



Policy and Human Resources Development Fund

ANNUAL REPORT
FISCAL YEAR 2023

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MESSAGE FROM THE DIRECTOR



MAITREYI BORDIA DAS

Director

Development Finance, Trust Funds, and Partner Relations

In an increasingly complex, interconnected world, partnerships between bilateral donors and multilateral institutions are essential to solve global challenges. The Policy and Human Resources Development (PHRD) Fund, the World Bank's largest and oldest programmatic trust fund, has been instrumental in supporting the World Bank's strides in improving lives in low- and middle-income countries around the world.

Agile and flexible, the PHRD has successfully complemented World Bank investments through support to human resource development, policy, knowledge sharing, and scientific research and collaboration. By focusing on priority sectors such as universal health coverage (UHC), energy, agriculture, tax policy reform, and monitoring and evaluation, the government of Japan continues to demonstrate unparalleled leadership and expertise, and a drive to build the capacity of developing nations in those areas.

In fiscal year 2023 (FY23), the government of Japan contributed US\$608.8 million to the PHRD. Grants active during this period supported seven recipient-executed operations in seven countries and one recipient-executed operation with a global scope. The PHRD also funded a wide range of World Bank-executed advisory services and analytics, including 31 technical assistance activities in support of UHC in 30 countries, 17 global partnership programs, and support to the PHRD's scholarship and staff grant programs.

Partnership building and knowledge sharing remain central to the PHRD's philosophy. Through its technical assistance program, the PHRD empowers low-income communities by building the knowledge

and skills of government officials, local staff, and community members. Its nontechnical assistance fosters knowledge exchange and active collaboration between Japanese and developing countries' researchers, professionals, and consultants and the World Bank on international development issues.

In FY23, the government of Japan has also supported World Bank-managed global and multilateral programs through substantial financial contributions. Japan's FY23 highest contribution—US\$471.1 million—went to the Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund, providing homes and social protection for communities affected by violence as well as supporting the sectors most severely affected by the war, such as transport, industry, agriculture, and energy.

Overall, the government of Japan ranked fifth among development partners in terms of contributions to the International Bank for Reconstruction and Development (IBRD)/International Development Association (IDA) trust funds over FY19–FY23. In FY23, Japan paid US\$2 billion to IDA, and its total contribution of US\$3.4 billion to the IDA 20th (IDA20) replenishment was the second largest among all donors, allowing it to reach a record package of US\$93 billion.

The remarkable financial and thought leadership that the government of Japan has consistently shown throughout the years shines through the results highlighted in this FY23 Annual Report. By empowering people through knowledge, skills, and cooperation, the PHRD essentially nurtures minds to change lives.

ACRONYMS AND ABBREVIATIONS



ASA	Advisory Services and Analytics
CGAP	Consultative Group to Assist the Poorest
COVID	Coronavirus Disease
DFTPR	Development Finance Vice Presidency, Trust Funds and Partner Relations Department
FY	Fiscal Year
G7	Group of Seven
GDN	Global Development Network
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
JICA	Japan International Cooperation Agency
JJ/WBGSP	Joint Japan/World Bank Graduate Scholarship Program
JLN	Joint Learning Network
JSDF	Japan Social Development Fund
MIDP	Most Innovative Development Project
ORD	Outstanding Research on Development
NM-AIST	Nelson Mandela African Institution of Science and Technology
PASA	Programmatic Advisory Services and Analytics
PFM	Public Financial Management
PHRD	Policy and Human Resources Development Fund
PRIME	Performance and Results with Improved Monitoring and Evaluation
TICAD	Tokyo International Conference on African Development
UHC	Universal Health Coverage
URTF	Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund
WISE-Futures	Water Infrastructure and Sustainable Energy Futures



Photo by Dominic Chavez / World Bank

EXECUTIVE SUMMARY



Strategic Context

The Policy and Human Resources Development Fund (PHRD) is the World Bank's first and among the largest programmatic trust funds. Funded entirely by the government of Japan since its inception in 1989, the PHRD builds on its decades-long partnership with the World Bank to strengthen government institutions in developing countries and provide them with the knowledge and skills necessary to formulate sound economic policies and run programs that promote growth and improve their citizens' quality of life.

The PHRD provides concessional finance to governments of World Bank member countries to reduce poverty and foster economic growth. Thanks to its flexible and responsive structure, the PHRD quickly adapts to emerging global challenges, often applying innovative solutions and new approaches to respond to the changing needs of developing countries.

The PHRD's diverse portfolio focuses on technical assistance, advisory services, and knowledge-sharing activities to strengthen member countries' efforts to address complex and emerging development challenges. As of the end of fiscal year 2023 (FY23), the government of Japan had contributed approximately US\$4.7 billion to the PHRD from inception to date. Cumulative disbursements amounted to about US\$2.6 billion.

Contribution to the World Bank Development Agenda

The PHRD made significant contributions to development activities in World Bank member countries in FY23, with a special focus on technical assistance, cofinancing, and support to global and multilateral programs and partnerships. These instruments are presented in Tables E.1 and E.2, and Figure E.1 summarizes disbursement performance.

TABLE E.1.
PHRD FY23
Financing
Framework

Source: Trust Funds
and Partner Relations
Department (World Bank).

TECHNICAL ASSISTANCE PROGRAMS

Accelerating Progress Toward Achieving
Universal Health Coverage

Performance and Results with Improved
Monitoring and Evaluation

Fifth Tokyo International Conference on
African Development Programs: Capacity
Building of Small and Marginal Farmers
and Rural Access to Energy Supply

Other Priority Topics: Tax Policy Reform

NONTECHNICAL ASSISTANCE PROGRAMS

Joint Japan/World Bank
Graduate Scholarship
Program

Japan–World Bank
Partnership Program

Japanese Staff Grant
Program

TRANSFERS FROM THE PHRD TO WORLD BANK GROUP-MANAGED GLOBAL AND MULTILATERAL PROGRAMS

Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund

Global Financing Facility for Women, Children and Adolescents Multi-Donor
Trust Fund

The Pandemic Fund

Japan–World Bank Program for Mainstreaming Disaster Risk Management in
Developing Countries

Nutrition Multi-Donor Trust Fund

Energy Sector Management Assistance Program Umbrella 2.0 Multi-Donor
Trust Fund

Quality Infrastructure Investment Partnership–Single-Donor Trust Fund

Global Infrastructure Facility

Japan–World Bank Distance Learning Partnership–Phase 3 Trust Fund

Cybersecurity Multi-Donor Trust Fund

Global Data Facility Umbrella Multi-Donor Trust Fund

Women Entrepreneurs Finance Initiative

Knowledge for Change Program IV Umbrella

Coalition for Epidemic Preparedness Innovations

Consultative Group to Assist the Poorest

Trust Fund for Funding of Japanese Advisors in the Executive Director’s Office

TABLE E.2.

PHRD FY23

Active
Portfolio: Total
Amounts and
Disbursements
by Program,
Excluding
Multilateral
Transfers

Source: Trust Funds
and Partner Relations
Department (World Bank).

PROGRAM	# ACTIVE GRANTS OR ACCOUNTS	AMOUNT (US\$)	DISBURSEMENTS AS OF END FY23 (US\$)	PERCENTAGE DISBURSED AS OF END FY23
<i>Technical Assistance Programs</i>				
Universal Health Coverage	31	19,444,942	11,870,363	61%
Tokyo International Conference on African Development*	7	13,340,000	7,930,204	59%
Performance and Results with Improved Monitoring and Evaluation*	2	2,000,000	963,461	48%
Tax Policy Reform*	2	4,619,786	1,201,805	26%
Other Priority Topics	1	3,000,000	1,468,625	49%
<i>Nontechnical Assistance Programs</i>				
Scholarship	15	33,077,014	27,565,817	83%
Partnership	17**	27,215,417	14,497,076	53%
Staff Grant	24***	12,722,009	8,529,932	67%
Program Management and Administration	2	3,950,868	3,835,377	97%
	101	119,370,036	77,862,660	65%

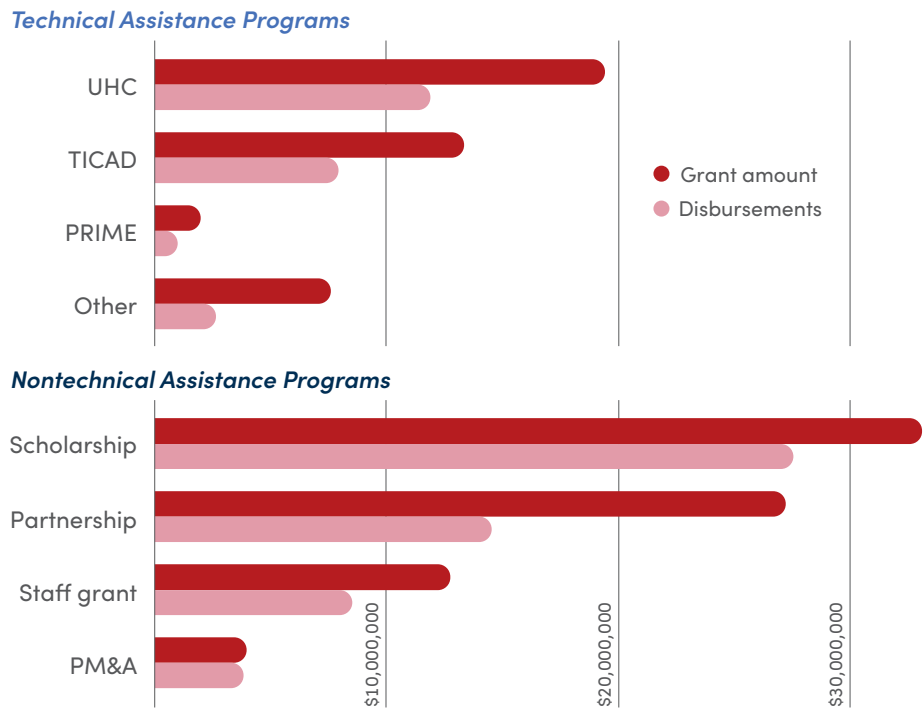
*These projects are mostly investment operations, usually including a recipient-executed grant for project implementation and a World Bank-executed account for implementation support. Hence, the number of distinct projects supported is less than the number of active trust fund grants/accounts. By contrast, the other categories in this table consist of World Bank-executed accounts only, mainly for advisory services and analytics.

**16 World Bank-executed accounts and one recipient-executed project (Global Development Awards).

***This corresponds to 20 distinct assignments.

FIGURE E.1.
PHRD FY23 Active Portfolio: Total Amounts and Disbursements by Program, Excluding Multilateral Transfers (US\$ million)

Note: PM&A=Program Management and Administration; UHC=universal health coverage, TICAD=Tokyo International Conference on African Development
Source: Trust Funds and Partner Relations Department (World Bank).



Technical Assistance

The Technical Assistance Program is the largest in the PHRD’s portfolio. Activities financed under this program include cofinancing of World Bank operations, technical assistance, and addressing emerging challenges under the following thematic windows:

1. Accelerating Progress Toward Universal Coverage

Accelerating Progress Toward Universal Health Coverage (UHC) is the PHRD’s flagship program. It was established in 2016 to promote UHC in low- and middle-income countries and strengthen national health systems. In FY23, the program provided advisory services and analytics in health financing, human resources for health, pandemic preparedness and COVID-19 response, innovation, and harnessing the private sector through 31 World Bank-executed activities, for a total amount of US\$19.4 million. Accelerating Progress Toward UHC is currently the only

window within the PHRD’s technical assistance program that is accepting applications.

2. Tokyo International Conference on African Development V Agriculture and Rural Access to Energy Supply Program

Five projects were under implementation in the Tokyo International Conference on African Development (TICAD) window during FY23, for a total amount of US\$13.3 million. This included both recipient-executed grants for project implementation and World Bank-executed implementation support. TICAD grants support two priority areas of the Fifth Tokyo International Conference on African Development (TICAD V): (1) increasing agricultural production and productivity to reduce hunger and malnutrition through food and nutrition security and (2) securing access to affordable, low-carbon, and reliable energy in rural Africa. This window is no longer open to receive new funding proposals.

3. Performance and Results with Improved Monitoring and Evaluation

The Performance and Results with Improved Monitoring and Evaluation (PRIME) window aims to strengthen national monitoring and evaluation systems and promote evidence-based decision making in three priority sectors: agriculture; health, nutrition, and population; and urban development. Grants focus on ensuring the availability of timely, quality data on key indicators so that they can be used for making informed policy decisions at the local and national levels. In FY23, one project was under implementation in Serbia, for a total amount of US\$2 million. It included a recipient-executed grant and World Bank-executed support for implementation.

4. Other Themes

Other themes that received PHRD technical assistance included disability policy, disaster risk reduction, and tax policy reform, but these windows are now phasing out. Only one project in Viet Nam remained active during FY23 under the tax policy reform window. It included a recipient-executed grant and World Bank-executed support for implementation, for a total project cost of US\$4.6 million. The technical assistance program also completed a US\$3 million World Bank-executed analytical engagement on the security-development nexus in Iraq.

Nontechnical Assistance

In FY23, PHRD nontechnical assistance focused on fostering collaboration and exchanges among scholars from World Bank member countries and building the skills and knowledge of Japanese development practitioners. Through these programs, the World Bank and the government of Japan jointly support developing

countries in building the knowledge and skills necessary to positively contribute to leading transformative change for social and economic growth. Nontechnical assistance supported four partnership programs in FY23.

1. Japan–World Bank Partnership Program

The Japan–World Bank Partnership Program focuses on the dissemination of findings of grant-financed analytical studies, seminars, and conferences on emerging development challenges and solutions. It supports building relationships and coordination among researchers and knowledge sharing between Japanese institutions, the World Bank, and recipient governments. Flagship engagements under this program include:

- **Global UHC**, consisting of the Joint Learning Network for UHC, global and regional flagship courses, high-level policy meetings, and forums for monitoring and learning.
- **Global Development Awards and Medals Competition**, an annual competition that rewards groundbreaking research in economics and social science and innovative social development projects benefiting marginalized groups in developing countries.
- Funding to leverage **Japanese knowledge and experience for capacity building in human capital and science, technology, and innovation**.
- Awareness raising through the **World Bank–Japan Partnership and Outreach Program (Phase III)**.

The program had 17 active grants during FY23, for a total amount of US\$27 million, including funds awarded through the Global Development Awards Competition.

2. PHRD Staff Grant Program

The PHRD Staff Grant Program provides opportunities for Japanese nationals to work at the World Bank for a maximum of three years, thus increasing their knowledge of World Bank operations, advisory services, and analytical work. In FY23, the PHRD Staff Grant Program funded 20 assignments for a total value of US\$11 million. Four of these were new assignments that began in FY23. Ten assignments totaling US\$5 million ended during the same period. Four staff remained as employees at the World Bank after completing their assignments.

3. Joint Japan/World Bank Graduate Scholarship Program

Open to nationals of Japan and other World Bank member countries, the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) enables scholars to receive specialized training in key areas of development, such as economic policy management and infrastructure management. Scholarships may be used to:

- Allow scholars to study in any host university of World Bank member countries, except their home countries.
- Enable scholars to receive specialized graduate training in selected universities around the globe.
- Support Japanese nationals to apply for JJ/WBGSP scholarships.

In FY23, this program received 112 finalists from 39 developing countries and 8 Japanese nationals. There were 15 active grants for a total amount of US\$33 million. To date, the program has awarded over 6,800 scholarships across 160 countries.

Support under the nontechnical assistance program is largely World Bank-executed, except for the Global Development Awards Competition, which is administered by the Global Development Network (GDN).

Leveraging Government of Japan's Support to Global and World Bank-Managed Multilateral Programs

Through this special window of the PHRD, the government of Japan contributes to World Bank-managed trust funds that align with its global and regional priorities. In FY23, the largest contributions (at or exceeding US\$10 million) went to:

- The Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund
- The Global Financing Facility for Women, Children and Adolescents Multi-Donor Trust Fund
- The Pandemic Fund
- The Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries
- The Nutrition Multi-Donor Trust Fund
- The Energy Sector Management Assistance Program Umbrella 2.0 Multi-Donor Trust Fund
- The Quality Infrastructure Investment Partnership-Single-Donor Trust Fund
- The Global Infrastructure Facility

The full list of contributions is presented in the Appendix.

Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund

The World Bank's Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund (URTF) was established in December 2022 to address immediate relief and recovery needs and lay the groundwork for longer-term reconstruction and reform. The URTF provides a coordinated financing and support mechanism to assist the government of Ukraine in sustaining its administrative and service delivery capacity, conduct relief efforts, and plan and implement Ukraine's recovery, resilient reconstruction, and reform agenda.

In its first year of operation, the URTF attracted more than US\$1.5 billion in donor support. More than US\$1.2 billion were allocated to emergency relief operations in Ukraine as well as technical assistance and capacity-building activities; more than US\$471 million of the committed funds were disbursed by the end of 2023.

The URTF supports the World Bank's emergency operations in Ukraine—projects that focus on the most severely affected sectors. According to the most recent assessment, which covers damages incurred over a nearly two-year period from Russia's invasion of Ukraine on February 24, 2022, to December 31, 2023, the highest estimated recovery and reconstruction needs are in housing (17 percent of the total), followed by transport (15 percent), commerce and industry (14 percent), agriculture (12 percent), energy (10 percent), social protection and livelihoods (9 percent), and explosive hazard management (7 percent).

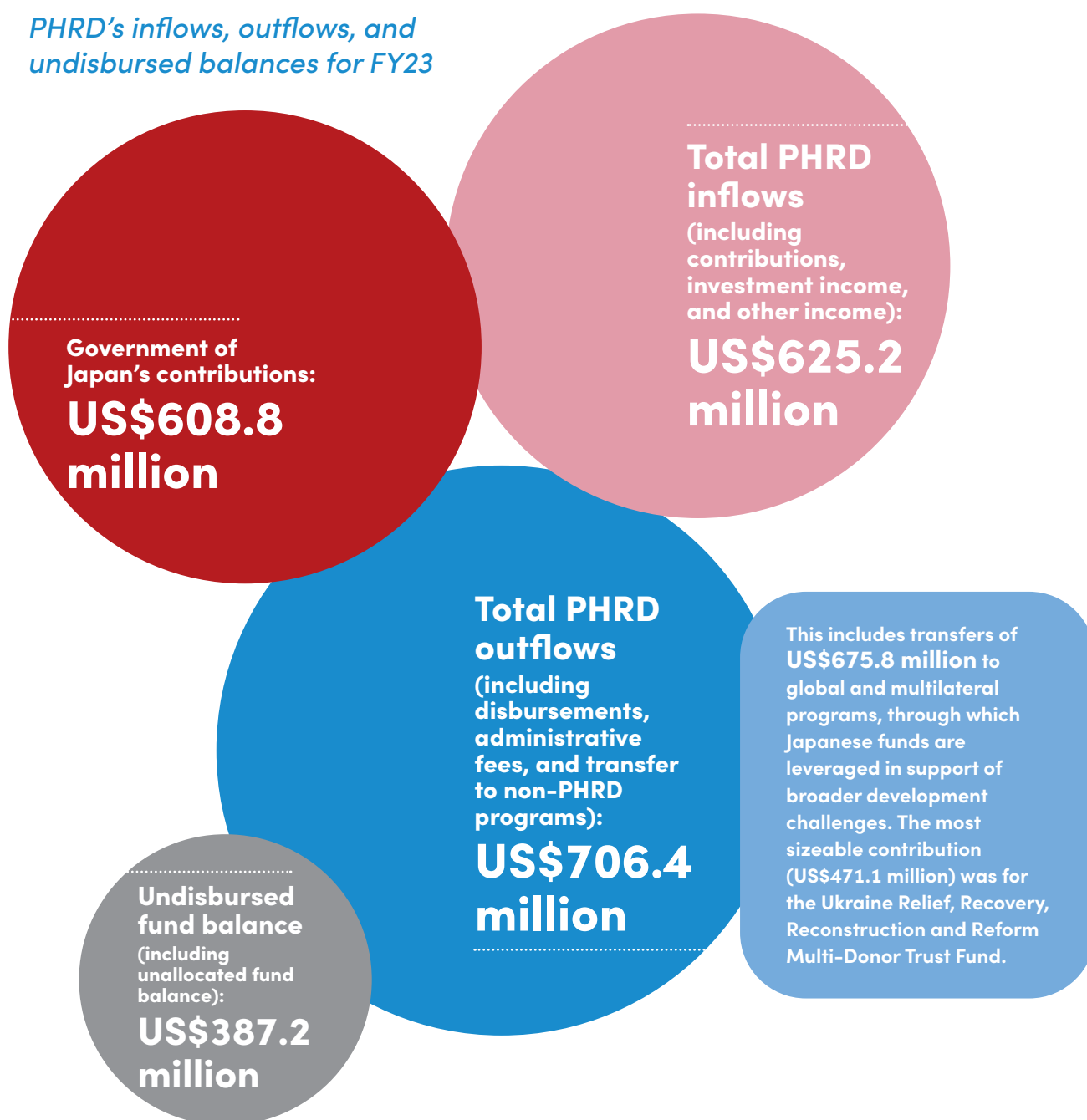
Japan contributed US\$471.1 million to the URTF through transfers from the PHRD and continues to work closely with Ukraine, the World Bank, and other partners to increase impact.



Photo by Tina Hartling / Unsplash.com

PHRD Program Contributions, Inflows, and Outflows

PHRD's inflows, outflows, and undisbursed balances for FY23



Technical Assistance Program Portfolio

In FY23, the Technical Assistance Portfolio—the PHRD's largest grant program—amounted to US\$42.4 million for seven recipient-executed grants (US\$18.8 million) and 36 World Bank-executed disbursing accounts (US\$23.6 million).

As shown in Figure E.2, nearly 40 percent of total FY23 allocations supported projects in Africa, totaling US\$16.8 million, followed by East Asia and Pacific with US\$7.3 million, or 17 percent of the total, and the Middle East and North Africa with US\$6.7 million (16 percent). This is a broadly similar regional split as in the previous fiscal

years, with a slightly higher-than-usual share of the portfolio in the Middle East and North Africa. Average disbursement in the Technical Assistance Program Portfolio amounted to 55 percent of

total allocation, with the breakdown by region shown in Table E.3. Within the technical assistance program, 13 activities—totaling US\$16.4 million—closed during FY23.

FIGURE E.2.
FY23 Active
PHRD Technical
Assistance Program
Grants by Region
(US\$)

Source: Trust Funds and Partner Relations Department (World Bank).

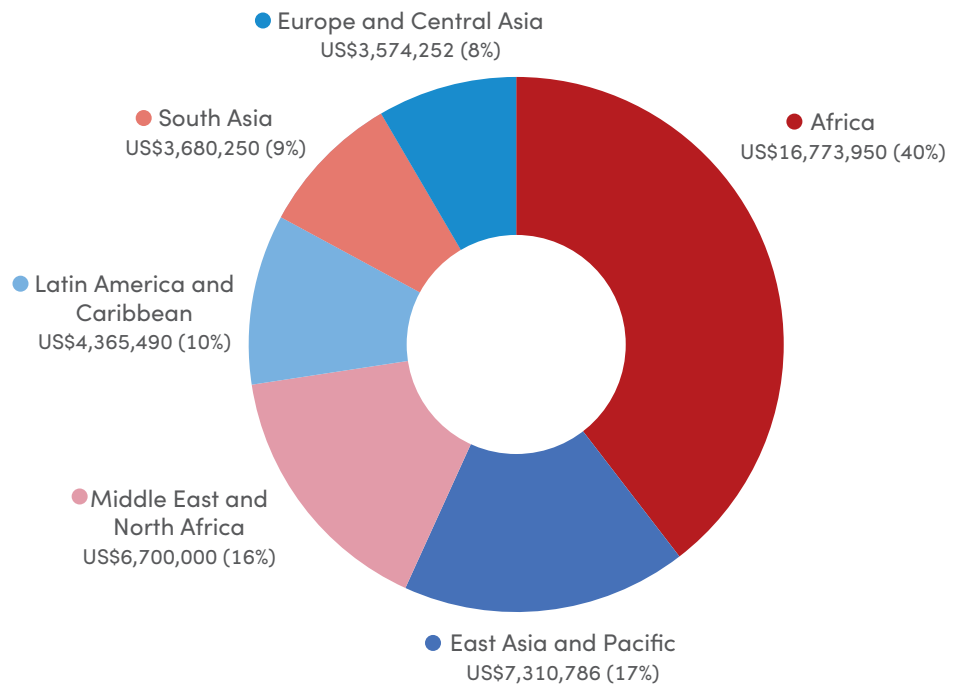


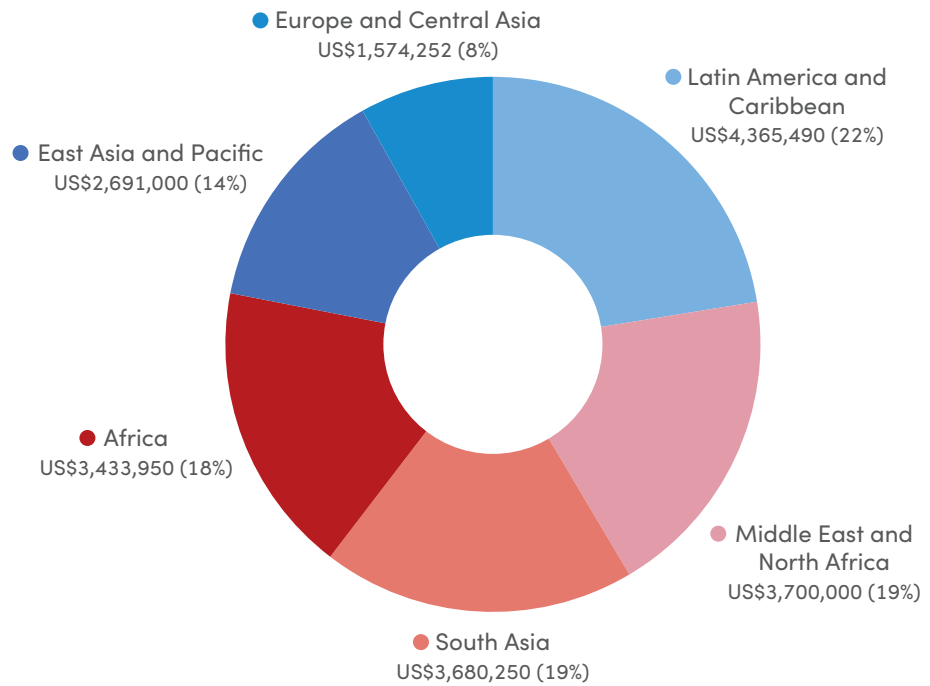
TABLE E.3.
PHRD FY23
Technical
Assistance
Program Active
Portfolio:
Total Grant
Amounts and
Disbursements
by Region

Source: Trust Funds and Partner Relations Department (World Bank).

REGION	# ACTIVE GRANTS OR ACCOUNTS	AMOUNT (US\$)	DISBURSEMENTS AS OF END FY23 (US\$)	PERCENTAGE DISBURSED AS OF END FY23
Africa	13	16,773,950	9,923,684	59%
East Asia and Pacific	6	7,310,786	2,603,706	36%
Middle East and North Africa	6	6,700,000	2,963,397	44%
Latin America and Caribbean	7	4,365,490	3,086,785	71%
South Asia	6	3,680,250	2,604,424	71%
Europe and Central Asia	5	3,574,252	2,252,463	63%
Total	43	42,404,728	23,434,458	55%

FIGURE E.3.
FY23 Active
Universal Health
Coverage Portfolio
by Region (US\$)

Source: Trust Funds and Partner Relations Department (World Bank).



Universal Health Coverage

The UHC Program portfolio in FY23 consisted of 31 World Bank-executed advisory services and analytics activities, totaling US\$19.4 million, of which nine closed during this period. As shown in Figure E.3, Latin America comprised 22 percent of total allocations, followed by the Middle East and North Africa, South Asia, and Africa, each representing approximately 19 percent of total allocations. The smallest regional allocations supported projects in East Asia and Pacific (14 percent) and in Europe and Central Asia (8 percent). This represents a noticeable shift from the regional portfolio allocation in recent years, where Africa was more prominently represented.

Africa Agriculture Productivity Enhancement Program

The FY23 Africa Agriculture Productivity Enhancement Program (TICAD V) portfolio consisted of seven grants/accounts, for a total of

US\$13.3 million. These supported five operations, mainly through cofinancing of IDA/IBRD projects:

- The Regional Great Lakes Integrated Agriculture Development Project (focused on the Democratic Republic of Congo)
- The Lesotho Smallholder Agriculture Development Project-II
- The Liberia Electricity Sector Strengthening and Access Project
- The Mali Rural Electrification Hybrid Systems Project Additional Financing
- The Enhancing Sierra Leone Energy Access Project

Performance and Results with Improved Monitoring and Evaluation

The FY23 PRIME portfolio included grants/accounts totaling US\$2 million and directed at one recipient-executed project supporting agriculture sector capacities for evidence-based policy making in Serbia.

Tax Policy Reform

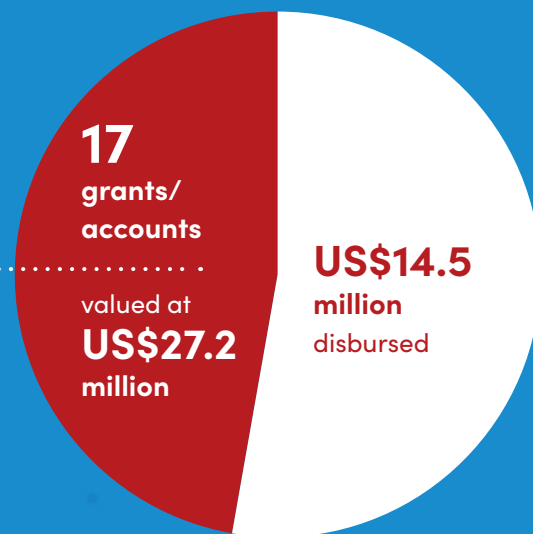
The FY23 tax policy reform portfolio included two trust fund grants/accounts totaling US\$4.6 million and directed at one recipient-executed operation supporting revenue administration reform in Viet Nam.

There were no new commitments in FY23 under the disaster risk reduction or disability reform portfolios. Under other themes, the program also funded a US\$3 million World Bank-executed analytical engagement on the security-development nexus in Iraq, which completed implementation in FY23.

Nontechnical Assistance Program Portfolio

Japan–World Bank Partnership Program

The FY23 portfolio comprised 17 grants/accounts valued at US\$27.2 million, of which US\$14.5 million or 53 percent had been disbursed as of end FY23. During this period, one grant closed with 99.9 percent of the funds disbursed.



PHRD Staff Grant Program

In FY23, the active portfolio of staff funded under the program comprised 20 assignments for a total value of US\$11.4 million. Four assignments began in FY23, and the others began in previous fiscal years. Total disbursements by the end of FY23 were US\$8 million. Ten assignments totaling US\$5 million ended during the same period. Four staff remained as employees at the World Bank after completing their assignments.



Joint Japan/World Bank Graduate Scholarship Program

The JJ/WBGSP had an active portfolio of US\$33 million in FY23 and awarded 120 scholarships in 2023, compared to 104 in 2022.





Photo by Nugroho Nurdikiawan Sunjoyo / World Bank

ACCELERATING PROGRESS VIA UNIVERSAL HEALTH COVERAGE PROGRAM



1.1 Overview

The PHRD UHC Program was created in fiscal year 2016, in the wake of the Group of Seven (G7) Ise-Shima Summit. The program was designed to contribute to the Summit's Vision for Global Health and rises to the challenge of strengthening health systems in World Bank member countries to achieve UHC and better prepare national health systems to deal with public health emergencies.

The UHC Program provides advisory services and analytics (ASA) to help low- and middle-income countries develop and implement strategies to achieve UHC as well as policy and technical assistance to promote UHC in priority countries. Through joint reviews of countries' health systems, the program promotes collaboration between a wide variety of stakeholders, including the government of Japan and development partners, on best practices and global knowledge of UHC implementation.

The PHRD supports work in the following technical areas:

- health financing
- pandemic preparedness and COVID-19 response
- human resources for health
- innovation
- harnessing the private sector

As shown in Table 1.1, in FY23, the UHC technical assistance portfolio included 31 advisory services and analytics projects covering 31 countries for a total amount of US\$19.4 million, of which US\$11.9 million (61 percent) was disbursed as of June 30, 2023. The average PHRD support to advisory services and analytics activities is roughly US\$627,000. Latin America and Caribbean comprised 22 percent of total allocations, followed by 19 percent of total allocations supporting projects in each of the Middle East and North Africa, South Asia, and Africa regions. The East Asia and Pacific region and Europe and Central Asia regions accounted for the smallest share of the portfolio, at 14 percent and 5 percent of total allocations respectively. In FY23, eight new grants became active for a total of US\$3.9 million.

TABLE 1.1.
Universal
Health
Coverage—
FY23 Active
Technical
Assistance
Program

Source: Trust Funds
and Partner Relations
Department (World Bank).

COUNTRY	ACTIVITY NAME	TRUST FUND NUMBER	CLOSING DATE	AMOUNT (US\$)
Afghanistan	Afghanistan Programmatic ASA for Universal Health Care and Pandemic Response	TF0B5722	5/30/2023	898,200
Azerbaijan	E-Health Strategy and Claims Management System Development in Azerbaijan	TF0B5438	11/30/2022	738,006
Bhutan	Bhutan Human Capital Acceleration PASA	TF0B6465	12/31/2023	380,000
Bolivia	Assessment of Epidemiological Surveillance System and Public Health Preparedness in Bolivia	TF0B5234	9/30/2022	734,400
Burundi	Strengthening Burundi's Health System through Pandemic Preparedness and Response and Innovations	TF0B5323	6/30/2023	475,000
Central African Republic	Central African Republic PASA Health Service Delivery and Financing	TF0B7679	12/31/2023	570,000
Chad	Programmatic Health ASA for Chad	TF0B6330	6/30/2023	570,000
Congo, Republic of	Health Financing Support for Universal Health Coverage in the Republic of Congo	TF0B6481	12/31/2022	427,500
Djibouti	Djibouti Health System Strengthening for Universal Health Coverage and COVID-19 Response	TF0B7810	4/24/2024	900,000
Dominican Republic	PHRD UHC Phase III—Dominican Republic Health System through Digital Data and Information Systems	TF0B9463	6/30/2024	500,000
Ecuador	Ecuador: PHRD Strengthening Universal Health Coverage and Health System Resiliency	TF0B5218	2/28/2024	505,721
Egypt, Arab Republic of	Technical Assistance for Egypt's Universal Health Insurance System	TF0B7704	5/31/2024	900,000
Eswatini	Supporting Universal Health Coverage in Eswatini: Strengthening Health Financing and Health Systems Governance	TF0B6264	12/31/2023	891,450
Haiti	ASA on Universal Health Coverage and Pandemic Preparedness in Haiti	TF0A6413	8/31/2022	1,000,000
Honduras	Honduras: Pandemic Preparedness and Response	TF0B5558	5/31/2024	347,116
India	India 21st Century Health System—Health Financing, Service Delivery, and Public Health	TF0B7689	5/31/2024	551,000

TABLE 1.1.
Universal
Health
Coverage—
FY23 Active
Technical
Assistance
Program
(continued)

Source: Trust Funds
and Partner Relations
Department (World Bank).

COUNTRY	ACTIVITY NAME	TRUST FUND NUMBER	CLOSING DATE	AMOUNT (US\$)
India	Preparing India's Public Health Surveillance System for the 21st Century—Pillar 3	TF0B9090	9/30/2024	499,000
Indonesia	Reforms to Strengthen Universal Health Coverage in Indonesia	TF0B7657	11/30/2023	675,000
Jordan	Toward Universal Health Coverage: Comprehensive Health Insurance Reform in Jordan	TF0B9715	8/31/2024	500,000
Kyrgyz Republic	Kyrgyz Republic: PHRD: Quality and Financing for Universal Health Coverage Resilience	TF0B5201	12/31/2022	386,246
Lao People's Democratic Republic	Building a Resilient Health System for Universal Health Coverage	TF0B5596	8/31/2023	556,000
Pakistan	Pakistan: Advisory on Private Health Sector Engagement Toward Achieving Universal Health Coverage	TF0B9134	1/31/2024	497,050
Panama	PHRD Strengthening Panama's Health System for the Post COVID-19 Context	TF0B5466	3/31/2024	514,400
Paraguay	PHRD Leveraging Paraguay's Support Toward Universal Health Coverage	TF0B5347	9/30/2023	763,853
Philippines	Strengthening Local Health Systems for Universal Health Coverage	TF0B6473	3/29/2024	1,000,000
South Sudan	Actionable Strategies to Improve Human Resource for Health to Achieve Universal Health Coverage and Address COVID-19 Pandemic Quality Gaps in South Sudan	TF0C0878	6/28/2024	500,000
Sri Lanka	Sri Lanka Pandemic Preparedness Advisory Services and Analytics Assessment	TF0B5492	3/31/2023	855,000
Timor-Leste	Timor Leste—Health System Strengthening in a Post-COVID-19 World	TF0C0879	2/28/2025	460,000
Tunisia	PHRD-UHC: Health Financing and Service Delivery Strengthening for Universal Health Coverage in Tunisia	TF0B9928	11/30/2024	500,000
Uzbekistan	Uzbekistan: Toward Universal Health Coverage in Uzbekistan	TF0C1377	6/30/2025	450,000
Yemen, Republic of	Health System Performance Assessment in Yemen	TF0B6329	3/31/2024	900,000

Note: ASA=Advisory services and analytics; PASA=Programmatic advisory services and analytics.

1.2 Results

Key results from activities that closed in FY23 are discussed in the following sections.

Afghanistan Health Programmatic ASA for Universal Health Care and Pandemic Response

AFGHANISTAN, 2021–2023

AMOUNT: US\$898,200

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREA: Health financing

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The objective of the activity was to improve health system capacity of service delivery across Afghanistan in view of achieving UHC and national health security. The project identified and provided recommendations to address inefficiencies and inequalities in financing the delivery of health services, assessed and evaluated the performance of critical components of the health system with a specific focus on performance management and human resource development, analyzed systems for pandemic preparedness and recovery, and presented innovations for adolescent and population health.

Key results:

- Subnational resource mapping exercise, whose results were incorporated into the

preparation of the new Afghanistan Health Emergency Response Project and shared with all partners and used to align future donor funds, especially with respect to technical assistance.

- Collaborative effort to develop, strengthen, and simplify the performance management framework for the Afghanistan Health Emergency Response Project. The project also created tools to improve the quality of care, along with an information technology solution and incentives to encourage their use. The project reviewed performance data, analyzed where services perform poorly and why, and recommended timely corrective actions.
- Rapid Health Quality Assessment survey to understand the impact on service delivery of changes in the government, limitations on women’s movement in Afghanistan, and changes in the governance structure of how funds are channeled in the health sector.
- Assessment of procurement options for quality drugs for health facilities in Afghanistan in the context of pandemic preparedness.
- Analysis of family planning, which will inform the design of the Afghanistan Health Emergency Response Project.
- Development of the Health Sector Transition Strategy that prioritizes immediate and medium-term activities for the donors supporting the health sector in Afghanistan.

E-Health Strategy and Claims Management System Development in Azerbaijan

AZERBAIJAN, 2020–2022

AMOUNT: US\$738,006

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREAS: Health financing | Innovation

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The objective of the activity was to provide policy options and recommendations to the government of Azerbaijan for improving the efficiency of the health care system and reducing the cost of running a mandatory insurance system. Activities under this grant included supporting the development of the country's health care data management policy and proposing implementation options.

Key results:

- Analysis of the existing digital data exchange of the health information system, highlighting the main issues and recommendations for a well-functioning integrated system. The analysis was presented to the government and other stakeholders involved in health care digitalization.
- Assessment of the current rules and regulations related to the eHealth system and digital health data exchange and policy options and recommendations on legislative changes to make the nationwide health information system functional and

effective in sharing patient information with health care providers.

- Mapping and assessment of the current provider payment methods used in Azerbaijan's health care system, along with preliminary recommendations for improving these payment methods.
- Support for ongoing reforms toward UHC and purchasing.
- Assessment of the claims management system of the State Agency for Mandatory Health Insurance in Azerbaijan and recommendations for developing financial and clinical health information systems with the potential to improve claims management systems in the country.

Assessment of Epidemiological Surveillance System and Public Health Preparedness in Bolivia

BOLIVIA, 2020–2022

AMOUNT: US\$734,400

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREA: Pandemic preparedness and COVID-19 response

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The goal of the activity was to conduct a health study to inform the government on the needs and options to strengthen Bolivia's epidemiological surveillance systems and public health emergency preparedness. As a result of the study, the government had all the necessary elements to update and implement new regulations,

instruments, and investments to better prevent, detect, and control outbreaks and potential epidemics.

Key results:

- Diagnosis of the Epidemiological Surveillance and Public Health Response System. The team produced comprehensive reports on existing regulations, guidelines, and tools to implement public health surveillance and disease surveillance systems. The findings and suggestions of this analytical work are used to update the national guidelines for notifiable diseases and sentinel sites as well as the guidelines for rapid response teams and outbreak control activities.
- Knowledge sharing through one national and four regional workshops involving stakeholders from the Ministry of Health and government departmental and local levels.

Strengthening Burundi's Health System through Pandemic Preparedness and Response and Innovations

BURUNDI, 2020–2023

AMOUNT: US\$475,000

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREAS: Pandemic preparedness and COVID-19 response | Innovation

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The technical assistance activity aimed to strengthen the resilience of Burundi's health

system and bolster its ability to respond to disease outbreaks, global pandemics, and other health challenges. Working alongside the government of Burundi, it helped identify innovations to overcome existing challenges in achieving UHC for all Burundians.

Key results:

- Analysis of the country's institutional and organizational structure and recommendations for improvements to prepare effectively for epidemics and pandemics.
- Analysis of the current use of digital technologies for health and recommendations on introducing information and communication technologies innovations in Burundi's health system.

Programmatic Health ASA for Chad

CHAD, 2021–2024

AMOUNT: US\$570,000

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREA: Financing for health | Innovation

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: The trust fund disbursing account closed in FY23 (June 30, 2023), but the project is still active until September 2024 and financed by the World Bank.

The goal of the activity is to generate evidence on bottlenecks and gaps, build the government's capacity to design and implement health system reforms, and develop policies to improve the

performance of the health sector in Chad. Targeted government policies in the health sector include the National Health Financing Strategy and the Health Sector Plan.

Key results achieved as of the end FY23:

- Assessment report of innovative mechanisms to transport essential medicines and supplies. This assessment provides options for innovative mechanisms to transport necessary essential medicines and supplies to deprived areas and identifies challenges and investment requirements.
- Production of *Building Blocks to Health System Reforms: A Review of Health Policies, a Spatial Analysis of Health Service Delivery and an Assessment of Demand Side Barriers to Health Service Delivery*—an analytical report on demand-side factors including the drivers of maternal and child health mortality in Chad.
- Assessment report of public finance management systems aimed at advising on reforms to support the government's efforts to explore alternative financing arrangements and bring funding closer to frontline health facilities.
- Development of OPTIMA Nutrition, a tool that produces detailed assessments to help governments prioritize investments to improve nutrition outcomes. The model includes a geospatial component that can guide the allocation of resources between programs and regions to better prevent stunting, wasting, and anemia.

Health Financing Support for Universal Health Coverage in the Republic of Congo

REPUBLIC OF CONGO, 2021–2023

AMOUNT: US\$427,500

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREAS: Health financing | Human resources for health

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The objective of the activity was to inform government policy on health financing reforms and health insurance options in support of UHC so that there are adequate national resources for the provision of health services and financial protection, including through health insurance.

Key results:

- Building on accompanying analyses such as the Public Expenditure Review, Public Financial Management Review, and the in-depth Health Financing Situational Analysis (diagnostic), the project contributed to the health financing strategy.
- Development of the Actuarial Study and Options for the National Health Insurance Scheme, which provided suggestions and recommendations on the cost containment policy, concomitant measures, safeguard policies, and institutional arrangements, to help the government develop financially balanced options for the national health insurance scheme.
- Development of a note on budget execution rate in the health sector. The note also highlighted major challenges and

suggested key policy recommendations to enhance budget execution rates in the health sector.

- Preparation of the public expenditure review of the health sector, outlining the efficiency, efficacy, and equity of health expenditures.
- Production of the *Health Financing Options Paper*. It presented multiple scenarios and strategic options to be considered by the government in terms of potential for resource mobilization and increasing fiscal space for health, options for pooling of resources and risk sharing, improved budget execution, and efficiency in allocation of resources and purchase of health services.
- Development of two policy notes on health financing policy. *Fiscal Space* and *Short-Term Financing Options for the Health Sector* provides an analysis on resource mobilization mechanisms and identifies options to promote sustainable financing in the health sector. *Public Financial Management (PFM) in the Health Sector* describes the problem revolving around poor public financial management in the health sector and discusses different challenges such as the poor predictability of funding and how it affects the quality of health services delivery.
- Publication of a technical guidance note on the status and challenges of human resources for health to facilitate policy dialogue with the government and make policy recommendations to enhance human resources management in the health sector.

Universal Health Coverage and Pandemic Preparedness in Haiti

HAITI, 2019–2023

AMOUNT: US\$1 million

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREA: Financing for health | Pandemic preparedness and COVID-19 response

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The activity's objective was to inform government of Haiti's policies and plans related to achieving UHC and strengthening preparedness capacity and national coordination for pandemic risk reduction.

Key results:

- Analysis of a wide range of dimensions related to UHC and pandemic preparedness, such as performance of health facilities, access to maternal health care, resource mapping, preparedness activity mapping, community health workers' placement, community health plans, and resource mobilization options for pandemic response. The options and recommendations contained in these reports helped inform government policy.
- The report, *Enhancing Service Delivery for UHC*, which contains findings and lessons learned on UHC achievement and pandemic preparedness in Haiti was completed.

Kyrgyz Republic: PHRD: Quality and Financing for Universal Health Coverage Resilience

KYRGYZ REPUBLIC, 2021–2023

AMOUNT: US\$386,246

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREA: Financing for health | Human resources for health

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The objective of the activity was to support government efforts in improving the quality and efficient financing of a UHC package, provide options and recommendations to improve the strategic purchasing function for the Mandatory Health Insurance Fund, and support policies to enhance the quality for primary and hospital care against the backdrop of the COVID-19 pandemic.

Key results:

- Development and testing of the implementation of clinical practice vignettes among health practitioners. To help with the adoption of the vignettes, the government integrated the clinical practice vignettes into its health worker training system.
- Comprehensive set of analytical work, best practices, options, and recommendations, including improving the data on the quality of care, implementing a learning management system, and reforming the strategic purchasing of care. The studies resulted in concrete policy changes, such as the

revision of state health care benefits, the introduction of a revised primary health care classification system, the revision of the additional and preferential drugs packages, and the modification of the price regulation model to include a wider range of medicines.

- Identification of issues beyond the original scope of the work, such as the need to revise the Law on Circulation of Medicines.

Sri Lanka Pandemic Preparedness Assessment Advisory Services and Analytics

SRI LANKA, 2020–2023

AMOUNT: US\$855,000

TYPE OF SUPPORT: Advisory services and analytics

TECHNICAL AREA: Financing for health | Pandemic preparedness and COVID-19 response

GLOBAL PRACTICE AREA: Health, Nutrition, and Population

STATUS: Closed

The activity aimed to inform the government of Sri Lanka on options to create a fiscal space within the existing resource envelope for investments in pandemic preparedness and routine health care delivery for a rapidly aging population.

Key results:

- Investigation of the indirect impact of the COVID-19 pandemic on routine health care delivery, including disruption of supply chains, shifting of health workforce due to lockdowns, and patients' fear of infection, as they relate to the delivery of health services.

- Sharing of the findings and recommendations from a comprehensive assessment of COVID-19 preparedness and response capacity in Sri Lanka with key health policy makers and national steering committees. This work had a positive impact on the Ministry of Health's efforts to better prepare health facilities for future pandemics, build the national capacity for managing health emergencies, and build networks for improving the quality and efficiency of laboratory facilities.
- Analysis for the Ministry of Health of potential areas for efficiency gains in the health system and routine service delivery.
- Organization of learning and knowledge exchange meetings, webinars, and events. Ministry of Health officials were invited to participate in a knowledge exchange visit to Japan to learn how Sri Lanka can reorganize the health system efficiently to cater to the growing demand of elderly care with limited resources.

TICAD V— AGRICULTURE AND RURAL ACCESS TO ENERGY SUPPLY PROGRAM



2.1 Overview

Food and nutrition security are at the core of TICAD V. In Sub-Saharan Africa, 58 percent of the population lives in rural areas, and the vast majority rely on agriculture for their livelihoods. Agriculture employs 52 percent of all Sub-Saharan Africans; combined with forestry and fisheries, the sector contributes 17.3 percent of the region's gross domestic product. TICAD V also focused on access to reliable sources of energy in rural communities. Only an average of 51 percent of people (most of whom live in urban centers) in the region have access to electricity.

Through gender-sensitive interventions, TICAD V recognizes the key role of women in securing food and nutrition for all, as well as their unique vulnerability when disaster strikes. They are also the most likely to benefit from the introduction of clean, reliable energy sources for cooking, power, and light in the household.

The TICAD V program's objectives are to:

- Build the institutional capacity and knowledge base of small and marginal

farmers in Africa to reduce vulnerability, deliver services, and improve household food production and consumption.

- Increase the delivery of modern energy services in rural communities of fragile and conflict states in Africa.

Within this framework, the activities support investments in nutrition-sensitive agriculture and rural energy.

In FY23, the TICAD V portfolio included seven grants/accounts to support five projects, for a total of US\$13.3 million. The five projects, listed in Table 2.1, mostly support World Bank investment operations through cofinancing for IDA/IBRD funding. They include one regional project—the Regional Great Lakes Integrated Agriculture Development Project in the Democratic Republic of Congo—and four national projects: The Lesotho Smallholder Agriculture Development Project-II, the Liberia Electricity Sector Strengthening and Access Project, the Mali Rural Electrification Hybrid Systems Project Additional Financing, and the Enhancing Sierra Leone Energy Access Project.

TABLE 2.1
TICAD V—
FY23 Active
Technical
Assistance
Program

Source: Trust Funds
and Partner Relations
Department (World Bank).

COUNTRY	ACTIVITY NAME	TRUST FUND NUMBER(S)	AMOUNT (US\$)	PERCENTAGE DISBURSED AS OF END FY23	ACTIVITY STATUS AS OF END FY23*
Democratic Republic of Congo	PHRD TICAD V—AFCC2/RI-Regional Great Lakes Integrated Agriculture Development Project	TF0A3316	2,700,000	23%	Active
Lesotho	Lesotho Smallholder Agriculture Development Project-II	TF0B0290	2,000,000	91%	Active
Liberia	Liberia Electricity Sector Strengthening and Access Project	TF0B5259 TF0B5412	2,970,000	15%	Active
Mali	Mali Rural Electrification Hybrid Systems Project	TF0B0437	2,700,000	99%	Closed Sept 2022
Sierra Leone	Enhancing Sierra Leone Energy Access Project	TF0B4793 TF0B4858	2,970,000	80%	Active

*Where trust fund grants/accounts support only part of a larger operation financed through other sources, the trust fund grant/account may be closed while the associated operation is still active.

2.2 Results

Key results from activities that had been nearly or fully disbursed at the end of FY23 are outlined below.

Mali Rural Electrification Hybrid System Project

MALI, 2013–2022

PHRD COFINANCING: US\$2.7 million

TICAD V PRIORITY AREA: Access to energy

The objective of the project was to expand access to modern energy services in rural areas and to increase renewable energy generation. A PHRD grant of US\$2.7 million helped extend project activities to people who would otherwise not have been reached by mini-grids because distribution line extensions were not economically viable or envisaged. The grant-funded activities comprised the installation of solar home systems in households not living within the vicinity of a mini-grid, the deployment of solar lanterns, and the delivery of communication and awareness raising campaigns in targeted areas. The project closed during FY23. It had disbursed 99 percent of the grant funds at the end of the reporting period.

Key results:

- To reduce energy consumption and promote efficiency, World Bank (IDA) financing supported the distribution 94,876 LED and compact fluorescent light bulbs, installed 98,853 solar lanterns, of which more than 11,000 went to schools and socio-community infrastructures in nonelectrified rural areas, and distributed 50 energy-efficient equipment for social infrastructure.

- To provide more people with modern energy services, the project connected households to mini networks, providing 632,147 people with electricity. It installed 41 mini-grid systems and 8,554 solar home systems, created 9,272 additional connections to mini-grids, and built 227 kilometers of distribution lines. New solar panels installed by the project now generate 7,215 megawatts per hour of renewable energy. The PHRD grant was instrumental in ensuring the scale-up of these activities.

Enhancing Sierra Leone Energy Access Project

SIERRA LEONE, 2021–2025

PHRD COFINANCING: US\$2.97 million

TICAD V PRIORITY AREA: Access to energy

The objective of the project is to increase electricity access and improve the operational performance of Sierra Leone's Electricity Distribution and Supply Authority. The PHRD grant was used to connect health facilities and schools to the grid.

Key results:

- World Bank (IDA) financing supported the development of a feasibility study to extend the grid to nonelectrified towns and communities as well as the selection of sites for the installation of photovoltaic mini-grids with battery storage capacity, which had yet to be finalized. The implementation of contracts for the installation of meters and the distribution network package were well underway at the end of June 2023.

- PHRD financing supported the selection of sites for stand-alone solar systems that will provide electricity to 200 health facilities and 500 schools. The sites have been agreed to by the Ministry of Energy and Ministries of Health and Education.

Lesotho Smallholder Agriculture Development Project-II

LESOTHO, 2019–2026

PHRD COFINANCING: US\$2 million

TICAD V PRIORITY AREA: Agricultural development

The objective of the project is to support increased adoption of climate-smart agricultural technologies in Lesotho's agriculture, enhanced commercialization, and improved dietary diversity among smallholder farmers in Lesotho. In this context, the PHRD grant helped promote the uptake of high-nutritious products through increased dietary awareness.

PHRD financing supported training and awareness-raising activities that resulted in better nutrition in farmers' household.

Key results:

- Of the total 207,858 people reached through the project, nearly 45,000 farmers

adopted climate-smart agriculture technologies, of which 52.5 percent were women, through participation in training on improved agricultural practices and by receiving advisory services.

- Training of trainers on priority climate-smart agriculture technologies is ready to be rolled-out: 57 farmer field schools and 8,711 lead farmers were recruited for capacity building and advisory services.
- Training on nutrition and dietary diversity reached 88.4 percent of the project's participants.

World Bank (IDA) financing supported service and market-related activities that helped farmers secure access to markets and earn higher income from their business.

Key results:

- The project helped set up four community-based water groups to manage water distribution for irrigation and distributed 23,716 livelihood packages to vulnerable farmers to increase production of beans, maize, peas, and potatoes.
- Furthermore, the project created 280 jobs and helped 1,069 producers enter into contracts or agreements with public or private entities to sell their products.

PERFORMANCE AND RESULTS WITH IMPROVED MONITORING AND EVALUATION



3.1 Overview

The PRIME program aims to ensure availability of timely quality data on key indicators to inform policy actions, evidence-based decision-making at the national and local levels, and monitoring the progress of the targeted sector programs and projects. This objective is achieved through providing customized support to ministries of agriculture, health, and urban development together with relevant ministries and/or municipal agencies to enhance their monitoring and evaluation systems and capacity (while strengthening their ownership).

In FY23, two trust fund grants/accounts remained under the PRIME program portfolio totaling US\$2 million. These supported one recipient-executed project in Serbia. This project is expected to close in June 2024, but only 48 percent were disbursed at the end of FY23.

3.2 Results

Results of the project active in FY23 under the PRIME program are summarized below.

Strengthening Agriculture Sector Capacities for Evidence-Based Policy Making

REPUBLIC OF SERBIA, 2019–2024

AMOUNT: US\$1.8 million

WORLD BANK-EXECUTED IMPLEMENTATION SUPPORT: US\$200,000

GLOBAL PRACTICE AREA: Agriculture and Food

The objective of the project is to strengthen the monitoring and evaluation capacity and systems of the Ministry of Agriculture, Forestry, and Water Management and its decentralized services for evidence-based strategic planning in agriculture and rural development.

Key results:

- Institutional gap analysis and review of monitoring and evaluation systems within the Ministry of Agriculture, Forestry, and Water Management.
- Evidence-based policy making related to the European Union Common Agricultural Policy Performance Monitoring and

Evaluation Framework and preliminary analysis of the existing agriculture sector performance indicators.

- Institutional and socio-economic analysis of the current pension system for farmers and assessment of potential options for its reform.
- Ex-ante evaluation of the European Union Instrument for Pre-accession Assistance for Rural Development III.

- Preparation of a competency framework and training needs assessment.
- Design of a capacity building program for agriculture and rural development monitoring and evaluation.
- To make up for delays experienced during implementation, the project received an extension of 18 months to complete remaining activities.

PHRD NONTECHNICAL ASSISTANCE PROGRAMS



The PHRD nontechnical assistance programs help build the capacity of development professionals and strengthen partnerships between Japan and global and multilateral initiatives. Partnering with the World Bank, the government of Japan funds innovative programs to enhance the expertise and skills of developing countries' aspiring practitioners and leaders and contribute to policy reform for economic growth and social development. These partnership programs are as follows:

- The **Japan–World Bank Partnership Program** focuses on the dissemination of findings of grant-financed analytical studies, seminars, and conferences on emerging development challenges and likely solutions.
- The **PHRD Staff Grant Program** aims at institutional learning by placing Japanese nationals in the World Bank to learn about the operational processes and advisory services and contribute to the institution's analytical work.
- The **JJ/WBGSP** enables scholars to receive specialized training in key areas of development, such as economic policy management and infrastructure management.

4.1 Japan–World Bank Partnership Program

This Japan–World Bank Partnership Program supports the joint efforts of the World Bank and Japanese institutions to improve health systems and achieve UHC, reward innovative and groundbreaking research, and share Japan's experience in building human capital in science, technology, and innovation. In FY23, the partnership program supported four flagship engagements:

1. Under the **World Bank–Japan Joint UHC Initiative**, activities contribute to monitoring the progress toward UHC, highlighting breakthrough innovations, supporting learning and knowledge exchange, creating momentum for reforms, and building the capacity of health care stakeholders in Africa and globally. The global UHC engagement workstream complements UHC activities under the PHRD technical assistance window that provides analytical work to inform policy reforms and innovations toward achievement of UHC. The program also supports outreach activities in Japan and across the globe.

2. The **Global Development Awards and Medals Competition**, which are launched on an annual cycle, rewards groundbreaking economics and social science researchers and funds innovative social development projects benefiting marginalized groups in developing countries.
3. **Leveraging Japanese Knowledge and Experience for Capacity Building in Human Capital and Science, Technology, and Innovation** produces analytics on identifying opportunities in science, technology, and innovation to achieve the sustainable development goals. These studies are made available to developing countries so that they can adopt and benefit from these opportunities.
4. The **World Bank–Japan Partnership and Outreach Program (Phase III)** contributes to increasing awareness in Japan and beyond of the World Bank’s operations and other development issues.

The FY23 portfolio comprised of 17 disbursing accounts valued at US\$27.2 million, of which US\$14.5 million, or 53 percent, had been disbursed at the end of FY23. The activities for Leveraging Japanese Knowledge and Experience for Capacity Building in Human Capital and Science, Technology, and Innovation closed with 99.9 percent of the funds disbursed.

Another feature of the program is standalone grants for global analytics on priority topics. However, in FY23, there were no active projects under this window.

All activities under the partnership program were World Bank–executed analytics except for the Global Development Awards.

4.1.1 World Bank–Japan Joint UHC Initiative

In FY23, the program was instrumental in keeping the global momentum toward achieving UHC.

It continued to engage in the Joint Learning Network for UHC, global and regional UHC flagship courses, UHC high-level policy meetings, and forums for UHC monitoring and learning. A new activity added during the reporting period consisted of providing inputs to the G7 Health Task Force and co-organizing side events. Overall, the program is mostly on track to completing its activities by its planned closure in July 2024.

Key results:

- **G7 Support**

In FY23, the team provided evidence-based inputs to the G7 Health Task Force on health systems resilience, including on the Global Monitoring Report 2023, health financing, aging and long-term care, climate and health, and other priority areas. In May 2023, the team co-organized



the high-level public symposium alongside the G7 Health Ministers Meeting with the World Bank's Tokyo office and Nagasaki University. The event was the World Bank's first event cosponsored both by the Ministry of Finance and the Ministry of Health, Labour and Welfare. As a result of the team's engagement, the G7 Health Ministers Meeting Communique and the UHC Action Plan reflected the World Bank's inputs, especially on climate-health impacts, and recognized the World Bank as a core partner in the implementation of the UHC Action Plan.

- **Critical Analytical Underpinnings for Priority Policy Work**

Two analytical reports were published during FY23, covering public financing for health in times of COVID-19 in Asia-Pacific and why addressing inequality is central to pandemic preparedness. The team conducted training on UHC measurement and health financing implications on the sidelines of the May 2023 G7 meeting.

- **Ageing and Long-Term Care Case Studies**

Silver Opportunity: Building Integrated Services for Older Adults Around Primary Health Care was published in March 2023 in collaboration with the Japan International Cooperation Agency (JICA). This book was launched in Tokyo in February 2023, and the findings of this report, including Japan's case study on AgeTech, were shared with practitioners in the flagship course in Nagasaki. The team also prepared case studies on countries including Bangladesh, Colombia, Mongolia, and the United Arab Emirates, an African regional study, and a European countries comparative study. Finally, it presented the financing, innovation,

regulation, and evaluation framework and AgeTech at the Digital Health Summit hosted by Columbia University in June 2023.

- **Joint Learning Network for UHC**

With a total membership of 37 countries, the Joint Learning Network (JLN) continued to share knowledge, virtually and in person, and develop training and tools on domestic resource mobilization and efficiency. A new knowledge product on the revision of health benefit packages has raised considerable interest from countries for deeper learning, adaptation, and implementation. The JLN developed its new strategy for phase III and launched new thematic areas, including reimagining primary health care, health emergency preparedness, digital health, and climate smart health systems.

- **Global and Regional UHC Flagship Courses**

The flagship course team codeveloped training materials on health systems resilience, ageing and long-term care, and the climate-health nexus. Jointly with Nagasaki University the team also co-organized a flagship course on the sidelines of the G7 Health Ministers Meeting in Tokyo in May 2023 to share Japan's experience in sustainable health financing, climate disaster resilience, and ageing.

- **Strengthening the Immediate Response to COVID-19 and Pandemic Preparedness**

Following the January 2022 completion of the report, *Change Cannot Wait: Building Resilient Health Systems*, which analyzes best practices and interventions that strengthen health systems, the World Bank team in FY23 conducted training and knowledge events and provided in-country technical assistance to several JLN member countries.

- **UHC Financing**

The team continued to develop the series *From Double Shock to Double Recovery*, which analyzes the most recent trends and outlooks on government health spending in a time of successive global shocks. The first comprehensive analysis of government health spending trends in developing countries during the past three years of successive economic shocks (2019–2022) came out in June 2023. The report highlights that the priority of health in government spending fell back to near pre-COVID (2019) levels in 2022.

4.1.2 Global Development Awards and Medals Competition Program

The PHRD's Global Development Awards and Medals Competition Program is a global, annual competition rewarding groundbreaking and innovative research on development. The program was launched in 2001 and is implemented by the GDN—a public international organization that supports high-quality, policy-oriented, social science research in developing and transition countries.

The Global Development Awards and Medals Competition Program supports the research capacity development of economics and social science researchers and provides funds for innovative social development projects benefiting marginalized groups in developing countries. The prestigious competition serves as a launching pad for innovative ideas and interventions to be replicated by development partners, including the World Bank. The competition has also positioned Japan as a leader in promoting research and innovation in development in the academic community on low- and middle-income countries.

The Global Development Awards and Medals Competition Program consists of three types of awards:

1. **Most Innovative Development Project**
Most Innovative Development Project (MIDP) awards provide grants to nongovernmental and civil society organizations in low- and middle-income countries for projects that demonstrate high potential for positive impact on improving the lives of poor people in developing economies. The projects are selected based on the degree of innovation, social impact, and potential for broader application. The awards consist of two grants of US\$20,000 each for two first prize winners and one grant of US\$5,000 for one second prize winner, for a total amount of US\$45,000.

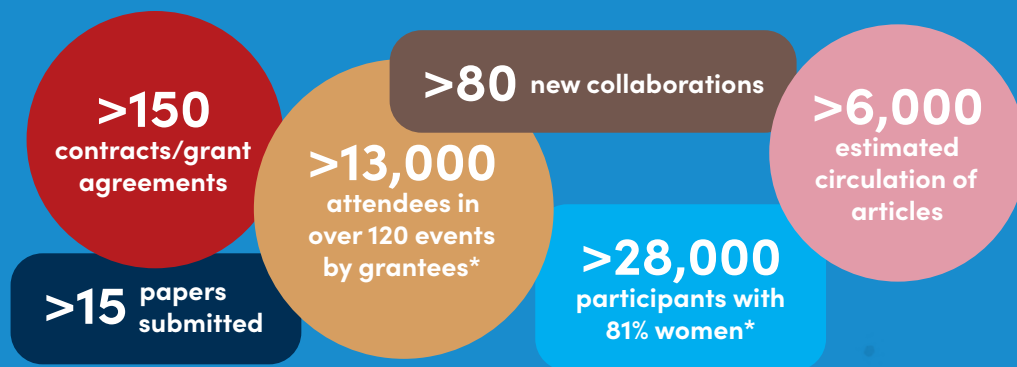
First prize winners can also apply for the JSDF Award, a grant of up to US\$200,000 financed by PHRD to implement applied-research projects similar to those funded by the Japan Social Development Fund (JSDF).

2. **Outstanding Research on Development**
The Outstanding Research on Development (ORD) Awards is a competitive research grant program that identifies and funds outstanding research proposals that have a high potential for excellence and clear policy implications for addressing development issues in low- and middle-income countries. In addition to international recognition and visibility, the grants allow researchers to expand their knowledge, strengthen their professional networks, and provide more exposure to globally relevant research topics. Award winners are also often able to access more funds for further research. The awards consist of one grant of US\$30,000 for the first prize winners, one grant of

Implementation Status of Global Development Awards 2019–2021

Implementation of the MIDP and ORD projects awarded in FY21–FY22 continued in FY23. Ten out of 18 projects had been completed as of end FY23, seven were nearly completed, and one was dropped during FY22.

Results achieved since the 2019 edition:



*Note that the values above do not consider the JSDF projects which started their implementation, and not all other awards have concluded.
Source: Global Development Network, 2024.

More specifically, highlights from projects that completed their work during FY23 include:

- Second prize winner of the 2021 MIDP-1, United Way Mumbai, trained 38 health care staff at the Deonar Maternity Hospital on infection prevention and control and created the Hospital Infection Control Committee to maintain cleaning and safety standards at the facility. The hospital serves low-income mothers and children. United Way Mumbai's intervention had a direct impact on 3,710 patients.
- First prize winner of the 2021 MIDP-2, International Aid Services Kenya, conducted training and raising awareness on water harvesting to 70 farmers who live in the semi-arid region of Tharaka Nithi County in Kenya. The farmers had been struggling with water stress and had not been able to sustain crops and fodder for their livestock during the dry seasons. Through the project, they put up structures that can retain rainwater for use during the dry season to sustain crops and fodder.
- Second prize winner of the 2020 ORD, University of Peradeniya, Sri Lanka, published and disseminated its research findings in the report, *Balancing a Triple Threat: Divers' Health, Collapse of Fishery and the Vulnerability of Livelihoods in the Artisanal Sea Cucumber Fishery in Sri Lanka*.
- Second prize winner of the 2019 ORD, Indian Institute of Management, completed its study of the effective use of social media to produce, disseminate, and enhance uptake of development research.

Tackling Water Issues in Tanzania through University–Industry Partnerships

Nestled in the heart of Arusha City, Tanzania, the Nelson Mandela African Institution of Science and Technology (NM-AIST) is working tirelessly to improve water and sanitation issues in rural areas. One of the key challenges faced by rural Tanzania is the lack of access to clean drinking water. To address this problem, the Water Infrastructure and Sustainable Energy Futures (WISE-Futures) African Center of NM-AIST partnered with Nikken Co. Ltd, a Japanese manufacturing company, to explore clean water solutions.

The collaboration is part of a university–industry partnership program initiated by the World Bank and Kopernik. The program establishes partnerships between African universities and Japanese companies to facilitate innovation and commercialization of research. By leveraging their collective resources, both NM-AIST and Nikken Co. Ltd work toward increasing the capacity of Tanzania and other African nations to solve pressing problems related to water, sanitation, and energy.

NM-AIST and Nikken Co. Ltd are exploring clean water solutions using CLINCA 205, a water-disinfecting catalyst developed by Nikken. The water quality tests conducted to date have all shown positive results, decreasing the bacteria colony count from 24 to 0 in just six hours. These data provide solid evidence for NM-AIST and Nikken Co. Ltd as they pitch to potential business partners.

Creating partnerships between universities and industry is an important means toward solving pressing development issues faced by society, as they bring together academic knowledge and the resources of the private sector to develop innovative solutions that can be commercialized.

The benefits to NM-AIST include the opportunity for students to participate in collaborative partnerships with companies and their technology. “Our master’s students will take part in the study to improve the technology,” says Dr. Jande, Deputy Center Leader of WISE-Futures.

“It is a great opportunity to work with NM-AIST, as they not only have the capacity to improve the technology, but also have a great connection with government authorities, market actors, and other stakeholders that could be highly beneficial to expand the use of technology to solve the challenge of limited access to clean water,” says Mr. Kitamura, president of Nikken Co. Ltd.

By leveraging their respective resources and expertise, NM-AIST and Nikken Co. Ltd could make a significant impact on water safety in Tanzania and beyond.

US\$10,000 for the second prize winner, and one grant of US\$5,000 for the third prize winner, for a total amount of US\$45,000.

3. **Japan Social Development Fund Award**

The JSDF Award supports community-driven development and poverty reduction programs that aim to boost productivity, increase access to social and community services and infrastructure, and improve the living conditions of poor and vulnerable groups in developing countries. The JSDF call is open to first prize winners of the MIDP category and serves to pilot socially innovative development projects with a high potential for development impact and replicability. The maximum grant amount is US\$200,000.

4.1.3 Capacity Building in Human Capital and Science, Technology, and Innovation

Knowledge in science, technology, and innovation are at the core of Japan's growth and development. The country is also an advocate for policies and investments to build human-centered societies that balance economic development with human well-being by leveraging disruptive innovation such as artificial intelligence and building the skills required for these new technologies. Launched in 2019, Leveraging Japanese Knowledge and Experience for Capacity Building in Human Capital and Science, Technology, and Innovation was designed to support Japan's vision through a knowledge base and hands-on support; share Japan's experience in human capital development and science, technology, and innovation; inform policy makers; and improve the capacity of research and innovation in higher education institutions in Sub-Saharan Africa. At project completion in June 2023, achievements included the conception and

roll-out of a global education policy dashboard in 14 countries, the signatures of 10 memoranda of understanding for partnerships between African universities and Japanese universities and industries, three pilot university-industry partnership projects, and the organization of four events to share Japanese knowledge on science, technology, innovation, and advanced digital skills with African universities and African governments.

4.1.4 World Bank-Japan Partnership and Outreach Program (Phase III)

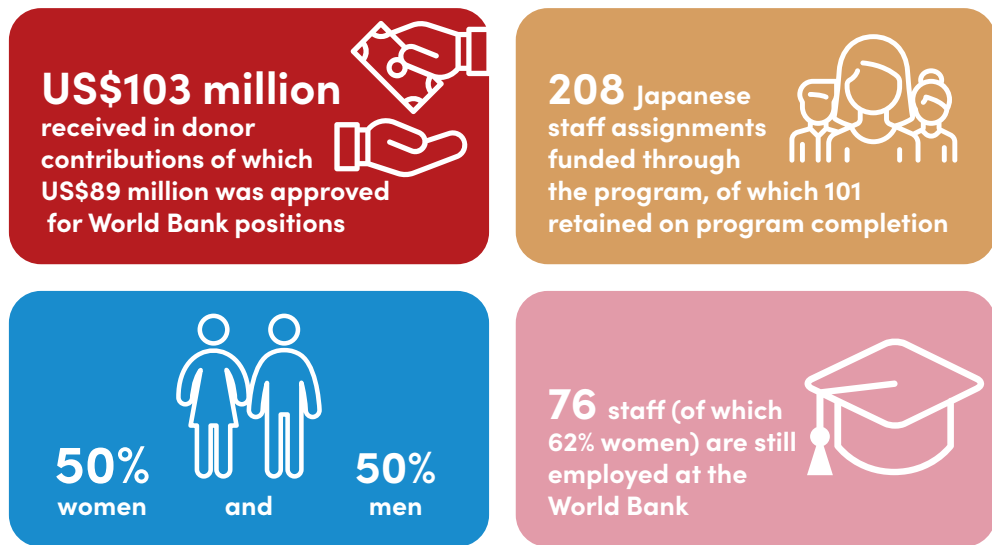
The World Bank-Japan Partnership and Outreach Program (Phase III) fosters dialogue and exchanges between the World Bank and Japanese parliamentarians, media, academics, civil society, and private sectors, including the general public. It organizes policy consultations, outreach activities, and events to share information on the World Bank's operations. In FY23, the program supported ongoing policy dialogue between the World Bank and the government of Japan during Japan's G7 presidency and helped organize an international symposium on health in Nagasaki on the margin of G7 Health Ministers Meeting. The program also provides advisory services globally, including to Japanese businesses, on World Bank's procurement and business procedures and contributes to its efforts to increase the number of Japanese nationals among World Bank staff by periodically organizing recruitment events. The latest talent scouting event took place in November 2022.

4.2 PHRD Staff Grant Program

The PHRD Staff Grant Program facilitates the placement of Japanese nationals at the World Bank by funding staff positions for two to three years. During their time at the World Bank, grantees learn about the institution's operational processes

FIGURE 4.1
Staff Grant
Program,
FY03–FY23

Source: Trust Funds
and Partner Relations
Department (World Bank).



and advisory services and bring their knowledge and expertise to its analytical work. Retention is an important focus of the program. As of FY23, nearly half of the staff (101 of 208) stayed past their three-year assignments as World Bank staff or consultants (see Figure 4.1). Beyond offering a unique career development opportunity for highly skilled Japanese nationals, the program also

contributes to the overall achievement of the World Bank’s diversity goals and capacity-building efforts.

From the program’s inception in 2003 to the end of FY23, the government of Japan contributed US\$103 million to the PHRD Staff Grant Program and approved US\$89 million in financing for 208 staff positions. During the same period,

TABLE 4.1
FY23 Staff
Grant Program
Portfolio

Source: Trust Funds
and Partner Relations
Department (World Bank).

	FY CLOSING	NUMBER OF STAFF	AMOUNT	DISBURSEMENTS
FY22		1	386,275	343,224
FY23		10	5,044,555	4,302,553
FY24		9	5,970,765	3,359,282
Total		20	11,401,595	8,005,059

UNIT/GLOBAL PRACTICE	NUMBER OF STAFF	PERCENTAGE
Other	4	20%
Equitable Growth, Finance, and Institutions	3	15%
Infrastructure	3	15%
Human Development	2	10%
Sustainable Development	3	15%
Corporate	5	25%
Total	20	100%

disbursements totaled US\$76 million. The World Bank still employs 76 of these staff, with women representing 62 percent.

In FY23, the active portfolio of staff funded under the program comprised 20 assignments for a total value of US\$11.4 million (see Table 4.1). Four assignments began in FY23, and the others began in previous fiscal years. Total disbursements by the end of FY23 were US\$8 million. Ten assignments totaling US\$5 million ended during the same period. Four staff remained as employees at the World Bank after completing their assignments.

4.3 Joint Japan/World Bank Graduate Scholarship Program

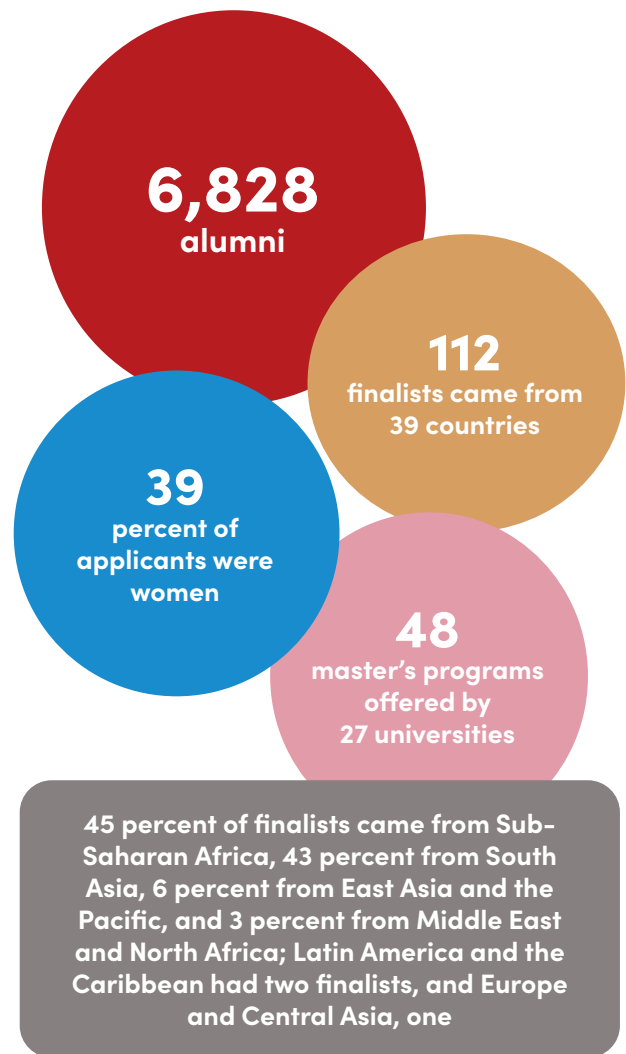
Launched in 1987, the JJ/WBGSP provides financing for mid-career professionals working in development to study abroad for up to 24 months. The objective of the program is to support poor countries by developing the expertise and skill levels of their development practitioners and leaders and contributing to policy reform for economic growth and social development. The program also finances up to 15 scholarships every year for Japanese nationals to pursue a master's or doctorate degree for up to two years.

The program held two rounds of applications for candidates from developing countries in FY23. The first round opened from mid-January to late February 2023 to accommodate universities with early admission decisions, primarily in the United

States and some in Europe. The second round opened from late March to late May 2023 to accommodate universities with later admission decisions, primarily in Europe and in Japan.

To date, the program has awarded over 6,800 scholarships across 160 countries.

Key results for 2023:



In Their Own Words

Hear what scholars at The Heller School, Brandeis University, have to say about their experience.

“The JJWBGSP scholarship has been a life-changing opportunity that has equipped me with knowledge, skills, and networks that will enable me to contribute effectively to the economic development agenda of my country, Nigeria, and globally.”

Nneamaka Jennifer Omo, Nigeria

Enrolled in Master of Arts | Sustainable International Development

“Through theoretical knowledge and practical experiences shared by experts within the program, I have gained invaluable insights and opportunities to reflect and reshape my perspectives and strategies in the pursuit of development. Engaging with international experts outside the school has further allowed me to establish networks that foster a new understanding of culturally diverse settings and how to integrate knowledge from the program to address contemporary challenges.”

Lungile Matsenjwa, Eswatini

Enrolled in Master of Arts | Sustainable International Development

“My academic journey at the Heller School has broadened my understanding of the complexities of conflict resolution in diverse societies. . . . The knowledge and skill set I have acquired at the Heller School will facilitate my professional work upon my return to India. As a public servant, I am eager to apply the insights and expertise I have gained to contribute meaningfully to my country’s initiatives.”

Nishant Warwade, India

Enrolled in Master of Arts | Conflict Resolution and Coexistence

PHRD PROGRAM MANAGEMENT AND ADMINISTRATION



5.1 Overview and Management Functions

Development Finance Vice Presidency, Trust Funds and Partner Relations Department (DFTPR) is responsible for managing the World Bank's trustee role for the PHRD program. 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—leading the formulation of the strategic priorities of the programs, establishment of sector or thematic windows, and management of the development of proposals and program-level results framework.
- Conducting quality at entry reviews of concept notes and grant proposals submitted by the task team leaders prior to submission to Japan's Ministry of Finance for approval.
- Management of the flow of funds from the government of Japan.
- Review and clearance of restructuring papers, implementation completion reports, and project operations manuals.
- Ensuring the timely submission of the letters of representation by task team leaders, which confirm the eligible expenses under the project and the undertaking of an audit.
- Carrying out oversight missions to visit project sites to assess implementation performance and interact with stakeholders and project participants.

In addition, the World Bank submits an annual or biennial report to the government of Japan. From 2019 through 2022, the PHRD Fund shifted to a biennial reporting cycle, thereby combining two years of activities, and an annual reporting cycle was reestablished as of 2023. The annual reports are made available on the PHRD website. The World Bank also provides quarterly unaudited financial statements and annual audited financial statements to the government of Japan.

DFTPR management and the PHRD Program Manager participate in annual and periodic consultations with the government of Japan to discuss the progress in achieving key results of the PHRD and strategic directions. During the FY23 period, annual consultations between the World Bank and government of Japan took place June 13–19, 2023, in Tokyo. 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 both funds' grant activities.

5.2 Japan's Visibility Strategy

The PHRD prioritizes Japan's visibility as a leader in innovative development programming and its generous, large-scale contributions that underscore its commitment to development.

The PHRD and Japan logos are used in project-related documents, videos, and press releases. Officials of the Embassy of Japan are invited to participate in project-related ceremonies, including launch events and field visits. The PHRD program management team meets with officials of the Embassy of Japan and JICA during oversight missions to brief them about the team's observations on the implementation progress of PHRD grants. The PHRD team distributes a guidance note on donor visibility to the World Bank Group task teams and implementing agencies.

The government of Japan and its citizens have been steadfast and generous in their longstanding PHRD support. The PHRD values the importance of donor visibility, and the program has strengthened its efforts to make project participants aware of Japan's financial contributions. Maintaining the strong partnership among the government of Japan, World Bank Group task teams, grant implementing agencies, and other stakeholders during implementation is essential to the program's continued success. To that end, the PHRD program management team has prepared a communications toolkit that is

shared during project implementation and at knowledge-sharing events. The World Bank task team leaders and implementing agencies are required to help promote the visibility of Japan's contribution and build local awareness of the PHRD in recipient countries through the following types of activities:

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

LOOKING AHEAD



The government of Japan is committed to continue funding technical assistance programs through the PHRD, with a focus on skills transfers, knowledge sharing, and supporting innovations in World Bank investments and policy interventions. Advisory services and analytics, and capacity and institution building will remain central to the PHRD's technical assistance portfolio, as will its support to multilateral funds and nontechnical assistance programs such as staff grants, competitions and awards, scholarships, and partnerships.

Consistent with the PHRD's ambition to continuously improve its interventions and remain at the cutting edge of development assistance, an independent assessment of the PHRD's technical assistance program FY12–FY20 was launched in FY23. The results of the assessment

will be available in FY24 and will contribute to the evolution of future interventions.

The World Bank is currently embarking on a new Knowledge Compact for Action, whose objective is to ensure that the best global and country knowledge informs all World Bank future engagements and operations. One area of focus will be to magnify the trust funds' role as engines of knowledge production. This is an area where the PHRD has decades-long, profound, and impactful expertise. One example is the way the PHRD's UHC program has generated evidence and informed large-scale programs worldwide, including those supported by IDA/IBRD lending. Given its track record, the PHRD is strategically positioned to continue contributing to central priorities of the World Bank and the government of Japan, impacting lives through knowledge.

APPENDIX

CONTRIBUTIONS THROUGH THE PHRD MULTILATERAL WINDOW



Contributions through the PHRD Multilateral Window in FY23 (in US\$)

TRANSFER TO OTHER TRUST FUNDS	FY23
Ukraine Relief, Recovery, Reconstruction and Reform Multi-Donor Trust Fund	471,074,074
Global Financing Facility for Women, Children and Adolescents Multi-Donor Trust Fund	50,000,000
The Pandemic Fund	50,000,000
Japan–World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries	20,000,000
Nutrition Multi-Donor Trust Fund	20,000,000
Energy Sector Management Assistance Program Umbrella 2.0 Multi-Donor Trust Fund	15,000,000
Quality Infrastructure Investment Partnership— Single-Donor Trust Fund	12,000,000
Global Infrastructure Facility	10,000,000
Japan–World Bank Distance Learning Partnership—Phase 3 Trust Fund	6,750,000
Cybersecurity Multi-Donor Trust Fund	6,500,000
Global Data Facility Umbrella Multi-Donor Trust Fund	5,000,000
Women Entrepreneurs Finance Initiative	5,000,000
Knowledge for Change Program IV Umbrella	2,000,000
Coalition for Epidemic Preparedness Innovations	1,834,956
Consultative Group to Assist the Poorest	300,000
Trust Fund for Funding of Japanese Advisors in the Executive Director’s Office	275,000
Total	675,734,030

Note: Transfers to the PHRD from other trust funds in FY23 consisted of US\$1,668 from the Japanese Trust Fund to finance core activities under the Consultative Group to Assist the Poorest.

Source: Trust Funds and Partner Relations Department (World Bank).

