIA: Voice and Action – Social Accountability for Improved Service Delivery (TF0A1513 and TF0A1514)

Grant amount: US\$4.90 million

Development Objective: To support the improvement of service delivery in schools, health centers and communes, for rural households in selected districts. This objective will be achieved by local government and service providers engaging with communities in the Plan for Social Accountability (ISAF) process (access to information, open budgets, citizen monitoring) to improve performance and responsiveness.

Through the implementation of the social accountability framework, the grant supported the nurturing of a culture of constructive engagement between citizens and authorities and ensured skilled people and organizations can facilitate social accountability processes. The project activities were carried out by local governments and other service providers engaging with communities with the support of two NGO implementing agencies, Save the Children and World Vision.

The grant was successful in supporting “demand-side” social accountability activities in 48 districts in 446 communes covering 329 health centers and 659 primary schools in rural Cambodia. The extent of the project coverage provided the backbone of the support for implementation by building sustainable local community capacity, providing linkages to the project’s core capacity development/sustainability model; and training and mentoring of Community Accountability Facilitators (CAF). The project reached 438,690 beneficiaries (71 percent women) through various events. More than 200,000 citizens also participated in 6,721 citizen scorecard meetings

Key Achievements

- The project was one of the drivers of the government’s innovative Implementation Plan for Social Accountability Framework (ISAF) which was rolled out to 75 percent (18 out of 24) of provinces, 62 percent (98 out of 159) of districts, and 56 percent (827 out of 1410) of communes across the country over a three-year period during 2016–18.
- ISAF has become one of the largest national social accountability initiatives in the world, with strong government and civil society ownership, as well as multi-sector ministry participation and local government leadership.
- The success of the first phase of ISAF led to the formulation of a five-year, second phase (2019–23) which covers primary health care, education and local administration services across the entire country as well as gradual expansion of other services, such as water supply and sanitation.
- Enhanced transparency of key public services through the public posting and dissemination of annually updated financial and performance data for all primary schools, health centers and commune services.

- Test results from citizen education activities found that 76 percent of the citizens participating in the ISAF process were able to cite minimum service standards for schools, health centers or commune services in 2018, against a target of 50 percent.
- This testing also found that 74 percent of the citizens participating in the ISAF process were able to cite expenditure changes/patterns (increases or decreases from year-to-year) for schools, health centers and commune budgets, against a target of 30 percent.
- The ISAF citizen monitoring process culminated in the collective creation of annual Joint Accountability Action Plans (JAAPs) for each targeted service facility which were agreed between citizens, services providers (primary schools and health centers) and local government (Commune Administrations). As a result, 90 percent of the 11,439 JAAP actions identified in 2016–2017 and 2017–2018 have already been implemented. This result far exceeded the target of 65 percent.

Table 11.12
Project Outcomes — Cambodia: Voice and Action: Social Accountability for Improved Service Delivery

Key Outcome Indicators	Outcome	Target
Percent improved performance of primary schools	33.3%	28%
Percent improved performance of health centers	56.7%	57%
Percent improved performance of commune councils	62.0%	68%
Percent increased participation of citizens in the activities of local public service providers	28.3%	40%
Percent increased participation of citizens in the activities of local public service providers (female)	25.4%	36%
Percent increased voice of citizens in their engagement with service providers	23.3%	37%
Percent increased voice with service providers (female)	14.3%	30%



Cambodia — Voice awareness raising Child Club

JSDF Photo Library - Provided by TTLS



Cambodia — Radio Talk Show as part of the community outreach program funded by the JSDF

Key Lessons Learned

- In order to be effective mechanisms for understanding the impacts of social accountability interventions, impact evaluations require a well-defined theory of change with clear pathways to determine causality and a strong process evaluation focus.
- Bottom-up use of information by service providers should be complemented by use of information by district, provincial and/or national officials to target poor performers for support.
- Information on budget and public spending is difficult for citizens to understand in detail and act upon.
- Face-to-face approaches are important for poor, vulnerable households, but information technology is needed to reach broader audiences.
- Other citizen participation mechanisms should be leveraged for sustainability.

Sustainability

To expand the coverage of ISAF to all rural and urban districts of the country, a second phase of ISAF (ISAF II, 2019–2023) has been prepared and endorsed by the National Committee for Sub National Democratic Development (NCDD) chaired by the Deputy Prime Minister for the Ministry of Interior. To support this, the World Bank established a multi-donor trust fund and has received contributions from the governments of Switzerland and Germany. Grants have been provided to an NGO and the NCDD to implement complementary activities. The focus of ISAF II is to cover the entire country and establish systems that will continue to operate with minimal need for external assistance.

BASIC HEALTH AND SANITATION SERVICES

LIBERIA: Supporting Psychosocial Health and Resilience in Liberia (TF019188)

Grant amount: US\$2.75 million

Development Objective: To respond to the intermediate psychosocial and mental health impact of the Ebola Virus Disease (EVD) crisis and to build long-term psychosocial health and resilience at the individual and community levels in project target areas.

The total number of direct beneficiaries is 19,899 persons (of which 55 percent were female), exceeding the target of 18,903. The activities were implemented by the Carter Center. The first component entailed the provision of intermediate psychosocial support following the Ebola crisis while the second component supported building long-term psychosocial health and resilience at the individual and community levels.

Status: The project closed in December 2018. The PDO was achieved. The outcomes exceeded the target values for all indicators as shown in Table 11.13. The achievements are aligned with the strategic area on investment in the health sector as part of the Country Partnership Strategy FY13–17.

 **Table 11.13**
Project Outcomes — Liberia: Supporting Psychosocial Health and Resilience in Liberia

Key Outcome Indicators	Outcomes	Target	Outcomes Compared to Targets
Level of competence, skills and confidence among providers	68%	66%	103%
Improvement in depression, post-traumatic stress disorder (PTSD) and disability among project beneficiaries	66%	40%	165%
Clinicians stigma against individual with mental illness	17%	50%	294%

Note: The lower score for the third indicator represents lower levels of stigma.



**Psychosocial Health
Manual Teacher Training,
Liberia**

Key Lessons Learned

- The interpretation of some indicators proved to be a challenge. Some indicators were measured on a one-off basis and did not track further progress following the implementation of interventions despite the latter's positive impact. Defining indicators to measure and track progress requires clarity in the process of monitoring changes due to project interventions.
- The project was designed in anticipation of the availability of psychotropic drugs for the treatment and management of mental health cases. The interruptions in the availability of medications affected the project's impact. A firm agreement with the government on ensuring consistent supply of psychotropic medications or the allocation of project resources for drug coverage should have been secured prior to project launch.
- Before health care providers were selected for training, their readiness to carry out all the activities expected of them should have been one of the selection criteria. The government's readiness to provide financial incentives for volunteers should have been agreed during project preparation. Also, the outcomes of the project could have encouraged communities to periodically raise funds to provide some incentives for the mental health workers.

Sustainability

The JSDF grant influenced the passage of the first Mental Health Law by Liberia's House of Representatives in May 2017 and signed by the President in June 2017. The law established the oversight of mental health care through the Ministry of Health and created a national advisory body on mental health issues, while protecting people with mental illness from discrimination. Equally important, the grant contributed to the significant increase in the number of mental health professionals and services in Liberia. Since project closure, some project activities have continued in health facilities and project schools as a result of staff capacity already built and support from the Carter Center, despite decreased direct financial and technical assistance. Most notably, mental health workers who were trained to provide mental health interventions for individuals and groups have continued to provide these services in the counties.



12. KNOWLEDGE MANAGEMENT AND DISSEMINATION

JSDF AND THE GLOBAL DEVELOPMENT NETWORK COLLABORATION PROGRAM

The Global Development Network was established in 1999 as a public international organization that supports high quality, policy-oriented, social science research in developing and transition countries to promote better lives. The GDN's strength lies in supporting researchers with financial resources, global networking, access to information, training, peer review and mentoring. The GDN acts on the premise that better research leads to more informed policies and better, more inclusive development. Through its global platform, the GDN connects social science researchers with policymakers and development stakeholders across the globe.

Japanese Awards and Medals Competition Program

The Global Development Network (GDN) is the implementing agency of the Global Development Awards and Medals Competition funded by the government of Japan through the PHRD since 2001. Grants approved from FY10-17 amounted to \$4.13 million. The awards and competition were established to support the research capacity development of economics and social science researchers and fund innovative social development projects benefiting marginalized groups in developing countries. The government of Japan supports two awards through this network, namely the Japanese Awards for Outstanding Research on Development (ORD) and the Japanese Award for Most Innovative Development Project (MIDP). The winners are selected by a panel of judges at the GDN Annual Conference. The finalists present their proposals and papers to over 300 researchers and practitioners attending the conference.

The competition for MIDP specifically targets non-governmental organization (NGO)-sponsored pioneering projects that have good potential for positive impact on the

poor in developing countries. The projects are selected based on the degree of innovation, social impact and potential for broader application in other countries. The NGO that wins the first prize can also apply for a grant of up to \$200,000 supported through the Japan Social Development Fund (JSDF) but managed by the Global Development Network (see impact stories of the JSDF awards).

The Japanese Award for Most Innovative Development Project (MIDP) – Outcome Indicators

- Proposal were received from **116 countries** which is slightly below the baseline levels. The reason could be explained by the topic of skills development which caters less to grassroots NGOs in developing countries.
- Number of **organizations reached through the award process for the same period amounted to 299** which is below the baseline of 360. This could be due to the same reason cited above.
- Number of **beneficiaries reached through the three winner organizations is 198,798** which is slightly below the baseline.
- The number of **beneficiaries reached through the award process is 156,207** which is 5,107 percent above the target.
- Number of beneficiaries reached through implementation of the JSDF grant is 8,132 which is 171 percent above the target.

Boxes 12.1 to 12.4 present the achievements of four previous MIDP award winners that qualified for JSDF grant awards.

Box 12.1

India: Self-Governance – The Backbone of Sustainable Development

India: Chinmaya Organization for Rural Development (CORD) won the first prize for MIDP in 2015. CORD has been working in integrated rural development in India for over 32 years. With MIDP funds (which later led to a JSDF grant), CORD implemented a seed program with women farmers to foster their ownership of farming inputs, as well as to improve yields and nutritional value of crops. CORD's objective was to institutionalize and empower smallholder and marginalized women farmers engaged in hill agriculture in the district of Kangra, Himachal Pradesh.

Achievements:

- The MIDP and JSDF grant benefited 1,000 women farmers. Along with funding from the Indian government in 2014, the program benefited more than 3,500 women farmers as direct beneficiaries and over 10,000 women as indirect beneficiaries.
- The program led to growing recognition of women farmers as a critical mass and their increased participation in policy and advocacy and of their capacity to demonstrate a viable model of sustainable agricultural practices for marginalized and smallholder farmers in rural India.
- Improved agricultural practices led to more effective water utilization and increased productivity through a system of crop intensification, which increased household income by 25-30 percent in the project areas.

Narendra Paul, Chief Operating Officer, CORD: *"Quite often, I see development projects struggle with establishing a sustainable impact, and project achievements slowly disappear when funding ends. By creating women's groups, the CORD model creates an institutional backbone for sustainable impact and leads people to self-help and self-governance."*

Box 12.2

Kyrgyz Republic: Greenhouse Entrepreneurs Improve Income and Nutrition

Kyrgyz Republic: Mountain Societies Development Support Program (MSDSP) won the third prize for MIDP in 2016. Founded in 2006 by the Aga Khan Foundation, MSDSP's mission is to improve the quality of life of the country's remote and mountainous communities. The MIDP award allowed MSDSP to construct a solar greenhouse in collaboration with local farmers in the Naryn region, a mountainous area with high poverty rates and a local population heavily reliant on agriculture for their income. Farmers have limited options for vegetable production due to the climatic conditions, and in the winter months, many families find themselves in a vulnerable situation, living on a diet of meat and potatoes.

Achievements:

- The greenhouse reached full production capacity and its produce was sold in the local market.
- The lead farmer/entrepreneur who contributed 62 percent of the materials for the greenhouse construction provided guidance to groups of women farmers interested in vegetable production. The entrepreneur negotiated with the local campus of the University of Central Asia to supply the latter with fresh vegetables in order to feed 140 students.
- The United Nations Development Programme (UNDP) and the U.S. Agency for International Development (USAID) adopted and scaled up the solar greenhouse approach within their own projects.

Arslanbek Miiashev, Executive Director, MSDSP: *"Several of the greenhouses we helped to construct have expanded their production and work in a sustainable way. There is a constant stream of income and consultation provided to local farmers. As a result, local residents can buy their vegetables locally in Naryn City instead of importing them at a much higher price."*

Box 12.3

Nepal: The Business Case for Biodiversity Conservation

Nepal: Asia Network for Sustainable Agriculture and Bioresources (ANSAB) won the second prize in the MIDP Award in 2008. ANSAB is recognized for its approach to biodiversity conservation through community-based enterprises. With the MIDP award, ANSAB set up a pilot project in the districts of Dolakha and Sindhupalchok. The pilot supported selected communities in obtaining forest tenure and land use rights from the government and organizing themselves into community forest user groups (CFUGs). The CFUGs co-designed a forest management plan for developing social enterprises producing non-timber forest products such as medicinal and aromatic liquids, and solid biofuels. Eventually, the local communities took over full ownership and management of the businesses, with ANSAB providing technical advice and financial support.

Achievements:

- The approach was scaled up in other districts and with different types of forest products supported by a Euro 2 million grant from the European Union.
- The approach strengthened "lead firms" at the national level to trade with and provide technological support to local enterprises, and to sell their products on domestic and international markets.

Bhishma Subedi, Executive Director, ANSAB: *"We focus on those people that show the ability to change and help them to solve their own problems so that they can help others in their turn. It is hard to realize that you yourself are part of the problem, but once a person takes on this responsibility, we have seen it helps them to grow and not only become their own driver out of poverty, but contribute to sustainable development, balancing overall environmental, social and economic concerns."*

Box 12.4

Uganda: Improving Nature Conservation Through Public Health

Uganda: Conservation Through Public Health (CTPH) won the first prize for MIDP in 2013. CTPH uses an integrated approach to improve human, animal and ecosystem health. It addresses health care, family planning, income generation and education within communities living around protected areas, while simultaneously improving their interaction with local ecosystems and wildlife. The award funded a project in Bwindi Wildlife Park, a UNESCO World Heritage site and home to half of the world's population of mountain gorillas. The people of Bwindi have limited access to social services and education and do not see the benefits of changing their practices. Local volunteers were engaged to educate the communities that led to significant changes in social norms. The JSDF grant that followed allowed CTPH to scale up their activities in another district in a different part of the wildlife park.

Achievements:

- The relations between the communities and the wildlife parks improved.
- The proportion of women who practiced family planning increased from 20 to 60 percent in the project areas. Nutrition improved in the project areas and the communities started planting trees and discovered the connection between protecting their own health and the well-being of their surroundings,
- The successful model was replicated in Mount Elgon in Uganda and in Virunga in the Democratic Republic of Congo.
- The projects continue to operate in the three wildlife parks and their success attracted funding from the Darwin Initiative.

Dr. Gladys Kalema-Zikusoka, founder and Chief Executive Officer, CTPH: *"Without the award, we would not have been able to create a more robust, but also more broadly applicable model that could be used in other areas in Uganda to reduce issues between communities and national parks. I realized that our approach is not only important in the health and conservation sector, but that we were also addressing inequality, inclusive growth and social protection. This gave me a lot of confidence in our work."*

JSDF Dialogue Series

The JSDF Dialogue Series in Japan was launched in FY12 as a vehicle for disseminating the results and lessons learned from the implementation of JSDF grants among Japanese practitioners, academia, CSOs, NGOs and other stakeholders. It encourages a better understanding of the JSDF and how it works in practice to Japanese CSOs and NGOs. In bringing the JSDF results and lessons learned within the reach of Japanese practitioners and the general public, the country's network of development practitioners has expanded. The JSDF Dialogue Series is a partnership with the Tokyo Development Learning Center (TDLC) and the World Bank's Tokyo Office.

The 11th Dialogue Seminar was held in July 2018 and the JSDF grant for Liberia: Supporting Psychosocial Health and Resilience was highlighted. The audience consisted of Japanese government officials, development practitioners, (such as Japanese CSOs, NGOs), professionals in the private sector and academia who filled the TDLC's conference room in the Bank Tokyo office. The implementing agencies and grant beneficiaries for the project in Liberia, the WBG Country Manager and other stakeholders joined the session via video conferencing and shared

Box 12.5

Official Remarks at the 11th JSDF Dialogue Seminar

Mr. Dirk Reinermann, Director, WBG Trust Funds and Partner Relations Department virtually opened the knowledge dissemination event. He welcomed the participants of the 11th Dialogue Seminar Series that showcased the results and lessons of the Liberia: Supporting Psychosocial Health and Resilience Project supported by a JSDF grant. He commended the JSDF program for its role as a leading source of support for piloting innovative approaches to help alleviate poverty since its launch in 2000 as a partnership between the GoJ and the WBG.

The JSDF has been a stalwart in assisting the poorest men and women, youth and other marginalized segments of the population who have been by-passed by mainstream development interventions. By piloting new innovative approaches to community engagement, JSDF grants have brought insights that have routinely been scaled-up through financing of projects by WBG and development partners. The projects have informed development policies and strategies of the country governments and the work of our NGO/CSO partners.

Mr. Reinermann praised the JSDF Dialogue Series as an innovative platform to disseminate the results and lessons learned from the implementation of JSDF grants among development practitioners, academia, CSOs, NGOs and other Japanese stakeholders.

On behalf of the WBG, the JSDF recipient member countries and grant beneficiaries (who were connected via video conference), Mr. Reinermann extended their sincere gratitude and appreciation to the government and the people of Japan for their continued generous support to the JSDF. He expressed his hope for continued collaboration between WBG and GOJ as well as partnerships with Japanese NGOs, CSOs and the JSDF recipient governments to attain the WBG's twin goals of ending extreme poverty by 2030 and boosting shared prosperity in a sustainable way among the poorest 40 percent.

the development results and lessons on the preparation, implementation and results of the project.

The seminar was fruitful as the participants from Liberia shared unique aspects of the country and project context and highlighted the partnership with Japan through the JSDF. The audience learned from the experiences of the recipients who highlighted JSDF's focus on the beneficiaries, community groups and other stakeholders. The experiences evoked the rationale and sense of commitment for working on development. The event was well received with positive comments and appreciation shared by the participants. The project presentations were followed by questions and answers from the Japanese constituents and the beneficiaries.

Box 12.6

Liberia: Supporting Psychosocial Health and Resilience

Grant amount: US\$2.75 million

Development Objective: To respond to the intermediate psychosocial and mental health impact of the Ebola Virus Disease (EVD) crisis and to build long-term psychosocial health and resilience at the individual and community levels in project target areas.

Achieving Development Results:

- 4,853 individuals receiving medical care for mental health conditions
- 3,157 people participating in World Mental Health Day activities
- 2,697 primary and secondary school students receiving mental health services and mental health promotion
- 1,347 people participating in individual and support group counseling
- 865 health care workers reached through facility-based anti-stigma training
- 819 personnel trained, including 83 child and adolescent mental health clinicians
- 369 EVD first responders trained in self-care and stress relief
- 463 people participating in community healing dialogues
- 300 women trained on wellness and women's health
- Four newly established primary and secondary school-based clinics treat students with physical, mental, and behavioral health conditions, such as depression, anxiety, epilepsy, emotional abuse and physical assault.
- Community interventions took place in more than 140 communities, including community healing dialogues, peer support groups, group counseling and individual counseling to respond to the impact of Ebola.
- Health personnel—including community health workers, nurses, and physician assistants—at 45 facilities received training on the World Health Organization's Mental Health Gap Action Program.
- Staff at 45 facilities received training designed to reduce the stigma associated with mental illness.
- 83 child and adolescent mental health clinicians are now working in hospitals, clinics and schools across Liberia.
- 10 recovery groups are up and running to serve as EVD first responders. Each group has an average of 14 participants and commits to meeting for 12–15 weeks.
- The World Health Organization's Eastern Mediterranean Regional Office School Mental Health Manual—a widely accepted guidebook for the treatment of mental health conditions—was adapted and validated for the Liberian context and approved by the Ministry of Education.
- 15 child and adolescent mental health clinicians were trained in children's accelerated trauma therapy, an evidence-based intervention to facilitate the healing process of children experiencing psychological trauma or post-traumatic stress disorder.
- 3,000 households were provided with high-quality seeds and fertilizers as well as trained on home gardening, conservation and storage of food.
- 140,000 children under the age of two received micronutrient sprinkles.
- 2,008 primary health care workers trained on nutrition management of common childhood illnesses.



13. PROGRAM MANAGEMENT AND ADMINISTRATION

The Trust Funds and Partner Relations Department (DFTPR) is responsible for managing the World Bank's Trustee role for the JSDF program. Specifically, the JSDF is managed by a small secretariat under the leadership of DFTPR's Director. The management functions include, but are not limited, to the following:

- Policy and program formulation and business development – specifically, leading the formulation of strategic priorities of the programs, establishment of sector/thematic windows, and management of the development of proposals, program level results framework.
- Conducting quality at entry reviews of concept notes and grant proposals submitted by the task team leaders (TTLs) prior to submission to the Ministry of Finance of the government of Japan for approval.
- Management of the funds flow from the government of Japan.
- Review and clearance of restructuring papers, ICRs and Project Operations Manuals.
- Ensuring the timely submission of the Letters of Representation by TTLs that confirm the eligible expenses under the project and the undertaking of an audit.
- Carrying out oversight missions to visit project sites to assess implementation performance and interact with stakeholders and project beneficiaries.

In addition, the World Bank submits an annual report on new grant approvals and the achievement of development results for active and closed grants to the GOJ, along with annual audited financial statements. The World Bank also provides quarterly unaudited financial statements and annual audited financial statements to GOJ. The annual reports are posted on the JSDF website.

DFTPR management (supported by the JSDF Program Management Team and the World Bank Global Practices) led the successful **Japan – World Bank Annual Consultations** with the government of Japan to discuss the overall partnership

framework and the key achievements of the JSDF and to discuss strategic directions. The GoJ team was led by the Deputy Director-General, International Bureau of the Ministry of Finance (MOF) and the IDA Deputy and the Director, Multilateral Development Banks Division (MOF). The consultations also covered other the JSDF and the Policy and Human Resources Development (PHRD) program cross-cutting issues.

Oversight of Program Activities

During grant implementation, and as part of WBG's fiduciary role, the JSDF program management team conducts oversight missions to ensure the alignment of implementation with grant objectives. The team periodically visits project locations to monitor progress on the ground, meet with project beneficiaries and implementing agencies to learn about implementation challenges and to listen to the beneficiaries about the impact of JSDF activities on their lives. The missions also provide opportunities for assisting TTLs in addressing any implementation bottlenecks. The JSDF team also briefs the Embassy of Japan and the Japan International Cooperation Agency (JICA) on grant implementation.

In FY19, the JSDF team conducted oversight missions for the following grants: (1) Uganda: Northern Uganda Business Support Program; (2) Liberia: Supporting Psychosocial Health and Resilience; and (3) Sierra Leone: Strengthening Community Mobilization and Local Council Service Delivery in the Post-Ebola Context. The mission's visits to the project sites for the grants are presented in Boxes 14.1 to 14.3.

Box 13.1

Uganda: Northern Uganda Business Support Program — Oversight Mission of the JSDF Program Management Team

Development Objective: To improve and sustain household income of the vulnerable poor through provision of business management support services to the existing and new Community Interest Groups (CIGs) in the four districts (Kitgum, Gulu, Nebbi and Soroti).

Mission's Key Findings

- The application of the revolving fund approach has helped provide livelihood improvement opportunities to a good number of beneficiaries in the community. The five core principles have led to increased savings, thus making capital accessible for group members to improve living conditions.
- Targeting existing groups with at least 50 percent women has increased women's participation in business and strengthen social cohesion. The cluster approach has provided a platform for high-level strategic investments rather than fragmented individual endeavors.
- The lack of product differentiation and branding, inadequate market linkage and price fluctuation of agricultural products as well as limited financial opportunities if not addressed, may hamper viable business potential and sustainability.
- To ensure donor visibility, the WBG task team needs to collaborate with the implementing agency in carrying out measures to ensure full compliance with the JSDF visibility strategy.

Field Visits

- The mission paid a courtesy visit to the District Chief in Soroti to discuss the overall mission framework. The District Chief highlighted some of the issues his communities have been facing, but also recognized that there is a need to change mindsets and behavior to take advantage of the limited resources provided by the JSDF grant and by the government at large.
- Sixteen self-help groups from eight villages gathered in Asuret in Soroti to meet with the mission and shared their success stories and challenges. Small enterprise businesses ranged from cattle, clothing, farming, and sales. These businesses are supported by trained community business agents. The JSDF grant has provided the self-help groups with an enabling environment that has led to better living conditions (hygiene, sanitation) and education for their households.

Box 13.2

Liberia: Supporting Psychosocial Health and Resilience — Oversight Mission of the JSDF Program Management Team

Development Objective: To respond to the intermediate psychosocial and mental health impact of the Ebola Virus Disease (EVD) crisis and to build long-term psychosocial health and resilience at the individual and community levels in project target areas.

Mission's Key Findings

- The project has been successful in implementing psychosocial interventions for first responders and others directly affected by the EVD crisis. The interventions have contributed to improved mental health and psychosocial outcomes for the targeted groups.
- The project has been successful in training mental health workers to ensure that the foundation is laid out for addressing psychosocial and mental health impacts at the individual and community levels.
- Several community-level interventions have built the capacity of mental health care providers, particularly child and adolescent mental health clinicians who would be positioned to identify vulnerable children and youth under emotional distress and provide appropriate interventions. Systems are in place to ensure that trained providers will help build social cohesion and trust, including the distribution of women's health toolkits.
- Greater efforts are needed to ensure that mental health staff are compensated well to align with the mainstream health care staff. This will mitigate against the risk of 'brain drain' as these workers migrate to other countries for better economic opportunities.
- To ensure donor visibility, the implementing agency was advised to design and erect signposts at each project site to align with JSDF visibility requirements.

Field visits

- The mission met with beneficiaries in Kakata (post-Ebola survivors) who shared the profound positive impact on their lives due to the project. Prior to the JSDF interventions, they were ostracized by the community, leading to depression and bipolar episodes. Then the JSDF grant allowed them to receive mental health support from project health staff, including visits to the Kakata clinic for treatment. They also formed a support group to encourage each other, reduce stress and engage in trade activities of mutual benefit.
- The mission met with the county health team and mental health care providers of the Margibi Rennie Hospital. The staff appreciated the training they received through the JSDF grant. The mission noted that interventions were made to ensure that individuals with serious mental health issues were referred by social workers to the mental health facilities for treatment. Other interventions at the individual and community levels included home visits, sensitization during clinic visits and the engagement of traditional and religious healers.

Box 13.3

Sierra Leone: Strengthening Community Mobilization and Local Council Service Delivery in the Post Ebola Context — Oversight Mission of the JSDF Program Management Team

Development Objective: To respond to the post-Ebola Virus Disease (EVD) needs at the local level in Sierra Leone by building community resilience through EVD sensitization efforts and social mobilization activities in the districts most affected by the disease. The project seeks to build trust and intra-communal cohesion where it has been compromised, increase social mobilization and make local social services more responsive to citizen needs in the post-EVD environment.

Mission's Key Findings

- Although mechanisms were put in place by the implementing agencies, implementation activities have been delayed due to the recent presidential, parliamentary and local elections which resulted in the change of leadership, including local council representatives.
- The mission engaged with the political and administrative leadership of the newly appointed local councils, communities, traditional healers and CSOs to accelerate project activities, including the revision of a work plan. The project's design and planned activities are still relevant and would contribute to stronger local capacity, better accountability, improved social cohesion, and increase social capital.
- To ensure donor visibility, the implementing agency was advised to design and erect signposts at each project site to align with JSDF visibility requirements.

Field Visits

- The mission visited the Waterloo Western Area Rural District Council to meet with community monitoring groups (CMGs). The project site is one of the most deprived communities in terms of roads, water, sanitation and electricity. The CMGs manage two boreholes and ensure that there is equitable access to the water supply. However, access to water is problematic in certain areas because boreholes could not be drilled due to burial ground contamination. The CMGs have a representative who participates in the local council meetings to make sure that the community priorities are considered during the budget process.
- The mission met with the Western Area Rural District Council officials and beneficiaries. One of the major challenges faced by the communities is the entry of Ebola surviving children into prostitution. Another challenge is the need for primary school children to walk 20 miles roundtrip to school because of the lack of schools in their own communities.

Japanese Visibility

The government of Japan and its citizens have been steadfast and generous in their support to the JSDF over the last nineteen years. The JSDF values the importance of donor visibility and the program has strengthened its efforts to make project beneficiaries aware of Japan's financial contributions. Maintaining the strong partnership among the government of Japan, WBG task teams, grant implementing agencies and other stakeholders during implementation is essential to the program's continued success. To that end, the JSDF Secretariat prepared a Communications Toolkit that is shared during project implementation and knowledge sharing events.

World Bank TTLs and implementing agencies are required to help promote the visibility of Japan's contribution and build local awareness of the JSDF in recipient countries through the following types of activities:

- Publications, training programs, seminars and workshops financed by JSDF grants should clearly indicate that the activities in question have received funding from JSDF.
- The logo (the Japanese national flag) should be used in publications financed by JSDF as well as in banners and any other materials distributed at seminars and training programs supported by JSDF.
- All World Bank press releases issued with respect to JSDF grants should refer to the financial contribution by the government of Japan.
- Recipients are required to ensure that JSDF-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 development partner providing funding.
- Grant signing ceremonies in the field are required, to the extent possible, and recipients are required to invite Japanese Embassy officials and members of the local and international press to these ceremonies.
- World Bank TTLs are encouraged to invite Japan Embassy officials and senior government officials to project launch ceremonies.



14. LOOKING AHEAD

The JSDF, a flagship program within the WBG, has affected the lives of millions of people in low- and lower-middle-income WBG member countries. Hundreds of thousands of people across the globe have been provided with new opportunities to have their voices heard in decisions that affect their lives and to assume greater responsibilities for their own destiny. The JSDF will continue to seek ways to improve projects and innovate to respond strategically to the rapidly changing context of global poverty. The JSDF's strategic focus is consistent with the WBG's twin goals of ending extreme poverty—reducing the share of the global population living in extreme poverty to three percent by the year 2030—and promoting shared prosperity—increasing the income of the bottom 40 percent of the population in WBG member countries in a sustainable manner.

Looking beyond FY20, the JSDF will continue to fill the gaps and meet unaddressed development challenges facing the poorest and most vulnerable segments of society. These areas include national priority gaps or gaps in WBG programs, national, bilateral or other multilateral financing. By supporting the piloting of new approaches to community engagement, JSDF projects will continue to bring insights that can be scaled up through IDA projects, government policy, other donors and the work of NGO/CSO partners. This framework will continue to underpin the program's sustaining vision.

Also, the JSDF will continue to fund projects that mobilize and empower the poorest and marginalized people so they can create new community organizations to plan, implement, and maintain priority sub-projects aimed at improving their livelihoods. JSDF projects will continue to target and respond to the needy by providing direct benefits to poor, vulnerable, and disadvantaged groups with rapid results for improved livelihoods. The JSDF projects will continue to build capacity by encouraging communities and associations of the poor to participate in decisions that affect their lives and by strengthening the ability of local governments and local NGOs/CSOs to provide much needed services.

In addition, and in order to address the COVID-19 pandemic, the JSDF will finance fast-track emergency responses, starting with Vietnam and Timor-Leste, to focus on improvements in the preparedness and response mechanisms at the grassroots level and on empowering civil society and the community to effectively collaborate to respond to COVID-19. The JSDF will also partner with project teams implementing COVID-19 emergency activities in the respective countries to help improve community awareness, knowledge, attitudes and behavior through risk communications linked to ongoing JSDF activities and those in the preparation pipeline.

Furthermore, the JSDF will continue to mobilize resources to increase its focus on knowledge dissemination and learning. The production of the JSDF Good Practice Notes (GPN), four-page briefs that present the key design features, and lessons learned from selected JSDF projects will be sharpened to provide the basis for improved cross-country knowledge sharing and project design.

ANNEX 1

JSDF REGULAR PROGRAM GRANTS APPROVED IN FY19–FY20

Project Name FY19 Approvals	Amount (in \$ Million)	Project Development Objectives
<i>Investment Operations</i>		
Burkina Faso: Improving Education of Children with Disabilities	3.00	To increase the access and the quality of education of vulnerable children with a focus on children with disabilities in the five poorest regions of the country and Ouagadougou.
Mongolia: Entrepreneurship skills training for the most vulnerable youth in rural Mongolia	3.00	To empower 6,000 vulnerable, disadvantaged rural youth in 25 of Mongolia's poorest rural districts across five provinces with socioemotional skills for improved performance in school and preparation for entry into the labor market, particularly self-employment.
Kosovo: Supporting Youth Inclusive Local Development in Kosovo	3.00	To improve the socio-economic inclusion of at least 3,000 disadvantaged youth (age 15–29) in vulnerable communities in Kosovo through civic engagement activities.
Morocco: Community-Based Rural Roads Maintenance	3.00	To provide livelihood improvement opportunities to disadvantaged rural inhabitants and maintain the level of access of rural roads in the Project Area20.
India: Digital Financial Inclusion of Informal Sector Project	3.00	To foster increased use of digital financial services by women engaged in informal activities in the target states.
Malawi: Adolescent Nutrition-Sensitive Agriculture Pilot	3.00	To increase production and consumption of nutritious foods and to improve access to livelihood opportunity among selected female and male youths in targeted districts of Mwanza and Ntchisi.
Ghana: Improved Feeding Practices for First 1,000 Days	3.00	To improve the feeding practices among 5,520 targeted women of reproductive age (including pregnant and lactating women) and 4,900 children under two (the so-called “first 1,000 days of life”) in Kassena Nankana, Sekyere East, and Kintampo South Districts.
Subtotal	21.00	

JSDF Regular Program Grants Approved In FY19–FY20

FY20 Approvals	Amount in (\$ Million)	Project Development Objectives
Honduras: Improving the Livelihoods of Miskito Indigenous Peoples in La Moskitia	2.99	The project will contribute to the development and strengthening of the production capacity of the Miskito indigenous communities by (a) financing community-level subprojects to promote and improve productive activities such as activities supporting fishing (production of artisanal boats, fishing nets, ice production, etc) along with other lesser-developed activities such as agroforestry and poultry farming; (b) improving the capacity of the Miskito communities by providing training and technical assistance; and (c) implementing a local-level Monitoring & Evaluation system to oversee subproject activities.
Cambodia Community-based Childcare for Garment Workers Project	2.94	To establish quality, sustainable community-based childcare services for garment factory workers that improve employment and labor outcomes, reduce unpaid household childcare, and improve child development.
Armenia: Promoting Social Inclusion and Self-Reliant Livelihood Activities in Armenia	2.94	The proposed grant project is expected to support about 11,200 beneficiaries in five marzes of Armenia: Armavir, Ararat, Shirak, Lori, and Kotayk.
Vietnam Reducing Income- and Health-Related Vulnerability of Older Persons in Vietnam	3.00	To establish quality, sustainable community-based childcare services for garment factory workers that improve employment and labor outcomes, reduce unpaid household childcare, and improve child development.
Myanmar-Enhancing Community Driven Development Project	27.26	The grant will finance community identified rural infrastructure investments in five rural townships, with significant resources for capacity building for conflict sensitivity, social inclusion and strengthening the capacity of women to take on leadership roles in project implementation.
Subtotal	39.13	

ANNEX 2

JSDF SEED FUND GRANTS APPROVED IN FY19 AND FY20

Grant Name	Grant Amount US\$ Thousands	Objective
Liberia: Boosting Local Level Capacity for Improved Government Transparency and Accountability	75,000	To finance the staging of broad-based stakeholder consultations to participatory design and implementation of the JSDF grant aimed at improving external accountability in the use of public resources in Liberia.
Rwanda: Strengthening Capacity of Female-led Community Health Worker Cooperatives	73,850	To contribute to the reduction in the stunting rate among children under five years of age (with a focus on those under two) in the targeted districts.
Cambodia: Community-Day Care for Garment Factory Workers	75,000	To conduct participatory consultations with a range of stakeholders in target communities to obtain feedback on the objectives and design options for delivering community-based child care services for garment workers.
Vietnam: Improved Delivery of Legal Aid for the Poor and Vulnerable	75,000	To enable participatory bottom-up consultations with targeted beneficiaries and other stakeholders and better define the objectives of the proposed follow-up JSDF grant, describe activities, components and results indicators (with baseline data) for the proposed follow-up JSDF grant.
Uzbekistan: Enhancing Economic Opportunities For Rural Women	75,000	To undertake a consultation process with the targeted beneficiaries- rural women in the three regions of Jizzak, Kashkadarya and Ferghana in Uzbekistan to ensure ownership through participatory design and implementation for a Rural Women's Economic Empowerment Project in Uzbekistan.
India: Sustainable Agri-Practices in Ganga Basin Districts of UP	74,850	To conduct participatory; bottom-up consultations to identify opportunities and define framework for sustainable environment-friendly and climate-smart agricultural and other livelihood practices in Ganga-adjointing areas of Varanasi and Moradabad districts in Uttar Pradesh.
Total	448,700	

ANNEX 3

JSDF FUND CLOSURES IN FY19 AND FY20

Fund	Fund Long Name	Fund Country	Region	Giant Approved Amt. (\$)	Fund Closing FY	Disbursement	Disbursement %
TF018040	Creating Inclusive Business Models for Marginalized Tribal Communities in Odisha, Madhya Pradesh and Jharkhand	India	SAR	2.9	FY20	2.9	100%
TF0A2429	Cambodia: Early Childhood Care and Development for Floating Villages Project	Cambodia	EAP	2.8	FY20	2.7	98%
TF0A3059	Pakistan: Indus Ecoregion Community Livelihood Project (IECLP)	Pakistan	SAR	2.9	FY20	2.6	91%
TF017363	Karnataka Multisectoral Nutrition Pilot	India	SAR	4.6	FY19	3.5	76%
TF017344	Ghana: JSDF Support Rural Income Generation of the Poorest in the Upper East Region	Ghana	AFR	2.8	FY19	2.4	87%

(Continued on next page)

Fund	Fund Long Name	Fund Country	Region	Giant Approved Amt. (\$)	Fund Closing FY	Disbursement	Disbursement %
TF018661	ROUND 36 - Georgia: Empowering Poor Communities and Micro-Entrepreneurs in the Tourism Sector	Georgia	ECA	2.5	FY19	2.4	96%
TF017708	Community Driven Nutrition Improvement Project	Timor-Leste	EAP	2.9	FY19	2.8	100%
TF015780	JSDF 36: Nepal: Pro-Poor Urban Regeneration Pilot	Nepal	SAR	2.8	FY19	2.3	84%
TF019188	JSDF - Liberia: Supporting Psychosocial Health and Resilience	Liberia	AFR	2.8	FY19	2.8	100%
TFOA2643	Uganda: Northern Uganda Business Support Project	Uganda	AFR	2.9	FY19	2.9	100%
TFOA1513	Voice and Action: Social Accountability for Improved Service Delivery Project (World Vision)	Cambodia	EAP	2.0	FY19	2.0	100%
TFOA1514	Voice and Action: Social Accountability for Improved Service Delivery Project (Save the Children)	Cambodia	EAP	2.9	FY19	2.8	97%

(Continued on next page)

Fund	Fund Long Name	Fund Country	Region	Giant Approved Amt. (\$)	Fund Closing FY	Disbursement	Disbursement %
TF0A0350	Djibouti - Enhancing Income Opportunities in Djibouti	Djibouti	MNA	2.7	FY19	2.7	100%
TF017353	Developing Artisanal Livelihoods in Rural Pakistan	Pakistan	SAR	2.8	FY19	2.8	100%
TF017709	ROUND 36: Pilot to Improve the Development and Nutrition of Young Children in Guatemala Project	Guatemala	LCR	2.8	FY19	2.7	98%
				42.7		40.2	

ANNEX 4

JAPAN SOCIAL DEVELOPMENT FUND

POLICY GUIDELINES

1. **Objective.** To provide grants in support of community-driven development and poverty reduction programs that serve to enhance productivity, increase access to social and community services and infrastructure, and improve the living conditions of poor and vulnerable groups in eligible client countries of the World Bank Group.⁶ Grants approved under the program are subject to the criteria set forth in these Guidelines.
2. **Focus.** JSDF Project and Capacity Building Grants (see para. 5) are designed to complement Bank-financed operations and programs aligned with the development objectives of the relevant Country Partnership Framework (CPF), PRSP or poverty reduction elements of Sector Strategies. Project Grants would: (i) respond directly to the needs of the poorest and most vulnerable underserved groups to improve their lives; (ii) encourage the testing of innovative methods that are new or alternative approaches at the project, country, or regional level, or that facilitate new partnerships with NGOs/CSOs or local governments to reach the target groups; (iii) reflect a participatory design and consultation process with the targeted beneficiaries who endorsed the grant inputs; (iv) utilize participatory monitoring and evaluation to help beneficiaries address their vulnerability and to ensure ownership and sustainability; and (v) support initiatives that lead to developing sustainable outcomes through the adoption or scaling-up of the pilot project at completion through Bank-financed operations, recipient government activities, or other entities. Capacity Building Grants would build ownership, capacity, empowerment and participation of local communities, local governments, nongovernmental organizations (NGOs) and other civil society groups, through capacity building, to participate in society and government, to affect their development, to learn by doing and facilitate their involvement in operations financed by the World Bank. The Development Finance Vice-Presidency (DFiVP) should aim at allocating approximately 50 percent of JSDF funds to eligible countries in East, South and Central Asia regions.
3. **Special Allocation for Africa.** Grants under these allocations are subject to the same guidelines (below) that apply to other JSDF Grants.
 - TICAD V has an allocation of \$30 million divided as follows:
 - \$20 million for technical assistance to improve the mortality rate of infant and their mothers; Technical assistance to improve the malnutrition (in close cooperation with the projects under the SUN Trust Fund) and

⁶ Includes the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, all referred to hereafter as the Bank.

- \$10 million for technical assistance to improve the unemployment rate by providing job training for young job seekers such as former soldiers (System improvement, Capacity building, etc.)

4. **Grant Types and Country Eligibility.** There are two types of JSDF Grants:

- (i) **Project Grants finance:** (a) activities that directly deliver results in the short-term supporting the improvement of services and facilities for poorer population groups, or reinforcing/reinvigorating social safety nets, or (b) innovation and testing of new approaches, particularly in the social sectors. A Guidance Note on Innovation is attached for use as a reference by TTLs when preparing a Concept Note.
- (ii) **Capacity Building Grants:** finance activities that empower and strengthen knowledge and skills of local communities, NGOs/CSOs, and local governments working with the targeted beneficiaries so that they may participate in their development through learning by doing.

All low-income and lower middle-income countries as defined in the World Development Indicators in the applicable year, are eligible for both Project Grants and Capacity Building Grants.⁷ The special allocations for Africa apply to all countries on the African continent that are eligible for JSDF grants.

5. **Amount.** JSDF Grants under the regular program can range from US\$200,000 to US\$3 million. Under exceptional circumstances and after prior clearance by DFi, a grant proposal of up to US\$4 million may be submitted for consideration.⁸ Proposals exceeding US\$3 million would be subject to higher scrutiny by the JSDF Secretariat; the latter may request technical reviewers to verify the validity and viability of proposed activities and that their costing follows a disciplined process.

6. **Concept Notes.** The concerned managing unit in the Bank must sponsor the activity and designate a Task Team Leader (TTL). TTLs must indicate the arrangements (including financial provision) for JSDF project supervision. Requests must be in line with the CPF objectives, as confirmed by the Country Director and the sector approach, confirmed by the Practice Manager, and is submitted to the Japan Trust Funds Administration Unit after review and endorsement by designated sector specialists. To the extent possible, Concept Notes should promote collaboration with local and international NGOs, in particular, Japanese NGOs and civil society organizations. Ministry of Finance (MOF) will have four weeks to review a brief concept note (MOF may consult Ministry of Foreign Affairs (MOFA) and Japan International Cooperation Agency (JICA)). The Bank will be required to pre-discuss concept notes with MOFA and JICA in the field. At the end of the four weeks, MOF will share with the Bank their decision on go/no go for the CN to prepare.

⁷ Where a seed fund grant has been approved, country eligibility for a follow-on grant will be based on eligibility when the seed fund grant was approved.

⁸ JSDF Myanmar project “Myanmar National Community-Driven Development Project (NCDDP)” and Cambodia project “Voice and Action: Social Accountability for Improved Local Services for the Poor” are one-time exceptional cases that Japan has agreed to surpass the maximum grant amount per project.

7. **Review of Proposals and Approval by the World Bank (WB).** Once DFI submits proposals to MOF, MOF will review the full proposal while focusing its assessment on the detailed cost table. MOF will provide its final decision within three weeks.
8. **Program Administration Costs.** In order to cover the costs of JSDF Program Administration and Technical Reviews, DFI may request the replenishment of the Bank Executed Trust Fund established in FY10 to cover costs up to a limit to be agreed in an exchange of correspondence with MOF. All expenditures necessary for Program Management and for Technical Reviews are eligible.
9. **Eligible Expenditures.** These include goods, small civil works, services (including necessary provision for NGO overheads), training, workshops and operating costs (excluding salaries of government civil servants), with all expenditures eligible for 100% financing under JSDF. Please note that the staff salaries of NGOs implementing JSDF grants would be allowed for up to 5% of the RE grant amount for direct project support. This means that operating cost threshold for JSDF grants would be increased from 10% to 15% (i.e. with 5% of the 15% earmarked to finance staff salaries only). In cases where NGO staff would not be providing direct project support, operating costs will remain at 10%. However, staff salaries of government agencies implementing JSDF grants will remain ineligible.

Requests may also include the cost of the grant audits.

All activities financed under this program will be consistent with the World Bank's Cost Recovery Policy which allows Banks staff costs, including travel consistent with standard coefficients for Bank staff incremental supervision support to RETF grants provided by the Bank's BPS.

10. **Ineligible Expenditures.** The following cannot be financed under JSDF: (i) pilot activities with no linkages to the Country Assistance Strategy agreed between the Bank and the recipient country, (ii) academic research, (iii) government or other staff salaries, and central government activities, (iv) foreign training or study tours, or (v) purchases of motor vehicles.⁹
11. **Grant Execution Arrangements.** Grants must be recipient-executed. Recipients of JSDF Grants may be Governments (central or local), international or local NGOs, or other local community groups which the Bank has determined are financially sound, have a strong track record, and employ satisfactory arrangements for use and accounting of grant funds. In case the recipient or the implementing agency is an NGO or a local community group, it is required that the central or local government gives its agreement to the arrangement. UN agencies may not be recipients of JSDF grants.¹⁰ In any case, the normal grant implementation period is four years after signature of the grant agreement. However, up to two year-extensions can be

⁹ Bicycles and motorcycles are eligible for JSDF funding.

¹⁰ UN agencies may participate in JSDF grant activities as consultants, but not implementing agencies, provided that the selection is in accordance with Bank Guidelines.

requested from DFi with adequate justification. The TTL of the grant will carry out the Bank's fiduciary responsibilities for grant supervision, in accordance with Bank standards and use of *Procurement Guidelines*.

12. **Retroactive Financing.** Grant recipients may request retroactive financing for eligible expenditures effective from the date of approval of the grant funding request (GFR) and to the date of activation of the grant, up to 20% of the recipient grant amount for the Regular Window. The standard clause for retroactive financing would be included in the grant agreement when applicable, including recipient liability for expenses incurred in case the grant agreement is not made effective.
13. **Progress Reporting.** For the purposes of monitoring the development outcomes, the grant agreement, based on the grant application, will be the binding document. The JSDF Program is completely aligned with the Investment Project Financing (IPF) and Small Grants and Guidelines and Procedures in terms of project progress and completion reporting. Task Team Leader will be responsible for preparing regular Implementation Status and Results Reports (ISR) for the JSDF project after each implementation supervision mission, rating the status of project implementation, and documenting the completion of deliverables and outputs. An *Implementation Completion Report* (ICR) will be prepared at completion documenting actual cumulative inputs, outputs and outcomes through the grant implementation period. The public disclosure ISR and ICR will be shared with the Donor.
14. **Reallocation of Funds by Expenditure (Disbursement) Category or Activities.** Reallocations among expenditure categories or grant activities, including dropping or adding new eligible categories or grant activities, must be cleared by DFi. The Legal Department should be consulted if any amendments are required, to be approved by the Country Director. The proposed changes will be sent to MOF for information.
15. **Change in Grant Objectives.** For significant changes in the Grant Development Objectives a request must be sent to DFi for clearance which will determine if MOF approval is required. MOF will approve/reject the request within one business week of its receipt from DFi. Subsequent grant amendment letters are cleared with the Legal Department in accordance with Bank procedures.
16. **Grant Cancellation Policy.** The balance of grants is subject to cancellation under the following circumstances: (i) the grant agreement has not been signed within 6 months of the formal grant approval date, (ii) there has been no implementation progress, including zero disbursements, for six months after signature of the grant agreement, or (iii) there is lack of progress as determined by DFi. DFi may clear exceptions on the basis of a satisfactory explanation.
17. **Consultation with Local Japanese Officials.** In order to ensure harmonization and coordination, the Bank is:
 - (a) required to consult with the JICA at an early stage of project preparation,
 - (b) required to consult with the Embassy of Japan accredited to the recipient country about the JSDF grant application, and

(c) required to discuss the proposal with the Embassy of Japan and JICA before submission of the proposal to Development Finance (DFi) for review. Such consultation and information sharing by task teams will help expedite the decision-making process. In addition, the Bank is required to share information related to the design, progress and outcomes of JSDF projects with the Embassy of Japan and JICA in the field. They are also encouraged to invite them to join planning and supervision missions, attend key meetings and share the missions' aide-memoires with them.

18. **Japanese Visibility.** The Bank is asked to help promote the visibility and local awareness of JSDF in recipient countries through the following types of activities:
- (a) Publications, training programs, seminars and workshops financed by JSDF grants should clearly indicate that the activities in question have received funding from the MOF;
 - (b) The logo (usually the Japanese national flag) should be used in publications financed by the JSDF program, and in banners and any other materials used in seminars and training programs financed by JSDF grants;
 - (c) All press releases issued by the Bank with respect to JSDF grants should refer to the financial contribution from the MOF;
 - (d) Recipients should be encouraged to ensure that JSDF-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, DFi may promote visibility of JSDF by: (i) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for JSDF funding; and (ii) continuing widespread distribution of the JSDF Annual Report, inclusion of JSDF information in relevant Bank documents, and occasional information sessions for Japanese organizations. A Guidance Note providing samples of other ways to improve visibility is attached as Annex B.

19. **Maintenance of Documentation.** Operational departments will keep copies of documentation related to JSDF grants, in accordance with the Bank's Administrative and document retention policies, among others, Terms of Reference and consultant contracts, reports and other outputs prepared by consultants, and status reports.
20. **Schedule.** Concept Notes (CNs) are submitted to DFi following rigorous internal reviews. DFi will submit the final CNs to MOF on a rolling basis after their vetting through the Small RETF Grants Guidelines within the framework of the World Bank's Accountability and Decision Making (ADM) process. DFi will use the agreed checklist to review the proposals prior to submission to MOF. MOF will confirm its decisions on proposals CNs within four weeks from submission.

ANNEX 5

JSDF GUIDANCE NOTE ON VISIBILITY OF JAPAN



Introduction

The Government of Japan has contributed to the Japan Social Development Fund (JSDF) in support of innovative social programs to help alleviate poverty in eligible client countries of the World Bank Group since 2000. The purpose of this note is to provide guidance on measures to ensure that the contribution of Japan in supporting JSDF 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 Japan International Cooperation Agency accredited to the recipient country about the JSDF grant application before submission of the proposal to Development Finance (DFi) 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 JSDF 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.

Japanese Visibility

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

- Publications, training programs, seminars and workshops financed by JSDF grants should clearly indicate that the activities in question have received funding from the Government of Japan;
- The logo (usually the Japanese national flag) should be used in publications financed by the JSDF program, and in banners and any other materials used in seminars and training programs financed by JSDF grants;
- All press releases issued by the Bank with respect to JSDF grants should refer to the financial contribution from the Government of Japan;
- Recipients should be encouraged to ensure that JSDF-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;
- 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, DFi may promote visibility of JSDF by: (i) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for JSDF funding; and (ii) continuing widespread distribution of the JSDF Annual Report, inclusion of JSDF information in relevant Bank documents, and occasional information sessions for Japanese organizations. A Guidance Note providing samples of other ways to improve visibility is attached.

The JSDF Program's Logo

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

Local Publicity Opportunities

In addition to use of the logo, Bank staffs are urged to take all appropriate measures to encourage Recipients to ensure that JSDF-financed activities are well covered by local print and electronic

media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding received. Below is a standard text suggested for use by those who prepare publicity materials: *“The grant which financed this (name of activity) was received under the Japan Social Development Fund 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 JSDF grants. Opportunities to publish articles on high visibility projects financed by JSDF grants should be explored and utilized.

During supervision missions of JSDF projects, task teams should interact from time to time with the Embassy of Japan to inform them of progress under their project. They are encouraged to invite them to participate in supervision missions and to visit project sites to meet beneficiaries.

Task teams are advised to brief the Country Managers/Country Directors about the implementation status of JSDF 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 members are requested to forward copies of all visibility materials, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to the JSDF Team at the following address:

Ms. Helena Nkole, JSDF Program Manager
Room G6-157 or Hnkole@worldbank.org
Trust Funds and Partner Relations Department
Development Finance Vice Presidency
The World Bank
Washington, DC 20433
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JSDF

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