

## **Japan Policy and Human Resources Development Fund**

# **Review of Technical Assistance and Japan - World Bank Partnership Programs Grants Closed in Fiscal Year 2011**

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**The World Bank  
Global Partnership and Trust Fund Operations  
Concessional Finance and Global Partnerships  
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## Abbreviations and Acronyms

<b>AFR</b>	Africa Region
<b>APL</b>	Adaptable Program Loan
<b>CC</b>	Climate Change Grants
<b>CDM</b>	Clean Development Mechanism
<b>CFP</b>	Concessional Finance and Global Partnerships Vice-Presidency
<b>CFPTO</b>	Global Partnership and Trust Fund Operations Department
<b>CoF</b>	Co-financing
<b>DPL</b>	Development Policy Lending
<b>DO</b>	Development Objectives
<b>EAP</b>	East Asia and Pacific Region
<b>ECA</b>	Europe and Central Asia Region
<b>EoJ</b>	Embassy of Japan
<b>ETC</b>	Extended Term Consultant
<b>EU</b>	European Union
<b>FY</b>	Fiscal Year
<b>GoJ</b>	Government of Japan
<b>GRM</b>	Grant Reporting and Monitoring
<b>HS</b>	Highly Satisfactory
<b>HUS</b>	Highly Unsatisfactory
<b>IBRD</b>	International Bank for Reconstruction and Development
<b>IDA</b>	International Development Association
<b>IP</b>	Implementation Performance
<b>ISR</b>	Implementation Status Report
<b>JICA</b>	Japan International Cooperation Agency
<b>LCR</b>	Latin America and Caribbean Region
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MNA</b>	Middle East and North Africa Region
<b>MRD</b>	Ministry of Rural Development
<b>MS</b>	Moderately Satisfactory
<b>MUS</b>	Moderately Unsatisfactory
<b>PFM</b>	Public Financial Management
<b>PHRD</b>	Japan Policy and Human Resources Development Fund
<b>PI</b>	Project Implementation
<b>PP</b>	Project Preparation
<b>PSL</b>	Programmatic Structural Adjustment Loan
<b>PRSC</b>	Poverty Reduction Support Credit
<b>S</b>	Satisfactory
<b>SAD</b>	Sector Adjustment Loan
<b>SAL</b>	Specific Structural Adjustment Loan
<b>SAP</b>	Systems, Applications and Products
<b>SAR</b>	South Asia Region
<b>SIL</b>	Specific Investment Loan

<b>SIM</b>	Sector Investment and Maintenance Loan
<b>TA</b>	Technical Assistance
<b>TF</b>	Trust Fund
<b>TTL</b>	Task Team Leader
<b>WB</b>	World Bank

## **Summary**

This report reviews the performance of closed grants of the two programs of the Policy and Human Resources Development Fund: Technical Assistance and Japan World Bank Partnership. These grants closed in Fiscal Year 2011. The main features and some key achievements of the closed PHRD Technical Assistance grants are provided below:

### **Main Features**

- Project Co-financing grants accounted for 52 percent of the total value of the closed grants (US\$41.1 million); share of other grant types are: Project Preparation: 36 percent; Climate Change Initiatives: 9 percent; and Project Implementation: 3 percent.
- Thirteen Project Preparation grants leveraged about US\$1.05 billion of World Bank financing for projects prepared with these grants.
- About 34 percent (US\$14.1 million) grants were implemented in Europe and Central Asia region.
- Vietnam implemented the highest grant amount (US\$6.6 million) closely followed by Indonesia (US\$6.0 million) and Georgia (US\$5.9 million).
- The performance of 89 percent of the grants was rated Satisfactory or better in achieving the development objectives, and 86 percent were rated Satisfactory or better on implementation performance.
- Overall disbursement from the grant amount is 70 percent with Project Preparation grants accounting for 76 percent, followed by Climate Change and Co-financing grants 68 percent each, and Project Implementation only 42 percent.

### **Major achievements**

- Project Preparation grants helped leverage finance for development projects (US\$1.05 billion for projects in Vietnam, Mozambique, Nicaragua etc. prepared by these grants; demonstrated best practices and knowledge transfer (Vietnam, Armenia, Indonesia, Nicaragua); and enabling some recipient countries to access Bank financing for the first time (Papua New Guinea, International Bank for Reconstruction and Development loan for Vietnam)
- The Climate Change grants helped to (a) develop a carbon sink in updated eligible areas for a Clean Development Mechanism project in Colombia; (b) assist Mexico in responding to climate change impacts on national water resources and on coastal wetlands; (c) strengthen the capacities of recipient countries to engage in carbon finance projects and facilitate participation in the global carbon market (Brazil, Kenya).
- Co-financing grants helped Albania, Armenia and Georgia to prepare for avian influenza pandemic; contributed to improved governance, financial management and revenue administration, institutional reforms (Indonesia, Kenya); and capacity building for improved rural livelihood in Georgia and Armenia.

Key lessons from grant implantation experiences are:

- Climate Change grants are very useful to define the eligible area for the Clean Development Mechanisms. In addition, training of small farmers, and technicians on natural resources management have high impact and return in the well being of the local communities. The strengthening of community-based organization is critical for sustainability of the grant financed activities.
- Going beyond minimum requirements and seizing project preparation as an opportunity to build capacity can pay good dividends and ultimately contribute to sustainability.
- Consultation is hard work, but can be extremely rewarding in preparing a good project and garnering support for it.
- Disclosure can be a useful tool for engaging key stakeholders early on and changing the nature of the dialogue.
- Collaboration with centers-of-excellence globally is an essential part of climate adaptation projects.

## 1. Introduction

The Japan Policy and Human Resources Development (PHRD) Fund supports a large number of programs, of which three are managed by the Global Partnerships and Trust Fund Operations (CPTO) Department. These are: the PHRD Technical Assistance (TA) Program; the Japan-World Bank Partnership Program; and the Japan PHRD Staff and Extended-Term Consultant (ETC) Program.

Prior to Fiscal Year (FY) 2009, the PHRD TA program provided grants primarily to assist the World Bank's borrowing member countries with the preparation and implementation of operations to be financed or financed through the International Bank for Reconstruction and Development (IBRD) loans and the International Development Association (IDA) credits and grants. In addition, the TA Program supported a range of climate change related activities. In FY09, the components of the TA program mentioned above were discontinued and restructured to focus on agriculture in Africa, disaster preparedness and disability.

Pre-2009, the PHRD TA program included four types of grants: (a) Project Preparation (PP); Project Cofinancing (CoF); Climate Change Initiatives (CC); and Project Implementation (PI). The maximum size of the PP, CC and PI grants was US\$1.0 million and COF grants US\$5.0 million and the geographical scope of these grants may be regional and country-specific. PP grant program was introduced in 1999 while PI, CC and CoF grant programs in 2000, 2002, and 2004, respectively.

### Box 1: Purpose of PHRD TA Grants

- Project Preparation:** to assist Recipient countries in preparing operations for financing from the World Bank.
- Project Implementation:** to assist the implementing agency of the World Bank-financed operation in addressing newly emerged implementation issues that could not be foreseen at the time of project preparation.
- Cofinancing:** to support institutional capacity building components of the World Bank-financed operations.
- Climate Change:** to assist the Recipient countries to reduce emissions of greenhouse gases, and to promote energy efficiency or adaptation strategies.

At the time of closing, all TA grants were recipient executed. The World Bank's Task Team Leaders (TTLs) supervise the recipient executed PHRD TA grants and report on the performance of the grants in the Grant Reporting and Monitoring (GRM) system and in the Implementation Completion Reports (ICRs).

The Japan-World Bank Partnership program (henceforth referred to as Partnership Program) supports activities, such as, research, workshops and seminars that promote partnership between Japan and the World Bank. With very few exceptions, all the Partnership grants are executed by the World Bank.

The objective of this report is to review the performance of the PHRD TA and Partnership grants that closed in FY 2011, for the purpose of program improvements and to allow for extended reporting to the donor on the results of the completed grants. The review found that overall performance of the 37 closed TA and three closed Partnership grants was satisfactory.

The report is organized as follows: key achievements of the grants are highlighted in Section 2; methodology and scope of the closed grants review discussed in Section 3; characteristics of the closed grants are described in Section 4; and grant performance and disbursements are reviewed in Section 5. Lessons learned from the closed grants are discussed in Section 6, and an overview of the three partnership grants that closed in FY11 is provided in Section 7.

Annex I lists the closed grants and Annex II provides one page summaries of the grant objectives and major achievements.

## **2. Major Achievements**

The closed TA grants made significant contributions in terms of high quality project preparation, institutional strengthening and advancing the climate change agenda. Major achievements by grant type are listed below.

### **2.1 Project Preparation grants**

Project financing was leveraged:

- A PP grant helped secure US\$20 million in International Development Association (IDA) credit to sustainably provide water in Vietnam.
- A project to develop hydropower in Vietnam has been financed by a US\$330 million World Bank (WB) loan - the first International Bank for Reconstruction and Development (IBRD) investment project in the country.
- A water and sanitation grant in Mozambique has supported sustainability by mobilizing resources achieved through financing by the IDA.
- A grant in Nicaragua mobilized a multi-donor effort to support a reform strategy that resulted in a co-financed operation by the World Bank, Inter-American Development Bank, and European Union (EU).

Best practices were demonstrated and knowledge transfer was achieved:

- In Vietnam, a project implementing agency was exposed to international best practices in hydropower development.
- The recipient for a grant in Armenia gained substantial knowledge through interactions with various countries in Asia, Europe, and the Latin America regions.
- In Indonesia there was extensive collaboration with the Public Financial Management (PFM) team to facilitate peer-to-peer knowledge exchange with other ministries and agencies undertaking institutional reform and change management.
- Local consulting firms in Uzbekistan and Nicaragua gained valuable new knowledge and experience from interactions with international consultants in the water supply and sanitation sector.
- In Mozambique, consultants provided hands-on training for staff in the relevant authorities to help strengthen capacity through knowledge transfer.
- A grant in Nicaragua was instrumental in supporting south-to-south collaboration and information sharing activities with other countries in the region to validate the project design and reform approach for the PFM modernization program.

Implementation capacity was built across institutions:

- A grant in Nicaragua contributed to the adoption of a new PFM integrated model.
- In Azerbaijan, a Bank-financed grant activity contributed to the enhancement of the management of Baku's public transportation system and an improvement in the technical capacity of key staff; and
- PP grants in water resource development helped access technical and institutional issues around water resource management in Lao PDR.

Other notable achievements were made:

- A rural communications grant to Papua New Guinea was its first recipient-executed activity, due to the institution's limited staffing capacity and minimal experience with WB procedures. This proved an important learning experience for the Ministry as it has now taken on the responsibility of managing the follow-up IDA operation.
- In Egypt, a grant helped to design for the first time, a Health Insurance Systems Development Project to increase access to and use of basic health services for the poor by expanding health insurance coverage to this population, and to improve the quality of care received by this group by addressing both provider incentives and health insurance payer accountability.

**Box 2: Vietnam Hydroelectric Power Project**

*The grant financed the preparation of Environmental Impact Assessment reports, resettlement plans, dam safety, etc., to design a hydroelectric power generation project in Vietnam in an environmentally and socially sustainable manner. This project is expected to help Vietnam meet rapidly rising electric power demand for economic growth and improved livelihoods. All activities have been successfully completed, enabling the Trung Son Hydropower Project Management Board to prepare the associated project to a high standard. The Trung Son Hydropower Project was approved by the World Bank's Board of Executive Directors in 2011 and the project implementing agency, the Electricity Vietnam, is reportedly applying international best practices for hydropower development that it has learned about through this grant. Some aspects of the work – such as dam safety and a more proactive approach to livelihood restoration – has gained wider acceptance in the implementing agency and the government. The potential for project sustainability is promising, as there is emerging evidence of institutionalization and adoption of most of the new approaches developed for project preparation, assessment and implementation systems. The project preparation experience has been useful in fostering a wider acceptance of change in areas such as approaches to reservoir resettlement, livelihood restoration, dam safety and the management of environment impacts.*

## 2.2 Cofinancing

Financing and investments were leveraged:

- The grant for Georgia assisted micro-finance institutions in appraising and managing loans for production; this has contributed to very successful implementation of micro-finance lending activities.
- In Armenia, a CoF grant helped benefit 132 small and medium agribusinesses by enabling them to access US\$6.4 million in long-term agricultural credit and generated a total of US\$10.3 million for investments in rural areas.

Training and demonstration programs were effective:

- Training and certificate programs supporting education in Gambia have led to reduced dropout rates, increased enrolment, development and implementation of educational tools, and the provision of modern teaching aids.
- New technologies were demonstrated to Georgian farmers, leading to improvements in farming practices and an ensuing increase in the productivity of plantations and produce quality, which ultimately contributed to higher employment rates and increased incomes for the local population.

Contributed as part of a multi-donor team:

- A governance and financial management grant in Indonesia provided a vital component to a reform program supported by other donors such as the United States Treasury Department, GPF-Australia, and South Korea.

- A grant supporting institutional reform and capacity building in Kenya was part of a pool of funds from various partners that included the World Bank.

New government information systems, processes and laws were developed and incorporated:

- New management, communication, and information system approaches were adopted in Kyrgyz Republic and Armenia to support Avian Influenza preparation projects.
- A new legal and regulatory framework was developed to allow for more efficient disease prevention/control and contingency planning in Albania.
- A new veterinary law was enacted in the Kyrgyz Republic.
- Modern legislation and regulations were introduced to support seed market development in Armenia.

Supported efforts to minimize the threat of Avian Influenza

- Supported training, infrastructure upgrades, and institutional capacity building in four countries.

**Box 3: Pandemic Preparedness**

*FY11 saw the closing of grants that improved the surveillance, diagnosis, and response capabilities for Avian Influenza in the Kyrgyz Republic, Armenia, Georgia, and Albania. These grants supported:*

- *upgraded laboratories (expanding lab capacity in the Kyrgyz Republic, providing new facilities in Georgia, and improving diagnostic lab capacity in Albania);*
- *training for laboratory staff and government officials (creation of a training plan for government staff in Georgia, surveillance and diagnosis training for laboratory staff in the Kyrgyz Republic, and training provided to human and veterinary staff in Albania); and*
- *enhanced institutional capacity and management capabilities (new information systems in the Kyrgyz Republic, developing the capacity to command and control through a contingency plan in Georgia, and the creation of a National Veterinary Epidemiological Unit (NVEU) in Albania).*

- National institutions have been supported through capacity building and improved management capabilities:
- The Ministry of Health and Ministry of Agriculture in Armenia and the Kyrgyz Republic have benefited from enhanced project implementation capacity and the adoption of new information systems, management and communication approaches.
- The institutional capacity to command and control in a coordinated manner under the contingency plan of all concerned agencies has been developed in Georgia.
- Albania benefited from the establishment and strengthening of the NVEU and the introduction of a new legal and regulatory framework allowing more efficient disease prevention/control and contingency planning.

## 2.3 Climate Change

Grants supported the Clean Development Mechanism (CDM):

- A grant assisting Colombia in the development of a carbon sink updated eligible areas for a CDM project.
- A grant to the Government of Brazil provided diagnoses and recommendations regarding the potential and the development challenges of program activities under the CDM.

Carbon markets and financing were strengthened:

- Kenya's Green Belt Movement was able to meet all conditions for accessing the Bio-Carbon Fund as stipulated in the Emissions Reduction Purchase Agreement.
- The capacity of Mongolia's Ministry of Nature, Environment and Tourism to develop and implement carbon finance projects has been improved, and two emissions reduction purchase agreements have been experienced and tested.
- A grant supported Brazil's carbon market participation by strengthening carbon market institutions and infrastructure.

New methodologies have been designed to support climate change agendas:

- A revised methodology was developed to quantify and monitor emissions reductions in support of carbon sink development in Colombia.
- A new methodology was designed to assess and quantify the impacts from intensified hurricanes on the Gulf of Mexico Coast.

**Box 4: Mexico - Adaptation to Climate Change**

*The objective of this project is to support the Recipient in responding to climate change impacts on national water resources and on coastal wetlands. The grant supported technical studies for the development of 1) tools to assess the impacts of extreme weather events and storm surges in the Gulf of Mexico area, 2) a remote sensing survey of wetlands using the Advanced Land Observation Satellite of Japan, and 3) the assessment of net impacts from climate change in the coastal wetlands. The results of this grant's activities have been used as the basis of design for the project financed by the Special Climate Change Fund. The project has been declared effective and is now under implementation.*

*This grant contributed to Mexico's climate change agenda through translating the concept of environmental sustainability into the design of concrete adaptation policies needed, locations, and measures for investment. This directly supported environmental sustainability, which is a main pillar of the National Development Plan.*

### 3. Methodology and Scope

The analysis in this report is based on the financial data provided by the Accounting team in Chennai and SAP, as well as the assessments made by the TTL in the completion reports submitted in the GRM system. Aide Memoires and Implementation Status Reports (ISR) for CoF grants have also been reviewed for data and information.

The TTLs assessed the performance of the grants in terms of achieving the grant's stated Development Objectives (DO) and the Implementation Performance (IP) based on a six-point ratings system.<sup>1</sup> This feature is consistent with reporting on the loans and credits financed by the World Bank. The ratings for DO are based on the following definitions:

- Highly Satisfactory (HS): Grant objectives achieved; good practice;
- Satisfactory (S): Grant objectives achieved with no shortcomings;
- Moderately Satisfactory (MS): Grant objectives achieved with moderate shortcomings;

1. These ratings are not applied to World Bank-executed Partnership grants.

- Moderately Unsatisfactory (MUS): Significant deficiencies in a few key areas which impeded achievement of objectives;
- Unsatisfactory (US): Significant shortcomings in several key areas which impeded achievement of objectives; and
- Highly Unsatisfactory (HUS): Severe shortcomings in the achievement of the grant objectives.

The ratings for the grant IP are based on the following definitions:

- Highly Satisfactory (HS): Grant achieved or exceeded all of the major expected outputs;
- Satisfactory (S): Grant achieved almost all major outputs with only minor shortcomings;
- Moderately Satisfactory (MS): Some shortcomings which could have jeopardized achievement of one or more outputs, but problems were resolved;
- Moderately Unsatisfactory (MUS): Significant deficiencies in few key areas which could have jeopardized grant objectives and/or undermine the World Bank's fiduciary role;
- Unsatisfactory (U): Significant shortcomings which could not be resolved, and one or more outputs could not be achieved; and
- Highly Unsatisfactory (HUS): Significant deficiencies that limited or jeopardized the achievement of grant outputs.

Assessments of TA grants have been aggregated by regions and grant types. Grants that were rated Not Applicable, dropped or not rated in the GRM system were not included in this analysis. For the purpose of this review, a cut-off line in between Moderately Unsatisfactory (MUS-) and Moderately Satisfactory (MS+) is used to classify grant performance.

The scope of this review covers 37 PHRD TA grants and 3 Japan - World Bank Partnership grants with closing dates in FY11, as indicated in the Grant Agreement.<sup>2</sup> This report does not cover the Staff-ETC grants.

The total amount of the 40 grants that closed in FY11 is US\$45 million (Table 1). Further details of the closed grants are provided in Annex 1.

**Table 1: PHRD Grants Closed in FY11 by Type and Region (in US\$ millions and number)**

Region	Project Preparation		Project Co-financing		Climate Change		Project Implementation		Partnership		Total	
	Value	No.	Value	No.	Value	No.	Value	No.	Value	No.	Value	No.
<b>AFR</b>	1.2	2	6.2	2	0.5	1					7.9	5
<b>EAP</b>	4.8	6	5	1	.1	1	1.3	2	4.1	3	15.3	13
<b>ECA</b>	3.9	4	10.3	6							14.2	10
<b>LCR</b>	0.8	1			2	3					2.8	4
<b>MNA</b>	2.6	4									2.6	4
<b>SAR</b>	1.6	3			0.6	1					2.2	4
<b>Grand Total</b>	<b>14.9</b>	<b>20</b>	<b>21.5</b>	<b>9</b>	<b>3.2</b>	<b>6</b>	<b>1.3</b>	<b>2</b>	<b>4.1</b>	<b>3</b>	<b>45</b>	<b>40</b>

2. The PHRD TA guidelines allow four months after the closing date of the grant to complete all disbursement and accounting transactions.

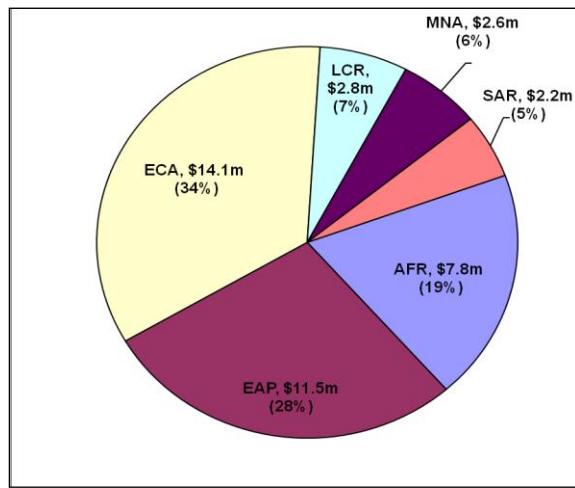
## 4. Characteristics of Closed Grants

In this section, the 37 TA closed grants are analyzed by regional and sectoral shares and countries with the largest share.

### 4.1 Distribution of Grants by Region

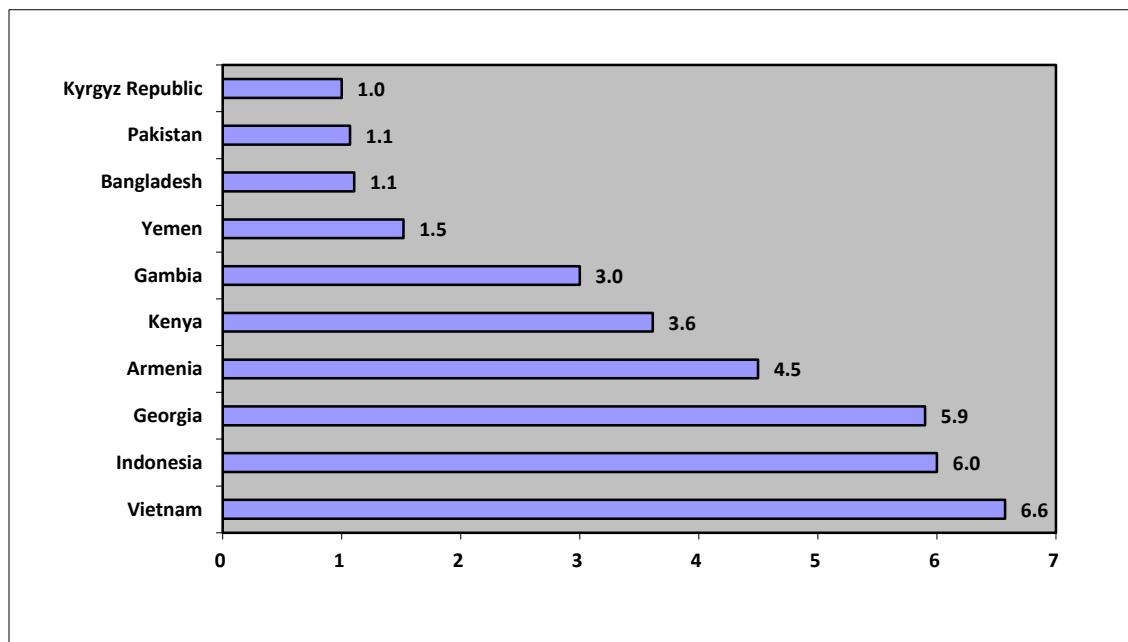
In FY10, EAP and ECA regions accounted for the largest share of total grant amount. This trend has continued in FY11 with the two regions collectively accounting for almost two-thirds of the total closed TA grant amount. LCR held this position for five years prior to FY10.

**Figure 1: Closed PHRD TA Grants by Region (in US\$ million and % of total value \$41.1 million)**



Ten countries received about 83 percent of the total grant amount. Of these, Vietnam accounted for the highest amount of approved funds. In FY10, Indonesia accounted for the highest amount (US\$7 million).

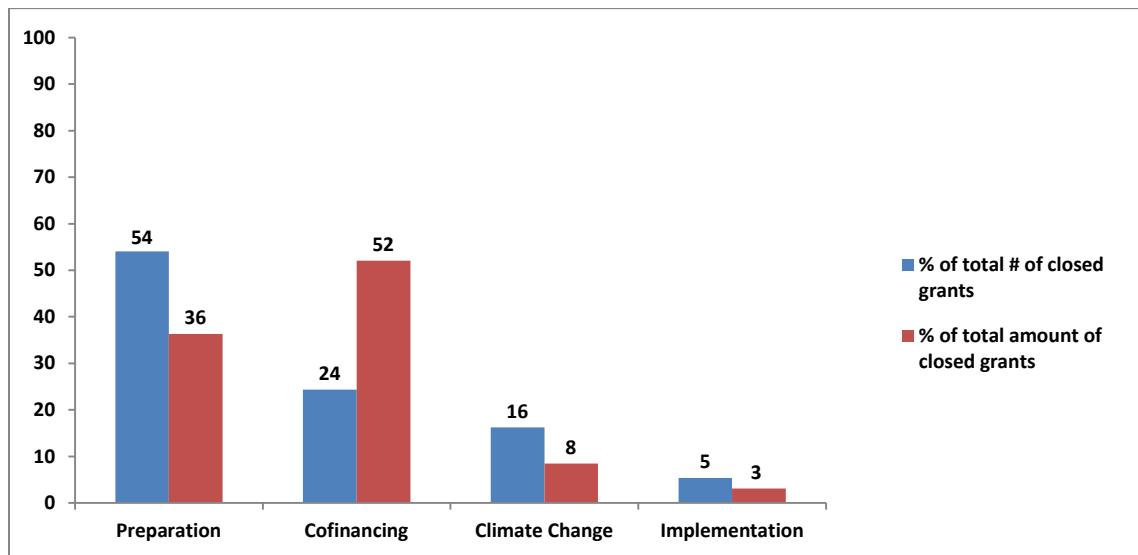
**Figure 2: Top Ten Countries with Highest Approved Closed Grant Amount (in US\$ million)**



## 4.2 Distribution of Closed Grants by Type

As in previous years, the majority of closed grants in FY11 were for PP, while over half of the total grant amount was for CoF. This is mainly because of the larger average size of the CoF grant (US\$2.3 million) compared to US\$0.74 million for PP grants.

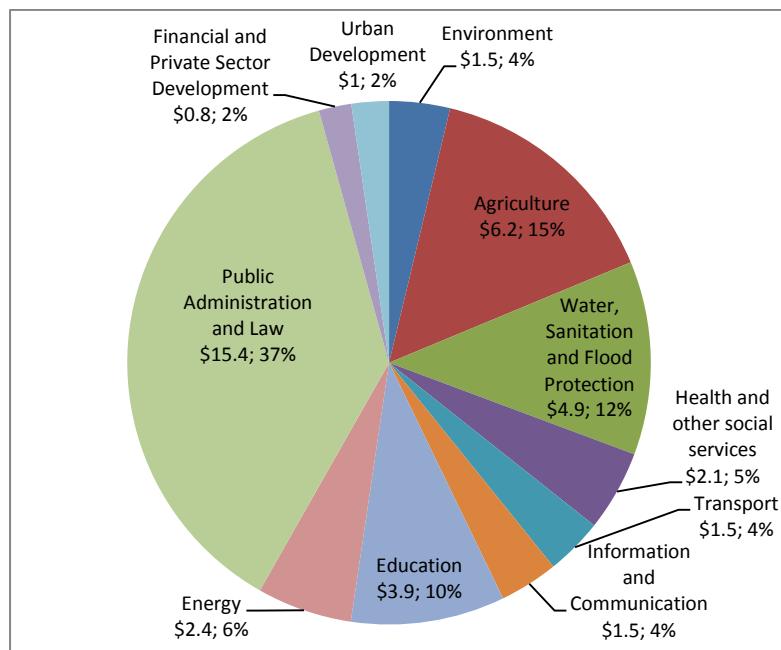
**Figure 3: Distribution of Grant Type by Number and Value**



### 4.3 Distribution of Closed Grants by Sector

Grants for the Public Administration and Law sector accounted for 41%, a huge jump from 10% in FY10. This was followed by Agriculture, which fell from 27% to 14% since FY10, and Water, Sanitation and Flood Protection.

**Figure 4: Distribution of Closed PHRD TA Grants by Sector (US\$ million, by total value)**



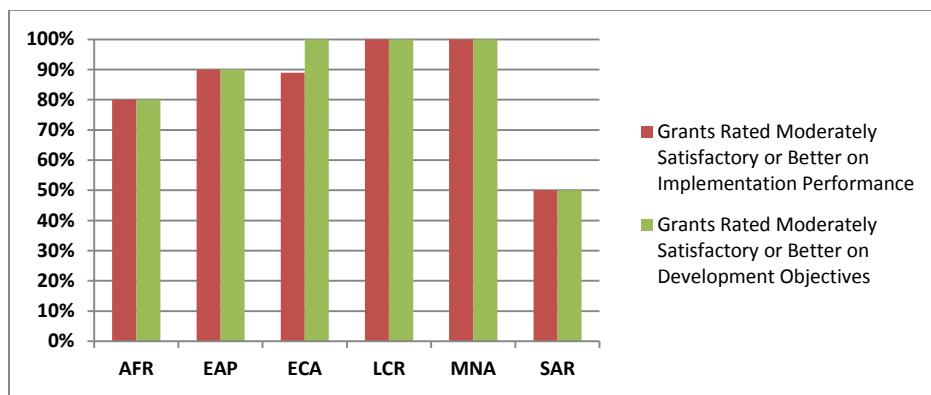
## 5. Performance of the Closed TA Grants

This section discusses the assessment of Development Objectives and Implementation Performance indicators, overall disbursement performance and performance by grant type.

### 5.1 Assessment of Development Objectives, Implementation Performance, and Disbursement Performance

The assessment of grant performance in terms of achieving the DO and IP is based mainly on the ratings provided in the completion reports in the GRM system. Assessment of performance is based on 36 TA grants including PP, CC, COF, and PI. Grants that were rated Not Applicable, dropped or not rated in the GRM system were not included in this analysis. For the purpose of this review, a cut-off line in between Moderately Unsatisfactory (MUS-) and Moderately Satisfactory (MS+) is used to classify grant performance.

**Figure 5: Overall Ratings for Development Objectives and Implementation Performance by Region**

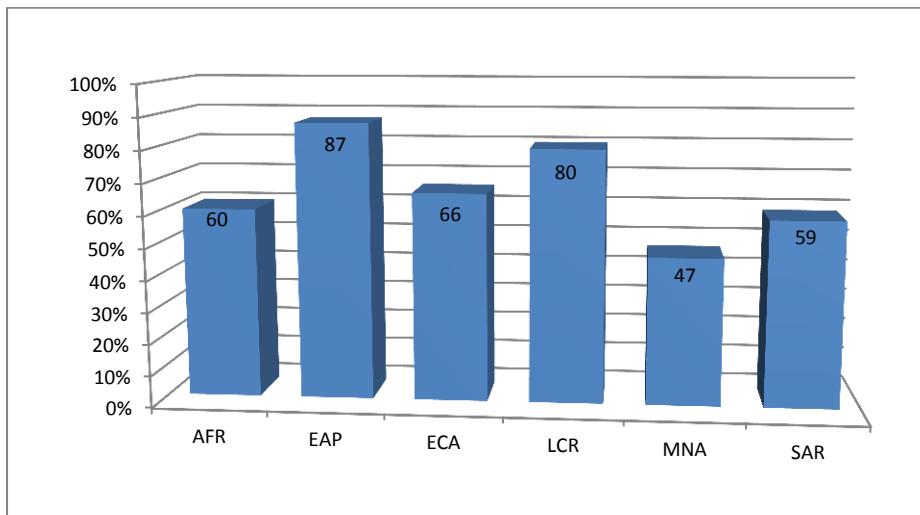


The overall performance of closed grants achieving the stated DO that were rated Satisfactory or better is 89 percent and 86 percent on IP.

### 5.2 Disbursement Performance

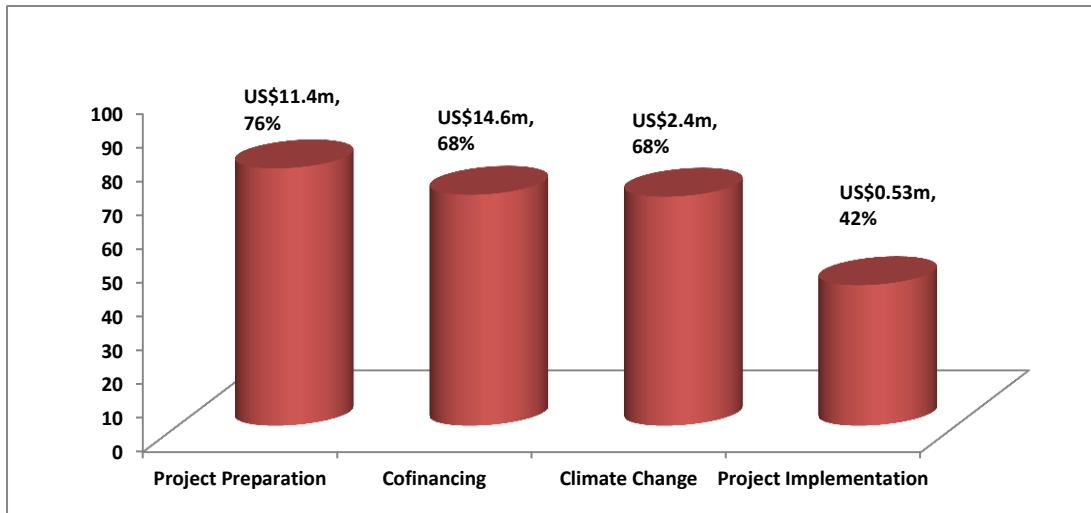
Only one of the 36 grants disbursed fully. Fifteen of the TA grants, or approximately 40 percent, disbursed more than 95 percent of the total grant amount. One of the TA grants had zero disbursements while another three disbursed less than 25 percent of the grant amount. Overall disbursement of the FY11 closed PHRD TA grants is approximately 70 percent of the total approved amount. This is a reduction from FY10 performance (80 percent) and comparable to FY09 (71 percent).

**Figure 6: Disbursement Performance by Region**



PP grants had the highest disbursement levels, at 76 percent. This is consistent with the trend in the past years. CoF and CC grants both disbursed 68 percent, followed by PI grants at 42 percent.

**Figure 7: Disbursement Performance by Grant Type**



### 5.3 Project Preparation Grants

Activities normally financed by PP grants include: (a) social and environmental assessments, procurement plans, resettlement action plans, tribal or ethnic development plans to comply with the World Bank's requirements on procurement, financial management, safeguard and social aspects and ensure eligibility for loans, credits and grants; (b) workshops for stakeholder consultations and information dissemination; (c) engineering feasibility studies; and (d) detailed analytical studies on development policy issues; and (e) designing M&E systems.

Of the 20 lending operations associated with the closed TA grants, thirteen have been approved by the World Bank's Board of Executive Directors for financing by the Bank. One grant as well as the associated operation was canceled due to lack of ownership by the Government for the associated operation (Pakistan). Another grant was cancelled when an extension was not approved (Armenia). Two PP grants were fully utilized but the associated operations were dropped due to lack of evidence of institutional reforms to address multi-dimensional issues (Azerbaijan and Bangladesh). Two other operations were dropped due to political crisis (Tunisia and Madagascar).

## **5.4 Project Co-financing Grants**

Of the nine closed CoF grants, four addressed avian influenza control and human pandemic preparedness in the ECA region. These grants disbursed 77 percent of the total amount, higher than the 68 percent for the total CoF grant amount. All were rated Satisfactory in DO, and all but one were rated Satisfactory in IP.

## **5.5 Climate Change Grants**

All but the MNA and ECA regions have implemented CC grants that closed in FY11. Over half of the total CC grant amount went to Mexico, Colombia, and Brazil in LCR. All but two were rated Satisfactory on both DO and IP. Complex institutional arrangements as a result of the coalition government, prolonged droughts in 2008 and 2009, and continuous financial constraints negatively affected the grant's planned activities.

## **5.6 Project Implementation Grants**

The two PI closed grants were located in the EAP region. The objectives of these grants were to strengthen the capacity of state institutions to support infrastructure work in Cambodia and banking modernization in Vietnam. The grant for Vietnam was rated Moderately Unsatisfactory because substantive planned activities could not be completed due to prolonged process for procuring consultants services.

## **6. Lessons Learned**

- Minimizing the number of key indicators helps to avoid a cumbersome monitoring and evaluation process.
- Maintaining close coordination with stakeholders helps in achieving buy-in, defining implementation requirements, enhancing the utility and relevance of activities, and optimizing project design and preparation.
- Ensuring that the recipient of grant funds is also the beneficiary helps in promoting the availability of funds and maintaining a strong pace of implementation.
- The grant review/approval process is more likely to encounter delays with those institutions receiving a PHRD grant for the first time.
- Disseminating project objectives with additional public entities can help in obtaining a practical baseline to monitor and supervise project implementation.
- Global collaboration with centers-of-excellence is an essential part of climate adaptation projects.
- Working at the community level can have a high impact on return and sustainability, and help to ensure relevance of interventions.

## 7. The Japan-World Bank Partnership Program

All three Partnership grants that closed in FY11 achieved their objectives.

**Table 2: Performance of Closed Partnership Grants**

Grant Name	Amount (US\$)	Disbursement (% of Total Amount)
PHRD-Japan/World Bank Partnership Program: Japan-World Bank Study of East Asia's Future Development Prospects – Phases II and III	1,500,000	99.78
PHRD – Vietnam: Comprehensive Capacity Building to Strengthen ODA Management	2,785,200	98.04
Japan/World Bank Distance Learning Partnership	25,000,000	100

Below is a summary of the main objectives and achievements of the Japan-World Bank Partnership program grant financed activities.

### ***Japan/World Bank Partnership Program: Japan-World Bank Study of East Asia's Future Development Prospects – Phases II and III:***

The main objective of this grant was to research, write, and publish studies that explore the development prospects of East Asia. This grant has received highly satisfactory DO and IP ratings. During the reporting period, two studies were completed in collaboration with EAP and substantial research and writing undertaken for a third study which examines the impact of China and India on the industrial geography of Asia. The first study was on the industrial and export options for Malaysia and other Southeast Asian countries as they seek to maintain their growth rates in the face of increasing competition and slower growth of international trade. This study, entitled "Tiger Economies under Threat", has been completed and published. The second study provides a comparative perspective on the scope for knowledge based development of the economies of two leading cities in China: Shanghai and Beijing. It illuminates two of the key themes of the East Asia Prospects study, which are urban development and the role of national innovation systems. This study, entitled "Two Dragon Heads: Contrasting Development paths for Shanghai and Beijing", has also been completed and published.

### ***Vietnam: Comprehensive Capacity Building to Strengthen ODA Management***

The main objective of this grant was to assist the Government of Vietnam (GOV) in improving the institutional and legal framework for official development (ODA) management and in building necessary capacity to more effectively manage ODA projects and non-project operations. This grant successfully achieved its development objectives. The ODA regulatory and institutional framework was upgraded, and further refinements in the legal framework were assessed with a view to introducing improvements at a later date. The grant also supported ODA project management capacity building by providing training materials and courses and supporting donor coordination efforts.

The ***Japan/World Bank Distance Learning Partnership project's*** main objective was to enhance the effectiveness and sustainability of the Global Development Learning Network (GDLN) in the EAP region by providing affiliated development learning centers (DLCs) with access to Japanese and regional content

and through capacity building support to DLCs to help them operate successfully and sustainably. The project has played a significant role in strengthening the capacity of both the Tokyo Development Learning Center (TDLC), and the GDLN Asia Pacific Association, which is in turn supporting knowledge exchange and capacity building on a range of development topics. This partnership: (a) enhanced access by developing countries to the knowledge resources and development expertise of Japanese institutions; (b) enhanced opportunity for Japanese institutions to undertake outreach and forge partnerships with countries and institutions of other regions; and (c) enabled the successful adoption of a network-oriented, regional approach to knowledge sharing and capacity building. TDLC was established as a world-class distance learning center with state-of-the-art facilities for videoconferencing and multimedia production, and highly capable staff. It has served as an important platform for learning program content development and knowledge sharing, drawing on expertise from Japan, the World Bank, and other partners in EAP and beyond. With TDLC leadership, GDLN Asia Pacific has become a well-functioning regional association, serving inter alia as a platform to support the knowledge sharing and learning programs of the World Bank and other partners. Within the global network, the GDLN program in the Asia Pacific Region is broadly recognized as the most dynamic and successful.

## Annex 1: List of PHRD Technical Assistance Grants Closed in FY11

Grant Number	Country	Grant Name	Grant type	Approved Grant Amount (in USD)
<b>AFRICA REGION</b>				
TF056565	Kenya	PHRD CCIG-Kenya: Capacity Building and Biocarbon Fund Pilot Implementation	Climate Change	462,250
TF056158	Kenya	PHRD-Kenya: Institutional Reform and Capacity Building Project	Cofinancing	3,150,000
TF056906	Gambia	PHRD: Gambia – Third Education Sector Project in Support of the Second Phase of the Education Support Program	Cofinancing	3,000,000
TF058013	Madagascar	Local Development and Decentralization Project	Project Preparation	480,000
TF092821	Mozambique	Mozambique Water Resources Development Project I	Project Preparation	750,000
		<b>TOTAL</b>		<b>7,842,250</b>
<b>EAST ASIA AND PACIFIC REGION</b>				
TF056974	Cambodia	PHRD: Cambodia – Provincial and Rural Infrastructure Project	Project Implementation	450,300
TF093092	Indonesia	Strengthening the National Statistical System of Indonesia	Project Preparation	1,000,000
TF053556	Indonesia	PHRD-Indonesia: Governance Financial Management and Revenue Administration Project	Cofinancing	5,000,000
TF090653	Mongolia	PHRD-Mongolia: Capacity Building for Development and Implementation of Carbon Finance Projects	Climate Change	475,420
TF093106	Papua New Guinea	Rural Communications Project	Project Preparation	500,000
TF090325	Vietnam	PHRD Vietnam: Second Payment System and Bank Modernization Implementation Assistance Project	Project Implementation	826,700
TF056904	Vietnam	PHRD: Vietnam – Urban Water Supply Development II	Project Preparation	1,000,000
TF090310	Vietnam	Red River Delta Rural Water Supply and Sanitation 2 <sup>nd</sup> Phase	Project Preparation	960,000
TF090495	Vietnam	Hydroelectric Power Project	Project Preparation	1,000,000
TF053774	Vietnam	PHRD-Vietnam: Comprehensive Capacity Building to Strengthen ODA Management	Special Program	2,785,200
TF050803	World	PHRD-Japan/World Bank Partnership Program: Japan-World Bank Study of East Asia's Future Development Prospects – Phases II and III	Partnership Programme	1,500,000
TF051058	EAP	Japan/World Bank Distance Learning Partnership	Partnership Programme	25,000,000
TF092900	Lao	Mekong Integrated Water Resources Management Project – Lao PDR	Project Preparation	330,000
		<b>TOTAL</b>		<b>40,910,617</b>
<b>EUROPE AND CENTRAL ASIA REGION</b>				
TF093097	Armenia	Armenia E-Society Innovation and Competitiveness Project	Project Preparation	990,000
TF093098	Armenia	Public Financial management and Corporate Accounting and Auditing Project	Project Preparation	950,000

TF054738	Armenia	PHRD-Armenia: Rural Enterprise and Small-Scale Commercial Agriculture Development Project	Cofinancing	1,755,000
TF056629	Armenia	PHRD-Armenia: Avian Influenza Preparedness Project	Cofinancing	803,900
TF057788	Azerbaijan	Baku Urban Transport Improvement Project	Project Preparation	1,000,000
TF056157	Kyrgyz Republic	PHRD-Kyrgyz Republic: Avian Influenza Control and Human Pandemic Preparedness and Response	Cofinancing	1,000,000
TF054362	Georgia	PHRD-Georgia: Rural Development Project	Cofinancing	4,500,000
TF056631	Georgia	PHRD-Georgia: Avian Influenza Control and Human Pandemic	Cofinancing	1,400,000
TF056728	Albania	PHRD-Albania: Avian Influenza Control and Human Pandemic Preparedness and Response Project	Cofinancing	800,000
TF093100	Uzbekistan	Syr Darya Water Supply Project	Project Preparation	935,000
		<b>TOTAL</b>		<b>14,133,900</b>
<b>LATIN AMERICA AND CARIBBEAN REGION</b>				
TF057812	Brazil	PHRD-Brazil: Strengthening Carbon Market Institutions and Infrastructure	Climate Change	941,900
TF093095	Nicaragua	Public Sector Technical Assistance II	Project Preparation	800,000
TF056577	Colombia	PHRD CCIG-Colombia: San Nicolas Carbon Sink Project	Climate Change	498,000
TF090326	Mexico	PHRD Mexico: Adaptation to Climate Change	Climate Change	545,000
		<b>TOTAL</b>		<b>2,784,900</b>
<b>MIDDLE EAST AND NORTH AFRICA REGION</b>				
TF090853	Tunisia	PHRD – Tunisia Skills Development	Project Preparation	340,000
TF057802	Egypt	Egypt Family Health Insurance Project	Project Preparation	770,000
TF092824	Yemen	Integrated Urban Development Project (IUDP)	Project Preparation	950,000
TF093102	Yemen	PHRD Grant for the Second Higher Education Project	Project Preparation	570,000
		<b>TOTAL</b>		<b>2,630,000</b>
<b>SOUTH ASIA REGION</b>				
TF056967	Bangladesh	PHRD Bangladesh – Social Investment Program II (Rural Livelihoods)	Project Preparation	405,000
TF057773	Bangladesh	Bangladesh Dhaka Environment and Water Resources Management Project	Project Preparation	700,000
TF056732	Pakistan	Capacity Building for Development and Implementation of Carbon Finance Projects	Climate Change	570,000
TF093104	Pakistan	PHRD Grant for Technical Assistance National Environment Policy Project	Project Preparation	500,000
		<b>TOTAL</b>		<b>2,175,000</b>
		<b>TOTAL ALL REGIONS</b>		<b>70,476,667</b>

## **Annex 2: Summaries of Grant Completing Reports**

## **Africa Region**

## **Gambia: Third Education Sector Project in Support of the Second Phase of the Education Support Program**

### **1. Grant Data**

<b>Name:</b> Third Education Sector Project in Support of the Second Phase of the Education Support Program	<b>Grant Number:</b> TF056906	<b>Grant Type:</b> Cofinancing
	<b>Country:</b> Gambia	<b>Sector:</b> Education
	<b>Approval Date:</b> 06/08/2006	<b>Grant Agreement Date:</b> 08/17/2006
<b>Region:</b> AFR		
<b>Original Closing Date:</b> 03/31/2011	<b>Revised Closing Date:</b> 03/31/2011	<b>End Disbursement Date:</b> 09/30/2011
<b>Amount:</b> US\$3,000,000	<b>Disbursement:</b> US\$3,000,000	<b>% of Grant Amount Disbursed:</b> 100

### **2. Grant Objective:**

The purpose of the grant is to cofinance the institutional capacity building components for the project, the objectives of which are to improve conditions for teaching and learning in basic education through: (a) improving performance of students, teachers and schools; (b) strengthening capacity building and performance management for improved management and enhanced monitoring and evaluation; and (c) continuing expansion of effective access to underserved communities.

### **3. Key Achievements:**

- The grant financed capacity development activities, including training for staff at central and regional levels within the Ministry of Basic and Secondary Education. The training has resulted in improvements in curriculum development, human resource management, data management and analysis, and a number of areas related to the core functions of support staff.
- Three staff members have completed masters-level training, five IT professionals have enrolled in a two-year certificate program supported by the grant, and six construction monitors and three procurement staff are currently attending or have recently completed short-term training courses. To date, all trained staff have returned to and are working within the Ministry.
- The grant-supported activities have led to reduced dropout rates, increased enrolment (especially for female students), reduced ethnic barriers, increased transition rates, increases in the textbook ratio, development and implementation of educational tools, improved sanitation and hygiene through the rehabilitation and provision of separate and additional toilet facilities and drinking water for many schools, provision of modern teaching aids, and the provision of special allowances for teachers in hard to reach or difficult areas.
- With the number of teachers and staff that benefitted from the capacity building training program, the project successfully carried out extensive in-service training, including the cost-effective sub-cluster based training, and reduced the high attrition rate the sector experienced before.

## Kenya: Capacity Building and Biocarbon Fund Pilot

### 1. Grant Data

<b>Name:</b> Capacity Building and Biocarbon Fund Pilot	<b>Grant Number:</b> TF056565	<b>Grant Type:</b> Climate Change
<b>Region:</b> AFR	<b>Country:</b> Kenya	<b>Sector:</b> Agriculture and Rural Development
<b>Original Closing Date:</b> 04/06/2010	<b>Approval Date:</b> 04/05/2006	<b>Grant Agreement Date:</b> 12/06/2006
<b>Amount:</b> US\$462,250	<b>Revised Closing Date:</b> 04/11/2011	<b>End Disbursement Date:</b> 10/11/2011
	<b>Disbursement:</b> US\$140,364	<b>% of Grant Amount Disbursed:</b> 30

### 2. Grant Objective:

The purpose of the grant was to support the Government of Kenya in strengthening the capacities of the Green Belt Movement (GBM) to engage in carbon finance projects and pave the road for broader access of Kenyan stakeholders to the global carbon market.

### 3. Key Achievements:

- The grant objectives were not fully achieved due to implementation challenges caused by changing and evolving political situations in Kenya.
- Complex institutional arrangements as a result of the Coalition Government, prolonged droughts in 2008 and 2009, and continuous financial constraints have negatively affected the grant's planned activities. While the grant financed technical assistance that supported the GBM's on-the-ground activities, critical activities such as the capacity development of the Designated National Authority and sensitization of the Kenya Forest Services (KFS) and GBM extension officers have not materialized.
- The only activity financed by the grant was technical assistance provided by a consultancy that enabled GBM to (a) meet all the conditions for accessing the Bio-Carbon Fund as stipulated in the Emissions Reduction Purchase Agreement (ERPA) and (b) develop field guidance documents such as community site management plans, a nursery management manual, guidelines for tree planting and tree chain management, a seed collection strategy, and a carbon revenue distribution plan.

## Kenya: Institutional Reform and Capacity Building Project

### 1. Grant Data

<b>Name:</b> Institutional Reform and Capacity Building Project	<b>Grant Number:</b> TF056158	<b>Grant Type:</b> Cofinancing
<b>Region:</b> AFR	<b>Country:</b> Kenya	<b>Sector:</b> Public Sector Governance
<b>Original Closing Date:</b> 11/30/2010	<b>Approval Date:</b> 12/28/2005	<b>Grant Agreement Date:</b> 07/11/2006
<b>Amount:</b> US\$3,150,000	<b>Revised Closing Date:</b> 11/30/2010	<b>End Disbursement Date:</b> 05/31/2011
	<b>Disbursement:</b> US\$409,244	<b>% of Grant Amount Disbursed:</b> 13

### 2. Grant Objective:

The objective of the grant was to provide cofinancing support for the above-referenced project to strengthen Public Financial Management systems at the federal level to enhance transparency, accountability and responsiveness to public expenditure policy priorities, and to support the capacity building of key ministries involved in the implementation of the Investment Program for the Economic Recovery Strategy (IP-ERS).

### 3. Key Achievements:

- The grant was a key instrument for supporting the reform strategy of the government on public financial management reform. The grant supported funding for a capacity building activity for project coordination. The grant was part of a pool of funds from various partners, including the World Bank. The project itself has contributed to various reform initiatives in the public reform agenda, including public financial management and capacity building in key oversight and fiduciary areas. It also supported the government Vision 2020 program aimed at improving the efficiency and service delivery of key public sector agencies.
- Public financial management was supported through improved budget process and documents, automation of payroll and financial management systems have been initiated.
- For leadership and ethics training, roles and accountabilities were defined through performance contracts.

## Madagascar Local Development and De-centralization Project

### 1. Grant Data

<b>Name</b> Local Development and De-centralization Project	<b>Grant Number:</b> TF058013	<b>Grant Type:</b> Project Preparation
<b>Region:</b> AFR	<b>Country:</b> Madagascar	<b>Sector:</b> Social Protection
<b>Original Closing Date:</b> 02/14/2008	<b>Approval Date:</b> 1/19/2007	<b>Grant Agreement Date:</b> 05/10/2007
<b>Amount:</b> US\$480,000	<b>Revised Closing Date:</b> 12/31/2010	<b>End Disbursement Date:</b> 02/28/2011
	<b>Disbursement:</b> US\$429,334	<b>% of Grant Amount Disbursed:</b> 89

### 2. Grant Objective:

The purpose of the grant was to assist the Government of Madagascar to prepare for the Local Development and Decentralization Project, of which the main objectives are to improve access to basic, social and economic services; strengthen the local government's capacity by channeling funds to communes through a multi-donor Local Development Fund; and support parallel reforms in the areas of fiscal, legal, and administrative decentralization.

### 3. Key Achievements:

- The grant was very satisfactorily reaching its objectives and contributing to the preparation of the Local Development and Decentralization Project until end-January 2009 when the political crisis emerged. Since then all disbursements to Madagascar have been suspended.
- The grant helped to implement several activities critical for the preparation of the above-referenced project, such as: (a) the preparation of Manuals of Procedures for the Local Development Fund (LDF), a public agency responsible for channeling funds to communes; (b) the assessment of the financial management and control systems of communes; (c) the development of the monitoring and evaluations system for the proposed project; and (d) the assessment of training for commune accountants.
- The LDF is currently using the operating manuals to channel limited government funding to communes. Once the political situation normalizes, the LDF could implement a decentralization program, should the authorities and donors decide to revive the decentralization agenda.
- The expected follow-up activity was a US\$130 million multi-donor decentralization project (financed by World Bank, EC and the Swiss cooperation), but this could not be taken up due to the political crisis.

## Mozambique: Water Resources Development Project I

### 1. Grant Data

<b>Name:</b> Mozambique Water Resources Development Project I	<b>Grant Number:</b> TF092821	<b>Grant Type:</b> Project Preparation
<b>Region:</b> AFR	<b>Country:</b> Mozambique	<b>Sector:</b> Water and Sanitation
<b>Original Closing Date:</b> 03/26/2009	<b>Approval Date:</b> 8/8/2008	<b>Grant Agreement Date:</b> 02/08/2009
<b>Amount:</b> US\$750,000	<b>Revised Closing Date:</b> 12/15/2010	<b>End Disbursement Date:</b> 06/15/2011
	<b>Disbursement:</b> US\$745,272	<b>% of Grant Amount Disbursed:</b> 99

### 2. Grant Objective:

The purpose of the grant was to support the Government of Mozambique in preparing the Mozambique Water Resources Development Project I, the objective of which is to address critical water resource development needs in Mozambique. The project will also support institution building to strengthen the long-term planning and international waters functions of the central government and specific river basin institutions.

### 3. Key Achievements:

- The grant-financed activities contributed to the preparation of the associated project which was approved by the World Bank's Board of Executive Directors on September 15, 2011.
- The consultancies supported under the grant have identified a series of institutional enhancements that are being carried forward under the project. The consultant services for the detailed infrastructure assessments included hands-on training for staff in the relevant agencies to help strengthen capacity through the transfer of knowledge. These activities have greatly improved the quality at entry, with the project acknowledged as having taken comprehensive steps to mitigate impacts associated with water resources development projects involving complex infrastructure investments.
- The proposed investments that have been prepared through activities supported by the grant will address the persistent impacts associated with high climatic variability and the recurrent cycle of floods and droughts, while increasing productive coordination among various water dependent sectors of the economy. The activities therefore contribute directly to the country's climate change agenda.
- Sustainability of the grant-supported activities is guaranteed through the resources that the grant has helped to mobilize through the IDA financed Water Resources Development Project.
- The preparation process has assisted the National Directorate of Water in formulating a National Water Resources Development Program which includes a number of critical interventions to support implementation of measures envisaged under the Water Policy, the National Water Resources Management Strategy and the Regulations for Licenses and Concessions.

## **East Asia and Pacific Region**

## Cambodia: Provincial and Rural Infrastructure Project

### 1. Grant Data

<b>Name:</b> Provincial and Rural Infrastructure Project	<b>Grant Number:</b> TF056974	<b>Grant Type:</b> Project Implementation
<b>Region:</b> EAP	<b>Country:</b> Cambodia	<b>Sector:</b> Transportation
<b>Original Closing Date:</b> 09/30/2009	<b>Approval Date:</b> 06/16/2006	<b>Grant Agreement Date:</b> 09/26/2007
<b>Amount:</b> US\$450,300	<b>Revised Closing Date:</b> 12/31/2010	<b>End Disbursement Date:</b> 06/30/2011
	<b>Disbursement:</b> US\$438,693	<b>% of Grant Amount Disbursed:</b> 97

### 2. Grant Objective:

The purpose of the grant was to support the Government of Cambodia's two ministries implementing the Provincial and Rural Infrastructure Project (PRIP) to access funds to address issues of capacity implementation or other issues not foreseen at the time of preparation (such as assisting in the development of an organizational structure to support the effective implementation of the PRIP, implementing measures to reduce corruption, procurement processing, and monitoring environmental and social safeguards).

### 3. Key Achievements:

- The project provided the two implementing ministries, the Ministry of Public Works and Transit (MPWT) and the Ministry of Rural Development (MRD) with expanded capacity for the regular functions of public works and for fiduciary elements: procurement, implementation of Good Governance Frameworks, financial management, and monitoring environmental and resettlement issues.
- The grant financed the following: (a) development and implementation of human resources development plan and safeguards capacity: a capacity development framework was implemented for the road transport sector to formulate a four-year strategic training plan based on a human resources assessment and training, (b) capacity building for procurement processing and development of an anti-corruption plan: MPWT and MRD Good Governance Frameworks and Complaints Handling Mechanism were adopted, and (c) capacity development to strengthen financial management (FM): the consultant successfully completed his assignment by assisting MPWT in its FM activities. As a result, the FM capacity of MPWT and MRD staff has been improved.

## **Indonesia: Governance Financial Management and Revenue Administration Project**

### **1. Grant Data**

<b>Name:</b> Governance Financial Management and Revenue Administration Project	<b>Grant Number:</b> TF053556	<b>Grant Type:</b> Cofinancing
<b>Region:</b> EAP	<b>Country:</b> Indonesia	<b>Sector:</b> Public Sector Governance
<b>Original Closing Date:</b> 12/31/2008	<b>Approval Date:</b> 04/28/2004	<b>Grant Agreement Date:</b> 12/22/2004
<b>Amount:</b> US\$5,000,000	<b>Revised Closing Date:</b> 12/31/2010	<b>End Disbursement Date:</b> 06/30/2011
	<b>Disbursement:</b> US\$4,782,438	<b>% of Grant Amount Disbursed:</b> 96

### **2. Grant Objective:**

The purpose of this grant was to support the Government of Indonesia by financing activities for the proposed Governance Financial Management and Revenue Administration Project, the goals of which are to strengthen the integrity and efficiency in public financial management and the revenue administration by strengthening governance, accountability and transparency. The project will provide an umbrella for locking in major institutional reforms, finance core investment and technical assistance needs, and facilitate coordination of grant-financed donor technical assistance.

### **3. Key Achievements:**

- This particular grant has continued to support the consultants delivering services related to the implementation of a new treasury system as well as to fund minor consultancies for strengthening capacity in the Indonesian Parliament.
- Project management capacity has improved considerably with the support of this grant. The MOF's capacity to manage the SPAN program is reflected in the move toward Project Management and Quality Assurance type of consultancy support (from the more comprehensive support that had been provided).
- This grant provides a vital component in the reform program that is being supported by other donors such as the United States Treasury Department, GPF-Australia, and South Korea.
- Most of the activities for Parliament have been implemented, and plans are in place to engage an IT/Network Consultant (National) and a MIS/Personnel Management and Database Consultant.

## Indonesia: Strengthening the National Statistical System of Indonesia

### 1. Grant Data

<b>Name:</b> Strengthening the National Statistical System of Indonesia	<b>Grant Number:</b> TF093092	<b>Grant Type:</b> Project Preparation
<b>Region:</b> EAP	<b>Country:</b> Indonesia	<b>Sector:</b> Central Govt. Admin/Economic Policy
<b>Original Closing Date:</b> 01/28/2010	<b>Approval Date:</b> 10/6/2008	<b>Grant Agreement Date:</b> 12/02/2008
	<b>Revised Closing Date:</b> 03/31/2011	<b>End Disbursement Date:</b> 09/30/2011
<b>Amount:</b> US\$1,000,000	<b>Disbursement:</b> US\$986,675	<b>% of Grant Amount Disbursed:</b> 99

### 2. Grant Objective:

The purpose of the grant was to help the Government of Indonesia prepare a project to strengthen the national statistical system of Indonesia into a more specific prioritization of improvements by supporting the creation of a BPS Modernization Proposal and Analysis Document. This project will support improved data reporting and statistical capacity in Indonesia through the development of a World Bank-financed statistical capacity building program.

### 3. Key Achievements:

- The grant objective has been achieved with the approval of the associated STATCAP-CERDAS project by the Bank's Board of Executive Directors in April 2011.
- The grant provided financing in five areas: (a) Statistical Quality: a BPS (Central Agency on Statistics) Analysis Document with a detailed analysis of current state and improvement requirements was developed. A change readiness survey was also conducted and change management activities started. The grant will help prepare a Roadmap for Business Process Reengineering and a Change Management Strategy based on the analysis of current systems, and detailed technical specifications for implementation; (b) ICT and information management systems: the grant will help prepare an ICT Enterprise Architecture (EA) for BPS, and detailed technical specifications for implementation. Analysis Document, Top-Level Integrated Systems Requirements Document and Integrated Systems Architecture were developed. ICT governance and management model has been agreed upon by BPS Senior Executives; (c) Human Resources Management and Development: an Analysis Document and a Human Resources Management and Development Strategy have been developed and agreed upon by BPS executives; (d) Organizational Alignment: an Organizational Alignment Document and initial BPS reorganization proposal have been developed; (e) Project Management and Administration Support: a Project Governance and Management Framework and Project Operation Manual have been developed; and Key Performance Indicators (KPIs) and targets agreed upon; training on procurement and financial management (FM), internal and external stakeholder consultations and a User Satisfaction Survey conducted to support the project governance and management framework above. The Project Operations Manual has been developed describing the agreed-upon processes and procedures for STATCAP-CERDAS project implementation.
- Training in procurement, financial management, and governance and anti-corruption have also been provided during the project preparation period. KPIs for monitoring the STATCAP-CERDAS project have been developed, and baseline and target values for the KPIs have been agreed to in consultation with relevant subject matter areas.
- There was also extensive collaboration with the Public Financial Management team to facilitate peer-to-peer knowledge exchange with other ministries and agencies undertaking institutional reform and change management, such as Tax office, State Audit Board, and PERTAMINA.
- Ownership and commitment: while the reform program was championed by the Chief Statistician and supported by key stakeholders, such as the Ministry of Planning and Ministry of Finance, the preparation process of further defining implementation requirements and planning through the PHRD grant was valuable for consulting with wider stakeholders and gaining their buy-in and commitment, as the STATCAP-CERDAS project was designed to be a comprehensive institutional reform program that will significantly affect everyone in BPS.

## Laos: Mekong Integrated Water Resources Management Project

### 1. Grant Data

<b>Name:</b> Mekong Integrated Water Resources Management Project	<b>Grant Number:</b> TF092900	<b>Grant Type:</b> Project Preparation
<b>Region:</b> EAP	<b>Country:</b> Laos	<b>Sector:</b> Agriculture, Water and Rural Development
<b>Original Closing Date:</b> 12/15/2009	<b>Approval Date:</b> 8/8/2008	<b>Grant Agreement Date:</b> 02/06/2009
<b>Amount:</b> US\$330,000	<b>Revised Closing Date:</b> 02/28/2011	<b>End Disbursement Date:</b> 08/31/2011 <b>% of Grant Amount Disbursed:</b> 97

### 2. Grant Objective:

The purpose of the grant was to support the Government of Laos in preparing the Mekong Water Resources Management Project, the objective of which is to contribute to regional sustainable integrated water resource management (IWRM) for the Mekong River Basin.

### 3. Key Achievements:

- The grant objective has been achieved with the approval of the associated operations by the Bank's Board of Executive Directors on March 8, 2012.
- The grant financed documents essential for project preparation, such as: (a) project implementation plan (), (b) social and environmental safeguards documents, and (c) a series of technical papers and feasibility studies covering key aspects of institutional strengthening for water resources management.
- The grant has helped the client to make a detailed assessment of the technical and institutional issues (such as visions, gaps, and investment/training plan), which were reflected in the project implementation plan. The grant helped the client identify and mobilize necessary national and international experts to carry out such analysis in broader water resources subsectors such as water quality/river health monitoring, hydro-meteorological data collection and analysis, inland aquatic resources management, and hydrological modeling.
- Through the implementation of the grant, the client has also been able to engage stakeholders, including local communities and local governments, for finalizing the project design. For the PHRD Preparation grant, through implementation, the client has acquired essential administration skills such as safeguards requirement and fiduciary aspects (procurement and financial management).
- The overall outcome is likely to be sustainable; grant-funded activities have set up a basis for the follow-up Bank-financed project through preparation of institutional assessment and investment planning.
- The grant has been used in a prudent and efficient manner. The activities are designed to engage qualified and highly experienced experts for relevant issues under the supervision and guidance of the international technical advisor. This arrangement has resulted in timely and satisfactory completion of the project preparation.
- The grant is one of the three grants endowed to prepare for a regional project in the Mekong Region. The other two grants (Cambodia and Vietnam) are under implementation, and the lessons learned from this grant's implementation have been used to inform implementation of the other grants.

## Mongolia: Capacity Building for Development and Implementation of Carbon Finance Projects

### 1. Grant Data

<b>Name:</b> Capacity Building for Development and Implementation of Carbon Finance Projects	<b>Grant Number:</b> TF090653	<b>Grant Type:</b> Climate Change
<b>Region:</b> EAP	<b>Country:</b> Mongolia	<b>Sector:</b> Energy and Mining
<b>Original Closing Date:</b> 12/31/2009	<b>Revised Closing Date:</b> 12/31/2010	<b>End Disbursement Date:</b> 06/30/2011
<b>Amount:</b> US\$475,420	<b>Disbursement:</b> US\$459,199	<b>% of Grant Amount Disbursed:</b> 97

### 2. Grant Objective:

The purpose of the grant was to support the Government of Mongolia by strengthening its capacity to develop and implement carbon finance transactions eligible for the current Kyoto Protocol and international regimes to address climate change after the year 2012.

### 3. Key Achievements:

- The grant objective is directly linked with the Bank's country strategy and supports Mongolia's ability to develop and implement carbon finance projects.
- The capacity of the grant implementing agency, the Ministry of Nature, Environment and Tourism to develop and implement carbon finance projects has been improved. The institutional framework of procedures and approvals at each stage of project development and implementation has been clarified and outlined. The development of four project design documents (PDDs) and two emissions reduction purchase agreements have been experienced and tested by the designated national authority, project implementation unit and project developers.
- Thirteen trainings and one consultation meeting have been organized in Ulaanbaatar, Darkhan, and Erdenet, information on CDM has been disseminated in various forms, and broad participation by private sector, donors, and banks has been ensured.
- The designated authority is preparing to publish a book about the current status of CDM project development in Mongolia from institutional set-up and arrangement (i.e. rules and regulations) to CDM project opportunities and challenges in the development and implementation stage. Numerous capacity building activities have been organized in Ulaanbaatar, Darkhan, Erdenet cities and Selenge aimag (province) with participation of potential project developers, private companies and with the inputs from international consultants.
- The MNET and the PIU helped to address implementation issues through sustained engagement and continued work with the project developers, consultants and other interested stakeholders.

## Papua New Guinea: Rural Communications Project

### 1. Grant Data

<b>Name:</b> Rural Communications Project	<b>Grant Number:</b> TF093106	<b>Grant Type:</b> Project Preparation
<b>Region:</b> EAP	<b>Country:</b> Papua New Guinea	<b>Sector:</b> Global Information/Communications Technology
<b>Original Closing Date:</b> 10/15/2009	<b>Revised Closing Date:</b> 07/22/2010	<b>Grant Agreement Date:</b> 01/26/2009 <b>End Disbursement Date:</b> 01/22/2011
<b>Amount:</b> US\$500,000	<b>Disbursement:</b> US\$419,153	<b>% of Grant Amount Disbursed:</b> 84

### 2. Grant Objective:

The purpose of the grant was to assist the Government of Papua New Guinea in preparing a project that aims to improve access to an affordable and reliable telecommunications infrastructure and services in rural and remote areas of Papua New Guinea through a sustainable and transparent public-private funding mechanism. A secondary project objective is to demonstrate the "output-based" and private-public partnership approach to rural infrastructure financing in a very challenging country environment.

### 3. Key Achievements:

- The grant objective has been achieved, with the approval of the operation by the Bank's Board of Executive Directors on July 22, 2010.
- The grant helped to leverage a US\$15 million credit from the World Bank to support rural communications development in Papua New Guinea.
- Specific activities financed under the grant were as follows: (a) Environmental Assessment and Environmental and Social Monitoring Framework; (b) Social Assessment; (c) telecommunications infrastructure analytical work; (d) preparation of draft bidding documents for rural communications demonstration projects; (e) project management, procurement and financial management technical assistance; and (f) stakeholder consultations and knowledge-sharing.
- This grant was the first recipient-executed activity, given the institution's limited staffing capacity and limited experience with World Bank procedures. This proved an important learning experience for the Ministry as it has now taken on the responsibility of managing the follow-up IDA operation.

## Vietnam: Hydroelectric Power Project

### 1. Grant Data

<b>Name:</b> Hydroelectric Power Project	<b>Grant Number:</b> TF090495	<b>Grant Type:</b> Project Preparation
<b>Region:</b> EAP	<b>Country:</b> Vietnam	<b>Sector:</b> Energy & Mining
<b>Original Closing Date:</b> 01/20/2009	<b>Approval Date:</b> 6/4/2007 <b>Revised Closing Date:</b> 07/13/2010	<b>Grant Agreement Date:</b> 11/20/2007 <b>End Disbursement Date:</b> 01/13/2011
<b>Amount:</b> US\$1,000,000	<b>Disbursement:</b> US\$990,235	<b>% of Grant Amount Disbursed:</b> 99

### 2. Grant Objective:

The purpose of the grant was to support the Government of Vietnam in preparation of the Hydroelectric Power Project, the objective of which is to develop hydroelectric power generation in Vietnam in an environmentally and socially sustainable manner, thereby helping the country to meet rapidly rising electric power demand for economic growth and improved livelihoods.

### 3. Key Achievements:

- The grant objective has been achieved with the approval of the associated operation by the Bank's Board of Executive Directors.
- This project will play a key role in fostering improved social assessment, resettlement, livelihood restoration, environmental management and dam safety practices by Vietnamese hydropower developers. The Environment Impact Assessment/Environment Management Plan and the combined resettlement, livelihoods and ethnic minorities' development plan has been consulted and submitted to the Bank, appraised and found satisfactory and is now under implementation. Representing a considerable improvement over current practices, these two documents are the principal ones on which the Bank will base its supervision of the social and environmental aspects of the project. The project team expects that many of the approaches used will be replicated in future projects in Vietnam, and a component in the parent project provides for that. Although delayed in implementation, the activities have been completed to a high standard; nearly all of the reports prepared with grant financing have been disclosed on the project website.
  - Grant-financed studies completed include: construction camp management, fish, fisheries and aquatic biodiversity, terrestrial biodiversity and protected areas management, vegetation management in reservoir areas, physical cultural resources, and health including a public health action plan, reservoir operation and water quality. The project agency, Electricity of Vietnam, through its Trung Son Hydropower Project Management Board, has gained a thorough understanding of international best practices for hydropower development and is applying them to this project. Some aspects of the work - such as dam safety and a more proactive approach to livelihood restoration – has gained wider acceptance in the project agency and the government.
  - Follow-up to this grant activity is particularly strong. The Trung Son Hydropower Project, which incorporates the various best practices and new approaches developed with grant support, has been financed by a US\$330 million World Bank loan - the first IBRD investment project in Vietnam. The work on social, environmental and dam safety aspects developed through the grant has been incorporated in the project design and funding and implementation is considerably improved over previous hydropower operations. The experience will be widely disseminated to other entities developing hydropower in Vietnam with the use of a new \$200,000 grant from the Australian Government and by the inclusion of a scale-up component in the project which will transfer practices developed and lessons learned to other hydropower projects in Vietnam.

## Vietnam: Red River Delta Rural Water Supply and Sanitation 2nd Phase

### 1. Grant Data

<b>Name:</b> Red River Delta Rural Water Supply and Sanitation 2nd Phase	<b>Grant Number:</b> TF090310	<b>Grant Type:</b> Project Preparation
<b>Region:</b> EAP	<b>Country:</b> Vietnam	<b>Sector:</b> Water and Sanitation
<b>Original Closing Date:</b> 09/17/2009	<b>Approval Date:</b> 6/5/2007	<b>Grant Agreement Date:</b> 12/27/2007
<b>Amount:</b> US\$960,000	<b>Revised Closing Date:</b> 10/31/2010	<b>End Disbursement Date:</b> 04/30/2011
	<b>Disbursement:</b> US\$806,927	<b>% of Grant Amount Disbursed:</b> 84

### 2. Grant Objective:

The purpose of the grant was to assist the Government of Vietnam in preparing the Red River Delta Rural Water Supply and Sanitation Phase II Project, which has its development objective to (a) provide fully functional and effectively operated and maintained water supply systems in Phase 2 Provinces as measured by technical performance and consumer satisfaction, (b) ensure that in communes benefiting from improved water supply, at least 40% of households and all schools have, and use, hygienically improved sanitation facilities and apply hygienic behavior; (c) support the establishment of Rural Water Supply and Sanitation Enterprises that are responsible for holding assets and sustainable operation and maintenance; and (d) enhance sector policy and capacity based on the experience gained from the introduction of new management models and approaches to hygiene behavior change.

### 3. Key Achievements:

- The grant objective has been achieved, but has not received Bank approval.
- The grant financed reports on the evaluation of program demand and a draft feasibility study. These reports were used to prepare a number of feasibility studies. Workshop and training courses on project preparation and management were organized. Technical designs and bidding documents for about 30 systems were developed end of 2010. The capacity of the Central Project Office and National Center for Rural Water Supply and Sanitation under the Ministry of Agriculture and Rural Development to manage the project has been improved significantly.
- The 8 provincial local authorities and community people got to know about project concept, principles and proposed investment in the evaluation report done for the selection of proposed systems in 8 provinces. About 120,000 people in 30 communes were involved and consulted on proposed water supply and sanitation investment.
- 8 provinces are now establishing a project preparation unit to be responsible for the preparation of Phase 2.

## **Vietnam: Second Payment System and Bank Modernization Implementation Assistance Project**

### **1. Grant Data**

<b>Name:</b> Second Payment System and Bank Modernization Implementation Assistance Project	<b>Grant Number:</b> TF090325	<b>Grant Type:</b> Project Implementation
	<b>Country:</b> Vietnam	<b>Sector:</b> Financial and Private Sector Development (Banking)
	<b>Approval Date:</b> 6/5/2007	<b>Grant Agreement Date:</b> 02/27/2008
<b>Region:</b> EAP		<b>End Disbursement Date:</b> 12/31/2011
<b>Original Closing Date:</b> 02/27/2008	<b>Revised Closing Date:</b> 11/18/2011	<b>% of Grant Amount Disbursed:</b> 11
<b>Amount:</b> US\$826,700	<b>Disbursement:</b> US\$92,103	

### **2. Grant Objective:**

The purpose of the grant was to support the Government of Vietnam's efforts to strengthen the capacity of the State Bank of Vietnam and the participating banks to implement the Second Payment System and Bank Modernization Project.

### **3. Key Achievements:**

- The overall progress is moderately unsatisfactory because substantive planned activities did not take place, and grant implementation suffered delays due to the prolonged process of consultant engagement.
- Consultants were engaged to prepare a project completion/evaluation report and a payment system oversight strategy report, both of which have been completed.
- The beneficiaries are expected to continue to improve their capacity in designing, evaluating and implementing complex banking IT development projects. A payment system oversight strategy report has been prepared based on international best practice, and it is expected that the findings/recommendations of the report will provide SBV with an oversight framework for the Inter-Bank Payment System in Vietnam.

## Vietnam: Urban Water Supply Development II

### 1. Grant Data

Name: Urban Water Supply Development II	Grant Number: TF056904	Grant Type: Project Preparation
Region: EAP	Country: Vietnam	Sector: Water and Sanitation
Original Closing Date: 11/02/2008	Approval Date: 06/08/2006	Grant Agreement Date: 03/08/2007
Amount: US\$1,000,000	Revised Closing Date: 10/02/2010	End Disbursement Date: 04/02/2011
	Disbursement: US\$800,501	% of Grant Amount Disbursed: 80

### 2. Grant Objective:

The purpose of the grant was to assist the Government of Vietnam to prepare the above-referenced project for the Vietnam Urban Water Supply and Wastewater Project (VUWSWP), the objective of which is to sustainably provide water to Vietnam's urban population.

### 3. Key Achievements:

- The grant objective has been achieved with the approval by the Bank's Board of Executive Directors to finance the associated lending operation in May 2011.
- The grant financed the preparation of pre-feasibility studies, a Resettlement Policy Framework, and an Environmental Guideline.
- The activities by an international consultant helped the participating provinces and the Ministry of Construction (MOC) to see how feasibility studies for water sub-projects are conducted outside Vietnam, which contributed to a knowledge exchange.
- The framework documents prepared (e.g. the one on resettlement) also helped to stress the importance of social aspects of infrastructure projects. The grant was instrumental in preparing the project documents in advance that were reviewed by the MOC and the Bank. This early review contributed towards enhancing the quality of the project documents. Further, the grant helped to prepare the Feasibility Study, Basic Design, Detailed Design and Bidding Documents for Tam Ky Water Supply and Phu Quoc Water Supply sub-projects, which are helping to implement VUWSWP.
- Pre-feasibility studies (expanding service to district towns) were completed in 25 towns in 5 provinces (Dak Lak, Bak Kan, Ha Giang, Vinh Phuc, and Thanh Hoa).
- The grant-financed preparatory activities leveraged US\$20 million in IDA credit from the World Bank.

## **Europe and Central Asia Region**

**Albania: Avian Influenza Control and Human Pandemic Preparedness and Response Project**

## **1. Grant Data**

<b>Name:</b> Avian Influenza Control and Human Pandemic Preparedness and Response Project	<b>Grant Number:</b> TF056728 <b>Country:</b> Albania <b>Approval Date:</b> 05/11/2006	<b>Grant Type:</b> Cofinancing <b>Sector:</b> Health Grant Agreement Date: 07/11/2006
<b>Region:</b> ECA <b>Original Closing Date:</b> 09/30/2010 <b>Amount:</b> US\$800,000	<b>Revised Closing Date:</b> 04/30/2011 <b>Disbursement:</b> US\$601,124	<b>End Disbursement Date:</b> 10/30/2011 <b>% of Grant Amount Disbursed:</b> 75

## **2. Grant Objective:**

The purpose of this grant was to support the Government of Albania by cofinancing activities under the Avian Influenza Control and Human Pandemic Preparedness and Response Project. The objectives of this project are to strengthen Albania's capacity to prevent the spread of avian influenza among poultry, to prevent the transmission of avian influenza from birds to other animals and humans, and to prepare for a potential pandemic of avian influenza transmissible between humans.

## **3. Key Achievements:**

- The grant objective has been achieved; project implementation made satisfactory progress, the project development objective was reached, and most of the activities agreed under the project have been successfully concluded.
- The project minimized the threat posed to humans by HPAI infection and other zoonoses and prepared the country well for controlling and responding to influenza pandemics and other infectious disease emergencies in humans.
- The Animal Health component demonstrated concrete project outputs, notably (a) the establishment and strengthening of the National Veterinary Epidemiological Unit, (b) the upgrading of laboratory diagnostic capacity, (c) training for veterinary staff, (d) the introduction of a new legal and regulatory framework allowing more efficient disease prevention/control and contingency planning, and (e) the provision of IT and other permanent and disposable equipment and materials necessary for field veterinary work. The Human Health component completed activities ahead of schedule; objectives are fully met and sustainable. Major investments in the ICU and virology lab are producing excellent results in enabling the country to address pandemic situations. Public Awareness and Information has been strengthened by the project through training and better cooperation of ministerial staff under one health agenda of the project. The project and this grant have been an emergency operation and have been prepared in a very short time to respond to the emergent country situation. The outcome is sustainable due to the effective training of human and veterinary staff and the provision to the institute of veterinary and human health with modern, effective, and well-maintained equipment.

## Armenia: Armenia E-society Innovation and Competitiveness Project

### 1. Grant Data

<b>Name:</b> Armenia E-society Innovation and Competitiveness Project	<b>Grant Number:</b> TF093097	<b>Grant Type:</b> Project Preparation
<b>Region:</b> ECA	<b>Country:</b> Armenia	<b>Sector:</b> Information and communication
<b>Original Closing Date:</b> 03/30/2010	<b>Approval Date:</b> 10/06/2008	<b>Grant Agreement Date:</b> 09/19/2011
<b>Amount:</b> US\$990,000	<b>Revised Closing Date:</b> 04/30/2011	<b>End Disbursement Date:</b> 10/31/2011
	<b>Disbursement:</b> US\$974,745	<b>% of Grant Amount Disbursed:</b> 98

### 2. Grant Objective:

The purpose of the grant was to support the Government of Armenia in obtaining a successful design, approval, and implementation of the E-Society Innovation and Competitiveness Project. The goal of this project is to increase opportunities for innovation and employment in the ICT/IT-enabled service sector; enhance competitiveness and improve access to information for citizens and businesses in Armenia.

### 3. Key Achievements:

- The grant objective has been achieved with the approval of the associated project by the Bank's Board of Executive Directors on November 30, 2010.
- The activities conducted under the grant have allowed for the successful design and approval of the underlying operation, the Armenia E-Society and Innovation for Competitiveness Project. A number of grant activities allowed for the detailed design of bidding documents which are now being used to accelerate project implementation. The grant has contributed to achieving knowledge economy development by supporting the design of an operation devoted to improving access by citizens to information and communications technologies while at the same time promoting innovation.
- The implementing agencies involved in project preparation received capacity enhancement support through the grant, both in the form of additional staff needed to cover technical gaps identified as well as in the form of training activities.
- The quality at entry of the project was greatly enhanced, and the participating institutions have seen substantive improvements in their capacity to implement the project. As a result of the grant, the client is well-prepared to take on the responsibility for project implementation, and long-term sustainability of project outcomes has been carefully planned during grant implementation. It is expected that the project will achieve its objectives, and will do so in a sustainable fashion due to the emphasis on private sector participation.
- The grant has greatly facilitated the process of project preparation, appraisal, and approval. It supported many activities, including numerous recommendations for project design and implementation. Through grant implementation, substantial knowledge was obtained through interactions with various countries in Asia, Europe, and the Latin America regions.

## Armenia: Avian Influenza Preparedness Project

### 1. Grant Data

<b>Name:</b> Avian Influenza Preparedness Project	<b>Grant Number:</b> TF056629	<b>Grant Type:</b> Cofinancing
<b>Region:</b> ECA	<b>Country:</b> Armenia	<b>Sector:</b> Agriculture and Rural Development
<b>Original Closing Date:</b> 07/31/2009	<b>Revised Closing Date:</b> 07/31/2010	<b>Grant Agreement Date:</b> 06/07/2006
<b>Amount:</b> US\$803,900	<b>Disbursement:</b> US\$693,660	<b>End Disbursement Date:</b> 01/31/2011 <b>% of Grant Amount Disbursed:</b> 86

### 2. Grant Objective:

The purpose of this grant was to support the Government of Armenia by cofinancing a project to minimize the threat in Armenia posed to humans by highly pathogenic avian influenza (HPAI) and other zoonoses in domestic poultry, and to prepare for the control and response to an influenza pandemic and other infectious disease emergencies in humans. To achieve these goals, three areas will be supported: (a) prevention, (b) preparedness and planning and (c) response and containment. Achieving these goals will contribute to diminishing the burden of disease and loss of productivity in Armenia, limiting the regional spread of HPAI and enhancing economic and social prospects at the national, regional, and global levels.

### 3. Key Achievements:

- The grant objective has been achieved. The grant implementation is satisfactory and Armenia's preparedness has improved as a result of the project.
- Animal Health Component: all envisaged outputs are in the process of being implemented as planned, trainings are underway, and the main TA and simulation exercises have been completed. Human Health Component: all envisaged output targets are currently being worked on. The trainings and capacity building activities are underway as planned. Strategic Communications for the Avian Influenza Response: Communication activities have vastly improved through secretariat.
- Initial project activities have raised the level of awareness and preparedness for HPAI as compared to the previous year.
- The grant supported much needed technical assistance, capacity building activities, and consultants which contributed to this preparedness.
- The project implementation was significantly enhanced and new information systems, management and communication approaches adopted in the Ministry of Health and Ministry of Agriculture.

## **Armenia: Public Financial Management and Corporate Accounting and Auditing Project**

### **1. Grant Data**

<b>Name</b> Public Financial Management and Corporate Accounting and Auditing Project	<b>Grant Number:</b> TF093098	<b>Grant Type:</b> Project Preparation
	<b>Country:</b> Armenia	<b>Sector:</b> General public Administration Sector
	<b>Approval Date:</b> 10/06/2008	<b>Grant Agreement Date:</b> NA
<b>Region:</b> ECA		<b>End Disbursement Date:</b> NA
<b>Original Closing Date:</b> NA	<b>Revised Closing Date:</b> NA	<b>% of Grant Amount Disbursed:</b> NA
<b>Amount:</b> US\$950,000	<b>Disbursement:</b> NA	

### **2. Grant Objective:**

The purpose of the grant was to support the preparation of a public financial management and corporate accounting project in Armenia. The project was later changed to the Public Expenditure Management and Tax Administration Modernization Project. The title of the grant was not changed.

### **3. Key Achievements:**

- The grant was cancelled. It was set to close July 2010 with end disbursement date in January 2011. The Armenian Government requested an extension of the closing date, and although the extension process was initiated, there was a delay in processing the request within the World Bank. In addition, there was a need to have an integrated public financial management reform strategy approved by the Armenian Government and to have the commitment of the Armenian Government to the investment operation confirmed.
- At the time these conditions were fulfilled, a retroactive extension was not possible. Accordingly, it was decided to cancel the grant.

## **Armenia: Rural Enterprise and Small-Scale Commercial Agriculture Development Project**

### **1. Grant Data**

<b>Name:</b> Rural Enterprise and Small-Scale Commercial Agriculture Development Project	<b>Grant Number:</b> TF054738	<b>Grant Type:</b> Cofinancing
<b>Region:</b> ECA	<b>Country:</b> Armenia	<b>Sector:</b>
<b>Original Closing Date:</b> 05/31/2010	<b>Approval Date:</b> 01/24/2005	<b>Grant Agreement Date:</b> 07/20/2005
<b>Amount:</b> US\$1,755,000	<b>Revised Closing Date:</b> 12/31/2010	<b>End Disbursement Date:</b> 06/30/2011
	<b>Disbursement:</b> US\$1,737,344	<b>% of Grant Amount Disbursed:</b> 99

### **2. Grant Objective:**

The purpose of the grant was to provide cofinancing support to the Government of Armenia for the Rural Enterprise and Small-Scale Commercial Agriculture Development Project, the objective of which is to improve the ability of Armenian farmers and rural entrepreneurs to access markets and increase employment opportunities by stimulating market-oriented private and public investments in rural areas.

### **3. Key Achievements:**

- The grant objective has been achieved. The project directly benefitted 132 small and medium agribusinesses by enabling them to access US\$6.4 million in long-term agricultural credit and generated a total of US\$10.3 million for investments in rural areas. The project helped reform the seed and sapling market in the country, introduce modern legislation and regulations to support seed market development, and establish the new Seed Agency. In building community planning capacity, the project had a significant impact on over 100,000 people's lives in 141 village communities, and provided support to community economic development that generated more than US\$12 million of investments.
- The grant indirectly helped address the following areas in the Country Assistance Strategy: (a) promoting private sector-led economic growth; (b) making growth more pro-poor; and (c) reducing non-income poverty. The grant was instrumental in providing the needed technical assistance support for all project components.
- The Project implementation Unit (PIU) was essential in promoting the project at all levels of central government, masses and communities, and ensuring that the project approach and activities were well understood and followed. The publicity that the project enjoyed due to PIU efforts raised standards and intensified the efforts of all who wanted to be a part of this success. The PHRD was mentioned in Aide Memoires and management letters during implementation, and in the Implementation Completion Report.
- Targets have been achieved, sustainability of the operational phase seems to be assured, and several new projects are following up the project approach. The new IDA-financed Community Agricultural Resources Management and Competitiveness Project follows the same approach for targeting vulnerable people in mountainous areas and focusing on strengthening the livestock sector competitiveness mainly to meet the growing demand on the domestic market.

## Azerbaijan: Baku Urban Transport Improvement Project

### 1. Grant Data

<b>Name:</b> Baku Urban Transport Improvement Project	<b>Grant Number:</b> TF057788	<b>Grant Type:</b> Project Preparation
<b>Region:</b> ECA	<b>Country:</b> Azerbaijan	<b>Sector:</b> Transport/ Road and Highways
<b>Original Closing Date:</b> 02/28/2008	<b>Approval Date:</b> 12/20/2006	<b>Grant Agreement Date:</b> 06/18/2007
<b>Amount:</b> US\$1,000,000	<b>Revised Closing Date:</b> 12/25/2010	<b>End Disbursement Date:</b> 06/25/2011
	<b>Disbursement:</b> US\$986,265	<b>% of Grant Amount Disbursed:</b> 99

### 2. Grant Objective:

The purpose of the grant was to assist the Government of Azerbaijan to conduct activities to support the preparation and approval of the Baku Urban Transport Improvement Project. The objective of this project is to improve overall urban transportation conditions in Baku with particular emphasis on: (a) addressing traffic congestion and safety and (b) improving urban passenger transport services.

### 3. Key Achievements:

- The grant financed two studies: Passenger Transport Study (2009) and Strategic Transport Planning (2010). (a) The Passenger Transport Study recommended, inter alia: (i) improvement of the institutional and regulatory framework of the public transport management and operation; (ii) restructuring of bus routes for improved accessibility and optimized service coverage; (iii) introduction of competitive tendering of bus services to improve their operational and financial efficiency; (iv) improvement of the safety and capacity of existing metro lines; and (v) introduction of high-speed surface public transport modes as an alternative or supplementing option to the metro. (b) The Strategic Transport Planning: (i) formulated a basis of long-term vision and a 30-year strategy for Baku regions urban transport; (ii) created a comprehensive transport model based on Trans CAD Software and evaluated two investment scenarios in terms of investment returns; and (iii) recommended a series of short-term measures including a city-wide parking program, bus driver education, building of intermodal facilities, reviving commuter rail connection to suburban areas, and support for non-motorized transport.
- The grant activity contributed to the enhancement of the management of public transportation system in Baku and the improvement in technical capacity of key staff. The details are as follows: (a) bus routes have been restructured and reduced from 316 to 217, with some clearer distinction between trunk service and feeder service (primarily connecting to metro lines) than before. With this change, quality norms of bus operators have been made stricter, requiring larger size buses. This has resulted in the reduction of the number of operating companies and an increase of average fleet size per operator; (b) a bus driver education program is being implemented in a centrally planned and controlled manner; (c) a Trans CAD license was purchased, and the software was installed and is being used by the Baku Passenger Transportation, Ltd. There are three staff trained to use Trans CAD software for route planning purposes, and there will be continuous training opportunities provided to the staff to better understand transport modeling and improve software use proficiency; (d) change in contractual arrangement with bus operators is being discussed but no concrete plan has been prepared yet; and (e) bus stop locations have been revised in coordination with the forthcoming ITS system upon its completion (foreseen in December 2011). A fare integration system will be implemented.

## **Georgia: Avian Influenza Control and Human Pandemic**

### **1. Grant Data**

<b>Name:</b> Avian Influenza Control and Human Pandemic	<b>Grant Number:</b> TF056631	<b>Grant Type:</b> Cofinancing
	<b>Country:</b> Georgia	<b>Sector:</b> Agriculture and Rural Development
<b>Region:</b> ECA	<b>Approval Date:</b> 04/18/2006	<b>Grant Agreement Date:</b> 08/08/2006
<b>Original Closing Date:</b> 08/31/2009	<b>Revised Closing Date:</b> 06/30/2011	<b>End Disbursement Date:</b> 12/31/2011
<b>Amount:</b> US\$1,400,000	<b>Disbursement:</b> US\$1,054,861	<b>% of Grant Amount Disbursed:</b> 75

### **2. Grant Objective:**

The purpose of this grant was to support the Government of Georgia by providing cofinancing support for a project to minimize the threat posed to humans by HPAI infection and other zoonoses and to prepare for, control, and respond to an influenza pandemic and other infectious disease emergencies in humans. To achieve this, three areas will be supported: (a) prevention, (b) preparedness and planning, and (c) response and containment. Achieving these goals will contribute to diminishing the burden of disease and loss of productivity in Georgia, limiting the regional spread of HPAI and enhancing economic and social prospects at the national and regional level.

### **3. Key Achievements:**

- The grant helped the project achieve its development objectives by providing needed technical assistance and training for all project components: animal health, human health and public awareness.
- The project's development objective has been largely achieved and the human health aspects have been fully achieved. The established system of surveillance, emergency response and communication is seen as in position to deal adequately with any future outbreak of bird or animal-linked pandemic. For animal health, good progress has been achieved primarily with the evaluation of veterinary services, designs for post mortem rooms for the laboratory of the Ministry of Agriculture, designs for border inspection posts, a training plan for the staff of the National Service of Food Safety, Veterinary and Plant Protection, and animal disease surveillance and control. For the health and public awareness component, most of the planned activities have been completed including establishing an enabling legal framework and a communication strategy.
- Grant activities included the development of the comprehensive national HPAI action and contingency plan, the development of public awareness and communication activities, technical assistance for the laboratory networks and training for veterinary and human health staff.
- The two main grant implementing agencies are the MOA and the Ministry of Labor, Health and Social Affairs. The project provided their respective staffs with adequate training which enhanced their intervention capacities. As a result of the implementation of the project, the institutional capacities to command and control in a coordinated manner under the contingency plan of all concerned agencies were developed.

## Georgia: Rural Development Project

### 1. Grant Data

<b>Name:</b> Rural Development Project	<b>Grant Number:</b> TF054362	<b>Grant Type:</b> Cofinancing
<b>Region:</b> ECA	<b>Country:</b> Georgia	<b>Sector:</b> Agriculture and Rural Development
	<b>Approval Date:</b> 10/27/2004	<b>Grant Agreement Date:</b> 05/28/2005
<b>Original Closing Date:</b> 06/30/2010	<b>Revised Closing Date:</b> 06/30/2011	<b>End Disbursement Date:</b> 12/31/2011
<b>Amount:</b> US\$4,500,000	<b>Disbursement:</b> US\$1,622,467	<b>% of Grant Amount Disbursed:</b> 36

### 2. Grant Objective:

The purpose of the grant was to provide cofinancing support to the Government of Georgia for a project to develop the productivity and profitability of the private agriculture sector by facilitating the access of mainly small and medium-scale farmers to supply chains, improving the competitiveness of the supply chains, and strengthening the capacity of selected agricultural and financial institutions serving private-sector agricultural market activity.

### 3. Key Achievements:

- Under the training and demonstration program, new technologies were demonstrated to citrus and hazelnut-growing farmers in Adjara Region and Zugdidi District. This led to improvements in farming practices and an ensuing increase in productivity and produce quality, which ultimately contributed to higher employment rates and increased incomes for the local population.
- Under the supply chain analysis and development theme, the following activities were completed: the wine sector strategy, hosting and preparation of the International Vine and Wine Congress, the identification and description of Georgian vine varieties, soil tests, technical assistance for biological pest control, technical assistance for citrus crops, marketing tests with new packaging for citrus, technical assistance for improving access to and competitiveness in existing and new export markets, and field surveys in support of the Rural Investment Climate Assessment.
- Under rural finance activities, the grant successfully supported the delivery of technical assistance to participating micro-finance institutions focused on the appraisal and management of loans for production. Under institutional modernization, the grant supported activities that contributed to improvements in the legal framework for food safety. It also successfully supported the institutional enhancements of the National Agency for Public Registry. Institutional support provided to the National Service for Food Safety, and the Veterinary laboratory in particular, was less successful, but has nevertheless also contributed to the strengthening of the laboratory.
- Very positive outcomes were registered in the aftermath of implemented training and demonstration activities for farmers on improved technologies and practices - quality of produce, productivity, employment and incomes have increased. Another very positive outcome is related to the enhancement of technical and institutional capacity of the National Agency for Property Registration, which now has advanced capabilities for registration of agricultural land. And training provided to participating rural institutions has contributed to a very successful implementation of micro-finance lending activities.

## Kyrgyz Republic: Avian Influenza Control and Human Pandemic Preparedness and Response

### 1. Grant Data

<b>Name:</b> Avian Influenza Control and Human Pandemic Preparedness and Response (AIPP)	<b>Grant Number:</b> TF056157	<b>Grant Type:</b> Cofinancing
	<b>Country:</b> Kyrgyz Republic	<b>Sector:</b> Agriculture and Rural Development
	<b>Approval Date:</b> 12/28/2005	<b>Grant Agreement Date:</b> 04/27/2006
<b>Region:</b> ECA		
<b>Original Closing Date:</b> 12/30/2010	<b>Revised Closing Date:</b> 12/30/2010	<b>End Disbursement Date:</b> 06/30/2011
<b>Amount:</b> US\$1,000,000	<b>Disbursement:</b> US\$724,323	<b>% of Grant Amount Disbursed:</b> 72

### 2. Grant Objective:

The purpose of this grant was to assist the Government of the Kyrgyz Republic by cofinancing the Avian Influenza Control and Human Pandemic Preparedness and Response Project, which has the objective of minimizing the threat posed to humans by HPAI infection and other zoonoses and to prepare for, control, and respond to influenza pandemics and other infectious disease emergencies in humans. The grant will finance technical assistance and training activities under three project components: (a) animal health, (b) human health, and (c) public awareness and information.

### 3. Key Achievements:

- The grant objective has been achieved.
- Animal Health Component: HPAI prevention and preparedness has been enhanced; readiness for disease surveillance and diagnosis of influenza virus and other zoonotic infections has been established; the capacity of the Republican Central Veterinary Laboratory and the Veterinary Laboratory in Osh and Raion laboratories has been strengthened; the new Vet law draft has been submitted for ratification; training on HPAI Bio-security and Surveillance has been conducted, with 85 people from districts trained; and simulation exercises have been completed.
- Human Health Component: the staff of national and regional laboratories and DSSES has been trained in surveillance and diagnostic methods to determine influenza virus and other diseases; the Public Health Surveillance System has been strengthened; and the Center of Disease Control and Prevention (CDC)/WHO have completed their contracts.
- Public Awareness and Information: public awareness on influenza virus and other zoonotic infections has been increased; awareness, knowledge and understanding among the general population about the risk and potential impact of a pandemic has been achieved; communication materials have been prepared to support brucellosis control; informational TV programs have been broadcast; and a Strategic Communication Plan has been developed.
- Procurement of technical assistance under the human health component has now been completed and specialists have been recruited from the WHO and the CDC to carry out this work. The field work and reports were completed in 2009. Results are providing guidance to follow-on project and preparation for a regional One Health initiative.
- Capacity of the project implementation was significantly enhanced and new information systems, management and communication approaches adopted in the MOH and MOA.
- Significant knowledge was shared and communicated within key stakeholders, within the region and at international meetings through selected case studies to illustrate the project. The government and counterparts have recognized the utility and impact of project interventions and are soliciting funding through government budgets and follow-on projects to carry on the work started under the project.

## Uzbekistan: Syr Darya Water Supply Project

### 1. Grant Data

<b>Name:</b> Syr Darya Water Supply Project	<b>Grant Number:</b> TF093100	<b>Grant Type:</b> Project Preparation
<b>Region:</b> ECA	<b>Country:</b> Uzbekistan	<b>Sector:</b> Water
<b>Original Closing Date:</b> 02/19/2010	<b>Approval Date:</b> 10/06/2008 <b>Revised Closing Date:</b> 07/01/2010	<b>Grant Agreement Date:</b> 12/02/2008 <b>End Disbursement Date:</b> 01/01/2011
<b>Amount:</b> US\$935,000	<b>Disbursement:</b> US\$933,496	<b>% of Grant Amount Disbursed:</b> 100

### 2. Grant Objective:

The purpose of the grant was to support the Government of Uzbekistan in the preparation of a project that will support sustainable delivery of municipal services by rehabilitating high priority infrastructure and building the capacity of participating local governments to provide sustainable services.

### 3. Key Achievements:

- The grant objective has been achieved, with the approval of a US\$88 million credit for the associated operation by the World Bank's Executive Director on March 1, 2011.
- The grant provided funding for a high-quality feasibility study (FS) for a complex investment in a new area of Bank intervention (rehabilitation of centralized small town and rural water supply systems) in one of Uzbekistan's poorest regions.
- The client implementing agency, Uzkommunkhizmat, benefited from the development of a good feasibility study by a qualified professional firm.
- The quality at entry of the Syr Darya Water Supply Project has greatly benefited from the grant and the high-quality FS it provided. In the context of Uzbekistan's water supply and sanitation sector, where FS funding is often short-changed by the Government of Uzbekistan (GOU) and commonly results in poor quality designs, pricing and institutional/financial assessments, the PHRD grant made a huge difference for the quality of the Bank's SWSP investment decision.
- The international consultant helped the Government's thinking on several important factors of investment optimization. For example, the consultant helped GOU opt for lowered per capita water demand design standards in rural areas (from 115 to 95 liters per capita per day) as a means to optimize investments, by effectively reducing per capita costs, stretching coverage and benefits to more villages, and establishing a more realistic consumption and revenue basis for cost-recovery projections.
- The local consulting firm which teamed with the international firm undeniably gained valuable new knowledge and experience towards the development of professional-quality feasibility studies for the water supply and sanitation sector.

## **Latin America and Caribbean Region**

## Brazil: Strengthening Carbon Market Institutions and Infrastructure

### 1. Grant Data

<b>Name:</b> Strengthening Carbon Market Institutions and Infrastructure	<b>Grant Number:</b> TF057812 <b>Country:</b> Brazil <b>Approval Date:</b> 12/20/2006	<b>Grant Type:</b> Climate Change <b>Sector:</b> Energy and Mining <b>Grant Agreement Date:</b> 06/10/2008
<b>Region:</b> LCA <b>Original Closing Date:</b> 06/30/2009	<b>Revised Closing Date:</b> 11/15/2010	<b>End Disbursement Date:</b> 05/15/2011
<b>Amount:</b> US\$941,900	<b>Disbursement:</b> US\$566,589	<b>% of Grant Amount Disbursed:</b> 60

### 2. Grant Objective:

The purpose of the grant was to support the Government of Brazil's participation in the global carbon market. In particular, the grant aimed to (a) enhance its capacity to identify, review and develop carbon finance transactions; (b) develop partnerships and joint strategies on carbon finance leveraging between public institutions and civil society and the private sector; and (c) strengthen carbon market institutions and infrastructure to allow for more effective participation by public sector entities in the carbon market.

### 3. Key Achievements:

- The grant objective has been achieved, and the five main studies were completed and disseminated.
- This project enhanced the capacity to identify, review and develop carbon finance transactions by (a) delivering an inventory of 18,000 potential low-carbon projects in Brazil; (b) elaborating proposals for completing the fiscal, legal and regulatory framework for carbon assets transactions; and (c) designing the architecture and possible financial instruments and contracts for an organized CERs forward market and a domestic carbon credits market in Brazil.
- The development of partnerships and joint strategies on carbon finance was facilitated by the organization of five events in São Paulo and Rio de Janeiro (two international and three national workshops) bringing together representatives from the Brazilian stock exchange, commercial and public banks, assets management firms, technical consulting firms, law firms and public and private companies and institutions. These events included working sessions organized to facilitate interactions and discussion on strategies among these different kinds of stakeholders.
- Carbon market institutions were strengthened through (a) diagnosis and recommendations regarding the potential and the development challenges of program activities under the CDM; (b) the elaboration and publication of a practical manual to increase participation of public sector entities in the carbon market; and (c) capacity building activities for representatives from the Brazilian stock exchange, commercial and public banks, assets management firms, technical consulting firms, law firms and public and private companies and institutions, in the form of five informative and working seminars.
- The initial implementation difficulties were overcome and the dual implementing structure (São Paulo Stock Exchange and the Financiadora de Estudos e Projetos-Public Agency) finally demonstrated an excellent implementing capacity.
- Sustainability is provided in particular through follow-up activities: as a recent development of the dialogue on low-carbon growth with the Brazilian Government, for which this project has been a key contribution, a new Bank grant is being prepared for Brazil under the Partnership for Market Readiness (PMR), of which the Ministry of Finance will be the main counterpart. This grant is aimed at building the technical, legal, fiscal and institutional framework for implementing the Brazilian carbon market and piloting this implementation.

## Colombia: San Nicolas Carbon Sink Project

### 1. Grant Data

<b>Name:</b> San Nicolas Carbon Sink Project	<b>Grant Number:</b> TF056577	<b>Grant Type:</b> Climate Change
<b>Region:</b> LCR	<b>Country:</b> Colombia	<b>Sector:</b> Environment
<b>Original Closing Date:</b> 06/30/2009	<b>Approval Date:</b> 04/05/2006	<b>Grant Agreement Date:</b> 03/30/2007
<b>Amount:</b> US\$498,000	<b>Revised Closing Date:</b> 04/05/2011	<b>End Disbursement Date:</b> 10/05/2011
	<b>Disbursement:</b> US\$494,865	<b>% of Grant Amount Disbursed:</b> 99

### 2. Grant Objective:

The purpose of the grant was to assist the Government of Colombia in the development of a carbon sink through reforestation, agro-forestry and sylvo-pastoral systems on about 8,500 hectares of abandoned pastures in the San Nicolás Region. This carbon sink would also improve the income of small landowners and contribute to the restoration of ecosystem integrity in the San Nicolás Region. The project also includes training and capacity building towards sustainable forest management, strengthening of social capital and biodiversity protection.

### 3. Key Achievements:

- The grant objective has been achieved, and all activities have been completed. The grant contributed effectively to Project objectives by: (a) updating eligible areas for a CDM project and identifying the state of forest coverage by assessing land use change; (b) executing the first phase of the project by establishing 142 hectares of forests in the San Nicolás Region; (c) establishing and maintaining 50 hectares of agro-forestry plantations; (d) establishing 45 hectares of plantations with native natural species in the municipalities of San Francisco, San Luis and Cocorna; (e) executing a conservation and restoration program for many natural species; and (f) revising the methodology for quantification and monitoring of emission reductions by avoided deforestation and land degradation.
- The grant contributed to: (a) the improvement of the well-being of small farmers in the San Nicolás Valley and the strengthening of their community-based organizations; (b) the restoration and conservation of natural resources, particularly soil and water, through forest management and the introduction of arboreal species within agricultural practices; (c) the training of small peasants and technicians; (d) the strengthening of managerial capacities of community-based organizations in the management and conservation of natural resources (forests); (e) the promotion of the use of endangered species; (f) income generation at the local level; and (g) the development of participatory approaches to planning, monitoring and evaluation.

## Nicaragua: Public Sector Technical Assistance II

### 1. Grant Data

<b>Name:</b> Public Sector Technical Assistance II	<b>Grant Number:</b> TF093095	<b>Grant Type:</b> Project Preparation
<b>Region:</b> LCA	<b>Country:</b> Nicaragua	<b>Sector:</b> Public Sector Governance
<b>Original Closing Date:</b> 11/05/2009	<b>Approval Date:</b> 10/06/2008	<b>Grant Agreement Date:</b> 12/24/2008
	<b>Revised Closing Date:</b> 09/14/2010	<b>End Disbursement Date:</b> 03/14/2011
<b>Amount:</b> US\$800,000	<b>Disbursement:</b> US\$658,228	<b>% of Grant Amount Disbursed:</b> 82

### 2. Grant Objective:

The purpose of this grant was to support the Government of Nicaragua to prepare a project that works to strengthen the public sector's capacity to develop and implement public policies for better governance conditions by increasing the overall effectiveness, efficiency, and transparency in the use of public resources to support the implementation of poverty reduction programs.

### 3. Key Achievements:

- The grant objective has been achieved with the approval of the associated project by the Bank's Board of Executive Directors in December 2010.
- The grant provided support to complete the design of a comprehensive Public Financial Management strategy for the country and to prepare a lending operation to be jointly supported by the World Bank, the Inter-American Development Bank and the European Union. The Nicaragua Public Financial Management Project was prepared and approved.
- All committed activities were implemented and completed on time. The grant supported the preparatory activities for the new public sector operation in Nicaragua in the context of the Government PFM Modernization Plan known as PMSAF. The PMSAF is the result of internal discussions within the Ministry of Finance which secures a great level of government ownership on the reform. The PMSAF aims at strengthening the country's core PFM systems (i.e. budget, accounting, treasury, and public debt) and other non-core administrative procedures (i.e. human resources, public investment, procurement, and State Assets). In addition, the PMSAF not only pursues to strengthen legislation, norms, and procedures but also the institutional capabilities of the MOF line units.
- Three of the attained outputs supported by this grant should be highlighted as special contributions to the design and definition of an ambitious PFM reform strategy in the country: (a) the adoption of a new PFM integrated model that was the result of extensive discussions, analysis and brainstorming sessions between teams, counterparts and international experts. The latter brought the most recent international experience on the conceptual approach for the modernization of PFM systems. The highlighted aspect of the new approach is the conceptual integration of financial as well as administrative procedures; (b) the decision to move from a software in-house development strategy to the use of a Commercial off the Shelf type of solution; and (c) the mobilization of a multi-donor effort to support the government's reform strategy that resulted in a co-financed operation by the Bank, the IADB, and the European Union.
- The implementing agency was leading the implementation of the associated project preparation process from the beginning. The grant provided additional capacity building support by facilitating the involvement of international experts to work with government staff and local consultants in order to develop a sophisticated PFM conceptual model that was the basis for the design of the recently-approved PFM modernization project. The grant was also instrumental in supporting south-to-south collaboration and information sharing activities with other countries in the region in order to validate the project design and reform approach for the PFM modernization program.

## Mexico: Adaptation to Climate Change

### 1. Grant Data

<b>Name:</b> Adaptation to Climate Change	<b>Grant Number:</b> TF090326	<b>Grant Type:</b> Climate Change
<b>Region:</b> LCA	<b>Country:</b> Mexico	<b>Sector:</b> Environment
<b>Original Closing Date:</b> 09/30/2009	<b>Approval Date:</b> 06/05/2007	<b>Grant Agreement Date:</b> 12/21/2007
<b>Amount:</b> US\$545,000	<b>Revised Closing Date:</b> 09/30/2010	<b>End Disbursement Date:</b> 03/31/2011
	<b>Disbursement:</b> US\$507,955	<b>% of Grant Amount Disbursed:</b> 93

### 2. Grant Objective:

The purpose of the grant was to support the Government of Mexico in responding to climate change impacts on national water resources and on coastal wetlands in its territory.

### 3. Key Achievements:

- The grant objective has been achieved, the activities under the grant have been completed, all contracts have been complied with, and results have been received and incorporated into project design or applied as inputs for project implementation.
- The results of the grant activities have been used as the basis for the design and preparation of the Adaptation to Climate Change Impacts on the Coastal Wetlands in the Gulf of Mexico Project financed by the Special Climate Change Fund (SCCF). The project was declared effective on October 2011 and is now under implementation.
- This grant provided the following outputs: (a) the design of a methodology to assess and quantify the economic and physical impacts from intensified hurricanes on the Gulf of Mexico Coast, and the projected quantification of these impacts; (b) detailed tools and information to assess the expected impacts of global climate change in the hydrologic response of key watersheds to climate stimuli under different climate change scenarios, identification of regulations and policy options; and (c) an economic analysis of climate change impacts on national water resources, with special emphasis on coastal ecosystems in Mexico.
- There was significant success in the cooperation with the Japanese Space Agency and its technical support branch for access and use of data generated by the Advanced Land Observing Satellite (ALOS) in coastal wetlands. The Japanese agencies provided training on the ground and the cooperation resulted in a significant increase in technical capacity. An archive has been created where the ALOS images, using three different sensors, have been stored for continuous monitoring and diagnosis of coastal wetlands. The results are of very high quality and have been highlighted by RAMSAR (Convention on Wetlands of International Importance Especially as Waterfowl Habitat) representatives as an example to be deployed in other regions.
- The quality at entry of the follow-up SCCF project improved as a result of grant activities. For example, a methodology for the anticipated physical impacts of intensified hurricanes, extreme rainfalls and storm surges on the Gulf Coast of Mexico was developed. Assessment of the expected impacts of global climate change in the hydrologic response of Gulf of Mexico watersheds was conducted using the ALOS. These results have been shared and discussed among the leading Mexican and global practitioners in a workshop held in Veracruz in March 2010.
- The Metropolitan Autonomous University, which worked closely to manage the grant, has increased its fiduciary capacity as a result of this grant and will be able to handle Bank operations in the future. The studies commissioned under the grant have increased the technical knowledge of the institution and will be the basis for the implementation of the SCCF project; these studies can be replicated in the Caribbean and other countries with the coastal ecosystems and wetlands.
- The knowledge platform created with the support of the grant will be further expanded and improved during the implementation of the SCCF project.

## **Middle East and North Africa Region**

**Egypt: Family Health Insurance Project**

## **1. Grant Data**

<b>Name:</b> Family Health Insurance Project	<b>Grant Number:</b> TF057802	<b>Grant Type:</b> Project Preparation
<b>Region:</b> MNA	<b>Country:</b> Egypt	<b>Sector:</b> Health, Nutrition and Population
<b>Original Closing Date:</b> 12/18/2007	<b>Approval Date:</b> 12/20/2006	<b>Grant Agreement Date:</b> 05/29/2007
<b>Amount:</b> US\$770,000	<b>Revised Closing Date:</b> 09/30/2010	<b>End Disbursement Date:</b> 03/31/2011
	<b>Disbursement:</b> US\$463,680	<b>% of Grant Amount Disbursed:</b> 60

## **2. Grant Objective:**

The purpose of the grant was to support the Government of Egypt by financing preparation activities for the Health Insurance Systems Development Project. The objectives of this project are to increase access to and use of basic health services for the poor by expanding health insurance coverage to this population, and to improve the quality of care received by this group by addressing both provider incentives and health insurance payer accountability.

## **3. Key Achievements:**

- The grant objective has been achieved and the project was approved by the World Bank's Board of Executive Directors.
- The project will support the Government of Egypt's (GOE) program to establish an efficient and effective national social health insurance system. This will be achieved through the adoption of a proven business model for social health insurance operations and management by the single national payor organization of the SHI system. The project will entail development and use of formalized business processes for the single payor function; a functioning operations and management information system; and corresponding operational and management skills development within the payor.
- The grant contributed to the capacity building of the project implementation agency. The grant activities contributed to the development of Egypt's new health insurance program. The grant activities were implemented effectively by recruiting consultants for specific technical assistance.

## **Tunisia: Tunisia Skills Development**

## **1. Grant Data**

<b>Name:</b> Tunisia Skills Development	<b>Grant Number:</b> TF090853	<b>Grant Type:</b> Project Preparation
<b>Region:</b> MNA	<b>Country:</b> Tunisia	<b>Sector:</b> Education
<b>Original Closing Date:</b> 12/16/2008	<b>Approval Date:</b> 8/28/2007	<b>Grant Agreement Date:</b> 12/31/2007
<b>Amount:</b> US\$340,000	<b>Revised Closing Date:</b> 09/30/2010	<b>End Disbursement Date:</b> 03/31/2011
	<b>Disbursement:</b> US\$124,679	<b>% of Grant Amount Disbursed:</b> 37

## **2. Grant Objective:**

The purpose of this grant was to support the Government of Tunisia in preparing the Vocational Training Modernization Project, which aims to improve the employability of secondary and vocational education graduates by: (a) increasing the external efficiency of the vocational training/technical education system by improving the quality and relevance of the programs offered; (b) adopting funding mechanisms that promote better links between training programs with private enterprises; and (c) improving the management of the system that promotes the use of labor market information systems for decision making.

## **3. Key Achievements:**

- The grant objective has been achieved, but approval has not yet been received by the World Bank's Board of Executive Directors. A major government reshuffle that occurred in late 2009 shifted responsibility for vocational training (and therefore the grant) from the education ministry to the employment ministry. This resulted in serious delays in implementation as the new team got up to speed with grant objectives and implementation requirements.
- By the time of grant closure, the new team had managed to deliver a series of background technical studies and capacity building activities that will effectively position the Government of Tunisia for project preparation.
- Although the employment ministry was not able to deliver the full program of activities as originally planned, the ministry implementation team made real efforts to deliver a reasonable program in the time available.

## **Yemen: Grant for the Second Higher Education Project**

### **1. Grant Data**

<b>Name:</b> Grant for the Second Higher Education Project	<b>Grant Number:</b> TF093102	<b>Grant Type:</b> Project Preparation
<b>Region:</b> MNA	<b>Country:</b> Yemen	<b>Sector:</b> Education
<b>Original Closing Date:</b> 03/30/2010	<b>Approval Date:</b> 10/6/2008	<b>Grant Agreement Date:</b> 09/30/2009
	<b>Revised Closing Date</b> 09/01/2010	<b>End Disbursement Date:</b> 03/01/2011
<b>Amount:</b> US\$570,000	<b>Disbursement:</b> US\$267,993	<b>% of Grant Amount Disbursed:</b> 47

## 2. Grant Objective:

The purpose of the grant was to assist the Government of Yemen in preparing the Second Higher Education Project through activities such as stakeholder consultation, studies and workshops, and provision of technical advisory services and goods. The project's objectives are to improve the quality and relevance of the selected programs in Yemen's universities and to maintain the momentum on longer-term reform of university finance and governance.

## 3. Key Achievements:

- The grant objective has been achieved, and approval was given by the World Bank's Board of Executive Directors.
- The grant supported activities required for the preparation of the project which included stakeholder consultation, studies and workshops, and the provision of technical advisory services and goods.
- Extensive technical, fiduciary, and operational support was given to the PMU and university teams to ensure early on capacity building activities, including fiduciary and technical workshops to support the development of the proposals. This also included sub-contracting an international consultant to support the development of the operational manual.
- Supporting the development of the universities' proposals during the project preparation phase offered key momentum at the sub-project level and allowed the Government of Yemen to make the best of the project implementation phase and move into a head-start at time of project effectiveness.
- The grant allowed for knowledge transfer from the World Bank's side and from those consultants contracted to support the teams at the university level.
- There is uncertainty regarding the sustainability of the project due to the overall country situation which has led to the suspension of disbursement to all Yemen projects in July 2011.

## Yemen: Integrated Urban Development Project

### 1. Grant Data

<b>Name:</b> Integrated Urban Development Project (IUDP)	<b>Grant Number:</b> TF092824	<b>Grant Type:</b> Project Preparation
<b>Region:</b> MNA	<b>Country:</b> Yemen	<b>Sector:</b> Urban Development
<b>Original Closing Date:</b> 10/28/2009	<b>Approval Date:</b> 08/08/2008	<b>Grant Agreement Date:</b> 09/24/2008
<b>Amount:</b> US\$950,000	<b>Revised Closing Date:</b> 08/18/2010	<b>End Disbursement Date:</b> 02/18/2011
	<b>Disbursement:</b> US\$374,771	<b>% of Grant Amount Disbursed:</b> 39

### 2. Grant Objective:

The purpose of the grant was to support the Government of Yemen to prepare for the Integrated Urban Development Project (IUDP), which has as its objectives: (a) improving the living conditions of poor and at-risk populations and reducing environmental degradation in priority urban centers, and (b) introducing a viable institutional model for municipal service delivery in selected governorate capital cities.

### 3. Key Achievements:

- The grant partially achieved its objective and received approval from the World Bank's Board of Executive Directors. The IUDP was initially intended to cover the cities of Sana'a and Taiz. A decision was later made to exclude the Sana'a sub-component and focus solely on Taiz, resulting in partial utilization of the grant.
- The grant activities supported the improvement of living conditions of the urban poor and populations at risk to natural hazards. The grant also supported the development of the financial management system for the project and helped strengthen the capacity of the project management unit for the implementation of the project.
- The grant financed the following activities: (a) Sana'a Feasibility Study of the Solid Waste Management System. This contract was completed and copies of all the reports were submitted to the Sana'a Mayor office, (b) two individual time-based consultancy contracts were awarded covering work on Sana'a and Taiz. These contracts were meant to help supervise engineering designs and social studies carried out by other consultants financed by both Taiz Municipal Development and Flood Protection Project Additional Financing and this grant. The total cost of both studies was disbursed, and (c) establishment of a Financial Management System.

## **South Asia Region**

**Bangladesh: Dhaka Environment and Water Resources Management Project**

## **1. Grant Data**

<b>Name:</b> Bangladesh Dhaka Environment and Water Resources Management Project	<b>Grant Number:</b> TF057773 <b>Country:</b> Bangladesh <b>Approval Date:</b> 12/20/2006	<b>Grant Type:</b> Project Preparation <b>Sector:</b> General Water, Sanitation, and Flood Protection; <b>Grant Agreement Date:</b> 08/07/2007 <b>End Disbursement Date:</b> 02/28/2011
<b>Region:</b> SAR <b>Original Closing Date:</b> 07/07/2008 <b>Amount:</b> US\$700,000	<b>Revised Closing Date:</b> 08/31/2010 <b>Disbursement:</b> US\$679,662	<b>% of Grant Amount Disbursed:</b> 97

## **2. Grant Objective:**

The purpose of the grant was to support the Government of Bangladesh in the preparation of a project that will promote integrated pollution management in the watershed of Greater Dhaka and, through a series of preventive and abatement measures in selected industrial pollution hot spots, contribute to pollution reduction and improved environmental conditions in the watershed.

## **3. Key Achievements:**

- The grant objective has been achieved, and the preparation of the Dhaka Environment and Water project is currently under review.
- Deeper knowledge was gained by the Department of Environment (DOE) on institutional arrangements for effective monitoring and enhanced capacity for the prevention of industrial water pollution.
- The information generated by the studies financed under this grant included: (a) generation of baseline data regarding the surface and groundwater quality status, (b) pre-feasibility design of Common Effluent Treatment Plants, (c) completion of an environmental and social management framework to guide the incorporation of social and environmental issues in tackling pollution prevention and abatement, and (d) identification of options to strengthen the DOE, including more effective institutional arrangements for better water quality monitoring.
- All planned studies were carried out and all reports have been finalized. These studies offer clear operational project design options, which will (a) enable capacity building of the DOE's environmental monitoring and enforcement activities and (b) build appropriate wastewater treatment infrastructure to treat polluted water by the textiles and garments factories and reduce their water pollution footprint.
- The following agency-level capacity enhancement developments took place: (a) DOE institutional strengthening, including the creation of a separate water directorate and (b) capacity strengthening of the Dhaka Water Supply and Sewerage Authority (DWASA) and Local Government Engineering Department (LGED), leading to enhanced technical know-how in terms of best practice options for wastewater treatment. The grant also provided an important technical contribution for DWASA in terms of the water quality sampling.

## Bangladesh: Social Investment Program II (Rural Livelihoods)

### 1. Grant Data

<b>Name:</b> Social Investment Program II (Rural Livelihoods)	<b>Grant Number:</b> TF056967	<b>Grant Type:</b> Project Preparation
<b>Region:</b> SAR	<b>Country:</b> Bangladesh	<b>Sector:</b> Agriculture and Rural Development
<b>Original Closing Date:</b> 09/30/2007	<b>Approval Date:</b> 06/16/2006	<b>Grant Agreement Date:</b> 05/03/2007
<b>Amount:</b> US\$05,000	<b>Revised Closing Date:</b> 08/31/2010	<b>End Disbursement Date:</b> 02/28/2011
	<b>Disbursement:</b> US\$395,778	<b>% of Grant Amount Disbursed:</b> 98

### 2. Grant Objective:

The purpose of the grant was to provide preparatory activities to support the Government of Bangladesh's Social Investment Program II (SIPP-2), which has the objective of reducing poverty amongst the rural people, especially the "hard core poor" currently outside the reach of most development interventions. Specifically, the development objective of the proposed project would be to empower the rural poor and improve their livelihoods in the poorest districts of Bangladesh through (a) developing, strengthening and synergizing pro-poor local groups and village-level institutions; (b) enhancing skills and capacities of the poor (especially women and the vulnerable); and (c) financing demand-driven subproject investments related to productive community infrastructure and livelihoods of the poor.

### 3. Key Achievements:

- The grant objective has been achieved, and SIPP-2 was approved by the World Bank's Board of Executive Directors.
- The grant strengthened the capacity of the project implementation team, which will serve well during implementation. There was wider dissemination through various materials developed by the grant funds, including a booklet on project rules and procedures and a documentary film on public-private-partnership practices. In addition, community financing products are being developed that are suitable for the poor and hard core poor target group, and improved livelihoods options are being explored for the flood-affected communities in target areas.
- The grant was effectively used to carry out assessments and studies that build the capacity of the client to understand various aspects of the project design and institutional set-up. Part of the grant was used to help the client develop and operationalize various project processes and procedures, which has substantially improved knowledge and client/project team capacity. The focus of the project was to enhance institutional capacity at various levels - national, regional and community/local. The studies, assessments and capacity building activities informed the design of the improved institutional structure and developed systems at various levels.
- A number of training and workshops have been organized for the project staff and participating community members. A number of consultants have been hired in key areas such as community finance, floods livelihood restoration, and monitoring and evaluation. Firms have been hired to (a) conduct baseline survey for the scaled-up operation, (b) redesign the MIS of the implementing agency; (c) carry out impact assessment of infrastructure activities; (d) determine lessons learned from Phase 1 and other similar programs; and (e) redesign the framework for social and environmental assessment.
- The grant has built capacity of the Social Development Foundation to select consultants, carry out various assessments and have a participatory process to design the project.

## Pakistan: Capacity Building for Development and Implementation of Carbon Finance Projects

### 1. Grant Data

<b>Name:</b> Capacity Building for Development and Implementation of Carbon Finance Projects	<b>Grant Number:</b> TF056732	<b>Grant Type:</b> Climate Change
	<b>Country:</b> Pakistan	<b>Sector:</b> Water
	<b>Approval Date:</b> 05/11/2006	<b>Grant Agreement Date:</b> 03/07/2007
<b>Region:</b> SAR		
<b>Original Closing Date:</b> 03/31/2009	<b>Revised Closing Date:</b> 12/31/2010	<b>End Disbursement Date:</b> 06/30/2011
<b>Amount:</b> US\$570,000	<b>Disbursement:</b> US\$197,164	<b>% of Grant Amount Disbursed:</b> 35

### 2. Grant Objective:

The purpose of the grant was to strengthen the Government of Pakistan's capacity to develop and implement carbon finance transactions eligible under the current Kyoto Protocol and international regimes to address climate change post-2012, where Canada, Japan and the EU-15 agreed to collectively reduce greenhouse gas emissions by an average of 5.2% between 2008 and 2012.

### 3. Key Achievements:

- Achievement of grant objectives was moderately unsatisfactory. The delay in the activities was caused by political conditions in Pakistan and the 18th Constitutional Amendment which phased out the Ministry of Environment.
- Due to the institutional weaknesses of the Ministry of Environment, the Pakistan Environmental Protection Agency, and the provincial environmental agencies, Pakistan was unable to take full advantage of this grant. As a result of the phasing out of the Ministry of Environment, all environmental management responsibilities were taken over by the Ministry of Disaster Risk Management by December 2011.
- The grant has made the following contributions; (a) industrial sector stakeholders, consultants, academics, and governmental officers of the provincial environmental agencies, the Pakistan Environmental Protection Agency and the former Ministry of Environment (now Minister of Disaster Risk Management) were trained on climate change mitigation and carbon financing. In addition, a number of Project Idea Notes (PINs) were drafted; (b) the grant financed the training of stakeholders and the preparation of PINs. Though training took place, it did not result in further action due to cancellation of the grant; and (c) the grant helped to address procurement, financial management and technical capacity issues which were not foreseen at project preparation stage.

## Pakistan: PHRD Grant for Technical Assistance National Environment Policy Project

### 1. Grant Data

<b>Name:</b> PHRD Grant for Technical Assistance National Environment Policy Project	<b>Grant Number:</b> TF093104	<b>Grant Type:</b> Project Preparation
	<b>Country:</b> Pakistan	<b>Sector:</b>
	<b>Approval Date:</b> 10/06/2008	<b>Grant Agreement Date:</b> 04/04/2009
<b>Region:</b> SAR		
<b>Original Closing Date:</b> 01/15/2010	<b>Revised Closing Date:</b> 12/28/2010	<b>End Disbursement Date:</b> 06/28/2011
<b>Amount:</b> US\$500,000	<b>Disbursement:</b> US\$7,684	<b>% of Grant Amount Disbursed:</b> 2

### 2. Grant Objective:

The purpose of the grant was to support the Government of Pakistan (GoP) in the preparation of a project to strengthen the government's capacity for environmental management, with the long-term objectives of enabling (a) incremental reductions of environmental degradation and its costs; (b) gradual improvements in global competitiveness; and (c) the set up of foundations to ultimately achieve sustainable economic growth.

### 3. Key Achievements:

- The grant objectives were not achieved, and the project was cancelled.
- Pakistan's 18th Constitutional Amendment; phased out the Ministry of Environment, the CMU decided to cancel the preparation of the Pakistan National Environmental Policy loan. For this reason, the CMU decided to reject a request from the GoP to extend the closure date of this PHRD.
- The grant was cancelled before any studies were implemented, so it is not possible to identify any contribution to Pakistan's development agenda.

