

Japan Social Development Fund

**REVIEW
OF
JAPAN SOCIAL DEVELOPMENT FUND (JSDF)
GRANTS CLOSED IN FY11**

June 2012

Global Partnerships and Trust Fund Operations (CFPTO)

Concessional Finance and Global Partnerships Vice-Presidency (CFP)

List of Abbreviations

AFR	Africa Region
CFO	Community-Based Organization
CSO	Civil Society Organization
DO	Development Objective
EAP	East Asia and the Pacific Region
ECA	Europe and Central Asia Region
FY	Fiscal Year
GoJ	Government of Japan
GRM	Grant Reporting and Monitoring
IBRD	International Bank for Reconstruction and Development
ICM	Implementation Completion Memorandum
IDA	International Development Association
IP	Implementation Performance
ISR	Implementation Status Report
JSDF	Japan Social Development Fund
LCR	Latin America and the Caribbean Region
MNA	Middle East and North Africa Region
NGO	Non-Governmental Organization
SAR	South Asia Region
TTL	Task Team Leader
UN	United Nations
VFF	Vulnerability Financing Facility

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Summary

The purpose of reviewing completed JSDF grants is to learn from the experience of grant implementation and provide feedback that could lead to program improvements. The annual review of JSDF closed grants started in 2007 and since then five reports have captured the lessons learned from the implementation of a total of 122 grants, including those covered in this report.

FY11 Closed Grants report includes 17 grants in the total approved amount of \$24 million, all of which have closed in FY11 with a closing date on or before June 30, 2011. Thirteen of these grants were approved under the Regular Program, of which seven grants supported capacity building activities of local governments, communities, and non-governmental and civil society organizations (CSOs), and six grants were aimed at improving service delivery and piloting innovative approaches for poverty alleviation. Three grants were approved under Special Programs, of which two grants supported recovery measures following the South Asia/India Ocean tsunami of 2004, and one grant supported the rehabilitation and revitalization of areas in Pakistan affected by the 2005 earthquake. The report also includes findings from the implementation of the first Sustainability grant which was approved in FY10.

Fourteen countries in four Bank regions (Africa, East Asia and Pacific, Latin America and the Caribbean, and South Asia regions) benefitted from the JSDF grants which closed in FY11. Ninety-two percent of the total approved grant amount of US\$24.0 million has been disbursed. Forty-six percent of the total funds, or US\$11.11 million, were allocated to countries in Asia. The average grants size, excluding the Sustainability grant, was US\$1.5 million and the average implementation period was 4.5 years, with the shortest implementation period being 3.5 years and the longest 5.7 years.

Like in previous years, the review was based on *Grant Reporting and Monitoring (GRM)* and *Implementation Completion Memorandum (ICM)* reports, prepared in SAP by the Task Team Leader (TTL) for each grant. GRMs are prepared annually to document implementation progress, with additional reporting on final results and outcomes at closing through the ICM. Performance for each grant is rated on a six point rating scale, standard for all Bank-financed operations and trust funds: *Highly Satisfactory*, *Satisfactory*, *Moderately Satisfactory*, *Moderately Unsatisfactory*, *Unsatisfactory*, and *Highly Unsatisfactory*. Sixteen out of 17 grants, or 94 percent, performed in the *Satisfactory* range for achieving their *Development Objectives* and for *Implementation Performance*. Only one grant was rated *Moderately Unsatisfactory* for achieving its *Development Objectives* and another grant was *Moderately Unsatisfactory* for *Implementation Performance*.

In addition to the implementation assessments, the reports provide information on other key aspects of the JSDF program objectives, e.g. participation of communities/CSOs; sustainability of implemented activities after closure of the grant; and, lessons learned under the grant that can be used in other Bank projects and in scaling up grant activities.

JSDF Program Background

1. The *Japan Social Development Fund (JSDF)* was initially conceived by the Government of Japan (GOJ) and the World Bank to respond to the devastating impact of the East Asian financial crisis in the late 1990s, and provide support to vulnerable groups impacted by this crisis. The program, established in June 2000, supports innovative activities benefitting the most disadvantaged groups in eligible countries, making it unique within the Bank. All low-income and lower-middle income countries, as defined in the current World Economic Indicators, are eligible to receive JSDF grants.

2. JSDF projects are appraised by Bank staff, cleared by Country Directors who ensure alignment with Country Assistance and Poverty Reduction Strategies, and are approved by the Government of Japan. JSDF projects are expected to meet several fundamental criteria, mainly:

- Respond to the needs of marginalized, vulnerable and disadvantaged groups;
- Provide direct, reasonably rapid, demonstrable and sustainable benefits;
- Be innovative; and
- Build capacity of local governments, NGOs and CSOs.

3. As of end-June 2011, Japan has approved a total of \$516.8 million worth of grants to support 284 social development projects in 79 eligible countries under its three main programs¹:

- **Regular Program** grants finance either project or capacity building activities, up to \$3 million, aimed at introducing innovative programs providing direct benefits to disadvantaged communities.
- **Special Program** grants support a range of development activities with special purposes, such as:
 - Reconstruction, development and capacity building in Afghanistan;
 - Recovery measures following the South Asia/Indian Ocean tsunami of December 2004, and
 - Rehabilitation and revitalizations of areas in Pakistan affected by the earthquake of October 2005.
- **Emergency Window** grants provide support to vulnerable groups adversely affected by the global food, fuel, and financial crises. The JSDF Emergency Window was launched in November 2009, in response to the global financial crisis and in support of the World Bank's Vulnerability Financing Facility (VFF). All IBRD and IDA countries are eligible under the Emergency Window.

¹ In addition, the JSDF program also provides Seed Fund and Sustainability Grants, which are approved by the JSDF Program Manager.

Portfolio of JSDF Projects Closed in FY11

4. This report covers the portfolio of JSDF Recipient-executed grants which closed during FY11, totaling 17 grants benefiting 14 countries. Table 1 lists all beneficiary countries with the corresponding total grant amount per country as approved by the Donor and actual disbursed amount at the completion of grant activities. Annex 1 provides key grant data and Annex 2 summarizes achievement for each grant. Only three countries received more than one grant which demonstrates the trend from previous years that the portfolio is well diversified in terms of geographical coverage.

**Table 1: JSDF FY11 Closed Grants: Total Grant Amount
Approved and Disbursed by Country**

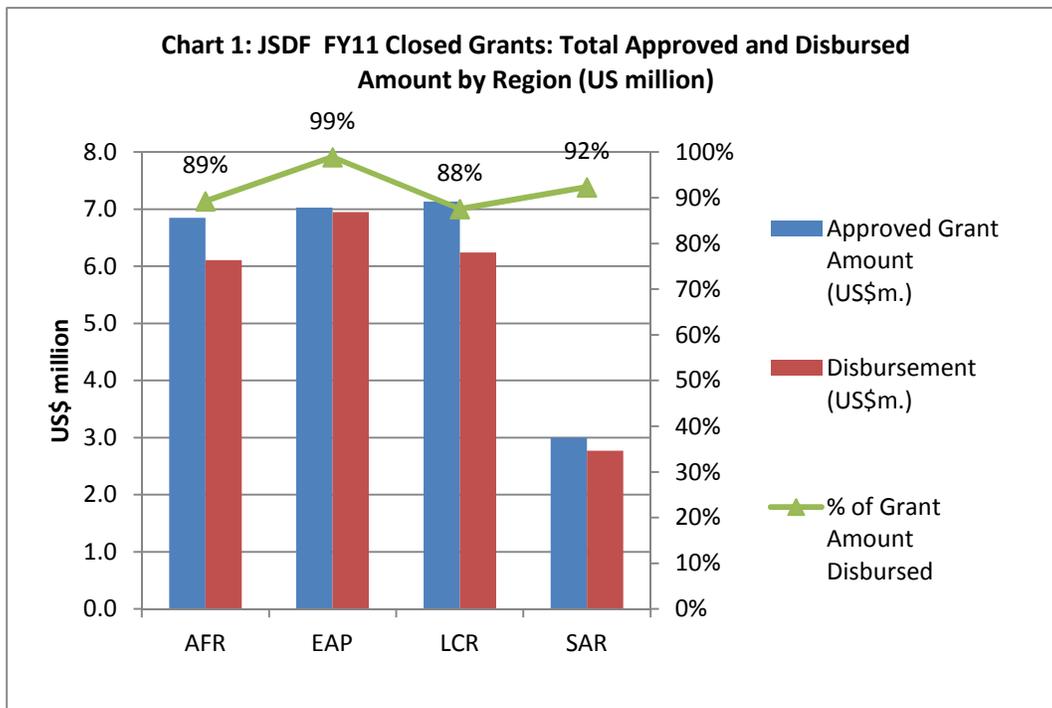
Country	Number of Grants	Approved Grant Amount		Disbursed Amount	
		US\$	% of total	US\$	% of total
Cambodia	1	1,756,900	7%	1,721,442	8%
Colombia	1	1,085,381	5%	1,085,039	5%
Guatemala	2	2,366,100	10%	1,693,897	8%
Honduras	1	1,970,000	8%	1,910,776	9%
Indonesia	2	3,013,800	13%	3,012,010	14%
Kenya	1	1,965,718	8%	1,651,532	7%
Mali	1	1,077,100	4%	990,098	4%
Mauritania	1	863,520	4%	628,805	3%
Mongolia	1	1,892,100	8%	1,866,026	8%
Pakistan	1	2,999,952	12%	2,769,919	13%
Paraguay	1	1,710,185	7%	1,553,861	7%
Philippines	1	361,397	2%	348,101	2%
Seychelles	1	1,960,000	8%	1,860,084	8%
Sierra Leone	2	979,436	4%	979,436	4%
Total	17	24,001,589		22,071,026	

5. The average grant size in this portfolio was US\$1.5 million (excluding the Sustainability grant), with 12 grants larger than US\$1 million and four grants smaller than US\$1 million. The average implementation period was 4.5 years, with four grants completing implementation in less than four years and another four were under implementation for more than five years with the longest implementation period being 5.7 years for the JSDF grant in Mongolia.

Disbursements

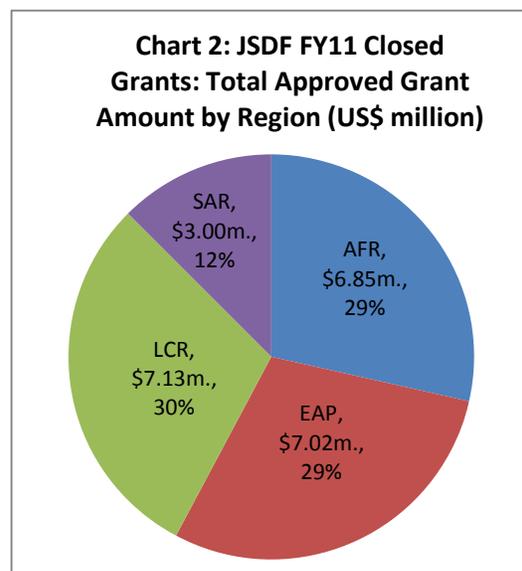
6. The total value of disbursements at completion was US\$22.07 million which represents 92 percent of the total approved grant amount for this portfolio (US\$24.0 million). While this is a five-

percent improvement compared to the disbursements made by the grants closed in FY10, the average for the two-year period (FY10-11) remains exactly the same as that for the previous two-year period (FY08-09), namely 89.5%. As demonstrated in Chart 1, all four regions had a very strong disbursement performance, in the range between 88 and 99 percent.



Regional Distribution

7. Similarly to the previous year, the portfolio of FY11 Closed Grants supported 14 eligible countries in four out of the six Bank regions²: Africa region (AFR), East Asia and Pacific region (EAP), Latin America and the Caribbean region (LCR), and South Asia region (SAR). For a second consecutive year, there were no projects in the closed grants portfolio from the Middle East and North Africa Region (MNA). New grants awarded to that region are not about to close as they were approved in FY08 and the FY11 Spring Uprising caused implementation delays. The share of the approved grant amount for each of the four regions is shown in Chart 2.



² Two regions – Europe and Central Asia (ECA) and Middle East and North Africa Region (MNA) – did not have JSDF grants which closed in FY11.

8. While SAR and EAP continue to be well represented in the closed grants portfolio, the total approved grant amount for Asian countries in the closed grants portfolio for FY10-11 is lower than in the previous two-year period (51% in FY10-11 compared to 72% in FY08-09).

Program Type

9. The Regular Program, which is the core program of JSDF, represented 79% of the closed grants portfolio in FY08-09 and 73% of the closed grants in FY10-11. The remaining share of the closed grants during this four-year period supported a range of development activities with special purposes, such as reconstruction, development and capacity building activities in Afghanistan (3 grants); recovery measures following the South Asia/Indian Ocean tsunami of December 2004 (13 grants); rehabilitation and revitalization of areas in Pakistan affected by the earthquake of October 2005 (4 grants). Table 2 provides details about the distribution of the closed grants portfolio in FY11 by Program.

Table 2: JSDF FY11 Closed Grants by Program Type

Program Type	Number of Grants	Approved Grant Amount (US million)	% of Total Approved Grant Amount
Special Programs	3	6.6	27.7%
Regular Program	13	17.3	71.9%
Sustainability Fund	1	0.1	0.4%
Total	17	24.0	100.0%

Special Programs

10. Two of the three grants under the Special Program were approved to support recovery measures following the South Asia/Indian Ocean tsunami of December 2004, and one grant supported rehabilitation and revitalization measures in Pakistan after the earthquake of October 2005.

11. The **Post-tsunami** grants include one grant for Indonesia and one grant for the Seychelles, both of which were rated Satisfactory for achieving their Development Objectives and for Implementation Progress.

- The Indonesia *“Support to Female Headed Households during ACEH Reconstruction”* helped reverse the downward poverty spiral affecting female-headed households and other vulnerable families by providing basic skills training in microfinance and small business administration, community organization, communications through community radio, education for women and children, and leadership training for women in government and legal rights.

- The Seychelles “*Fishing Industry Rehabilitation*” project financed the rehabilitation of one of the three fishing quays that were damaged by the December 2004 tsunami, thus restoring the livelihood of the local communities and businesses associated with the fishing industry.

12. The “*Revitalizing and Improving Primary Health Care*” is the last of four projects which the GoJ approved under the Special Program supporting the **Pakistan Earthquake** reconstruction measure. The grant led to substantial improvement in utilization of services and increased coverage of preventive and curative services. The primary health care facilities which were damaged by the earthquake were fully revitalized, also ensuring staff presence and the posting of additional staff.

Regular Program

13. The Regular Program grants included 13 grants in 12 countries in three regions: four grants in AFR (Kenya, Mali, Mauritania and Sierra Leone), four grants in EAP (Cambodia, Indonesia, Mongolia and the Philippines), and five grants in four countries in LCR (Colombia, Guatemala – 2 grants, Honduras, and Paraguay). This portfolio illustrates well the unique role that JSDF plays in reaching the most vulnerable by innovative methods and empowerment of the poor through working in partnership with the local government and NGOs.

14. **Children and youth at social and economic risk** have always been one of the primary concerns for JSDF. Through piloting innovative methods and building strong relationship with the communities and the local governments, the JSDF projects were able to create a safer environment for the young people at risk and give them a better chance for success through access to education.

- The Kenya “*Youth Development Program*” strengthened the inclusion, participation and empowerment of the young people in the development process by directly reaching about 20,000 young people and providing funding for more than 82 innovative programs. In addition to achieving improved effectiveness and accountability of the CSOs working with young people, it is estimated that approximately 205,000 youth were reached indirectly by the project.
- The Honduras “*Children and Youth Innovation Fund*” made a powerful impact on strengthening the network of organizations working with children and youth with disabilities and those affected by HIV/AIDS and at risk in general through capacity building activities and the provision of over 30 sub-grants to NGOs and other faith-based and community based organizations.
- The Colombia “*Introducing Innovative Art-Based Education to Displaced and Violence-Affected Communities*” used innovative methods and involved the communities and various NGOs to improve the lives of vulnerable at-risk children. The mainstreaming of the model in selected schools lead to 80% attendance and better classroom participation.
- The Indonesia “*Education for Very Poor Children*” piloted a new decentralized approach to improve the primary and junior enrolment and performance of children in very poor

communities, relying on tutors selected from among village members. The project covered 9 provinces across Indonesia and reached over 10,000 households providing a total of 12,970 scholarships to elementary school and junior high school students.

15. **Improving the provision of legal aid services to the poor** though institutional strengthening and capacity building of CSOs is another area where JSDF continued to make a unique contribution, as demonstrated by the implementation of two projects in the Africa region.

- Although implemented in a difficult political environment, the Mauritania *“Legal Aid Services to the Poor”* successfully provided awareness training to 500 rural women and 100 community and religious leaders and elected officials, thus leading to an overall improvement of the accountability of the justice sector. The project helped the development of strategies for improving the legal rights of women and the socially vulnerable, including the victims of domestic violence and street children.
- The Sierra Leone *“Developing a Model for Delivering Primary Justice Services”* improved the access of disadvantaged groups to customary and formal justice through providing funding to hire and train paralegals who provided free legal services to eligible beneficiaries mainly in civil cases related to marital disputes in 13 offices in Sierra Leone.

16. **Empowering the rural poor, especially the indigenous people and the rural women**, through innovative projects involving capacity building activities and teaching new skills has been one of the areas where JSDF has proven to be an effective mechanism to reach and make impact on improving the life of the poor people in rural areas.

- The Paraguay *“Indigenous Land Regularization Project”* made a significant step toward land regularization for Paraguay’s indigenous communities by creating a platform for the development of their livelihood and for the retention of their cultural identity. While the legal framework for land regularizations was in place since 1998, it was only through the implementation of the JSDF pilot activities that 36 indigenous communities in two provinces became fully regularized with titles transferred to the communities which were empowered to successfully carry out 26 productive and 5 community development projects.
- The Guatemala *“Improving Economic Diversification and Governance for Sustainable Community Development in Peten”* strengthened the capacity of community-based organizations and enterprises in northern and southern Peten to implement community-based natural resource management. A total of 2,160 beneficiaries, of which 51% women, in 20 community-based enterprises strengthened their capacity and diversified their income generating activities by achieving 15% higher income levels and generating 20% more employment in community-based concessions.
- The *“Capacity Building for Mali Cotton Organizations”* empowered Mali poor smallholder cotton farmers, mainly women, by strengthening their capacity to manage in a participatory and inclusive manner the development of their business and to efficiently participate in the policy

dialogue and decision-making process in relation to the implementation of the government reform programs for the cotton sector. The project reached a total of 29,000 beneficiaries, including local trainers, grassroots producers, and staff of Farmer Based Organizations. About 2,300 women producers benefitted directly from the training programs and acquired new skills and techniques for producing high quality cotton.

17. Two projects demonstrated clearly the unique role of JSDF as a mechanism that builds **strong partnerships among the local and national governments, the local and international NGOs, and the local communities and citizens.**

- The Mongolia *“Community-led Infrastructure Development for the Urban Poor in Ulaanbaatar”* improved the quality of life of the urban poor through building local infrastructure and low-cost sanitation, while at the same time creating a sustainable relationship among the citizens, the government who implemented the grant, and various NGOs. The project helped establish 34 citizens’ groups in seven districts and financed the construction of 6 kilometers of concrete foot paths, 1.4 kilometers asphalt roads, 3 public gardens, 4 rest areas, 4 recreation areas for youth, public baths, shelters and waste collection points which benefitted 8,000 citizens. While implemented by the Government, the project contributed to building sustainable relationship among the citizens, the government and NGOs.
- The Cambodia *“Capacity Building for Sustainable Forest and Land Management”* was highly efficient in exploring innovative approaches to collaborative forms of forest stewardship and participatory monitoring. About 1,500 community members and partners were trained and 48 community forestry agreements were signed by the end of the project. The project laid the foundations of a functioning partnership among the national and local government, forest communities and the NGO sector and ensured the future community participation in forestry management.

18. Another powerful and effective way of providing help to the poor is by **strengthening the capacity of local NGOs.**

- The Philippines *“NGO Sector Efficiency and Accountability to Strengthen Service Delivery to the Poor”* strengthened the accountability and efficiency of NGOs in delivering basic services to the regions with high poverty incidence by extending the existing certification program to small- and medium-size NGOs that work in poor municipalities. A total of 208 NGOs were evaluated and about 300 new evaluators have been trained under the JSDF grant, which improved the quality of the welfare and social protection services for the poor.
- The Guatemala *“Capacity Building for Indigenous and Local NGO in the Western Altiplano”* contributed to the creation of better job opportunities, increased access to infrastructure, and minimized the marginalization experienced by the communities in Western Altiplano. Although due to the change of government, the NGOs were not able to reach the communities and provide specific business and entrepreneurship training within the timeframe of the JSDF

project, the Guatemalan authorities expressed interest to work with the trained local NGOs on future development projects.

Sustainability Fund

19. The Sustainability grant of US\$100,000 for the Sierra Leone “*Capacity Development to Strengthen Social Capital (GoBifo Project)*” was used as bridge financing for additional training activities and block grants, thus ensuring the sustainability of the project until other sources of funding were secured, including US\$380,000 from the Italian Trust Fund “Children and Youth and Africa”.

Grant Type

20. The proportion of Project to Capacity Building grants has been typically higher as Projects focus on direct delivery of inputs to the beneficiaries while Capacity Building grants focus on training. For instance, the number of Project grants as percentage of total closed grants in FY10-11 was the same as in FY08-09 (60%). In FY11, about half of the grants in terms of number, or one-third in terms of approved grant amount, supported capacity building activities (Table 3).

**Table 3: JSDF FY11 Closed Grants: Grant Type
(US\$ Approved Amount and Number of Grants)**

Region	Capacity Building Grants			Project Grants			Total (US\$m.)
	US\$m.	% of total	Number	US\$m.	% of total	Number	
AFR	2.1	30%	3	4.8	70%	3	6.8
EAP	2.1	30%	2	4.9	70%	3	7.0
LCR	3.5	48%	3	3.7	52%	2	7.1
SAR	0.0	0%	0	3.0	100%	1	3.0
Total	7.6	32%	8	16.4	68%	9	24.0

Themes

21. As in previous years, the FY11 portfolio of closed grants is well diversified across various sectors and themes³, and cuts across seven main themes. Table 4 shows the distribution of the main themes by region.

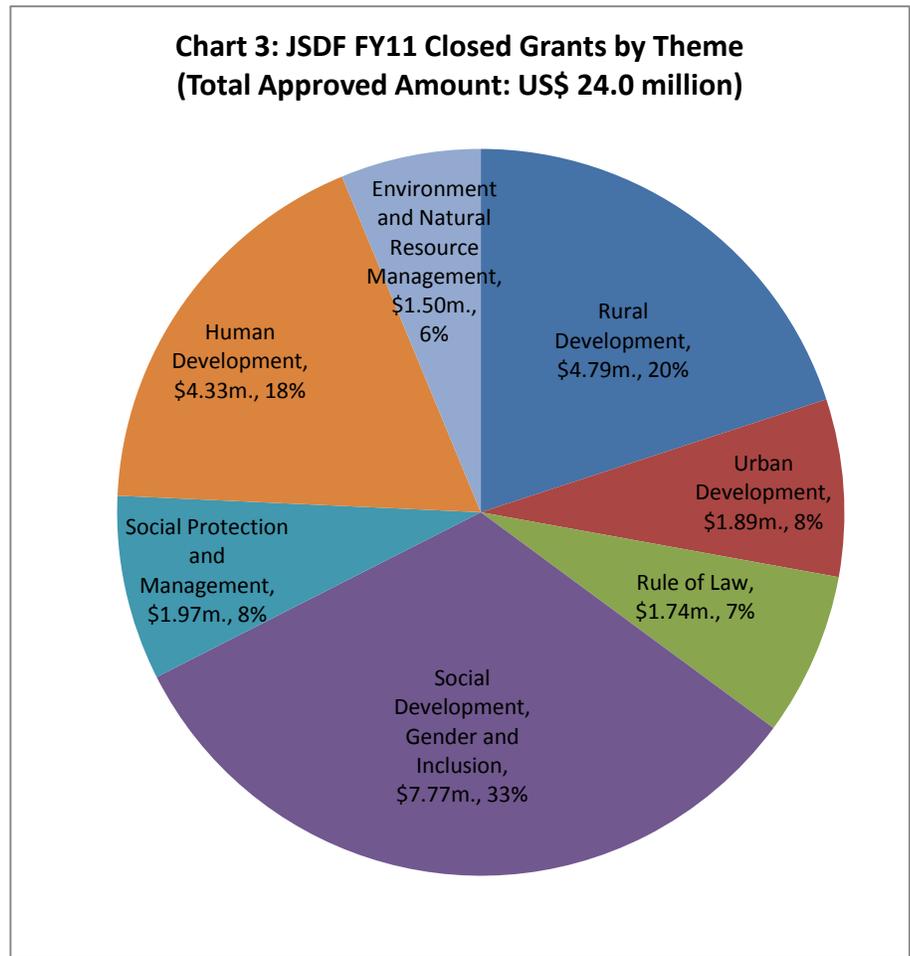
³ Sector and Theme Coding is used to facilitate reporting of Bank activities at the corporate level. Sector codes are used to indicate which part of the economy is supported by the Bank intervention, while theme codes are designed to capture Bank support to corporate priorities such as Millennium Development Goals or global public goods. For the purpose of the JSDF, the major theme reflects the main objective of the activity.

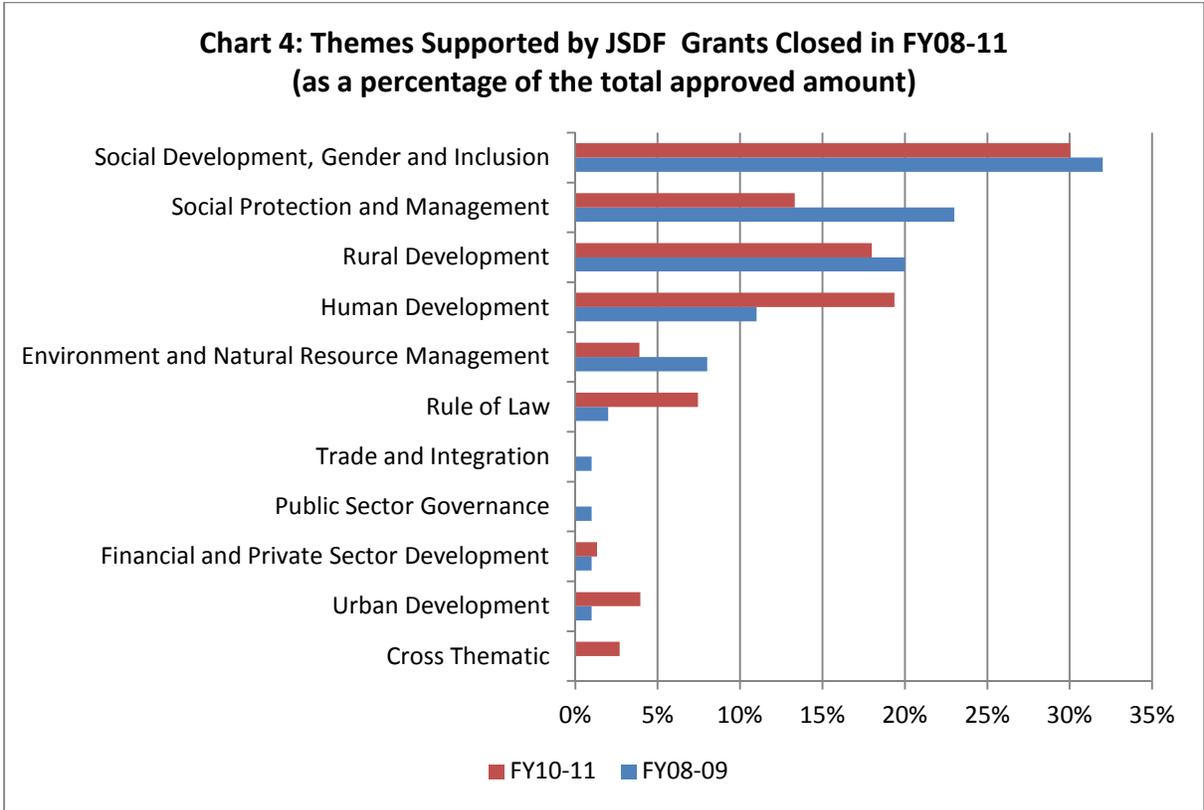
**Table 4: JSDF FY 11 Closed Grants by Region and Theme
(Number of Approved Grants by Region)**

Theme	AFR	EAP	LCR	SAR	Total
Environment and Natural Resource Management			1		1
Human Development		1		1	2
Rule of Law	2				2
Rural Development	2	1			3
Social Development, Gender and Inclusion	2	2	3		7
Social Protection and Management			1		1
Urban Development		1			1
Total	6	5	5	1	17

22. In terms of approved grant amount, Social Development, Gender and Inclusion remains the main theme supported by the JSDF closed grants portfolio in FY11 (33%), followed by Rural Development (20%) and Human Development (18%). A breakdown of the FY11 closed grants portfolio by theme is presented in Chart 3.

23. The historical view of the themes supported by JSDF in the last four years is presented in Chart 4. While the JSDF Program can support activities under any sector and theme, “Social Development, Gender and Inclusion” has always been the main theme, followed by “Social Protection and Management”, “Rural Development” and “Human Development”. In FY10-11, more grants supported “Human Development” than “Social Protection and Management” which was the second main theme in FY08-09.





Implementing Agency

24. The non-governmental agencies continued to play a very important role in the implementation of the JSDF grants which closed in FY11. Twelve out of the 17 grants were implemented by NGOs, one of which was an international NGO and the remaining 11 were local organizations (Table 5). It is a very positive trend to see that the NGO involvement in AFR continues to be strong with half of the grants being implemented by local NGOs. For EAP and LCR the majority of the grants were implemented by NGOs with only one grant in each region implemented by or jointly with the local government. Overall, the number of grants implemented by local NGOs has increased substantially compared to the FY10 closed grants portfolio in which only 5 out of 18 grants were implemented by local NGOs or other non-governmental organizations.

**Table 5: JSDF FY11 Closed Grants: Type of Implementing Agency
(Number of Approved Grants)**

Region/Country	GOV	Joint GOV and NGO	NGO	International NGO	Total
AFR	3		3		6
Kenya			1		1
Mali			1		1
Mauritania	1				1
Seychelles	1				1
Sierra Leone	1		1		2
EAP	1		4		5
Cambodia			1		1
Indonesia			2		2
Mongolia	1				1
Philippines			1		1
LCR			4		5
Colombia			1		1
Guatemala			2		2
Honduras			1		1
Paraguay		1			1
SAR				1	1
Pakistan				1	1
Grand Total	4	1	11	1	17

Grant Performance Ratings at Completion

25. Annual reporting on progress with grant implementation is done by the Task Team Leader (TTL) through the automated Grant Reporting and Monitoring (GRM) system in SAP. Progress reporting is similar to Bank-financed operations where the TTLs prepare an implementation Status Report (ISR). In fact, starting with FY12, the JSDF Program will introduce the ISR requirement for all grants approved after FY08 which are stand-alone operations with their own project code. In addition, JSDF Task Teams prepare an Implementation Completion Memorandum (ICM) for grants over \$1 million, describing in more detail results and outcomes at completion⁴. This is also aligned with the Bank-financed operations which require an Implementation Completion Report (ICR) six months after the closure of the project. This chapter summarized information prepared in GRMs/ICMs by the TTLs. The TTLs are responsible for supervision of their grants, and the GRMs are approved by the respective line Managers.

Grant Implementation Ratings

26. Trust-funded projects such as JSDF grants are supervised regularly and their performance is rated in the GRM annual report utilizing the same performance criteria and scale as Bank-financed operations. TTLs are required to assess the performance of the grants in terms of achieving the grant **Development Objective** (DO) and **Implementation Performance** (IP) through a six-point rating system: *Highly Satisfactory (HS)*, *Satisfactory (S)*, *Moderately Satisfactory (MS)*, *Moderately Unsatisfactory (MU)*, *Unsatisfactory (US)*, and *Highly Unsatisfactory (HU)*. The rating system is also consistent with reporting on loans and credits financed by the World Bank. Annex 2 shows the ratings by project.

Achievement of Development Objectives

27. As shown in Table 6, the overall achievement of the Development Objective for JSDF grants which closed in FY11 continues to be strong, with only one grant being rated Moderately Unsatisfactory and the remaining rated Satisfactory (13 grants) or Moderately Satisfactory (3 grants). It is also positive to note that in FY11 no grants received Unsatisfactory or Highly Unsatisfactory rating which is a sign of a portfolio performing at a more satisfactory level.

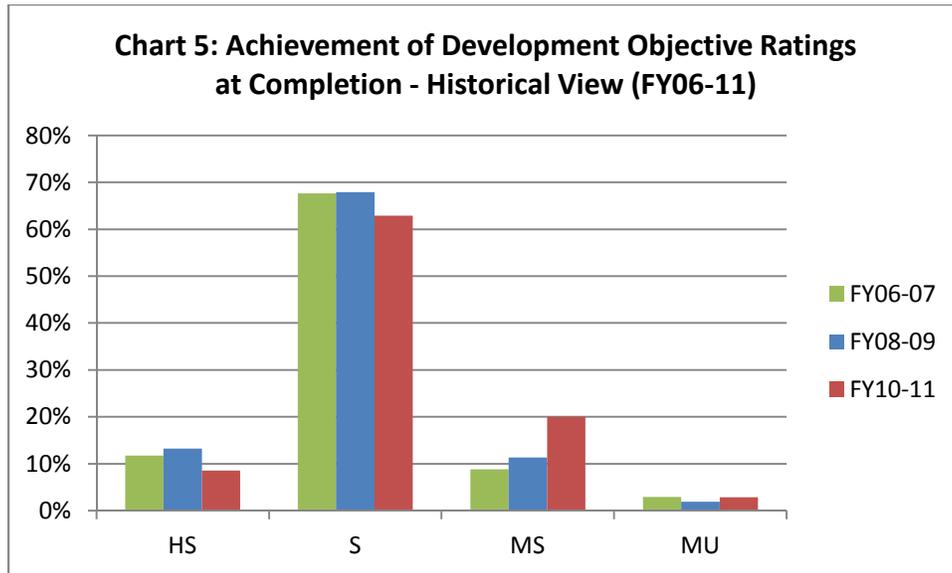
⁴ From FY12 onwards, an ICR instead of ICM is required for JSDF closed grants, utilizing the Bank's ICR template in the Operations Portal.

Table 6: Achievement of Development Objective Rating at Completion (JSDF FY11)

Region	HS	S	MS	MU	US	HU	Total
AFR		5		1			6
EAP		4	1				5
LCR		3	2				5
SAR		1					1
Total		13	3	1			17

28. The project which was rated Moderately Unsatisfactory for achieving its Development Objectives – the Mauritania “*Legal Aid Services for the Poor*” – was implemented in a difficult political environment. The implementation period from the signing of the grant agreement until the revised closing date was over 5.5 years and only 73 percent of the grant amount was disbursed. Nevertheless, the project was able to raise awareness, provide training, and expand provision of legal services to the poor and socially vulnerable in rural and urban areas of Mauritania.

29. The historical view presented in Chart 5 shows that about 65% of the grants consistently are rated satisfactory for achievement of their Development Objective.



30. It is worthwhile noting that Regional Quality Assurance staff carefully review project ratings given by the TTLs, and may request a change in rating, thus providing an independent perspective of the project accomplishments.

Implementation Performance

31. The Implementation Performance (IP) rating is another major indicator of performance. It is notable that two projects, one in AFR and one in EAP, received Highly Satisfactory rating.

Table 7: Implementation Performance Ratings at Completion (JSDF FY11)

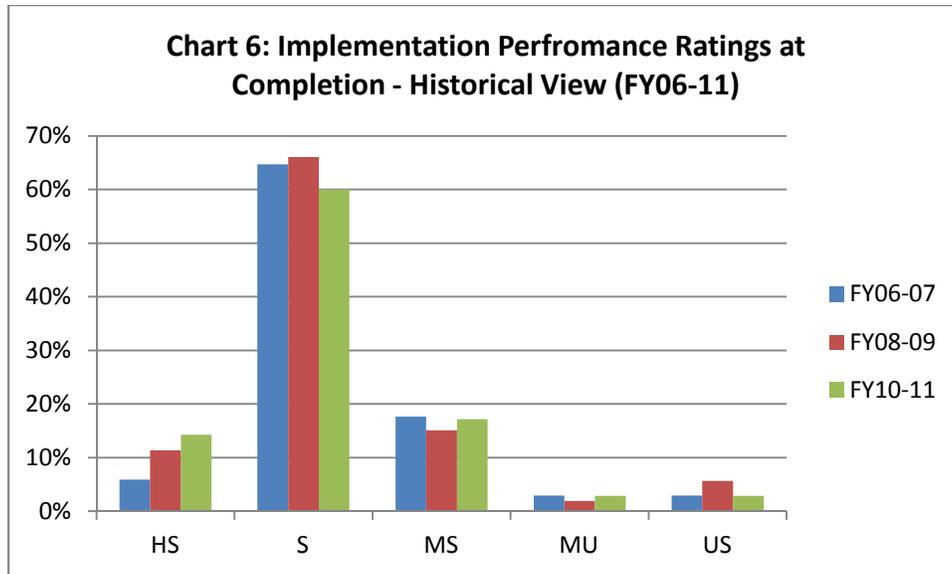
Region	HS	S	MS	MU	US	HU	Total
AFR	1	4	1				6
EAP	1	3	1				5
LCR		4		1			5
SAR		1					1
Total	2	12	2	1			17

32. The two projects that were rated Highly Satisfactory for Implementation Progress – The Cambodia “Capacity Building for Sustainable Forest and Land Management” and the Kenya “Youth Development Program” – were implemented by NGOs within their original timeframe (slightly less than 4 years for the project in Cambodia and slightly less than 4.5 years for the project in Kenya) and had good disbursement rate (98% for the project in Cambodia and 84% for the project in Kenya). The “Capacity Building for Indigenous People and Local NGOs in the Western Altiplano” in Guatemala had a very low disbursement rate (23%) and was rated Moderately Unsatisfactory for Implementation Progress because due to change in government it was not able to implement the second phase of the project.



Upon the completion of the Cambodia "Capacity Building for Sustainable Forest and Land Management" project, total of 48 community forestry agreements were signed and more than 100 additional agreements were ready for signing, pending approval of the potential community forestry areas.

33. The historical view presented in Chart 6 demonstrates that the share of Highly Satisfactory ratings for Implementation Performance slightly improved over the years.



Additional Ratings

34. Based on ratings in the GRM reports, a number of grants made substantial impact in institutional development (9 grants), resource mobilization (7 grants), knowledge exchange (10 grants), and client policy/program implementation (10 grants). For example, the Philippines “*NGO Sector Efficiency and Accountability to Strengthen Service Delivery to the Poor*” project, which along with 8 other projects was rated as having a Substantial impact on strengthening the institutions, enhanced the accountability and efficiency of the delivery of services to the poor by extending the reach of the Philippine Council for NGO Certification to small- and medium-size NGOs that work in poor municipalities.

35. The TTLs also indicated that the overall outcome is likely to be sustainable for all 17 grants, which demonstrates the long-lasting impact by JSDF on improving the lives of the poor and most vulnerable. Additionally, it is likely that 13 out of the 17 projects will be replicated by other financiers. For instance, based on the experience from the Cambodia “*Capacity Building for Sustainable Forest and Land Management*” project, the Forestry Administration requested the Regional Community Forestry Training Center for Asia and the Pacific and the World Bank to provide support through other sources of funding and scale up project activities in other parts of the country



through the National Forest Program. The success of the Colombia *“Introducing Innovative Arts-Based Education to Displaced and Violence-Affected Communities”* led to the decision of the Secretariat of Education to replicate the project in another region. The model of the Mongolia *“Community-led Infrastructure Development for the Urban Poor in Ulaanbaatar”* has been scaled up through financing provided by the JSDF Emergency Window.

36. A table with the ratings for each grant is provided in Annex 2, while the grant profiles in Annex 3 provide more information about the sustainability and the potential for scaling-up and replication of each grant.

Lessons Learned

The unique development objectives of each of the 17 grants which closed in FY11 is described in the individual project profiles in Annex 2. Additional Information about some of the closed projects can be found on the JSDF website⁵ which features Good Practice Notes about the Colombia “Introducing Innovative Arts-Based Education to Displaced and Violence-Affected Communities” and the Sierra Leone “Capacity Development to Strengthen Social Capital (GoBifo)” project.

The main lessons that have been derived from the implementation of the FY11 closed grants in terms of project design, implementation, community involvement, ownership and empowerment are:

Project Design

- For sustainability, it is critical to understand at the design stage the willingness of local population to invest in and/or maintain the facilities, as well as identify the needs for local government’s investment (#1 Mongolia).
- A decentralized, local and participatory approach can achieve results in indigenous land regularization because it can help the indigenous communities to navigate through the complex administrative and legal procedures in this process (#4 Paraguay).
- When designing a training program where NGOs will need to replicate what they learned to indigenous communities in rural areas, it is essential to select NGOs which have a sound structure and presence in the targeted areas. This will enable the trained NGOs to transmit the acquired knowledge with the desired quality level (#6 Guatemala).
- Conduct a price market evaluation of the products and services and use them as a reference when estimating budget (#6 Guatemala).
- Appropriate targeting and monitoring criteria are crucial to avoid overlaps with other initiatives and address the most vulnerable segment of the youth (#10 Kenya).
- Enabling a good partnership with the government, as well as defining the functions of provincial and district officials and district health staff should take place from the onset of the project to ensure enabling environment to overcome resistance to contracting and effective personnel management (#11 Pakistan).
- Choosing the right indicators is important for monitoring progress during the life of the Project and for assessing impact at the end of the project, as well as for documenting the overall results (#12 Colombia).

⁵ www.worldbank.org/jsdf

- An art-related project is a very good instrument to maintain students' enrollment in the education system (#12 Colombia).
- Gender dimension can be mainstreamed in the Farmer Based Organizations' activities if gender targets are well defined during activity planning process (#15 Mali).

Project Implementation

- It is important to have country office support when the capacity of the Recipient is low or there is political sensitivity in order to resolve quickly and efficiently the implementation difficulties (#2 Mauritania).
- Strong leadership and the willingness to designate and delegate community forestry development responsibilities to particular staff can be instrumental in the smoothness of implementation (#3 Cambodia).
- Put in place a committed Coordination Team, including a full-time coordinator, financial specialist, procurement specialist and administrative assistant to ensure smooth project implementation (#6 Guatemala).
- Support from the Task Team and the Bank's fiduciary colleagues, particularly locally based in the country offices, is crucial to prevent implementation delays and resolve any issues quickly, thus mitigating risks to the broader portfolio (#14 Sierra Leone).

Community Involvement, Ownership and Empowerment

- Consultations and needs assessment should be completed before the start of the project in order to maximize time efficiency and minimize the risk of component drop-off during implementation (#1 Mongolia).
- For programs that are dependent on volunteers, it is important to maintain a pool of people interested in volunteering so that new people can step in as some of the senior volunteers move to remunerated jobs (#8 Indonesia).
- The installation of a feedback mechanism and delivery of cross-learning events are instrumental in increasing the credibility of the entity providing the certification of NGOs (#9 Philippines).
- Participatory planning of activities and transparent management of resources are fundamental for empowering Farmer Based Organizations (#15 Mali).

List of JSDF Grants Closed in FY11

	Grant Number	Grant Name	Region	Country	JSDF Program	Grant Type	Grant Amount (in USD)	Activation date	Revised closing date	Disbursement (in USD)	% of grant amount disbursed
1	TF053820	Community-led Infrastructure Development for the Urban Poor in Ulaanbaatar	EAP	Mongolia	Regular	Project	1,892,100	4/5/2005	12/31/2010	1,866,026	99%
2	TF054743	Legal Aid Services for the Poor	AFR	Mauritania	Regular	Project	863,520	6/23/2005	12/31/2010	628,805	73%
3	TF055390	Capacity Building for Sustainable Forest and Land Management	EAP	Cambodia	Regular	Capacity	1,756,900	9/14/2006	8/31/2010	1,721,442	98%
4	TF055417	Indigenous Land Regularization Project	LCR	Paraguay	Regular	Project	1,710,185	6/27/2006	12/31/2010	1,553,861	91%
5	TF055749	Support for Female Headed Households during ACEH Reconstruction	EAP	Indonesia	Special Program - Tsunami	Project	1,683,800	10/5/2005	12/31/2010	1,683,800	100%
6	TF055809	Capacity Building for Indigenous People and Local NGOs in the Western Altiplano	LCR	Guatemala	Regular	Capacity	868,400	11/28/2006	3/31/2011	196,197	23%
7	TF055813	Children and Youth Innovation Fund	LCR	Honduras	Regular	Project	1,970,000	6/28/2006	12/31/2010	1,910,776	97%
8	TF055900	Education for Very Poor Children	EAP	Indonesia	Regular	Project	1,330,000	3/29/2006	6/30/2011	1,328,210	100%
9	TF056159	NGO Sector Efficiency and Accountability to Strengthen Service Delivery to the Poor	EAP	Philippines	Regular	Capacity	361,397	6/8/2006	3/31/2011	348,101	96%
10	TF056517	Youth Development Program	AFR	Kenya	Regular	Project	1,965,718	9/14/2006	2/28/2011	1,651,532	84%
11	TF056749	Revitalizing and Improving Primary Health Care	SAR	Pakistan	Special Program - Pakistan Earthquake	Project	2,999,952	1/17/2007	12/31/2010	2,769,919	92%
12	TF057249	Colombia Introducing Innovative Arts-Based Education to Displaced and Violence-Affected Communities	LCR	Colombia	Regular	Capacity	1,085,381	12/9/2006	6/30/2011	1,085,039	100%
13	TF057250	Improving Economic Diversification and Governance	LCR	Guatemala	Regular	Capacity	1,497,700	3/14/2007	2/2/2011	1,497,700	100%
14	TF057251	Developing a Model for Delivering Primary Justice Services	AFR	Sierra Leone	Regular	Capacity	879,436	12/29/2006	10/24/2010	879,436	100%
15	TF058020	Capacity Building for Mali Cotton Farmers' Organizations	AFR	Mali	Regular	Capacity	1,077,100	4/25/2007	3/9/2011	990,098	92%
16	TF090482	Fishing Industry Rehabilitation	AFR	Seychelles	Special Program - Tsunami	Project	1,960,000	10/31/2007	6/30/2011	1,860,084	95%
17	TF094337	Capacity Development to Strengthen Social Capital (GoBifo Project)	AFR	Sierra Leone	Sustainability	Capacity	100,000	8/11/2009	1/31/2011	100,000	100%

Notes: The ratings for Mauritania are from the FY10 GRM. GRM was not prepared in FY11.

Annex 2: JSDF FY11 Closed Grants – Ratings

Grant Number	Country	Grant Name	Development Objective Rating	Implementation Progress Rating	Project Management	Financial Management	Counterpart Funding	Procurement	Monitoring and Evaluation	Development / strengthening of institutions	Mobilization of other resources	Knowledge exchange	Client's policy / program implementation	Efficiency
TF053820	Mongolia	Community-led Infrastructure Development for the Urban Poor in Ulaanbaatar	S	S	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Negligible	Modest	Negligible	Modest	Moderately Satisfactory
TF054743	Mauritania	Legal Aid Services for the Poor	MU	MS	Moderately Satisfactory	Moderately Satisfactory	Satisfactory	Moderately Unsatisfactory	Unsatisfactory	Not Applicable	Modest	Not Applicable	Not Applicable	Moderately Satisfactory
TF055390	Cambodia	Capacity Building for Sustainable Forest and Land Management	S	HS	Highly Satisfactory	Highly Satisfactory	Highly Satisfactory	Highly Satisfactory	Highly Satisfactory	Substantial	Substantial	Substantial	Substantial	Satisfactory
TF055417	Paraguay	Indigenous Land Regularization Project	MS	S	Moderately Satisfactory	Satisfactory	Not Applicable	Moderately Satisfactory	Satisfactory	Substantial	Substantial	Substantial	Substantial	Moderately Satisfactory
TF055749	Indonesia	Support for Female Headed Households during ACEH Reconstruction	S	S	Satisfactory	Satisfactory	Not Rated	Satisfactory	Satisfactory	Modest	Modest	Substantial	Modest	Satisfactory
TF055809	Guatemala	Capacity Building for Indigenous People and Local NGOs in the Western Altiplano	MS	MU	Moderately Satisfactory	Satisfactory	Not Applicable	Satisfactory	Moderately Unsatisfactory	Substantial	Not Applicable	Substantial	Substantial	Moderately Unsatisfactory
TF055813	Honduras	Children and Youth Innovation Fund	S	S	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Substantial	Substantial	Substantial	Substantial	Satisfactory
TF055900	Indonesia	Education for Very Poor Children	MS	MS	Satisfactory	Moderately Satisfactory	Not Applicable	Satisfactory	Moderately Satisfactory	Modest	Not Applicable	Substantial	Modest	Moderately Satisfactory
TF056159	Philippines	NGO Sector Efficiency and Accountability to Strengthen Service Delivery to the Poor	S	S	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Substantial	Modest	Modest	Modest	Satisfactory
TF056517	Kenya	Youth Development Program	S	HS	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Substantial	Substantial	Substantial	Substantial	Highly Unsatisfactory
TF056749	Pakistan	Revitalizing and Improving Primary Health Care	S	S	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Modest	Substantial	Substantial	Substantial	Satisfactory
TF057249	Colombia	Colombia Introducing Innovative Arts-Based Education to Displaced and Violence-Affected	S	S	Satisfactory	Moderately Satisfactory	Satisfactory	Satisfactory	Satisfactory	Modest	Modest	Substantial	Substantial	Satisfactory
TF057250	Guatemala	Improving Economic Diversification and Governance	S	S	Satisfactory	Satisfactory	Not Rated	Satisfactory	Not Rated	Not Rated	Modest	Not Rated	Not Rated	Satisfactory
TF057251	Sierra Leone	Developing a Model for Delivering Primary Justice Services	S	S	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Substantial	Substantial	Modest	Substantial	Moderately Satisfactory
TF058020	Mali	Capacity Building for Mali Cotton Farmers' Organizations	S	S	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Substantial	Substantial	Substantial	Substantial	Satisfactory
TF090482	Seychelles	Fishing Industry Rehabilitation	S	S	Satisfactory	Satisfactory	Not Applicable	Satisfactory	Satisfactory	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Satisfactory
TF094337	Sierra Leone	Capacity Development to Strengthen Social Capital (GoBifo Project)	S	S	Satisfactory	Highly Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Satisfactory	Substantial	Modest	Modest	Substantial	Satisfactory

Annex 3: JSDF FY11 Closed Grants Report
Implementation Completion Summary Reports
(17 grants listed in Annex 1)

#1. Grant Name: Community-led Infrastructure Development for the Urban Poor in Ulaanbaatar	Grant Number: TF053820	Grant Type: Regular/Project
Region: EAP Country: Mongolia	Sector: Water, Sanitation and Flood Protection Theme: Urban Development	Implementing Agency: Municipality of Ulaanbaatar (MOU)
Grant Amount: US\$1,892,100 Original Closing Date: 06/28/2008	Activation Date: 04/05/2005 Revised Closing Date: 12/31/2010	Grant Agreement Date: 04/04/2005 End Disbursement Date: 06/30/2011
Disbursement: US\$1,866,026	% of Grant Amount Disbursed: 99%	

Grant Objective: To assist the Recipient in improving the quality of life of the urban poor through building local infrastructure and low-cost sanitation in selected informal settlement areas in Ulaanbaatar.

Achievement of Grant Objectives and Outputs:

- **Component A: Community-led Neighborhood Infrastructure Component:** In total, 26 khoroos (sub-districts) of 7 districts have been included by establishing 34 citizens' groups, out of which 153 persons participated in the construction thus increasing their income. The project financed construction of 5,387m of concrete foot paths in 18 locations, 3 public gardens, 4 rest areas, 3 solid waste collection points, shelters, 1,350m x 4.5m width of asphalt roads, 4 recreation areas for youth, public baths, and rehabilitation of 18 pieces of concrete lined pit latrines and 800m of pedestrian road. Works done by contractors include installation of 30.9km of SIP cable and 730 street lighting poles and construction of 14 community information centers, 8 footbridges and 2 community service centers. A total of 113 sub-projects in Ulaanbaatar center have been completed and the ownership right transferred to the local government property. As a result, 8,000 citizens in total have benefited from their usage.
- **Component B: Construction works of Tolgoit Drainage:** This component financed the construction of 409m length of drainage. The project was able to respond rapidly and mitigate the impacts of future heavy rains and floods.
- **Component C: Monitoring and Evaluation:** Semi-annual progress reports and annual financial audits.

Lessons Learned:

- Proper preparation must be done prior to project kick-off in order to maximize time efficiency and minimize the risk of component drop-off during implementation. Thus, a good consultation and needs assessment are needed up-front.
- For sustainability, it is critical to understand at the design stage the willingness of local population to invest in and/or maintain the facilities, as well as identify the needs for local government's investment.
- Although this is a CDD project, the Project Management Unit played an important role by creating coherence among the projects and supporting the communities in the decision making process.

Sustainability:

- The project not only contributed to improving the livelihood of the communities in Ger areas, but also provided opportunities for generating income for vulnerable people, particularly women and unemployed youth. In addition, the project contributed to building sustainable relationships between citizens, government, and NGOs. The project's positive outputs will lay the ground for potential further development. The local government has committed to providing the funds for maintaining the sites with the participation of the community members.

Replication or Ability to Scale up the Activity:

- Based on the successful implementation of the project, the second phase of the project was approved by the donor to focus on "mid-tier" Ger areas. The new grant (TF099673) is under the Emergency Window.

NGO Involvement:

- While implemented by a Government entity, the project contributed to building sustainable relationships among citizens, government, and various NGOs.

#2. Grant Name: Legal Aid Services for the Poor	Grant Number: TF054743	Grant Type: Regular/Project
Region: AFR	Sector: Public Administration, Law and Justice	Implementing Agency: Ministry of Justice and Human Rights Commissariat
Country: Mauritania	Theme: Rule of Law	
Grant Amount: US\$863,520	Activation Date: 06/23/2005	Grant Agreement Date: 04/04/2005
Original Closing Date: 01/26/2009	Revised Closing Date: 12/31/2010	End Disbursement Date: 06/30/2011
Disbursement: US\$628,805	% of Grant Amount Disbursed: 73%	

Grant Objective: To promote access to justice for the poor and socially vulnerable through institutional strengthening and capacity building of civil society organizations and provision of legal aid services to the poor.

Achievement of Grant Objectives and Outputs: The project was implemented in a difficult political environment, including a military coup in August 2005, followed by democratic elections in 2007, and another military coup in August 2008. Nevertheless, the following results were achieved:

- Rights Awareness, Capacity Building and Legal Literacy Training: 21 programs provided awareness training to 500 women in rural areas and 100 leaders (community, religious and elected officials);
- Development of Strategies for Improving the Legal Rights of Women and the Socially Vulnerable: Activities covered the following areas: (i) domestic violence; (ii) street children; (iii) rural justice accessibility; and (iv) oral teaching of rights and importance of justice.
- Expansion of Legal Services to the Poor and Socially Vulnerable in Rural and Urban Areas: The grant helped disseminating the changes in the law with regard to women and vulnerable groups' rights.

Lessons Learned:

- It is important to have a task team leader based in the country, especially when the capacity is low and there is political sensitivity.
- Working with the PIU to plan the project activities prior to the start of the project is important.
- To achieve maximum results, the government agencies outside the PIU should be also supported.
- A larger Steering Committee can ensure strong capacity and wide representation.

Sustainability:

- Ensuring sustainability is a challenge due to the lack of government resources and weak capacity of the civil society and the government counterparts.

Replication or Ability to Scale up the Activity:

- While specific replicability was not envisioned at the time of completion of the project, it is likely in the future that the Mauritanian model will be replicated in a Bank-financed operation.

NGO Involvement:

- NGOs were beneficiaries of sub-grants. Sub-grants to NGOs were provided based on their program, capacity to implement the program and their knowledge and expertise in the field.

#3. Grant Name: Capacity Building for Sustainable Forest and Land Management Region: EAP Country: Cambodia Grant Amount: US\$1,756,900 Original Closing Date: 07/31/2009 Disbursement: US\$1,721,442	Grant Number: TF055390 Sector: Agriculture, Fishing and Forestry Theme: Rural Development Activation Date: 09/14/2006 Revised Closing Date: 08/31/2010 % of Grant Amount Disbursed: 98%	Grant Type: Regular/Capacity Building Implementing Agency: Regional Community Forestry Training Center for Asia and the Pacific – Bangkok (RECOFTC) Grant Agreement Date: 09/11/2006 End Disbursement Date: 02/28/2011
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Grant Objective: To help forest dependent villages, the Forest Administration, NGO partners, and local governments to explore innovative approaches to collaborative forms of forest stewardship and participatory monitoring.

Achievement of Grant Objectives and Outputs:

- 1,416 Community Forestry Management Committee/community members and implementing partners were trained; Five cantonments have functional community and partnership forestry field programs;
- 48 community forestry (CF) agreements signed and more than 100 CF agreements ready for signing pending approval of potential CF areas;
- Functioning community/partnership forestry monitoring and evaluation and database system established and functioning in the 5 target cantonments and Community Forestry Office;
- The communities are sensitized about the rationale for community forests and their roles on establishing and protecting the resources especially from misuse by outsiders. This brought (a) more confidence and improved working relationship amongst various stakeholders such as Forestry Administration (FA at central, cantonment, division and triage levels), local government (communes, districts and provinces), national and international NGOs, forest communities and other, and (b) increasing level of knowledge and awareness, including transparency in community forestry development, especially regarding the legalization process. The partnership approach has also helped ensure that all relevant stakeholders understand the community forestry development process in the same way.

Lessons Learned:

- The training for action is an effective approach in capacity building whereby training is linked to the actual implementation of CF activities. Training and extension provided to local government (communes) facilitated the identification of potential CFs and even to some extent encouraged the funding of CF activities from CIF.
- Strong leadership and the willingness to designate and delegate CF development responsibilities to particular staff can be instrumental in the smoothness of implementation.

Sustainability:

- Since the ownership of the project rests with the Forestry Administration, there is a high likelihood to sustain the results. Strengthening the capacity of FA, local NGOs, local governments and CFMCs/CF members is essential for the CF development process and will also help ensure that the project activities are sustained.

Replication or Ability to Scale up the Activity:

- Based on experience from the pilot project, FA seeks support through other sources of funding to scale up project activities in other parts of the country through the National Forest Program.

NGO Involvement:

- RECOFTC has been actively involved in Technical Working Group on Forestry and Environment, National Community Forestry Program Coordination Committee, National Forest Program Task Force, and other related networks.

#4. Grant Name: Indigenous Land Regularization Project	Grant Number: TF055417	Grant Type: Regular/Project
Region: LCR Country: Paraguay	Sector: Agriculture, Fishing and Forestry Theme: Social Development, Gender and Inclusion	Implementing Agency: Paraguayan Institute of Indigenous Affairs; Local Government of Boquerón; Oguasu
Grant Amount: US\$1,710,185 Original Closing Date: 01/13/2009	Activation Date: 06/27/2006 Revised Closing Date: 12/31/2010	Grant Agreement Date: 06/07/2006 End Disbursement Date: 06/30/2011
Disbursement: US\$1,553,861	% of Grant Amount Disbursed: 91%	

Grant Objective: To improve the land tenure situation of indigenous communities in Paraguay in order to create a stable platform for the development of their livelihood and for the retention of their cultural identities. This grant complements the Natural Resources Management Project being implemented by the Recipient and financed by the Bank.

Achievement of Grant Objectives and Outputs:

- The grant piloted a new approach to indigenous land regularization in the country, which until the inception of the grant had achieved almost no progress in spite of the existence of an enabling legal framework since 1998. The pilot included the implementation of two decentralized and participatory land regularization models in two provinces of the country through assistance for advancing the regularization process for indigenous lands and for improving the productive and social use of these newly titled lands without the involvement of any land acquisition activities.
- The grant demonstrated that the decentralized approach of working directly with communities to advance regularization processes in coordination with the National Institute for Indigenous Development is viable and can be utilized nationally. However, legal challenges remained problematic for some communities and were arguably underestimated in the original grant design. A total of 36 communities were fully regularized in the two departments with title transferred to the community: 31 in Caaguazu and 5 in Boqueron. As of project closing, a further 11 communities were in advanced state of progress in Caaguazu and a further eight in progress in Boqueron. Legal challenges were more common in Boqueron and are being pursued by the local government. Productive subprojects were carried out in 26 communities in Caaguazu and community development projects were carried out in five communities in Boqueron.

Lessons Learned:

- A decentralized, local and participatory approach can achieve results in indigenous land regularization and community development in Paraguay.
- NGOs and local governments when furnished with sufficient resources can effectively collaborate with indigenous communities and national authorities to put together complex mix of documentation and administrative and legal procedures necessary to regularize a large subset of the population of indigenous communities eligible for regularization under Paraguayan law.

Sustainability:

- The project made a significant step toward land regularization for the country's indigenous communities. Communities regularized and supported with productive community projects appear to be sustainable as residential and productive centers for the communities. Local officials and locally-based NGOs have incentives to collaborate with and provide services to indigenous communities.

Replication or Ability to Scale up the Activity:

- The project could be replicated throughout Paraguay.

NGO Involvement:

- The NGO Oguasu implemented the project's most successful experience in Caaguazu. Its strengths were in its on-the-ground presence, length of time working with communities, and dedicated and committed staff, as well as a Board of Directors which has made a strong commitment to the NGO's involvement in the project.

#5. Grant Name: Support for Female-Headed Households during Aceh Reconstruction	Grant Number: TF055749	Grant Type: Special Program – Tsunami Reconstruction/Project
Region: EAP	Sector: Health and Other Social Services	Implementing Agency: Program Untuk Kepala Keluarga Perempuan (PEKKA)
Country: Indonesia	Theme: Social Development, Gender and Inclusion	
Grant Amount: US\$1,683,800	Activation Date: 10/05/2005	Grant Agreement Date: 09/27/2005
Original Closing Date: 03/31/2009	Revised Closing Date: 12/31/2010	End Disbursement Date: 06/30/2011
Disbursement: US\$1,683,800	% of Grant Amount Disbursed: 100%	

Grant Objective: To assist in reversing the downward poverty spiral that affects female-headed households and other vulnerable families left destitute or shattered as a result of natural disaster in parts of the Republic of Indonesia devastated by earthquakes and tsunamis.

Achievement of Grant Objectives and Outputs:

- As of June 30, 2011, PEKKA covered 127 villages in 24 sub-districts in 9 districts with a total active membership of 3,615 members in 135 groups. All trainings were delivered and block grants (revolving funds) distributed through a micro-credit program to the poor female headed households to help them to start or improve their micro enterprises.
- In the first phase, the project established the PEKKA secretariat, implemented a communication/public awareness campaign through community meetings, established community committees to manage block grants, and finalized an implementation plan for phases two and three of the project. In the second phase, PEKKA facilitated the rehabilitation and development activities, including building & construction, micro finance funds, and scholarships for children. In the third phase, PEKKA focused (and is focusing) on the sustainability and growth of the organization.
- This grant supports the Female-Headed Household program, which is now operating in 18 provinces across Indonesia, also under JSDF grants. This expansion is a sign of recognition of its success by government and other CSOs, as well as donors.
- This grant provides basic skills training in microfinance and small business administration community organizing, communications through community radio and for video productions, education for women and children, leadership and training for women in politics, legal rights and on the judicial process.

Lessons Learned:

- Building loyalty among its members, while establishing networks and providing relevant training, is critical to the success of projects like this.

Sustainability:

- In regards to its microcredit program, experience in earlier provinces shows that on average after three years a (sub) project typically becomes financially sustainable. PEKKA is also pursuing a strategy of organizational sustainability. The micro-credit program, which is currently managing over IDR 5 billion, is on the path to becoming sustainable.

Replication or Ability to Scale up the Activity:

- This project is highly replicable. While the program started in 2001 with 5 provinces, by 2011 it has been extended to 18 provinces.

NGO Involvement:

- The experience and dedication of the PEKKA staff are noteworthy and played a large role in the successful implementation of the grant. Going forward, as PEKKA continues to expand, it will need to focus on attracting similarly experienced and dedicated staff.

#6. Grant Name: Capacity Building for Indigenous People and Local NGO in the Western Altiplano	Grant Number: TF055809	Grant Type: Regular/Capacity Building
Region: LCR	Sector: Health and Other Social Services	Implementing Agency: PRONACOM (Programa Nacional de Competitividad)
Country: Guatemala	Theme: Social Development, Gender and Inclusion	
Grant Amount: US\$868,400	Activation Date: 11/28/2006	Grant Agreement Date: 10/19/2006
Original Closing Date: 10/19/2010	Revised Closing Date: 03/31/2011	End Disbursement Date: 09/30/2011
Disbursement: US\$196,197	% of Grant Amount Disbursed: 23%	

Grant Objective: To build capacity through the provision of technical assistance and training in a range of local organizational and economic activities among local indigenous communities for the creation of better job opportunities, improved incomes, increased access to infrastructure and minimizing the degree of marginalization experienced by such communities in the territory of the Recipient, as a complement to the Bank-financed Competitiveness Project, Rural Territorial Development Project and Land Administration II Project.

Achievement of Grant Objectives and Outputs:

- Training program was provided to select local NGOs that work in the indigenous communities in the Western Altiplano. A set of training materials was developed and an inter-institutional team (Helvetas, local NGOs, World Bank, and PRONACOM) visited several indigenous communities in the Western Altiplano in order to identify their capacity of organization as well as their needs in technical assistance and training. However, the second phase was not implemented mainly due to changes in government authorities.
- Although high quality training was provided to the local NGOs, it was not possible under local conditions to reach the communities and provide specific business and entrepreneurship training as originally envisioned in the grant.

Lessons Learned:

- When designing a training program where participants need to replicate what they have learned to indigenous communities, it is essential to select NGOs that have a sound structure and presence in the targeted areas. This will enable the trained NGOs to transmit the acquired knowledge with the desired quality level.
- The training courses should include not only theoretical content, but also analysis of case studies, group discussions and field visits so that theory is complemented by practical examples. Also, it is important to provide a reference guide to the NGOs so they can use it as supporting material when replicating the training.
- Election cycles and changes in authorities should be considered in the project timeframe to ensure that tasks will be completed as initially planned.
- Put in place a committed Coordination Team, including a full-time coordinator, financial specialist, procurement specialist and administrative assistant.
- Conduct a price market evaluation of the products and services and use them as a reference when estimating budget.
- Have a process in place to quickly change registered signatures in case authority's change.
- Conduct regular coordination meetings to address barriers to implementation in concrete ways.

Sustainability:

- The Guatemalan authorities expressed interest in working with Helvetas and the trained local NGOs on future projects. In addition, the local NGOs are using what they learned to prepare new projects related to the development of local communities.

Replication or Ability to Scale up the Activity:

- The training can be easily replicated in other parts of the country through PRONACOM.

NGO Involvement:

- After significant review of proposals, Helvetas was selected to provide the training program and it did an excellent technical job, with well-prepared and experienced staff responding quickly to the technical concerns of the local NGOs.

#7. Grant Name: Children and Youth Innovation Fund	Grant Number: TF055813	Grant Type: Regular/Project
Region: LCR	Sector: Health and Other Social Services	Implementing Agency: Youth Innovation Fund (FIDAS)
Country: Honduras	Theme: Social Protection and Management	Grant Agreement Date: 05/29/2006
Grant Amount: US\$1,970,000	Activation Date: 06/28/2006	End Disbursement Date: 06/30/2011
Original Closing Date: 05/01/2010	Revised Closing Date: 12/31/2010	
Disbursement: US\$1,910,776	% of Grant Amount Disbursed: 97%	

Grant Objective: To improve the situation of vulnerable and at-risk children and youth (0-18 years) in Honduras, with a particular attention given to children and youth affected by HIV/AIDS and those living with a disability in conditions of extreme poverty.

Achievement of Grant Objectives and Outputs:

- Sub-projects benefiting at-risk Children and Youth: 31 sub-grants (not exceeding US\$50,000 each) were provided to nongovernmental institutions, faith-based organizations and community-based organizations that meet the eligibility criteria, and that specifically target: (1) children and youth affected by HIV/AIDS; (2) children and youth with a disability who are living in poverty; and (3) other categories of at-risk children and youth, including, but not limited to those that are exposed to violence, adolescent mothers in extreme poverty, street children, children engaged in hazardous forms of labor, children and youth facing sexual exploitation; children and youth with or at risk of addiction to alcohol and drugs.
- Capacity Building, Information Sharing and Networking: FIDAS received 104 applications and awarded 31 sub-grants; 107 organizations completed capacity building; over 1,000 beneficiaries trained; all activities completed including a final networking event.
- Project Management, Monitoring and Evaluation: The second phase of children/youth affected by HIV/AIDS and other disabilities study was completed. The indicators were tracked, and the qualitative impact evaluation and the manual of best practices with indigenous beneficiaries were completed. Digitized map showing NGOs and CSOs working with the three FIDAS target groups developed under the Grant has been posted on Government websites.

Lessons Learned:

- It is important for non-governmental implementing agencies to make a concerted effort to insert some of their knowledge and work into the line Ministries, particularly in the Secretary of Social Development, to ensure ownership of these Ministries.

Sustainability:

- The work of FIDAS will continue under the NGOs and CSOs involved in the subprojects and the Mesa de Consulta. However, the work is not yet mainstreamed in the Secretary of Social Development. The FIDAS program has had a powerful impact on strengthening the network of organizations working with children and youth with disabilities, affected by HIV/AIDS and at risk in general. This has been achieved not only by financing the subprojects, but by (i) training organizations on writing funding proposals and managing grant funds; (ii) organizing networking events where each sector can learn from the other; and (iii) financing supplemental activities to inform the future work of these organizations, including the impact evaluation and the Manual on best practices working with indigenous beneficiaries.

Replication or Ability to Scale up the Activity:

- Most beneficiaries have felt empowered by a strengthened capacity to carry out fundraising initiatives and manage finances. The majority of sub-project activities are sustainable, but as is the case with most NGOs, FIDAS is still reliant on future donations. However the capacity building and networking established under the grant will continue long after grant closing.

NGO Involvement:

- The project strengthened the capacity of various NGOs, faith-based organizations, and community-based organizations (CBOs) which participated in the competitive grants program.

#8. Grant Name: Education for Very Poor Children	Grant Number: TF055900	Grant Type: Regular/Project
Region: EAP	Sector: Education	Implementing Agency: Pusat Pengembangan Sumberdaya Wanita (PPSW)
Country: Indonesia	Theme: Social Development Gender and Inclusion	Grant Agreement Date: 03/20/2006
Grant Amount: US\$1,330,000	Activation Date: 03/29/2006	End Disbursement Date: 12/31/2011
Original Closing Date: 12/31/2010	Revised Closing Date: 06/30/2011	
Disbursement: US\$1,328,210	% of Grant Amount Disbursed: 100%	

Grant Objective: To assist the Recipient in improving primary and junior secondary school enrolment and performance of children in very poor communities of the Republic of Indonesia.

Achievement of Grant Objectives and Outputs:

- The grant objective was achieved, even though there was some modification in implementation done to meet the challenges, especially when the activities involved the non-PEKKA members. For example, the project established Village Education Committee which consists of 60% PEKKA members and 40% non-PEKKA members to involve all community members in getting better education, selecting the scholarship criteria, disbursement of scholarship, etc. After one year, the non-PEKKA members were not involved anymore because they did not receive incentive for attending the monthly meeting.
- The grant covered 9 provinces across Indonesia and reached over 10,000 households.
- 12,970 students received scholarships, of which 70% for elementary school students and 30% junior high school students.
- The evaluation study could not be implemented properly as the Village Education Committee was not operating at the time of the evaluation.

Lessons Learned:

- Because this type of program is so dependent on volunteers, it is important to maintain a pool of people interested in volunteering so that new people can step in as some of the senior volunteers move to remunerated jobs.

Sustainability:

- It is expected that women literacy and education for very young children programs will continue after grant closing.

Replication or Ability to Scale up the Activity:

- The project can be replicated with some modifications and the provision of a better management information system to record and evaluate the progress regularly.

NGO Involvement:

- The NGO established network in 9 provinces. This expansion is a sign of recognition of its success by the government and other CSOs, as well as donors. Its management has been successfully decentralized and the program in each province is run by a provincial secretariat with district branches.

#9. Grant Name: NGO Sector Efficiency and Accountability to Strengthen Service Delivery to the Poor	Grant Number: TF056159	Grant Type: Regular/Capacity Building
Region: EAP Country: Philippines	Sector: Health and Other Social Services Theme: Social Development, Gender and Inclusion	Implementing Agency: Philippine Council for NGO Certification (PCNC)
Grant Amount: US\$361,397 Original Closing Date: 05/31/2010	Activation Date: 06/08/2006 Revised Closing Date: 03/31/2011	Grant Agreement Date: 05/31/2006 End Disbursement Date: 09/30/2011
Disbursement: US\$348,101	% of Grant Amount Disbursed: 96%	

Grant Objective: To enhance the accountability and efficiency of NGOs in delivering basic services to regions with high poverty incidence. The Grant will complement the Philippines Kalahi-CIDSS Project.

Achievement of Grant Objectives and Outputs:

- Specific achievements under each component include:
 - NGO performance standards enhanced;
 - 293 new evaluators trained;
 - 116 current evaluators retrained,
 - 409 evaluators updated on system for sanctions & rewards;
 - 208 NGOs evaluated.
 - Public Accountability system launched which provides for feedback mechanism
 - Basic Guidebook on NGO Governance completed and disseminated through 14 workshops.
- Although there is no direct evidence that the certification enhanced the delivery of poverty reduction projects, PCNC evaluation guarantees a minimum standard of good governance. It is noteworthy that PCNC has extended its certification to small- and medium-size NGOs that work in poor municipalities and that more than 50% of the certified NGOs are focused on delivery of basic welfare and social protection services. By going through PCNC certification it is assumed that these NGOs are able to deliver their mandates within set standards.

Lessons Learned:

- The installation of a feedback mechanism and cross-learning events are instrumental in increasing the credibility of the entity providing the certification of NGOs.

Sustainability:

- The Grant accomplished all the key performance indicators. PCNC has been recognized as a global leader and model in NGO self-regulation, it has taken steps to enhance its institutional stability. PCNC continues to expand and consolidate its local evaluators around the country. It has also engaged the government for knowledge sharing on governance of NGOs and in a dialogue towards harmonizing the various NGO accreditation/registration/licensure processes. Various NGO networks (e.g. Association of Foundations and CODE-NGO) continue to provide the incentives for its members to undergo PCNC certification.

Replication or Ability to Scale up the Activity:

- PCNC continues to expand its evaluators and partnership with other NGO networks and government agencies to promote NGO certification.

NGO Involvement:

- NGOs in the Philippines receive significant financial/technical assistance for poverty reduction. PCNC has instituted standards on NGO accountability and transparency to ensure that funds received are utilized for social benefits. The Grant expanded the reach of PCNC to enhance the accountability and efficiency of NGOs in delivering basic service to poor areas in the country.

#10. Grant Name: Youth Development Program	Grant Number: TF056517	Grant Type: Regular/Project
Region: AFR	Sector: Agriculture, Fishing and Forestry	Implementing Agency: The Kenya Community Development Foundation (KCDF)
Country: Kenya	Theme: Social Development, Gender and Inclusion	Grant Agreement Date: 09/04/2006
Grant Amount: US\$1,965,718	Activation Date: 09/14/2006	End Disbursement Date: 08/31/2011
Original Closing Date: 07/31/2010	Revised Closing Date: 02/28/2011	
Disbursement: US\$1,651,532	% of Grant Amount Disbursed: 84%	

Grant Objective: To strengthen inclusion, participation and empowerment of young people in development processes, through: (i) scaling-up and replicating innovative programs, for and by young people, that focus on livelihood and well-being; (ii) facilitating government-civil society interface for improved development outcomes that stem from bottom-up accountability; and (iii) building the capacity of youth-serving organizations and institutions to deliver services to young people based on their own priorities.

Achievement of Grant Objectives and Outputs:

- More than 82 Youth led/Serving organizations across Kenya received grants between US\$10,000 and US\$20,000 for a total of US\$ 1.02 million against a target of US\$0.9 million. The target was 50 organizations. Although not originally the purpose of this grant, KCDF also provided peace building grants to youth in some of the hot spots after the 2007 post election violence to address youth and peace.
- 82 youth initiatives funded and about 20,000 youth reached directly and 205,000 youth reached indirectly.
- Web-based Youth Resource Directory was developed and launched on May 17, 2011 by the Japanese Ambassador to Kenya and can be accessed through the KCDF website www.kcdf.or.ke.
- More than 800 youth benefited from the leadership and social accountability training, each of them committed to spreading the benefits to other youth in their locality.
- A Social Accountability Training Manual was developed based on the experience of the program.
- Twenty-one case studies of select youth leaders and beneficiaries of the program were published in the KCDF publication "Inspired to Lead: Profiles of Youth Leaders Changing Their Lives".
- 15 of 18 beneficiaries (83%) answered that the Project contributed to a greater extent to the sustainable process in engaging the youth in national development. 21 out of 22 (95%) evaluated their livelihoods and well-being were improved by being empowered and their organizational capacity was strengthened.

Lessons Learned:

- Appropriate targeting and criteria setting are crucial to avoid overlaps with other initiatives and address the most vulnerable segment of the youth. Assessment of organizational development skills is key to realize effective achievement of expected outcomes as it enables to put resources in the most needed areas.
- Young people need close and constant encouragement to stay engaged. Building partnerships facilitates the youth to sustain group activities as it helps provide means and motivation for them to participate in meaningful development.
- Project work plans should be flexible to allow adjustments for unexpected external factors that can affect the project implementation.

Sustainability:

- The youth serving organizations which benefitted from the JSDF grant have returned to KCDF for other grants, or sought new grants from government run funds, as well as funds managed by the United Nations Industrial Development Organization- UNIDO and other international NGOs, to continue the activities implemented under the JSDF.

Replication or Ability to Scale up the Activity:

- The hands-on methodology of grant-making generated by the program is replicable in other projects. Social accountability training manual, case studies and resource directory can be used to replicate and upscale the initiatives.

NGO Involvement:

- KCDF engaged 82 youth organizations through this program.

#11. Grant Name: Revitalizing and Improving Primary Health Care	Grant Number: TF056749	Grant Type: Special Program – Pakistan Earthquake/Project
Region: SAR	Sector: Health and Other Social Services	Implementing Agency: Save the Children Federation-Pakistan Field Office (SCF)
Country: Pakistan	Theme: Social Protection and Management	Grant Agreement Date: 01/11/2007
Grant Amount: US\$2,999,952	Activation Date: 01/17/2007	End Disbursement Date: 06/30/2011
Original Closing Date: 06/30/2008	Revised Closing Date: 12/31/2010	
Disbursement: US\$2,769,919	% of Grant Amount Disbursed: 92%	

Grant Objective: To enhance public private partnership for post earthquake revitalization and improvement of primary health care (PHC) services, including enhancing utilization of services, quality and equity of access to services, community satisfaction of service delivery, and facilitation of existing public health workers to return and serve their communities.

Achievement of Grant Objectives and Outputs:

- The grant led to substantial improvement in utilization of services and increased coverage of preventive and curative services, including 77% increase of ante natal care and 200% increase of institutional deliveries. Immunization improvements, however, were modest. The findings of the facility survey indicate positive effects on availability of medicines, staff, and equipment and high levels of patient satisfaction.
- The PHC facilities were made functional and provided a basic package of PHC services. The services were fully revitalized using a hub approach by ensuring staff presence, posting of additional staff, especially female providers, and provision of incentives to the staff. In view of the extensive damage to health infrastructure and disruption of service delivery following the 2005 earthquake, the improvements in utilization and quality of services can largely be attributed to the successful implementation of the project.

Lessons Learned:

- Effectiveness of contracting, coverage, and quality of primary health care services in under-served and remote districts depend on the degree of managerial autonomy as well as the features of the contract, including type of services covered and performance requirements.
- Effective personnel management poses a challenge in a system comprising government employees and directly recruited staff on higher salaries. Incentives such as salary supplements for government staff combined with effective coordination with district management is required to keep the staff motivated. Government needs to look at differential remuneration system to ensure staff availability in hard to reach underdeveloped regions.
- Good partnership with the government, provincial and district officials, and district health staff should be established from the onset of the project. This includes defining their role in planning, monitoring, financial oversight and stewardship.
- Contracting to manage PHC services on behalf of the government requires working with local government and local communities to overcome resistance to contracting.
- M&E of future contracting efforts should look beyond performance indicators on coverage and should include other dimension of performance, like quality and access of low income households or remote communities.

Sustainability:

- The Government plans to expand the project in six security-compromised districts with support from a Multi Donor Trust Fund.

Replication or Ability to Scale up the Activity:

- Wider replicability depends on the political environment. The Government of KPK has requested support for public private partnership arrangements based on the Battagram Model in other security compromised districts of the province.

NGO Involvement:

- Save the Children dealt effectively with the challenges associated with contracting, including staff motivation, coordination with the district and provincial governments, maintaining a close relationship with local political leaders and communities, as well as tackling security related issues.

#12. Grant Name: Introducing Innovative Arts-Based Education to Displaced and Violence-Affected Communities	Grant Number: TF057249	Grant Type: Regular/Capacity Building
Region: LCR	Sector: Education	Implementing Agency: Corporacion el Colegio del Cuerpo (CdeC)
Country: Colombia	Theme: Social Development, Gender and Inclusion	Grant Agreement Date: 02/22/2007
Grant Amount: US\$1,085,381	Activation Date: 12/09/2006	End Disbursement Date: 12/31/2011
Original Closing Date: 11/09/2010	Revised Closing Date: 06/30/2011	
Disbursement: US\$1,085,039	% of Grant Amount Disbursed: 100%	

Grant Objective: To improve the quality of life of young people in the poorest zones of the District of Cartagena de Indias through assisting the municipal government of Cartagena and the Colegio del Cuerpo (School of the Body), a local NGO which runs a modern dance and arts school, in (i) rebuilding the self-esteem and psychological well-being of underprivileged youths who have been victims of displacement and violence, (ii) providing these youths with an alternative to violence, illegal activities or self-destructive behaviors by providing training and alternative career opportunities in the arts, and (iii) creating a community of citizens devoted to peace-building and nonviolent conflict resolution. Quality of life in this project is understood as skills, behaviors, and attitudes instilled by the CdeC model that have a positive impact on young men and women to help them become better students, better citizens, as well as educational outcomes.

Achievement of Grant Objectives and Outputs: The project improved the quality of life of young people in the poorest zones of the District of Cartagena de Indias and the perception about the project of teachers, parents, students and non-beneficiaries was highly positive. However, the project's impact evaluation denotes that the improvement of the target group was not significantly higher than the control group.

- The Corporal Integral Education Model was implemented at the school level.
- Student attendance and participation in the classroom increased to 80%, although the dropout level was high (25%) at the beginning of the project. Classroom participation and level of concentration and willingness are very positive.
- A communication strategy for the communities and the parents was developed. The project promoted parent and community involvement contributing with works such as building wood cabinets, providing food and refreshments for the kids, etc.

Lessons Learned:

- Greater articulation of the project with the schools would have increased principal's ownership and high project outcomes.
- Choosing the right indicators is important for monitoring progress during the life of the Project and for assessing impact at the end of the project.
- Art-related project is a very good instrument to maintain students into the education system.

Sustainability:

- Project facilitated a partnership between CdeC and the Secretariat and more important as result of this relationship the education system in Cartagena is willing to use this methodology in many other schools.

Replication or Ability to Scale up the Activity:

- The methodology used by the project can be replicated in any other region. The decision of Secretariat of Education of the District for replicating this project to the schools in Cartagena de Indias was one positive impact of the project.

NGO Involvement:

- Despite the lack of experience with Banks procedures and norms, CdeC was able to implement the Projects main activities reaching its targets.

#13. Grant Name: Improving Economic Diversification and Governance for Sustainable Community Livelihoods in Peten	Grant Number: TF057250	Grant Type: Regular/Capacity Building
Region: LCR	Sector: Agriculture, Fishing, Forestry and Rural Development	Implementing Agency: ProPetén Foundation
Country: Guatemala	Theme: Environment and Natural Resources Management	Grant Agreement Date: 03/06/2007
Grant Amount: US\$1,497,700	Activation Date: 03/14/2007	End Disbursement Date: 06/02/2011
Original Closing Date: 02/02/2011	Revised Closing Date: 02/02/2011	
Disbursement: US\$1,497,700	% of Grant Amount Disbursed: 100%	

Grant Objective: The objectives of the grant are to: (A) Strengthen the capacity of community-based organizations and enterprises, including the community forestry concession of the Maya Biosphere Reserve (MBR) and community-based organizations (CBOs) in southern Petén, to implement community-based natural resource management. (B) Help establish a model process of Participatory Planning, Monitoring and Evaluation to facilitate an institutional learning process, assure transparency, and enable CBOs to take a primary role in project implementation and support effective co-management and co-administration of the MBR and other protected areas in Petén beyond this project's life.

Achievement of Grant Objectives and Outputs:

- A total of 2,160 beneficiaries, of which 51% women and 49% men, in 12 enterprises located in northern Peten and eight enterprises in southern Peten, where the majority of population are indigenous peoples.
- 20 CBOs strengthened their capacity to implement community-based natural resource management and diversified their income generating activities by (i) achieving 15% higher income levels in community-based concessions, and (ii) generating 20% more employment in community based concessions.
- 20 new community-based enterprises were established with viable business plans which were prepared as part of a broad technical assistance process to help community organizations identify and design productive initiatives on: non-timber forest products; value-added to timber products; agricultural production; community tourism; and commercialization of agricultural inputs and products.
- A model process of participatory planning, monitoring and evaluation was established which enabled CBOs to take lead in project implementation and build new capacities for local management. Thus the project also contributed to improved governance, while promoting institutional learning processes among stakeholders.

Lessons Learned:

- Diversification activities are essential to develop a socially inclusive process that will bring benefits to different groups (almost 50% women), including those directly connected to the community forest concessions.

Sustainability:

- Several subprojects are expected to achieve full operational production during the first 12-18 months. In some cases, the returns might come faster, depending on the provision and cost of public services, such as energy, roads, and certification services for community tourism and timber processing projects. Some are highly vulnerable to climate events, as in the case of agricultural investments. This risk can be mitigated by the ability of the community enterprises to build on the newly established partnerships with local institutions and NGOs.

Replication or Ability to Scale up the Activity:

- The methodology of accompanying the beneficiaries with custom-made technical services to analyze their needs and expectations, prioritize their business ideas, promote local partnerships, facilitate access to local institutions, and then develop joint investments to diversify economic activities, is replicable in Peten, or in similar areas of Guatemala or Central America, if lessons learned are considered.

NGO Involvement:

- ProPetén collaborated with the Forest Community Association of Petén, three municipalities (San Luis, Poptun, and Dolores), the Ministry of Agriculture, the National Council of Protected Areas, the Rural Bank, the Association Centro Maya, Rainforest Alliance, Fundacion Arcontes, and other NGOs.

#14. Grant Name: Developing a Model for Delivering Primary Justice Services	Grant Number: TF057251	Grant Type: Regular/Capacity Building
Region: AFR	Sector: Public Administration, Law and Justice	Implementing Agency: Timap for Justice (TIMAP)
Country: Sierra Leone	Theme: Rule of Law	Grant Agreement Date: 10/24/2006
Grant Amount: US\$879,436	Activation Date: 12/29/2006	End Disbursement Date: 12/24/2010
Original Closing Date: 10/24/2010	Revised Closing Date: 10/24/2010	
Disbursement: US\$879,436	% of Grant Amount Disbursed: 100%	

Grant Objective: To improve the access of disadvantaged groups in Sierra Leone to customary and formal justice and increase the accountability of justice sector institutions to their constituent.

Achievement of Grant Objectives and Outputs:

- TIMAP hired paralegals in 13 offices throughout Sierra Leone and trained them in various aspects of the formal legal system as well as in paralegal skills such as investigation, interviewing, statement-taking, advocacy, mediation, conflict resolution, community education, community organizing, and maintenance of case records.
- TIMAP's paralegals conducted consultations on social justice issues and provided free legal services in the 13 offices throughout Sierra Leone, mainly in civil cases (child maintenance, marital disputes, etc).
- A database of all cases (on Social Justice) that involved litigation has been established and is maintained up to date.
- Community dialogue and advocacy meetings took place in communities throughout the country to talk about social justice and issues such as the role of traditional justice in the communities.

Lessons Learned:

- Support from the Task Team and the Bank's fiduciary colleagues, particularly locally based in the country offices, is crucial to prevent implementation delays and resolve any issues quickly, thus mitigating risks to the broader portfolio.

Sustainability:

- The overall outcome of the TF is satisfactory and its sustainability is likely. Since the closing of the JSDF grant, TIMAP and its paralegals have continued to provide free legal services throughout the country with the support of the Open Society Institute and the Government of Sierra Leone which has reformed its regulations to include this type of legal aid provision. After the positive external evaluation carried out by the Justice for the Poor Project, other donors are financing TIMAP.

Replication or Ability to Scale up the Activity:

- The Bank's program Justice for the Poor has completed the first phase of an evaluation of the TIMAP program which was undertaken as a potential model for paralegal programs. In addition, the recently published "*In Search of Success – Case Studies in Justice Sector Development in Sub-Saharan Africa*"⁶ includes a positive analysis of the Recipient's JSDF-funded activities (the report is a joint World Bank - UK Department for International Development (DFID) publication).

NGO Involvement:

- One of the major strengths of the NGO is its in-depth knowledge of the local context and its ability to work throughout the country with its 13 offices and network of paralegals that are able to reach even the most remote areas of Sierra Leone.

⁶ <https://openknowledge.worldbank.org/handle/10986/2912>

#15. Grant Name: Capacity Building for Mali Cotton Farmers' Organizations	Grant Number: TF058020	Grant Type: Regular/Capacity Building
Region: AFR	Sector: Agriculture, Fishing and Forestry	Implementing Agency: Assemblée Permanente des Chambres d'Agriculture du Mali (APCAM)
Country: Mali	Theme: Rural Development	Grant Agreement Date: 03/09/2007
Grant Amount: US\$1,077,100	Activation Date: 04/25/2007	End Disbursement Date: 07/09/2011
Original Closing Date: 03/09/2011	Revised Closing Date: 03/09/2011	
Disbursement: US\$990,098	% of Grant Amount Disbursed: 92%	

Grant Objective: To empower Mali poor smallholder cotton farmers by strengthening their capacity to manage in a participatory and inclusive manner the development of their business and to efficiently participate in policy dialogue and decision making in relation to the implementation of the government reforms program aimed at increasing the cotton sector competitiveness and reducing rural poverty.

Achievement of Grant Objectives and Outputs:

- About 29,000 beneficiaries were reached out of 30,000 targeted, including local trainers, grassroots producers, managers and staff of the different levels of Farmer Based Organization (FBO) network.
- Around 2,300 women producers out of 3,000 targeted benefitted from the training programs.
- FBOs have the basic office equipments to operate and the apex organization has an internet connection which facilitates its interaction with partners.
- The FBO network has a five-year development plan which is under implementation and is used for all donors support.
- Members, staff and managers of the cooperatives have a better understanding and skills to manage their business. According to a study conducted by the Institut d'Economie Rurale du Mali (IER), around 90% of the grassroots farmers are aware of the Government reform program and participate in the meetings of their organizations.
- Producers, mainly women farmers, have better knowledge of techniques to get high quality cotton, including biological cotton cultivation practices. The FBOs are more sensitive to gender issues and the need to take into account women farmers needs in activity planning and implementation.

Lessons Learned:

- Inexperienced FBOs can be empowered to quickly acquire capacity to manage a project with a well designed training program and communication plan.
- Gender dimension can be mainstreamed in the FBOs activities if gender targets are well defined during activity planning process.
- Participatory planning of activities and transparent management of resources are fundamental for empowering FBOs.

Sustainability:

- The cotton FBOs network of Mali is set up and has acquired basic equipments and training to be operational. Sustainability is ensured through by (i) financing of operational cost through cotton revenues (a sustainable financing mechanism is already operating) and (ii) scaling up of capacity building activities.

Replication or Ability to Scale up the Activity:

- The scheme developed by this grant is replicable in many countries such as Togo, Ghana, and Guinea, where Governments have started developing the cotton sector but lack organizations of cotton producers.
- The Mali Agricultural Productivity Project (PAPAM) approved by the Bank in June 2010 and effective since December 2010 includes activities to scale up achievements of the Grant. In addition, a new project from the French Cooperation Agency supporting the cotton sector is planned to start early 2012. This new project will complement the PAPAM in scaling up capacity building of cotton FBOs.

NGO Involvement:

- Several NGOs and local consultants were involved as service providers for training. Their main strengths are that they have a good knowledge of the rural area and producers needs and capacities. The main weakness is that they have weak financial capacities and little access to training for their staff.

#16. Grant Name: Fishing Industry Rehabilitation	Grant Number: TF090482	Grant Type: Special Programs – Tsunami Reconstruction/Project
Region: AFR	Sector: Transportation	Implementing Agency: Seychelles Fishing Authority (SFA)
Country: Seychelles	Theme: Social Protection and Management	Grant Agreement Date: 10/18/2007
Grant Amount: US\$1,960,000	Activation Date: 10/31/2007	End Disbursement Date: 12/30/2011
Original Closing Date: 06/30/2009	Revised Closing Date: 06/30/2011	
Disbursement: US\$1,860,084	% of Grant Amount Disbursed: 95%	

Grant Objective: To assist the Recipient in the rehabilitation of the fish processing quay in the main fishing port of Victoria hit by the December 2004 Tsunami, in order to restore the livelihood of selected local communities and businesses associated with the fishing industry.

Achievement of Grant Objectives and Outputs:

- The project financed the rehabilitation of one of the three fishing quays that were damaged by the December 2004 tsunami, which included:
 - Consultancy Services for design review,
 - Bidding Documents for the preparation and supervision of the rehabilitation works, and
 - Civil Works to rehabilitate the Fish Processing Quay.
- The rehabilitated Fish Processing Quay provides landing and mooring facilities for the 20 percent of the fleet that is based in the artisanal fishing port in the Port of Victoria. It is 120 meters long and was originally built about 100 years ago. The rehabilitated quay was officially opened in July 2011. Mooring buoys and lighting were to be completed during the six month defects liability period.
- Project stakeholders (e.g. the Seychelles Trading Company and the Fishing Boat Owners Association) provided feedback to the Bank that the wharf provides greatly improved facilities, with additional space for docking, unloading and processing and provides good long term benefits.

Lessons Learned:

- To ensure effective and efficient management of grant activities, a construction management company can be hired to oversee the activities if the implementing agency lacks such experience. This will ensure that project delivery is not adversely affected.

Sustainability:

- The Pier is now substantially complete and operational, but still under the Defects Liability Period. Ongoing maintenance will fall under SFA, and subject to that, ongoing sustainability of the Pier and its operations, is highly likely.

Replication or Ability to Scale up the Activity:

- This was an emergency project and not expected to be replicated.

NGO Involvement:

- Not Applicable

#17. Grant Name: Capacity Development to Strengthen Social Capital (GoBifo Project)	Grant Number: TF094337	Grant Type: Sustainability/Capacity Building
Region: AFR	Sector: Social Development	Implementing Agency: Decentralization Secretariat, Ministry of Internal Affairs
Country: Sierra Leone	Theme: Social Development, Gender and Inclusion	
Grant Amount: US\$100,000	Activation Date: 08/11/2009	Grant Agreement Date: 06/10/2009
Original Closing Date: 01/31/2011	Revised Closing Date: 06/30/2011	End Disbursement Date: 07/31/2011
Disbursement: US\$100,000	% of Grant Amount Disbursed: 100%	

Grant Objective: The original grant (TF054745) had a purpose to (a) strengthen social capital by enhancing the capacity of villages and local governments to design and implement strategic development plans at village and ward levels; and (b) to enhance accountability of decision making through mechanisms that foster open and transparent governance. The supplemental funding was provided to allow GoBifo to continue its core capacity building activities and for additional block grant funding.

Achievement of Grant Objectives and Outputs:

- As illustrated in the FY08-09 Closed Grants Report⁷, the original grant was Highly Successful both in achieving its Development Objectives and its Implementation Progress. The supplemental funding was used as a bridge financing to ensure the future sustainability of the project. This was achieved by conducting additional training activities and providing additional block grants. More information about GoBifo is available in the Good Practice Note⁸ about the project and the project video⁹.

Lessons Learned:

- The bridge financing played critical role in ensuring the sustainability of the project until funding from other sources is secured.

Sustainability:

- Sustainability was achieved by requiring the communities to make their own contributions in the form of money, skilled labor, and/or materials for each GoBifo project. Since communities contributed their own time and resources, they had a great sense of ownership over projects and greater incentives to maintain their investments (building, structures, income generating activities, etc.) in the long run.

Replication or Ability to Scale up the Activity:

- The project received additional \$380,000 from the Italian Trust Fund "Children and Youth in Africa" and it is expected that GoBifo will be utilized in another JSDF activity on mining in Sierra Leone.

NGO Involvement:

- Not Applicable

⁷ http://siteresources.worldbank.org/EXTJSDF/Resources/Review_of_Grants_Closed_FY08-09_of_06_23_10.pdf

⁸ http://siteresources.worldbank.org/EXTJSDF/Resources/EB-FINAL_Sierra_Leone_Jan5.pdf

⁹ <http://www.youtube.com/watch?v=X0FoEx4RuDc>