



# PHRD

## POLICY AND HUMAN RESOURCES DEVELOPMENT FUND

ANNUAL REPORT OF ACTIVITIES FOR  
FISCAL YEAR 2021–2022



**WORLD BANK GROUP**  
Development Finance



Government  
of Japan

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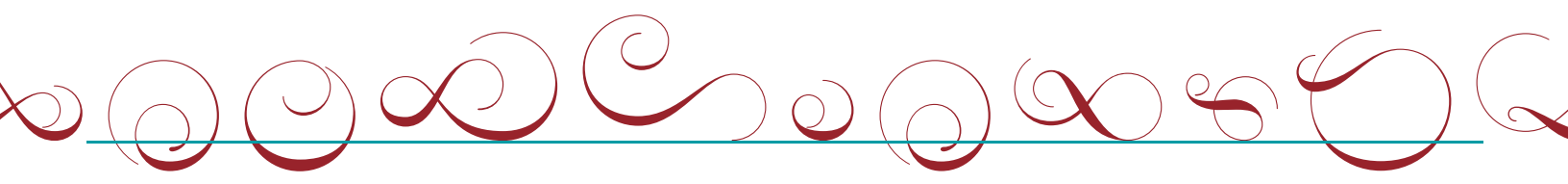
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# Message from the Director



Maitreyi Bordia Das  
Director, Development  
Finance, Trust Funds, and  
Partner Relations

More than three decades have passed since the government of Japan took a powerful leadership role in international development in 1989 by creating and funding the Policy and Human Resources Development (PHRD) Fund in partnership with the World Bank Group (WBG). The intentions of the government of Japan and the World Bank Group in setting up this innovative program were to mobilize funding to respond to crises by building institutional and human resources capacity and to maximize the impact of WBG investment. The PHRD has remained true to this vision: it has played a catalytic role in enhancing the World Bank's impact since its inception by cofinancing World Bank projects and through generous financial contributions to global and multilateral programs managed by the WBG. In addition, it proved to be a particularly responsive and flexible tool during the coronavirus pandemic when helping countries address the link between pandemic preparedness and resilient health systems. More than 30 years on, the program continues to innovate and model best practices in achieving development impact and has served as the inspiration for other partnerships. We are confident that its remarkable reputation of success will continue to provide a multiplier effect for other trust funds for many years to come.

This report covers the important development work of the PHRD in fiscal years 2021 and 2022 (July 2020 through June 2022). It presents the reader with an overview of PHRD's work, including the PHRD's Technical Assistance portfolio and other major programs it supports.

In FY21–22, the government of Japan contributed \$432.5 million to the PHRD. Grants active during this period supported 19 recipient-executed operations in 17 countries, as well as a wide range of analytical work and advisory services, including 37 technical assistance grants in 36 countries under the Universal Health Coverage country window and 20 global analytics under the partnership window.

Capacity building and knowledge management are central elements of PHRD's development strategy. This impact extends far beyond the World Bank to national governments and civil society organizations. Through its technical assistance, the Fund has empowered individuals in low- and middle-income countries by helping them develop essential skills in responding to development challenges that affect them directly. Its flexible approach to building countries' technical and institutional poverty-reduction capacity is fundamentally adaptive to fluctuating development challenges—a feature that made it especially resilient during the coronavirus pandemic and which will serve it well for years into the future.

As this new PHRD chapter begins, the government of Japan maintains its commitment to strengthening the World Bank's work and increasing its development impact. The PHRD has also forged partnerships between Japanese researchers, professionals, and consultants and the WBG on international development issues. On behalf of the World Bank, I thank the government of Japan for its long-term commitment and continued partnership at this crucial time as the World Bank embarks on a new chapter with the formalization of the Evolution Roadmap and update of its vision and mission. By strengthening the capacity of developing countries to formulate sound economic policies and leveraging WBG investment, this program is well-positioned to catalyze the World Bank's efforts to end extreme poverty and boost shared prosperity on a livable planet.

# Acronyms and Abbreviations

AIDS	acquired immune deficiency syndrome	JSDF	Japan Social Development Fund
ASA	advisory services and analytics	M&E	monitoring and evaluation
COVID	coronavirus disease	MDG	Millennium Development Goal
DFI	development finance	MIDP	Most Innovative Development Project
DFTPR	Trust Funds and Partner Relations Department (World Bank)	NGO	nongovernment organization
FY	fiscal year	ORD	outstanding research on development
G7	Group of Seven	PHC	primary health care
GDP	gross domestic product	PHRD	Policy and Human Resources Development Fund
GDN	Global Development Network	PRIME	Performance and Results with Improved Monitoring and Evaluation
GoJ	government of Japan	SDG	sustainable development goal
HIV	human immunodeficiency virus	STI	science, technology, and innovation
IBRD	International Bank for Reconstruction and Development	TA	Technical Assistance
ICT	information, communications, and technology	TB	tuberculosis
IDA	International Development Association	TICAD	Tokyo International Conference on African Development
JICA	Japan International Cooperation Agency	TTL	task team leader
JJ/WBGSP	Joint Japan/World Bank Graduate Scholarship Program	UHC	Universal Health Coverage
JLN	Joint Learning Network	UN	United Nations
		WHO	World Health Organization

# Table of Contents

<i>Message from the Director</i> .....	<i>ii</i>
<i>Acronyms and Abbreviations</i> .....	<i>iv</i>
<i>Executive Summary</i> .....	<i>vii</i>
<b>1</b> Universal Health Coverage Program—Accelerating Progress Toward Achieving UHC .....	<b>1</b>
<b>2</b> TICAD V—Agriculture and Rural Access to Energy Supply Program .....	<b>13</b>
<b>3</b> Performance and Results with Improved Monitoring and Evaluation (PRIME) .....	<b>17</b>
<b>4</b> PHRD Technical Assistance on Other Priority Topics .....	<b>21</b>
<b>5</b> PHRD Nontechnical Assistance Programs .....	<b>25</b>
5.1 Japan-World Bank Partnership Program .....	<b>25</b>
5.1.1 Global Universal Health Coverage .....	26
5.1.2 Global Development Awards and Medals Competition Program .....	27
5.1.3 Capacity Building in Human Capital and Science, Technology, and Innovation .....	32
5.1.4 Stand-Alone Analytics under the Japan-World Bank Partnership Program .....	34
5.2 PHRD Staff Grant Program .....	<b>34</b>
5.3 Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) .....	<b>36</b>
<b>6</b> PHRD Program Management and Administration .....	<b>39</b>
<b>7</b> Looking Ahead .....	<b>41</b>
ANNEX Contributions through PHRD multilateral window in FY21–22 .....	<b>43</b>

## FIGURES

Figure 1. PHRD FY21–22 Active Portfolio: Total Grant Amounts and Disbursements by Program in US Dollars (\$) (Excluding Multilateral Transfers) .....	x
Figure 2. PHRD TA Program Grants Active in FY21–22 by Region (in US Dollars) .....	xiii
Figure 3. UHC Grants Active in FY21–22 by Region (in US Dollars) .....	xiii
Figure 4. Staff Grant Program by the Numbers, FY03–22 .....	35
Figure 5. Staff Grant Program Portfolio, FY21–22 .....	35

## TABLES

Table 1. PHRD FY21–22 Financing Framework .....	viii
Table 2. PHRD FY21–22 Active Portfolio: Total Grant Amounts and Disbursements by Program (Excluding Multilateral Transfers) .....	ix
Table 3. PHRD FY21–22 TA Program Active Portfolio: Total Grant Amounts and Disbursements by Region .....	xii
Table 4. Technical Assistance Program Grants Active During FY21–22: Universal Health Coverage .....	2
Table 5. Technical Assistance Program Grants Active During FY21–22: TICAD .....	14
Table 6. Technical Assistance Program Grants Active During FY21–22: PRIME .....	18
Table 7. Technical Assistance Program Grants Active During FY21–22: Other Priority Topics (“Pillar IV”) .....	22
Table 8a. Outstanding Research on Development (ORD) Prize Winners (2021 Awards Competition) .....	29
Table 8b. Most Innovative Development Project (MIDP) Prize Winners (2021 Awards Competition) .....	30
Table 8c. Outstanding Research on Development (ORD) Prize Winners (2020 Awards Competition) .....	31
Table 8d. Outstanding Research on Development (ORD) Prize Winners (2019 Awards Competition) .....	32



# Executive Summary

## Strategic Context

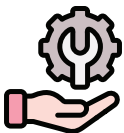
The Policy and Human Resources Development (PHRD) Fund is among the largest programmatic trust funds within the World Bank. Now entering its fourth decade, the PHRD Fund is an important collaboration between the World Bank and the government of Japan (GoJ). It seeks to strengthen the capacity of developing countries to build professional and technical competencies to formulate sound economic policies and development projects.

Across its history, the PHRD Fund has been a reliable and significant source of concessional finance for creating and nurturing the foundations for extreme poverty eradication and well-shared growth. The PHRD Fund's flexible and responsive structure is one of its greatest advantages. It can quickly adapt to shifting challenges in the development landscape while staying true to its commitment to strengthen human resources and institutional capacity.

The PHRD Fund supports a diverse portfolio of activities that provides technical assistance and advisory services to Bank member countries and finances global knowledge products addressing complex and emerging development challenges. From inception to end-FY22, the GoJ contributed approximately \$4.1 billion to the PHRD Fund, from which cumulative disbursements amounted to about \$2.6 billion.

## Contribution to the World Bank Development Agenda

The PHRD made significant contributions to a variety of development activities in FY21–22, with a special focus on the following programs (presented visually in Tables 1 and 2 below, with disbursement performance by program presented in figure 1):



**Technical Assistance (TA):** The TA program forms the largest part of the PHRD portfolio and has financed project implementation, cofinanced Bank-supported projects, piloted initiatives, and addressed emerging challenges under the following thematic windows:

- (i) **Accelerating Progress Towards Universal Health Coverage (UHC):** This is the PHRD's flagship program, established in 2016 to promote universal health coverage in low- and middle-income countries by providing analytical and advisory services as well as technical assistance and capacity building and by addressing the link between

**TABLE 1** PHRD FY21–22 Financing Framework



Technical Assistance (TA) Program	Non-TA Program	Transfers from PHRD Fund to WBG-Managed Global and Multilateral Programs
<p>Accelerating Progress Towards Achieving Universal Health Coverage (UHC)</p> <p>Performance and Results with Improved Monitoring and Evaluation (PRIME)</p> <p>TICAD V programs: Capacity Building of Small and Marginal Farmers and Rural Access to Energy Supply</p> <p>Other priority topics: disaster reduction and recovery; disability and development; tax policy reform</p>	<p>Joint Japan/World Bank Graduate Scholarship Program</p> <p>Japan-World Bank Partnership Program (including Global Awards)</p> <p>Japanese Staff Grant Program</p>	<p>Coalition for Epidemic Preparedness Innovations</p> <p>Consultative Group to Assist the Poorest</p> <p>Debt Management Facility (DMF 111)</p> <p>Global Facility for Disaster Reduction and Recovery (GFDRR) Trust Fund for Supporting Disaster and Climate Resilience in Developing Countries</p> <p>Global Financing Facility for Women, Children and Adolescents Multi-Donor Trust Fund</p> <p>Global Tax Program Multi-Donor Trust Fund</p> <p>Global Infrastructure Facility</p> <p>Health Emergency Preparedness and Response Multi-Donor Trust Fund</p> <p>HIV Vaccine Research and Development Trust Fund</p> <p>Japan Donor Funded Staffing Program</p> <p>Japan-World Bank Distance Learning Partnership—Phase 3 Trust Fund</p> <p>Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries</p> <p>Knowledge for Change Program IV Umbrella</p> <p>Platform for Collaboration on Tax Multi-Donor Trust Fund</p> <p>Quality Infrastructure Investment Partnership</p> <p>Southeast Asia Disaster Risk Insurance Facility (SEADRIF) Program</p> <p>Trust Fund for Funding of Japanese Advisors in the Executive Director’s Office</p>

Source: DFTPR



**TABLE 2** PHRD FY21–22 Active Portfolio: Total Grant Amounts and Disbursements by Program (Excluding Multilateral Transfers)

Program	Number of Trust Fund Grants	Grant Amount (US dollars)	Disbursements as of end-FY22 (US dollars)	Percentage Disbursed as of end-FY22
<b>Non-TA programs</b>				
Scholarship	20	47,354,733	40,499,529	86%
Partnership	21**	36,553,458	22,269,773	61%
Staff grant	34	15,756,285	11,530,315	73%
Program management and administration (PM&A)	2	6,340,945	3,471,429	55%
<b>TA programs</b>				
Universal Health Coverage (UHC)	37	22,562,338	12,840,889	57%
Tokyo International Conference on African Development (TICAD)	12*	16,647,907	7,829,810	47%
Performance and Results with Improved Monitoring and Evaluation (PRIME)	12*	9,049,499	7,494,436	83%
Disability and development	2*	2,279,839	2,279,839	100%
Disaster risk reduction	2*	2,889,045	2,889,045	100%
Tax policy reform	2*	1,454,570	701,229	48%
Other priority topics	2*	1,864,051	1,734,984	93%
	<b>146</b>	<b>162,752,669</b>	<b>113,541,278</b>	<b>70%</b>

\* These projects are mostly investment operations, usually including both a recipient-executed grant for project implementation and a Bank-executed grant for project supervision; hence, the number of distinct projects supported is about half the number of active Trust Fund (TF) grants. By contrast, the other windows in this Table consist of bank-executed grants only, mainly for advisory services and analytics.

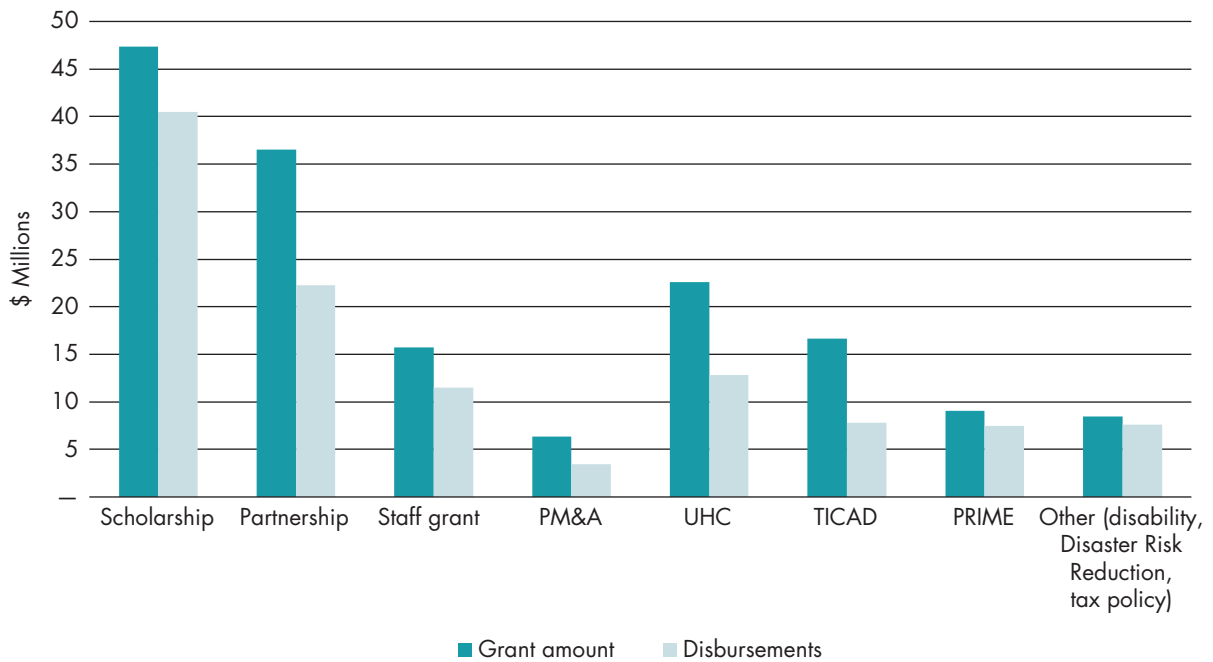
\*\* 20 bank-executed grants and 1 recipient-executed project (Global Development Awards).

Source: DFTPR

pandemic preparedness and resilient health systems. Based on the premise that everyone deserves access to the health services they need without financial burden, UHC works in the key technical areas of health financing, human resources for health, pandemic preparedness, innovation, harnessing the private sector, and COVID-19 response. The program consists only of advisory services and analytics and comprised 37 Bank-executed activities during FY21–22, for a total amount of \$22.6 million. It is currently the only window within the PHRD technical assistance program that is accepting applications.

- (ii) **Tokyo International Conference on African Development (TICAD) V, the Agriculture and Rural Access to Energy Supply Program:** TICAD V has ambitious goals of (1) building the institutional capacity and the knowledge base of small and marginal farmers in Africa to reduce vulnerability, deliver services, and improve household food production and consumption and (2) increasing the delivery of modern energy services in rural communities of fragile and conflict states in Africa. Within this framework, the recipient-executed grants focus on supporting investments and activities in the

**FIGURE 1** PHRD FY21–22 Active Portfolio: Total Grant Amounts and Disbursements by Program in US Dollars (\$) (Excluding Multilateral Transfers)



Source: DFTPR.

priority areas of nutrition-sensitive agriculture and rural energy. Grants supporting seven projects were under implementation under this window during FY21–22 (each generally including both a recipient-executed grant for project implementation and a Bank-executed grant for project supervision) for a total of \$16.6 million.

(iii) **Performance and Results with Improved Monitoring and Evaluation (PRIME):**

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; health, nutrition, and population; and urban development. This support seeks to 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. Grants supporting seven projects were under implementation under this window during FY21–22 (each generally including both a recipient-executed grant for project implementation and a Bank-executed grant for project supervision), for a total amount of \$9 million.

(iv) **Other priority topics**, including disability policy, disaster risk reduction, and tax policy reform. These windows are phasing out and are no longer accepting new proposals; hence, only a handful of projects were active in these areas during FY21–22. These include recipient-executed projects supporting revenue administration reform support in Vietnam (due to close mid-FY23), improving access to social services and

employment opportunities for persons with disabilities in Haiti (closed end-FY21), preparation of a program for sustainable flood management in the greater Manila metro area of the Philippines (closed end-FY21). The program has also funded Bank-executed analytical engagements in Iraq on the Security-Development Nexus and in Kenya on scaling up access to financial services for farmers by leveraging digital technologies, both of which closed in FY22.



**Nontechnical Assistance:** this program supported the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP) for nationals of Bank member countries (a program that had 20 active grants during FY21–22, for a total amount of \$47.4 million); the Japan-World Bank Partnership Program for applied research and knowledge sharing between the Bank, Japanese institutions, and recipient governments (a program that had 21 active grants during FY21–22, for a total amount of \$36.6 million, including the Global Development Awards Program); and the PHRD Staff Grant Program that provides the enabling environment for Japanese nationals to learn about Bank operations and leverage their expertise (in FY21–22, the active portfolio of staff funded under the Staff Grant program comprised 22 assignments for a total value of US\$18.6 million, including 11 ongoing assignments that began in FY19–20). Grants in the non-TA program are largely Bank-executed, with the exception of the Global Development Awards engagement.



**Leveraging Government of Japan support to Global and Multilateral Programs** managed by the World Bank. This function of PHRD has enabled the GoJ to make impactful contributions to flagship trust funds on pertinent global and regional priorities, including the Debt Management Facility, the Global Financing Facility for Women, Children and Adolescents Multi-Donor Trust Fund, the Global Infrastructure Facility, the Global Tax Program Multi-Donor Trust Fund, the Health Emergency Preparedness and Response Multi-Donor Trust Fund, the Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries, the Knowledge for Change Program, and the Quality Infrastructure Investment Partnership amongst others (full list of contributions in Annex).

## PHRD Program Contributions, Inflows, and Outflows

The PHRD's inflows, outflows, and undisbursed balances for FY21–22 are outlined below.

- The government of Japan's FY21–22 contributions amounted to \$432.5 million, of which 80.6 percent were transferred to global and multilateral programs.
- Total PHRD inflows (including contributions, investment income, and other income) in FY21–22 amounted to \$432 million.
- Total PHRD outflows (including disbursements, administrative fees, and transfer to non-PHRD programs), were \$401 million in FY21–22. This includes transfers of \$348 million to global and multilateral programs, through which Japanese funds are leveraged in support of broader development challenges.
- The undisbursed fund balance (including unallocated fund balance) as of end FY22 was \$468.6 million.

## PHRD Technical Assistance (TA) Program Portfolio

The TA Program is the PHRD's largest grant program. The FY21–22 TA grant portfolio was \$56.7 million spread over 17 recipient-executed grants (\$29.9 million) and 52 Bank-executed grants (\$26.9 million). The Africa region received 49 percent of the TA program's total FY21–22 allocations with \$27.7 million, followed by the East Asia and Pacific region with 20 percent (\$11.7 million). Average disbursement of grants in the TA program portfolio amounted to 63 percent of grant allocation, with breakdown by region shown in Table 3. Within the TA program, 34 Trust Fund (TF) grants amounting to \$23.6 million closed during FY21–22. Total disbursements for closed grants was 99.7 percent of total allocations.

The **Universal Health Coverage (UHC)** program portfolio included 37 TF grants (all Bank-executed analytics, totaling \$22.6 million) in FY21–22, of which 14 closed during this period. The PHRD UHC grants were distributed across the Bank's regions as shown in Figure 3, with 39 percent of total allocations to projects in the Africa region (AFR), followed by roughly 14 percent of total allocations to projects in each of Latin America and Caribbean (LCR), East Asia and Pacific (EAP), South Asia (SAR), and Middle East and North Africa (MNA) regions. The smallest regional allocation was for projects in Europe and Central Asia (ECA), at 5 percent of total allocations.

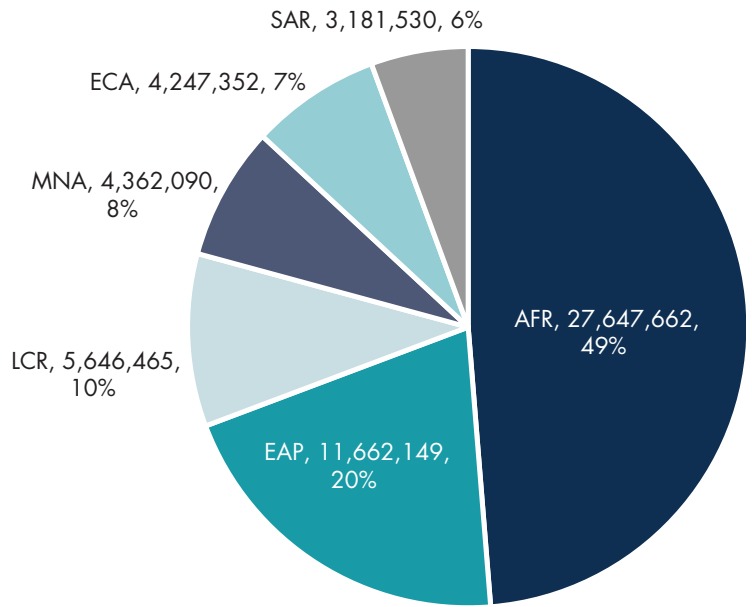
The **Africa Agriculture Productivity Enhancement Program (TICADV)** portfolio included 12 TF grants totaling \$16.6 million in FY21–22. These grants supported (mainly through cofinancing) seven operations, including the Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers in Cameroon, the Regional Great Lakes Integrated Agriculture Development Project in the Africa region, the Lesotho Smallholder Agriculture Development Project-II, the Mali Rural Electrification Hybrid Systems Project, and the Enhancing Sierra Leone Energy Access Project, amongst others.

**TABLE 3** PHRD FY21–22 TA Program Active Portfolio: Total Grant Amounts and Disbursements by Region

Region	Number of Trust Fund Grants	Grant Amount (US dollars)	Disbursements as of end-FY22 (US dollars)	Percentage Disbursed as of end-FY22
Africa	31	27,647,662	16,759,463	61%
East Asia and Pacific	15	11,662,149	9,156,819	79%
Latin America and Caribbean	8	5,646,465	4,066,445	72%
Middle East and North Africa	5	4,362,090	1,992,113	46%
Europe and Central Asia	5	4,247,352	2,426,963	57%
South Asia	5	3,181,530	1,368,429	43%
<b>Total</b>	<b>69</b>	<b>56,747,248</b>	<b>35,770,232</b>	<b>63%</b>

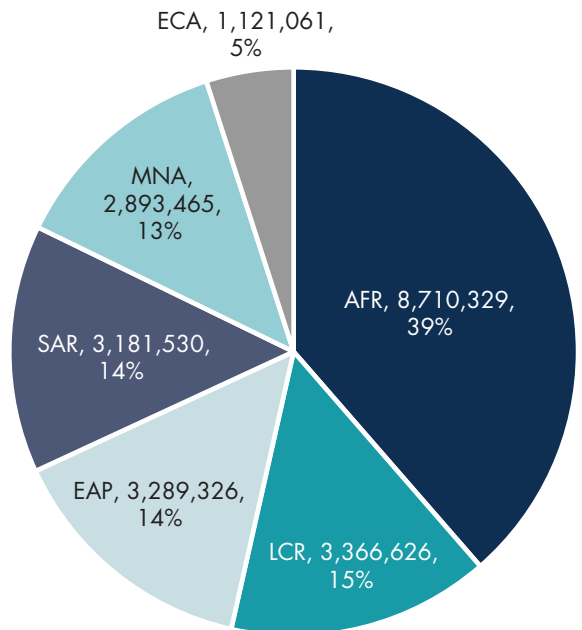
Source: DFTPR.

**FIGURE 2** PHRD TA Program Grants Active in FY21–22 by Region (in US Dollars)



Source: DFTPR.

**FIGURE 3** UHC Grants Active in FY21–22 by Region (in US Dollars)



Source: DFTPR.

The **PRIME** portfolio included 12 TF grants totaling \$9 million in FY21–22. These grants supported seven operations, including the Additional Financing for a Human Development Health Systems operation in the Democratic Republic of Congo, the Health Equity and Quality Improvement Project in Cambodia, Transforming Health Systems for Universal Care in Kenya, Strengthening National Health Information Systems in Lao People’s Democratic Republic, and Agriculture Policy Monitoring and Evaluation Capacity Building in Armenia, in Vietnam, and in Serbia.

The **Disaster Reduction and Recovery** portfolio included two TF grants (one operation totaling \$2.9 million) during the period, supporting improving access to social services and employment opportunities for persons with disabilities in Haiti, which closed fully disbursed in end-FY21.

The **Disability and Development** portfolio included two TF grants (one operation totaling \$2.3 million) during the period, supporting preparation of a program towards Sustainable Flood Management in the Greater Metro Manila of the Philippines, which also closed fully disbursed in end-FY21.

The **Tax Policy Reform** portfolio included two TF grants (one operation totaling \$1.5 million) during the period, supporting Revenue Administration Reform Support in Vietnam, which was still ongoing with a 48 percent disbursement rate as of end-FY22.

Finally, the TA program also included Bank-executed analytical engagements in Iraq on the Security-Development Nexus and in Kenya on scaling up access to financial services for farmers by leveraging digital technologies, both of which closed in FY22.

## PHRD Nontechnical Assistance Program

Outside of its TA programs, the PHRD has several partnership programs in place, which prioritize building the capacity of development professionals and strengthening partnerships with Japan and global and multilateral initiatives. Through these, the Bank partners with the GoJ to support developing countries in their endeavors to enhance the expertise and skill levels of aspiring practitioners and leaders to contribute to policy reform for economic growth and social development. These programs include

- The **Japan-World Bank Partnership Program**, which focuses on dissemination of findings of grant-financed analytical studies, seminars, and conferences on emerging development challenges and likely solutions. The FY21–22 portfolio comprised 21 grants valued at \$36.6 million, of which \$22.3 million or 60 percent had been disbursed as of end-FY22. During this period, seven grants closed with 100 percent of the funds disbursed, yet most of these had follow-up phases launched during the period that are still currently active. These multiphase flagship engagements include the **Global UHC engagement**, consisting of the Joint Learning Network for UHC, global and regional UHC flagship courses, UHC high-level policy meetings, and forums for UHC monitoring and learning; the **Global Development Awards and Medals Competition**, which is launched on an annual cycle 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; and a work stream on **leveraging Japanese knowledge and experience for capacity building in human capital and science, technology, and innovation** (STI). Additionally, several standalone activities were active during FY21–22, financing global analytics on priority topics, such as development challenges of commodity dependence in developing economies; aging and long-term care case studies; health worker support tools and COVID-19 critical-care support frameworks; and macroeconomic challenges in developing countries.

- The **PHRD Staff Grants Program**, which is aimed at institutional learning by placing Japanese nationals in the Bank to learn about the operational processes and advisory services and analytical work of the institution. In FY21–22, the active portfolio of staff funded under the program comprised 22 assignments for a total value of US\$18.6 million, including 11 ongoing assignments that began in FY19–20. Total disbursements over the period were \$15 million. Seven assignments totalling \$2.7 million were completed during the same period, with three staff retained in the Bank at the end of their assignments.
- 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. The program awards scholarships to (1) allow scholars from WBG member countries to study in any host university of WBG member countries, except their home countries (*Preferred Sub-Program*); (2) enable scholars to receive specialized graduate training in selected universities around the globe (*Partnership Sub-Program*); and (3) supports Japanese nationals to apply for JJ/WBGSP scholarships (*Japanese Nationals Sub-Program*, introduced in 2015). In FY21–22, this program received 115 finalists from 38 countries.

Section 5 of this report provides further details on the activities carried out under each of these programs.

## Orientation to the Report

Section 1 of the report showcases how the PHRD expands knowledge to promote UHC for all. Section 2 focuses on PHRD’s work on TICAD V—the Agriculture and Rural Access to Energy Supply Program, which supports food and nutrition security and strengthening resilience of households and communities to cope with natural disasters and climate change. Section 3 presents PRIME, the PHRD’s pioneering strategy to enhance the use of government systems to promote evidence-based decision making. Section 4 reviews a sample of technical assistance operations on other priority topics such as disability policy, disaster risk reduction, and tax policy reform. Section 5 provides highlights from PHRD’s nontechnical assistance programs. Section 6 reviews the PHRD’s program administration. Section 7 concludes.



# 1. Universal Health Coverage Program— Accelerating Progress Toward Achieving UHC

## 1.1 Overview

Launched in FY16, the PHRD Universal Health Coverage (UHC) Program aims to provide development assistance within the framework of the joint World Bank-Japan UHC Initiative that builds on the recommendations of Ise-Shima G7 Summit to promote UHC in developing countries. The fundamental premise of this effort is that everyone should have access to the health services they need without financial burden. Within this framework, the PHRD is providing an enabling environment for people to lead healthy and productive lives and supporting countries to build more equitable societies and improve their fiscal performance.

The **UHC Program** focuses on countries with high potential to improve policies and promote UHC, providing:

- (1) analytical and advisory services to help low- and middle-income countries develop and implement strategies and capacities to adopt, achieve, and maintain UHC and
- (2) policy and technical assistance to promote UHC in prioritized countries. In addition, the program increases collaboration with the GoJ stakeholders and other development partners through joint review of UHC and sharing global and country experiences.

In FY21–22, the UHC technical assistance portfolio included 37 ASA projects covering 36 countries for a total grant amount of \$22.6 million, of which \$12.8 million or 57 percent was disbursed as of June 30, 2022. The average size of these grants is roughly \$610,000. Thirty-nine percent of total grant allocations were for projects in the Africa region, followed by roughly 14 percent of total allocations to projects in each of Latin America and Caribbean, East Asia and Pacific, South Asia, and Middle East and North Africa regions. The smallest regional allocation was for projects in Europe and Central Asia at 5 percent of total allocations. In the FY21–22 period, 22 grants are activated for a total grant amount of \$13.9 million.

## 1.2 Selected Results

Under the UHC theme, the program finances TA in key technical areas of health financing; pandemic preparedness and COVID-19 response; human resources for health; innovation; and harnessing the private sector. This section features some selected results from grants under implementation within these different thematic areas during the FY21–22 period.

**TABLE 4** Technical Assistance Program Grants Active during FY21–22: Universal Health Coverage

Activity Name	Country	Trust Fund Number	Grant Amount (US dollars)	Closing Date
Sudan Health Systems Strengthening— Improving the Delivery of Nutrition Services within Universal Health Coverage	Sudan	TF0A6460	471,648	7/31/2020
Improving Health Financing Efficiency in Liberia	Liberia	TF0A7358	384,306	8/31/2020
Malawi Nutrition-Sensitive Service Delivery Indicators	Malawi	TF0A8110	342,201	10/31/2020
Zimbabwe Health Financing and Human Resources for Health Reforms TA	Zimbabwe	TF0A6609	443,812	12/31/2020
PHRD—Ghana Universal Health Coverage	Ghana	TF0A7079	994,490	12/31/2020
DRC Health Financing Reform for Universal Health Coverage (UHC)	Congo, DRC	TF0A6560	447,959	5/31/2021
Kenya Health Systems Strengthening for Universal Health Coverage	Kenya	TF0A6174	947,584	6/30/2021
Myanmar: Strengthening Pandemic Preparedness	Myanmar	TF0A6661	466,802	6/30/2021
Cambodia: Strengthening Progress Towards UHC and Pandemic Preparedness in Cambodia	Cambodia	TF0A7580	591,525	6/30/2021
PHRD: Enhancing Pandemic Preparedness and Response in Tanzania	Tanzania	TF0A8360	262,888	6/30/2021
Strengthening Pandemic Preparedness in Sudan	Sudan	TF0A8489	490,849	6/30/2021
PHRD UHC Sierra Leone	Sierra Leone	TF0A6133	999,910	9/30/2021
Pakistan (Sindh) Private Sector Engagement in Healthcare Service Provision	Pakistan	TF0B0726	497,330	11/30/2021
PHRD for Morocco Health Sector Support to UHC	Morocco	TF0A9594	343,465	1/31/2022
ASA on Universal Health Coverage and Pandemic Preparedness in Haiti	Haiti	TF0A6413	999,384	8/31/2022
Bolivia: Assessment of Epidemiological Surveillance System and Public Health Preparedness	Bolivia	TF0B5234	236,152	9/30/2022
E-Health Strategy and Claims Management System Development in Azerbaijan	Azerbaijan	TF0B5438	734,896	11/30/2022
Kyrgyz Republic: PHRD: Quality and Financing for UHC Resilience	Kyrgyz Republic	TF0B5201	386,165	12/31/2022
Health Financing Support for Universal Health Coverage (UHC) in the Republic of Congo	Congo, Republic of	TF0B6481	418,230	12/31/2022

*(table continues on next page)*



**TABLE 4** Technical Assistance Program Grants Active during FY21–22: Universal Health Coverage (*Continued*)

Activity Name	Country	Trust Fund Number	Grant Amount (US dollars)	Closing Date
Sri Lanka Pandemic Preparedness Assessment ASA	Sri Lanka	TF0B5492	855,000	3/31/2023
Afghanistan Programmatic ASA for Universal Health Care and Pandemic Response	Afghanistan	TF0B5722	898,200	5/30/2023
Strengthening Burundi’s Health System through Pandemic Preparedness and Response and Innovations ASA	Burundi	TF0B5323	475,000	6/30/2023
Programmatic Health ASA for Chad	Chad	TF0B6330	570,000	6/30/2023
Building a Resilient Health System for Universal Health Coverage	Lao People’s Democratic Republic	TF0B5596	556,000	8/31/2023
PHRD Leveraging Paraguay’s Support Towards Universal Health Coverage	Paraguay	TF0B5347	763,853	9/30/2023
Reforms to Strengthen Universal Health Coverage in Indonesia (PHRD)	Indonesia	TF0B7657	675,000	11/30/2023
Supporting UHC in Eswatini: Strengthening Health Financing & Health Systems Governance	Eswatini	TF0B6264	891,450	12/31/2023
Bhutan Human Capital Acceleration PASA	Bhutan	TF0B6465	380,000	12/31/2023
Central African Republic PASA Health Service Delivery and Financing	Central African Republic	TF0B7679	570,000	12/31/2023
Ecuador: PHRD Strengthening Universal Health Coverage and Health System Resiliency	Ecuador	TF0B5218	505,721	2/28/2024
Strengthening Local Health Systems for UHC	Philippines	TF0B6473	1,000,000	3/29/2024
PHRD Strengthening Panama’s Health System for the Post COVID-19 Context	Panama	TF0B5466	514,400	3/31/2024
Health System Performance Assessment in Yemen	Yemen, Republic of	TF0B6329	750,000	3/31/2024
Djibouti Health System Strengthening for Universal Health Coverage and Covid-19 Response	Djibouti	TF0B7810	900,000	4/24/2024
Honduras: Pandemic Preparedness and Response	Honduras	TF0B5558	347,116	5/31/2024
India 21st Century Health System—Health Financing, Service Delivery and Public Health	India	TF0B7689	551,000	5/31/2024
Technical Assistance for Egypt’s Universal Health Insurance System	Egypt, Arab Republic of	TF0B7704	900,000	5/31/2024

Source: DFTPR

## Health Financing

### MALAWI: HARMONIZED HEALTH FACILITY ASSESSMENT

- Informed the Ministry of Health's programmatic engagement on priority areas and made recommendations for further strengthening Malawi's health sector. Critical topics covered included the role of maternal and child health and nutrition services and the need for investment in underperforming and underserved districts for achieving universal health coverage.
- The analytical work was instrumental in translating policy reforms towards prioritizing investments to boost Malawi's standing in the Human Capital (HC) survey. This survey provided an in-depth assessment of nutrition services, and the results were utilized for drafting three policy briefs and creating district-specific profiles to inform the district level dissemination.

### DEMOCRATIC REPUBLIC OF CONGO: HEALTH FINANCING REFORM FOR UNIVERSAL HEALTH COVERAGE

- Recommendations to increase TA funding to strengthen implementation of Public Financial Management reforms adopted by the Government.
- Strengthened development partner collaboration to advance the Public Financial Management agenda, influencing the establishment of the Administration and Finance Directorate in the Ministry of Health.



- Helped to mobilize additional support for TA in Public Financial Management from other development partners. Influenced France and the Global Fund to finance Public Financial Management TAs at the central and provincial levels, respectively, to improve efficiencies in the system through single contract mechanisms.
- Recommendations on social spending/indicative targets aspects were integrated into the International Monetary Fund 3-Year Extended Credit Facility for the Democratic Republic of Congo.
- Underpinned a roadmap on Domestic Resource Mobilization and Public Financial Management at central and provincial level. This roadmap has been developed to address the bottlenecks of limited budget execution and domestic resource mobilization at central and provincial levels.
- Informed the Ministry of Health's disease surveillance system at primary health care level in the country and supported the development of the annual cost implementation plan for the Regional Diseases Surveillance Enhancement System.

#### SIERRA LEONE: SUSTAINABLE AND EFFICIENT HEALTH FINANCING AND SERVICE DELIVERY

- Recommended ways to optimize and clarify responsibilities of health facilities at different levels and link performance with incentives and inputs. These measures have since been accepted and incorporated by the government.
- In line with the study's recommendation, the country's pandemic preparedness plan was updated and sharpened.
- With TA from the Bank, recommendation on a Health in All Policies approach has been adopted under the revised Public Health Ordinance.
- Analytics influenced the identification of potential sources for pandemic preparedness and response. The study took various technical perspectives and compared their usefulness to the Sierra Leone context.
- Assisted the design of nutritional interventions and implementation arrangements, including community governance structures, that have informed government policy.

#### MADAGASCAR: UNIVERSAL HEALTH COVERAGE/HEALTH FINANCING SUPPORT

- Provided technical and advisory support to strengthen health financing strategy and identify options for sustainably mobilizing more resources for health. The central focus of this work was on mobilizing domestic sources of financing and identifying measures to enhance efficiency.
- The analysis supported advocacy for more resources for the health sector, jointly with other development partners and within the Ministry of Health.
- Provided critical TA to the Ministry of Health to support and influence preparation and implementation of the Results-Based Financing approach that are based on key international experiences.

#### MOROCCO: HEALTH SECTOR SUPPORT

- Recommendations from the Health Financing diagnostic have been incorporated into the Health and Social Protection Development Policy Loan and reforms relating to Health Financing Service Delivery have been implemented.

- The analysis highlighted the need to consolidate fragmented financial risk protection schemes. Recommendations on policy upgrade as well as revisions in the benefits package have since been implemented and adopted.
- Informed the preparation of the World Bank Development Policy Loan in terms of the definition of prior actions and triggers and support for policy dialogue with the Ministry of Health on advancing health financing and service delivery reforms.
- Following the study's recommendations, a road map for the integration of financial protection schemes has been adopted by the Ministry of Health to design and implement social protection reforms.

#### SUDAN: HEALTH SYSTEMS STRENGTHENING

- Supported the development of Sudan's National Health Sector Policy with Health Strategic Directions for 2021–2024 to achieve Universal Health Coverage. The study offered tangible and pragmatic interventions focusing mainly on primary health care (PHC) and social health insurance.
- Informed the Government's National Population Council and the subsequent World Bank engagement. The advisory services and analytics (ASA) provided the analytical underpinnings on the Human Capital agenda, highlighting the need to take a multisectoral approach.
- Informed and influenced the government on the need for effective nutrition interventions best suited for Sudan context. An optimization study on the costing of nutrition and specific and sensitive interventions was undertaken.
- Findings were subsequently incorporated in Sudan's multiyear immunization plan (2021–2024), which consolidates several immunization activities and is considered the key planning and management tool for the national immunization program.
- Informed the development of the Sudan National Health Sector Policy and the Health Strategic Directions for 2021–2022. The analysis identified tangible and pragmatic interventions focusing mainly on PHC and social health insurance and highlighted the urgent need to mobilize resources to achieve UHC.

#### SENEGAL: SUPPORT TO UNIVERSAL HEALTH COVERAGE AND PANDEMIC PREPAREDNESS

- Supported and informed the ongoing reform of the UHC, especially to enhance consistency between Community-Based Health Insurance and free health care policies. The analytical work has been instrumental in informing and accordingly updating the National Action Plan for Health Security with the “One Health Approach.”
- Enabled the formation of a cross ministerial entity to assess the ongoing progress on the UHC policy and regularly produce Health Equity analysis.

#### VIETNAM: STRENGTHENING PANDEMIC PREPAREDNESS

- International Health Regulations study assessed the scope of needed reforms in the legal framework, cross sector coordination, and environmental monitoring and informed the government's effort to develop an implementable action plan.
- The TA was instrumental for the Ministry of Health to mobilize financing, both from domestic budget and international donors, in order to improve core capacities and implement changes in health regulations.





- Provided critical information to the Ministry of Health and the Ministry of Agriculture and Rural Development in developing a National One Health Strategy/Policy and formulating guidelines/regulations to be implemented over the period 2021–2025.
- The situation assessment for risk communication informed the development of the new Master Plan for Risk Communication in the health sector. The Ministry of Health also benefited from the support of the World Health Organization.

#### ESWATINI: STRENGTHENING CAPACITY IN HEALTH FINANCING AND HOSPITAL GOVERNANCE AND MANAGEMENT

- Recommendations have directly influenced steps taken by the Ministry of Health to reform the management structure of public hospitals. Initial steps have been taken to repurpose the National Tuberculosis Hospital to better align with Eswatini's overall hospital capacity.
- Strengthened the knowledge base in health financing and introduced the concept of strategic purchasing that resulted in improved linkages between payments and service delivery.
- Directly influenced the design and rollout of the Client Management Information System. This will better inform investments in quality improvement and digital data platforms and serve as the design platform for routine data collection to enhance quality of care.

#### VIETNAM: GETTING MORE EFFICIENCY/VALUE-FOR-MONEY IN THE HEALTH SECTOR

- Informed Ministry of Health on its policy reform agenda to address the need to implement a system of integrated care.
- Provided clear guidelines for central agencies (Ministry of Finance, Ministry of Health, and Vietnam Social Security) to further refine the performance indicators and use them to advance strategic reform in hospital policies.

## Pandemic Preparedness and COVID-19 Response

### KENYA: HEALTH SYSTEMS STRENGTHENING FOR UNIVERSAL HEALTH COVERAGE

- Influenced the Government of Kenya to begin the process of establishing the Kenya Centre of Disease Control for developing pandemic preparedness and building response capacity.
- Directly influenced the development of the Kenya Health and Research Observatory to serve as a platform for sharing critical health and research data that are key to tracking information related to the COVID-19 pandemic.
- The recommendations influenced collaboration among key sector partners (e.g., World Health Organisation) to maximize cross sector synergy and enable the government to maximize possible convergence with practices within the World Bank.

### HAITI: UNIVERSAL HEALTH COVERAGE AND PANDEMIC PREPAREDNESS

- Recommendations were adopted by the Ministry of Public Health's National Community Health Strategic Plan and National Plan for Sexual and Reproductive Health, thereby contributing to the country's pursuit of a more strategic approach towards achieving UHC.
- The study's recommendations and ensuing policy dialogue directly informed Government's efforts to significantly enhance preparedness against pandemics.
- Influenced and helped leverage the government's service delivery mechanisms by enhancing knowledge on safe childbirth and maternal care.
- Provided critical policy options for enhancing governance, accountability and institutional arrangements towards UHC and pandemic preparedness.
- The Ministry of Public Health and Population adopted the study's recommendations in formulating the National Community Health Strategic Plan, National Plan for Sexual and Reproductive Health and Health Security Plan.



#### MYANMAR: STRENGTHENING PANDEMIC PREPAREDNESS

- Supported the formulation of the government's National Action Plan on Health Security and the Myanmar Health Sector Contingency Plan for outbreak response to COVID-19.
- These action plans were subsequently used to mobilize external and internal assistance.
- Supported the situational analysis of national policies and frameworks as part of the formulation of a pandemic preparedness plan. The ensuing dissemination and policy dialogue were instrumental in strengthening the government's role in enhancing pandemic preparedness.

#### CAMBODIA: STRENGTHENING PROGRESS TOWARDS UNIVERSAL HEALTH COVERAGE AND PANDEMIC PREPAREDNESS

- Informed and influenced the government's policies and laid the groundwork for the assessment of the institutional landscape. This starkly highlighted gaps in service delivery and financing for maternal and child health and nutrition.
- Recommendations on community-based health and nutrition initiatives have been integrated into the policy dialogue and design leading up to the Cambodia Nutrition Project that includes financing for community health and nutrition.
- Analytical work has been instrumental in providing options and recommendations, including on health security, and creating a base on which a national multisectoral Pandemic Preparedness plan has been drafted.
- Enabled interministerial knowledge sharing, which led to the establishment of a frontline health and nutrition service platform.

#### TANZANIA: ENHANCING PANDEMIC PREPAREDNESS AND RESPONSE

- Informed the national policy and accordingly technical changes to enhance further the efficiency of measures taken to control COVID-19.
- Enabled the government to begin the process of identifying domestic and external resources for pandemic response and preparedness, and accordingly coming up with a strategic financing roadmap.
- The study's findings and recommendations were instrumental in laying the groundwork for further review and upgrading the national Action Plan for Health Security.

#### SUDAN: STRENGTHENING PANDEMIC PREPAREDNESS

- Provided key technical support to the government in pandemic preparedness, further strengthening Sudan's governance framework.
- Recommendations informed the government in operationalizing a multisectoral pandemic preparedness response, which covered the governance framework, institutional arrangements, and coordination challenges across sectors. They also helped to bring strategic focus on needed reforms in existing plans, policies, and strategies in dealing with pandemics.
- Supported the government in incorporating best practices and strengthening Sudan's response to cholera and acute water-borne diseases.

#### TANZANIA: ENHANCING PANDEMIC PREPAREDNESS AND RESPONSE

- Supported After Action Review of the COVID-19 response, which subsequently informed national policy and laid the groundwork for technical upgrades intended to enhance further efficiency.

- Informed the formulation and implementation of the National Pandemic and Response plan. This enabled the government to begin identifying domestic and external funding sources and accordingly produce a strategic financing roadmap.
- Informed the upgrade of the National Action Plan for Health Security, which is key to building capacity for more efficient management of the COVID-19 pandemic and an Ebola outbreak.

## Human Resources for Health

### LESOTHO: SUPPORTING THE DEVELOPMENT OF AN INTEGRATED HEALTH CARE DELIVERY SYSTEM

- Informed the redesign of the Quality Improvement Program at the District Hospital level under the Performance-Based Financing platform. This has yielded a streamlined quality checklist that prioritizes staff clinical skills and achievements.
- The PHRD-assisted program was attached to a World Bank lending operation that would ensure the scale up, timely implementation, and sustainability of quality improvement schemes by the government.
- Helped Lesotho's leading health care institutions to redesign performance-based financing approach to improve their human resource health skills and clinical outcomes and reduce referrals. These contributed to mainstreaming performance-based financing and advancing management of public-private partnerships for health service delivery.

### ZIMBABWE: HEALTH FINANCING AND HUMAN RESOURCES FOR HUMAN RESOURCES FOR HEALTH REFORMS TECHNICAL ASSISTANCE

- Influenced the ministry to address challenges in Human Resources for Health imbalances such as its "top-heavy" structure.
- The study also influenced the ministry to allocate more resources to underfunded priority programs and to increase support for prevention-focused interventions.
- Informed the government's plan to institutionalize and scale-up the Urban Voucher and Results-Based Financing scheme and harmonize it with the broader rural Results-Based Financing program.
- Results from the technical review informed the update of Results-Based Financing pricing of indicators. These have been incorporated in the Results-Based Financing program implementation manual, which was later approved by the Ministry.
- Supported strategic lesson sharing on the Japanese health system that are relevant to challenges faced by the Zimbabwean health system. These covered the areas of maternal and child health, noncommunicable diseases, and health financing.

## Innovation and Harnessing the Private Sector

### PAKISTAN: PRIVATE SECTOR ENGAGEMENT IN HEALTHCARE SERVICE PROVISION WHILE HARNESSING INNOVATION AND TECHNOLOGY

- Supported the government of Sindh to more impactfully and effectively engage the private sector in achieving Universal Health Coverage. This was clearly articulated in the 2016–2025 Pakistan National Health Vision.

- Recommendations on fostering dialogue and collaboration between the government and the private sector have proved effective and were adopted.
- Several budding healthcare innovations and technology initiatives were showcased and digital platforms were developed, ranging from online PHC services to pharmaceutical supply platforms.
- Provided critical analysis of the health sector landscape with a focus on private sector engagement and quality of care. This helped to determine effective strategic, regulatory policy and improvement measures.
- Influenced the Action Plan for Strengthening Public-Private Partnerships: 2021–2026 to enhance the capacity of the provincial government of Sindh for Public-Private Partnerships and for contracting the private sector in health service provision.

#### AFGHANISTAN: HEALTH PROGRAMMATIC ASA

- The findings and recommendations of the study on the impact of increasing tobacco taxation in Afghanistan were subsequently embedded in Afghanistan’s tax system. The proposed interventions were modelled and were estimated to raise an additional \$8 million to \$21 million in annual revenues, with the potential for this revenue to be used for social expenditures to improve living conditions in Afghanistan. The added taxes are also expected to reduce the consumption of tobacco products and the associated burden of disease.
- Recommendations on innovations in the roles and responsibilities of nutrition counsellors to strengthen outreach activities at the community level have been incorporated into Ministry of Public Health guidelines and deployed by implementing nongovernment organizations (NGOs) in 18 provinces.

#### TURKIYE: GRANT ON SUSTAINABILITY OF UHC

- Informed and influenced government policy on the behavioural aspects of the use of primary healthcare services with a focus on noncommunicable diseases.
- The analytical work “Building an Improved Primary Health Care System in Turkiye through Care Integration” was formally launched through a global event, which allowed for broader dialogue and knowledge sharing.
- Recommendations directly supported the Ministry of Health to shape further health care policies to develop strategically nonmonetary and low-cost behavioural interventions.

#### PERU: UNIVERSAL HEALTH COVERAGE

- The analytical work was instrumental in introducing reforms in health information technology (IT) infrastructure and adopting international models and standards for data governance and information communication technology processes.
- Recommendations on policies and best practices in the management and distribution of pharmaceuticals and medical supplies were incorporated as part of the ministry’s policy reform.
- Recommendations from PHRD technical assistance were instrumental in redesigning the model for results-based financing of local governments to support the fight against anaemia.



## 2. TICAD V—Agriculture and Rural Access to Energy Supply Program

### 2.1 Overview

The Focus on Food and Nutrition Security Agriculture program (TICAD V) supports the sector responsible for the largest amount of private economic activity in Africa, which is also by far the largest generator of employment and source of livelihoods. Empowering farmers as mainstream economic actors is a key objective of the TICAD process. TICAD V focuses on food and nutrition security and strengthening resilience of households and communities to cope with national disasters and climate change. Efforts encompass support for climate-smart agriculture and adoption of new technologies and techniques. Support for women farmers and producers is a priority.

The **TICAD Program's** objectives are

- (1) 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.
- (2) Increase the delivery of modern energy services in rural communities of fragile and conflict states in Africa. Within this framework, the grants focus on supporting investments and activities in the priority areas of nutrition-sensitive agriculture and rural energy.

In FY21–22, the TICAD V portfolio included 12 TF grants totaling \$16.6 million (supporting seven operations, mainly through cofinancing of WB investment operations, listed in Table 5). Through these grants, TICAD V supported the Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers in Cameroon, the Regional Great Lakes Integrated Agriculture Development Project in the Africa region, the Lesotho Smallholder Agriculture Development Project-II, the Mali Rural Electrification Hybrid Systems Project, and the Enhancing Sierra Leone Energy Access Project, amongst others.

**TABLE 5** Technical Assistance Program Grants Active During FY21–22: TICAD

Activity Name	Country	Trust Fund Number(s)	Grant Amount (USD)	Percentage Disbursed as of end-FY22	Activity Status at end-FY22*
Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers	Cameroon	TF0A1906	2,608,503	100%	Closed July 2021
PHRD: Second South West Indian Ocean Fisheries Governance and Shared Growth Project (SWIOFISH2)	Madagascar	TF0A4588 and TF0A4736	260,620	100%	Active until Sept. 2023
PHRD: Mali Rural Electrification Hybrid Systems Project Additional Financing	Mali	TF0B0437 and TF0B0436	2,838,843	93%	Active until Sept. 2022
PHRD TICAD—Regional Great Lakes Integrated Agriculture Development Project	Africa	TF0A3316 and TF0A7740	2,999,942	26%	Active until June 2024
PHRD Grant for the Enhancing Sierra Leone Energy Access Project	Sierra Leone	TF0B4793 and TF0B4858	2,970,000	22%	Active until Dec. 2025
Lesotho Smalholder Agriculture Development Project-II	Lesotho	TF0B0290	2,000,000	36%	Active until May 2026
Liberia Electricity Sector Strengthening and Access Project	Liberia	TF0B5412 and TF0B5259	2,970,000	2%	Active until June 2026

\*Where TF grants support only part of a larger operation financed through other sources, the TF grant may be closed while the associated operation is still active.

Source: DFTPR

## 2.2 Selected Results

Selected results from grants under implementation within the TICAD V program during FY21–22 include

### Nutrition Sensitive Agriculture and Capacity Building of Small and Marginal Farmers (Cofinancing for Cameroon Agriculture Investment and Market Development Project)

- The project supported 10,291 members from 78 cooperatives who benefited from improved seed made available by the project, technologies promoted by the project, and improved rural finance to increase their production capacity.
- The project’s direct support for promoting technologies to contribute to the improvement of farmers’ ability to produce competitively was the outcome of adopting improved and sustainable production or conservation technology, varieties of biofortified seeds, improved transportation, catering, and preservation of foodstuffs.
- The project achieved 128 percent of its target by strategically supporting women’s groups working towards food and nutrition security at the household level. The project directly





trained 300 women leaders in nutritional education who further reached out to 37,635 women members, exceeding its target.

- The project directly had an impact on the formation and strengthening of grassroots level institutions, cooperatives that were instrumental in mobilizing private sector financing.

### Mali Rural Electrification Hybrid System Project (Cofinancing through PHRD)

- As of end-FY22, the project had a moderately satisfactory rating for progress toward achievement of its development objective, namely to expand access to modern energy services in rural areas of the recipient and to increase renewable energy generation in target areas. The overall project disbursement rate stood at 77.56 percent, representing \$57.7 million out of total financing of \$67.6 million, of which the PHRD grant of \$2.8 million was 93 percent disbursed.
- Under Component 1 “service improvement and extension of existing mini-grids,” 6.73 megawatt capacity power of solar renewable energy capacity had been installed (exceeding the initial projection of 6.18 MW); 41 hybrid solar/diesel power plants installed (almost meeting the 42 plants planned), benefiting 44 localities; 8,034 solar home systems installed for the benefit of low-income rural populations without access to electricity networks (surpassing the 6,860 planned); 9,272 additional connections to the existing mini grids had been built (almost meeting the 9,770 planned), and 227 km of distribution lines built (surpassing the 225 km planned).
- Under Component 2 “development of off-grid lighting markets and energy efficiency, 98,853 “Lighting Africa” certified solar home lanterns and kits had been distributed through 15 national distributors under the Results-Based Financing Facility (surpassing the 90,000 planned); 10,800 “Lighting Africa” certified lanterns and solar home kits had been distributed in schools and sociocommunity infrastructures in nonelectrified rural areas; 8 solar libraries had been installed in nonelectrified rural schools (meeting the planned target); 15 community health facilities and maternities had been equipped with solar energy systems; and 50 solar systems and energy-saving equipment had been distributed as part of the productive use of solar energy for the creation of income-generating activities for women in rural areas.



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

## 3.1 Overview

The **PRIME Program** has an essential objective:

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 (M&E) systems and capacity (while strengthening their ownership).

In FY21–22, the PRIME program portfolio included 12 grants totaling \$9 million (supporting seven operations, listed in Table 6). These projects supported Additional Financing for a Human Development Health Systems operation in the Democratic Republic of Congo (DRC), the Health Equity and Quality Improvement Project in Cambodia, Transforming Health Systems for Universal Care in Kenya, Strengthening National Health Information Systems in Lao People’s Democratic Republic (PDR), and agriculture policy M&E capacity building in Armenia, in Vietnam, and in Serbia.

## 3.2 Selected Results

Selected results from grants under implementation within the PRIME program during FY21–22 include

### Democratic Republic of Congo: Human Development Systems Strengthening (Project Co-Financing Program)

- PHRD support enabled territorial coverage of the Global Information System–based health map system in the targeted regions that exceeded its target achievements.
- The project’s capacity building support to health and education workers trained in information management systems in targeted areas reached 3,294, exceeding its original target.

**TABLE 6** Technical Assistance Program Grants Active during FY21–22: PRIME

Activity Name	Country	Trust Fund Number(s)	Grant amount (in US dollars)	Percentage disbursed as of end-FY22	Activity status at end-FY22*
PHRD PRIME—Additional Financing for the DRC Human Development Health Systems Project	Congo, Democratic Republic	TF0A2421	846,357	100%	Closed August 2020
PHRD PRIME—Health Equity and Quality Improvement Project	Cambodia	TF0A2562 and TF0A3819	1,057,083	100%	Closed June 2021
Kenya: PHRD Co-financing Transforming Health Systems for Universal Care Project	Kenya	TF0A2792 and TF0A4497	1,047,644	100%	Closed May 2022
Agriculture Policy Monitoring and Evaluation Capacity Building Project	Armenia	TF0A4449	1,126,291	87%	Closed May 2022
Vietnam: MARD M&E Capacity Building for Agricultural Restructuring Plan Implementation Project	Vietnam	TF0A5252 and TF0A5253	1,878,968	100%	Closed December 2020
Strengthening National Health Information Systems in Lao PDR	Lao People’s Democratic Republic	TF0A6106 and TF0A7550	1,093,156	100%	Closed December 2021
Strengthening Agriculture Sector Capacities for Evidence-Based Policy	Serbia	TF0B1676 and TF0B1675	2,000,000	29%	Active until Jan 2024

\*Where TF grants support only part of a larger operation financed through other sources, the TF grant may be closed while the associated operation is still active.

Source: DFTPR

### Cambodia: Health Equity and Quality Improvement Project

- Enabled increase in outpatient services covered to 2,812,302, reducing out of pocket health expenditure by close to 60%.
- Resulted in an increase in the number of health centers exceeding 60 percent score on the quality assessment of health facilities from 49 to 1,181.
- Resulted in a sharp increase in essential health, nutrition, and population service beneficiaries, with almost 1,174,123 people receiving services prior to the project end.
- Number of children immunized because of the project exceeded the target number of 1,008,376 to 1,969,974 and the number of hospitals equipped with ventilators for treatment of COVID-19 severe cases rose from 2 to 30, exceeding the target of 27.
- Resulted in a 20 percent increase in the number of operational districts reporting an increase of over 10 percent in current Long-Term Family Planning service users over the previous 12 months. The results saw a 100 percent increase in percentage of health



centers, hospitals and Operational Districts/Provincial Health Departments receiving Health Equity Fund and Service Delivery Grant payments within specified timelines.

- Increased number of deliveries attended by skilled health personnel rose to 1,693,762, exceeding the original target of 998,127. Because of the intervention, the proportion of health centers with functioning health center management committees increased to 84.92 percent from the baseline record of 64 percent.

### **Vietnam: Ministry of Agriculture and Rural Development (MARD) M&E Capacity Building for Agricultural Restructuring Plan Implementation**

- A roadmap for expansion of the Agricultural Restructuring Plan M&E indicators and system to the 58 nonpilot provinces was adopted and training courses on M&E system and guidance have been rolled-out to all 63 provinces.
- PHRD supported development of 15 performance indicators and manuals for the same that were approved by the Prime Minister's office and successfully pilot tested in eight provinces.
- A new set of Agricultural Restructuring Plan Implementation M&E indicators for the 2021–2025 period was drafted, and indicators for assessing the performance of the Public Administration Reform were established, approved, and implemented.



8/11/15 12:56  
Hospital name



## 4. PHRD Technical Assistance on Other Priority Topics

### 4.1 Overview

The PHRD includes several windows for projects supporting the priority topics of disability policy, disaster risk reduction, and tax policy reform. These “pillar IV” windows are phasing out and are no longer accepting new proposals; hence, only a handful of projects were active in these areas during FY21–22, listed in Table 7. These included recipient-executed projects supporting revenue administration reform support in Vietnam (due to close mid-FY23), improving access to social services and employment opportunities for persons with disabilities in Haiti (closed end-FY21), preparation of a program for sustainable flood management in the greater Manila metro area of the Philippines (closed end-FY21), and Bank-executed analytical engagements in Iraq on the Security-Development Nexus and in Kenya on scaling up access to financial services for farmers by leveraging digital technologies, both of which closed in FY22.

### 4.2 Selected Results

Selected results from grants under implementation within the other priority topics during FY21–22 include

#### Haiti: Social and Economic Inclusion of Persons with Disabilities

- By project closure, 53,453 persons with disabilities were documented in the national registry, surpassing the revised target of 50,000. To facilitate registration, the implementing agency introduced several innovations including a system to issue unique beneficiary cards to registered persons with disabilities and a media presence to encourage enrollment. The project also piloted a system of self-registration for persons with disabilities using kiosks. Registration could be done either in-person or by dependents or with the assistance of organizations that support persons with disabilities. The self-registration was used for pre-identification purposes and followed up with home visits conducted by enumerators to validate the information provided and conduct the full survey.
- 679 persons with disabilities participated in the job placement service via the job placement database (exceeding the revised target of 500), including those who completed the trainings or participated in the job fairs, coaching workshops, or other services and activities. Approximately 45 percent of individuals who participated in the job placement service were female, which fell slightly short of the 50 percent target. Through the job placement service, 27 persons with disabilities were matched with employment opportunities and 12 received scholarships to continue their studies.



**TABLE 7** Technical Assistance Program Grants Active during FY21–22: Other Priority Topics (“Pillar IV”)

Activity Name	Country	Trust Fund Number(S)	Grant Amount (in US dollars)	Percentage Disbursed as of end-FY22	Activity Status at end-FY22*
<i>Disability and development (recipient-executed operations)</i>					
Improving Access to Social Services and Employment Opportunities for Persons with Disabilities Project	Haiti	TF018710 and TF018711	2,279,839	100%	Closed June 2021
<i>Disaster risk reduction (recipient-executed operations)</i>					
PHRD Pillar IV—Preparation of a Program towards Sustainable Flood Management in the Greater Metro Manila Area	Philippines	TF018611 and TFOA1299	2,889,045	100%	Closed June 2021
<i>Tax policy reform (recipient-executed operations)</i>					
Vietnam Revenue Administration Reform Support	Vietnam	TFOA9380 and TFOA9381	1,454,570	48%	Active until March 2023
<i>Other (Bank-executed analytics)</i>					
PHRD Iraq: Security-Development Nexus Initiative in Iraq	Iraq	TF0B2406	1,468,625	93%	Closed Dec 2022
Scaling up Access to Financial Services for Farmers in Kenya by Leveraging Digital Technologies	Kenya	TF0B6403	395,426	93%	Closed June 2022

\*Where TF grants support only part of a larger operation financed through other sources, the TF grant may be closed while the associated operation is still active.

Source: DFTPR

- 157 individuals with disabilities participated in training to improve their job-related skills and obtained certification, falling short of the revised target of 200. Of these 157 individuals, 74 went on to create their own income-generating activities. Training was conducted in skill areas identified as “high-demand” based on an employment study, which is evidenced by employment within one month of nearly one half of those trained.
- In spite of difficult implementation conditions that caused the project to undergo a restructuring in June 2020 and revise downwards many of its indicators, including modifying the project title and development objective, the project outcome rating at closure was deemed substantial for the postrestructuring period, with ratings of high for relevance and substantial for efficiency, leading to an overall outcome rating of satisfactory.

### Preparation of a Program Towards Sustainable Flood Management in the Greater Metro Manila Area Project, Philippines

- PHRD supported the feasibility/design study and accordingly the detailed engineering design and master plan for a Flood Protection Mechanism that includes Environment and Social Impact Assessment, design for the Flood Retention Basin downstream of Marikina



River, Land Acquisition and Resettlement Action Plan, Design of the Flood Forecasting and Early Warning System, and Proposed Institutional Plan with recommended arrangements for Flood Management in Metro Manila.

- The project also supported the development of proposed institutional arrangements for sustainable flood management in the Greater Metro Manila Area.
- The project relevance was rated high at closure and efficacy was rated substantial, as it resulted in the achievement of the two Project Development Objective indicators, namely, proposals for Upper Marikina River structural measures fully designed that are technically, economically, socially, and environmentally sound and that are ready for appraisal and proposals for an integrated flood forecasting and early warning system fully designed and ready for appraisal. All the planned activities, including the additional work on the design adjustment for the Upper Marikina Dam, were completed under a total of eight studies. However, the project had an efficiency rating of modest due to lengthy implementation delays that resulted in four restructurings with a total extension of the closing date of 54 months due to a number of reasons. The overall outcome rating for the project was, therefore, moderately satisfactory.



## 5. PHRD Nontechnical Assistance Programs

Outside of its Technical Assistance programs, the PHRD has several partnership programs in place, which prioritize building the capacity of development professionals and strengthening partnerships with Japan and global and multilateral initiatives. Through these, the Bank partners with the GoJ to support developing countries in their endeavors to enhance the expertise and skill levels of aspiring practitioners and leaders and to contribute to policy reform for economic growth and social development. These partnership programs are the **Japan-World Bank Partnership Program**, which focuses on dissemination of findings of grant-financed analytical studies, seminars, and conferences on emerging development challenges and likely solutions; the **PHRD Staff Grants Program**, which is aimed at institutional learning by placing Japanese nationals in the Bank to learn about the operational processes and advisory services and analytical work of the institution; and the **Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP)**, which enables scholars to receive specialized training in key areas of development, such as economic policy management and infrastructure management.

### 5.1 Japan-World Bank Partnership Program

This program supports the joint efforts of the Bank and Japanese institutions to improve health systems and achieve UHC by monitoring the progress towards UHC, highlighting breakthrough innovations for UHC, supporting learning and knowledge exchange, creating momentum for reforms, and assisting the capacity building of UHC core capacity in Africa and globally. This effort is within the framework of the “World Bank-Japan Joint UHC Initiative” that builds on the recommendations of the Ise-Shima G7 Summit and TICAD VI and complements UHC activities under the PHRD TA window that provides analytical work to inform policy reforms and innovations of target countries toward achievement of UHC. The program also supports outreach activities in Japan and across the globe.

The FY21–22 portfolio comprised 21 grants valued at \$36.6 million, of which \$22.3 million or 60 percent had been disbursed as of end-FY22. During this period, seven grants closed with 100 percent of the funds disbursed, yet most of these grants had follow-up activities launched during the period that are still currently active. These ongoing flagship engagements include the **Global UHC engagement**, consisting of the Joint Learning Network for UHC, global and regional UHC flagship courses, UHC high-level policy meetings, and forums for UHC monitoring and learning; the **Global Development Awards and Medals Competition**, which are launched on an annual cycle 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; and a work stream on **Leveraging Japanese knowledge and experience for capacity building in human capital and Science, Technology, and Innovation (STI)**, including analytics on identifying opportunities for WBG clients to utilize and benefit from STI to achieve the sustainable development goals (SDGs). Additionally, several standalone activities were active during FY21–22, financing global analytics on priority topics, such as development challenges of commodity dependence in developing economies; aging and long-term care case studies; health worker support tools and COVID-19 critical-care support frameworks; and macroeconomic challenges in developing countries.

### 5.1.1 Global Universal Health Coverage

The “World Bank-Japan Joint UHC Initiative” programmatic engagement was initiated in 2019 (following on from an earlier phase I activity) and consists of two main components, focusing on UHC Monitoring and Learning from Country Experiences and on capacity building.

As of end-FY22, the ongoing tasks have been mostly on track and making good progress towards the development objectives, and, overall, the program has been instrumental in keeping the global momentum towards achieving UHC. However, some activities were delayed because of the COVID-19 response as well as delayed funds transfer, which resulted in a request for the extension of the original closing date of some subtasks under this analytical engagement, including the Joint Learning Network for UHC, UHC Flagship Courses, and the high-level policy meetings, including G20, until 2024. Specifically, progress under each subtask by the end of the reporting period include:

- **Critical analytical underpinning for priority policy work:** As of end-FY22, this component had completed materials for UHC measurement trainings, updating of Health Equity and Financial Protection Indicators portal with new data points and indicators as well as improved user interface, initiated project on innovative methods for collection of household out-of-pocket medical expenditures, and completed two analytical reports on drivers of UHC, namely on financial protection among the elderly and on trends in health inequalities among children.
- **Aging and Long-Term Care Case Studies:** As of end-FY22, this component had completed discussions with stakeholders including the Japan International Cooperation Agency (JICA), based on which the first draft of the report on *Primary Healthcare Centered Integrated Care for an Aging Population* was ready for review; had completed the background paper *How Digital Health Technology Is Transforming Health Care for the Elderly*; and had initiated the empirical analysis on *Can Primary Health Care Expenditure Mitigate the Fiscal Pressure from the Aging Trend*.
- **Joint Learning Network (JLN) for UHC:** As of end-FY22, this component had commenced work on the codevelopment of its fourth knowledge product on revising health benefits package—the Domestic Resource Mobilization collaborative, including its Health Tax series, was regularly organizing knowledge exchanges, deep-dive sessions, and webinars, including three events in the last six months. Several country application and

implementation support efforts are ongoing in Africa and Asia; and the team had added more streams of work such as a new learning exchange on private sector and pharmaceuticals in 2021 and 2022 as well as the side event of the Japan Nutrition for Growth side meetings focused on nutrition financing in December 2021 to January 2022.

- **Global and Regional UHC Flagship Courses:** As of end-FY22, this component had virtually conducted a deep-dive course on Models for Chronic Care for Non-communicable Diseases during February 16–18, 2022, as part of the World Bank’s Health Systems Flagship Program. The course brought together about 230 participants from 30 countries representing every continent.
- **Strengthening the Immediate Response to COVID-19 and Pandemic Preparedness:** As of end-FY22, this component had engaged additional health security and pandemic preparedness experts to provide analysis or rapid technical review of terms of reference for the COVID-19 projects per needs. The team conducted a desktop preparedness assessment for Guinea-Bissau and Cambodia to inform country policy discourse. The team was also working on the Health System Resilience Report to identify interventions that strengthen resilient health systems and has developed a framework of resilient health systems, and had initiated case studies and analyses to identify best practices and interventions that promote resilient health systems that are aware of threats, agile in response to evolving needs of the health system, can absorb shocks, adapt to minimize disruptions, and transform based on lessons learned. This will feed into a report on health systems resilience in the aftermath of COVID-19 that was being finalized.
- **Third UHC Forum–related Activity:** As of end-FY22, this component had completed the 2021 UHC Global Monitoring Report (GMR) on Financial Protection in Health, jointly with WHO.
- **UHC financing:** As of end-FY22, this component had collected general government and health budget data for over 90 countries, including all low-income and lower-middle income countries. Allocated budgets for 2019–2022 and executed budgets for 2019–2020 had been collected and were under analysis. Generated knowledge on health financing was reflected in the curriculum of the first virtual Health Systems Flagship Program in June 2021.

### 5.1.2 Global Development Awards and Medals Competition Program

The PHRD’s Global Development Awards and Medals Competition Program is one of the most important global competitions targeting development and research. The program was launched in 2001, working with the Global Development Network (GDN) as implementing agency. The GDN is a public international organization that supports high-quality, policy-oriented, social science research in developing and transition countries to promote better lives. 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 longstanding competition has brought innovative initiatives to the attention of development partners, including the Bank, and has helped advance Japan’s visibility. Expanding the scope of participating researchers and building research capacity in developing countries broadens the award program’s appeal. The most rewarding features of the competition are its geographic receptiveness, comprehensiveness, innovation, sustainability, and replicability.

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

- **Most Innovative Development Project (MIDP):** The recipients of the MIDP awards are 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 a so-called “JSDF award,” which is financed by PHRD (see below).
- **Outstanding Research on 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.
- **Japan Social Development Fund (JSDF):** The objective of the JSDF Award, in line with the World Bank’s JSDF Policy Guidelines, is to support community-driven development and poverty-reduction programs that serve to enhance productivity, increase access to social and community services and infrastructure, and improve the living conditions of poor and vulnerable groups in eligible countries. The JSDF call is open to first prize winners of the MIDP category and serves to pilot socially innovative development projects that have been identified as having the potential for development impact and replicability through the MIDP Award.

The Awards Competition 2019–2021, which was active during the FY21–22 period, finances seven awards per year (each comprising three editions), for a total of 21 awards over three years, namely: for each one of the three editions, there are three prizes for the ORD award (all nine of which had been awarded by end-FY22), three prizes for the MIDP award (all nine of which have been awarded by end-FY22), and one prize for piloting the scale-up and/or replication of a development project targeting the most vulnerable people (totaling three prizes for the JSDF award, not yet awarded by end-FY22 as these are sequenced to launch only once the previous award types have been implemented). Progress made as of end-FY22 under each annual competition is summarized below.

### GLOBAL DEVELOPMENT AWARDS COMPETITION 2021

The project timeline was modified, considering the COVID pandemic and the impact of social distancing on specific selection activities under the MIDP award, with the three rounds of MIDP competitions (referred to as MIDP-1, MIDP-2, and MIDP-3) running in parallel and launched jointly in 2021, since the 2019 and 2020 editions had to be deferred in agreement with the World Bank.

The 2021 awards edition focused on the following topics: international trade and biodiversity (ORD), universal health coverage and COVID (MIDP-1), community-driven, climate-related, disaster risk reduction in rural areas (MIDP-2), and quality urban infrastructure and

community-driven governance (MIDP-3). The three ORD grants and nine MIDP grants listed in Tables 8a and 8b were awarded for the 2021 cycle and began implementation in mid-FY22.

#### GLOBAL DEVELOPMENT AWARDS COMPETITION 2020

The 2020 awards edition focused on unpacking the health-environment-economic well-being nexus. It consisted only of ORD awards since MIDP awards were deferred to 2021 because of the COVID-19 pandemic. The three ORD grants listed in Table 8c were awarded for the 2020 cycle and began implementation in mid-FY21, and one of them (the third prize winner) had completed implementation as of end-FY22, while the others were still ongoing.

**TABLE 8A** Outstanding Research on Development (ORD) Prize Winners (2021 Awards Competition)

Place	Name	Institution	Scientific advisor	Grant Amount	Title	Country	Start Date	End Date
First prize winner	Abdul-Hanan Abdallah	University for Development Studies, Tamale-Ghana	Dr. Thomas Jayne	\$30,000	Implication of Large-Scale Agricultural Investment on Biodiversity: Evidence from Mixed Method Study of Farm Households in Northern Ghana	Ghana	January 31, 2022	December 31, 2023
Second prize winner	Roger Merino	Universidad del Pacifico Research Center (CIUP)	Dr. Laura Rival	\$10,000	Global Amazon: Harmonizing Development Visions and Multi-scalar Interventions in the Building of a Pluriversal Governance	Peru	January 31, 2022	March 31, 2023
Third prize winner	Chukwuka Onyekwena	Centre for the Study of the Economies of Africa (CSEA)	Dr. Marianne Kettunen	\$5,000	Evaluation of the African Continental Free Trade Area on Africa's Biodiversity	Nigeria	January 25, 2022	December 31, 2023

Source: Global Development Network progress reporting



**TABLE 8B** Most Innovative Development Project (MIDP) Prize Winners (2021 Awards Competition)

Theme	Name	Institution	Grant Amount	Title	Country	Start Date	End Date
MIDP-1	First prize	Kids Home Development Network Foundation	\$20,000	Access to Healthcare for Migrant Families in Thai Construction Site Camps	Thailand	January 31, 2022	March 31, 2023
MIDP-1	First prize	Uninhibited	\$20,000	Hello Saathi	India	January 24, 2022	March 31, 2024
MIDP-1	Second prize	United Way of Mumbai	\$5,000	Establishing Infection Prevention and Control Mechanism in Public Hospitals	India	January 31, 2022	December 31, 2022
MIDP-2	First prize	International Aid Services Kenya	\$20,000	Capacity Building of Local Community Against Climate Change and Improved Livelihood, Tharaka North County, Kenya	Kenya	January 20, 2022	March 31, 2023
MIDP-2	First prize	CI/Foundation	\$20,000	Cleaner Air Better Life - Crop Residue Management Project	India	CANCELED	
MIDP-2	Second prize	Dufatanye Organization	\$5,000	Expansion of Villages of Hope in Two Villages in Nyanza District, Rwanda	Rwanda	January 26, 2022	March 31, 2024
MIDP-3	First prize	International Transformation Foundation	\$20,000	A Water Kiosk at School—Karugia Secondary School	Kenya	January 19, 2022	December 31, 2023
MIDP-3	First prize	Save the Children India	\$20,000	Dream Accelerator Project	India	January 17, 2022	March 31, 2024
MIDP-3	Second prize	Clean Up Nepal	\$5,000	Expansion Nepal Waste Map, a Digital Waste Management System: A Community Empowered Governance Project	Nepal	February 12, 2022	December 31, 2022

Source: Global Development Network progress reporting





**TABLE 8C** Outstanding Research on Development (ORD) Prize Winners (2020 Awards Competition)

Place	Name	Institution	Scientific Advisor	Grant Amount	Title	Country	Start Date	End Date
First prize winner	Dr. Kok Sin Woon	Xiamen University Malaysia	Dr. Chew Tin Lee	\$30,000	Development of a Multi-Objective Life Cycle Eco-Efficiency Optimization Model for Formulating a Sustainable Municipal Solid Waste Management Policy Framework	Malaysia	March 1, 2021	December 31, 2023
Second prize winner	Dr. D.V. Pahan Prasada	University of Peradeniya, Sri Lanka	Dr. Silvia Salas Marquez	\$10,000	Balancing a Triple Threat: Divers' Health, Collapse of Fishery and the Vulnerability of Livelihoods in the Artisanal Sea Cucumber Fishery in Sri Lanka	Sri Lanka	March 3, 2021	March 31, 2023
Third prize winner	Dr. Chukwuemeka Onyimadu	National Institute for Legislative and Democratic Studies—NILS, Nigeria	Dr. Christian Thierfelder	\$5,000	Impact of Climate Change Adaptation Strategies on Livelihood and Multidimensional Poverty among Women Farmers in Nigeria	Nigeria	March 8, 2021	April 30, 2022

Source: Global Development Network progress reporting

## GLOBAL DEVELOPMENT AWARDS COMPETITION 2019

The 2019 awards edition focused on the role of nonacademic actors, new communication platforms and leadership in social sciences, and in doing research of developing countries. It consisted only of ORD awards since MIDP awards were deferred to 2021 due to the COVID-19 pandemic. The three ORD grants listed in Table 8d were awarded for the 2019 cycle and began implementation in mid-FY20, and two of them completed implementation in May 2021 while the third was still ongoing by end-FY22.

### 5.1.3 Capacity Building in Human Capital and Science, Technology, and Innovation

The PHRD partnership program financed a global analytical engagement titled *Toward Japan-WBG Partnership on Science, Technology and Innovation (STI)*, which was set up in 2018 and concluded in early FY21 (December 2020). The Project Development Objective aimed at identifying, assessing, and realizing opportunities for the WBG clients to utilize and benefit from STI to achieve the SDGs and to increase development impact to WBG clients through better aligned and scaled-up use of STI, better articulation of country-specific strategies and needs on STI, and such new forms of partnerships between the development partners such as Japan and the WBG.

**TABLE 8D** Outstanding Research on Development (ORD) Prize Winners (2019 Awards Competition)

Place	Name	Institution	Scientific Advisor	Grant Amount	Title	Country	Start Date	End Date
First prize winner	Dr. Emmanuel Yujuico	ACCESS Health International, Philippines	Dr. Annette Boaz	\$30,000	Exploring Philippine Use of Evidence-Based Research to Influence Public Health Policy	The Philippines	January 21, 2020	May 30, 2021
Second prize winner	Dr. Saravana Jaikumar	Indian Institute of Management	Dr. Mark Carrigan	\$10,000	Effective Use of Social Media to Produce, Disseminate and Enhance Uptake of Development Research: A Multi-Method Study	India	April 24, 2020	March 31, 2023
Third prize winner	Dr. Ruhizal Roosli	Universiti Sains Malaysia	Dr. Andrew Whyte	\$5,000	The Role of Practitioners in Web-Based Communication for Post-Disaster Reconstruction Projects in Southeast Asia	Malaysia	February 5, 2020	May 31, 2021

Source: Global Development Network progress reporting

Throughout the implementation period, this project supported countries in developing “STI for SDGs roadmaps,” which are policy action plans that integrate and align three relevant areas of policy (on economic growth, STI, and the SDGs) to help them address some of the prioritized SDGs while facilitating domestic and international stakeholder networks needed for implementation.

The project successfully implemented activities that provide concrete steps toward the development and implementation of the STI for SDGs roadmaps through the following three outlets: G20, the UN, and World Bank country operations. First, STI alignment among donors was achieved at the G20, yielding a summit outcome document that recognized the importance and promoted the development of STI for SDGs roadmaps. Second, the initiative contributed to the UN agenda by launching a set of concrete knowledge products, i.e., the *Implementation Guidebook*, together with a pilot program in helping client countries implement approaches elaborated by the Guidebook. Third, the WBG team helped two client countries, Kenya and India, who participated in the UN pilot program with better informed STI for SDG related policies and programs.

The work included the following pillars of activities: Pillar 1—Review of Japan STI for Development: rated highly satisfactory at closure; Pillar 2—Private sector coalition building: rated moderately unsatisfactory; Pillar 3—Operationalization of Japan-WBG STI partnerships: rated moderately satisfactory; and Pillar 4—corporate and global agenda shaping: rated satisfactory. Amongst its achievements under its different pillars, under Pillar 1 this activity assisted Japan to demonstrate STI leadership in 2019 when Japan hosted the G20. The WBG team provided G20 presidential support for the Osaka Summit, which adopted the “Guiding Principles on the Development of STI for SDGs Roadmaps” as a part of the Leader’s Declaration. The G20 alignment and the summit outcome document further encouraged the relevant UN agencies to work more coherently on the STI agenda. The G20 outcome also helped Japan formulate a tripartite STI cooperation with Kenya and India to collaborate on their national roadmaps for better incorporating STI in operations to realize prioritized SDGs. Another noteworthy outcome relates to private sector engagement under Pillar 3, through the project “Kaizen 2.0: Microlearning with a Digital Brain” under the Disruptive Technologies for Development Program in support of the Kenya Industry and Entrepreneurship Project. The project is designed to pilot the use of a mobile internet-based, artificial intelligence-powered microlearning platform to improve productivity and managerial skills of small and medium enterprises by teaching Japanese Kaizen processes. This project created synergies with a JICA project as well as a collaboration with Toyota under the Kenya Roadmap Pilot.

As of end-FY22, another analytical engagement was underway in this work stream with PHRD financing, Leveraging Japanese Knowledge and Experience for Capacity Building in Human Capital and Science, Technology and Innovation, which was launched in 2019 and is under implementation until end-FY23. Under the grant, the approved activities are designed to provide both a knowledge base and hands-on support to share Japan’s experience in Human Capital and STI globally through two pillars: Pillar 1 focuses on global knowledge development, while Pillar 2 focuses on Africa-Japan higher education partnership development. Under Pillar 1, the PHRD Grant supports, at the basic education level, the development and implementation of the Global Education Policy Dashboard in countries while also supporting research that will enable the leveraging of the Japanese experience to improve

teaching of math and science at the school level. Under Pillar 2, the PHRD Grant supports, at the higher education level, the Partnership for skills in Applied Sciences, Engineering and Technology, the Regional Scholarship and Innovation Fund, and Africa Centers of Excellence included in multiple projects. Activity status as of end-FY22 was satisfactory.

#### 5.1.4 Stand-Alone Analytics under the Japan-World Bank Partnership Program

In addition to the flagship work streams described in the previous sections, several stand-alone activities were active under the Japan-World Bank Partnership Program during FY21–22, financing global analytics on priority topics, such as development challenges of commodity dependence in developing economies; aging and long-term care case studies; health worker support tools and COVID-19 Critical-Care support frameworks; and macroeconomic challenges in developing countries. As an illustration of the reach and impact of such engagement, this section provides some highlights from ongoing work on development challenges of commodity dependence in developing economies.

The edited volume *Commodity Markets: Evolution, Challenges, and Policies* was published by the World Bank in May 2022. The publication was very timely given the recent major developments in commodity markets, most notably the Russian invasion of Ukraine. Reflecting this, the book included a box examining the impact of the war in Ukraine on commodity markets. The volume has received praise from several distinguished academics and received media attention. In the first two months since the book was launched, it had already been downloaded more than 10,000 times. The process of dissemination included seminars held in numerous locations in Europe and a roadshow in Asia, including at the Ministry of Finance in Tokyo. In addition to the edited volume, a number of policy pieces and working papers/academic papers have been published, including in the *Commodity Markets Outlook* and the *Global Economic Prospects* reports.

### 5.2 PHRD Staff Grant Program

The PHRD Staff Grant Program is funded by the GoJ to facilitate the entry of Japanese nationals into the World Bank at grade levels ‘GF’<sup>1</sup> and above. The program finances costs related to staff assignments for two to three years. Through funding of staff positions in a range of sectors, in headquarters, and in country offices, the program offers Japanese professionals the opportunity to gain experience in international development, while leveraging their technical expertise and facilitating knowledge exchange on emerging development challenges.

From the program’s inception in 2003 to end-FY22 (Figure 4), the GoJ contributed \$98.6 million to the program and approved \$84.6 million in financing for 205 staff positions, contributing to the overall achievement of the World Bank’s diversity goals and capacity-building efforts. During the same period, disbursements totaled \$71.2 million. Retention is an important focus of the program, and after the initial two-year assignment period, the program grants a third-year extension with a one-year retention commitment from the hiring unit. At the

<sup>1</sup> The World Bank grade structure is formed by multiple grade levels, each of which uses the initial G (for grade), followed by a letter representing the different levels of responsibility, skills and requirements. GF is the second level within Professional and Technical roles, for which a Master’s qualification or doctorate and five years’ relevant professional experience are required.

**FIGURE 4** Staff Grant Program by the Numbers, FY03–22



Source: DFTPR.

completion of their third-year assignments, 98 of the 205 Japanese staff supported through the program were retained as staff or consultants as of FY22. The Bank still employs 73 of these staff, with women representing 64 percent.

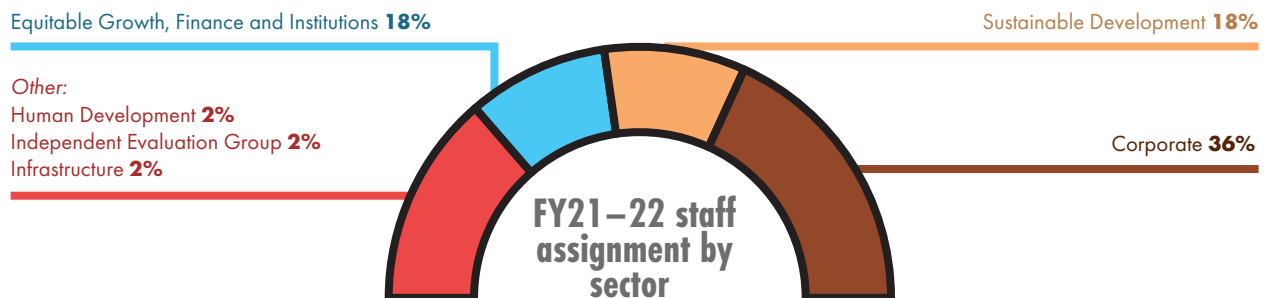
In FY21–22, the active portfolio of staff funded under the program (Figure 5) comprised 22 assignments for a total value of US\$18.6 million, including 11 ongoing assignments that began in FY19–20. Total disbursements over the period were \$15 million. Seven assignments totaling \$2.7 million were completed during the same period, with three staff retained in the Bank at the end of their assignments.

**FIGURE 5** Staff Grant Program Portfolio, FY21–22

In FY21–22, **22 staff grant recipients** held active assignments under the program, with **11 ongoing assignments** beginning in FY19–20.

FY	No. of Assignments	Approved Amount (\$M)	Disbursements (\$M)
FY22	5	5,065.59	4,353.08
FY21	6	4,051.23	3,396.21
FY19–20	11	9,467.84	7,514.69
<b>Total</b>	<b>22*</b>	<b>18,584.66</b>	<b>15,263.98</b>

\*7 of the 22 assignments were completed in FY21–FY22



Source: DFTPR.

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*"I have supported local governments as a health policy consultant to reform their local health policy based on comprehensive analysis of the local health needs. It makes me proud as I was able to use the knowledge and skills I gained from my program to strengthen local health system and increase capacity of local government to actively address health needs of its people. Some of the local governments have expanded their health care services beyond vertical health programs with local funds and revenues."*

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### 5.3 Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP)

Japan's partnership with the World Bank to support its development objectives include the Joint Japan/World Bank Graduate Scholarship Program (JJ/WBGSP). The development objective of this program is to continue supporting the poorest countries to enhance the expertise and skill levels of aspiring practitioners and leaders and to contribute to policy reform for economic growth and social development.

Launched in 1987, the JJ/WBGSP provides financing for mid-career professionals to study abroad for up to 24 months. To date, the program has awarded close to 6,500 scholarships across 160 countries. Approximately every three years, the World Bank administers a survey of alumni to track their professional achievements and development impact after they complete their JJ/WBGSP-funded studies.

#### SCHOLARSHIP PROGRAM RESULTS AS OF END-FY22

- Over 6,459 alumni
- 76% of finalists' parents' highest education is below the university level, including 29% of finalists whose parents have no education, enabling a strong participation from the vulnerable segment and bottom of the pyramid.
- With 38 countries represented in the pool of 115 finalists, FY21–22 saw the program covering a wide geographical spread.
- 54% finalists represented Africa, followed by 33% from South Asia, prioritizing developing countries and countries facing fragility, conflict, and violence.
- 35 leading universities and renowned institutions across 13 nations participated in enrolling the scholarship students.
- 87% of scholarship recipients have been found to be engaged in full-time employment.
- Among the ones employed, 61% have reported to be engaged with government and central banks while others have secured employments in international/national NGOs, research/academic institutions, and private sectors.
- More than 94% of scholarship recipients reported to have acquired a high to a very high level of new professional skills because of the scholarship with 89% reported to have expanded their roles and responsibilities.

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*"I initiated and led the implementation of the project that aims to utilize agro-waste like maize cobs, groundnut shells, and rice husks to produce high-quality cooking briquettes for smallholder farmers' households. Over 15 groups of farmers have been trained and recent feedback shows that over 10 small-scale briquettes businesses have been started by mostly women. This project makes me proud because, in addition to the positive benefits for the communities like improved household income and increased awareness about the dangers of cutting down trees for firewood, I was invited to share this initiative at the UN Summer Academy 2022."*

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- 86% among scholarship recipients reported to have been working in developing countries/their own home countries.
- 91% scholarship recipients reported to have contributed to the policy reform, strategic, or structural changes due to their exposure through the scholarship.
- 89% reported to have started their own business or civil society organizations contributing to the development of their own country as well employing others.<sup>2</sup>

### IMPACT OF COVID-19 PANDEMIC

The year 2021 was the first since the inception of the Participating Programs category that merged both preferred and partner programs. The COVID-19 pandemic and related travel restrictions continued to affect the overall applicant intake in the program. This coupled with a decrease in the number of eligible nationalities (with big “senders” of applications to Japanese universities such as India and Indonesia being off the list this year) and of participating programs (48 compared to the nearly 200 of 2019) resulted in a reduced pool of eligible applicants.

The overall quality of the applicants during this period, however, is seen as stronger than the previous year, with nominees having an average score of 7.56 (the average score in the previous year was 7.28). Per current policies in place, the PHRD Secretariat ensured a maximum of three applicants from a given country per program were nominated.

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*“After completing my degree, I have been appointed as leader of International Taxation Section of my agency. I took part in tax treaty negotiation meeting between Myanmar and Cambodia as a negotiator. It was a successful negotiation. Knowledge and experience which I gained from the JJ/WBGSP degree provided me to become a professional tax officer. This achievement makes me proud because my contribution is effective and beneficial to my organization as well as to my country.”<sup>3</sup>*

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<sup>2</sup> Tracer Study, 2022, JJ/WBGSP Alumni, PowerPoint

<sup>3</sup> Tracer Study, 2022, JJ/WBGSP Alumni, PowerPoint





# 6. PHRD Program Management and Administration

## 6.1 Overview/Management Functions

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

In addition, the Bank submits an annual/bi-annual report to the GoJ. The Bank also provides quarterly unaudited financial statements and annual audited financial statements to the GoJ. 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 GoJ to discuss the progress in achieving the key results of the PHRD and the strategic directions. During the FY21–22 period, annual consultations between the World Bank and GoJ took place in Tokyo and Washington on April 20–21, 2021, and in Tokyo on June 23–24, 2022. 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.

## 6.2 Japan Visibility Strategy

The PHRD Program prioritizes Japan's visibility as a leader in innovative development programming, and its generous, large-scale contributions undergird 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 GoJ and the Japan International Cooperation Agency 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 WBG task teams and implementing agencies.

The GoJ and its citizens have been steadfast and generous in their support to the PHRD over the last 19 years. The PHRD values the importance of donor visibility and the program has strengthened its efforts to make project beneficiaries aware of Japan's financial contributions. Maintaining the strong partnership among the GoJ, WBG 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 knowledge sharing events. World Bank TTLs and implementing agencies are required to help promote the visibility of Japan's contribution and build local awareness of the 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 PHRD.
- The logo (the Japanese national flag) should be used in publications financed by PHRD as well as in banners and any other materials distributed at seminars and training programs supported by PHRD.
- All World Bank press releases issued with respect to PHRD grants should refer to the financial contribution by the GoJ.
- 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 TTLs are encouraged to invite Japan embassy officials and senior government officials to project launch ceremonies.

## 7. Looking Ahead

The Government of Japan 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. 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 Bank in its updated mission to end extreme poverty and boost prosperity on a livable planet.

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 Bank, while seeking opportunities and pioneering mechanisms to ensure sustainability of its value and effectiveness. Beyond FY22, the PHRD will continue to maintain and strengthen its flexible approach to a changing development landscape, partnering with others to promote strong, sustainable, and inclusive economic growth.

The **PHRD Technical Assistance (TA) program** epitomizes the GoJ's visionary approach, with its emphasis on capacity building, partnerships, and climate resilience initiatives as critical aspects of sustainable development. In FY21–22, the PHRD's UHC program proved an essential and agile tool for providing advisory support to health system financing, human resources for health, pandemic preparedness, and particularly COVID-19 response. Under the Tokyo International Conference on African Development (TICAD) program for increasing agricultural productivity, PHRD assisted smallholder farmers through projects that are improving technologies and access to markets, catalyzing agribusiness investments, and growing use of climate-smart agriculture solutions. TICAD also contributed to increasing access to rural energy supply, including developing off-grid electrification and energy services. Under the PRIME program, the PHRD extended funding to improve government M&E systems to measure the progress of ministries and implementing agencies in key sectors, resulting in more reliable data and information to promote evidence-based decision making. Going forward, in addition to ongoing support in other areas, the PHRD's TA program will continue to provide financing, state-of-the-art analysis, and policy advice to help countries expand access to quality, affordable health care; protect people from falling into poverty or becoming poorer because of illness; promote investments in sectors that form the foundation of healthy societies; and support mitigation of the COVID-19 pandemic's effects on hampering and reversing progress towards the achievement of UHC and the health-related SDGs.

The unique value added of the PHRD is also reflected in its rich framework of **Non-TA Programs**, which seek 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 Bank-Japanese institutions knowledge dissemination events, and leverage the Japanese experience in critical development areas, such as UHC, 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 Bank, leverage their own expertise and experiences, and exchange knowledge on development challenges and solutions. The PHRD will also continue to play an important partnership role by facilitating generous financial contributions from the GoJ to global and multilateral programs managed by the WBG.

The Bank and the GoJ have a longstanding history of development cooperation. The GoJ has proved itself a steadfast partner, as well as a financial and intellectual advocate of development solutions, deeply committed to the joint fight against poverty. This collaboration has allowed the PHRD to remain true to its objectives of mobilizing funding to respond to crises by building institutional and human resources capacity and by leveraging WBG investment. The Bank gratefully acknowledges the contributions of Japan through its unwavering support as the PHRD Fund enters its fourth decade with a program well-equipped to face today's increasingly complex development challenges.

# Contributions (in US Dollars) Through PHRD Multilateral Window in FY21–22

<b>Transfer to other trust funds</b>	<b>FY22</b>	<b>FY21</b>	<b>Total</b>
Coalition for Epidemic Preparedness Innovations	0	10,000,000	10,000,000
Consultative Group to Assist the Poorest	300,000	0	300,000
Debt Management Facility Phase III (DMF 111)	1,500,000	1,500,000	3,000,000
GFDRR Trust Fund for Supporting Disaster and Climate Resilience in Developing Countries	2,000,000	0	2,000,000
Global Financing Facility for Women, Children and Adolescents Multi-Donor Trust Fund	0	30,000,000	30,000,000
Global Infrastructure Facility	10,000,000	2,000,000	12,000,000
Global Tax Program Multi-Donor Trust Fund	1,500,000	1,500,000	3,000,000
Health Emergency Preparedness and Response Multi-Donor Trust Fund	80,000,000	100,000,000	180,000,000
HIV Vaccine Research and Development Trust Fund	0	2,000,000	2,000,000
Japan Donor Funded Staffing Program	5,641,496	4,822,547	10,464,043
Japan-World Bank Distance Learning Partnership—Phase 3 Trust Fund	6,750,000	6,750,000	13,500,000
Japan-World Bank Program for Mainstreaming Disaster Risk Management in Developing Countries	20,000,000	20,000,000	40,000,000
Knowledge for Change Program IV Umbrella	3,000,000	0	3,000,000
Platform for Collaboration on Tax Multi-Donor Trust Fund	0	500,000	500,000
Quality Infrastructure Investment Partnership	10,000,000	22,000,000	32,000,000
Southeast Asia Disaster Risk Insurance Facility (SEADRIF) Program	1,000,000	5,000,000	6,000,000
Trust Fund for Funding of Japanese Advisors in the Executive Director's Office	345,000	320,000	665,000
<b>TOTAL</b>	<b>142,036,496</b>	<b>206,392,547</b>	<b>348,429,043</b>







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