



POLICY AND HUMAN RESOURCES DEVELOPMENT (PHRD) FUND

INTEGRATED THIRTY-YEAR ANNIVERSARY REPORT AND FISCAL YEARS 2019 AND 2020 ANNUAL REPORT

Pioneering Change and Delivering Sustainable Development Results for Three Decades

A Steadfast Approach to Fighting Poverty with Innovative Knowledge

**Masanori Yoshida, World Bank Group Executive Director
for Japan:**

“The PHRD’s track record has demonstrated its agility and responsiveness to the ever-changing and increasingly complex needs of the developing world. The PHRD Fund has adjusted the framework of its Technical Assistance (TA) and non-TA programs to facilitate prompt responses to emerging development challenges. Moreover, the PHRD has enabled the accumulation of a vast body of knowledge and experience through its support to the critical role that scholars, researchers, leaders, and practitioners play in promoting and working toward sustainable development. The collaboration between the Government of Japan and the WBG and the evolution of the PHRD, demonstrate Japan’s confidence in its partnership with the WBG to steer PHRD resources effectively to operations in accordance with the WBG’s poverty reduction and equitable growth goals and strategies.”

THIRTY YEARS OF DEVELOPMENT IMPACT BY THE NUMBERS

A commitment to achieving development results, including leveraging World Bank Group (WBG) investments under preparation, co-financing, climate change initiatives, disaster risk and resilience, improving Africa's productivity, disability and development, achieving universal health coverage (UHC) for all, pandemic preparedness, and educating a new generation of development leaders.

PHRD DEVELOPMENT IMPACT-SELECTED OVERARCHING RESULTS



Over **214 million beneficiaries** reached (farmers, pregnant and lactating women, crisis workers)

Over **1.2 million jobs** created (small-scale farmers, animal husbandry)



Over **2.8 million children** immunized

5.3 million beneficiaries received health and nutrition care



5.7 million doctor visits facilitated, including 1 million first-time patients

PHRD DEVELOPMENT IMPACT – LEVERAGING WBG INVESTMENTS UNDER PREPARATION SELECTED RESULTS



Project preparation (PP) grants totaling **\$943 million**, leveraged \$100 billion of WBG financing

PP grant-prepared projects contributed to the design of more than one-third of WBG-financed operations in **144 low and lower middle-income countries**

PHRD IMPACT – CO-FINANCING SELECTED RESULTS

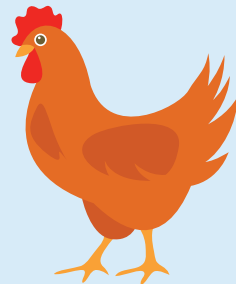
4.1 million students benefitted from new and/or renovated schools with access to learning materials, updated infrastructure, and sanitation facilities

12 million birds and livestock vaccinated

35,462 kilometers of roads constructed or rehabilitated

3,132 health centers constructed or rehabilitated, improving pre-and post-natal care, immunization, and nutrition interventions

9.6 million hectares of agricultural land upgraded via new farming technologies, improved seeds, better irrigation facilities, and upgraded farming skills



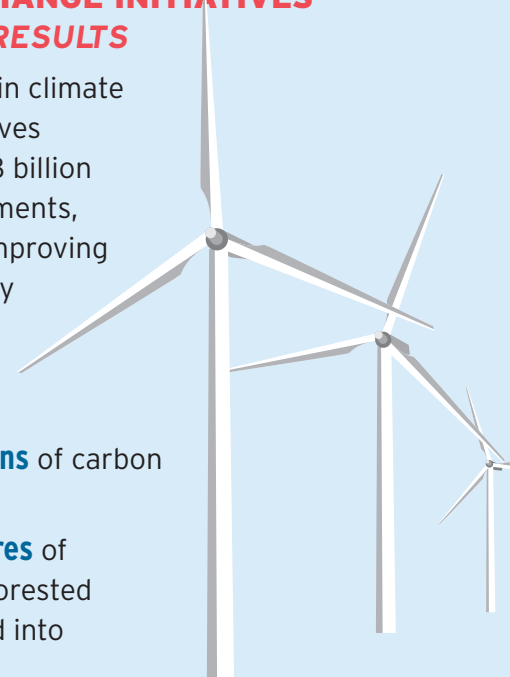
PHRD DEVELOPMENT IMPACT – CLIMATE CHANGE INITIATIVES SELECTED RESULTS

\$24.8 million in climate change initiatives leveraged, \$1.8 billion in WBG investments, significantly improving quality-at-entry and greater development impact

209 million tons of carbon sequestered

97,575 hectares of barren or de-forested land converted into agricultural or pastoral land

246,406 megawatts of renewable energy generated



PHRD IMPACT – IMPROVING AFRICA'S PRODUCTIVITY (TICAD IV AND V) SELECTED RESULTS

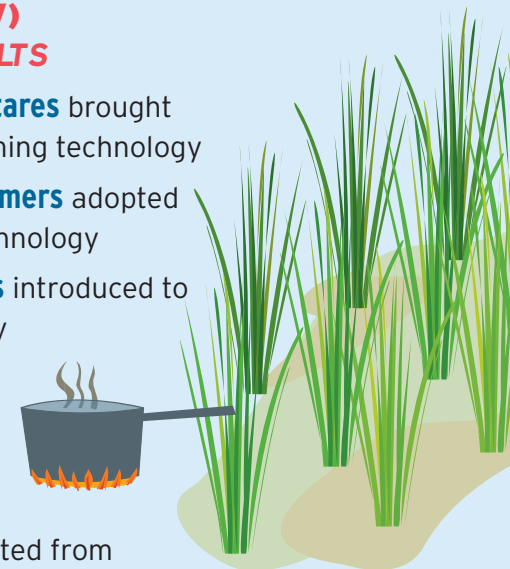
Some **389,000 hectares** brought under improved farming technology

Nearly **520,000 farmers** adopted at least one new technology

20 new technologies introduced to enhance productivity

1,565 households adopted improved food processing and cooking techniques

5,581 women benefited from nutrition subprojects





Message from the Director

DIRK REINERMANN

Director,
Trust Funds and
Partner Relations,
Development Finance

Three decades ago, the Government of Japan, in partnership with the World Bank Group (WBG), established the Policy and Human Resources Development (PHRD) Fund out of a commitment to reduce poverty, build the necessary foundations for sustainable development, and create a close development partnership. Since inception, the PHRD Fund has a record of considerable achievements through its support to WBG-financed operations and activities. This fruitful alliance has been a model for the creation of other trust funds and partnerships managed by the WBG for shared growth and the eradication of poverty. The Government of Japan has contributed \$3.4 billion to the PHRD Fund in support of a portfolio of 4,500 operations that span more than 150 countries.

True to its catalytic precept, the PHRD Fund has enabled the WBG to expand its reach and development impact. In so doing, the PHRD has facilitated positive progress in tackling many challenging issues of the developing world. Most importantly, it has strengthened the know-how, skills, and knowledge of government institutions, civil society organizations, and individuals in low- and middle-income countries that are required to direct their own development process. At the same time, the flexibility and responsiveness of PHRD's framework has allowed it to channel resources, as needed, to confront and manage crises.

The PHRD has been a leading source of concessional finance for the preparation and implementation of WBG-financed operations. Its support has addressed a broad range of challenges, such as reforms in East Asia in the wake of financial crises, debt relief for heavily indebted countries, climate change resilience, post-conflict and emergency reconstruction and recovery, global health threats and pandemics, strengthening agricultural capacity issues in Africa, and barriers for persons with disabilities.

The PHRD Fund has built the capacity of thousands of development professionals and project workforces and disseminated data and learning across the globe. It has forged partnerships between Japanese researchers, professionals and consultants, and the WBG on international development issues. It continues to make generous financial contributions to global and multilateral programs managed by the WBG. Examples of these contributions are the International AIDS Vaccine Initiative (IAVI) and the Global Facility for Disaster Reduction and Recovery (GFDRR).

This report recognizes key accomplishments of the PHRD's various programs in celebration of the 30-year anniversary. The development results presented in this anniversary report are extremely encouraging. In addition, the impact of the PHRD on the WBG's staff development is heartening. More than 1,000 senior-level staff have been task team leaders for PHRD-funded activities, with support from many technical specialists as well as operational and administrative team members. The report also presents the fund's performance in fiscal years 2019 and 2020 as it continued to ensure PHRD's relevance, results focus, and alignment with Japan's overseas development assistance priorities and the WBG's overarching goals of ending extreme poverty and promoting shared prosperity. These accomplishments support the 2030 Sustainable Development Goals.

The World Bank Group is very grateful to Japan and its people for their enduring generosity to this exemplary, responsive, and dynamic partnership during the past three decades and for years to come as we strive toward our shared goal of helping the poor and most vulnerable groups in the developing world.

Abbreviations and Acronyms

ADB	Asian Development Bank	FEPA	Federal Environment Protection Agency
AfDB	African Development Bank	FY	Fiscal Year
AHIF	Avian and Human Influenza Facility	G7	Group of Seven
AIDS	Acquired Immune Deficiency Syndrome	G8	Group of Eight
AP	Andhra Pradesh	GDLN	Global Distance Learning Network
APDAI	Andhra Pradesh Drought Adaptation Initiative	GDP	Gross Domestic Product
ASA	Advisory Services and Analytics	GDN	Global Development Network
CARICOM	Caribbean Community and Common Market	GEF	Global Environment Facility
CCIG	Climate Change Initiative Grant	GEJE	Great East Japan Earthquake
CO²	Carbon Dioxide	GFF	Global Financing Facility in Support of Every Woman Every Child
CCRIF	Caribbean Catastrophe Risk Insurance Policy	GFDRR	Global Facility for Disaster Reduction and Recovery
CDD	Community Driven Development	GoJ	Government of Japan
CDM	Clean Development Mechanism	H5N1	Avian Influenza
CEPF	Critical Ecosystem Partnership Fund	HIPC	Highly Indebted Poor Countries
CGAP	Consultative Group to Assist the Poorest	HIV	Human Immunodeficiency Virus
CGIAR	formerly Consultative Group for International Agricultural Research	HLC	Healthy Living Center
CHW	Community Health Worker	HMIS	Health Monitoring and Information System
COVID 19	Coronavirus	HNPSP	Health Nutrition and Population Sector Program
DFi	Development Finance	HRH	Human Resources for Health
DFTPR	Trust Funds and Partner Relations Department (World Bank)	IAVI	International AIDS Vaccine Initiative
DRM	Disaster Risk Management	IBLIP	Index Based Livestock Insurance
DRR	Disaster Reduction and Recovery	IBRD	International Bank for Reconstruction and Development
EAP	East Asia and Pacific Region	ICT	Information, Communications and Technology
ECA	Europe and Central Africa Region	IDA	International Development Association
ERPA	Emissions Reduction Purchase Agreement	JICA	Japan International Cooperation Agency
ESD	Essential Services Delivery	JJ/WBGSP	Joint Japan World Bank Graduate Scholarship Program
FAO	Food and Agriculture Organization (of the UN)		

JPCF	Japan Post Conflict Fund	PP	Project Preparation
JSDF	Japan Social Development Fund	PRIME	Performance and Results with Improved Monitoring and Evaluation
LCR	Latin America and Caribbean Region	PRN	Provincial Road Network
M&E	Monitoring and Evaluation	QIIP	Quality Infrastructure Investment Partnership
MDG	Millennium Development Goal	RAI	Responsible Agriculture Investments
MDTF	Multi Donor Trust Fund	REDD	Reducing Emissions from Deforestation and Degradation
MENA or MNA	Middle East and North Africa	SDGs	Sustainable Development Goals
MIDP	Most Innovative Development Project	SWAp	Sector Wide Approach
MOF	Ministry of Finance (Japan)	TA	Technical Assistance
MOFA	Ministry of Foreign Affairs (Japan)	TB	Tuberculosis
MOHFW	Ministry of Health and Family Welfare	TDLC	Tokyo Distance Learning Center
NGO	Non-Government Organization	TICAD	Tokyo International Conference on African Development
NRN	National Road Network	TTL	Task Team Leader
OED	Operations and Evaluations Department (World Bank)	U5MR	Under Five Child Mortality Rate
OIE	World Organization for Animal Health	UHC	Universal Health Coverage
ORD	Outstanding Research on Development	UN	United Nations
PHC	Primary Health Care	UNSID	United Nations System Influenza Coordination
PHRD	Policy and Human Resources Development Fund	WBG	World Bank Group
PIC	Pacific Island Country	WBI	World Bank Institute
		WHO	World Health Organization

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Orientation
to Annual
Report



This Annual Report highlights key results and the development impact of PHRD programs in celebration of the thirtieth anniversary. It also details implementation progress and results of the FY19–20 portfolio.

Section 1 presents an overview of the PHRD program and how it has empowered countries to achieve development impact through capacity development over the past thirty years. This section also presents the program objectives, overall contributions and allocations as well as the financial performance of the FY19–20 portfolio.

Section 2 outlines the development impact of PHRD project preparation grants and how they have leveraged World Bank investments over the past thirty years.

Section 3 provides the results and development impact of PHRD co-financing grants that leveraged World Bank financing over the past thirty years.

Section 4 recognizes the PHRD Fund as a catalyst for rapid response to emerging crises.

Section 5 outlines how PHRD TA mainstreamed climate-related issues into the global development agenda and served as a vehicle to garner support for the Kyoto Protocol.

Section 6 outlines the PHRD's role in spearheading global engagement on Africa's agriculture and rural energy and the resulting transformative impact.

Section 7 focuses on how the PHRD provided the enabling environment for disability-inclusive development.

Section 8 presents PRIME, the PHRD's pioneering strategy to enhance the use of government systems to promote evidence-based decision making.

Section 9 showcases how the PHRD expands knowledge to promote universal health coverage for all, among others.

Section 10 presents the programs used to build the capacity of development professionals and strengthen partnerships with Japanese, global and multilateral initiatives.

Section 11 provides an overview of the PHRD Fund program administration and highlights of the anniversary knowledge event in Tokyo.

Section 12 outlines the PHRD strategic framework to continue to help developing countries build the skills, knowledge and human resource capacity to achieve the strategic development goals of the GoJ and the WBG, while seeking pioneering mechanisms to ensure sustainability of its value and effectiveness.



1

Overview



Empowering Countries to Achieve Development Impact through Capacity Development

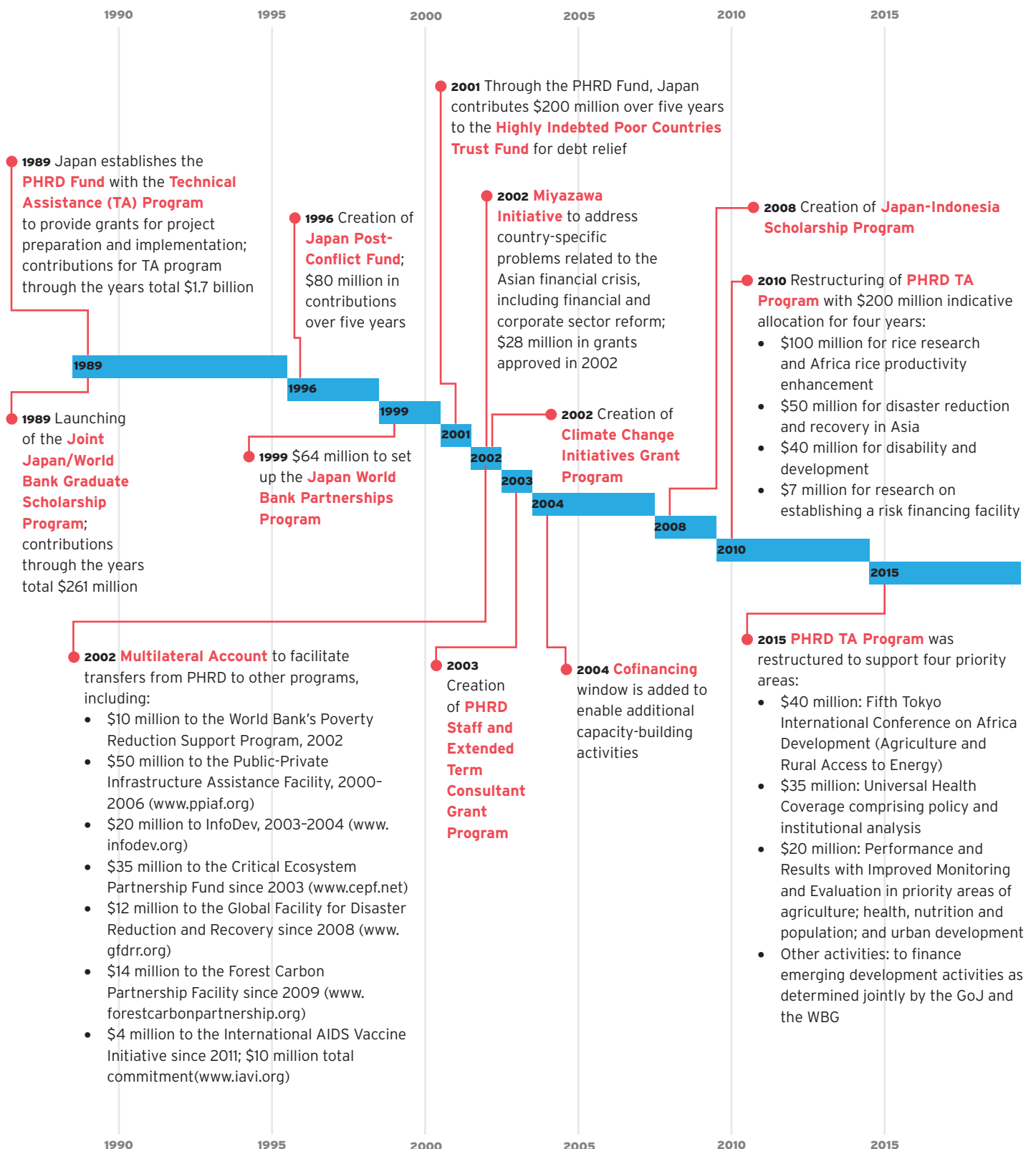
The year 2019 marks the thirtieth anniversary of the Policy and Human Resources Development (PHRD) Fund, the illustrious partnership between the Government of Japan (GoJ) and the World Bank Group (WBG). Those three decades are nothing short of extraordinary. The PHRD Fund has been an enduring source of concessional finance for creating and nurturing the foundations for extreme poverty eradication and well-shared growth. Through project-related and knowledge product/service grants, scholarships, and financial contributions to multilateral and global initiatives, the PHRD Fund strengthened institutional capacity and knowledge and helped create new opportunities for people in developing countries across the globe.

The PHRD's launch in 1989 was motivated by a ground-breaking vision. In the absence of sufficient and relevant skills, knowledge and know-how, countries in the developing world would continue to struggle to meet their development needs. To address the gaps in capacity, the GoJ and the WBG agreed to establish a trust fund with GoJ funding to make grants available to support the preparation and implementation of WBG-financed projects, as well as knowledge products and services. The PHRD's predecessor, the Japanese Grant Facility—a scholarship and consultancy trust fund—was folded into the new trust fund.

Masanori Yoshida, World Bank Group Executive Director for Japan:

“The PHRD's strategic framework aligns with Japan's overseas development assistance priorities by supporting WBG programs and initiatives that help countries tackle their development challenges. While the framework has evolved over the years, it has adhered to Japan's vision of developing the capacity and knowledge of governments, civil society, and human beings to chart their own course and attain a more equitable and sustainable world. Reflecting the principles of the 1997 Kyoto Protocol, the PHRD Fund added a program to help countries mainstream climate resilience into their development agenda.”

POLICY AND HUMAN RESOURCES DEVELOPMENT (PHRD) FUND TIMELINE



As depicted in the above timeline, the PHRD Fund launched vital initiatives to help developing countries cope with their critical concerns. Some of these initiatives included programs to support: reforms in East Asia in the wake of financial crises; debt relief for heavily indebted countries; initiatives on climate change resilience; post-conflict and emergency reconstruction and recovery; global health threats and pandemics; food crises and agriculture capacity issues in Africa; and barriers for persons with disabilities. The PHRD has helped develop the capacity of thousands of development professionals and project workforces and disseminate data and promote learning across the globe. It has forged partnerships between Japanese researchers, professionals and consultants, and the WBG on international development issues. It has contributed financially to global and multilateral programs managed by the WBG. The programmatic adjustments of the last decade have ensured that the PHRD remains relevant, results-focused, and aligned with the WBG's overarching goals of ending extreme poverty and promoting shared prosperity that, in turn, support the 2030 Sustainable Development Goals (SDGs).

Cumulative disbursements over three decades amounted to \$2.6 billion (see Table 1.1). During the PHRD's first twenty years, the fund successfully provided TA in many WBG member countries that strengthened fledgling institutions and weak human capital while preparing and implementing WBG-financed projects. Equally important, the PHRD helped train thousands of development professionals and complement the WBG's activities in producing knowledge products, disseminating learning, and bolstering multilateral initiatives on global public goods, while strengthening the partnership between the GoJ and the WBG.

With the PHRD's principles of flexibility and responsiveness, it has addressed the many changing needs of low-income countries and increasingly complex development challenges through three decades. The PHRD has been a leader in supporting innovative programs designed to respond to emerging development challenges. Its flexibility enables it to support initiatives that employ new and innovative approaches based on learning from past development practices and experiences and apply the new approaches to the specific concurrent challenges facing developing countries.

Akihiko Nishio, Vice President, Development Finance, WBG

“PHRD's pioneering approach enabled progress on multiple development fronts and set the precedent for other development partners to set up trust funds in partnership with the World Bank for poverty alleviation efforts managed by the World Bank. I would like to thank the government and the people of Japan for their steadfast support to PHRD, including the partnership with IDA [International Development Association of the World Bank Group] and other trust funds and financial intermediary funds. The World Bank Group and the Government of Japan have a longstanding history of development cooperation. As one of the World Bank's leading trust fund development partners, Japan has proven itself a steadfast partner, as well as a financial and intellectual backer for development solutions, deeply committed to the joint fight against poverty. The World Bank Group is grateful to Japan for its unwavering support to the PHRD Fund over the past 30 years and going forward.”

Table 1.1 PHRD Cumulative Disbursements by Program, 1989–FY20

Program	# of Grants	Cumulative Disbursements (\$ million)	% of Total Disbursement
Investment Projects/ASA			
Agriculture*	27	87.07	4%
Climate Change	50	23.66	1%
Disability and Development	16	17.10	1%
Disaster Reduction and Recovery	25	22.28	1%
Technical Assistance and Cofinancing**	3,215	1702.79	87%
Performance and Results with Improved Monitoring and Evaluation (PRIME)	13	4.59	0%
Universal Health Coverage (UHC)	33	14.01	1%
Partnership	90	80.32	4%
Subtotal:	3,469	1,951.81	100%
Other (No. Scholarships/Appointments)			
Joint Japan/World Bank Graduate Scholarship		345.02	54%
Staff Grant	345	63.43	10%
OTHERS	699	235.10	37%
Subtotal:v	1,044	643.55	100%
Total	4,513	2,595.36	

Source: DFTPR

Notes: # of grants and Cumulative disbursements include BETF and RETFs; Climate Change, UHC and Staff Grant reflect only BETF.

* Includes Africa Agriculture Productivity (TICAD IV) and Agriculture and Rural Access to Energy Supply (TICAD V) grants.

** Includes Vietnam Revenue Administration Reform Support Project approved under the Parallel Account (TF072610)

Today, the PHRD stands as a compelling testament of what can be achieved through valuable collaboration among the GoJ, the WBG, and funding recipients. In the following sections, we recognize noteworthy accomplishments of various programs during PHRD's thirty-year history, including those for FY19–20.

The PHRD has consolidated the gains from the achievements to date, as well as the collaboration and reciprocal learning between the WBG and the GoJ. Such gains have transformed the PHRD into an effective program centered on comprehensive capacity development that emphasizes individuals, organizations, and the enabling environments that are the building blocks of strong institutions to attain and sustain development.

PHRD Performance in Fiscal Year 2019-2020

All years of PHRD support are valuable for its beneficiaries. FY19-20 is no exception.

As shown in Figure 1.1, the PHRD continued to support a wide variety of activities in FY19-20 mainly through:

- (i) Technical Assistance Program financed project implementation, co-financed WBG-supported projects, piloted initiatives and addressed emerging challenges under three thematic windows: Africa Capacity Building of Small Marginal Farmers and Rural Energy Supply; Accelerating Progress Towards Universal Health Coverage (UHC); and Performance and Results with Improved Monitoring and Evaluation (PRIME).
- (ii) Non-Technical Assistance Program supported the Joint Japan-World Bank Graduate Scholarship Program (JJ/WBGSP) for nationals of WBG member countries; Japan-World Bank Partnership Program for applied research and knowledge sharing between the WBG, Japanese institutions and recipient governments; PHRD Staff Program that provides the enabling environment for Japanese nationals to learn about WBG operations and leverage their expertise; and the Global Development Network's Awards Competition Program.
- (iii) Leveraging Government of Japan support to Global and Multilateral Programs managed by the WBG.

Figure 1.1 PHRD FY19-20 Financing Framework

Technical Assistance (TA) Program	Non-TA Program	Transfers from PHRD Fund to WBG-Managed Global and Multilateral Programs
<ul style="list-style-type: none"> ● TICAD IV: Africa Agriculture Productivity Enhancement Program ● Disaster Reduction and Recovery ● Disability and Development ● TICAD V programs: Capacity Building of Small and Marginal Farmers and Rural Access to Energy Supply ● Accelerating Progress Towards Achieving Universal Health Coverage ● Performance and Results with Improved Monitoring and Evaluation (PRIME) 	<ul style="list-style-type: none"> ● Joint Japan/World Bank Graduate Scholarship Program ● Japan World Bank Partnership Program ● Japanese Staff Grant Program ● PHRD-Global Development Network Collaboration 	<ul style="list-style-type: none"> ● Consultative Group to Assist the Poorest (CGAP) ● Quality Infrastructure Investment Partnership (QIIP) ● Global (MENA) Concessional Financing Facility (GCFF) ● Southeast Asia Disaster Risk Insurance Facility (SEADRIF) ● Global Tax Program (GTP) ● Pandemic Emergency Facility (PEF) ● IAVI Sendai Vector: HIV Vaccine Research & Development Single-Donor TF ● Global Financing Facility in Support of Every Woman Every Child (GFF) ● Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries – Second Phase Single-Donor Trust Fund ● Japan Social Development Fund (JSDF) ● Japan-World Bank Distance Learning Partnership-Phase III (TDLC III) ● Donor Funded Staffing Program (DFSP) ● Trust Fund for Funding of Japanese Advisors in the Executive Director's Office

Contributions. The Government of Japan's FY20 contributions amounted to \$227 million which is 35 percent increase over the FY19 level of \$168.81 million. (Table 1.2). Seventy-two percent of total contributions were earmarked for the Global and Multilateral programs.

Table 1.2 Gross Contributions to the PHRD Fund (In US\$ millions)

Program	FY16	FY17	FY18	FY19	FY20	Total	% of Total
TA Program	5.87	22.22	12.78	10.97	20.58	72.41	11
Multilateral Programs	13.08	106.25	67.21	129.78	177.58	493.90	72
Joint/Japan World Bank Graduate Scholarship Program	-	26.74	-	17.07	-	43.81	6
Japan-World Bank Partnership Program	0.37	4.53	0.46	7.01	25.11	37.47	5
PHRD Staff Grant Program	6.77	6.85	4.31	3.99	4.04	25.96	4
Other	0.67	14.23	-	-	-	14.90	2
Total	26.75	180.82	84.75	168.81	227.31	688.44	100

Source: DFTPR

Disbursements. Disbursements in FY19–20 amounted to \$59.38 million. Cumulative disbursements during FY15–20 for the TA Program comprised 48 percent of disbursements for all PHRD programs.

Table 1.3 PHRD Program Disbursements FY16-20 (In US\$ millions)

Program	FY16	FY17	FY18	FY19	FY20	Total Cumulative Disbursement	% of Total
TA Program	21.49	19.53	22.98	12.11	11.46	87.57	48
Joint/Japan World Bank Graduate Scholarship Program	12.10	12.82	11.86	10.23	8.94	55.95	31
Japan-World Bank Partnership Program	2.22	1.62	5.78	5.08	4.04	18.74	10
PHRD Staff Grant Program	2.71	4.20	4.09	3.95	3.56	18.51	10
Japan Indonesia Presidential Scholarships	0.10	0.02	-	-	-	0.12	0
Total	38.62	38.19	44.71	31.37	28.01	180.90	100

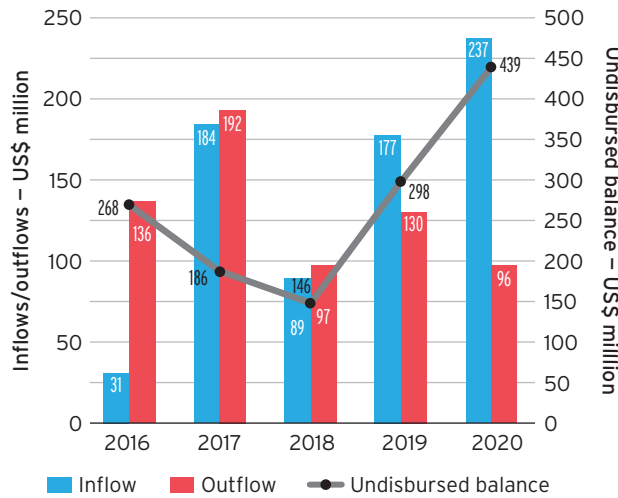
Source: DFTPR

PHRD FY16-20 Program Inflows and Outflows

The PHRD's inflows, outflows and undisbursed balances for FY16-20 are outlined below. The details are presented in Figure 1.2.

Total Inflows (including contributions, investment income, and other income) in FY20 amounted to \$237 million which is a 34 percent increase over the FY19 level of \$177 million. The increase can be attributed, in part, to FY21 contributions amounting to \$151 million received towards the end of FY20, and therefore added to the FY20 contributions.

Figure 1.2 PHRD Program Inflows, Outflows and Undisbursed Balances, FY16-20 (In US\$ millions)



Total outflows (including disbursements, administrative fees, and transfer to non-PHRD programs), declined from \$130 million in FY19 to \$96 million in FY20. This was mainly due to decline in transfers to non-PHRD programs from \$99 million in FY19 to \$70 million in FY20. The undisbursed fund balance (including unallocated fund balance) increased from the FY19 level of \$298 million to \$439 million in part due to receipt of FY21 contributions amounting to \$151 million towards the end of FY20.

FY20 PHRD Technical Assistance (TA) Program Portfolio

The TA Program continues to be the PHRD's largest grant program. The FY20 grant portfolio stood at \$57.11 million with 59 operations and in FY19 the portfolio amounted to \$88.17 million covering 50 operations. The trend in the FY20 grant portfolio reflects a continued shift in PHRD funding from investment projects to Advisory Services and Analytics (ASA).

In FY20, Africa Region received 48 percent of the total allocations. The proportions of the grant allocations for East Asia and Pacific and Europe and Central Asia Regions amounted to 28 and 8 percent, respectively. Disbursement of grants in the Africa Region amounted to 53 percent of grant allocation as shown in Table 1.4.

Approved grants in FY19 and FY20 amounted to \$17 million and \$11.45 million, respectively, as shown in Annex 2. Twenty two TA grants amounting to \$33.90 million closed during the reporting period. Total disbursements for closed grants reached 92 percent of allocations. The list of closed operations and results are presented in Annex 3.

Table 1.4 PHRD TA Grant Allocations and Cumulative Disbursements by WBG Operational Regions as of FY20

Region	Number of Grants	Grant Amount (\$ million)	% of Total Grant Amount	Cumulative Disbursement (\$ million)	Cumulative Disbursement (% of allocation)
Africa (AFR)	28	27.15	47.55	14.42	53.13
East Asia And Pacific (EAP)	16	15.82	27.70	6.08	38.43
Europe and Central Asia (ECA)	5	4.45	7.79	0.79	17.83
Latin America and Caribbean (LCR)	5	4.39	7.68	1.37	31.14
Middle East and North Africa (MNA)	2	3.35	5.87	0.17	5.00
South Asia (SAR)	3	1.95	3.41	1.57	80.79
Total	59	57.11	100	24.41	42.74

Source: DFTPR

2

SIGNATURE

PRIORITY:

Building

Institutional

Capacity to

Prepare Quality

Development

Projects and

Leverage WBG

Investments



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS - SELECTED RESULTS

- Project preparation (PP) grants totaling \$943 million leveraged \$100 billion of WBG financing
- PP grant-prepared projects contributed to the design of more than one-third of WBG-financed operations in 144 low and lower middle-income countries.

Examples:



PHRD Project Preparation Grant of \$0.5 million helped leverage \$500 million in World Bank-finance for the **Decentralized Fiscal Support for Local Infrastructure in Ethiopia Project**



PHRD Grant of \$0.75 million helped Brazil access \$235 million for **Health Quality Improvement**

Dirk Reinermann

“No other trust fund managed by the WBG supported the breadth of project preparation activities with the degree of flexibility and specificity as the PHRD Fund.”

Project preparation (PP) grants were the longest-running component of the PHRD TA program. Such grants were provided to borrowing country clients between 1989 and 2009. PP grants were unique because of their direct linkages to projects proposed for WBG funding. The linkages enabled recipient countries to obtain the TA needed to design investment projects. The TA supported by PP grants also helped develop the prerequisites for implementing sustainable investment projects proposed for WBG financing.

Preparation of Projects Proposed for WBG Financing

The WBG views the preparation of a development project as the responsibility of the borrower. WBG task teams participate in the identification of possible lending activities and then appraise proposed loans or credits to finance projects prepared by borrowers.

For many developing countries, the process of preparing WBG-financed projects can be challenging. In most development environments, institutional capacity is limited, human resources are not fully equipped with the tools and data needed to make decisions, and financial management for development operations and policy frameworks are often unable to support sustainable programs. Moreover, many agencies and organizations may have little experience in project planning, implementation, procurement processes, and monitoring and impact evaluation methods. Political changes can have dramatic effects on development priorities and government resources. For sustainable development to be achieved, all of these gaps must be addressed.

S. Vijay Iyer, Acting Vice President and Chief Executive Officer, Multilateral Investment Guarantee Agency and TTL of Solar Home Systems Program in Bangladesh.

“The Solar Home Systems Program in Bangladesh was a whopping success. It installed solar home systems from 2002 to 2012 with over 20 million people getting access to energy for the first time. What was needed was a mechanism to fund the engagement and see whether new ideas or a few solutions to tackle old problems could be acceptable. In that context, PHRD was really a Godsend. And it helped Bangladesh prepare a new World Bank-financed project under the name, Private Sector Infrastructure Development Project of \$235 million to introduce other technical assistance required to bring the private sector into Bangladesh’s power and energy sector.”



PHRD Photo Library

Strategic Advantages of PHRD Project Preparation Grants

Enabling feature of PP grants	Advantage
Availability of foreign exchange	<ul style="list-style-type: none"> Enabled countries to tap expertise to develop or improve the quality of the project preparation effort Assisted in strengthening policies, institutions, and capacity of government agencies
Untied resources	<ul style="list-style-type: none"> Enabled deployment of a broad range of international experts with the right specialization to meet the varying requirements of projects
Flexibility	<ul style="list-style-type: none"> Helped build consensus and project ownership, especially through training activities, such as workshops among stakeholders; Allowed countries to test or adopt pioneering approaches to new development challenges and to learn from past development practices and experiences
Support for in-depth preparation	<ul style="list-style-type: none"> Leveraged significant opportunities, through additional resource flows from the WBG and other financing sources, to the project

Some examples of deliverables resulting from consultancies financed by PP grants have included: institutional assessments, monitoring information systems (MIS), policy analysis and policy framework documents, curricula development plans, and human resource development plans. These deliverables were typically produced jointly by international and local consultants working in partnership with government agency counterparts and local stakeholders. The implementation of PP grants was managed jointly by WBG Task Team Leaders (TTLs) and the local staff of the project coordination/management units within government agencies.



**Sri Lanka Home
Solar Panel System**

PHRD's Dual Approach to Skills Transfer Through Project Preparation Grants

Through a dual approach to skills transfer (below), PP grants facilitated real learning and created the conditions needed to maximize long-term development effectiveness.

Technical experts, working as partners with local staff of implementing agencies, provided the knowledge and skills to design projects. The PP grants also funded studies, surveys, feasibility designs, environmental and social impact assessments, economic and financial analysis, and project management expertise.

Through the execution of PP grants, the implementing agencies in developing countries gained direct experience in managing and administering financial and human resources and applying transparent fiduciary and safeguard procedures following WBG guidelines.

The PP grants had a strong leveraging impact. Grants approved between 1989 and 2009 totaled \$943 million and that amount facilitated WBG financing of \$100 billion to support investment projects in 150 countries. The PP grants allowed more intensive technical preparation of projects than would have been routinely possible given constrained recipient resources.

Evaluation of the Policy and Human Resources Development Trust Fund Volume VII - Vietnam Case Study, Universalia, 2008, page 11:

“There have been important capacity-building impacts of different kinds from practically all the grants examined in Vietnam.”

In Vietnam, the largest share of PHRD TA grants is generally spent on international consultants, reflecting the dearth of such expertise nationally, but it is clear that the sub-contracting and training of national consultants is a key investment for the future.

Several Vietnamese respondents volunteered that in the arrangements for PHRD TA grants, the Bank's requirements and advice are actually invaluable to implementing ministries and units in being able to press their own central authorities for higher standards and guarantees of good practice.”

Independent Evaluations of the PHRD

Two evaluations of the PHRD were conducted—the first, in FY00–01, by the WBG’s Operations and Evaluations Department (OED) and the second, in FY07, by an independent consulting company. Both studies concluded that PP grants improved the quality and development effectiveness of project investments and strengthened capacity and institution building in recipient countries. The primary findings are presented below.

Box 2.1 Main Findings of FY00–01 Evaluation of PHRD by OED

- The PHRD’s success and its significant development impact were based on three factors: forward-looking focus; untied grants; and recipient ownership
- Investments prepared with assistance from PP grants had higher development effectiveness than those prepared without PP grants
- Quality-at-entry and implementation of investments supported by PP grants were significantly better compared to investments prepared without PP grants
- PP grants helped to improve policies, institutions, and capacity in the countries that received them

Box 2.2 Main Findings of the 2007 Evaluation of the PHRD

- Projects prepared with PHRD support were associated with “more robust and better quality projects.” Data analysis showed that 98.5 percent of projects prepared with PHRD support were given “satisfactory” or better ratings by the WBG’s Quality Assurance Group
- The GoJ’s original rationale for funding project preparation remained relevant as countries continued with government decentralization—the transfer of political, fiscal and administrative powers to subnational governments—and civil society participation in project design and implementation
- Without PHRD support, countries would have been less able to implement WBG-funded operations in support of their national development strategies
- The grants did not duplicate other official development assistance (ODA) resources
- As investments, they led to high-level outputs and good quality results for the resources expended. Although PP grants were generally less than \$1.0 million, they were rated highly by both the World Bank and recipient countries, particularly in terms of the quality of project preparation
- PP grants also contributed to policy development and to specific policy changes

Evaluation of the PHRD Trust Fund Volume II - Armenia Country Case Study, Universalis, 2008, page 9

“As key indicators for strong local ownership of PHRD implementation, interviewees named:

- Local implementing agencies took leadership in developing high quality Terms of Reference (TOR) for local and international consultants required for PHRD projects. The agencies ensured that the TORs focused on securing practical and relevant support suitable for the Armenian context. In most cases, implementing agencies executed the selection process for national consultants completely on their own. For international consultants, the respective project implementation unit usually consulted with the TTL or with another WBG staff member.
- In several cases, the respective implementing agency engaged in ongoing in-depth discussions with the contracted consultants to ensure that chosen methodologies and approaches met the actual needs of the project.”

The 2007 evaluation provided the following reasons for the development impact of PP grants:

- Recipients had clear ownership of the grants because they executed the grants themselves.
- The project preparation phase was a critical entry point for capacity building. For most government agencies involved in implementing development programs, their first experience working with international development agencies occurred during project preparation. Agencies that were new to the development process faced challenges within their organization’s own areas of technical expertise as well as requirements related to financial management, procurement, project management, monitoring and evaluation, and audit. Many of the skills that such agencies first applied during project preparation were needed and often scaled up in the ensuing project implementation.
- Safeguard issues and fiduciary arrangements need to be addressed during project preparation. The capacity to approach environmental or social safeguard issues effectively or to handle financial management and procurement issues were often weak for agencies preparing projects. PP grants provided the TA for implementing agencies to develop safeguard and fiduciary skills.
- PP grants were specifically designed to emphasize their use for capacity building. At least 90 percent of a grant had to be used to recruit domestic or international consultants, while a maximum of 10 percent was available for additional training activities or other necessary costs.

The remaining paragraphs of this section present notable thematic approaches applied in WBG-financed projects that benefited from PP grants as well as the achievements of related projects in focus.

Community-driven development (CDD) is an approach to development that emphasizes community control over planning decisions and investment resources. Since the late 1990s, CDD has been a key operational strategy for many national governments, as well as for international development organizations, including the WBG. In 2017, the WBG alone supported more than 190 active CDD projects in 78 countries. The PHRD Fund added its support to the use of the CDD approach with grants for the preparation of innovative WBG-financed projects that give grassroots organizations the authority and control over decisions and resources.

PROJECT IN FOCUS

Ghana: Community Based Rural Development Project

IDA \$82 million (including additional financing of \$22 million);
PHRD \$270,000

The project aimed to strengthen the capacity of rural communities to enhance their quality of life by improving their productive assets, rural infrastructure, and access to key support services from private and public sources.

Box 2.3 Ghana: Community Based Rural Development Project – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 27% change in the value of productive assets for 70% of supported enterprises
- 73% reduction in time spent travelling with the use of roads repaired under the project
- 29% increase in gross enrollment of school children
- 100% reduction in school days cancelled due to poor school infrastructure or bad weather
- 258% increase in the number of people with access to safe water
- Average time between breakdown and repairs of water facility was 1.5 days

Selected Development Outcomes

- Project investments helped strengthen the capacity in rural institutions and improved rural livelihoods
- Rural banks provided financing to small businesses to upgrade their facilities
- Local government structures—district assemblies and area councils—acquired substantial capacity in participatory planning and management, procurement and financial management, contract management, and administration and monitoring projects. The new knowledge empowered communities to play active roles in district and subdistrict development
- Rural entrepreneurs received technical and business management training in simple bookkeeping, packaging, marketing, and other skills in various lines of production
- Rural enterprises that benefited from TA and business management training became learning centers for trainees for other community or district members

WBG Guidance on Sector Wide Approach (SWAp)

According to WBG's Operations Policy and Country Services Vice Presidency (OPCS), a SWAp is "an approach to a locally owned program for a coherent sector in a comprehensive and coordinated manner, moving toward the use of country systems. SWAps represent a shift in the focus, relationship and behavior of donors and governments. They involve high levels of donor and country coordination to achieve program goals, and can be financed through parallel financing, pooled financing, general budget support, or a combination."

Sector-Wide Approach. In the 1990s, the WBG and other donors proposed a new way of working with developing country governments to overcome inefficiencies, lack of government ownership, and several other problems that were constraining the impact of international support to developing countries. The new approach, eventually called the Sector-Wide Approach (SWAp), embraced many of the principles of donor harmonization and alignment endorsed by the 2005 Paris Declaration on Aid Effectiveness and subsequent international meetings.

PROJECT IN FOCUS

Bangladesh: Health, Nutrition and Population Sector Program (HNPS)

IDA \$300 million; Multi-Donor Trust Fund (MDTF) \$387.9 million; PHRD \$170,000

The HNPS program aimed to increase the availability and utilization of user-centered, effective, efficient, equitable, affordable and accessible quality services through the essential services package, improved hospital services, nutritional services or other selected services.

Box 2.4 Bangladesh: Health, Nutrition and Population Sector Program – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 47% of Ministry of Health and Family Welfare (MOHFW) expenditures at the *upazila* (sub-district) level and below
- 11.8% of essential services delivery (ESD) by skilled personnel for the two lowest income quintiles
- 40.3% of ESD for antenatal coverage provided by medically-trained provider for the two lowest income quintiles

Selected Development Outcomes

During HNPS's implementation, Bangladesh made impressive progress on most of the health outcomes and the country was on track to achieve Millennium Development Goals (MDG) 4 and 5.

- Maternal mortality ratio (MMR) declined by 40% from 322 in 2001 to 194 maternal deaths per 100,000 live births in 2010
- Under five child mortality rates (U5MR) declined by 26% from 88 per 1,000 live births in 2004 to 65 in 2010
- Total fertility rate (TFR) declined from 3.0 in 2004 to 2.5 children per woman in 2010. Contraceptive prevalence rate (CPR) for modern methods increased from 47% in 2004 to 54% in 2010

Given the large amount of MOHFW's revenues allocated to staff salaries, there was little flexibility on the government's part for expenditures in the short term; as such, development partner funding to HNPSF program contributed significantly to the positive achievements in the sector. In addition, the partnership between the Government of Bangladesh and the development partners in financing HNPSF and implementation of the entire sector program led to the achievements of the key health sector indicators.

Catastrophe Risk Pools. Since natural disasters can strike anywhere and anytime, making far-sighted preparations is much more effective than scrambling to respond to a crisis. The WBG has been increasingly working with governments to devise sound financial planning and risk management before a disaster strikes, not just to assemble financing to help countries recover in its wake. Insurance can act as a shock absorber in case of natural disaster, helping countries avoid the worst of a crises' financial impact.

Sovereign catastrophe risk pools have allowed countries to respond quickly to disasters and reduce their impact on people and their livelihoods. According to a 2017 WBG report, catastrophe risk pools can play an important role in moving the management of disaster and climate shocks away from ad hoc humanitarian assistance toward planned development.

Following the estimated \$800 million devastation caused in 2014 by Hurricane Ivan and other major tropical cyclones, the Caribbean Community and Common Market (CARICOM) sought WBG assistance in developing a structure that would enable Caribbean countries to access natural catastrophe risk insurance at affordable rates. Hence, a new model for catastrophe risk mitigation, the Caribbean Catastrophe Risk Insurance Facility (CCRIF), was established in 2007.



**Women at Health
Center in Bangladesh**

PROJECT IN FOCUS

Caribbean: Catastrophe Risk Insurance Facility (CCRIF)

MDTF \$67.4 million, including IBRD \$10 million; PHRD \$1.8 million

CCRIF was the first multi-country risk pooling model developed to help countries gain access to affordable insurance coverage against hurricanes, earthquakes, and excessive rainfall to reduce their financial vulnerability. PHRD provided grants totaling \$1.8 million to Jamaica, Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Lucia, and Saint Vincent and the Grenadines for project preparation.

The objectives of the CCRIF Project were focused on: (i) establishing the CCRIF and (ii) lowering insurance premiums. The MDTF-financed CCRIF's establishment costs, operating expenses, and insurance payouts.

Box 2.5 Caribbean: Catastrophe Risk Insurance Facility - Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- CCRIF established in 2007 and low-cost natural catastrophe risk coverage provided to 16 participating countries for the hurricane seasons 2007, 2008, 2009, 2010 and 2011
- Total claims capacity reached \$150 million (target: \$110 million)
- Payouts to incurred countries provided quickly (within two weeks)
- Insurance policies renewed annually

Selected Development Outcomes

- MDTF support enabled CCRIF to retain more of its premium income than would otherwise have been possible, thus accelerating its trajectory towards becoming a financially sustainable, self-standing insurance provider
- The Caribbean countries and territories that joined CCRIF in 2007 purchased 29 policies, which they have since renewed annually. The coverage they obtained from these policies rose by 26.2% from an aggregate of \$494.8 million in 2007-2008 to \$624.4 million in 2011-2012
- The policies provided countries with a hedge against the financial risk associated with earthquakes and hurricanes and the certainty of timely support in the event of a disaster of sufficient magnitude to trigger the policy
- CCRIF members that were affected by covered disasters received the additional financial benefit of a rapid infusion of liquidity into their general budgets at a crucial time of particular need. Such budget support totaled \$32.2 million as of 2013

Jamaica's Prime Minister Bruce Golding in 2010.

“CCRIF is one of the most significant developments to have taken place in recent years in the region. . . . I am really pleased with the speed with which CCRIF has been able to respond to those cases—Haiti, Anguilla, and the Eastern Caribbean countries—that were battered by Tomas.”

3

**SIGNATURE
PRIORITY:
Cofinancing TA
to Facilitate
Implementation
of WBG-financed
Projects**



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS - SELECTED RESULTS

- \$197.9 million in cofinancing grants provided to selected countries
- Of the above amount, grants of \$149 million leveraged \$5.1 billion in WBG financing
- 194 million people in more than 17 million households benefited from 104 cofinancing grants
- Greater than 1.6 million beneficiaries trained in institutional development, livelihood skills, and new knowledge
- More than 1.2 million jobs created
- 4.1 million students benefited from new/renovated schools, upgraded water points and sanitation, trained teachers, and distribution of pedagogical materials
- 12 million birds and livestock vaccinated
- 5.7 million doctor visits facilitated, including those for 1 million first-time patients
- 35,462 kilometers of roads constructed or rehabilitated
- 3,132 health centers constructed or rehabilitated, improving pre-and post-natal care, immunization, and nutrition interventions
- 711, 340 tons of carbon emissions sequestered
- 4.7 million information and communication technology (ICT)-related training and new technology transfers instituted
- 9.6 million hectares of arable land upgraded via new farming technologies, improved seeds, better irrigation facilities, and enhanced farming skills

Closing the Financing Gap for TA Needs to Manage Project Implementation Effectively

An important innovation of the PHRD Fund has been the availability of grants to cofinance institutional capacity building activities of WBG-supported projects in IDA or IDA-blend countries. Cofinancing sought to strengthen institutional capacity and facilitate the implementation of key policy reforms and good governance initiatives. The grants were intended to help meet the funding needs of countries to contract for TA when borrowing for such assistance may be a challenge given the recipient's budgetary constraints and borrowing limitations.



Ousmane Diagana, Vice President, Human Resources, World Bank and former TTL of Basic Education Development Program in Yemen.

“What stands out for me is the opportunity that I had to bring together World Bank support in Yemen along with other partners towards a consolidated response to tackle the number of challenges that Yemen faced in the education sector.”

PHRD Vietnam: Coastal Cities Environmental Sanitation Project - PHRD grant provided the essential capacity to transform Dong Hoi, one of three rapidly growing coastal area experiencing higher than average growth for its own population

The primary achievements of cofinancing grants can be grouped as follows: (i) leveraging financing and investments; (ii) effective training; (iii) productive partnerships with other donors; and (iv) institutional and technical capacity enhancement. Notable examples of cofinancing grant achievements are shown below:

Achievements of Selected Cofinancing Grants

- Improvement in the lives of 435,000 people in The Gambia through access to clean water, higher agricultural productivity, access to health care, enhanced road connectivity, access to formal and vocational education, and provision of solar power following the implementation of nearly 1,500 CDD subprojects by rural communities
- Connection of 4,000 poor households in low-income housing estates in Mauritius to sewerage systems
- Improvement of 83 percent of Lao People's Democratic Republic's national road network
- Assistance to micro-finance institutions in appraising and managing loans for production in a rural development project in Georgia, enabling the creation of \$5.7 million lines of credit with banks
- Almost 150 small and medium agribusinesses in Armenia access \$8 million in long-term agricultural credit that generated \$12 million of investments in rural areas

Box 3.1 PHRD Cofinancing Grants - Tangible Results from Training and Demonstration Programs

Achievements of Selected Cofinancing Grants

- Nearly 55,000 smallholder farmers in post-conflict Angola received training in community organization and leadership, organization of production, and agricultural techniques for maize, beans, potatoes, and cassava
- Training and certificate programs supporting education in The Gambia led to reduced dropout rates and increased enrollment; developed and implemented educational tools; and introduced modern teaching aids
- New technologies demonstrated to Georgian farmers led to improvements in farming practices and an increase in the productivity of plantations and produce quality, which ultimately contributed to higher employment rates and higher incomes for the local population

Box 3.2 PHRD Cofinancing Grants - Fostering Productive Multi-Donor Partnerships

Achievements of Selected Cofinancing Grants

- Strengthening of Cambodia's Comprehensive National Plan on Avian and Human Influenza with participation of other agencies (UNSIC, FAO, WHO, OIE, UNDP, WBG)
- Implementation of Mongolia's Index-Based Livestock Insurance Project entailed coordinated engagement of all partners within the WBG with a cross-sectoral team experienced in index insurance and livestock, and with support from several partners (Swiss Confederation Government, Republic of Korea, PHRD)
- Provision of a vital component to the governance and financial management reform program in Indonesia, supported by the WBG and other donors, including the United States Treasury Department, Global Progressive Forum Australia, and Korea
- Support to institutional reform and capacity building in Kenya through a pool of funds from various partners, including the WBG

Box 3.3 PHRD Cofinancing Grants - Institutional and Capacity Enhancements Toward Good Governance

Achievements of Selected Cofinancing Grants

- Affordable health insurance coverage for 2.4 million poor and vulnerable inhabitants of the Mekong Delta region of Vietnam
- Performance-based contract system introduced for maintenance of roads in Lao PDR
- Key reforms undertaken with respect to responsibility for rural electrification in Vietnam based on the Electricity Law of 2004, which set the framework for the power sector for the ensuing 20 years
- A new legal and regulatory framework developed to allow for more efficient disease prevention/control and contingency planning in Albania
- Enactment of a new veterinary law in the Kyrgyz Republic
- Introduction of modern legislation and regulations to support seed market development in Armenia

Joop Stoutjesdijk, WBG Lead Irrigation Engineer and TTL, Kyrgyz Republic: Natural Disaster Mitigation Project. IDA \$4.7 million, Global Environment Facility (GEF) \$1 million PHRD \$1.95 million.

“The grant has freed up resources from IDA to be used to maximize the physical interventions. The activities to be funded by the grant are absolutely essential for the IDA funds to be used well. It will allow the financing of a range of multidisciplinary technical assistance activities to strengthen local capacity for the design of state-of-the-art modern solutions for the works on tailings and landslides as well as for agencies and communities to be better able to respond to disasters. Therefore, the output of the grant will go beyond doing the necessary tasks to implement a project, but will allow institutional development of Kyrgyz specialists.”



PROJECT IN FOCUS

Mongolia: Index-based Livestock Insurance Project (IBLIP)

IDA \$7.75 million; PHRD \$1.32 million

Mongolia's rural economy is based on livestock (sheep, cattle, goat, yak, horse and camel) reared by the nomadic and semi-nomadic people. These nomadic herder families comprise 30 percent of the population and they are the country's poorest group. Herding accounts for 80 percent of the country's gross domestic product (GDP). From 1999 to 2002, Mongolia suffered from destructive *dzuds* (extremely cold winters) followed by summer droughts which killed 30 percent of all livestock. The Government of Mongolia worked with the WBG to find solutions to protect herders better from climate-related losses to their livestock.

In 2005, the project introduced a unique insurance model wherein losses were based on an index not linked to the *dzud* event itself, but to livestock mortality. The model combined self-insurance, market-based insurance, and social insurance. The project aimed to ascertain the viability of IBLI in Mongolia for reducing the impact of livestock mortality on herders' livelihoods by: (i) developing and testing the IBLI model in four pilot *aimags* (districts); and (ii) building the institutional capacity and legal and institutional framework for the prospective replication and scale-up of the pilot IBLI nationwide.

M. Purevjav, a herder in Ulaan Uul County, bought his insurance policy in the winter of 2014.

“In 2013, several families bought policies for the new insurance program. District officials counted all the animals in the county—about 1,200 in all. If the loss of livestock surpasses 6 percent of the total count, all the insured families got paid. It did and the money came through. This system protects us against big disasters. When hundreds of animals die, we can expect a refund. It helps when we are on the verge of ruin.”

Ch. Hunbish, a sales representative of Tenger Insurance, travels from valley to valley on his motorcycle, meeting herder families to explain the concept of index-based insurance.

“There is very little room for ambiguity in such a system. It prevents insurance companies from not paying on time. It also prevents individual households from making false claims.”

Box 3.4 Mongolia: Index-Based Livestock Insurance Project – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- All seven participating insurance companies agreed to continue with the IBLI program
- IBLI Law passed by parliament in June 2014 provided the legal basis for the establishment of the Agriculture Reinsurance Joint Stock Company (registered by the General Authority for State Registration in September 2014 under the Company Law of Mongolia)

Selected Development Outcomes

- IBLIP was successfully scaled up from four pilot *aimags* (districts) to 21 *aimags* nationwide. IBLIP built the institutional capacity and framework for the sustainability of the program. Since the program began, 10 insurance cycles were implemented, and indemnity was provided for 9 years
- IBLIP contributed to an extension and deepening of financial inclusion. Increased financial awareness had spill-over effects on expanding rural credit, savings, and insurance markets
- Cumulatively, 93,700 herders (in all 21 *aimags*) purchased insurance and paid \$405 million in premiums and 16,545 received indemnity payments totaling \$160 million
- Essential public and private sector capacities of insurance principals across the country were developed and their performance improved
- After the insurance payouts from the 2010 *dzuds* were made, more rapid restocking of herd size for herders who received payouts took place, demonstrating the herders' stronger resilience to shocks
- The National Statistics Office significantly improved its function as a data collection agency by: (i) developing a state-of-the-art mid-year survey that was carried over into the annual census; and (ii) developing a household database that led to more informed rural lending, reduced documentation and time to get a loan, and guidance to the ministry's planning and development



PROJECT IN FOCUS

Lao PDR: Road Maintenance Program Phase II

IDA \$23.7 million; Multi-donor cofinancing (Sweden, Australia, Asian Development Bank (ADB), Japan) totaling \$18.9 million, of which PHRD \$4.73 million

Lao PDR depends primarily on road transport and to a lesser extent on river and air transport. As a part of the government's National Ten-Year Socio-Economic Development Strategy (2001–10) for modernization of key infrastructure assets, the development of an efficient transport system was critical for reducing poverty and for enhancing domestic and regional integration. Although \$600 million was spent on rehabilitation of national and provincial road networks in the 1990s, the road network remained underdeveloped with existing roads in poor condition in the early part of the millennium. At the same time, the rehabilitated and upgraded roads needed to be preserved through systematic maintenance to avoid premature deterioration.

IDA supported the country's Road Maintenance Program with a two-phase Adaptable Program Loan (APL) to promote the sustainable preservation of the country's road assets. The first phase succeeded in initiating a national cost-recovery-based financing mechanism by establishing a Road Maintenance Fund (RMF). It developed an appropriate Road Management System that enabled transparent budgeting and efficient allocation of funds for program prioritization for maintenance and preservation works across all road networks.

The second phase aimed to: (i) ensure that the national and local road assets are preserved to provide sustainable improved travel and access for road users and communities in most areas countrywide; and (ii) operationalize sustainable financing and management of roads countrywide with improved institutional capacity at central and local levels in the public and private sectors.

Box 3.5 Lao PDR: Road Maintenance Program Phase II – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 83% of the paved National Road Network (NRN of 4,334 km) and Provincial Road Network (PRN of 6,476 kilometers) improved
- NRN: 92% for routine maintenance and 3% for periodic maintenance and rehabilitation funded by domestic revenues
- PRN: 80% for routine maintenance and 3% for periodic maintenance and rehabilitation funded by domestic revenues
- 42% of the entire road network of 30,679 kilometers improved
- 62% of the population had access to 2 kilometers of 'all weather' roads

Selected Development Outcomes

- National and local road assets are preserved to provide sustainable improved travel and access for road users and communities in most areas countrywide
- With improved institutional capacity at central and local levels, the Road Maintenance Fund's income reached \$31 million, a level that provided sustainable financing and management of the road network
- Road maintenance systems were combined and successfully enhanced to create the Unified Road Management Framework. The Road Maintenance System for the NRN was extended to include urban roads
- The central ministry matured into an institution capable of effectively planning, implementing, and monitoring future capacity development programs
- Performance-based contract system for road maintenance was put in place



PROJECT IN FOCUS

Kyrgyz Republic: Agribusiness and Marketing Project

IDA \$8.09 million; PHRD \$4.7 million

In 2003, agriculture, including agro-food processing and logistics, accounted for more than 40 percent of GDP in the Kyrgyz Republic. The sector employed more than 50 percent of the country's working population. Following the economy's massive decline with the collapse of the Soviet Union, a positive turnaround occurred in the mid-1990s. While that recovery was due in part to strong agricultural growth, it was largely because of an increase in subsistence farming as labor outflows from other sectors rose. Agricultural growth rates fell from more than 10 percent annually in 1996 to 3.9 percent in 2003. While the national poverty rate was falling steadily since mid-1990s, poverty remained high in rural areas, at 55 percent.

The sustained growth of the agribusiness sector was hampered by low value-added, weak supply chain linkages, low business management capacity, and poor marketing skills. While a new group of agro-food processors with diversified production was emerging, some were relatively large, but most were small and under-invested, lacked adequate marketing skills and appropriate financial management systems, and did not meet food safety standards. Their technologies were outdated and personnel were operating with technical knowledge that was no longer suitable to the changing market conditions. Lending to agriculture was perceived as risky and tools, such as crop insurance, were not in place to mitigate such risks.

The project aimed to assist the Government of Kyrgyz Republic in increasing and enhancing the business activities of beneficiary agribusinesses to support the country's economic growth.

Almaz Dorombaev runs the Agribusiness Competitiveness Center, part of the Agribusiness and Marketing Project.

“We are a small country and we import a lot of food. We need to export what we are good at and that is agriculture. Mostly now we send out raw materials, we need to focus on selling finished products.” He adds, “We need to find our niche, we need to be unique and we can do this by making our products high quality.”

Box 3.6 Kyrgyz Republic: Agribusiness and Marketing Project - Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 114% increase in sales of project supported agribusiness (target: 25%)
- 107% increase in profits of project- supported agribusinesses (target: 20%)
- \$17.5 million worth of trade deals facilitated (target: \$2.0 million)
- 2,000 agribusiness and private enterprise clients and domestic farmers and cooperatives were trained under the Market Development Service on a range of subjects, including establishing trade relations on the supply of agricultural goods to countries including Bulgaria, Kazakhstan, Moldova, Romania, Russia and Turkey
- 259 cooperatives received training and value chain pilot activities strengthened the importance of producer organization

Selected Development Outcomes

- Expertise in food production technology obtained under the project helped companies to improve their operational efficiency, expand their production lines, enhance the quality of their products, and develop new products and markets
- Marketing consultants helped companies to rebrand their products and find new markets, both domestically and abroad
- Financial management support improved the financial basis for management decision making, which had an impact on profits. TA support introduced an automated accounting system in several companies. This allowed management of the enterprises to obtain easy access to financial information and improved their ability to make timely managerial decisions
- The training of loan officers in participating financial institutions broadened the base of eligible borrowers, thereby raising the latter's ability to invest in their businesses

Tamara Junushalieva, Head of Bishkek Food Processing Training Center said

“this is the only such training center in Central Asia. It reflects not only a step up in modernizing Kyrgyz food production; it is also a career boost for students.”

Uuljan Ashimbekova, a third-year student of the Center.

“I think the industry is developing so fast, I believe the demand for specialists like me will increase in the future.”

4

SIGNATURE PRIORITY: Crisis Response



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS – SELECTED RESULTS

- Creation of 65,000 jobs, support to 20,000 micro-entrepreneurs, and homes rebuilt for 9,400 displaced people in Bosnia and Herzegovina
- \$23.9 million in block grants to local communities for rehabilitation/construction of basic infrastructure and restoration of economic activities in Timor-Leste
- Provision of essential equipment to 2,665 communes to improve their capacity for emergency containment of human influenza in Vietnam
- Training of more than 60,000 veterinarians, medical doctors, poultry farmers, school teachers, students, and communities on prevention and personal protection in Sri Lanka
- Over 110,000 veterinary professionals, and others trained in animal health disease prevention, preparedness, surveillance, diagnostics, and bio-security
- Over 30,000 health professionals (medical and laboratory staff) trained in human influenza case management and infection control
- 1.1 million beneficiaries (50 percent women) of above-mentioned DRM plans in associated countries
- Six seismic stations constructed and seismic sensors installed, and 20 earthquake intensity meters installed in Bhutan

Supporting Rapid Response Programs to Help Countries Recover from Crisis

The PHRD Fund recognized early on that to be effective as a catalyst for development and change, it must be flexible, innovative, and rapid in its response to emerging crises. The PHRD Fund is one of the largest trust funds supporting quick-response mechanisms to address urgent country-specific assistance, including post-conflict and other emergency situations. The PHRD's structure can be adapted to address the development challenges that crises pose to WBG member countries, while maintaining PHRD's original mission of strengthening human resources and institutional capacity.

Financial Crisis

The PHRD Fund launched important initiatives to help developing countries cope with critical concerns. These initiatives included, among others, the Miyazawa Initiative that was established in 1997 to address country-specific problems related to the Asia financial crisis. It became a catalyst for improving the quality of a wide range of WBG resources directed at financial and corporate sector reforms. In support of the Miyazawa Initiative, nearly \$28 million of PHRD grants were approved for China, Korea, Indonesia, the Philippines, Thailand, and Vietnam to reform their financial and corporate sectors (including capitalizing banking systems) and address social issues (including unemployment) caused by the East Asian crisis. The report, "Can Asia Compete?" was a significant output of the PHRD support.

Based on country-specific assistance plans, the grants funded TA to: (i) address financial sector priorities to isolate problem institutions; (ii) reestablish the solvency, liquidity, and profitability of financial systems; and (iii) restore confidence in the affected economies. The programs for corporate sector reform financed TA for corporate restructuring as well as corporate governance. Two examples of PHRD support are shown below.

Thailand. A PHRD grant of \$2.4 million was provided to build supervision capacity in the financial sector, support financial industry restructuring and privatization, and strengthen specialized financial institutions. In addition, a Miyazawa Initiative grant of \$750,000 was made available for the Financial Accounting Standards Board.

Implementation of the grants contributed to substantial institutional capacity development:

- The School for Examiners was established with assistance from United States banking authorities to bring best practices and practical experience to help train Thai officials
- The Professional Accountants Association benefited from technical assistance in setting up international accounting standards and putting in place the mechanism for compliance by professional accountants in Thailand
- Banking regulatory reforms were studied and, in some cases, implemented using the technical assistance funded by the grants

The Philippines. A PHRD grant of \$1 million funded TA under the Financial Sector Advisory Services Program for institutional strengthening of the three main agencies that regulate the banking sector: Central Bank, Deposit Insurance Corporation, and Securities and Exchange Commission.

The grants contributed to the following achievements:

- Strengthening of the Central Bank's portfolio and risk management and financial system supervision
- Adoption of a framework for liquidation by the Philippine Deposit Insurance Corporation
- Development of guidelines on due process for debtors and protection of creditors by the Securities and Exchange Commission

Post-Conflict Support

Achieving Development Results by the Numbers

- Creation of 65,000 jobs, support to 20,000 micro-entrepreneurs, and homes rebuilt for 9,400 displaced people in Bosnia and Herzegovina
- \$23.9 million in block grants to local communities for rehabilitation/construction of basic infrastructure and restoration of economic activities in Timor-Leste

War and armed conflict threaten national and regional security, inflict long-lasting damage to nations' economies, and thwart chances for sustainable development. The destruction of physical assets, the disruption of trade links, and the loss of life and social capital are devastating. Violence also leaves a legacy of militarized, divided societies, widespread displacement of populations, and decimated institutional capacity. Hence, post-conflict assistance requires not only physical reconstruction, but also basic social development. Given the devastating impact of conflict on a country's development process, PHRD committed \$80 million in technical assistance in 1996 to the newly created Japan Post-Conflict Fund (JPCF).



PHRD Photo Library

Recognizing that conflict is a major constraint to development with impacts on a country's physical, social, and economic capital, JPCF worked to break the cycles of conflict and help war-torn populations resume a peaceful developmental process. JPCF also supported needs assessments for countries in the aftermath of war and prioritization to enable stabilization and return to normalcy. The assessments helped the WBG to target assistance strategically. The grants supported economic rehabilitation and reconstruction programs, design and implementation of development policies, and creation of institutional capacity in countries struggling with development issues arising from conflict.

Box 4.1 PHRD's Post Conflict Support – Selected Achievements

- **Bosnia and Herzegovina.** JPCF grants helped create 65,000 jobs, supported 20,000 micro-entrepreneurs, rebuilt homes for 9,400 displaced people, and cofinanced the reconstruction of the country's transport system following the three-year ethnic conflict ending in 1995 that left an estimated 200,000 dead. Support also included the creation of a micro-credit framework, capacity building for an investment guarantee agency, and enabling the reintegration of former combatants into a newly-peaceful society
- **Rwanda.** JPCF funding contributed to refugee resettlement and helped to restore power and clean water in the aftermath of a civil war in the mid-1990s that took the lives of an estimated 800,000 people and shattered the country. In addition, PP grants helped prepare education and health projects that later received WBG financing
- **Timor-Leste.** The JPCF partnered with the WBG-administered trust fund for Timor-Leste and provided \$23.9 million over two years in block grants to local communities. This support helped to rehabilitate and build basic infrastructure and restart economic activities following a lengthy struggle for independence that displaced thousands and destroyed most of the newly-sovereign state's infrastructure. The development partners also supported the creation of democratically-elected village councils to build accountable and participatory local institutions
- **Iraq.** The PHRD's technical assistance program helped leverage \$124.5 million in WBG financing for reconstruction efforts following the war

Quick Response to Global Avian and Human Influenza Pandemic

Achieving Development Results

- Training of 100 percent of targeted health workers (for control of human and animal influenza) at the township- and country-level in China
- All 141 districts reported their poultry populations free from avian influenza in Lao PDR
- 100 percent of targeted laboratory staff trained in highly pathogenic avian influenza diagnosis; 100 percent of surveillance workers and health staff trained in disease surveillance; and 100 percent of commercial poultry producers trained on biosecurity improvements in Lao PDR
- Reduced fatality rate of human influenza cases from 45 percent in 2006 to 35 percent in 2014 in 11 provinces in Vietnam
- Provision of essential equipment to 2,665 communes to improve their capacity for emergency containment of human influenza in Vietnam
 - Average time between receipt of biological specimen in lab to sending the test results back reduced to 1 day (animal influenza) and less than 1 day (human influenza) in Mongolia
 - 100 percent of provinces with functional surveillance and outbreak investigation capacity in Armenia
 - Training of more than 60,000 veterinarians, medical doctors, poultry farmers, school teachers, students, and communities on prevention and personal protection in Sri Lanka
 - Over 110,000 veterinary professionals, paravets, government workers, laboratory staff, farmers, and traders trained in animal health disease prevention, preparedness, surveillance, diagnostics, and bio-security in Cambodia, Myanmar, Vietnam, Nicaragua, Bangladesh, Nepal and Zambia
 - Over 30,000 health professionals (medical and laboratory staff) trained in human influenza case management and infection control in Cambodia, Armenia, Georgia, Nicaragua, Afghanistan, Nepal, and Zambia



PHRD Photo Library

Afghanistan Avian Flu tests

The GoJ was the first donor to provide grant resources through the WBG to support activities in response to the avian and human influenza pandemic. The PHRD experience with these grants helped in the creation of the subsequent Multi-Donor Avian and Human Influenza Facility (AHIF).

In 2005, the avian flu virus had emerged as a global health threat. Throughout 2006, the virus had spread widely, and by the end of the year, 55 countries had reported cases of H5N1 avian flu, including Vietnam, Cambodia, Lao PDR, China, and Myanmar. In 2006, AHIF was established as a multi-donor trust fund (\$126.17 million) in response to the global concern about the rapid spread of avian influenza and the associated costs—threats to public health, damage to economies, and loss of livelihoods.

The AHIF financing was combined with \$16 million in additional cofinancing grants from the WBG and from the PHRD. This blending of resources helped countries that had not faced an H5N1 virus outbreak to prioritize avian and human influenza initiatives. The AHIF and PHRD grants had the advantage over WBG financing since some countries did not sense the threat or the risk associated with avian influenza or were not able to use their own funds to support a global public good. Many low-income countries would not have been willing to undertake projects supporting a global public good without grant funding.

Box 4.2 PHRD TA Grants and the Global AHIF Pandemic – Selected Achievements

- **Vietnam** was able to meet international standards and earned the highest rating in the laboratory component of a veterinary services performance assessment by the World Organization for Animal Health (OIE). Cambodia, Lao PDR, and Vietnam significantly reduced disease risks by improving disease handling and response, with near 100 percent improvement in surveillance, rapid public health response, diagnostics, biosecurity training, and communication
- **Albania** established the National Veterinary Epidemiological Unit as a legal and regulatory disease control framework and made major investments in hospital intensive care units and virology labs, thus reducing the threat of a human pandemic
- **Georgia** trained staff in food safety and border control, and enhanced surveillance, emergency response, and communication leading to improved control and limited disease spread
- **Kyrgyz Republic** was able to provide training to address animal health, human health, and public awareness resulting in improved readiness, better prevention and control, and increased government focus on biosecurity to reduce the risk of severe impacts, particularly on poor poultry farmers

Disaster Reduction and Recovery Program

Achieving Development Results – Selected Results

Disaster Risk Management (DRM) plans developed and operationalized at local and national levels in Kiribati, Timor-Leste, and Solomon Islands

- 1.1 million beneficiaries (50 percent women) of above-mentioned DRM plans in associated countries
- Seven resilient investments completed; emergency radio communications system helped communicate early warning messages during December 2016 earthquake in Solomon Islands
- 31,445 direct beneficiaries (41 percent women); 719 resilient investments completed; 9 evacuation centers constructed; and water storage capacity of 80,000 liters built to benefit some 70,000 people in Timor-Leste
- Three shoreline protection works combined with mangrove planting activities and 71 community-led resilience sub-projects completed in Kiribati
- Tsunami system installed and commissioned in Port Vila and Luganville in Vanuatu with three sirens and evacuation routes introduced, and tsunami information boards installed in those two urban areas; multi-hazard national warning center established
- Six seismic stations constructed and seismic sensors installed, and 20 earthquake intensity meters installed in Bhutan

In FY10, the GoJ and the WBG embarked on a major restructuring of the PHRD TA Program. The new program focused on three thematic pillars: (i) agriculture and rice productivity enhancement research and development; (ii) disaster reduction and recovery (DRR); and (iii) other activities to be agreed by the GoJ and the WBG. The new direction of the TA program was opportune in addressing two major global challenges—access to food and disaster risks.



Before: Damaged building during earthquake

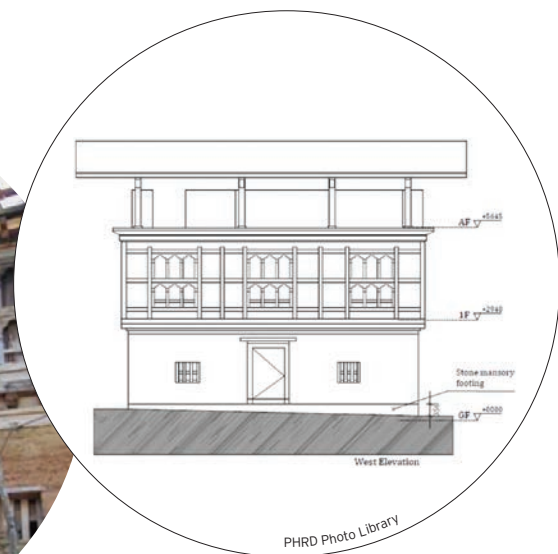


After: Workers fixing building damaged by earthquake

The objective of the DRR program was to reduce vulnerability to natural hazards in disaster-prone countries, particularly in the Asia region. It was established in December 2010 in the wake of the devastating March 2011 Great Eastern Japan Earthquake (GEJE) and tsunami as a humanitarian gesture by the GoJ. The program aimed to assist disaster-prone countries in Asia and the Pacific regions in building disaster reduction capacity so that these nations can avoid or at least reduce the level of human and material loss as experienced by Japan. The program supported strengthening disaster resilience of cities, improving early warning systems, and implementing a strong knowledge and learning agenda to improve awareness and capacity.

The DRR program was guided more broadly in project design by global good practices and recognized international standards and frameworks for Disaster Risk Management (DRM), including the Hyogo Framework for Action 2005–15. The PHRD TA Program collaborated with the Global Facility for Disaster Reduction and Recovery (GFDRR), a multi-donor trust fund. The partnership was based on comparative advantages in technical focus and financing. The GFDRR has focused on demand-led WBG-executed technical and advisory support to governments and other actors, while PHRD TA-financed projects were executed by grant recipients (usually the government). Government ownership and leadership were at the core of both approaches.

Bhutan Improving Resilience to Seismic Risk: A traditional house in Punakha – surveyed for studying typology of rammed earth buildings



The DRR program included 25 grants with \$21.9 million disbursed. The relatively small projects demonstrated new approaches toward developing better resilience to disasters. As a result of the Sendai Dialogue and the PHRD-financed Sendai Report, the DRR pillar of the program was discontinued in order to ensure that DRR efforts would align better with GFDRR.

The Pacific Catastrophe Risk Financing Initiative assisted the Pacific Island Countries (PICs) in developing cost-effective disaster risk financing strategies that combined post-disaster assistance and ex ante budget planning. It identified a range of financial options for the PICs to improve their financial resilience against natural disasters, while maintaining their fiscal balance. Although external financing had been generally available for disaster events in PICs in the past, post-disaster assistance may not provide PICs with the right incentives to engage in disaster risk mitigation and in ex ante budget planning.

Box 4.3 Pacific Catastrophe Risk Financing Initiative – Selected Achievements

- Disaster risk management plans were developed and operationalized at local and national levels in Kiribati, Timor-Leste and Solomon Islands. Seven resilient investments completed and emergency radio communications system helped communicate early warning messages during December 2016 earthquake in Solomon Islands
- 31,445 direct beneficiaries (41 percent women) and 719 resilient investments completed in Timor-Leste
- Three shoreline protection works combined with mangrove planting activities and 71 community-led resilience subprojects completed in Kiribati



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

PROJECT IN FOCUS

Bhutan: Improving Resilience to Seismic Risk

PHRD \$1.14 million

Bhutan is highly exposed to seismic risk because the country is located in the eastern Himalayas, where the Indian and Eurasian plates collide. The 2009 and 2011 earthquakes with magnitudes 6.1 and 6.9 respectively had severe impacts across the country resulting in losses of about \$52 million and \$24.46 million, respectively. Studies indicate that Bhutan can experience an earthquake of magnitude over magnitude 8. The project was developed in 2012 to improve the understanding of Bhutan's earthquake risk as well as the opportunities and challenges associated with mitigation.

Box 4.4 BHUTAN: Improving Resilience to Seismic Risk - Selected Achievements

- Six seismic stations were constructed and seismic sensors installed; 20 earthquake intensity meters installed in all 20 districts; the sensors were connected to the Central Observatory System for seismic stations for the Bhutan National Earthquake Monitoring Network; and a Geo-science information system was developed to store studies carried out on geohazards
- Guidelines on structural vulnerability assessment and retrofitting of load-bearing structures were developed and trainings were rolled out to engineers from all 20 districts
- Retrofitting works were carried out in four selected public buildings to pilot the above guidelines
- Guidelines for improved earthquake-resilient construction techniques for rammed earth structures in Bhutan were prepared, based on documentation of rammed earth buildings in four villages and field tests on rammed earth models
- A field manual for evaluating buildings' safety post-earthquake was developed and 86 engineers from all 20 districts were trained on the use of the field manual



Two of the six
Seismic stations
built in Bhutan

PROJECT IN FOCUS

Vanuatu: Mainstreaming Disaster Risk Reduction Project

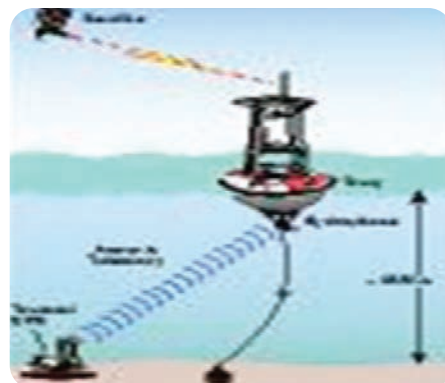
\$2.7 million

Vanuatu is a south Pacific Ocean nation made up of roughly 80 islands that stretch 1,300 kilometers. The country is prone to cyclones and tsunamis. The DRR program supported the project's goals of strengthening urban planning and tsunami preparedness in the main urban areas of the country.

Box 4.5 Vanuatu: Mainstreaming Disaster Risk Reduction Project – Selected Achievements

- Risk information and reduction measures were integrated in urban planning and land-use policies
- Urban policies and instruments in Vanuatu were outdated. Through the project, the Government of Vanuatu initiated the preparation of a new land subdivision policy. Multi-hazard maps were prepared and uploaded onto a public website for use by developers, private sector planners, engineers, and financial institutions to show if the site is vulnerable to climate change impacts and vulnerable to multiple hazard risks
- A tsunami system was installed and commissioned in Port Vila area and Luganville with three sirens; evacuation routes were introduced; and tsunami information boards were installed in communities around the two urban areas
- A multi-hazard National Warning Center and the National Emergency Operations Center were established

The National Warning Center contributed to a reduction in the number of cyclone-related fatalities and it played a crucial role in the dissemination of multi-hazard warnings. For example, it played a role in the cyclone warnings prior to and during Tropical Cyclone (TC) Pam (March 2015), TC Zena (April 2016) and TC Cook (March 2017) and helped minimize fatalities. The National Warning Center and the National Emergency Operations Center were fully operational during the emergency operations of those cyclones and the severe drought immediately after TC Pam.



Vanuatu — Strategy for Tsunami Warning and Information Dissemination prepared, with lessons learnt from tropical cyclone Pam response.

5

SIGNATURE

PRIORITY:

**Resilience to
Climate Change**



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS - SELECTED RESULTS

- \$24.80 million of project preparation climate change initiative grants (CCIGs) leveraged \$1.87 billion of WBG financing
- 12.35 million beneficiaries with improved livelihoods, better nutrition, access to education, jobs, and scaled-up capacity
- 11.9 million households reached
- Sequestration of 209 million tons of carbon
- Upgrading of more than 97,575 hectares of land; reforested barren land and saved wildlife habitats and endangered flora and fauna
- 246,406 megawatts of renewable energy produced

(Note: The above results are aligned with CCIGs to Mali, Mexico, Moldova, Tunisia.)

A Bellwether for Support to Countries Implementing Mitigation and Adaptation

Japan has long recognized climate change as an acute threat facing humanity. Japan hosted the momentous 1997 meeting of the UN Convention on Climate Change in its sacred city of Kyoto. The ensuing Kyoto Protocol—that set internationally binding greenhouse gas emission targets—represented a milestone for the global climate regime.

In FY02, a new window was added to the PHRD TA Program to mainstream climate-related issues into the global development agenda. With the launch of the Climate Change Initiative, the PHRD Fund became one of the pioneers to address the risks that climate change has posed on global development and extreme poverty eradication. Also, the PHRD initiative served as an important vehicle to foster understanding of and garner support for the Kyoto Protocol.

Between FY02 and FY09, fifty Climate Change Initiative Grants (CCIGs) were provided and cumulative disbursements amounted to \$23.66 million. CCIGs were provided to recipient country government entities to: (i) support the inclusion of climate change concerns in their development planning processes; and (ii) prepare and implement WBG-financed projects that support reduction in greenhouse gas emissions and promote energy efficiency or adaptation to the adverse impact of climate change in concert with economic growth and poverty reduction.

CCIG-supported projects were required to be linked to WBG-financed operations or activities supported by the Prototype Carbon Fund (PCF), the BioCarbon Fund (BCF), the Global Environment Facility (GEF) and other WBG-managed climate change/environmental funds. The projects were mainly in the energy and mining; water, sanitation, and flood protection; and agriculture, fishing, and forestry sectors. The CCIGs benefited projects that entailed adaptation to climate change, carbon finance development and strengthening of carbon market institutions, monitoring of glacier retreat impacts, and drought adaptation. Many CCIGs helped countries prepare and/or implement carbon finance projects that were their first entry into the international carbon market and their first experience managing a project with the rigorous standards for accountability and transparency required by the Clean Development Mechanism (CDM) under the Kyoto Protocol.



Box 5.1 Climate Change Initiative Grants (CCIGs) for the Clean Development Mechanism (CDM) – Selected Achievements

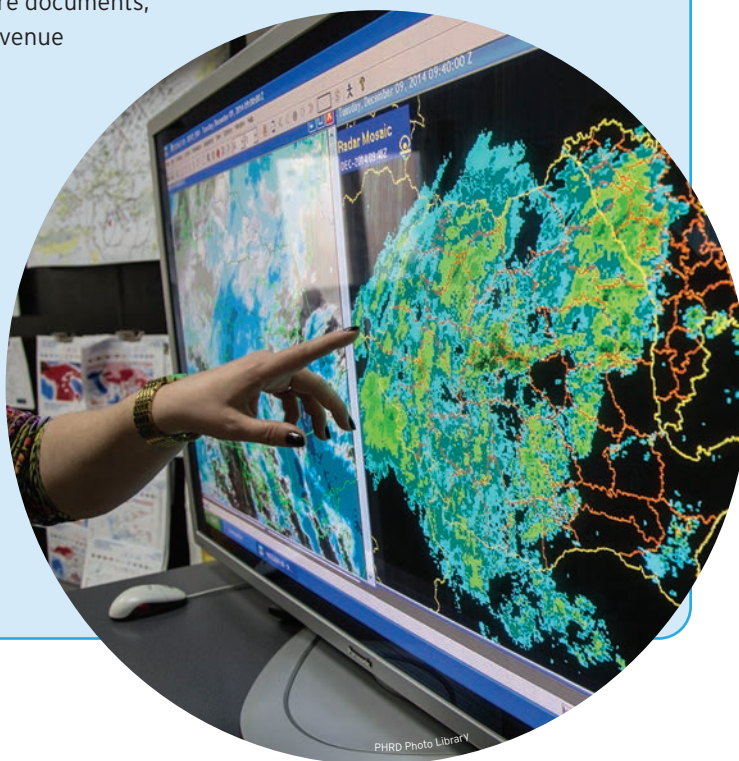
Clean Development Mechanism (CDM) Support and Strengthening Capacity to Participate in Carbon Markets and Financing

- The grant to Romania on mitigation through afforestation supported the first land-use climate change and forestry project in compliance with the CDM/Kyoto Protocol
- Carbon sinks were pioneered in Colombia, through reforestation and agroforestry, on 2,500 ha of abandoned pastures and through avoided deforestation and induced regeneration in 7,300 ha of remaining forests in San Nicolas Valley
- Diagnoses and recommendations regarding the potential development challenges of program activities under the CDM were provided to Brazil
- CCIG enabled the preparation and adoption of administrative process for approval of CDM projects in Senegal
- CCIG helped Kenya's Green Belt Movement meet all conditions for accessing the Bio-Carbon Fund as stipulated in the Emissions Reduction Purchase Agreement (ERPA)
- The capacity of Mongolia's Ministry of Nature, Environment and Tourism was developed, enabling it to prepare and implement carbon finance projects and test two ERPAs
- The grant assisted China in preparing a CDM project to demonstrate socially-sustainable carbon sequestration in the Pearl River Basin of the Guanx Zhuang Autonomous Region
- Brazil's carbon market participation was expanded by strengthening carbon market institutions and infrastructure with enhanced capacity to identify, review, and develop carbon finance transactions
- CCIGs developed and implemented CDM projects in the Czech Republic, Moldova, Niger, and Senegal
- The grant led to the creation of Ethiopia's Federal Environmental Protection Agency that became responsible for carbon sequestration business under the Humbo and Soddo Community Managed Natural Regeneration Project

Box 5.2 Climate Change Initiative Grants (CCIGs) and Knowledge Building – Selected Achievements

Design of New Methodology and Acquisition of Knowledge to Support Climate Change Agendas

- In Colombia, a revised methodology was developed to quantify and monitor emissions reductions to support carbon sink development
- Baseline data and trends to assess climate change impacts in high mountain eco-systems in Colombia provided the basis for implementation of adaptation projects
- A new methodology was designed to assess and quantify the impacts from intensified hurricanes on the Gulf of Mexico coast
- TA on forest plantation models in Albania, Honduras, and Moldova led to the creation of a reforestation methodology that has been replicated in other developing countries
- CCIG helped establish appropriate land tenure documents, proper rules for carbon, and Arabic green revenue sharing among community members and municipalities in Niger
- The grant assisted in the adoption of new methane recovery technologies by farms in China, Thailand, and Vietnam
- The grant reduced uncertainty in climate change models and improved the quality of vulnerability assessments towards better decision-making process for the selection of adaptation activities in the Caribbean (Saint Vincent and Grenadines, Dominica); an economic assessment tool for adaptation activities was created for developing countries



Box 5.3 Climate Change Initiative Grants (CCIGs) and Policy-Making – Selected Achievements

Incorporation of Climate Change Considerations into National Planning or Policies

- Albania: Community-Based Carbon Sequestration Project motivated the government to consider legislation on community management of forested/degraded lands
- Belarus: Social Infrastructure Retrofitting Project led to new emission standards for all biomass fired boilers and a new law requiring compliance with the standards for future boiler installations
- India: Biomass for Sustainable Development Project informed the Ministry of Renewable Energy's policy on community-based energy services as well as the establishment of the Carbon Finance Unit
- The Renewable Energy Promotion Law in Jordan was drafted
- Renewable energy resources were introduced into Bulgaria's National Action Plan on Climate Change; a study on barriers to geothermal energy utilization informed the preparation of the new law on renewable energy

The CCIGs supported the preparation and implementation (through cofinancing) of projects financed by the WBG, the Global Environment Facility (GEF) and other WBG-administered climate change funds. Many projects would not have moved forward without PHRD funding. Examples of WBG-funded or administered operations are provided below:



PHRD Photo Library



PROJECT IN FOCUS

Andean Community: Adaptation to the Impact of Rapid Glacial Retreat in the Tropical Andes Project

GEF \$7.94 million; GFDDR \$0.247 million; PHRD \$0.86 million

Scientific observations have shown that the Andean glaciers in the Plurinational State of Bolivia, Ecuador, and Peru are retreating at an accelerated rate since the 1970s. Overwhelming evidence points to climate change as the main cause. This retreat has resulted in alterations to the regional water cycle, adversely affecting water supply for human consumption, agriculture, and hydro-electric generation. These challenges pose a major obstacle to the development of high-mountain areas in the three countries.

The project sought to contribute to strengthening the resilience of local ecosystems and economies to the impacts of glacier retreat in the Tropical Andes, through the implementation of specific pilot adaptation activities that illustrate the costs and benefits of adaptation.

The grant recipient was the General Secretariat of the Andean Community (SGCAN) on behalf of the Plurinational State of Bolivia, the Republic of Ecuador, and the Republic of Peru. In addition to the GEF, grant financing was provided by the PHRD, which included Colombia as an additional beneficiary and by the GFDDR for activities in the Plurinational State of Bolivia. The CCIG financed the sub-component on capacity building and economic evaluation of rapid glacier retreat for the three countries and Colombia.

Achievements:

- The project strengthened the capacity of national meteorological institutions to identify protocols for information sharing and contributed to knowledge transfer among scientists on glacier dynamics
- The communities of practice began to share more information than before, and regional integration at the scientific, decision-making, and beneficiary levels has increased
- The ministries of environment and related agencies acquired staff capable of replicating the project's activities elsewhere in their countries
- The knowledge gained from the project's pilots enabled each country to prepare investment plans, integrated watershed management plans, and strategic development plans; all informed by climate change considerations
- The high-mountain communities of the three countries that are vulnerable to climate change impacts and often living in poverty benefited from the development of management tools and the implementation of pilot measures in agriculture, livestock, irrigation, water supply, and others



PROJECT IN FOCUS

Belarus: Social Infrastructure Retrofitting Project

IBRD \$15 million; PHRD \$0.996 million

Since the mid-1990s, with the structural shifts of the economy away from Soviet-era infrastructure, Belarus sought to improve energy efficiency in its industrial and public sectors. The government created the Energy Efficiency Department and invested \$370 million in energy-saving measures, such as installing metering devices, rehabilitating and replacing old heat boilers, and designing more energy-efficient materials and technologies. These measures were implemented until 2005 under the Energy Savings Program. The 2005 Country Assistance Strategy developed by the WBG and Belarus (after lending resumed in FY99 when certain macroeconomic triggers were met) identified the energy and social sectors as potential areas of cooperation and renewed dialogue, given the commitment shown by the government.

The project aimed to improve the functional and health environments of social sector facilities, with emphasis on reducing energy consumption. Specifically, the project entailed retrofitting social sector facilities to encourage more effective use of resources, reduce operations and maintenance costs in schools, medical, and other selected social facilities, such as orphanages and community homes for the elderly and the disabled.

The PHRD climate change grant cofinanced the project with TA, including a study to review and improve environmental emission standards of wood-fueled boilers to ensure their alignment with European standards, as well as studies and tender documents for the installation of the first biomass fueled boiler at a hospital demonstration site.

Achievements:

- The project reduced energy consumption by about 243,000 megawatt hours per year, while improving heating services for public buildings in the social sectors (education and health), improving user satisfaction, and reducing greenhouse gas emissions. It effectively reduced Belarus' dependence on imported energy
- The reduction in greenhouse gas emissions was estimated at around 52,000 tons of CO² emissions
- The eight demonstration sites in Minsk and the project oblasts served as an example of the complete range of energy efficiency improvements
- Funds saved through improved energy efficiency measures were used to meet the priority needs of the social facilities
- The hospitals and schools that were retrofitted with energy efficiency improvements provided a warm, comfortable environment for healing, working, or learning



PROJECT IN FOCUS

Ethiopia: Humbo Assisted Natural Regeneration Project

This Bio-Carbon Fund Project was prepared with total development partner support of \$1.09 million from Australia, Norway, and Japan (PHRD \$0.19 million). The WBG's Carbon Finance Unit invested about \$300,000 in preparation, supervision, and TA.

In 2006, it was estimated that Ethiopia retained only about 2.7 percent of its original forest cover and clearing continued since that time. Poor farmers have exploited the denuded, unmanaged forest in the Humbo mountain area as a source of income through grazing and the sale of charcoal. The unsustainable exploitation was expected to result in reduced yields, erosion, lack of clean drinking water, local flooding, fuelwood scarcity, and a loss of biodiversity.

The project targeted the sequestration of carbon in the biodiverse natural forest of the Humbo mountain, and the simultaneous reduction of poverty in the area with support for education, health, and food security financed by carbon funds. More specifically, it aimed to restore 2,800 hectares of biodiverse natural forest with expected sequestration of an estimated 200,000 to 250,000 tons of carbon emissions by 2017.

The PHRD grant led to the establishment of the Climate Change and Climate Adaptation desk at the Federal Environmental Protection Agency (FEPA), enabling it to carry out its functions as the designated national authority for developing carbon sequestration business.

Achievements:

- The ERPA became effective in September 2010
- Emission removals during the reporting period of 2009-12 amounted to 73,339 tons of CO² which is 4.96 percent higher than the ex-ante determined value of 69,869 tons in the project document. Further, the verified sequestration is more than 100 percent above that stated in the ERPA
- The farmer-managed natural regeneration model was implemented in 2,800 hectares of the Humbo region. This model involved regeneration by area closure and selected enrichment planting with seedlings from nurseries
- Significant parts of the Humbo Mountain came under protection and, as vegetation increased, wildlife population has risen
- The project enabled community empowerment and participation in natural resource management and brought economic gains to communities. Seven farmer cooperatives were created and became operational with continued implementation of their investment plans with funds from the ERPA and other sources
- The project was the first forestry operation to be registered under CDM that proved to be replicable and scalable. The project activities were scaled up in the Sustainable Land Management Project II that received funding from the WBG, the GEF and other sources
- Capacity was built within World Vision Ethiopia, the project implementing agency, and FEPA to develop, implement, and follow up on CDM type, Reducing Emissions from Deforestation and Degradation (REDD+) type and other climate investment activities in Ethiopia with formulation and oversight of strategic environmental and social assessments
- FEPA's negotiation capacity at international climate negotiations, as well as its monitoring and verification of transactions, improved

PROJECT IN FOCUS

India: Andhra Pradesh Drought Adaptation Initiative (APDAI)

The second phase of this two-year pilot program was financed with a stand-alone CCIG of \$0.9 million.

One of the key climate-related vulnerabilities of India's economy is its heavy dependence on monsoons. Monsoon analysis reveals that parts of the Indian subcontinent have been hit by drought almost every two years. The disastrous effect of droughts has been particularly acute in the state of Andhra Pradesh (AP). The human and social costs of these droughts have been devastating and wide-ranging—crop-yield failures, unemployment, erosion of assets, decrease in income, reduction in living conditions, impoverished nutrition and health, and increased vulnerability to other shocks.

The APDAI was initiated upon the request of the state government to help AP adapt to climate change by integrating issues of climate variability into economic planning. Its development objective was to improve the livelihoods of the poorest of the poor in rural AP. It was set up as a stand-alone initiative in the Department of Rural Development of AP and institutionally linked to the WBG-financed Andhra Pradesh Rural Poverty Reduction Program. APDAI benefited from the program's management structure and mobilization of the rural population.

Achievements:

- The project led to the development, testing, evaluation, and demonstration of effective packages of drought-adaptation measures, institutional models, and delivery mechanisms tailored to different community sub-groups in selected communities of AP's two most drought-prone districts
- Technical and institutional methodologies for 19 drought-adaptation interventions were developed and tested in the field
- APDAI resulted in improved knowledge and understanding of adaptation approaches among farmers and communities. APDAI carried out workshops, exposure visits, orientation programs, and workshops with district and state government officials (agriculture, animal husbandry, watersheds, groundwater management, etc.) on the pilots
- Ten of 19 pilot initiatives were incorporated in various AP government programs demonstrating the state's commitment to addressing the drought problem and the linked issue of rural poverty
- APDAI pilots/outcomes were scaled up into AP's Rainfed Land Development Program, all watershed areas under state management as well as the Integrated Watershed Management Program. They will be supported through the National Rural Employment Guarantee Scheme, a well-endowed social security program
- A programmatic framework, based on the lessons learned under APDAI was under preparation to introduce the approach in all 21 threatened groundwater basins in the state



6

SIGNATURE PRIORITY: Addressing Africa's Development Challenges



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS - SELECTED RESULTS

- 1.05 million smallholder beneficiaries (45 percent are women)
- Some 389,000 hectares brought under improved farming technology
- Nearly 520,000 farmers adopted at least one new technology
- 20 new technologies introduced to enhance productivity
- 1,565 households adopted improved food processing and cooking techniques
- 5,581 women benefited from nutrition subprojects
- 28,000 Training Provided

Spearheading Global Engagement on Africa's Agriculture and Rural Energy

The GoJ launched the Tokyo International Conference of African Development (TICAD) in 1993 to link global expertise and efforts of the international community through meaningful engagement on Africa's economic development. The multilateral forum comprises African countries, multilateral organizations, bilateral agencies, civil society organizations, and private companies. TICAD meetings were held every five years until 2016 when the forum began to be convened every three years.

TICAD IV Pillar

At the 2008 TICAD IV meeting, consensus was reached among the governments of African countries and bilateral and multilateral development organizations on the need for mobilizing assistance to Africa's vulnerable economies to cope with the steep hike in food prices affecting millions around the world. Japan pledged its contribution to the development of the rice sector in Sub-Saharan Africa. In addition, the Coalition for African Rice Development (CARD) was created to help expand rice production in Africa. The coalition includes the Japan International Cooperation Agency (JICA), the Alliance for a Green Revolution in Africa, and the New Partnership for African Development. The collaboration aimed to reduce reliance on higher-priced rice imports and improve food security by building a thriving agricultural industry.

The PHRD lent support to the collaboration in line with Japan's overall assistance strategy and as encouragement for the WBG's broader efforts to address the food crisis and causes of food insecurity. As part of the restructuring of the PHRD TA program in FY10, the support for the pillar called Africa Agriculture and Rice Productivity covered the following:

- (1) Developing the Next Generation of Rice Varieties—\$20 million was provided to multilateral research organizations—CGIAR, International Rice Research Institute (IRRI), and Africa Rice Research Center (ARRC)—for the development of rice seeds resistant to heat and drought.
- (2) Africa Agriculture Productivity Enhancement Program—\$76.16 million of recipient-executed grants to support seven operations focusing on:
 - Strengthening institutional and human resource capacity in rice production research, extension, and policy making
 - Scaling up and improving the effectiveness of rice production techniques.

Box 6.1 PHRD Grants to Africa Agriculture Productivity Enhancement Program - Boosting the Productivity of Smallholder and Marginal Farmers

- Côte d'Ivoire, Liberia, Guinea, and Sierra Leone: \$35 million PHRD grant to these four Mano River Union countries that were badly affected by war and conflict for human resource capacity, infrastructure, and institutions related to agriculture development. The support aimed at strengthening institutional mechanisms and procedures for integrating regional rice markets and cross-border/national dissemination of technologies. The PHRD interventions focused on rice and cassava cultivation, the two crops that provide basic nutrition to a majority of the population in the region
- Tanzania Agriculture Sector Development Project: IDA \$176.7 million; PHRD additional financing: \$14.25 million for support to the development of small-scale irrigation and capacity building for irrigation development. The project sought to: (i) give farmers better access to and use of agricultural knowledge, technologies, and infrastructure; and (ii) promote private investment in agriculture based on an improved regulatory and policy environment. The PHRD grant focused on scaling-up activities related to rice production in 20 irrigation schemes
- Madagascar Irrigation and Watershed Management Project: \$12.66 million grant to increase rice productivity in selected irrigation sites and their surrounding watersheds. An underlying goal of the project was to stabilize rice output level, which had been severely affected by volatile weather in Madagascar and had declined due to deteriorating irrigation infrastructure. A second goal was the rehabilitation of selected irrigation schemes. Without these activities, rice yield was expected to decrease from its baseline level
- Mozambique Sustainable Irrigation Development for Rice Production Project: IDA \$59.98 million; PHRD cofinancing of \$14.25 million to increase the amount of agricultural production that is sold and to enhance farm productivity through new or improved irrigation schemes in the provinces of Manica, Sofala, and Zambezia. The PHRD cofinancing grant supported the Rice Business Line of the project for: (i) strengthening the institutional capacity and promoting participatory irrigation development and management; (ii) financing the irrigation infrastructure and the enabling infrastructure, such as electricity and flood protection; (iii) providing catalytic funding for the project beneficiaries in the form of cost-sharing grants to support production costs; and (iv) providing resources for effective project management, coordination, and monitoring and evaluation

Box 6.2 Madagascar: Irrigation and Watershed Management Project – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- Average yield per hectare in irrigated rice production in project-intervention irrigation sites amounted to 4.15 tons per hectare (target achieved)
- 23,257 direct beneficiaries reached (35% women)

Selected Development Outcomes

- Access to inputs, such as rice seeds, fertilizers, and insecticides improved, as corroborated by the beneficiaries. About 73% of surveyed producer organizations that benefited from the project noted a clear improvement in their access to inputs
- The demonstration effect created by the project led to more sustained demand by project beneficiaries for improved inputs, which in turn encouraged private entrepreneurs to set up input dealerships. Beneficiary producer organizations also noted an increased number of input dealerships and reduced distance to input suppliers
- Access to high-quality seeds and resilience to weather-related shocks increased with the establishment of seed banks
- Basic seed production capacity in rice enhanced as a result of strengthening the research capacity
- Six improved rice-growing practices were disseminated in the project areas. Farmers adopted improved technologies on 33% of their cultivated land, which is relatively high in the region
- Institutional, organizational and technical support provided to water user associations helped them to become operational



Woman Planting Rice in Madagascar

PHRD Photo Library

Box 6.3 Côte D'ivoire, Guinea, Liberia, Sierra Leone: West Africa Agricultural Productivity Enhancement Program – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 1 million direct beneficiaries (42% women)
- 383,900 hectares of farmland cultivated with improved technologies
- 504,935 smallholder producers adopted various technologies
- 14 new technologies demonstrated
- 28,000 beneficiaries trained

Selected Development Outcomes

- PHRD grant of \$35 million enabled the four Mano River Union countries—Côte d'Ivoire, Guinea, Liberia, and Sierra Leone—to increase their agricultural productivity and contributed to the achievement of acceleration in the adoption of improved technologies
- Revitalized seed production systems, increased area under cultivation, and farmer adoption of new technologies
- Strengthened agricultural research systems through short- and long-term training of young scientists and other categories of personnel



Training of Rice Producers in the Farming Techniques of the Intensive Rice Farming System (SRI) in Côte d'Ivoire



Inside View of the Rice Seed Storage Cold Room in Côte d'Ivoire

Box 6.3 Côte D'ivoire, Guinea, Liberia, Sierra Leone: West Africa Agricultural Productivity Enhancement Program – Selected Achievements (*Continued*)

As part of the West Africa program for the Mano River Union countries, Guinea received a PHRD grant of \$9 million that contributed to the following achievements:

- Rehabilitation of key research facilities that led to implementation of seven research projects on plant breeding, fertilizer applications, and production techniques
- Introduction of rice technologies and varieties from Mali, Sierra Leone, and the Philippines
- Provision of improved equipment and training to about 2,500 women farmers for efficient rice processing
- Production of 4,000 tons of qualified rice seed resulting from the provision of adequate tools and field-level training of production, conditioning, and certification of quality seed
- Development of institutions on seeds and pesticides and an information system of agricultural product prices



Women Cooking Rice in Côte d'Ivoire

In the latter years of implementation, the grant also supported the recovery of farming activities after the Ebola outbreak of 2014.

Marisma Sire Soumah Cammara, President of women's cooperative, Walifang-Copa township.

“Without the support, we would not have been able to work because, first, we lost many members of the group, and members of the group lost close relatives that started to break up the group because everyone was afraid and we all had to stay at home. This support has restored our trust and helped rekindle the group's solidarity and especially the desire to work together.”

TICAD V Window

Achieving Development Results by the Numbers

- 6,692 beneficiaries produced at least two new types of food, such as, fruits, vegetables, and/or animal products in South Sudan and Cameroon
- 4,305 households adopted improved food processing and cooking techniques in South Sudan and Cameroon
- 2,518 women directly benefited from nutrition subprojects, particularly through labor saving technology, thus reducing their arduousness

At the Fifth TICAD meeting in June 2013, the participants decided to maintain the forum's emphasis on rural development as one of its focus areas in recognition of agriculture's leading role in private economic activity, employment generation, and source of livelihood in Africa. In keeping with the PHRD's underlying principle of addressing emerging developmental challenges that are aligned with the GoJ and the WBG priorities, the PHRD's TA program was realigned to enhance the technical and institutional capacities of eligible countries under newly-introduced thematic windows, one of which centered on Agriculture and Rural Access to Energy in Africa. The PHRD Fund allocated \$40 million in grants to assist small farmers in all African countries and the provision of electricity in rural communities.

PHRD grants were expected to support investments and activities in the priority areas of nutrition-sensitive agriculture and rural energy. They would focus on building the institutional capacity and knowledge base of small and marginal farmers in Africa to reduce vulnerability, deliver services, and improve household food production and consumption. The adoption of climate-smart agriculture and new farming technologies and techniques were envisaged to bolster farmer resilience to natural disasters and other extraneous factors (for example, food price hikes).

 **PROJECT IN FOCUS**

South Sudan: Emergency Food Crisis Response Project

IDA \$9 million; Food Price Crisis Response Trust Fund and Global Food Crisis Response Program Trust Fund \$17.73 million; PHRD \$2.7 million

The project sought to support the adoption of improved technologies for food production and storage and provide cash or food to eligible beneficiaries in South Sudan. The PHRD grant provided the entire fifth Additional Financing of the project and introduced a supplementary component to support improved nutritional outcomes by increasing the production and consumption of foods of high nutritional value and building institutional capacity to support nutrition-sensitive agriculture. The added component had three objectives:

- strengthening farmer groups to increase the diversification of locally produced foods and build the capacity of smallholder farmers
- enhancing household knowledge and practices of food and nutrition to improve food consumption patterns through the promotion of new technologies and incentives to reduce post-harvest losses, test labor, and introduction of energy-saving technologies
- strengthening institutional capacity to improve the integration of nutrition in agriculture through the promotion of a multi-sectoral approach to address malnutrition and explore bio-fortification to enhance nutrition

Food insecurity was one of the many challenges South Sudan faced after the cessation of 25-year hostilities with the Government of Sudan and the signature of the 2005 Peace Agreement. High levels of food insecurity persisted during the period of project implementation. The project spanned almost ten years during which the operating environment changed drastically. The intermittent insecurity since 2009 and the start of the civil war in 2013 delayed or prevented project implementation in some areas.

Box 6.4 South Sudan: Emergency Food Crisis Response Project – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 272,620 farmers adopting improved technologies for production (102% of the target)
- 104,741 hectares of idle land brought under production (270% of target)
- 11,092 metric tons of storage capacity built, which increased the time that food was available in communities (127% of the target)
- 47,595 participants in the cash-for-work public works program (128% of target)
- 4,500 households reporting an increase in the number of foods produced (250% of target)
- 6,000 households reporting increased household dietary diversity (316% of target)
- 2,781 households using improved food processing and storage methods and facilities (161% of target)

Selected Development Outcomes

- The project built new working relationships among the central government implementing agency, NGOs, and the local authorities, including county agriculture department and extension workers
- Local officials participated in training activities to be able to provide support after project closure
- The project was effective working with NGOs that had experience implementing agricultural activities and could hit the ground running. NGOs played a crucial role in promoting awareness on important topics, especially related to gender issues
- A flexible and adaptive management approach by the government and NGO partners ensured that the project could continue to operate even as local circumstances changed
- NGO partners, working with government scientists, were able to introduce good quality seeds with traits beneficial to the South Sudan context. For example, they introduced Red Beauty groundnut, which was more tolerant of rosette and leaf spots. They also introduced NERICA rice, which is more resistant to environmental stress and contains more protein than traditional varieties

The program on rural access to energy supply under the TICAD V window aimed to increase the delivery of off-grid electricity and other energy services in rural areas, with a preference for fragile and conflict-affected countries in Africa. The program would include: (i) development of off-grid electrification, including solar home systems and demand-side management activities; and (ii) deployment of off-grid energy services, such as improved cook stoves and pico-PV products (for example, solar portable lanterns with phone chargers in areas without imminent electrical grid extension).

 **PROJECT IN FOCUS**

Madagascar: Second South West Indian Ocean Fisheries Governance and Shared Growth Project 2

IDA \$74 million; Global Environment Facility \$6.42 million; WBG grant to the Indian Ocean Commission \$9 million; PHRD \$2.73 million

The project, currently under implementation, strives to strengthen the financing, coordinating, and knowledge exchange mechanism initiated through the first project of the series, SWIOFish1. The project activities would target core governance and productivity challenges in Madagascar, remove critical constraints to sustainable business and private investment, bring part of the offshore fisheries economy within country economies, and add value through regional collaboration. The objective of the project is to improve the management of selected fisheries at the regional, national and community levels and to increase access by targeted fishers to alternative livelihood activities.

The PHRD cofinancing grant (declared effective in August 2017) focuses on:

- Access to off-grid energy through the installation, operation, and maintenance of off-grid electrification equipment and off-grid energy services for rural fishing communities to support increased productivity and the pre-electrification strategy
- Carrying out pilots to test equipment for better management, enforcement and monitoring, and safety-at-sea in the fisheries sector
- Provision of technical assistance to encourage knowledge transfer, develop local skills, and create partnerships among stakeholders to help develop and establish the use of innovative, sustainable, and renewable forms of energy for priority fishery communities

Box 6.5 TICAD V Grants Approved in FY19

- Mali: Rural Electrification Hybrid Systems Project Additional Financing, \$2.97 million. The grant will cofinance the expansion of access to modern energy services in Mali's rural areas and the increase in renewable energy generation in target areas. Specifically, the PHRD grant will: (i) provide output-based subsidies to existing mini-grid operators; (ii) support the deployment of additional certified solar portable lanterns and related pico-photovoltaic equipment in selected public schools; (iii) support new activities to scale-up the results achieved under the original project aimed at removing the barriers to the electrification of poor communities in rural areas; and (iv) assist information and consumer awareness campaigns
- Lesotho: Smallholder Agriculture Development Project II, \$2 million. The project seeks to increase the adoption of climate-smart agricultural technologies in Lesotho's agriculture, enhance commercialization, and improve dietary diversity among targeted beneficiaries. The PHRD cofinancing grant will promote increased dietary awareness through better knowledge of nutrition, increased household production and consumption of high-nutritious foods and food products as well as small-scale processing in nutrition-sensitive value chains

7

SIGNATURE PRIORITY: Focusing on one of the Neglected Groups in Society—Persons with Disabilities



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS - SELECTED RESULTS

- 31,799 direct beneficiaries of disability programs; some 5,000 school professionals and community facilitators trained on inclusive education and community-based mental health treatment in Guinea, India, Jamaica, Moldova, Morocco, Peru, and Romania
- School attendance of more than 4,500 children with mild disabilities; training of 400 teachers and other education professionals in special education in Guinea
- 47.27 percent of poor children aged 0-6 years with disabilities in Early Stimulation Program showed improved readiness for school (118 percent of target) in Jamaica
- 384 persons with disability found jobs after training and 416 children were prepared for entering schools in Jamaica through physiotherapy, speech therapy, and adaptive aids
- 205 children with disability prepared to enter mainstream schools and 682 school professionals trained to work with children who have special education needs; anti-inclusion of school authorities declined from 95 to 20 percent in Moldova
- Some 18,000 people of whom 40 percent are women with limited physical mobility benefited from pilot infrastructure works in public spaces in Morocco
- Over 7,000 mentally disabled persons received first-time treatment; over 6,600 persons with disability received livelihood skills training in Tamil Nadu, India and Jamaica
- Some 5,000 school professionals and community facilitators trained on inclusive education and community-based mental health treatment
- Catalyzed significant follow-up initiatives for mainstreaming people with disability in Peru, Morocco, Romania, and Moldova



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

Disability and Development

The 2010 restructuring of the TA program acknowledged the importance of an inclusive approach to eradicating extreme poverty that addresses the needs of over one billion people with disabilities globally. Disabled people face a much higher risk of poverty because they do not have equitable access to resources, such as education, employment, health care, and social and legal support systems. Yet the 2015 Millennium Development Goals (MDGs) did not directly address disability per se.

The majority of people with disabilities live in developing countries. Their numbers are expected to rise because of conflict, malnutrition, accidents, violence, communicable and non-communicable diseases including HIV/AIDS, aging, and natural disasters. Disabled people are often subject to stigmatization, excluded from schools or workplaces, and often end up depending on others in the family and community for physical, social and economic support. In addition to being vulnerable to exclusion, disabled people are disproportionately poor, and poor people are disproportionately disabled.

To help address the gap in the MDGs vis-à-vis disability and the necessity of highlighting the plight of persons with disabilities, the GoJ and the WBG introduced the pillar on disability and development into the restructured PHRD TA program. As such, the establishment of the pillar heralded the elaboration of the 2030 SDGs that are disability-inclusive in the sections on education, growth and employment, inequality, accessibility of human settlements, as well as data collection and monitoring. Disability-inclusive development is aligned with WBG's twin goals of ending extreme poverty and promoting shared prosperity as well as Japan's development assistance priorities.

The objectives of the disability and development pillar include:

- Bringing a better understanding of disabilities-related issues in grant recipient countries
- Developing policies and development interventions to address the issues
- Financing programs that directly benefit disabled people

Many governments have been implementing the SDGs with a view to disability inclusiveness, but they lack the technical know-how, evidence-based practices, and examples to do so effectively. They will require TA and knowledge exchange to achieve their disability-inclusive development objectives. In understanding and addressing the cross-cutting concerns between disability and development efforts, the PHRD team partnered with the WBG's Disability and Development group within the WBG's Human Development Network. The disability and development portfolio included 16 grants and cumulative disbursements amounted to \$16.8 million.

Vara Vemuru, WBG Lead Social Development Specialist, TTL of Mental Health Program in India.

“The PHRD-funded project on mental health had huge impacts. It was piloted in 1,400 villages, and for India, that's a huge population. What it did was to bring together partnerships with the government and five major institutions, including the teaching hospitals and medical colleges, to come together to pool their understanding, knowledge, and expertise on how to support—at scale and with the government—the screening of people with mental health issues, diagnosing them, treating them, and rehabilitating them.”

PROJECT IN FOCUS

Jamaica: Social and Economic Inclusion of Persons with Disabilities

PHRD \$2.9 million

The grant sought to: (i) increase the employability and skills development of poor persons with disabilities (ages 18-36 years); and (ii) improve the service delivery of special education needs to poor children with disabilities between the ages of 0- 6 years. The grant represented a pioneering effort to address social and economic inclusion of persons with disabilities through training and early childhood development interventions, given the limited experience in delivering similar projects for this target group.

Box 7.1 Jamaica: Social and Economic Inclusion of Persons with Disabilities – Selected Achievements

Actual Results vis-à-vis Project Development Objective Indicators

- 384 persons with disabilities receive employment (work experience) after completing classroom training (128% of target)
- 12.48% of persons with disabilities trained under the project gained employment within twelve (12) months after completion of the program (31% of target)
- 47.27% of poor children (0-6 years) with disabilities in Early Stimulation Program show improved readiness for school (118% of target)

Selected Development Outcomes

- Improved capacity of institutions providing and implementing services for persons with disabilities through: expansion in the number of personnel; strengthening of NGOs and individuals' knowledge, abilities, and commitment to carrying out the work in the sector; and creation of a more coordinated approach to working with persons with disabilities in the country
- Development of two Codes of Practice related to Employment and Training and Education to support operationalization of the Disabilities Act of 2014.
- Strengthened capacity in advocacy of the Jamaica Council for Persons with Disabilities toward informing policy and program development



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

8

SIGNATURE PRIORITY: Smart Decision- Making for Government-led Programs



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ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS – SELECTED RESULTS

- 949 health workers trained in the health monitoring and information system (HMIS); 76 percent timely submission of HMIS reports; 60 percent of health centers demonstrated improvements in quality assessments in Democratic Republic of Congo
- 5.38 million people received necessary health and nutrition related care; 2.85 million children immunized; 2.52 million deliveries assisted by skilled health professionals in Kenya
- 5.5 million beneficiaries; 150,000 people received outpatient services; 887,000 children immunized; 799,000 deliveries assisted by skilled health professionals in Cambodia
- 774,000 beneficiaries; 295,000 children immunized; 83,000 children under two years monitored for development and growth markers in Lao PDR
- In Kenya: 5.3 million people received necessary health and nutrition related care, 2.8 million children were immunized, and 2.5 million deliveries were assisted by skilled health care professionals

Performance and Results with Improved Monitoring and Evaluation (PRIME)

Capacity development entails a synergetic exchange of knowledge, skills, and opportunities. It involves listening, responding, adapting, and enabling among implementing agencies, stakeholders, and beneficiaries. Capacity development is supported by the creation of an environment in which knowledge and skills can be effectively and transparently applied, and by the collective commitment to achieve measurable results.

The PRIME window was introduced in FY16 to enhance the use of government systems to promote evidence-based decision making. Smarter decision-making could be achieved by strengthening the monitoring and evaluation (M&E) systems of recipient ministries and implementing agencies in three priority sectors: agriculture (\$6 million); health, nutrition, and population (\$6 million); and urban development (\$6 million).

PRIME grants would provide tailored support to relevant ministries and agencies to enhance M&E systems and capacity, while strengthening their ownership of the process. This support will ensure the availability of timely, quality data on key indicators. In turn, the data will inform evidence-based decision and policy making at the national and local levels and monitoring of program and project progress. The program includes 12 grants and \$2.22 million has been disbursed.

Status. Six PRIME grants amounting to \$7.78 million are under implementation. Five grants are leveraging Bank-supported projects. A stand-alone grant of \$1.8 million was provided to Vietnam's Ministry of Agriculture and Rural Development. This grant is training more than half of key staff in the Planning Offices of the Ministry of Agriculture and Rural Development in eight pilot provinces on the application of 15 M&E indicators developed under the PHRD grant.

Somil Nagpal, WBG Senior Health Specialist and TTL for preparation/supervision of three PHRD grants.

“The multiplier effect of the PHRD-supported projects I have worked on is astounding.” In particular, he managed a \$1 million PHRD grant that funded the distribution of tablets and the creation of a mobile application for more comprehensive health care data collection. “The PHRD grant is cofinancing the Cambodia: Health Equity and Quality Improvement Project that received financing from IDA of \$30 million, MDTF of \$50 million as well as \$100 million in government investment in health care monitoring which, in turn, informed the government’s \$2 billion health budget, vastly improving the effectiveness of expenditures.”

Box 8.1 Results to Date of Selected PRIME Grants

Democratic Republic of Congo: Additional Financing for the DRC Human Development Systems Strengthening Project, IDA \$45 million; PHRD \$1.08 million; TF \$10 million	<ul style="list-style-type: none"> • 76% timely submission of Health Monitoring and Information System (HMIS) reports • 60% of health centers demonstrated improvements in quality assessments • 949 health workers trained in HMIS
Kenya: Transforming Health Systems for UHC, IDA \$150 million; PHRD \$1.1 million	<ul style="list-style-type: none"> • 5.38 million people received necessary health and nutrition related care • 2.85 million children immunized • 2.52 million deliveries assisted by skilled health professionals
Cambodia: Health and Quality Improvement Project, IDA \$30 million; PHRD \$1.0 million; TF \$20 million	<ul style="list-style-type: none"> • 5.5 million beneficiaries • 150,000 people received outpatient services • 887,000 children immunized • 799,000 deliveries assisted by skilled health professionals
Lao PDR: Health and Governance Development Project, IDA \$41.4 million; PHRD \$1.0 million; other donors \$4.0 million	<ul style="list-style-type: none"> • 774,000 beneficiaries • 295,000 children immunized • 83,000 children under two years monitored for development and growth markers

9

**SIGNATURE
PRIORITY:**
Pushing the
Frontiers of
Knowledge for
Development



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS – SELECTED RESULTS

To date, 32 grants for Advisory Services and Analytics (ASA) have been approved and disbursements amounted to \$8.97 million. The main results follow:

- **Contributed to making UHC a Sustainable Development Goal for 2030 and informed the new PHRD UHC program with a \$32 million allocation for supporting analytical work on UHC and monitoring**
- **Contributed to the definition and dissemination of the WBG's corporate goals for UHC for 2030;** Designed a highly-acclaimed Flagship course on UHC for the global health community
- Analytical and advisory work on Vietnam Strengthening Pandemic preparedness will inform communications, health security, and guidelines
- **Health Chapter in Brazil Public Expenditure Review** for health completed and published
- **PHRD UHC work in Brazil led to the revision of the 2003 Elders Bill of Rights**
- **Analytical work on UHC informed the Malawi Health Sector Strategic Policy**
- Malawi: Service Delivery Indicator (SDI) survey harmonized with WHO's Service Availability and Readiness Assessment (SARA) survey and adapted to the Malawi context through the introduction of the Malawi Harmonized Health Facility Assessment Survey (MHHFAS)
- Sierra Leone: PHRD-funded Service Delivery Indicator (SDI) survey in 2018 informed a new project under preparation to tackle poor quality of care and inefficient service delivery across the country
- **Review of Public Finance Management (PFM) arrangements in health** completed for discussions with recipient governments to help with pursuing efficiency gains through improvements in PFM
- **Review of international experience on Public-Private Partnership** for preparing policy briefs completed

Expanding Knowledge to Promote Access to Universal Health Coverage for All

The year 2011 marked the 50th anniversary of Japan's universal health coverage (UHC). To commemorate the achievement, the GoJ and the WBG carried out a valuable multi-country study in 2011–13 to share varied experiences at different stages of adopting and implementing strategies for UHC, including Japan. The study helped the WBG respond to the growing demand from low- and middle-income countries for technical advice on the design and implementation of UHC policies and strategies. The collaboration highlighted Japan's prioritization of global health at the technical and policy levels. Such prioritization was also underscored in Japan's international diplomacy. At the Group of Seven (G7) summit held in Ise-Shima, Japan in May 2016, Japan led the declaration on the “Vision for Global Health” that articulated the commitment of G7 leaders to take concrete actions to advance global health, emphasizing that health is the foundation of economic prosperity and security.

Building on the recommendations of the Ise-Shima G7 Summit to promote UHC in developing countries, and the findings of the GoJ-WBG study, a dedicated window on access to quality, affordable health care without suffering financial hardship was created under the 2015 PHRD TA program. Ensuring UHC will support ending extreme poverty by 2030 and boosting shared prosperity in low- and middle-income countries.

The UHC window also addresses the link between pandemic preparedness and strong health systems. Pandemics exact a heavy toll on human lives and social structures; the financial and economic damage is also devastating. The 2014–15 Ebola outbreak wiped out many of the pre-crisis development gains in Guinea, Liberia, and Sierra Leone. The WBG estimated that the three countries lost \$2.2 billion in GDP in 2015 alone. Despite the progress made since the crisis to advance global pandemic preparedness and the increasingly dire risk of widespread epidemics, capacities in Africa are still insufficient. Attaining the goal of UHC requires countries to invest resources in pandemic preparedness (disease surveillance and response

Taro Aso, Deputy Prime Minister and Finance Minister of Japan (Global Conference on UHC, Tokyo, December 2013).

“Universal health coverage is increasingly important when the state of global health is changing significantly. Japan succeeded in achieving universal health coverage in post-World War II, and the healthcare system contributed greatly to the expansion of a healthy and productive middle class, which propelled and supported economic growth. . . . Continuous reform is necessary, even after creating a universal health care system, for assuring fairness, for increasing the quality of medical services and for maintaining fiscal sustainability.”

capacity) and bolster their health systems. Within PHRD's UHC window, the TA program has endeavored to assist governments to develop and implement pandemic preparedness plans through the provision of advisory and capacity building services, in collaboration with the World Health Organization (WHO).

The UHC window under the TA program endeavored to provide:

- Advisory Services and Analytics (ASA) to help low- and middle-income countries develop and implement strategies and capacities to adopt, achieve, and maintain UHC
- Policy and technical assistance to promote UHC in ten priority countries

The window aimed to focus on countries with a strong potential to improve policies and promote UHC. It was envisaged as a mechanism to facilitate innovations and the leverage large initiatives to promote scalable impact. Moreover, through a joint review of UHC initiatives and the sharing of global and country experiences, the window would enhance collaboration between the GoJ stakeholders and other development partners.

In FY16–20, the UHC's cumulative portfolio comprised 32 approved grants amounting to \$18.57 million. The average size of the ASA grants is \$0.58 million. Half of the grants (amounting to \$9.4 million) were provided to countries in Africa. With most grants still under implementation, disbursements as of FY20 totaled \$8.97 million or 48 percent of the approved amounts.

Box 9.1 Results to Date of Selected UHC Grants

Brazil	<ul style="list-style-type: none"> • Informed the consultations toward revision of the 2003 Elders Bill of Rights • Findings of health sector ASA contributed to joint public expenditure review • Informed the consultations toward implementation of age-friendly and long-term health care delivery services
Democratic Rep. of Congo	<ul style="list-style-type: none"> • Ongoing analytical work on health financing and public financial management to inform policy dialogue and formulate government policy on health finance
Guinea	<ul style="list-style-type: none"> • Deliverables (protocols and tools developed in Ebola study) and findings of ASA activities inform policy dialogue on Ministry of Health's health system recovery plan and reforms to improve human resources for the health sector
Guinea-Bissau	<ul style="list-style-type: none"> • Analytical work on service delivery indicators and demand-side constraints on health care access to inform government policies • Analysis of health labor market situation analysis underway
Kenya	<ul style="list-style-type: none"> • Ongoing ASA to develop options/recommendations for government policies on multi-sectoral pandemic preparedness, including health information systems and on monitoring and evaluation systems for UHC
Kyrgyz Republic	<ul style="list-style-type: none"> • Reports with recommendations on State Guaranteed Benefit Package and hospital payment system prepared for discussion with the health insurance fund and Ministry of Health • Review of health sector's public financial management system and report on international experiences in public-private partnerships completed
Lesotho	<ul style="list-style-type: none"> • TA enabled enrollment of district hospitals in performance-based financing (PBF) scheme • Knowledge products on public health financing underway to inform health sector policy • Ongoing institutionalization of PBF and exploring public-private partnership possibilities toward a more efficient health care system
Madagascar	<ul style="list-style-type: none"> • Ongoing analytical work and policy advice towards a prioritized health financing plan for adoption and phased implementation of UHC
Malawi	<ul style="list-style-type: none"> • SDI survey harmonized with WHO's Service Availability and Readiness Assessment (SARA) survey and adapted to the Malawi context through the introduction of the Malawi Harmonized Health Facility Assessment Survey (MHHFAS)
Sierra Leone	<ul style="list-style-type: none"> • PHRD-funded Service Delivery Indicator (SDI) 2018 informed a new project under preparation in Sierra Leone to tackle poor quality of care and inefficient service delivery across the country

(box continues on next page)

Box 9.1 Results to Date of Selected UHC Grants (Continued)

Vietnam Pandemic Preparedness

- **ASA on Vietnam pandemic preparedness** is expected to inform:
 - Health Risk Communication Action Plan
 - International Health Regulations (IHR) Master Plan for 2020-2025
 - Decree for requirements for physical facilities and capacities of points of entry
 - One Health/Health Security Workforce Development Plan
 - Guidelines for environmentally-sound disposal of infected animals/ carcass caused by epidemic/zoonotic diseases
- **Outputs delivered:**
 - International Health Regulations (IHR) Costing Study
 - Situation Analysis for Risk Communication, and Assessment of One Health/Health Security Training Programs in Vietnam
 - Assessment Report on the Points of Entry in Vietnam

Vietnam Efficiency/ Value-for-Money

Selected Outputs delivered

- DRG Action Plan for Vietnam
- Book of case studies on DRG transition
- Policy note on Japan's approach to fee-for-service
- Report on Vietnam's readiness for integration of care
- Knowledge exchange with international experts, including study tour to China
- Analytics on optimization of placement of GeneXpert machines, informing investments in projects funded by World Bank (loans) and Global Fund (grant)
- Analytics on optimization of MRI placement to inform spatial planning for MRI purchases
- Sharing global practice on Certificate of Need Policy
- Development of hospital performance monitoring indicators
- Manuals on data sources and indicator calculation, and case-mix adjustment
- Mock-up of hospital performance dashboard

Zimbabwe

- Analytical work on health financing and strategic purchasing as well as hospital governance and management toward policy recommendations toward attaining UHC
- Delivery of knowledge products on health care financing and human resources to inform policy dialogue and interventions toward UHC
- Ongoing research on results-based financing to inform policy dialogue
- Capacity-building activities on financing, human resources for health, and results-based financing underway

Box 9.2 Grant in Focus – Turkey: PHRD Grant on Sustainability of UHC

Turkey undertook successful health reforms in 2003-13 to improve access, efficiency, and quality in health care, and to establish UHC. Nevertheless, non-communicable diseases remain one of Turkey's key health challenges and are currently the major cause of premature death among the lower-income population. Promoting healthy living and addressing major risk factors such as smoking, obesity, physical inactivity, and alcohol use have become critical.

Integrated care is an emerging approach for addressing pressing health system issues. It involves effective coordination, collaboration, and communication among multiple care providers—with a patient-centered focus on providing continuous care to all who need it.

The PHRD grant of \$0.45 million is supporting the integration of health care at the primary health care (PHC) level. The adoption of this approach makes sense for Turkey because of the introduction of the family medicine model a decade ago. The model is being reinforced by the Healthy Living Center (HLC) structures which primarily address chronic and long-term conditions. HLCs were established in 2013-14 in eight provinces and are operated by multi-disciplinary teams made up of physicians, dieticians, nurses, and midwives. The HLC program aims to trigger sustained behavior change by creating opportunities to learn about actual healthy living practices.

Under the PHRD grant, four behavioral interventions that are considered low-cost and easy-to-scale to a larger population, if found effective, are being conducted.

- (1) Use of monthly emails and text messages (with reminders) from family physicians to refer patients to HLCs; messages are aimed to empower physicians on their role against the fight of non-communicable chronic diseases.
- (2) Application of the first intervention by family physicians with an added monthly social recognition email to those physicians who in the previous month successfully referred the largest number of patients to their mapped HLCs.
- (3) Use of text messages (with links to online flyers and videos) on people registered in family medicine centers (FMC) to encourage them to visit their family physicians and inquire about HLC services
- (4) Use of videos in FMC waiting rooms with promotional messages regarding HLC services

In addition, the Ministry of Health and the WBG team are working on the design of an evaluation of the results of the above interventions to identify the impact they may have on the utilization of services and number of referrals from family medicine centers to HLCs, among other outcomes.

Box 9.3 Grant in Focus – Vietnam Strengthening Pandemic Preparedness

Objectives:

- Provide ASA to the Government of Vietnam to implement key recommendations of the Joint External Evaluation (JEE) and, in so doing, strengthen pandemic preparedness
- Improve overall preparedness and coordination of capacity pandemic risk reduction
- Strengthen management of specific priority sources of zoonotic and pandemic risk
- Key outcome/recommendations:
 - The support for pandemic preparedness in Vietnam has been efficient and it addressed the key areas that were identified under Joint External Evaluation for the implementation of International Health Regulations (2005) conducted in October 2016. It also helped to improve the coordination among different stakeholders, and strengthen the overall public health system in Vietnam, specifically the core capacities for Global Health Security and International Health Regulations
 - The support from the project has been especially timely since there have been more and more pandemics of zoonotic diseases occurring in the last few years. It has proved significant especially for the COVID-19 pandemic. Vietnam's response has been considered highly successful and controlled, especially in risk communication and monitoring and tracing at points of entry with the improved capacities as a result of the support from the grant
 - Maintaining engagement on pandemic preparedness is highly important, even when pandemic risk is perceived as low. When the COVID-19 pandemic reached Vietnam, there was a set of assessments with findings that were ready to be put into action. These deliverables that were available to inform the government's response included assessments of the effectiveness of the government's current risk communication approaches and the points of entry. In addition, there were further resources available that could be directed to urgent use as part of the COVID-19 response, including the development of training materials for healthcare workers
- **ASA on Vietnam Pandemic Preparedness** is expected to inform:
 - Health Risk Communication Action Plan
 - IHR Master Plan for 2020-2025
 - Decree for requirements of physical facilities and capacities of points of entry
 - One Health/Health Security Workforce Development Plan
 - Guidelines for environmentally sound disposal of infected animals/carcass caused by epidemic/zoonotic diseases
- Outputs delivered: Five reports and series of training for COVID-19 response capacities. The reports are:
 - International Health Regulations (IHR) Costing Study
 - Situation Analysis for Risk Communication
 - Situation Analysis and Assessment of One Health/Health Security Training Programs in Vietnam
 - Assessment Report on the Points of Entry in Vietnam
 - Situation assessment of collection, transportation, and environmentally-sound disposal of animal carcass caused by epidemic diseases and pollution control



10

SIGNATURE

PRIORITY:

**Building the
Capacity of
Development
Professionals and
Strengthening
Partnerships with
Japan and Global
and Multilateral
Initiatives**



ACHIEVING DEVELOPMENT RESULTS BY THE NUMBERS - SELECTED RESULTS

- Over 5,000 alumni, 50 percent women, creating much-needed gender balance
- 99 percent completed their studies: 83 percent returned to their home country
- 95 percent are employed: 80 percent of graduates work directly on development-related issues and topics, 32 percent work in central government agencies
- 196 Japanese nationals (52 percent women), supported under the program in FY03-20
- 93 percent successfully completed the program and of which 36 percent are still employed at the WBG (many participants originally retained by the WBG returned to Japan for higher government positions or joined other international institutions)
- 68% of the staff grant program participants who are still employed at the WBG are women

Investing in People and Knowledge is a Powerful Means of Promoting Equitable and Sustainable Development

The understanding and application of modern socio-economic and sector-based principles and techniques, as well as international experience, are critical to a country's development process. For those living in developing countries, opportunities for educational advancement and access to information are often limited. Universities may be under-funded with outdated curricula and limited access to modern technology that enables information transfer. The PHRD Fund supports learning among stakeholders, in addition to sharing the best thinking and experience emerging from around the world on issues crucial to reform and socio-economic development.

Joint Japan World Bank Graduate Scholarships Program (JJ/WBGSP)

Achieving Development Results

- Over 5,000 alumni, 50 percent women, creating much-needed gender balance
- 99 percent completed their studies: 83 percent returned to their home country
- 95 percent are employed: 80 percent of graduates work directly on development-related issues and topics, 32 percent work in central government agencies.
- 6,372 scholarships across 60 countries awarded
- \$336.08 million in grants disbursed
- 88 percent live in developing countries (2019 survey respondents)
- 91 percent are employed (2019 survey respondents)
- 55 percent reported being public sector employees (2019 survey respondents)
- 88 percent believe that the JJ/WBGSP-funded studies are relevant to their current work environment (2019 survey respondents)

The JJ/WBGSP contributes to the WBG's mission of forging new and dynamic approaches to capacity development and knowledge sharing in the developing world. It is an important element of the WBG's efforts to achieve its twin goals through investing in education and developing human resources in the developing world.

Since 1987, the JJ/WBGSP has enabled 6,372 mid-career professionals from developing countries and Japan to complete graduate degrees in development-related fields. The program's objectives are to help create an international community of highly-trained professionals working in the field of economic and social development, and to build capacity for research in developing countries. JJWBGSP's educational process focuses not only on educational attainment but also on the application of that learning to countries' development process. The program requires that scholarship recipients return to their home country after their studies, thereby ensuring that the knowledge and skills they acquire during their studies contribute to development in their respective regions and countries.



Keio University, Tokyo,
Japan – Class of 2019

The scholarships are awarded under one of three sub-programs:

- (i) Preferred Sub-Program—Allows scholars from WBG member countries to study in any host university of WBG member countries, except their home countries.
- (ii) Partnership Sub-Program—Enables scholars to receive specialized graduate training in selected universities around the globe.
- (iii) Japanese Nationals Sub-Program—Introduced in 2015, it supports Japanese nationals to apply for JJ/WBGSP scholarships.

In FY08, the Japan Indonesia Presidential Scholarship Program was established to support Indonesia's Ministry of National Education Presidential Scholars Program toward strengthening the qualifications and experience of university staff, attracting new talent to careers in higher education, and fostering foreign and domestic academic partnerships. With a one-time \$10 million grant, this FY08-10 program supported three cohorts of 43 Indonesian PhD students to study abroad under the sponsorship of one of the program's ten partner Indonesian universities.

JJ/WBGSP enables scholars to receive specialized training in key areas of development, such as economic policy management and infrastructure management. Many program graduates have been highly positioned in their home countries and have occupied decision-making as well as public policy assignments.

Mr. Luis Carlos Jemio (Plurinational State of Bolivia), Minister of Finance, 2002-05; JJ/WBGSP alumnus of the Institute of Social Studies, The Hague, Netherlands 1988. Mr. Jemio has held prominent positions in government, research, academia, finance, multilateral institutions, and international consultancies.

“My PhD was sponsored by the Joint Japan/World Bank Graduate Scholarship Program. In 2004, I was appointed Minister of Finance of Bolivia and was chief of President Carlos Mesa’s economic cabinet. As Minister of Finance, I was Governor for Bolivia at the World Bank and the Inter-American Development Bank (IDB). During my tenure as Minister of Finance, the Bolivian economy regained fiscal sustainability. The decrease in the deficit was attained mainly through the expansion in public revenues as a result of policies that improved tax collection efficiency . . . Human capital is one of the main factors that promote economic growth, and the level of that capital plays a very important role. I firmly believe that the JJ/WBGSP fills the need to train people in developing countries to improve their chances for a higher quality of life and economic sustainability. The link between postgraduate study and poverty eradication is quite strong, as the higher the investment in human capital, the better the chances that the country conducts sound policies for faster economic growth, poverty reduction, and equal income distribution.”

Ms. Séraphine Wakana (Burundi), Minister of Development Planning and Reconstruction, Member of the National Commission on Demobilization, Resettlement, and Reintegration of Ex-Combatants, 2002-05; JJ/WBGSP alumna of Brandeis University, 1995. Upon her return to Burundi, Ms. Wakana worked as Director of the Minister’s Cabinet at the Ministry of Development Planning and Reconstruction and has had a distinguished career in government. In 2003, she was an international consultant (WBG, UN, AfDB, UNDP) on economic reforms and good governance.

“The program was a good opportunity for me to strengthen my ability to conduct good and strong analyses in a well-organized manner. I learned to be much more focused while making critical judgments on complex issues, and to draw lessons and formulate recommendations and policy briefs based on strong and sound research. The JJ/WBGSP also enabled me to become a woman leader in my country. I am the first woman in Burundi to be appointed Minister of Development Planning and Reconstruction, and I successfully led the ministry through a very tight and unstable political environment. This has consolidated my leadership capacity substantially and added value to my personal knowledge of high-level leadership in sensitive and risky situations. I believe I have contributed to the improvement of gender equality in my country.”

Mr. Dung Phan Pham (Vietnam), Director General, Banking and Financial Institutions Department, Ministry of Finance since 2002; JJ/WBGSP alumnus of Columbia University, 1997.

“My goal was to make use of new knowledge in financial policy making to foster a rapidly developing and stable economy in Vietnam . . . After receiving the master’s degree, I was appointed Deputy Director General of the Banking and Financial Institutions Department. In 2002, I was promoted to my current position of Director General, with responsibilities for looking after financial policy making in the domestic capital market and other financial services . . . I developed financial policy on credit for development investment in the context of joining the World Trade Organization, and have suggested policies for developing government bonds, local bonds, and enterprise bonds. I have devised the mechanism of operation for a credit-guarantee fund for small and medium enterprises (SMEs), and the financial mechanism for a postal savings service. I also have assisted in making lending policy for poor households in rural, mountainous, and island areas to expand their businesses to eliminate hunger and reduce poverty.”

Mr. Zaza Chelidze (Georgia), Parliamentary Secretary and Deputy Minister, Ministry of Economic Development, 2005-06; JJ/WBGSP alumnus of National Graduate Institute for Policy Studies (GRIPS), Saitama University 2002. Mr. Chelidze has held important positions in the government, including in the Statistics Department of Georgia, Ministry of Finance, and at FAO.

“At present, I hold the position of Deputy Minister of Economic Development of Georgia in the leading government body responsible for conducting economic policy; and I am actively involved in Georgia’s economic policy-making process. The first area under my supervision is the Department of Economic Policy, which is responsible for making economic policy, conducting macroeconomic policy analysis, planning and forecasting, and addressing fiscal and monetary policy tasks . . . In addition, I am a Parliamentary Secretary of the Ministry, responsible for all draft laws (such as taxation, privatization, bankruptcy, transport, communication, construction, and so on) submitted by the Ministry to various committees and to the plenary session of the Parliament. Thanks to my GRIPS studies and the theoretical background knowledge I gained from them, I have been able to offer well-informed suggestions to the government, and am currently working on revealing the obstacles impeding a normal business environment . . . My Master’s Degree in Public Finance, made possible by the JJ/WBGSP, gave me an exceptional opportunity to become a knowledgeable, contributing member of my country’s government.”

Ms. Melania Mujutwa (Zimbabwe), Acting Director, Ministry of Economic Planning and Investment Promotion, Division of Economic Affairs; JJ/WBGSP alumna of Yokohama National University, Japan (2004).

“The best part of the program was having the practicum lessons at the National Tax Agency which complemented the understanding of the theory and the translating of the theory to directly influence development policies. Overall, the practicum helped me get an insight into the application of economics in the real world . . . After completing my program, I was promoted to Chief Economist in the Ministry of Economic Planning and Investment Promotion, Zimbabwe—a position which enabled me to contribute to the macroeconomic policies that the Zimbabwean economy was developing which aimed at growing the economy. I was able to effectively contribute to policy debates at various platforms and was able to write policy briefs for policy makers . . . Having studied, heard and read a lot about how economies grow was my aspiration to understand the disparity between the different development levels of countries and how they can transform from less developed to developing and then developed countries. In this regard, it was my desire to further pursue a career in development so that I can help to find solutions for my home country so that it can transform to a developed economy.”

Mr. Augustus Cadette (Saint Lucia), Deputy Permanent Secretary, Ministry of Agriculture; JJ/WBGSP alumnus of University of Chicago, 2010.

“I immediately began to employ many of the skill sets that I acquired during my 2-year stint at University of Chicago, including hard-nosed data analysis, as well as approaches to the analysis and formulation of public policy . . . I was promoted later to the post of Deputy Permanent Secretary in the Ministry of Social Transformation (and since June 2016, in the Ministry of Agriculture). The post of Deputy Permanent Secretary is the second most senior position within the Public Service of Saint Lucia. In that post, I have continued to employ some of the very relevant skill sets that I acquired through my JJ/WBGSP-funded studies at the University of Chicago . . . If anyone out there is interested in pursuing a development-related program of studies at the graduate level, I would encourage you, without any reservation whatsoever, to apply to the JJ/WBGSP. It is a full and valuable scholarship, which also comes with capacity-building activities, organized by the World Bank, for enhancing the capacity of scholars to provide development leadership.”

Mr. Sai Bo Htet Aung (Myanmar), National Public Health Program Officer at United Nations Office for Project Services (UNOPS); JJ/WBGSP alumnus of University of Leeds, UK, 2011.

“In 2008, I joined Save the Children and served there as an ART Medical Doctor (HIV Physician) to provide care and HIV treatment to people living with HIV. When I considered continuing my studies, I chose public health because I believe that I could contribute better in this field—one of the neediest areas in Myanmar. At that time, Myanmar ranked in the last 10 countries in the human development Index. We were facing many problems that not only included communicable diseases and poverty, but also low economic and the poor health status of our people . . . Currently, I am serving as Public Health Program Officer at United Nations Office for Project Services (UNOPS) Myanmar. Since 2011, UNOPS has been operating as a Principal Recipient of the Global Fund to Fight AIDS, TB and Malaria in Myanmar and I am responsible for leading, managing and monitoring several multi-million-dollar projects which are designed to tackle the burdens of these three communicable diseases . . . The teaching method and facilities at the Nuffield Centre for International Health and Development are state of the art and my alma mater is one of a few education centers in the UK that collaborated with the World Health Organization.”

Ms. Iqbal Hamad (Jordan), Project Coordinator at Jordanian Hashemite Fund for Human Development JOHUD; JJ/WBGSP alumna of Erasmus University Rotterdam, Netherlands, 2015.

“My specialization at the university was in urban environment and climate change focusing on the water governance approach. Therefore, enrolling in such a program gave me the power and built my capacities to adopt the initiative relevant to climate change since climate change is the greatest challenge of our time and we have to be aware of our climate whether at a local or global level. That’s why I decided to study in this field. For instance, the master’s degree helped me build my capacity in research and assisted me in becoming more organized in finding the needed information . . . At the end, this master’s degree helped me to understand the complexity of urban dynamics based on economic, social, environmental and physical fundamentals, which also assist in creating an ideal urban area, tackling the ecological system and the equity of distribution. The master’s degree helped me to address our issues in a more professional manner, through identifying the urban policies and how they can be approached from different perspectives. Moreover, this course helped me to clarify the ideal method of involving urban communities and the different actors in managing these issues and structuring it based on Jordan’s context.”

Japan-World Bank Partnership Program

Achieving Development Results

- Informing World Bank's Corporate goals for **achieving Universal Health Coverage** by 2030
- Raising awareness on the **principles of responsible land governance** in 33 countries; tools developed for decision makers and relevant stakeholders improve the security of property rights and sustainable management of land resources
- Implementing **Land Governance Assessment Framework** in eight countries
- Demonstrating effectiveness of **Responsible Agriculture Investment principles** in reducing potential negative impacts and boost positive impacts

This umbrella program established in 1999 supports activities that build relationships between Japanese and WBG researchers on key development issues, stimulate public interest in Japan on development, and strengthen aid coordination through joint initiatives. The emphasis is on development issues across institutions and concentrates primarily at the regional and/or global level. It encourages learning across institutions and countries about development issues.

Some examples of activities funded by the program include studies, research, and seminars jointly planned and/or implemented by Japanese institutions and the WBG (excluding those sponsored by the World Bank Institute (WBI)); conferences on development aid policies and aid coordination hosted by the WBG and conducted in Japan; and activities conducted by the WBG for the purpose of strengthening its development partnership with Japan and enhancing publicity of WBG activities among Japanese nationals, such as information disclosure and translation of Bank documents into languages for recipient countries and areas.

The Japan/World Bank Distance Learning Partnership has been the program's flagship project. Its main objective was to enhance the effectiveness and sustainability of the Global Development Learning Network (GDLN) in the East Asia and Pacific (EAP) region by providing affiliated development learning centers with access to Japanese and regional content and through capacity building support to such centers to help them operate successfully and sustainably.

The project has played a significant role in strengthening the capacity of both the Tokyo Development Learning Center (TDLC), and the Global Distance Learning Network (GDLN) Asia Pacific Association, which in turn supports knowledge exchange and capacity building on a range of development topics. This partnership has led to: (a) improved access by developing countries to the knowledge resources and development expertise of Japanese institutions; (b) enhanced opportunity for Japanese institutions to undertake outreach and forge partnerships with countries and institutions of other regions; and (c) successful adoption of a network-oriented, regional approach to knowledge sharing and capacity building.

The TDLC has cemented its reputation as a world-class distance learning center with state-of-the-art facilities for videoconferencing and multimedia production, and highly capable staff. It has served as an important platform for learning program content development and knowledge sharing, drawing on expertise from Japan, the WBG, and partners in EAP and beyond. With the TDLC's leadership, GDLN Asia Pacific has become a well-functioning regional association, serving inter alia as a platform to support the knowledge sharing and learning programs of the WBG and other partners. Within the global network, the GDLN program in the Asia Pacific Region is broadly recognized as the most dynamic and successful.

Box 10.1 Selected Activities of the Japan-World Bank Partnership Program

Japan-World Bank Study of East Asia's Future Development Prospects

The main objective of the grant was to research, write, and publish studies that explore the development prospects of East Asia. During the reporting period, two studies were completed in collaboration with EAP. An ongoing (third) study examined the impact of China and India on the industrial geography of Asia. Phases I and II of the study led to the following main reports.

- “Tiger Economies under Threat” focused on the industrial and export options for Malaysia and other Southeast Asian countries as they sought to maintain their growth rates in the face of increasing competition and slower growth of international trade
- “Two Dragon Heads: Contrasting Development Paths for Shanghai and Beijing” provided a comparative perspective on the scope for knowledge-based development of the economies of two leading cities in China—Shanghai and Beijing. It touched on the two key themes of the East Asia Prospects study: urban development and the role of national innovation systems

Learning from Mega Disasters: Lessons from the Great East Japan Earthquake

The Great East Japan Earthquake (GEJE) was the first disaster ever recorded that comprised an earthquake, a tsunami, a nuclear power plant accident, a power supply failure, and a large-scale disruption of supply chains. Japan's advanced disaster risk management (DRM) system that has evolved over nearly 2,000 years has steered the country as it coped with natural risks and hazards. The loss of life and property during the GEJE might have been much greater if the nation's policies and practices had been less effective. Following the disaster, these policies and practices were reviewed, and recommendations for improvement were proposed to make the DRM even more effective. Learning from Mega-disasters, a knowledge-sharing project sponsored by the WBG and the GoJ, collected and analyzed information, data, and evaluations performed by academic and research institutions, NGOs, government agencies, and the private sector. The goal was to share Japan's knowledge on DRM and post disaster reconstruction with countries vulnerable to disasters. The findings of the report have encouraged countries to mainstream DRM in their development policies and planning.

(box continues on next page)

Box 10.1 Selected Activities of the Japan-World Bank Partnership Program (Continued)

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

This analysis and research program aimed to promote Responsible Agricultural Investments (RAI) in new WBG-financed agriculture operations, as well as infuse RAI into existing ones. The program piloted the application of RAI principles in new investments in Africa, especially in countries, which are part of the G8 New Alliance Countries. The WBG implemented the program in collaboration with the Inter-Agency Working Group of Food and Agriculture Organization, International Food and Agriculture Development and United Nations Committee for Trade and Development. Its key achievements are:

- Pilot-use of RAI principles in agriculture operations; bolstering practical knowledge about what works and what does not in terms of practices in implementing responsible business practices in agriculture; sharing the best ways of involving governments and communities, and under which circumstances
- Refinement of products (such as, the Knowledge into Action Notes and training guide) aimed at disseminating and diffusing RAI practices and building the necessary capabilities to ensure that they are effective
- Recognizing the varying capabilities of potential users, the complexity of RAI principles and extensive range of pertinent themes, the learning from the pilot-use and other/previous Inter-Agency Working Group program activities were packaged into a series of user-friendly 'Knowledge into Action Notes.' Twenty-four notes can easily be revised, adapted or refined as the body of knowledge develops. Many of these have been incorporated in the UN-WBG Survey of RAI database

Outreach to stakeholders in Japan

- The Japan WBG Policy Dialogue Enhancement Support Fund Phase II enables policy-level interactions between the WBG and Japanese stakeholders and organizations, including media, academics, parliamentarians, and other major constituencies
- Outreach activities to Japan's private sector has enhanced the WBG's dialogue with the Japanese business community and disseminated information regarding WBG-related business opportunities. A Business Information Advisor was engaged to contribute to increased awareness among Japanese business consultants about the WBG's operational business by holding business seminars and consultations

PHRD Staff Grant Program

Achieving Results

- 196 Japanese nationals (52 percent women), supported under the program in FY03-20
- 93 percent successfully completed the program and of which 36 percent are still employed at the WBG (many participants originally retained by the WBG returned to Japan for higher government positions or joined other international institutions)
- 68% of the staff grant program participants who are still employed at the WBG are women

The PHRD Staff Grant program was established in FY03 to facilitate the entry of Japanese nationals into the WBG as staff members. The program offers mid-level Japanese professionals an opportunity to learn about the WBG operations and gain valuable international development experience, while leveraging their expertise, and facilitating knowledge exchange on emerging development challenges.

The WBG recognizes and appreciates the significant financial and human resources that the GoJ contributes to the WBG through the PHRD Staff Grant Program. These resources enable continuous investment in human capital and help enhance Japanese nationals' careers in the WBG. The Japanese professionals supported under the program gain a better understanding of WBG's objectives, functions and processes, in return supporting better alignment between the development objectives of Japan and the WBG and contributing to their own career development. This arrangement enables the Japanese professionals, who have completed the Program, to readily adjust to the WBG's guidelines, processes, and procedures as well as its culture. In so doing, they help WBG design and develop economic policies to reshape emerging and developing countries' economies in specific areas.

The WBG learns from Japan's modalities in conducting business that serve to enhance WBG activities. The collective skills of and knowledge exchange by the Japanese nationals who are integrated into the WBG workforce create a mutual economic value for higher productivity in addressing country-specific as well as global challenges.

From FY03 to FY20, the GoJ contributed \$82.1 million to the Staff Program of which \$72 million has been allocated to finance Japanese nationals in various positions. Disbursements amounted to \$59.87 million during the same period. Over 65 percent (valued at \$41.0 million) was disbursed in FY03-14. In the last five years, disbursements averaged \$4 million annually.

Figure 10.1 Number of Japanese Nationals Funded via PHRD Staff Program, FY03-20

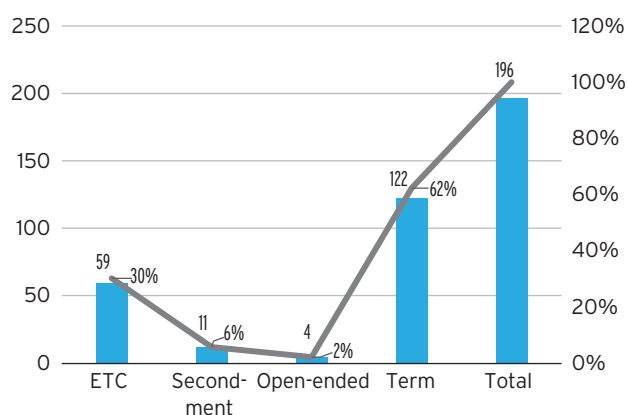
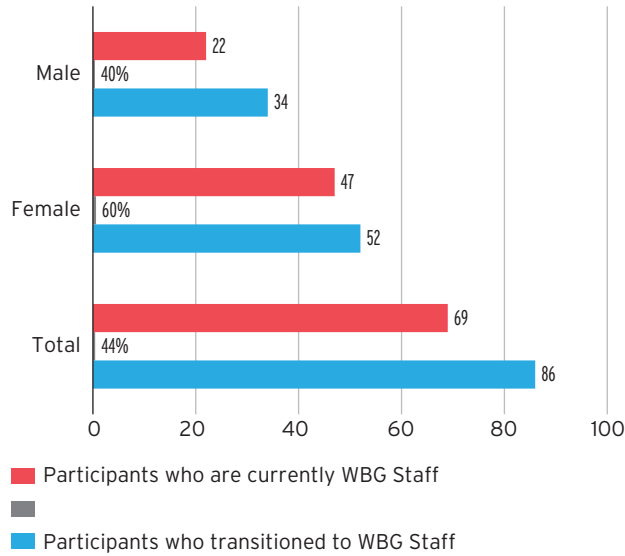


Figure 10.2 Number of Program Participants Who Transitioned to WBG Staff, FY03-20



Of the 196 Japanese nationals (52 percent are women) supported under the program in FY03-20, 93 percent successfully completed the program and 36 percent are still staff of the WBG. Of the total figure, 44 percent were retained at the WBG and directly worked on development-related issues and topics globally. Of the Program participants who were retained at the WBG, 68 percent are women. A number of participants who were originally retained have since left the WBG to return to Japan for higher government positions or to join other development institutions, bringing the percentage of PHRD Staff Grant alumni that are currently working at the WBG to 36%.

As of FY20, 69 Japanese nationals—47 women (68 percent) and 22 men (32 percent)—held senior-level positions at the WBG. Details of the overall portfolio in FY19 and FY20 are outlined in Figure 10.2.

Staff Grant Recipient Quotes

“I am deeply grateful for the support of the PHRD program between 2004 and 2007 while I worked in the World Bank Jakarta Office as a fixed-term staff. Since mid-2007, I have been working with the World Bank Kabul Office as Senior Economist. The program provided me with a great opportunity to learn the World Bank system and mission.”

“I have worked here for more than 15 years now and have been the TTL for numerous operations.”

“I worked on Haiti during the reconstruction after the earthquake in 2010. I have moved on to work in North Africa where we have fragile, conflict-affected countries, but also where inequity is a big part of the reason youth are joining terrorist groups. Bringing prosperity to North Africa is critical to those people but also to reducing global terrorism.”

“I have been contributing to create markets in IDA/fragile, conflict-affected countries by using my expertise I brought to the WBG from the private sector in Japan.”

“I have been a part of a task team for the PHRD-UHC window, which is accelerating progress towards universal health coverage. Through this work, I have contributed to decrease the catastrophic out-of-pocket payment for health care expenses and hence contributed to the mission of ending extreme poverty.”

“Leading strategic communications for the units I have supported, to ensure clarity of messaging and showing how their work contributes to the Bank’s goals.”

“I work for the Education Global Practice. Helping our clients build a better education system gives the poor more access and better quality education.”

“Currently, I am a Human Development Program Leader in Vietnam where we are putting together a program that focuses on improving the human capital of ethnic minorities. Prior to my current assignment, I have focused on improving the education and training systems of countries in EAP, AFR, and ECA.”

Table 10.1 Staff Grant Portfolio FY19 and FY20

	FY20				FY19			
	No. of Term Appointments	Grant Amount (\$ millions)	Cumulative Disbursement (\$ millions)	FY20 Disbursement (\$ millions)	No. of Term Appointments	Grant Amount (\$ millions)	Cumulative Disbursement (\$ millions)	FY19 Disbursement (\$ millions)
Ongoing	14	8.34	3.43	2.37	18	8.22	3.31	2.67
Completed	8	3.44	2.9	1.2	9	3.64	3.52	1.28
Total	22	11.78	6.30	3.55	27	11.86	6.83	3.95
Approvals	4	2.57	0.7	0.7	12	5.53	1.27	1.27

Source: DFTPR

Program Status in FY19 and FY20. In FY20, the staff grant portfolio comprised 14 active appointments (valued at \$8.34 million) of which 4 appointments (valued at \$2.57 million) were approved during the year. In FY19 the staff grant portfolio comprised 18 active appointments (valued at \$8.22 million) of which 12 appointments (valued at \$5.53 million) were approved during the year. The slowdown in processing of FY20 appointments is in part due to the COVID-19 Pandemic.

Two Decades of PHRD Support to the World Bank Institute

- An estimated annual average of 80,000 public and private sector officials from 150 countries acquired knowledge about development policies, approaches, and practices in World Bank Institute (WBI) programs during FY00–08.

Box 10.2 PHRD Support to the World Bank Institute

The World Bank Institute (WBI) has been the global connector of knowledge, learning, and innovation for poverty reduction and sustainable development. It has connected practitioners, networks, and institutions to help them find solutions to their development challenges. It has worked with and through global, regional, and country-based institutions in providing learning programs and policy services in various thematic areas, such as environment and sustainable development, poverty reduction, and economic management, finance and private sector development, and human development. The WBI has drawn on and disseminated the WBG's global knowledge and expertise by combining face-to-face and distance learning, including the internet and videoconferencing, to reach policymakers as well as representatives from civil society.

Through the PHRD Fund, Japan was among the largest donors to the WBI. Between FY1991 and FY2008, the PHRD funded some \$43 million of WBI training grants. An estimated annual average of 80,000 public and private sector officials from 150 countries acquired knowledge about development policies, approaches, and practices in WBI programs during FY00-08.

(box continues on next page)

Box 10.2 PHRD Support to the World Bank Institute (Continued)

The WBI has helped clients upgrade their skills and acquire global knowledge from multiple sources, adapt knowledge to local situations, and apply lessons learned to their own institutions and policies. Through the PHRD, WBI alumni have represented a broad range of development stakeholders coming from government ministries, academia, think tanks, and civil society organizations with a significant number working in NGOs and community-based organizations.

A close link was forged between the WBI's learning and capacity building activities and other more direct forms of development assistance, such as lending and TA. Relatively small investments in WBI's action-oriented learning and capacity building programs have contributed to ensuring effectiveness, sustainability, and utilization of Japan's larger capital investments in poor countries. Japan's funding for the WBI has also increased cooperation between the WBG and Japanese civil society. For example, the WBI/PHRD training programs empowered civil society participants with knowledge and skills to help them participate and contribute more effectively in the design and development of the WBG's lending programs.

Introduced in FY04, PHRD-funded capacity development grants, channeled through WBI, assisted countries in developing capacity at the individual, organizational, and institutional levels through sustained skills building, knowledge sharing, diagnostics, and benchmarking. Its support was particularly critical for the WBI to implement multi-year country-specific programs in countries in Asia for priority activities identified jointly between the GoJ and the WBG's regional staff.

PHRD grants facilitated collaboration between the WBI and the GoJ in other ways. Many programs supported by PHRD grants were delivered with valuable input from Japanese partners, which enabled the WBI to enrich the content of its programs, scale them up, and intensify their outreach. These partners included the Japan International Cooperation Agency (JICA), the Ministry of Environment, City of Kitakyushu, Tsukuba University, Japan Institute of Rural Engineering and the University of Kyoto as well as other private sector firms and universities. For example, the WBI organized seminars in international aid administration, planning and management and brought together officials from Japan and FASID (a nonprofit organization specializing in training public administration personnel) with officials from developing countries.

Support to Global and Multilateral Programs and Initiatives

- During FY98-FY20, cumulative contributions to global and multilateral programs amounted to \$1.13 billion
- The cumulative contributions during FY16-FY20 to global and multilateral programs totaled \$502.72 million

The PHRD Fund continues to be one of the largest trust funds that supports innovative global and multilateral WBG-managed programs designed to respond to newly-emerging development challenges and to collaborate in rapid response initiatives. PHRD's assistance, in the form of transfers to such programs, consists of partnerships to promote participation, knowledge sharing, and resource mobilization at the global or cross-country level.



During FY1998-FY2009, the largest transfers were made to the Highly Indebted Poor Countries (HIPC) initiative, a comprehensive approach to reducing the external debt of the world's poorest, most heavily-indebted countries. This was a significant step forward in placing debt relief within an overall framework of poverty reduction. The PHRD also made sizeable contributions to the WBG-managed post conflict trust funds. The sectoral or thematic areas of the partnerships are provided below.

In FY10–20, the largest amounts of support were made to the Global Facility for Disaster Reduction and Recovery (GFDRR), Global Concessional Financing Facility (GCGF) and Health Emergency Preparedness and Response Multi-Donor Fund (HEPRF).



Box 10.3 PHRD Support to Global/Multilateral Programs, FY1998-FY2009: Sectors and Themes

Disaster risk management (DRM)	<ul style="list-style-type: none"> Global Facility for Disaster Reduction and Recovery (GFDRR), Pacific Catastrophe Risk Assessment and Financing Initiative Multi-Donor Trust Fund, Pacific Disaster Risk Financing & Insurance
Education	<ul style="list-style-type: none"> Education for All Fast Track Initiative's Education Program Development Fund
Finance, including microfinance	<ul style="list-style-type: none"> Financial Sector Advisory Services Program, Consultative Group to Assist the Poorest (CGAP)
Economic management	<ul style="list-style-type: none"> Highly Indebted Poor Countries (HIPC), Poverty Dynamics & Service Delivery Trust Fund, Poverty Reduction Strategy Trust Fund, Global Public Goods Trust Fund
Environment	<ul style="list-style-type: none"> Critical Ecosystem Partnership Fund (CEPF), Readiness Fund for Forest Carbon Partnership Facility, Trust Fund for Special Initiative for ODS Production Closure in Russian Federation
ICT	<ul style="list-style-type: none"> Development Gateway, infoDEV
Infrastructure	<ul style="list-style-type: none"> Public Private Infrastructure Advisory Facility, Red Sea-Dead Sea Water Conveyance Feasibility Study Trust Fund
Post conflict	<ul style="list-style-type: none"> Japan Post Conflict Fund, WBG Trust Fund for East Timor
Private sector development	<ul style="list-style-type: none"> Investment Climate and Trade and Integration Trust Fund
Urban development	<ul style="list-style-type: none"> Cities Alliance

In addition, Japan supported the Multilateral Investment Guarantee Agency (MIGA), through the PHRD, specifically for technical assistance and awareness raising about the guarantee program

Box 10.4 PHRD Support to Global and Multilateral Programs, FY10-FY20: Sectors and Themes

Agriculture	<ul style="list-style-type: none"> Consultative Group on International Agriculture Research (CGIAR), Global Agriculture and Food Security Program
DRM	<ul style="list-style-type: none"> Global Facility for Disaster Reduction and Recovery, Mainstreaming Disaster Risk Management in Developing Countries, Small Island Developing States Dock Supporting Program, Southeast Asia Disaster Risk Insurance Facility
Education	<ul style="list-style-type: none"> Education for All Fast Track Initiative's Education Program Development Fund, Global Partnership for Education
Economic management	<ul style="list-style-type: none"> Highly Indebted Poor Countries Initiative, Poverty Dynamics & Service Delivery Trust Fund, Poverty Reduction Strategy Trust Fund, Global Public Goods Trust Fund, Global Tax Program, Knowledge for Change Program, Trade and Development II, Wealth Accounting and Valuation of Ecosystem Services
Environment	<ul style="list-style-type: none"> CEPF, Readiness Fund for Forest Carbon Partnership Facility, Green Climate Fund
Health and nutrition, including combating HIV/AIDS	<ul style="list-style-type: none"> Global Financing Facility in Support of Every Woman Every Child, Scaling Up of Nutrition Investments, Second Phase of the Scaling Up of Nutrition Investments, Support to International AIDS Vaccine Initiative (IAVI) -Sendai Vector, Health Emergency Preparedness and Response Multi-Donor Fund (HEPRF)
Governance	<ul style="list-style-type: none"> Capacity Building Initiative for Transparency Fund
ICT	<ul style="list-style-type: none"> Digital Development Partnership
Infrastructure	<ul style="list-style-type: none"> Quality Infrastructure Investment Partnership, Public Private Infrastructure Advisory Facility, Global Infrastructure Facility
Microfinance	<ul style="list-style-type: none"> CGAP
Post conflict	<ul style="list-style-type: none"> Global Concessional Financing Facility (GCFF)
Pandemic preparedness	<ul style="list-style-type: none"> Pandemic Emergency Facility

Moreover, cross-country/regional support was extended to the Middle East and North Africa Transition Fund (MENA) and MENA/Global Concessional Financing Facility.

Transfers from the PHRD Fund to Multilateral Programs

The transfer of contributions received from GoJ through the PHRD Fund to multilateral programs in FY19 and FY20 amounted to \$98.62 million and \$69.67 million, respectively. Relatively large amounts of funds were transferred to the following WBG programs during FY19–20 period:

- Mainstreaming Disaster Risk Management in Developing Countries (\$40 million)
- Global (MENA) Concessional Financing (\$24.56 million)
- Global Financing Facility in Support of Every Woman Every Child (20 million)
- Southeast Asia Disaster Risk Insurance Facility (17.8 million)
- Pandemic Emergency Facility (\$17.5 million)
- Quality Infrastructure Investment Partnership (\$10 million)

For details on these transfers see Table 10.2.

Table 10.2 PHRD Transfers to Global/Multilateral Programs, FY19 and FY20

Program	FY 19 Amount (\$, million)	FY 20 Amount (\$, million)
Consultative Group to Assist the Poorest Development Fund (CGAP)	0.30	0.60
Quality Infrastructure Investment Partnership (QIIP)	10.00	
Donor Funded Staffing Program (DFSP)	4.66	4.71
Global (MENA) Concessional Financing Facility (GCFF)	10.00	14.56
Southeast Asia Disaster Risk Insurance Facility (SEADRIF)	10.00	7.80
Global Tax Program (GTP)	2.00	
Pandemic Emergency Facility (PEF)	17.50	
Japan Social Development Fund (JSDF)	6.49	
HIV Vaccine Research & Development Single-Donor TF	2.34	2.00
Global Financing Facility in Support of Every Woman every Child (GFF)	10.00	10.00
Japan-World Bank Distance Learning Partnership-Phase III (TDLC III)	5.00	5.00
Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries - Second Phase Single-Donor Trust Fund	20.00	20.00
Trust Fund for Funding of Japanese Advisors in the Executive Director's Office	0.34	
Platform for Collaboration on Tax		0.50
Debt Management Facility Phase III (DMF III) Multi-Donor TF		1.50
Global Infrastructure Facility (GIF)		3.00
Total Transfers	98.62	69.67

Source: DFTPR



11

PHRD Fund
Program
Administration



The Trust Funds and Partner Relations Department (DFTPR) is responsible for managing the World Bank’s Trustee role for the PHRD program. Specifically, the PHRD 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, establishing sector/thematic windows, and managing the development of proposals and the program-level results framework
- Conduct 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 GoJ
- Review and clearance of restructuring papers, Implementation Completion Reports, and Project Operations Manuals
- Ensure the timely submission of Letters of Representation by TTLs that confirm the eligible expenses under the project and the undertaking of an audit; and
- Carry out oversight missions to visit project sites to assess implementation performance and interact with stakeholders and project beneficiaries

In addition, the WBG submits an annual report on new grant approvals and the achievement of development results for active and closed grants to the GoJ. The WBG also provides quarterly unaudited financial statements (“Big Tables”) and annual audited financial statements (Single Audit) to the Government of Japan. The annual reports are made available on the PHRD website.

DFTPR Management and the PHRD Program Manager participate in annual and periodic consultations with the Government of Japan to discuss the progress in achieving the key results of the PHRD and the strategic directions. The most recent discussions took place in January 2020 in Tokyo as part of the Annual Consultations on the overall partnership between Japan and the World Bank Group. The consultations covered the PHRD and the JSDF program and Japan’s Ministry of Finance officials acknowledged the continuing improvement in managing and monitoring the development results of PHRD and JSDF grant activities.

As part of celebrating the PHRD 30-year anniversary, the WBG in collaboration with the Government of Japan held thematic seminars during January 9–10, 2020 on Japan’s priority areas of disaster risk management, universal health coverage, and quality infrastructure investment partnership to share results, factors affecting implementation, and lessons learned. Participating stakeholders included government officials, private sector, academia, think tanks, and development practitioners.

PHRD – 30th Anniversary Celebration – Thematic Seminar and Learning Series

Akihiko Nishio, Vice President, Development Finance, WBG



“PHRD continues to be at the cutting edge of development with emphasis on improving agricultural productivity and rural access to energy in Africa, building capacity for evidence-based decision making by strengthening monitoring and evaluation systems for better results, collaborating with partners to build momentum in providing universal health coverage for all, and improving pandemic preparedness.”



Participants in the PHRD 30-Year Anniversary — Thematic Seminar and Learning Series

Strategies for Promoting Quality Infrastructure Investment

Quality Infrastructure Investment Partnership (QIIP) – Vision and Implementation Strategy for Transit-Oriented Development in Quito¹

Objectives: The Quito Metro project aimed to improve urban mobility in Quito and respond to the growing demands for improved public transportation (\$205 million). The project hoped to reduce travel time, decrease operational costs, improve connectivity, security, and comfort of the existing system while reducing emissions of pollutants and greenhouse gases. The session highlighted grant objectives, rationale, outputs, lessons learned, and next steps. The elements presented included some of the strategies considered while promoting a sound and sustainable infrastructure project and how that informs future World Bank policy and implementation.

Key Lessons Learned:

- Pioneering role of the QIIP Partnership and its advocacy role in promoting quality infrastructure principles beyond the standard World Bank lending framework
- ‘Value-for-money’ (VFM) mechanisms provide the framework for client countries to invest strategically in infrastructure, taking into consideration inherent budgets, human resources, and more importantly, Operations and Maintenance in order to ensure sustainability of maintenance and capacity building of staff
- Although Japanese companies are not able to compete effectively on price regarding bidding for QII projects, ultimately the high quality of service will ensure competitiveness. The lesson learned is that Japanese companies should endeavor to submit bids for QII projects



Discussion Panel QIIP Learning Seminar Moderated by Ms. Cecile Fruman, Manager, DFTPR, WBG (pictured third from left)

¹ The Government of Japan channels its contributions to the QIIP through the PHRD.

Bringing Resilience to Scale - Sharing Japanese Experience with Partner Countries

GFDRR-Enhancing Dam Safety Operations through Disaster Resilient Practices².

Objectives: The Dam Rehabilitation and Improvement Project (DRIP) (\$350 million) aimed to improve safety and operational performance of selected dams and support institutional strengthening with a system-wide management approach. The session outlined the strategic objectives, background and context, development rationale, and how Japan's knowledge and experiences were leveraged in the project. Also, project activities and achievements and key factors affecting implementation and outcome were discussed, including forward looking lessons learned.

Key Lessons Learned:

- Acknowledgment of Japan's pioneering role as a leader in disaster risk management (DRM) within the Sendai Framework
- Leveraging Japan Water Agency's (JWA) experience and knowledge through visits strengthened the capacity of participants on dam safety
- O&M mechanisms are important and therefore need to be instituted to ensure long-term sustainability
- Lack of sound project planning, including contract management capacity, resulted in project implementation delays



Discussion Panel, GFDRR Learning Seminar Moderated by Mr. Dirk Reinermann, Director, DFTPR, WBG (pictured far right)

² The Government of Japan channels its contributions to the GFDRR through the PHRD.

Leveraging Knowledge and Capacity Development – Universal Health Coverage (UHC) and Pandemic Preparedness – Informing WBG Policy

PHRD - Vietnam - Getting More Value-for-Money/Efficiency in the Health Sector and Strengthening Pandemic Preparedness Project.

Objectives: Provide analytical and advisory services to the Government of Vietnam to implement key recommendations of the Joint External Evaluation (JEE) and strengthen pandemic preparedness. The learning event focused on strategies for getting more value for money/efficiency in the health sector by building on the findings of the 2016 Public Expenditure Review that highlighted health sector inefficiencies.

Key Lesson Learned: Universal health coverage is not just about money, but building health, human resources, and strengthening institutional capacity for pandemic preparedness. PHRD-supported UHC and pandemic preparedness are contributing to shaping the development agenda.



Discussion Panel, UHC/Pandemic Preparedness Learning Seminar Moderated by Mr. Feng Zhao, Practice Manager, HNPGP, WBG (Pictured far right)

PHRD Dialogue Series Seminar - West Africa Agricultural Productivity Program (Côte d'Ivoire, Guinea, Liberia and Sierra Leone)

As part of the PHRD 30-year Anniversary, DFTPR in collaboration with the World Bank Tokyo Office and the Tokyo Development Learning Center (TDLC), held a seminar series on PHRD projects focusing on the development of the rice sector in the four Mano River Union (MRU) countries - Côte d'Ivoire, Guinea, Liberia and Sierra Leone. The PHRD support aimed at strengthening institutional mechanisms and procedures for integrating regional rice markets and cross-border/national dissemination of technologies. The interventions specifically focused on rice and cassava cultivation, the two crops that provide the basic foodstuffs to most of the population. The PHRD grants helped the MRU countries to rebuild their adaptive research and technology transfer capacities, particularly for rice.

The session started with opening remarks by Mr. Masato Miyazaki, Special Representative, Japan, World Bank Tokyo office, followed by Mr. Yasuaki Yoneyama, Director, Multilateral Development Banks Division (MDBD), Ministry of Finance, and Mr. Akihiko Nishio, Vice President, Development Finance, World Bank Group.



PHRD Photo Library

Yasuaki Yoneyama, Director, Multilateral Development Banks Division, Ministry of Finance, Japan.

“The Government of Japan established the PHRD Fund 30 years ago in partnership with the World Bank Group to **boost developing countries' capacity to tackle development challenges**. The efforts are all aimed at boosting the **skills, know-how, and expertise of government institutions** in developing countries so they can better address their key development challenges.”



PHRD Photo Library

The audience consisting of Japanese government officials, development practitioners (including Japanese CSOs and NGOs), professionals in the private sector and academia, filled the conference room at the TDLC in the Bank Tokyo office. The WBG Country Manager for Guinea, WBG Project Leader for Côte d'Ivoire, implementing agencies, grant beneficiaries, and government officials, including the Guinea Minister of Agriculture, joined the session via video conferencing from their respective locations to share development results and lessons on the preparation, implementation, and results of these projects.

The key development results achieved under the projects are highlighted below:

- **1 million** direct beneficiaries reached (42 percent female)
- **383,900 hectares** of farmland cultivated with improved technologies
- **504,935** smallholder producers adopted various technologies
- **14** new technologies demonstrated
- **28,000** beneficiaries trained

Oversight of PHRD Technical Assistance Recipient-Executed Project Performance

During grant implementation, and as part of the WBG's fiduciary role, the PHRD 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 listen to beneficiaries and learn from them about the influence of PHRD activities on their lives. The missions also provide opportunities to assist TTLs in addressing any implementation bottlenecks. In addition, the PHRD team briefs the Embassy of Japan and the Japan International Cooperation Agency (JICA) on grant implementation progress.

The PHRD team carried out an oversight mission to Cameroon to assess progress on the \$2.7 million Nutrition-Sensitive Agriculture and Capacity Building of Small Marginal Farmers Project. The PHRD grant contributes to the overall Project Development Objective (PDO) of the IDA-financed operation, Agricultural Market Investment and Development Project (PIDMA), which is to support

Videoconferencing with PHRD project beneficiaries in Guinea and Côte d'Ivoire, Japanese government officials, and development practitioners (Venue: Tokyo Learning Development Center (TDL), World Bank Office, Tokyo)



the transformation of low productivity, subsistence-oriented cassava, maize and sorghum subsectors into commercially-oriented and competitive value chains in four agro-ecological areas. The PHRD grant focuses on the improvement of the nutritional status of the target beneficiaries through building the institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability; implementing investments for improved household food production and consumption; and building the capacity of government agencies to implement the nutrition agenda.

Mission's Key Findings

Implementation Progress: The mission met with officials of the Ministry of Agriculture and Rural Development (MINADER) and PIDMA, the Implementing Agency (IA) of the grant to discuss implementation progress and challenges. The mission reviewed the implementation status of the nutrition component presented by the National Project Coordinator and discussed the project's sustainability and exit strategy and how the government can integrate the gains from the pilot into its national agriculture strategy.

Grant implementation is progressing towards achieving its development objectives as below:

- 10 water points built and 20 other water points are under construction
- 10,000 people have access to clean drinking water and this is expected to increase to 30,000 households by the end of the project
- 1,022 households produce at least two new types of food (fruits, vegetables, animal products)
- 1,565 households use improved techniques of food processing and cooking preparation
- 5,581 women benefit directly from nutrition subprojects, particularly through equipment to reduce the arduousness of women's work

Japan Visibility: Donor visibility was good since the beneficiaries were aware that the Government of Japan had provided the funds to help improve their livelihoods in partnership with the World Bank through the PHRD and expressed their gratitude. The presentations by Implementing Agency/PIDMA acknowledged funding from the Government of Japan. The mission noted that even though this is a co-financing grant, signs acknowledging the Government of Japan funding through the PHRD were installed at all the places visited.

Sustainability and Exit Strategy: Nutrition-sensitive agriculture is a new concept in Cameroon. While progress has been made through the PHRD project, more needs to be done to improve the model for greater sustainable livelihoods. The government through PIDMA is working to mainstream the PHRD pilot activities into the agriculture program. However, a close follow-up of the cooperatives is needed to bring their products to a competitive level.

Field Trip to the Women's Group of Mbangwa in Mundek, UCP Littoral Sud-Est, Cameroon

The mission visited the bio-fortified cassava seed production farm school which is a 2 hectare field managed by 30 women. Each woman has her own hectare or more with 10,000 seedlings. Work conditions are very difficult with treacherous access roads and no other means of transportation other than a tricycle for those who can afford it. The women carry the seedlings over their heads for approximately 2 miles. However, the project was instrumental in providing clean water to the community through the construction of a borehole. Before then, women would walk close to 2 miles (3 km) to fetch drinking water from a stream where they also wash their clothes, with a risk of adverse health consequences such as Typhoid, Cholera, and diarrhea.

The project also procured grinders to facilitate the women's daily work so that they can spend quality time with their husbands and families. There is also price gouging and post-harvest loss because of the lack of suitable storage facilities. Overall, the project has made a positive impact on the livelihoods of these women who expressed their gratitude to the Government of Japan and the World Bank for providing the PHRD funds that have helped improve their livelihoods.

Mission Visit to the Agricultural Technical School, DiBombari

The mission met with the Director of the Technical School of Agriculture. The school's main objective is to train agro-entrepreneurs and extension workers in agriculture, poultry farming, and pig fattening under the nutrition sub-project. The mission visited the campus canteen, financed by the PHRD, which offers the convenience of fresh and affordable food to the students. The

school's sustainability is achieved through a subsidy received from the government as well as tuition paid by the students.

The main observations from the mission are two-fold: (i) lack of offerings for diversified products and (ii) low emphasis on quality assurance.

The mission recommended that the task team and school administration revisit the strategic framework to focus on developing human capital by improving the quality of training for the students on agricultural diversification mechanisms to ensure sustainability.



PHRD project provided access to clean drinking water by constructing 20 water points for 30,000 households

Global Development Network Collaboration Program

Global Development Network (GDN) Award Grant

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 the 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 world. The GDN funders include multilateral and regional development banks, development finance institutions, foundations, governments, and corporations that are interested in promoting development by building local capacity to produce relevant, contextualized and connected economic and social science research.

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 to 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.

Japanese Award for Most Innovative Development Project (MIDP): The recipients of the MIDP awards are 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 GDN [see impact stories of the JSDF Awards].

Japanese Award for Outstanding Research and Development (ORD): The ORD awards help researchers improve knowledge in areas of expertise, strengthen networks and provide more exposure to globally-relevant research topics. The awards also help increase researchers' visibility, advance professional development, and provide an opportunity to access more funds for future research work. In addition to personal honors for individual winners, the awards help expand the development activities of several institutions, particularly institutions that receive the MIDP Award.

Objectives

The objective is to support the research capacity development of economics and social science researchers and recognize innovative social development projects benefiting marginalized groups in the developing world. The activities carried out under the program consist of provision of awards for various rounds of the Global Development Awards competitions, including the advertisement of the event, the selection and evaluation of proposals, management of the event, and knowledge dissemination-related activities.

Global Exposure to Awardees and Japan Visibility

The Japanese Awards are GDN's largest and longest-running program. Since its inception, it has supported more than 340 individuals, research organizations, and NGOs with about US\$3.8 million in awards, placing it as one of the most important global competitions targeting development and research.

The GDN Program has brought innovative initiatives to the attention of development partners, including the WBG. Developed at a very small scale, these initiatives might otherwise have gone unnoticed—and an opportunity to deploy creative solutions to development challenges might have been missed. The competition also helped advance Japan's visibility. Expanding the scope of participating researchers and building research capacity in developing countries broadens GDN's appeal. The most rewarding features of the competition are its geographic receptiveness, comprehensiveness, innovation, sustainability, and replicability.

Japanese Awards – Outcome Indicators

Box 11.1 GDN Awards and Medals Competition: ORD and MIDP Results, FY15-20

ORD Program Results

- 134 countries reached through the award process; target was 120 (12 percent above baseline)
- 552 researchers reached; target was 360 (53 percent over target)
- 27 percent of total researchers were women
- 132 women researchers reached through the award processes (target: 120)
- Winning proposals yielded eight research publications

MIDP Program Results

- 116 countries reached through the award process
- 299 organizations reached through the award process
- 4,008 beneficiaries reached by the award process compared to a target of 1,395
- 8,878 beneficiaries reached by the awarded projects amounts (536 percent above the baseline)
- 198,798 beneficiaries reached through the three winner organizations
- 8,132 beneficiaries reached through implementation of the JSDF grant (171 percent above the target)

(I) Impact Stories: First Prize MIDP Winners – JSDF Grant Award

- INDIA | Self-Governance: The Backbone of Sustainable Development
- KENYA | Kickstarting a Research Career in Microfinance and Women's Empowerment
- KYRGYZSTAN | Greenhouse Entrepreneurs Improve Income and Nutrition
- NORTH MACEDONIA | Closing the Gender Wage Gap
- NEPAL | The Business Case for Biodiversity Conservation
- PERU | Changing Dimensions of Poverty
- THE PHILIPPINES | Strengthening the Case for Local Investment of Overseas Remittances
- TUNISIA | Leveraging Trade Liberalization as a Means of Poverty Reduction
- UGANDA | Improving Nature Conservation Through Public Health

(II) FY20 ORD Award Winners

- **First Prize: Mr. Emmanuel Yujuico** from the Philippines won the first prize award of \$30,000 for the proposed work on **'Exploring Philippines' use of evidence-based research to influence public health policy.** The research aims to understand strategies and tactics health researchers may use to advance evidence-informed viewpoints in the Philippines' health debates. The theoretical basis for this research will be Robert Cialdini's six principles of persuasion and Petty and Cacioppo's Elaboration Likelihood Model. Understanding the basis of persuasion is meant to help health researchers to meaningfully influence public debate in a positive manner.
- **Second Prize: Mr. Saravana Jaikumar** from India won the second prize award (\$20,000) for the proposed study on **'Effective use of social media to produce, disseminate and enhance uptake of developmental research: A multi-method study.'** The research aims to understand: (i) the factors responsible for wider dissemination of research; (ii) the nature of knowledge transformation needed to enhance uptake of research; and (iii) how social media disrupts knowledge creation.
- **Third Prize: Mr. Ruhizal Roosli** from Malaysia won the third prize award (\$5,000) for the proposed research work on **'The role of practitioners in web-based communication for post-disaster reconstruction projects in southeast Asia.'** The objectives of the research are to: (i) identify issues related to past project management practice and approaches undertaken on post-disaster reconstruction projects; (ii) examine the impact of Web-Based Project Management System (WPMS) on the project management practices and approaches undertaken on the post-disaster reconstruction project; and (iii) understand the applicability of adopting the configuration of WPMS into current post-disaster reconstruction projects in the Southeast Asian context according to the current role of practitioners. The prize was awarded in absentia as Mr. Roosli could not fly to Germany for personal reasons.

First and Second Prize Winners of the FY20 ORD Awards flanked by Chair, GDN Board of Directors [extreme left] and GDN President [extreme right]



12

Looking Forward



The Government of Japan (GoJ) initiated the PHRD Fund 30 years ago to demonstrate its support for and commitment to helping reduce poverty in countries around the globe, in partnership with the World Bank Group (WBG). The PHRD was established to help developing countries build the skills, knowledge, and human resource capacity required to implement sound policies, projects, and actions that reduce poverty, protect the environment, and lead to sustainable improvements in people's lives. The GoJ continues to remain a strong and steadfast development partner of the WBG in the mission to eliminate global absolute poverty by 2030.

Today, the PHRD continues to be at the cutting edge of development, supporting country-led efforts that underpin the achievement of the strategic development goals of the GoJ and the WBG, while seeking opportunities and pioneering mechanisms to ensure sustainability of its value and effectiveness.

PHRD Technical Assistance (TA) Programs Framework

The PHRD TA program epitomizes the GoJ's visionary approach, with its pioneering emphasis on capacity building, partnerships, and climate resilience initiatives as critical aspects of sustainable development. The PHRD will continue to maintain and strengthen its flexible approach to a changing development landscape, instituting the mechanisms to promote strong, sustainable, and inclusive economic growth through the following priority programs:

- Developing strategies and capacities to adopt, achieve, and maintain **Universal Health Coverage (UHC) for All**: The PHRD will continue to provide financing, state-of-the-art analysis, and policy advice to help countries expand access to quality, affordable health care, protect people from falling into poverty because of illness, and promote investments in sectors that form the foundation of healthy societies. Under the Pandemic Preparedness Program, the PHRD will continue to assist governments to develop and implement pandemic preparedness plans through advisory and capacity building services. The UHC program will support mitigation of the **COVID-19 pandemic's** effects on hampering and reversing progress towards the achievement of UHC and the health-related SDGs.

- **Enhancing the Institutional Capacity and Knowledge of Small and Marginal Farmers:**

The PHRD will continue to assist smallholder farmers through programs that finance improved technologies, rural financial services, and better access to markets.

- **Increasing Access to Rural Energy Supply, particularly in FCV countries in Africa:** PHRD priorities going forward include developing off-grid electrification (solar home systems) and demand-side management activities, and deploying off-grid energy services (improved cook stoves) and pico-PV products (solar portable lanterns with phone chargers) in areas where grid extension is not anticipated for the near future.

- **Augmenting Monitoring and Evaluation (M&E)**

capabilities to improve Evidence-based Decision-making:

The PHRD will continue funding to improve government M&E systems to measure the progress of recipient ministries and implementing agencies in the areas of agriculture; health, nutrition, and population; and urban development. Strengthening these systems will result in more reliable data and information, which will promote evidence-based decision making.



PHRD Non-TA Program Framework

The strategic framework of the Non-TA Programs is to solidify the foundations of human capital on which development and welfare will grow. Under the **Joint Japan-World Bank Graduate Scholarship Program**, the PHRD will continue to partner with developing countries to enhance the experience and skill levels of practitioners to contribute to countries' economic and social development. In **the Japan-World Bank Partnership Program**, the PHRD will explore new knowledge frontiers with analytical applied research activities, sponsor joint WBG-Japanese institutions knowledge dissemination events, and leverage the Japanese experience in critical development areas, such as UHC (including support for countries at the regional and global level in the fight against the COVID-19 pandemic), maternal and child health, science technology and innovation, and responsible agriculture investments. Under the **Staff Grant Program**, the PHRD will step-up its efforts to provide an opportunity for Japanese nationals to learn about the operational processes of the WBG, leverage their own expertise and experiences, and exchange knowledge on development challenges and solutions.


The WBG and the GoJ have a longstanding history of development cooperation. As one of the leading development partner trust funds managed by the WB today, the Government of Japan has proven itself a steadfast partner, as well as a financial and intellectual backer of development solutions, deeply committed to the joint fight against poverty. The WBG gratefully acknowledges the contributions of Japan through its unwavering support of the PHRD Fund over the past 30 years and going forward.



ANNEX

1

Descriptions of
FY19-20 Closed
PHRD TA Grants



A. Descriptions of Closed Projects

Jamaica: Social and Economic Inclusion of Persons with Disabilities

PHRD \$2.9 million.

The project development objectives were to: (i) increase the employability and skills development of poor persons with disabilities (ages 18-36 years); and (ii) improve the service delivery of special education needs to poor children with disabilities between the ages of 0–6 years. The grant represented a pioneering effort by both the WBG and the Government of Jamaica to address social and economic inclusion of persons with disabilities through training and early childhood development interventions, given the limited experience in delivering similar projects for this target group.

Project Results – Jamaica: Social and Economic Inclusion of Persons with Disabilities

Key Outcome Indicators	Actual Results	Target
Persons with disabilities who receive employment (work experience) after completing classroom training	384	300
Persons with disabilities trained under the project who have gained employment within twelve (12) months after completion of the program	12.48%	40%
Poor children (0-6 years) with disabilities in Early Stimulation Program show improved readiness for school	47.27%	40%

The grant had a positive effect on the institutional capacity of the Ministry of Labor and Social Services and other institutions. In particular, the operation:

- Strengthened the day-to-day operations of the NGOs providing the training and skills development for persons with disabilities, positioning them to be more effective and prepared to scale-up in the future. Financial management and general management training were important investments for the NGOs providing services to persons with disabilities.
- Improved the capacity of the Jamaica Council for Persons with Disabilities, strengthening its ability to advocate for persons with disabilities and make better use of the data available to inform policy and program development. Furthered development of personnel of the early stimulation program, boosting their qualifications and abilities to work with some of Jamaica's most vulnerable populations.

Mozambique: Sustainable Irrigation Development for Rice Production Project

IDA \$59.98 million; PHRD \$14.25 million.

The project development objective was to increase agricultural production marketed and raise farm productivity in new or improved irrigation schemes in the Provinces of Sofala, Manica, and Zambezia.

The PHRD TA grant supported the Rice Business Line of the project relating to: (i) strengthening the institutional capacity and promoting participatory irrigation development and management; (ii) financing the irrigation infrastructure and the enabling infrastructure, such as electricity and flood protection; (iii) providing catalytic funding for the project beneficiaries in the form of cost-sharing grants to support production costs; and (iv) providing resources for effective project management, coordination, and monitoring and evaluation.

Project Results – Mozambique: Sustainable Irrigation Development for Rice Production Project

Key Outcome Indicators	Actual Results	Target
Average rice crop yield (metric ton/ha) in areas developed with irrigation where farmers have received training and are using new technologies promoted under the project	3.0	4.0
Average cropping intensity of rice-based systems (%)	1%	1.5%
Increase in proportion of rice production sold (%)	57%	75%
Direct project beneficiaries (in number)	6,779	6,000
Direct female beneficiaries (% of total)	52%	33%
Irrigation organizations supported by the project able to recover at least 90% of operation and maintenance costs	14	32
Area equipped with irrigation and drainage infrastructure and operational in rice business line (in hectare)	1,175	1,700
Number of technologies demonstrated by the project	14	9

Solomon Islands: Increasing Resilience to Climate Change and Natural Hazards

PHRD \$2.73 million

The project development objectives were to: (i) integrate climate change adaptation and disaster risk reduction across the recipient's sectors; (ii) improve climate change adaptation and disaster risk reduction information and communication; and (iii) increase the resilience of rural communities to climate change and natural hazards.

Project Results – Solomon Islands: Increasing Resilience to Climate Change and Natural Hazards

Key Outcome Indicators	Target
Disaster reduction and recovery and climate change adaptation incorporated into national and provincial planning	Yes
Geographic Information System supporting DRR/CCA decision making	Yes
Improved disaster reduction and recovery and climate change adaptation demonstrated in infrastructure projects in selected communities	Yes

Progress as of late 2017. The 2017 National Disaster Risk Management Plan and its operational arrangement were finalized on March 24, 2017 and rolled out in three provinces. A proposal to strengthen the national geographic information systems was submitted to the WBG's task team, but it needed to be revised. Seven resilient investments were completed and six are near completion while twelve were in the construction phase. The project management unit's engineers have been working closely with the respective communities to ensure they improve resilience of these investments.

Timor-Leste: Building Climate/Disaster Resilience Along the Dili-Ainaro and Linked Road Corridors in Timor-Leste

PHRD \$2.7 million

The project development objective was to build the capacity of communities around the Dili-Ainaro and linked road corridors and district and sector agencies in community-based disaster risk management and adaptation for reducing the impacts of recurring landslides and floods.

Project Results – Building Climate/Disaster Resilience Along the Dili-Ainaro and Linked Road Corridors in Timor-Leste

Key Outcome Indicators	Actual Results	Target
Direct project beneficiaries	59,730	49,311
Female beneficiaries	45%	25%
Number of officials and community members trained on various aspects of community-based disaster risk management	3,466	780
Number of disaster risk management plans prepared at the <i>suco</i> level	27	26
Number of disaster risk management pilots implemented at the <i>suco</i> level	90	30

The disaster mitigation measures carried out during implementation reflected not only physical achievements, but also institutional and community capacity to collaborate and implement development sub-projects using a participatory approach. It also proved the capability to deliver CDD despite many administrative challenges. Based on an evaluation carried out by an independent consultant, the community members expressed a high level of satisfaction with the project outcomes. Female participation was considered satisfactory and the needs of vulnerable and disabled beneficiaries were incorporated in project planning and implementation.

B. Descriptions of Completed Advisory Services and Analytics (ASA) Activities

Egypt: Strengthening Community Health Worker Programs for Universal Health Coverage

Grant amount: \$0.5 million

Objective: To inform the government policies to strengthen the public health service delivery systems as it relates to community health workers.

Achievements: The ASA produced a policy paper on the options for health services delivery and possible institutional arrangements that informed the government's development of the national health strategy aimed at creating a financially sustainable and inclusive health service delivery system. The ASA also helped in informing the design of the Transforming Egypt's Healthcare System Project (P167000). The ASA implementation led to the completion of the following deliverables:

- (i) Knowledge and experience exchange workshops: (a) Sharing of international experiences on the integration of community health workers (CHWs) into health service delivery; (b) presentation of tools and instruments to estimate the size and cost of health workforce, educational requirements, and paths for career development
- (ii) Diagnostic studies: (a) Design of a package of family health services to be delivered by the frontline primary health care (PHC) team that includes CHWs; (b) estimates of the health workforce requirements to deliver the package; (c) cost of delivery of the package, including the incremental costs of training and funding CHWs; (d) cost-effectiveness of the use of CHWs; and (e) the fiscal implications of using CHWs and options to finance the work of CHWs sustainably
- (iii) Analytical and advisory support to the government to inform the update and revision of its national health strategy: Policy paper on the potential options for integrating CHWs into the health service delivery system and potential institutional arrangements for inclusion of public and private sector CHWs
- (iv) National workshop to present and discuss the findings and policy options and recommendations: Convening events to provide a platform for health stakeholders and policy makers to engage in a dialogue about the above activities and disseminate the ASA's findings

Guinea-Bissau: Health Sector Diagnostic

Grant amount: \$0.5 million

Objective: To inform government policies on an effective response system to address the collapse of critical social services in the short term and a more resilient system in the longer term.

Achievements: The ASA filled a knowledge gap and supported the government in continuing to expand basic service delivery and developing a sustainable strategy to improve resiliency to crises in the future. The activity informed the preparation and implementation of the investment project on Strengthening Maternal and Child Health Service Delivery in Guinea-Bissau. The following deliverables were completed:

- (i) Assessment of health service delivery capacity through a service delivery indicators survey
- (ii) Assessment of the health labor market through a health workforce survey, including health labor market situation analysis of the availability, distribution and performance of the health professionals, their competences, and sources of income
- (iii) Assessment of the main demand-side constraints to access maternal and child health services through qualitative data
- (iv) Input to the public expenditure review
- (v) Assessment of public financing management within the health sector
- (vi) Implementation of the Primary Health Care Performance Initiative (PHCPI) in Guinea-Bissau

Guinea: Post Ebola Human Resources for Health (HRH) Strengthening

Grant amount: \$0.5 million

Objective: To build evidence to inform ongoing and future policies and reforms to strengthen human resources for health, especially in the areas of support under the Ministry of Health's National Health Policy and to provide technical assistance and policy advice to inform the development of a national human resources for health strategy.

Achievements: The ASA developed the data and knowledge that informed the national policy dialogue and built the government's capacity to develop targeted and evidence-based HRH interventions. The ASA informed the preparation of the IDA-financed health operation that included a critical component to support the health workforce. The deliverables of the ASA were completed as planned and included:

- (i) Development of new data and evidence on the labor market supply side behavior of health students and health workers as well as a patient experience exit survey
- (ii) National workshop that resulted in a rich discussion around the key policy directions for the government's strategy on HRH
- (iii) Collaboration with and training of a local research institution (CEREGUI) to carry out the field work, as well as the technical discussions on HRH during the workshop and preparation of the Guinea Health Project

India: Nursing and Midwifery Skills Development and Employment Strategy

Grant amount: \$0.5 million

Objective: To provide guidance to the Government of India and two selected state governments on critical constraints and policy options with a goal to improve the quality and effectiveness of skills development, as well as develop an employment strategy for the nursing and midwifery cadre and associated community health workers.

Achievements: The ASA led to the following outcomes:

- (i) Identification of the critical bottlenecks in service delivery and development of options for creation, deployment, retention, and performance of the frontline health workers, including nursing and midwifery cadre in order to meet the growing demand for an integrated system to deliver UHC and manage the changing disease burden
- (ii) Development and testing of new training approaches to promote teamwork and improve coordination between nurses and midwives and rest of the primary health care teams in Madhya Pradesh
- (iii) Leveraging the newly launched Ayushman Bharat Comprehensive Primary Care by informing the design of the comprehensive primary care package
- (iv) Identification of the constraints in the quality regulations of pre-service education and recommended areas for upgrading the skills of nursing professions in Punjab
- (v) Dissemination and sharing of experiences among the states of India through the Health and Wellness Centre Partner Forum under the auspices of the National Health Systems Resource Center

Kyrgyz Republic: Towards A More Sustainable and Effective Universal Health Coverage (UHC)

Grant amount: \$0.47 million

Objective: To improve the sustainability and efficiency of UHC reform in the Kyrgyz Republic.

Achievements: The grant is part of the WBG's ASA program in the health sector. The program has contributed significantly to the WBG's engagement in the health sector in the areas of technical assistance, policy dialogue, and operations. The grant led to the following outcomes: (i) improved quality of the WBG's policy dialogue; (ii) improved understanding by the government of the health sector issues, bottlenecks, and potential solutions; and (iii) improved quality of the implementation of the WBG-financed operation that closed in December 2013 and preparation of the project approved in May 2019.

The ASA's deliverables included:

- (i) Improving effective UHC through refinements in the State Guaranteed Benefits Package. A critical review of the package and options for its revision and fiscal space analysis for the health sector
- (ii) Pursuing efficiency through improvements in public financial management. Assessment of the financing flows and fund utilization of health facilities and analysis of the formal planning, budgeting, and execution system
- (iii) Harnessing public-private partnership in the health sector. Issues brief

The Philippines: Health Financing Review and System Strengthening

Grant amount: \$0.5 million

Objective: To support the Government of the Philippines to achieve the goals of the Aquino Administration's Kalusugan Pangkalahatan, a UHC program.

Achievements: The ASA yielded several reports, policy and technical dialogue on health financing, particularly on provider payment mechanisms. The reports include: (i) a chapter on poverty, population, and health in the 2018 Philippines Poverty Assessment Report (2018); (ii) Rapid Functional Review of PhilHealth Information Management System Process; and (iii) proceedings of the Philippines Policy Forum on Provider Payment and UHC. The results helped to inform all stakeholders in the health sector about the prevailing health care financing landscape, provider payment mechanisms, and gaps in the PhilHealth information management system. The ASA contributed immensely to the development of the Universal Health Coverage Law.

Brazil: Aging and Health in Brazil

Grant amount: \$0.5 million

Objective: To inform the formulation of healthy aging policies that promote the delivery of health and long-term coverage services that respond to the needs of an aging population and increase the efficiency and sustainability of public spending.

Achievements: The ASA provided input on the health sector for the Public Expenditure Review that informed the Ministry of Finance's efforts to create fiscal space by enhancing the efficiency and effectiveness of public spending. The Ministry of Health received expert advice on the revision of the 2013 Elder's Bill of Rights. A report on cancer in Brazil was prepared and discussed with the Federal Ministry of Health and the state of Bahia. Case studies on age-friendly health and long-term care delivery services, including practitioner-to-practitioner exchanges support the translation of policy into effective implementation.



ANNEX

2

PHRD Grants
Approved in
FY19 and FY20



Grant Name	FY19 Amount (in \$, million)	FY20 Amount (in \$, million)
Technical Assistance		
A. Tokyo International Conference on African Development (TICAD V) and Others		
1. Mali: Rural Electrification Hybrid Systems Project Additional Financing (TFOB0437)	2.97	
2. Lesotho: Smalholder Agriculture Development Project-II (TFOB0290)	2.00	
3. Vietnam: Revenue Administration Reform Support (TFOA9380)	4.62	
4. Iraq Security Development NEXUS		3.00
B. Performance and Results with Improved Monitoring and Evaluation (PRIME)		
5. Strengthening agriculture sector capacities for evidence-based policy making		2.00
6. Strengthening M&E Capacity for Improved Performance of Public Investment		2.00
C. Universal Health Coverage (UHC)		
7. Nepal: Health Financing Strategy Support (TFOA8414)	0.45	
8. Tanzania: Enhancing Pandemic Preparedness and Response in Tanzania (TFOA8360)	0.45	
9. Sudan: Strengthening Pandemic Preparedness in Sudan (TFOA8489)	0.50	
10. Morocco: Morocco Health Sector Support to UHC (TFOA9594)	0.35	
11. Pakistan (Sindh): Advisory on Health Private Sector Engagement (N/A)	0.50	
Partnership		
9. World: 2018-2020 Global Development GDN Program (N/A)	1.66	
10. World: Development Challenges of Commodity Dependence (TFOB0693)	1.50	
11. World: Leveraging Japanese Knowledge and Experience for Capacity Building in Human Capital and Science, Technology and Innovation (TFOB0790)	2.00	
12. Component 1: PHRD Partnership for UHC High level policy meetings and forums for UHC monitoring and learning		2.95
13. Philippines Health Financing Strengthening		1.50
TOTAL	17.00	11.45



ANNEX

3

PHRD TA

FY19-20

Closed Grants
(Allocations and
Cumulative
Disbursements)



Grant Name	Country	Allocation (\$ million)	Cumulative Disbursements (\$ million)	Cumulative Disbursements (% of allocation)
FY19 Investment Operations				
PROIRRI - Sustainable Irrigation Development for Rice Production	Mozambique	14.25	14.25	100
Social and Economic Inclusion of Persons with Disabilities	Jamaica	2.90	2.69	93
Increasing Resilience to Climate Change and Natural Hazards in Solomon Islands	Solomon Islands	2.73	2.73	100
Building Disaster/Climate Resilience in Communities along the Dili-Ainaro and Linked Road Corridors	Timor Leste	2.70	2.55	94
Subtotal: FY19 Investment Operations		22.58	22.23	98
FY19 Analytical Services Advisory (ASA)				
PHRD UHC - Aging and Health in Brazil	Brazil	0.50	0.30	60
Strengthening Community Health Worker Programs for Universal Health Coverage	Egypt, Arab Republic of	0.50	0.48	96
Guinea Post Ebola HRH Strengthening TA	Guinea	0.50	0.49	99
Health Sector Diagnostic	Guinea-Bissau	0.50	0.50	99
Nursing and Midwifery Skills Development and Employment Strategy	India	0.50	0.43	87
Universal Health Coverage (UHC) PHRD TA	Kyrgyz Republic	0.47	0.47	99
Health Financing Review and Systems Strengthening	Philippines	0.50	0.23	45
Subtotal: FY19 Analytical Services Advisory (ASA)		3.47	2.89	83
FY20 Investment Operations				
Nutrition-Sensitive Agriculture And Capacity Building For Small And Marginal Farmers	Niger	2.25	2.16	96
Subtotal: FY20 Investment Operations		2.25	2.16	96
FY20 Analytical Services Advisory (ASA)				
Peru PHRD Grant - Universal Health Coverage	Peru	0.45	0.45	100
PHRD Grant On Sustainability of UHC In Turkey	Turkey	0.45	0.45	100
Vietnam PASA - Getting More Value-For-Money/ Efficiency In The Health Sector	Vietnam	0.50	0.50	100
Strengthening Pandemic Preparedness	Vietnam	0.50	0.49	97
Support To Universal Health Coverage And Pandemic Preparedness	Senegal	1.00	0.78	78
Lesotho Integrated Health Care Delivery	Lesotho	0.45	0.45	99
PHRD Afghanistan Health Programmatic ASA	Afghanistan	1.00	1.00	100
Strengthening Capacity In Health Financing And Hospital Governance And Management In Swaziland	Swaziland	0.45	0.45	100
Nepal Health Financing Strategy Support (P166804)	Nepal	0.45	0.42	93
PHRD: Madagascar-Universal Health Coverage Health Financing Support	Madagascar	0.35	0.35	100
Subtotal: FY20 Analytical Services Advisory (ASA)		5.60	5.33	95
Total: Investment Operations and Analytical Services Advisory (ASA)		33.90	32.62	96



ANNEX

4

Japan Policy
and Human
Resources
Development
Technical
Assistance (TA)
Grants Program
Policy Document



1. **Background and Objective.** Ministry of Finance, Japan (MOF) provides funding through the Japan Policy and Human Resources Development (PHRD) Technical Assistance (TA) program to assist eligible countries of the World Bank Group³ in enhancing their technical and institutional capacities. This document provides the framework for four windows of the PHRD TA program.⁴
2. **Priority Areas:** The PHRD TA program focuses on three thematic windows:
 - **Window I: 5th Tokyo International conference on African Development (TICAD V)**
 - (i) Agriculture - build institutional capacity and knowledge base of small and marginal farmers to reduce vulnerability, deliver services, and improve household food production and consumption.
 - (ii) Rural Access to Energy Supply - increase the delivery of modern energy services in rural areas of African countries. However, priority will be given to activities in FCS countries.
 - **Window II: Universal Health Coverage (UHC) Phases I and II⁵**

The development objective of the PHRD TA UHC Phase I Window is to provide technical assistance to strengthen national capacities to implement UHC policies and programs, and will complement operational projects funded by IDA, IBRD and the Global Financing Facility (GFF) for Every Woman Every Child. UHC Phase II is a part of the “World Bank-Japan Joint UHC Initiative” that builds on the recommendations of Ise-Shima G7 Summit and TICAD VI to promote Universal Health Coverage (UHC) in developing countries. Phase II aims to: (i) focus further on countries with high potentials to improve policies and promote UHC; (ii) facilitate innovations and leveraging of large initiatives to promote scalable impact; and (iii) increase collaboration with the GoJ stakeholders, and other development partners.
 - **Window III – Performance and Results with Improved Monitoring and Evaluation (PRIME)**

The objective of the PHRD TA PRIME Window is to enhance the use of government system to promote evidence-based decision making through strengthening the M&E systems of recipient Ministries and implementing agencies in priority sectors in developing countries with tailored to specific context and capacity of recipient Ministries and implementing agencies.
 - **Window IV– Other Activities.** Consulted and Agreed with between the Ministry of Finance, Japan and the World Bank.
3. **Eligible Countries.** Unless otherwise stated in the specific Operating Guidelines, all World Bank Borrowing Member Countries are eligible.
4. **Grant Implementation Period.** The PHRD TA grants will have a maximum implementation period of five years from the date of the countersignature of the grant agreement by the recipient.
 - 4.1. **Project design.** When designing projects, the Bank is encouraged to emphasize creation and accumulation of the disseminatable knowledge by utilizing appropriate methodologies such as impact evaluation, as well as to optimize effectiveness.
 - 4.2. **Grant Types.** Grants may be of the following types: (i) Capacity Building – Technical assistance and advisory services for institutional capacity building; (ii) Cofinancing of Bank-financed or managed operations (Freestanding TA activities may be allowed for activities under Agriculture (Window I) for countries on non-accrual status where Cofinancing activities would not be possible; Additional Funding for Bank-financed operations with a sector-wide approach; and (iii) Pilot Projects aimed at testing new approaches/techniques for learning and scaling up, when applicable.
5. **Eligible Expenditures.** Unless otherwise stated in the specific Operating Guidelines, the eligible expenditures include: (i) consulting services; and (ii) non-consultant costs for local training, minimal equipment,

³Includes the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, all referred to hereafter as the World Bank Group.

⁴There are separate Operating Guidelines for each program activity.

⁵Window II: Phase I, Priority I, and Phase II will be executed by the Bank as outlined in the Operating Guidelines for both phases.

and operating costs essential to carry out the technical assistance. Workshops, local consultations, and training may be included if the requests clearly demonstrate these activities will enhance the quality of the technical assistance.

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.

6. **Ineligible Expenditures.** Unless otherwise stated in the specific Operating Guidelines, the following expenditures are not eligible: (i) salaries for civil servants in recipient countries hired as consultants or otherwise; (ii) foreign training or study tours; and (iii) purchase of motor vehicles.
7. **Grant Execution Arrangements.** All grants are to be executed by the grant recipients⁶. Exceptions may be made for grants to be Bank executed with strong justification based on technical complexity of the activities, multi-country scope and/or absence of an organization to implement the proposed grant activities. However, Advisory Services Analytics (ASA) grants under the Phases I and II of the Universal Health Coverage (UHC) program are Bank-Executed.
8. **Program Administration Costs.** In order to cover the costs of PHRD Program Administration, DFi may establish a Bank-Executed Trust Fund to cover costs up to a limit to be agreed in an exchange of correspondence with MOF. All expenditures necessary for Program Management are eligible.
9. **Concept Notes.** The concerned managing unit in the Bank designates a Task Team Leader (TTL) for the proposed grants. Requests for grants are to be submitted to the PHRD Team in the Development Finance Trust Fund and Partner Relations Department (DFTPR) of the Development Finance Vice Presidency (DFi). MOF will have four weeks to review a brief Concept Note (MOF may consult Ministry of Foreign Affairs (MOFA) and Japan International Cooperation Agency (JICA)). The Bank should pre-discuss concept notes with MOFA and JICA in the field. At the end of the four weeks, MOF will share with the Bank their decision on go/no go for the Concept Note (CN) and for the preparation of full proposal.
10. **Review of Proposals and Approval by the World Bank (WB).** Once DFTPR submits proposals to MOF, MOF would review the full proposal while focusing its assessment on the detailed cost table. MOF will provide its final decision within three weeks.
11. **Review Procedures of Grant Proposals.** Proposals will be reviewed for technical feasibility and compliance with the PHRD TA procedures. See specific Operating Guidelines for the details of the technical review process.
12. **Bank's Fiduciary Responsibilities as Grant Administrator.** All grants will be supervised by the Bank in order to ensure compliance with the Bank's Procurement and Financial Management Guidelines (same as World Bank Loans and Credits).
13. **Changes in Grant Objectives.** Substantial changes in the grant's development objectives after approval by MOF would need to be referred to MOF for re-approval. A request for changes in the development objectives with a justification has to be sent to the PHRD Team for review and submission to MOF for re-approval.
14. **Reallocation of Funds among Expenditure Categories or Activities.** Reallocation among expenditure categories or grant activities, including dropping of approved, or adding of new eligible categories or grant activities, should be cleared by the Practice Manager/Director. Clearances from the Country Lawyer and Finance Officer are required for any amendments to the Grant Agreement which should be signed by the Country Director.

⁶The Bank may consider waiving the requirement for recipient execution in accordance with Bank policy (see OP 14.40) in the following cases: emergency operations and post conflict countries.


15. **Consultations with MoFA, JICA and Visibility of Japan's Assistance to the PHRD TA Program.** In order to ensure harmonization and coordination, the Bank is required to:
 - a) consult with the JICA at an early stage of project preparation,
 - b) consult with the Embassy of Japan accredited to the recipient country about the PHRD grant application, and
 - c) discuss the proposal with the Embassy of Japan and JICA before submission of the proposal to Development Finance (DFi) for review. Such consultations and information sharing by task teams will expedite the decision-making process. In addition, the Bank is also required to share the information on the progress and outcomes of PHRD projects with MoFA and JICA in the field for enabling both sides to seek potential collaboration by relevant measures such as joining preparation and supervision mission of the project. Please refer to the Guidance Note on Visibility of Japan attached to this document.
16. **Progress Reporting.** For the purposes of monitoring the development outcomes for Recipient-Executed activities, the Grant Agreement—based on the Grant Funding Request – will be the binding document. The Task Team Leader will be responsible for preparing an annual grant implementation status report (ISR) system, rating the status of grant implementation, and documenting the completion of deliverables and outputs. For grants over US\$1 million, an *Implementation Completion Report* (ICR) will be prepared at completion of the grant financed activities. The ICR will document the actual cumulative inputs, outputs and outcomes of the grant. The summary of the grant activities and result will be shared with the donor by the PHRD Team in DFTPR within the framework of the PHRD Annual Report. In addition to the reporting on individual projects mentioned above, the World Bank Group is required to provide a concise report on comprehensive progress and results on each thematic window in paragraph 2 at appropriate opportunities such as annual meetings with the MoF trust fund office or policy dialogues between the MoF and the Bank.
17. **Maintenance of Documents.** Operational departments will keep copies of key documents related to PHRD TA grants, including Terms of Reference and contracts for consultants subject to the Bank's prior review, and reports prepared by consultants, in accordance with the Bank's document retention policy. Task teams should send the original Grant Agreement and Disbursement Letter to the Legal department of the RVP Unit.



ANNEX

5

Guidance Note on
Visibility of Japan



Japan Policy and Human Resources Development (PHRD) Technical Assistance (TA) Program



Introduction

The Government of Japan has contributed to the Policy and Human Resources Development (PHRD) Technical Assistance (TA) Program in support of work by, and on behalf of, World Bank borrowing countries since 1990. The purpose of this note is to provide guidance on measures to ensure that the contribution of Japan in supporting PHRD is widely recognized.

Statement on Visibility

The Annual Policy Document provides the following clause on Consultation with Local Japanese Officials and Japanese Visibility:

Consultation with Local Japanese Officials

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

Japanese Visibility

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

- (a) Publications, training programs, seminars and workshops financed by PHRD grants should clearly indicate that the activities in question have received funding from the Government of Japan;
- (b) The logo (usually the Japanese national flag) should be used in publications financed by the PHRD program, and in banners and any other materials used in seminars and training programs financed by PHRD grants;
- (c) All press releases issued by the Bank with respect to PHRD grants should refer to the financial contribution from the Government of Japan;
- (d) Recipients should be encouraged to ensure that PHRD-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding received;
- (e) Grant signing ceremonies in the field should be encouraged, with the Recipients being encouraged to include Japanese embassy officials and to invite local and international press to these ceremonies.

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

The PHRD TA Program's Logo

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

Local Publicity Opportunities

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

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

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

Task teams are advised to brief the Country Managers/Country Directors about the implementation status of PHRD grants. Such information will help 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 is requested to forward copies of all visibility material, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to the PHRD team at the following address:

Ms. Helena Nkole, PHRD Program Manager
Room G 6-157 or Hnkole@worldbank.org
Development Finance, Trust Funds and Partner Relations Department
Development Finance Vice Presidency
The World Bank Group
Washington, DC 20433
USA

