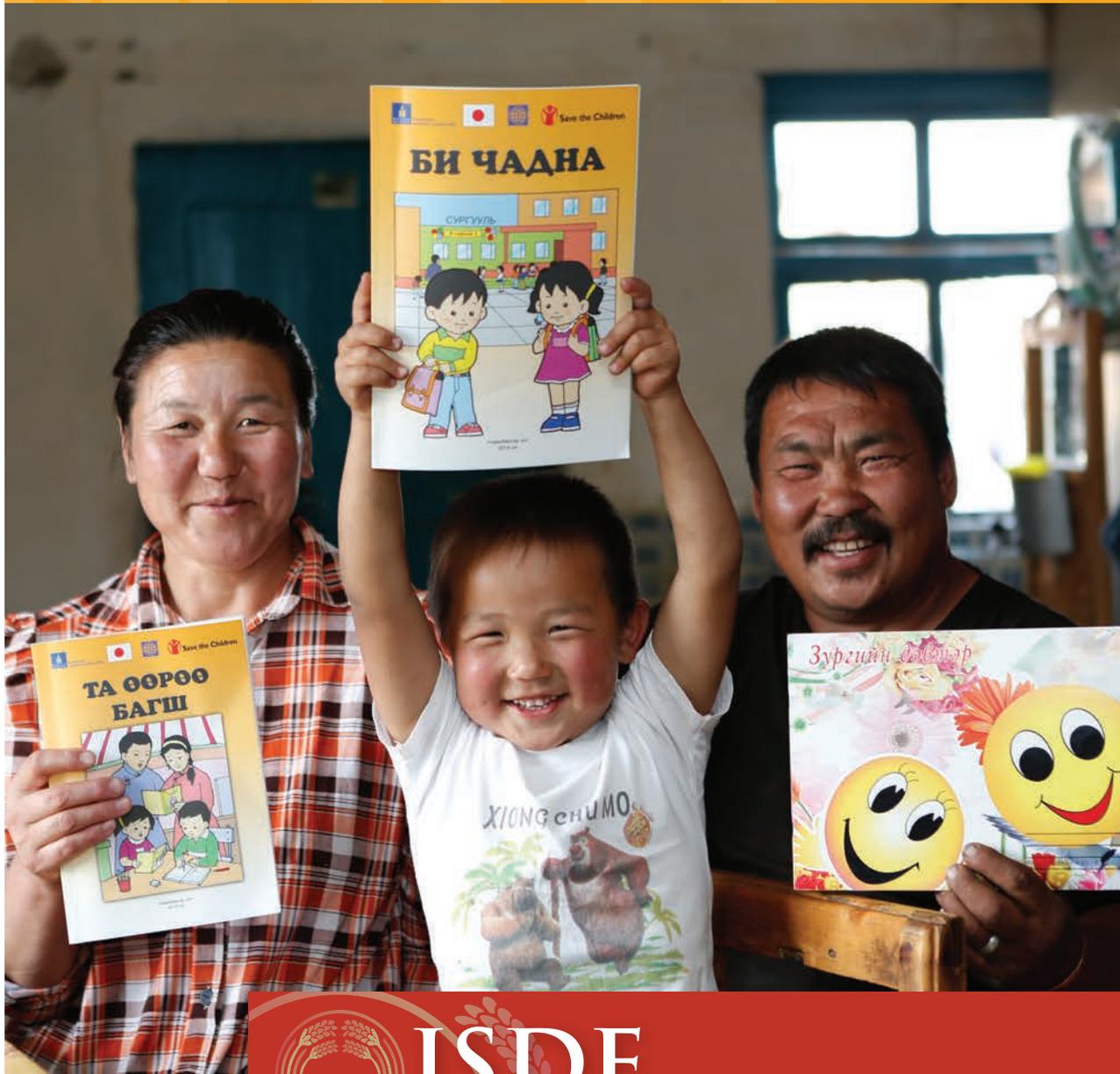


JSDF

Japan Social Development Fund ANNUAL REPORT FISCAL YEAR 2016



JSDF

Japan Social Development Fund



Government of Japan



WORLD BANK GROUP
Development Finance

JSDF

Japan Social Development Fund
ANNUAL REPORT FISCAL YEAR 2016



Government
of Japan



WORLD BANK GROUP
Development Finance

ACHIEVING DEVELOPMENT RESULTS AT A GLANCE

Delivering integrated solutions to help JSDF beneficiaries address their development challenges requires a focus on results. Over the past couple of years, JSDF has instituted mechanisms at the program level to support the delivery of development results on the ground. JSDF-supported projects have yielded significant results across many areas, as shown below in selected examples from around the globe.

The focus of the **70 JSDF-financed** projects in Fiscal Year 2016 was on **6 thematic areas**: Livelihood Support; Improved Nutrition and Early Childhood Development; Inclusive Education; Environmentally Sustainable Agricultural Practices, Adaptation to Climate Change and Community-Level Disaster Risk Management; Legal Services and Local Governance; Basic Health and Sanitation Services. These projects reached millions of the poorest and marginalized men, women and children and helped to bring about a positive change in their lives.

JSDF BENEFICIARIES REACHED

About **2.93 million** people, of whom 50 percent are women, benefitted from JSDF-financed project activities.

INCLUSIVE EDUCATION

Nearly **6,096 children of poor herder families in Mongolia** are prepared for mainstream schools through home-based school preparation programs and improved learning through enrollment in compensatory education programs



About **255 deaf children** function well in families and well prepared for mainstream schools; and **50 deaf adults** trained to become mentors of deaf children in Vietnam

About **1,100 teachers** trained on inclusive education and **1,009 children with disabilities** enrolled in schools in Malawi.

BASIC HEALTH AND SANITATION SERVICES

About **98,000 persons** with access to improved sanitation facilities



Nearly **2,480 households and schools** equipped with at least one improved sanitation facility in Ghana

Approximately **50 percent reduction** in stigma against Ebola-affected individuals/households in Liberia

248 Village Savings and Loans Schemes financed construction of **2,426 household toilets** in Ghana.

LEGAL SERVICES AND LOCAL GOVERNANCE



About **23,389 poor and vulnerable people** have access to legal counseling and representation, which increased their awareness of their legal rights and the mechanisms for exercising and enforcing those rights. These beneficiaries received training on Alternative Dispute Resolution

Nearly **40,000 poor communities** are better informed of their legal rights and mechanisms for enforcement

As many as **2,478 civil, criminal and family matters cases** received and processed through new legal aid service system introduced under the project.

ENVIRONMENTALLY SUSTAINABLE AGRICULTURAL PRACTICES, ADAPTATION TO CLIMATE CHANGE AND COMMUNITY-LEVEL DISASTER RISK MANAGEMENT



82,469 small holder farmers reached, of whom **50,085 are women**

Nearly **2,741 farms** implementing agro-forestry and mixed agriculture systems

Average yield in participating farms increased by **21.6 percent** against the target of 15 percent

Approximately **3,200 farmers** trained in price management tools introduced in the project

4 landslide mitigation sub-projects based on Management of Slope Stability in Communities methodology completed in selected project areas in Jamaica and 971 community leaders and 43 government officials were trained in this methodology.

LIVELIHOOD SUPPORT

1.07 million direct beneficiaries, of whom about 50 percent are women



Employment generated for about **22,026 persons**, including women, through vocational training, implementation of labor-intensive community-based infrastructure sub-projects

Approximately **11,300 trained** in livelihood opportunities; about **4,878 youths** received vocational training

Over **80 percent (on average) increase in household income** as a result of project related interventions in Belize and Mongolia



About **1,100 artisans trained** in sustainable mining techniques, business management and legal aspects in Ethiopia.

IMPROVED NUTRITION AND EARLY CHILDHOOD DEVELOPMENT

736,584 direct beneficiaries

As many as **100,138 children under 5 years of age, adolescent girls, pregnant women and lactating mothers** benefitted from nutrition education and basic nutrition services

Approximately **96,903 children (0-24 months)** participated in monthly growth monitoring and benefitted from improved feeding practices



100 percent of targeted infants exclusively breast-fed in project areas in two countries in Africa

60 percent of severely malnourished children supported by projects gained weight.

MESSAGE FROM JAEHYANG SO

DIRECTOR, DEVELOPMENT FINANCE, TRUST FUNDS AND PARTNERSHIPS



It is with great pleasure that I present the 2016 Annual Report of the Japan Social Development Fund (JSDF). Fiscal Year 2016 has been very fulfilling with solid accomplishments by the JSDF. This one-of-a-kind trust fund continues to support the poorest men and women, youths, and other marginalized segments of the population who have been by-passed by mainstream development interventions. By piloting new innovative approaches to community engagement, JSDF projects have brought insights that have routinely been scaled-up through projects financed by the World Bank Group and development partners, informed development policies and strategies of the country governments, and the work of our NGO/CSO partners. Hundreds of thousands of people across the globe have been provided with new opportunities to have their voices heard in decisions that affect their lives and to assume greater responsibilities for their own destiny.

A comprehensive JSDF Results Framework capturing the distinctive features of the JSDF Program was developed in FY16. The two-tier structure of the Results Framework and the core sector indicators are aligned with that of the World Bank's. The six thematic focus areas of JSDF Programs underpin the Results Framework. The development thematic areas are: (i) Livelihood Support, (ii) Nutrition and Early Childhood Development, (iii) Inclusive Education, (iv) Environmentally Sustainable Agricultural Practices, Adaptation to Climate Change and Community-Level Disaster Risk Management, (v) Basic Sanitation and Health Services, and (vi) Legal Services and Local Governance. The development results presented in this year's Annual Report are based on the JSDF Results Framework.

Results from the JSDF FY16 portfolio of projects are significant. A few examples are mentioned here. About 2.93 million people, of whom half are women, directly benefited from the 70 projects in the portfolio. Employment was generated for about 22,026 persons, including women, through vocational and new skills training, implementation of labor-intensive community-based infrastructure sub-projects and sustainable alternative (e.g., natural resources based) livelihood opportunities. Approximately 100,138 children under five years of age, adolescent girls, pregnant women and lactating mothers from vulnerable households benefitted from

community based nutrition education and basic nutrition services. About 6,096 children of poor herder families were prepared for mainstream schools through home-based school preparation programs and improved learning through enrollment in compensatory education programs, about 1100 teachers trained on inclusive education, and 1009 children with disabilities have been enrolled in schools. Two JSDF projects helped smallholder farmers to implement agro-forestry and mixed agricultural systems for environmentally sustainable agricultural practices. In order to reduce vulnerability of small farmers to the increased volatility in global food markets, one JSDF project trained 3,200 farmers in agriculture price risk management strategies. JSDF projects enabled 23,389 poor and vulnerable people to access legal counseling and representation, increase awareness of their legal rights and the mechanisms for exercising and enforcing those rights, and received training on Alternative Dispute Resolution.

The experiences with the implementation of some of the closed projects informed the designs of the following lending operations: (i) JSDF Benin Community Nutrition Pilot Project informed the design of WBG financed Multisectoral Food Health and Nutrition Project (\$28 million); (ii) the WBG financed Poverty Fund II Additional Financing will continue to consolidate the livelihood and nutrition activities by strengthening village self-help groups and village nutrition centers established under the Lao PDR Mobilizing Ethnic Communities for Improved Livelihoods and Wellbeing Pilot Project; (iii) Strengthening Health Care for Results Project in Tanzania was informed by the JSDF Rural Food Fortification Project in Tanzania; and (iv) the design of the Quality Education for Children with Hearing Loss Project financed under the Global Partnership for Output-Based Aid Program benefited from the lessons learnt from the Vietnam Intergenerational Deaf Education Outreach Project.

On behalf of the World Bank Group and the JSDF beneficiaries, I would like to express our gratitude to the Government of Japan for their continued leadership and sustained support to the program, recognizing its valuable contribution to improving the lives of the poorest and most marginalized groups across the globe.



CONTENTS

MESSAGE FROM JAEHYANG SO ——— iv
ABBREVIATION AND ACRONYMS ——— xiv
EXECUTIVE SUMMARY ——— xvi



CHAPTER 1 INTRODUCTION TO JSDF PROGRAM ——— 1

Program Objectives ——— 1
**JSDF Program Financial Contributions, Allocations and Disbursements
 Since Inception ——— 1**
Contributions ——— 2
Types of JSDF Program Grants ——— 2
JSDF Grants Approval ——— 3



CHAPTER 2 PROGRAM ACTIVITIES IN FISCAL YEAR 2016 ——— 4

Overview of FY16 Portfolio of Approved Recipient Executed Grants ——— 4
Disbursements ——— 4
FY16 Approval of JSDF Grants ——— 6
 Regular Program Grants ——— 6
 Seed Fund Grants ——— 7
 Tokyo International Conference for African Development (TICAD) V Action
 Plan Implementation ——— 7
 Scaling Up Nutrition Program ——— 8
 Support for the Disarmament, Demobilization and Reintegration
 of Ex-combatants Program ——— 8
 JSDF and the Global Development Network Collaboration Program ——— 9
 GDN Conference in Peru ——— 9



CHAPTER 3 **PROJECT PERFORMANCE IN FISCAL YEAR 2016** ————— **10**

Thematic Priorities of the JSDF Program ————— 10

Aggregate Ratings of Project Development Objectives ————— 12

Achievements of Active Projects – the Highlights ————— 12



CHAPTER 4 **LIVELIHOOD SUPPORT** ————— **13**

Armenia: JSDF Strengthening the Livelihoods and Voice of Vulnerable and Disabled Persons (\$2.67 million) ————— 14

Bangladesh: Safe Migration for Bangladeshi Workers (\$2.58 million) ————— 15

Belize: Promoting Sustainable Natural Resource-based Livelihoods (\$2.80 million) ————— 16

Bolivia: Integrated Community-Driven Territorial Development for Remote Communities in the Amazon (\$2.22 million) ————— 18

Djibouti: Enhancing Income Opportunities (\$2.73 million) ————— 19

Ethiopia: Support to Artisan Miners (\$2.87 million) ————— 20

Philippines: Community Enterprise Development as a Pathway out of Poverty (\$2.93 million) ————— 21

Thailand: Community-based Livelihood Support for the Urban Poor (\$2.85 Million) ————— 22



CHAPTER 5 **IMPROVED NUTRITION AND EARLY CHILDHOOD DEVELOPMENT ——— 23**

- Bolivia: Early Childhood Care and Development in the Poorest and Most Vulnerable Urban Districts of La Paz and El Alto (\$2.79 million) ——— 24
- India: Karnataka Multisectoral Nutrition Pilot Project (\$4.55 million) ——— 25
- Tajikistan: Scaling-up of the JSDF Grant for the Pilot of Nutrition Investments in Severely Food Insecure Districts (\$2.80 million) ——— 26
- Timor-Leste: Community Driven Nutrition Improvement Project (\$2.85 million) ——— 27
- Togo: Cash Transfer for Vulnerable Children (\$2.55 million) ——— 28
- Uganda: An Innovative, Integrated Approach to Enhance Smallholder Family Nutrition (\$2.80 million) ——— 29
- Yemen: Emergency Targeted Nutrition Intervention (\$2.73 million) ——— 30
- Zambia: Livelihood and Nutrition Project (\$2.75 million) ——— 30



CHAPTER 6 **INCLUSIVE EDUCATION ——— 32**

- Mongolia: Improving Primary Education Outcomes for the Most Vulnerable Children in Rural Mongolia (\$2.46 million) ——— 33



CHAPTER 7 **ENVIRONMENTALLY SUSTAINABLE AGRICULTURAL PRACTICES, ADAPTATION TO CLIMATE CHANGE AND COMMUNITY-LED DISASTER RISK MANAGEMENT ——— 35**

- Kyrgyz: Support to Community Seed Funds (\$2.80 million) ——— 36



CHAPTER 8 **LEGAL SERVICES AND LOCAL GOVERNANCE ——— 37**

- Jordan: Enhancing Community Driven Legal Aid Services to the Poor (\$2.61 million) ——— 38



CHAPTER 9 **BASIC HEALTH AND SANITATION SERVICES ——— 39**

- Ghana: Results Based Financing for Sanitation and Hygiene (\$2.85 million) ——— 39
- Liberia: Supporting Psychological Health and Resilience (\$2.75 million) ——— 41
- Mozambique: Maputo Peri-Urban Sanitation (\$1.78 million) ——— 42



CHAPTER 10

PERFORMANCE OF THE FY16 CLOSED PROJECTS PORTFOLIO ——— 43

Livelihood Support ——— 44

Mongolia: Community-led Infrastructure Project for the Urban Poor in Ulaanbaatar Phase II (TF099673; \$2.77 million) ——— 44

Tunisia: Emergency Support for Youth (TF010625; \$2.78 million) ——— 46

Tunisia: Community Works and Local Participation (TF012412; \$2.87 million) ——— 47

Improved Nutrition and Early Childhood Development ——— 48

Belize: Improving Children’s Health and Nutrition (TF099168; \$2.75 million) ——— 48

Benin: Community Nutrition (TF097920; \$2.80 million) ——— 50

El Salvador: Safeguarding Human Capital of Urban Poor Children in the Context of Recurring Food Crisis (TF011078; \$2.75 million) ——— 51

Lao PDR: Mobilizing Ethnic Communities for Improved Livelihoods and Wellbeing (TF097786; \$2.62 million) ——— 53

Tanzania: Rural Food Fortification Project (TF099112; \$2.63 million) ——— 54

Inclusive Education ——— 56

Honduras: Piloting New Forms of Community-Administered Education for Socially Vulnerable Communities in Honduras (TF094670; \$1.71 million) ——— 56

Malawi: Promoting Inclusion of Children with Disability into Basic Education for All Program (TF099386; \$1.83 million) ——— 57

Vietnam: Intergenerational Deaf Education Outreach (IDEO) Project (TF099058; \$2.80 million) ——— 59

Environmentally Sustainable Agricultural Practices, Adaptation to Climate Change and Community Level Disaster Risk Management ——— 62

Burkina Faso: Emergency Livestock Feed Access Project (TF013331; \$2.85 million) ——— 62

El Salvador: Agricultural and Energy Risk Management: An Integral Strategy to Cope with Drought and Food Insecurity (TF013124; \$1.83 million) ——— 64

Guatemala: Strengthening the Resilience Capacity of Maya Indigenous Peoples and Peasants to Cope with Food Insecurity and Climate Change in Dry-Corridor (TF011700; \$2.51 million) ——— 65

Egypt: Participatory Farm-level Irrigation Modernization (TF098199; \$2.75 million) ——— 66

Nicaragua: Reducing Vulnerability of Small Farmers to Price Risk (TF014338; \$1.00 million) ——— 67

Honduras: Environmentally Sustainable Cacao Production for Small-Scale Indigenous Peoples and Afro-descendant Farmers (TF011699; \$2.25 million) ——— 69

Jamaica: Community Based Landslide Risk Reduction (TF095055; \$2.38 million) ——— 70

Legal Services and Local Governance ——— 72

Nigeria: Access to Justice for the Poor (TF099276; \$2.53 million) ——— 72

Peru: Enhancing Integrated Legal Strategies for the Poor (TF099277; \$1.12 million) ——— 74

CHAPTER 11 KNOWLEDGE MANAGEMENT ————— 76

CHAPTER 12 JSDF ACHIEVING DEVELOPMENT RESULTS – INSTITUTION OF PROGRAM LEVEL RESULTS FRAMEWORK ————— 79

CHAPTER 13 ADMINISTRATION ————— 84

Oversight of Program Activities ————— 84

India: Economic Empowerment for Women (SEWA) (\$1.80 million) ————— 85

Philippines: JSDF Community Enterprise Development as Pathway out of Poverty Project
(\$2.90 million) ————— 87

Philippines: JSDF Social Inclusion and Alternative Livelihood for the Informal Waste Sector
(\$2.90 million) ————— 88

Uganda: An Innovative, Integrated Approach to Enhance Smallholder Family Nutrition
(\$2.80 million) ————— 89

Ghana: JSDF Results-based Financing for Sustainable Sanitation and Hygiene Project
in Ghana (\$2.85 million) ————— 90

Japanese Visibility ————— 93

CHAPTER 14 LOOKING TOWARDS THE FUTURE ————— 94

List of Tables

Table 1.1: Overview of JSDF Financials Since Inception to FY16 (\$ Million) ————— 1

Table 1.2: JSDF Grants Approved by Type FY12–16 (\$ Million) ————— 3

Table 2.1: Composition of JSDF Portfolio of Recipient-Executed Grants by Type and Status
(by number and in \$ Million) ————— 4

Table 2.2: FY16 Portfolio: Cumulative Disbursement Performance of Active and Closed Grants
by Region ————— 5

Table 2.3: Disbursement Performance by Region and Grant Status
(as % of Total Grant Amount) ————— 5

Table 2.4: Regular Programs Approved in FY16 ————— 6

Table 2.5: Seed Fund Grants Approved in FY16 ————— 7

Table 2.6: List of Projects Approved in FY16 under the SUN Program ————— 8

Table 2.7: List of Projects under Appraisal under the Support for the Disarmament,
Demobilization and Reintegration of Ex-combatants Program ————— 8

Table 3.1: Performance on Project Development Objectives ————— 12

Table 4.1: Project Results — JSDF Strengthening the Livelihoods and Voice of Vulnerable and Disabled Persons in Armenia	14
Table 4.2: Project Results — Safe Migration of Bangladeshi Workers in Bangladesh	15
Table 4.3: Project Results — Promoting Sustainable Natural Resource-based Livelihoods in Belize	16
Table 4.4: Project Results — Integrated Community-Driven Territorial Development for Remote Communities in the Amazon in Bolivia	18
Table 4.5: Project Results — Enhancing Income Opportunities in Djibouti	19
Table 4.6: Project Results — Support to Artisan Miners in Ethiopia	20
Table 4.7: Project Results — Community Enterprise Development as a Pathway Out of Poverty in the Philippines	21
Table 4.8: Project Results — Community-based Livelihood Support for the Urban Poor in Thailand	22
Table 5.1: Project Results — Early Childhood Care and Development (ECD) in the Poorest and Most Vulnerable Urban Districts of La Paz and El Alto in Bolivia	24
Table 5.2: Project Results — Karnataka Multisectoral Nutrition Pilot Project in India	25
Table 5.3: Project Results — Scaling-up of the JSDF Grant for the Pilot of Nutrition Investments in Severely Food Insecure Districts in Tajikistan	26
Table 5.4: Project Results — Community Driven Nutrition Improvement Project in Timor-Leste	27
Table 5.5: Project Results — Cash Transfer Program for Vulnerable Children in Northern Togo	28
Table 5.6: Project Results — An Innovative Approach to Enhance Smallholder Family Nutrition in Uganda	29
Table 5.7: Project Results — Livelihood and Nutrition Project in Zambia	30
Table 6.1: Project Results — Improving Primary Education Outcomes for the Most Vulnerable Children in Rural Mongolia	34
Table 7.1: Project Results — Support to Community Seed Funds in Kyrgyz	36
Table 8.1: Project Results — Enhancing Community-Driven Legal Aid Services to the Poor in Jordan	38
Table 9.1: Project Results — Results Based Financing for Sanitation and Hygiene in Ghana	40
Table 9.2: Project Results — Supporting Psychological Health and Resilience in Liberia	41
Table 9.3: Project Results — Maputo Peri-Urban Sanitation in Mozambique	42
Table 10.1: Project Results — Mongolia Community Led Infrastructure Project for the Urban Poor in Ulaanbaatar	45
Table 10.2: Project Results — JSDF Emergency Support for Youth in Tunisia	46
Table 10.3: Project Results — Community Works and Local Participation in Tunisia	48
Table 10.4: Project Results — Improving Children’s Health in Belize	49
Table 10.5: Project Results — Community Nutrition in Benin	50

Table 10.6: Project Results — Safeguarding Human Capital of Urban Poor Children in the Context of Recurring Food Crisis in El Salvador	52
Table 10.7: Project Results — Rural Food Fortification in Tanzania	55
Table 10.8: Project Results: — Piloting New Forms of Community Administered Schools in Honduras	56
Table 10.9: Project Results — Malawi Promoting Inclusion of Children with Disability into Basic Education for All Program	58
Table 10.10: Project Results — Vietnam Intergenerational Deaf Education Outreach	60
Table 10.11: Project Results — Emergency Livestock Feed Access Project in Burkina Faso	63
Table 10.12: Project Results — El Salvador AGROENERGIA Project	64
Table 10.13: Project Results — Strengthening the Resilience Capacity of Maya Indigenous Peoples and Peasants to Cope with Food Insecurity and Climate Change in Guatemala	66
Table 10.14: Project Results — Participatory Farm-Level Irrigation Modernization in Egypt	67
Table 10.15: Project Results — Reducing the Vulnerability of Small Farmers to Price Risk in Nicaragua	68
Table 10.16: Project Results — Environmentally Sustainable Cacao Production for Small-Scale Indigenous Peoples and Afro-descendant Farmers in Honduras	70
Table 10.17: Project Results — Community-based Landslide Risk Reduction in Jamaica	71
Table 10.18: Project Results — Access to Justice for the Poor in Nigeria	72
Table 10.19: Project Results — Enhancing Integrated Legal Strategies for the Poor in Peru	74

List of Figures

Figure 1.1: JSDF: Cumulative Contributions (Inception to FY16, \$ million)	2
Figure 3.1: JSDF Thematic Areas of Focus and Performance Indicators	11
Figure 12.1: JSDF Program Level Results Framework M&E Methodology	80
Figure 12.2: Scale-up of Piloted JSDF Activities WBG Operations/Development Partner Operations	81
Figure 12.3 (A): Achieving Development Results on the Ground — JSDF	82
Figure 12.3 (B): Achieving Development Results on the Ground — JSDF	83

List of Boxes

Box 6.1: Addressing the Pre-School Needs of the Nomadic Herding Communities of Mongolia	33
Box 9.1: The CLTS Approach	40
Box 10.1: A Healthier Lifestyle for Indigenous Women and Children in Belize	49
Box 10.2: Testing Innovative Inclusive Education Methods in Malawi	57
Box 10.3: Unlocking the Potential of Pre-School Deaf Children in Vietnam	61
Box 10.4: Engaging Citizens Through Mediation - the Kaduna Model	73

List of Annexes

Annex 1: JSDF Regular Program Grants Approved in FY16	96
Annex 2: JSDF Seed Fund Grants Approved in FY16	97
Annex 3: JSDF Policy Guidelines and Program Allocation FY14-16	98
Annex 4: JSDF Guidance Note on Visibility of Japan	103

ABBREVIATION AND ACRONYMS

ADR	Alternative Dispute Resolution	IDEO	Intergenerational Deaf Education Outreach
AFR	Africa Region	ISR	Implementation Status Report
ASM	Artisanal and Small Scale Mining	JICA	Japan International Cooperation Agency
CBO	Community Based Organization	JSDF	Japan Social Development Fund
CLTS	Community Led Total Sanitation	LACON	Legal Aid Council of Nigeria
CPS	Country Partnership Strategy	Lao PDR	Lao People's Democratic Republic
CN	Concept Note	LCR	Latin America and Caribbean Region
CSF	Community Seed Fund	LGA	Local Government Area
CSO	Civil Society Organization	MENA	Middle East and North Africa
Dfi	Development Finance	MNP	Micro Nutrient Powder
DPTF	Department of Partnerships and Trust Fund	NGO	Non-Government Organization
DO	Development Objective	MIDP	Most Innovative Development Project
DRM	Disaster Risk Management	MoSSaic	Management of Slope Stability in Communities
EAP	East Asia and Pacific Region	OD	Open Defecation
ECA	Europe and Central Africa Region	ODF	Open Defecation Free
ECD	Early Childhood Development	O&M	Operation and Maintenance
EoJ	Embassy of Japan	ORD	Outstanding Research on Development
FCV	Fragile, Conflict, Violence	OFSP	Orange Flesh Sweet Potato
FJSS	Free Justice Services Station	PANSAN	National Food and Nutrition Security Policy
FY	Fiscal Year		
GDN	Global Development Network		
GoJ	Government of Japan		
GPOBA	Global Program for Output Based Aid		
ICR	Implementation Completion Report		

PDO	Project Development Objective	SLTS	School Led Total Sanitation
PHRD	Policy and Human Resources Development Fund	SUN	Scaling Up Nutrition
PRF	Poverty Reduction Fund	TA	Technical Assistance
PROHECO	Honduran Program for Community Based Schools	TTL	Task Team Leader
RE	Recipient Executed	TICAD	Tokyo International Conference on African Development
RF	Results Framework	VSLA	Village Savings and Loan Association
SAR	South Asia Region	WBG	World Bank Group
SHG	Self Help Group		

EXECUTIVE SUMMARY

The Japan Social Development Fund (JSDF) Program is unlike other trust funds managed by the World Bank Group (WBG). JSDF financed projects focus on addressing the multi-dimensional aspects of poverty. The unique approach of the JSDF is to pilot innovative community based and community driven projects targeted at the poor and vulnerable communities in WBG member countries, who have generally been by-passed by mainstream development interventions. The JSDF Program periodically realigns its focus to address emerging needs while maintaining the key principle of community driven development with poor and vulnerable communities in the driving seat. This Annual Report presents the financial and operational performance of the JSDF Program in Fiscal Year (FY) 2016. The report focuses particularly on the achievements of the development results of the projects in the FY16 portfolio.

From inception (FY 2000) to the end of FY16, cumulative contributions by the Government of Japan (GoJ) to the JSDF amounted to \$705.82 million. The total amount allocated to grants was \$642.50 million of which total disbursements stood at \$506.00 million.

The FY16 portfolio comprised 70 Recipient-Executed (RE) projects that amounted to \$191.11 million, of which 29 projects (\$67.54 million) closed during this period. Eleven new projects, including Seed Fund grants, amounting \$32.00 million were approved in FY16 to support improved access to basic health, promote inclusive education, livelihood opportunities, and better nutrition.

Under the Tokyo International Development Conference for African Development (TICAD) V Action Plan, nine projects amounting to \$27.00 million were under various stages of preparation in FY16. Of the six projects amounting to \$18.00 million under the JSDF Scaling Up Nutrition (SUN) Program, one (Senegal Household and Community Resilience to Food and Nutrition Insecurity Shocks) was at the approval stage. The other five projects were at the preparation and appraisal stages. Three projects (\$9.00 million) under the Disarmament, Demobilization and Reintegration

of Ex-Combatants Program were being appraised. Challenging country circumstances in the FCV countries have delayed the appraisal timeline.

In FY16, a comprehensive Results Framework (RF) for the JSDF Program was developed and it has been well received by WBG Management and the GoJ. The RF provides the building blocks and processes for effective measurement of the development achievements of the program and is aligned with the WBG's tier structure and Core Sector Indicators. The RF articulates the causal chain to reach JSDF's higher-level objectives to contribute to the WBG's twin objectives to end extreme poverty and promote shared prosperity through supporting innovative projects. The RF is structured under two tiers that articulate the JSDF Program's development objectives:

- Tier I: JSDF Program Development Objectives aim to directly respond to the development needs of the poorest, marginalized and most vulnerable groups in society through six thematic areas outlined below;
- Tier II: JSDF Program Development Objectives aim to provide rapid, demonstrable and sustainable benefits to the poorest and most vulnerable groups through scaling-up and or replicating design features of pilot projects in operations financed by WBG, development partners, governments, and NGOs.

Six thematic focus areas of the JSDF Program underpin the RF. These are: (i) Livelihood Support, (ii) Nutrition and Early Childhood Development, (iii) Inclusive Education, (iv) Environmentally Sustainable Agricultural Practices, Adaptation to Climate Change and Community-Level Disaster Risk Management, (v) Basic Sanitation and Health Services, and (vi) Legal Services and Local Governance. The achievements of the development results of the FY16 portfolio of projects presented in this year's Annual Report are in line with the thematic areas in the JSDF RF.

The achievement of development results as discussed below demonstrates how JSDF-supported projects contributed in improving the lives of the poor and most vulnerable. About 2.93 million people, of whom about half are women, have directly benefited from the 70 projects in the FY16 portfolio.

The projects under the Livelihood Support thematic area aimed to improve access of the poor and vulnerable people in rural and urban communities to gainful employment. The projects targeted youths in fragile and conflict countries, ethnic communities, poor farming and mining communities, vulnerable women, and persons with disabilities. About 22,026 poor men, women, and youth have secured employment opportunities in Armenia, Belize, Bolivia, Djibouti, Kenya, Mongolia, Thailand and Tunisia. Approximately 4,878 youths received vocational training in Djibouti and Tunisia and another 11,300 were trained in new skills and livelihood opportunities in Armenia, Bolivia, Ethiopia, Kenya and the Philippines. About 1,100 artisans in Ethiopia were trained in sustainable mining techniques, business management and legal aspects. On average, over 80 percent of those employed reported an increase in household income (Belize and Mongolia). About 370,000 potential migrants and their family members were provided orientation on safe migration in Bangladesh.

The FY16 portfolio of projects focused on Nutrition and Early Childhood Development targeted children less than five years of age, adolescent girls, pregnant women and lactating mothers in poor communities. The projects aimed at improvement of nutrition practices, promotion of cultivation and consumption of nutrient rich crops among smallholder families, adoption of pro-nutrition livelihood activities among poor ethnic communities, reduction of chronic malnutrition in children under five, young children in poor rural areas, early childhood development in ethnic communities, vulnerable segment of population affected by crises, address micro-nutrient deficiencies. As many as 100,138 children under five years of age, adolescent girls, pregnant women and lactating mothers benefitted from nutrition education and basic nutrition services in Belize, Benin, India, Lao PDR, Tanzania and Timor-Leste. About 96,903 children (0–24 months) participated in monthly growth monitoring and benefitted from improved feeding practices in Uganda, Benin, and Lao PDR. Nearly 100 percent of the targeted infants were exclusively breast-fed in Benin, Timor-Leste and El Salvador. In Benin and Togo about 60 percent of the severely malnourished children supported by the projects gained weight.

JSDF projects have reached out to children who were unable to transition from community-based schools to mainstream secondary schools, have some form of disability, or are from rural herder communities and are unable to attend mainstream schools. The projects also focused on training of teachers to work with children with hearing disability. In FY16, a JSDF project helped prepare 6,096 children of poor herding communities in rural Mongolia for mainstream schools through home-based school preparation program and improved learning through enrollment in compensatory education programs. In Malawi, about 1,100 teachers were trained in inclusive education and 1,009 children with disabilities were enrolled in schools. As a result of the JSDF interventions, about 255 deaf children functioned well in families and were well prepared for mainstream schools; and 50 deaf adults were trained to be mentors of deaf children in Vietnam.

JSDF projects promote environmentally sustainable agricultural practices, adaptation to climate change and community based disaster risk management. About 82,469 smallholder farmers, of whom 60 percent are women, benefited from JSDF projects in Burkina Faso, Guatemala, Egypt, Kyrgyz and Nicaragua. Agro-forestry and mixed agriculture systems are being implemented in 2,471 farms in Guatemala and Honduras. The operating costs of farmers (supported by the JSDF project applying irrigation water to their fields in Egypt) were reduced by 82 percent exceeding the targeted 30 percent. In Kyrgyz, the average yield in farms participating in a JSDF project increased by 21.6 percent against the target of 15 percent. The Nicaragua project (under the Emergency Window) aimed to reduce the vulnerability of small farmers to increased volatility in international food markets by reducing transactions costs for trading of agriculture products locally and internationally as well as increasing access to price risk management tools and strategies. The project facilitated training of 3,200 farmers in price management tools and helped to install an on-line platform for promotion of agricultural trade. So far, two trades have been made using the on-line risk management tools. In Jamaica, four landslide mitigation sub-projects based on the Management of Slope Stability in Communities methodology were completed in selected project areas in Jamaica and 971 community leaders and 43 government officials were trained in this methodology.

Poor and vulnerable people often have very limited or no access to legal services, such as counseling, representation, and dispute resolution and are generally unaware of their legal rights. JSDF projects have provided support in this area. Projects in Jordan, Nigeria and Peru directly helped 23,389 people access legal counseling and representation, gain awareness of their legal rights and the mechanisms for exercising and enforcing those rights. These beneficiaries were also trained in Alternative Dispute Resolutions. The projects helped to establish 75 functioning legal aid clinics. In Peru, 2,478 civil, criminal and family matters cases were received and processed through the new legal aid service system introduced under the project.

Several JSDF projects in FY16 aimed to improve hygiene practices, sanitation facilities and support the psychological health and resilience of poor communities. The projects in Ghana and Mozambique assisted about 98,000 persons with access to improved sanitation facilities. About 2,480 households and schools were equipped with at least one improved sanitation facility in Ghana. In the Liberia project on supporting psychological health and resilience, the stigma against Ebola-affected individuals/households was reduced by about 50 percent. In the peri-urban and rural governorates in the southeast, central and northwest areas under the project in Tunisia, skilled personnel attended 99 percent of the births.

All the closed projects were relevant to the country context, consistent with Country Partnership Strategies (CPS) and the government's development strategies. While all the JSDF projects were focused on improving the quality of lives of the vulnerable and marginalized communities, the emergency projects were particularly focused on providing rapid income support and short-term employment to youths, female-headed household groups, safeguarding the health and nutrition of very young children of marginalized urban poor families against recurrent food crises, reducing the vulnerability of small farmers to the increased volatility of international food markets, and protecting small-small livestock farmers from animal feed crises.

Some of the key lessons learnt from the closed projects include:

- (i) Clear and precise communication about the project among all stakeholders, at all levels of project implementation agencies, and with the target beneficiaries help achieve project outcomes. In addition to traditional communication methods, use of social media can be strategic in mitigating tensions and misunderstanding among key stakeholders. Social media can be an effective tool to raise awareness about the education needs of children with disabilities and to establish support networks;
- (ii) Youths can be positive agents of change in conflict countries when project interventions promote social inclusion and cohesion approaches;
- (iii) Involving the private sector in the design of job training helps with opportunities for post-training employment;
- (iv) Pro-nutrition livelihood activities can be successful when project objectives are well focused and implementation procedures are simple;
- (v) Adequate resources are needed for training of teachers to attend to special education needs of children with disabilities.

The experiences with the implementation of some of the closed projects informed the designs of WBG financed lending operations. These include:

- (i) JSDF Benin Community Nutrition Project informed the design of WBG financed Multisectoral Food Health and Nutrition Project (\$28 million);
- (ii) The WBG financed Poverty Reduction Fund (PRF) II Additional Financing aims to consolidate by strengthening village self-help groups and village nutrition centers set up under the JSDF Mobilizing Ethnic Communities for Improved Livelihoods and Wellbeing Project in Lao PDR;
- (iii) Design of the nutrition component focused on under-served areas in the WBG financed Strengthening Health Care for Results in Tanzania was informed by the JSDF Tanzania Rural Food Fortification Project;
- (iv) Design of the Quality Education for Children with Hearing Loss Project financed under the Global Partnership for Output-Based Aid Program benefited from the lessons from the Vietnam Intergenerational Deaf Education Outreach Project.

The JSDF Program remained committed to enhancing the visibility of the GoJ's generous contribution. The Communication Tool-Kit continues to be used by the WBG Task Team Leaders (TTLs) to increase Japan's visibility. The logo of the JSDF Program is being used in project related documents and videos. Officials of the Embassy of Japan (EoJ) were invited to project launch workshops. The JSDF team has met with the officials of the EoJ and the Japan International Cooperation Agency (JICA) and briefed them on the team's observations from the oversight missions to the project areas.

CHAPTER 1

INTRODUCTION TO JSDF PROGRAM

PROGRAM OBJECTIVES

The Japan Social Development Fund (JSDF) is a unique partnership program between the Government of Japan (GoJ) and the World Bank Group (WBG) that was established in the wake of the Asian financial crisis in 2000 to finance innovative economic and social pilot programs through modest project and capacity building grants. The projects financed with JSDF grants aim to directly respond to the needs of the poorest and most vulnerable people by piloting innovative approaches. A related objective is to demonstrate the sustainable benefits of these approaches to influence the design of development projects to benefit larger groups of marginalized people by scaling up or replicating the features of the pilot operations.

JSDF PROGRAM FINANCIAL CONTRIBUTIONS, ALLOCATIONS AND DISBURSEMENTS SINCE INCEPTION

Since inception to FY16, the GoJ has provided approximately \$705.82 million to the JSDF Program. Cumulative allocation to JSDF grants for the same period was \$642.50 million from which \$506.00 (79 percent) was disbursed. The Unallocated balance, as of end of FY16, amounted to \$217.04 million. For details, see Table 1.1.

Table 1.1
Overview of JSDF
Financials Since Inception
to FY16 (\$ Million)

Contribution	
Inception to FY16	705.82
FY12-16	176.32
FY16	11.37
Unallocated Balance as of FY16	217.04
Allocations	
Inception to FY16	642.50
FY12-16	134.91
FY16	18.07
Disbursements ¹	
Inception to FY16	506.00
FY12-16	220.03
FY16	33.81

Source: Department of Partnerships and Trust Funds²

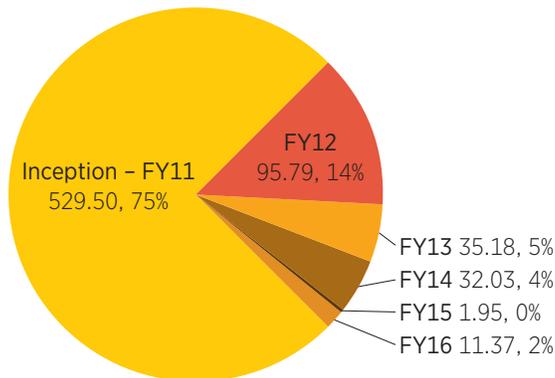
¹ Includes all Recipient, Bank-executed and Seed Fund grants.

² The WBG Department of Partnerships and Trust Funds (DFPTF) provided all of the tables in this report.

CONTRIBUTIONS

Of the \$705.82 million cumulative contributions received from inception to FY16, 75% (\$529.50 in value) was received from inception to FY11. Twenty five percent was received from FY12 – FY16 as shown in Figure 1.1 below.

 **Figure 1.1**
JSDF: Cumulative Contributions
(Inception to FY16, \$ million)



TYPES OF JSDF PROGRAM GRANTS

The JSDF Program currently provides the following types of grants:

- **Regular Program Grants:** These grants finance innovative activities that provide direct benefits to disadvantaged communities, and may be either: *Project Grants*, that target the poor and underserved groups not reached by mainstream programs through innovative programs that deliver results in the short-term; or *Capacity Building Grants*, that empower and strengthen local communities, NGOs, CSOs, and other stakeholders to strengthen their organizational and institutional capacities to better engage the JSDF target groups in their development through learning by doing.
- **Special Program Grants:** These grants support Project and Capacity Building Grants responding to emergency crisis events such as natural catastrophic events or post-conflict needs. At the moment, there is one special program under implementation contributing—the *Afghanistan Special Program*—to support reconstruction and lay the foundations for community level government through social services and productive infrastructure projects, promoting community-managed execution and community governance. Funding under this program is fully committed.
- **Emergency Program Grants:** This program was introduced in 2010 to provide support through the Project and Capacity Building grants to assist the poorest and vulnerable groups to cope with the global food, fuel and financial crisis.³ This program was phased out in 2014. In FY16, there were 12 projects under implementation. Six of these projects closed in FY16.
- **Seed Fund Grants:** JSDF is anchored in community driven development principles that require an effective participatory approach to designing project proposals. Extensive

³ The JSDF projects under this program complement two WBG's programs: The Global Food Crisis Response Program and the Rapid Social Response Program.

consultations with potential beneficiary communities and other key stakeholders are critical for increased ownership of the project. JSDF provides grants of up to \$75,000 to the WBG's Task Team Leaders (TTLs) who intend to design JSDF projects in a participatory process. There is provision for an additional allocation of a maximum of \$25,000 to collect baseline data for inclusion in the Results Framework in the proposed JSDF grant proposal.

- **JSDF – Global Development Network (GDN) Collaboration:** The GoJ has been sponsoring the annual Global Development Awards and Medals Competition of the GDN through the Japan Policy and Human Resources Development (PHRD) Fund for several years. This competition supports and enhances the research capacity of developing countries. One of the categories of the competition is the Japanese Award for Outstanding Research on Development (ORD). In FY10, the GoJ introduced a grant of \$200,000 through the JSDF to the winner of the first prize of ORD.

JSDF GRANTS APPROVAL

Since FY12, JSDF activities have been fully integrated into the Bank's Investment Project Financing process through the Small RETF Grants Guidelines. These guidelines follow a two-tier approval process prior to country director approval. Japan has ultimate approval authority.



Table 1.2

JSDF Grants Approved by Type FY12–16 (\$, millions)

Grant Type	FY12		FY13		FY14		FY15		FY16	
	Number	Amount								
Regular Program										
Project and Capacity Building	16	43.19	5	14.20	6	18.00	5	14.69	7	31.70
Emergency Window	4	14.00	8	21.78	-	-	-	-	-	-
Other Grants										
Seed Fund	14	0.66	5	0.23	6	0.30	5	0.25	4	0.30
TOTAL	34	57.85	18	36.21	12	18.30	10	14.94	11	32.00

Source: DFPTF

CHAPTER 2

PROGRAM ACTIVITIES IN FISCAL YEAR 2016

OVERVIEW OF FY16 PORTFOLIO OF APPROVED RECIPIENT EXECUTED GRANTS

The FY16 JSDF portfolio comprised of 70 Recipient Executed (RE) grants with an approved amount of \$191.11 million. Twenty-nine grants amounting to \$67.54 million closed in FY16. Table 2.1 shows the composition of the portfolio by grant type and implementation status.

Table 2.1
Composition of JSDF Portfolio of Recipient-Executed Grants
by Type and Status (by number and in \$ Million)

	Regular Program		Emergency Window		Total	
	Number	Amount	Number	Amount	Number	Amount
Closed in FY16	23	52.54	6	15.00	29	67.54
Active	35	105.29	6	18.28	40	123.57
TOTAL	58	157.81	12	33.30	70	191.11

Source: DFPTF

DISBURSEMENTS

Cumulative disbursements from 70 grants in FY16 amounted to \$109.51 million, which is 57 percent of the total allocation. In FY15, the disbursement rate was 61 percent from 92 grants worth \$142.03 million. Africa (AFR) had the largest portfolio both in number of grants and allocated amount in both FY15 and FY16.

 **Table 2.2**
FY16 Portfolio: Cumulative Disbursement Performance of Active and Closed Grants by Region

Region	Number of Grants	Total Grant Amount (\$ Million)	Total Grant Amount Disbursed (\$ Million)	Disbursement (%)
Africa Region (AFR)	21	52.12	33.91	65
East Asia and Pacific (EAP)	14	48.50	20.76	43
Europe and Central Asia (ECA)	4	10.77	6.08	56
Latin America and Caribbean Region (LCR)	14	30.75	25.31	82
Middle East and North Africa (MNA)	9	23.03	16.01	70
South Asia Region (SAR)	8	22.94	7.44	32
TOTAL	70	191.11	109.51	57

Source: DFPTF

The disbursement rate of active grants in FY16 was 49 percent and that of closed ones was 91 percent (Table 2.3). Five grants were activated in FY16 and disbursements from those grants were zero or negligible consistent with the standard profile for disbursements in the first year of grant implementation. This disbursement performance is comparable to FY15. The disbursement rate for active grants was 48 percent and closed grants 90 percent in the previous FY.

 **Table 2.3**
Disbursement Performance by Region and Grant Status (as % of Total Grant Amount)

Region	Active			Closed		
	Grant Amount (\$ Million)	Disbursement (\$ Million)	Disbursement (%)	Grant Amount (\$ Million)	Disbursement (\$ Million)	Disbursement (%)
AFR	32.23	18.04	56	17.27	15.87	92
EAP	15.99	8.04	50	15.98	12.73	80
ECA	10.77	6.08	56	-	-	-
LCR	10.55	5.37	51	20.20	19.94	99
MNA	10.84	5.04	46	12.19	10.96	90
SAR	18.19	5.54	26	1.90	1.90	100
TOTAL	98.57	48.11	49	67.54	61.40	91

Source: DFPTF

FY16 APPROVAL OF JSDF GRANTS

In FY16, eleven grants were approved for approximately \$32.00 million under the Regular and the Seed Fund Programs. (Tables 2.4 and 2.5). Four of these grants were not activated in FY16.

Regular Program Grants

Seven grants worth \$31.70 million were approved in FY16 under the Regular Program. These grants were provided to support key thematic areas of JSDF Programs, such as basic health, inclusive education, livelihood support, and nutrition and early childhood development. (Table 2.4). The EAP region's share was about 72 percent of the total amount approved in FY16. The reason being the highest amount approved for a single grant (\$11.5 million) for a Myanmar project in EAP region. Annex I provides the development objectives of these grants.

 **Table 2.4**
Regular Programs Approved in FY16

Trust Fund	Grant Name	Country	Region	Total Grant Amount	%
TFOA1513 TFOA1514	Voice and Action: Social Accountability for Improved Service Delivery	Cambodia	EAP	5.24	17%
TFOA2429	Early Childhood Care and Development for Floating Villages	Cambodia	EAP	3.00	9%
N/A	Enhancing the National Community-Driven Development Project (NCDDP)	Myanmar	EAP	11.50	36%
TFOA3059	Indus Eco Region Community Livelihood Project (IECLP)	Pakistan	SAR	3.00	9%
TFOA2643	Northern Uganda Business Support Programme	Uganda	AFR	3.00	9%
TFOA2244	Northern Mountain Integrated Child Nutrition Improvement	Vietnam	EAP	2.96	9%
N/A	Youth Business Support	South Sudan	AFR	3.00	9%
TOTAL				31.70	100%

Source: DFPTF



Table 2.5
Seed Fund Grants Approved in FY16

Name of Grant Proposal	Region	Grant Amount (in \$ Million) ⁴
Assessing the Feasibility of a Nutrition-sensitive Agricultural Development Project with female producers in the Dry Corridor of Nicaragua	LCR	0.08
Albinism Advocacy and Social Development in Tanzania	AFR	0.07
Nepal Post Earthquake Support to Youth and Vulnerable Groups	SAR	0.08
Sierra Leone Justice Services for the Poor Preparation	AFR	0.07
TOTAL	4 grants	0.30

Source: DFPTF

Seed Fund Grants

Four Seed Fund grants worth about \$0.3 million were approved in FY16. (Table 2.5). These grants will help to support the participatory bottom-up consultation with JSDF target groups and key stakeholders to prepare projects focused on nutrition-sensitive agriculture, disability, piloting trauma-sensitive training and reintegration of youth and women in the labor market and access to legal services. (See Annex 2)

Tokyo International Conference for African Development (TICAD) V Action Plan Implementation

Under the TICAD V (2013–2017) Action Plan, the GoJ allocated \$30.00 million to support the Africa Growth Initiative and Global Health and Job Creation through the following JSDF Programs:

- **Scaling-Up Nutrition (SUN):** Technical Assistance (TA) worth \$20.00 million allocated to improve the mortality rate of infant and their mothers and improve malnutrition (in close cooperation with projects under the WBG administered SUN Trust Fund);
- **Support for the Disarmament, Demobilization and Reintegration of Ex-combatants:** TA worth \$10.00 million allocated to improve the unemployment rate by providing job training to young job seekers, such as former soldiers.

⁴ The grant amounts have been rounded off. The total amount approved for Seed Funds was \$299,650.

Scaling Up Nutrition Program

In FY16, \$18.00 million was approved for six projects under the JSDF SUN Program, of which the Senegal Building Resilience to Food and Nutrition Insecurity Shocks was in the advance stage of approval at the close of FY16. The other five projects are under preparation. The Malawi Nutrition Sensitive Agriculture Pilot is being supported by the JSDF Seed Fund to ensure consultation with the beneficiaries prior to project design.



Table 2.6
List of Projects Approved in FY16 under the SUN Program

Name of the Project	Amount (\$ Million)
Burundi: Maternal and Child Nutrition Enhancement	3.00
Cote d'Ivoire: Support to Nutrition Sensitive Agriculture and Capacity Development for Small and Marginal Farmers	3.00
Ethiopia: Promoting Young Women's Livelihood/Nutrition	3.00
Ghana: Improving Feeding Practices for First 1,000 days	3.00
Malawi: Nutrition Sensitive Agriculture Pilot	3.00
Senegal: Building Resilience to Food and Nutrition Insecurity Shocks	3.00
Total: Number of Projects: 6	18.00

Support for the Disarmament, Demobilization and Reintegration of Ex-combatants Program

Allocation of \$10.00 million is largely committed for this Program. (Table 2.7). Three projects (\$9.00 million) as shown in the table below were being appraised in FY16. The project appraisal process has been slow due to adverse security conditions in the countries.



Table 2.7
List of Projects under Appraisal under the Support for the Disarmament, Demobilization and Reintegration of Ex-combatants Program

Name of the Project	Amount (\$ Million)
South Sudan: Economic Empowerment for Conflict-Affected Youth	3.00
Republic of Congo: Support for Sustainable Livelihoods Promotion	3.00
Democratic Republic of Congo: Social Cohesion and Livelihoods Support Project in Province Orientale	3.00
Total: Number of Projects: 3	9.00

JSDF and the Global Development Network Collaboration Program

The Japan Policy and Human Resources Development (PHRD) Fund has supported innovation in development through the GDN for the past five years. PHRD grants supported the Japanese Award for Most Innovative Development Project (MIDP), which, along with the Japanese Award for ORD is part of the Annual Global Development Awards and Medals Competition organized by GDN.

The MIDP awards are provided to NGOs whose early stage projects embody a fresh approach and a high potential for development impact for the poor in developing countries. The selection criteria include: degree of innovation, social impact, and the potential for broad application of the project in other countries. The winner of the first prize is also eligible to apply for a grant of up to \$200,000 through the JSDF. Under this collaboration, the GDN receives \$30,000 to supervise the activities of the grant recipient NGOs.

GDN Conference in Peru

The FY16 conference theme was “*Education for Development: Quality and Inclusion for Changing Global Human Capital Needs*”. The first prize of \$30,000 for the Japanese Award for MIDP was awarded to the POWER99 Foundation, Pakistan for their project: Broad Class – Listen to Learn – Interactive Radio Instruction Program. This is an educational program that combines radio broadcasts with active learning to improve educational quality and teaching practices. The program exposes learners to regular, curriculum-based content and models effective teaching activities for teachers. The Program follows an interactive pedagogical approach for improving literacy, numeracy and healthy habits among young children from marginalized communities. The broadcasts have been held in 1,848 classrooms in 660 public schools reaching 80,000 children, 2,592 teachers, 73 education officials and 12,598 communities/parents. Power99 is eligible to apply for a \$200,000 JSDF grant to be managed by GDN.



CHAPTER 3

PROJECT PERFORMANCE IN FISCAL YEAR 2016

This chapter provides an assessment of the performance of JSDF financed projects towards the achievements of the PDO in two ways. The first presents the achievements towards the PDO ratings in aggregate by regions. The second is a more detailed description of the performance toward the achievement of the PDO of the projects that were active in FY16. Similar descriptions for the projects that closed in FY16 are presented in Chapter 4.

The achievements towards the achievement of the PDO are based on results achieved against the outcome indicators reported by the TTLs in the last Implementation Status Report (ISR) for the project for FY16. Since 2012, the system of reporting on the performance of trust-funded projects has been aligned with that of the WBG's lending operations. Accordingly, the Task Team Leaders (TTLs) of JSDF-financed projects report biannually on the achievements towards reaching the intended PDO and implementation performance through WBG's standard ISR. The TTLs rate the performance in both categories on a six-point scale. The ratings were based on the achievements of the outcome indicators against the project completion targets. The indicators and the targets were determined at the project preparation and in some cases adjusted at mid-term review for realism.

The results of the closed projects are based on the Completion Reports prepared by the TTLs after project closing. The development results of the projects are organized around six JSDF thematic priority areas. These themes underpin the JSDF Results Framework (RF) outlined in Chapter 12.

Thematic Priorities of the JSDF Program

A distinctive feature of the JSDF Program is its ability to reprogram, as needed, to respond to the emerging development needs of the poor and marginalized to cope with poverty, nutritional food insecurity, natural disasters and conflicts. The JSDF Program centered on six results focused development thematic areas that are largely aligned with the World Bank's core sector indicators. These are

shown in Figure 3.1 along with key outcome indicators to determine the achievements of the project activities implemented under each thematic area (Also refer to Chapter 12 which outlines the details of the program level Results Framework).

 **Figure 3.1**
JSDF Thematic Areas of Focus and Performance Indicators

1 Livelihood Support	<ul style="list-style-type: none"> Access to employment and livelihood opportunities of the poor and vulnerable people improved
2 Improved Nutrition and Early Childhood Development	<ul style="list-style-type: none"> Access to basic health and nutritional services, particularly to adolescent girls, pregnant women, lactating mothers, infants and children from 0–5 years old improved
3 Inclusive Education	<ul style="list-style-type: none"> Basic education opportunities for children in remote rural areas and with disabilities and girls improved
4 Environmentally Sustainable Agricultural Practices, Adaptation to Climate Change and Community-level Disaster Risk Management	<ul style="list-style-type: none"> Agricultural productivity of small and marginal farmers increased Environmentally sustainable farming methods promoted Community-level disaster risk preparedness improved
5 Legal Services and Local Governance	<ul style="list-style-type: none"> Poor and vulnerable people better informed of their legal rights and have access to mechanisms for enforcement of those rights
6 Basic Sanitation and Health Services	<ul style="list-style-type: none"> Access to better health and sanitation services improved

AGGREGATE RATINGS OF PROJECT DEVELOPMENT OBJECTIVES

Project performance towards the achievement of the PDO in FY16 was good with a rating of 78 percent of the projects rated Moderately Satisfactory or higher. Six projects were not rated as these became effective in FY16.



Table 3.1
Performance on Project Development Objectives

Region	Number of Grants	Moderately Satisfactory or Higher	Moderately Unsatisfactory or Lower
AFR	21	16	3
EAP	14	8	3
ECA	4	4	0
LCR	14	12	2
MNA	9	7	2
SAR	8	7	0
TOTAL	70	54	10

Source: DFPTF

ACHIEVEMENTS OF ACTIVE PROJECTS — THE HIGHLIGHTS

The FY16 portfolio of JSDF financed projects focused on addressing the complexities inherent in the multi-dimensional aspects of poverty. The approach of the JSDF is essentially to pilot community based and community driven projects targeted at poor and vulnerable communities who have generally been by-passed by mainstream development interventions.

The following sections discuss the achievements of the active projects in FY16 towards reaching the PDO. Each section starts with a summary of the achievement of development results by the thematic areas for both active and closed projects.



CHAPTER 4 LIVELIHOOD SUPPORT

The projects under this thematic area aim to improve access to gainful employment by the poor and vulnerable people in rural and urban communities and target the youth, ethnic communities, poor farming and mining communities, artisans, vulnerable women, and persons with disabilities. Various approaches were taken to achieve the objective of supporting livelihoods of the poor, including: short-term labor-intensive community infrastructure projects, community based sustainable natural based alternative livelihoods, youth-led enterprises, and nutrition-based safety net programs, and vocational training.

ACHIEVING DEVELOPMENT RESULTS

1.07 million
direct beneficiaries,



of whom about
50 percent were
women

1,100 artisans in
sustainable mining
techniques, business
management and
legal aspects (Ethiopia)



**370,000 potential
migrants and family
members** provided
orientation on safe
migration (Bangladesh)

Employment generated for about **22,026 persons** (of whom 60% were women), through vocational training, implementation of labor-intensive community-based infrastructure sub-projects (Armenia, Belize, Bolivia, Djibouti, Mongolia, Thailand, Tunisia)

4,878 youths
received vocational
training (Djibouti
and Tunisia)

11,300 trained in
livelihood opportunities
(Armenia, Bolivia,
Ethiopia, Philippines)

**Over 80 percent (average)
increase** in household income
as a result of project related
interventions
(Belize, Mongolia)



ARMENIA: JSDF Strengthening the Livelihoods and Voice of Vulnerable and Disabled Persons (\$2.67 million)

Objective: to pilot self-reliant livelihoods and a generation of employment opportunities combined with the provision of vital services for extremely poor and vulnerable groups, including persons with disabilities, in Armenia. The project has been implemented by an NGO – Mission Armenia. The project is expected to close in September 2016.

Achievements: The PDO was achieved. The results have exceeded the project end targets as outlined in the table below.

 **Table 4.1**
Project Results — JSDF Strengthening the Livelihoods and Voice of Vulnerable and Disabled Persons in Armenia

Key Outcome Indicators	Results	Targets
Graduates in sustained wage employment (in number) [Target: 200 of the 800 vocational education graduates with disabilities employed 3 months after graduation]	203	200
Number of business in sustained operation [Target: 30 out of 80 new business in operation 3 months after start-up]	92	30
Increase of individuals helped by Mission Armenia to get benefits (in number)	1,210	1,000
Retaining or increasing capacity to independently carry out activities of daily living (in %)	86.5	70
Community financing (in %)	12	11
Project beneficiaries (in number) [Beneficiaries include poor people with disabilities and other extremely urban poor in 15 location in six provinces]	4,774	4,000

The following planned activities have been completed that contributed to meeting the project's development objective.

- 845 persons completed vocational training;
- Hot meals, health services, social services, and counseling provided to more than 4,500 beneficiaries on a continuous basis within Mission Armenia's multi-functional service centers and in the beneficiaries' homes;
- Remodeling of designated facilities completed in 18 project sites;
- 430 persons with disabilities trained in advocacy and self-help skills.

BANGLADESH: Safe Migration for Bangladeshi Workers (\$2.58 million)

Objectives: to reduce vulnerability of migrant workers and their families in 80 sub-districts through a demonstration pilot that (i) provides better access to accurate and timely information and services for safe migration; and (ii) establishes and strengthens Community-Based Organizations in order to reduce dependency of migrants on middlemen. The project is expected to close in June 2017.



Theater for development show: Safe migration messages are also disseminated locally through innovative mechanisms, including popular street theatre.

Achievements: Project implementation is on track to achieve the PDO as outlined in the Table below.

Table 4.2
Project Results — Safe Migration of Bangladeshi Workers in Bangladesh

Key Outcome Indicators	Results	Targets
Number of Community Based Organizations established or strengthened	77	80
Number of direct project beneficiaries (in millions)	1.03	0.86
Women beneficiaries (as % of total beneficiaries)	60	15
Number of migrants and family members oriented on safe migration and remittance management (in millions)	1.03	0.86
Number of potential migrants receiving pre-migration services	14,112	9,000

The following activities contributed towards the achievement of the results:

- Community Based Organizations (CBO) in all project locations identified and provided information and services to aspiring migrants and their families through courtyard meetings, interactive popular theatre shows, video documentaries and more focused and intensive pre-decision orientation sessions for those beneficiaries who wish to learn more. The program has proven successful in orienting prospective migrant workers, allowing participants to gain more confidence in regard to the decision making process;
- Potential migrants identified who have expressed interest in building their skills; the project provided linkage and referral services to appropriate training institutions and subsidized the cost of training;

**Electrician/
housekeeping
training**



- Small grants provided to nine NGOs, selected through a competitive process, to provide innovative services for aspiring migrants. These services include: provision of training at the local level; dissemination of safe migration messages through Community Radio, and communication services for migrants who are abroad to connect with their families at home.

BELIZE: Promoting Sustainable Natural Resource-based Livelihoods (\$2.80 million)

Objective: to promote viable and sustainable natural resource-based livelihoods for participating communities in Belize, thereby reducing anthropogenic pressures on key natural resources. The project is expected to close in November 2016.

Achievements: The project results achieved to-date are outlined in the Table below.

Table 4.3
Project Results — Promoting Sustainable Natural Resource-based Livelihoods in Belize

Key Outcome Indicators	Results	Targets
Direct beneficiaries (number of people benefited from project) in developing sustainable natural resources based livelihoods and new knowledge and skills	1,528	3,250
% of total beneficiaries women	46	25
Increase in household income of project participants through sustainable community and natural resource-based alternative livelihoods (in percent)	14.4	25.0



Training in hive construction for Sarteneja Honey Producers group

Project implementation was slow during the first two years but accelerated in the third and fourth years for the following reasons:

- Due to the limited capacity of the project beneficiary communities, they required more than the planned amount of assistance to organize, enhance capacity, and develop their investment proposals;
- In November 2015, the general elections and subsequent realignment of the ministries resulted in the Project Steering Committee needing to be re-constituted, thus slowing the approval process of sub-projects.



End of training in honey production for the group in San Felipe

BOLIVIA: Integrated Community-Driven Territorial Development for Remote Communities in the Amazon (\$2.22 million)

Objective: to pilot a participatory sustainable territorial planning model for the Eligible Communities through small investments projects and improved participation in municipal land-use planning. The Project activities include: (i) supporting the Municipalities of San Buenaventura and Ixiamas in its institutional development, mainly developing capacities to improve the participation of rural communities in territorial planning; and (ii) develop 40 Land-Use Plans at the level of communities, as part of municipal territorial planning. The project became effective in May 2014 and is expected to close in January 2017.

Achievements: The project implementation is on track after recovering from initial delays in execution. Results achieved to-date are presented in the Table below.



Table 4.4
Project Results — Integrated Community-Driven Territorial Development for Remote Communities in the Amazon in Bolivia

Key Outcome Indicators	Results	Targets
Project beneficiaries (in number)	2,500	1,800
Number of people trained in integrated management of their individual properties	407	600
Number of sustainable income generating sub-projects for agro-forestry systems developed	37	40
Number of communities (with approximately 3,800 inhabitants) have contributed to consolidate local territorial land-use agreements aimed at reducing the current deforestation ratio	27	25

The following activities will contribute to the achievement of the PDO.

- 27 community sub-projects under implementation benefiting 2,800 people in 632 families;
- Land-use plans from 38 communities completed, of which 27 have been validated by the communities and sent to the municipalities;
- 28 sub-projects approved through an open competition and award process respecting the organizational structure of the indigenous and peasants' organizations.

DJIBOUTI: Enhancing Income Opportunities (\$2.73 million)

Objective: to improve access to livelihood skills training and access to finance for at least 3,000 low- and semi-skilled youth and women in poor communities in Djibouti-ville and neighboring Arta, the northern region of Tadjoura, and the southern region of Ali Sabieh. Project components include: (i) training and business plan competition for youth; and (ii) value chain integration for female artisans. The project became effective in August 2015 and is expected to close in May 2019.



ICT based registration of youth interested in the Program

Achievements: The project is on track with implementation of the following activities:

- Community facilitators selected and trained and the registration and selection (through public lottery) of beneficiaries in the eight pilot locations completed;
- Very strong demand with over 1,500 individuals registering for the program, including a large share of young women (55% of applicants);
- Training activities for the first wave of 192 youths, of whom 50% are girls, initiated.

The above activities contributed to the results achieved so far against project completion targets, presented in the table below.

Table 4.5
Project Results — Enhancing Income Opportunities in Djibouti

Key Outcome Indicators	Results	Target
Number of direct beneficiaries (of which 50 percent are women)	192	3,000
Beneficiaries linked to formal financial institutions (in %)	2.5	25
Beneficiaries of Labor Market programs (number)	192	3,000

Djibouti: Employment and Human Capital Safety Net was scaled up into the IDA Human Capital Safety Net Project and subsequent Additional Financing to the Credit amounting to \$10 million.

ETHIOPIA: Support to Artisan Miners (\$2.87 million)

Objectives: to significantly reduce the poverty levels of sixteen artisan and small-scale mining (ASM) communities in rural Ethiopia through the provision of training and small credit facilities, promoting social, economic and environmental sustainability. Key project components include: (i) Baseline assessment, Strategy Design and Environmental Safeguards Management; (ii) Capacity building, training, and support to enhance the sustainability of ASM; and (iii) Improvement of basic services and access to health facilities. The project is expected to close in November 2016.

Achievements: The results achieved by the end of FY16 are shown in the table below.



Technical training on Lapidary of precious stones/gemstones to women organized groups in Kombolcha, Amhara Region



Table 4.6
Project Results — Support to Artisan Miners in Ethiopia

Key Outcome Indicators	Results	Targets
Number of women in ASM communities trained and equipped for improved and sustainable mining techniques	500	500
Increase in formal participation and employment of women miners in participating communities (in %)	28	30
Proportion of households with access to potable water and sanitation provisions in participating communities (in %)	60	100



Tigray women economic strengthening groups in gold mining site

The approach to training of women in ASM communities was changed to training of trainers instead of direct training. As such, every women's group designated a certain number of representatives to participate in the training sessions with these women then organizing training sessions for other women in the communities. This approach will expand the technical expertise to a larger number of women.

PHILIPPINES: Community Enterprise Development as a Pathway out of Poverty (\$2.93 million)

Objective: to improve the livelihood and quality of life of poor households in the target municipalities through increased income and access to financial services, development of community led enterprises linked to markets, and local economic development support. The project is expected to close in August 2017.

The project faced operational challenges that delayed implementation due to the following factors: (i) delay in the opening of a project designated account; (ii) delay in the selection and approval of the pilot municipalities; signing of memorandums of agreement with pilot municipalities; and procurement of project specialists and municipal project management teams.

Achievements: Notwithstanding the delays, the project was able to develop the capacity of the targeted communities to identify community development activities. For each pilot municipality, the community enterprise association has developed a common product that is linked to the market (institutional buyer) and supported by the local economic development program of the municipality. The community enterprise associations have developed proposals to scale up operations together with their proposed common service facilities that are envisaged to support their product consolidation. The successful completion of the capacity building activities has contributed to the results in the table below.



Members of Community Enterprise Group in La Paz earned additional income from consolidating their products and selling them directly to an institutional market

Philippines: Community Enterprise Development as Pathway out of Poverty- Initial linkages made with other WBG supported projects in Mindanao

Table 4.7
Project Results — Community Enterprise Development as a Pathway Out of Poverty in the Philippines

Key Outcome Indicators	Results	Targets
Number of products of community enterprises linked with institutional markets	6	6
Local economic plan improved/revised/enhanced reflecting support to community enterprises (in numbers)	3	4
Number of project participants trained on production consolidation to meet market requirements (in numbers)	4,336	6,000

THAILAND: Community-based Livelihood Support for the Urban Poor (\$2.85 Million)

Objective: to provide 3,000 vulnerable households in poor urban communities bridged income support and improved living conditions. The project is expected to close in April 2017.

Achievements: The project is on track to achieve its PDO as outlined in the table below.

 **Table 4.8**
Project Results — Community-based Livelihood Support for the Urban Poor in Thailand

Key Outcome Indicators	Results	Target
Percent of women's participation in paid labor component of rehabilitation activities	30	30
Number of community volunteers trained in 50 targeted communities	116	200
Number of technically sound community rehabilitated plans developed in four project areas	50	50
Number of community grants transferred to targeted groups	50	50
Percent of community rehabilitation plans implemented in a timely manner and in line with Operational Manual	100	100

The following actions contributed to the results indicated above:

- Completion of the 49 of 50 Phase 1 sub-projects and 26 of 36 sub-projects in Phase 2;
- Implementation of a solid community mobilization process and strong collaboration with municipal governments maintained.



CHAPTER 5

IMPROVED NUTRITION AND EARLY CHILDHOOD DEVELOPMENT

The FY16 portfolio of projects in this thematic area mainly targeted children less than five years of age, adolescent girls, pregnant women, and lactating mothers of poor communities. The projects focused on improved nutrition

ACHIEVING DEVELOPMENT RESULTS

736,584 direct beneficiaries

100,138 children under five years of age, adolescent girls, pregnant women and lactating mothers benefitted from nutrition education and basic nutrition services (Belize, Benin, Karnataka in India, Lao PDR, Tanzania, Timor-Leste)

96,903 children (0–24 months) participated in monthly growth monitoring and benefitted from improved feeding practices (Uganda, Benin, Lao PDR)

14,000 beneficiaries of cash transfers in Togo



100 percent of targeted infants exclusively breast-fed (Benin, Timor-Leste)

60 percent of mothers can provide at least three age appropriate activities for children below five years of age (El Salvador)

60 percent of severely malnourished children supported by project gained weight (Benin and Togo)



Results of three pilot projects informed the design of WBG financed lending operations:

Benin Community Nutrition Project informed the design of WBG financed Multisectoral Food Health and Nutrition Project (\$28 million)

Tanzania Rural Food Fortification Project informed the design of the nutrition component focused on under-served areas in the Strengthening Health Care for Results in Tanzania

The WBG financed Poverty Reduction Fund II Additional Financing Project to continue to consolidate livelihoods and nutrition activities of Mobilizing Ethnic Communities for Improved Livelihoods and Wellbeing Project in Lao PDR by strengthening 306 SHGs and 15 Village Nutrition Centers.

practices, promotion of cultivation and consumption of nutrient rich crops among smallholder families, adoption of pro-nutrition livelihood activities among poor ethnic communities, reduction of chronic malnutrition in children under five, young children in poor rural areas, early childhood development in ethnic communities, vulnerable segment of population affected by crises, address micro-nutrient deficiencies. Approaches to achieve these objectives included the following: combine a workfare program with social assistance, conditional cash transfers, innovative delivery mechanisms involving mothers and grandmothers, and empowerment.

BOLIVIA: Early Childhood Care and Development in the Poorest and Most Vulnerable Urban Districts of La Paz and El Alto (\$2.79 million)

Objectives: to reduce child-care constraints for unemployed or precariously employed young mothers and promote the healthy development of their children in the selected districts. The project was expected to close in July 2016.

Achievements: Project has made important progress towards achieving the PDO. All the four outcome indicators have been met (Table 5.1).

- The project targeted 72 (50%) of the Early Childhood Development (ECD) centers to attain quality standards and improved action plans implemented. This target was achieved;
- The project exceeded the target to benefit 180 children aged 0–4 from new or refurbished centers under the sustainable ECD modality;

 **Table 5.1**
Project Results — Early Childhood Care and Development (ECD) in the Poorest and Most Vulnerable Urban Districts of La Paz and El Alto in Bolivia

Key Outcome Indicators	Results	Targets
Percent of ECD centers with quality standards defined and improvement action plans implemented	50	50
Number of children aged 0–4 benefiting from new or refurbished centers under the sustainable ECD modality	350	180
Percentage of community organizations (1 School Board per ECD center) in participating districts accessing project information	50	50
Percentage of mothers of participating children trained in productive skills and sexual and reproductive health	50	50
Number of direct project beneficiaries	5,200	5,200
Women beneficiaries as % of total	60	60

- The target of having 50% (72) of school boards of existing ECD centers accessing budgetary project information has been met;
- The end-of-project target of having 50% of mothers of participating children trained in productive skills and/or sexual and reproductive health has been met. This represents 500 out of the 1000 total mothers of children assisted in the centers.

INDIA: Karnataka Multisectoral Nutrition Pilot Project (\$4.55 million)

Objectives: to increase utilization of nutrition-improving services by under-three children, adolescent girls and pregnant and nursing women from poor households in the target areas. The project is expected to close in July 2017.

Achievements: The project is on track to achieve its PDO.

The following project activities have contributed to the above results:

- Recruitment of Village Nutrition Volunteers in the 421 target villages selected and trained on key nutrition messages and growth monitoring of children, women and adolescent girls;
- Monthly community outreach through household visits to target beneficiaries i.e. pregnant and lactating women and children 0–3 years of age from identified poor households;
- Mobilization of women and adolescent girls groups by the project Village Nutrition Volunteers, with 1,101 women’s Self-Help Groups (SHGs) and 423 adolescent groups periodically oriented on key health and nutrition practices;
- A multi-layered communication campaign undertaken to focus on creating awareness around five themes (a) intergenerational cycle of malnutrition; (b) breastfeeding and complementary feeding practices; (c) consumption of dietary diverse nutritious foods; (d) nutrition and health of the girl child; and (e) anemia.

 **Table 5.2**
Project Results — Karnataka Multisectoral Nutrition Pilot Project in India

Key Outcome Indicators	Results	Targets
Percentage of targeted households receiving counseling on improved child care and feeding behaviors	90.00	90.00
Percentage of target beneficiaries weighed monthly by nutrition volunteers	71.00	90.00
Percentage of targeted households who receive information from nutrition volunteers	78.00	90.00

TAJIKISTAN: Scaling-up of the JSDF Grant for the Pilot of Nutrition Investments in Severely Food Insecure Districts (\$2.80 million)

Objectives: to improve the health and nutrition status among children less than five years of age and pregnant and lactating mothers in the 14 districts affected by the food price shocks in Khatlon province. The project is expected to close in May 2018.

Achievements: The project is on track to achieve its PDO.

The following activities contributed to the above development results achieved so far:

- Beneficiaries of the household gardening component (supported by the project for fertilizers and seeds) have harvested the crops;
- Distribution of fertilizers and seeds is on time for the cropping seasons;
- Procurement of micronutrients is on schedule;
- 1,039 Primary Health Care Workers (of whom 476 are women) and beneficiaries trained on community-based interventions to improve malnutrition and community based training on management of childhood illnesses;
- 15 doctors and 72 nurses trained in the 6-month Family Medicine training program.



Health Care Worker measuring a child in Khatlon Province

Table 5.3
Project Results — Scaling-up of the JSDF Grant for the Pilot of Nutrition Investments in Severely Food Insecure Districts in Tajikistan

Key Outcome Indicators	Results	Targets
Proportion of children under age five within the 15th and 85th quintile of growth (i.e. weight for age) in project districts (%)	59.00	65.00
Proportion of children under age five consuming nutritious food (%)	42.60	52.60
Proportion of households growing more nutritious food (%)	12.80	30.00
Proportion of mothers able to correctly mention at least three key actions for managing their children's illness (%)	42.50	52.50
Proportion of mothers/caregivers able to name at least three key actions to improve their children's nutrition (%)	38.20	48.20

TIMOR-LESTE: Community Driven Nutrition Improvement Project (\$2.85 million)

Objectives: to improve nutrition practices targeted at children under age two and pregnant and lactating women in least developed targeted communities. The current closing date of the project is August 2018.

Achievements: The project is progressing well, despite implementation challenges. There was a yearlong drought that affected the planting season. Reaching communities in rainy season is difficult. Elections brought in new leaders who had to be oriented to and sensitized about the project.

The following activities contributed to the achievement of the results in the table below:

- As per target, 200 Participatory Rural Appraisals have been conducted;
- The target to make 200 community actions for nutrition interventions available by year two of the project has been achieved;
- 18 Community Nutrition Training Coordinators trained as Training of Teachers.



Cultivation of orange flesh sweet potato as part of the nutrition sensitive activities under the project to align nutrition-specific behavior change with products to be part of the diet

Table 5.4
Project Results — Community Driven Nutrition Improvement Project in Timor-Leste

Key Outcome Indicators	Results	Targets
Proportion of children < 6 months of age exclusively breast-fed (%)	71.3	75.0
Proportion of children 6–23 months provided with all three minimum infant and young children feeding practices	3.10	3.50
Proportion of children under two years with diarrhea who are provided continued feeding along Oral Saline and/or increased fluids	53.8	59.0
Proportion of mothers of children under two years of age who consumed iron-rich foods	15.4	25.0
Number of Community Nutrition Coordinators trained as Training of Trainers.	18	18
Number of Community Educators trained by Community Nutrition Coordinators per annum	500	500

TOGO: Cash Transfer for Vulnerable Children (\$2.55 million)

Objective: to provide greater access to social safety nets to the rural population in northern Togo and in particular to protect the most vulnerable segment of the population affected by the consecutive crises that hit Togo over the past years by expanding a pilot cash transfer program. The cash transfer program has been designed to provide immediate cash support to the most vulnerable households. Moreover, the cash transfer will also reinforce their human capital through a series of soft conditionalities that include having a birth certificate for the child, attending training and growth monitoring sessions and schooling older siblings. The current closing date of the project is July 2017.

This JSDF grant supports the pilot cash transfer program in Northern Togo in parallel with the WBG financed project and the Government's own resources. Households with children between 0–24 months, pregnant women after their first antenatal consultation, and or severely malnourished children 24–60 months are eligible to receive the transfer in the villages selected to participate in the program. Households are guaranteed a minimum of 12 months' participation.

Achievements: Project is on track to meet its PDO. Key results achieved to-date are outlined in the table below.



First beneficiaries of the Togo Pilot Cash Transfer in the community of Saboba in the Kara region

Togo: Cash Transfer Program for Vulnerable Children in Northern Togo – WBG is considering evolution of the program under the next Community Dev. Program (PDC) Operation within the 2016–2020 CPF Objectives.

Table 5.5
Project Results — Cash Transfer Program for Vulnerable Children in Northern Togo

Key Outcome Indicators	Results	Targets
Monthly cash transfers delivered to eligible households	8,918	8,000
Beneficiaries of safety net programs–Conditional Cash Transfers	8,940	9,000
Severely malnourished children supported by the project gained weight (%)	59.00	50.00
Cash transfers delivered on schedule (in %)	72.90	70.00

UGANDA: An Innovative, Integrated Approach to Enhance Smallholder Family Nutrition (\$2.80 million)

Objective: to improve nutrition of an estimated 19,200 vulnerable and poorest smallholder households in the Mabara and Masaka districts, by promoting the cultivation and consumption of nutrient-rich crops and improving the nutrition care practices of children under two, adolescents girls, and pregnant women. The revised closing date of the project is June 2017.

Achievements: Progress towards the achievement of the development objective is positive. Results as of FY16 against project completion targets are reported below.

The following project activities contributed to achieving the above results:

- Target of training 160 community-based Adolescent Health Promoters completed;
- Growth Monitoring and Promotion for children under two years of age in communities by trained Community Health Promoters initiated;
- Selection of adolescent girls for participation in activities with trained Adolescent Health Promoters, and initiation of health and nutrition activities with adolescent girls completed;
- Input packages to farmers to support orange-fleshed sweet potato cultivation distributed;
- Support to 40 vine producers to increase rapid propagation of orange-fleshed sweet potatoes, including provision of vine cuttings of three varieties, to enable community-based procurement of orange-fleshed sweet potato for the next round of inputs provided on a continuous basis.

Uganda: An Innovative, Integrated Approach to Enhance Smallholder Family Nutrition – WBG financed Multi-sectoral Food Security and Nutrition Project (\$27 million) is expected to build on the lessons of this JSDF project.

 **Table 5.6**
Project Results — An Innovative Approach to Enhance Smallholder Family Nutrition in Uganda

Key Outcome Indicators	Results	Targets
Participating farmers adopting orange-fleshed sweet potato (in %)	8	20
Children (6–23 months) with minimum dietary diversity (in %)	53	67
Infants 0–5 months exclusively breastfed (in %)	57	67
Number of children (0–24 months) participating in monthly growth monitoring and promotion sessions	10,515	8,000
Number of adolescent girls participating in education sessions	4,540	960
Number of community based agriculture promoters trained	120	120

YEMEN: Emergency Targeted Nutrition Intervention (\$2.73 million)

Objectives: to reduce food insecurity at the household level and improve nutrition practices of targeted household members. The project is expected to close in March 2017.

Achievements: Implementation has been hampered due to the continued conflict situation in the country. The operations in Yemen were suspended in March 2015 and will remain as such until further notice.

As of FY16, the project made progress in the following areas:

- 4,750 eligible women beneficiaries registered; 169 selected as health trainers; and 225 educational sessions completed;
- 70 cases of acute malnutrition referred to the health facilities for treatment, with required follow-up for the next six months;
- 4,569 beneficiaries eligible for payment with the first due transfer amount of \$197,000.

ZAMBIA: Livelihood and Nutrition Project (\$2.75 million)

Objectives: to improve access to livelihood opportunities and nutrition among selected female youths in targeted project areas. The project became effective in June 29, 2015 and will close on June 30, 2018.

The project was formally launched in a provincial ceremony in August 2015 with representatives from the Government and CSOs, as well as Barotse Royal Establishment. The First Secretary of the Japanese Embassy in Zambia also attended the launch event.

Achievements: Several key project milestones have been achieved, notably.

- 10 wards in Kaoma and Limulunga selected for participation in the project;
- Project launch activities at national, province, district, and ward levels completed;



Table 5.7
Project Results — Livelihood and Nutrition Project in Zambia

Key Outcome Indicators	Results	Targets
Number of beneficiary female youths aged 10–24 years old participating in monthly girls clubs meetings	6,651	47,00
Number of community health volunteers trained in nutrition-promoting activities	76	80
Number of female youths aged 15–24 years old who received inputs for livelihood activities	244	3,280

- Capacity building materials in Nutrition, Agriculture, and Life Skills developed;
- Training of a project coordinator, project support staff, and ten female community development facilitators who will provide training and support for peer leaders and girls clubs completed;
- Sensitization session on female youths, nutrition, and livelihoods across the 10 selected wards with opinion leaders completed;
- Identification and registration of 6,591 female youths completed;
- Evaluation study protocol and associated tools, and efforts to collect baseline data developed.



CHAPTER 6 INCLUSIVE EDUCATION

The JSDF projects aim at improving the educational outcomes of the most vulnerable children. The program has reached out to children who are not able to transition from community-based schools to mainstream secondary schools, have some form of disability, or are from rural herder communities and unable to attend mainstream schools. The projects also focused on the training of teachers to work with children with a hearing disability.

ACHIEVING DEVELOPMENT RESULTS

6,096 children of poor herder families in Mongolia are prepared for mainstream schools through



home-based school preparation program and improved learning through enrollment in compensatory education programs

1,100 teachers trained on inclusive education and **1,009 children** with disabilities enrolled in schools in Malawi

320 youths and adults aged 15–40 attend classes in pilot Learning Centers in Honduras

255 deaf children functioning well in families and well prepared for mainstream schools and 50 deaf adults trained to become mentors of deaf children in Vietnam

90 children transitioned (100 percent transition rate) from the Community-Based Schools (PROHECO) primary schools to the 7th grade in the four pilot Honduran Program for PROHECO lower secondary schools which follow the basic national curriculum in Honduras



MONGOLIA: Improving Primary Education Outcomes for the Most Vulnerable Children in Rural Mongolia (\$2.46 million)

Objective: to improve the education outcomes of the most vulnerable children (aged 5 to 10) in four educationally underperforming and underserved rural provinces of Mongolia. The project promotes innovative initiatives to improve education services and facilities at the local level and to mobilize parents and community members. These initiatives are well suited to the needs of herding communities and effectively reduced the number of school dropouts and out-of-school children. The project closes in June 2017.

Achievements: Overall, the project design has responded to the needs of children of the herding communities and proven to be effective in the rural Mongolian context.

- All new programs developed under the project have been successfully piloted, refined and became fully operational in all 30-project communities in four provinces;

Box 6.1

Addressing the Pre-School Needs of the Nomadic Herding Communities of Mongolia

The Ministry of Education, Culture and Science regard home based school preparation programs piloted under this project as an effective tool for addressing the needs of the children of the herders. The Ministry expressed interest in replicating the program nationwide and requested the Ministry of Finance to mobilize internal and external financing. The WBG has initiated discussions with the Mongolian authorities for scaling up.



M. Davaabold, who attended Home-based School Preparation Program, is learning with his father Munkhsaikhan and mother Tuul at home

- A home-based school preparation program was successfully piloted and introduced along with the School Readiness Toy and Book Mobile Kits specifically designed for children in the mobile herding communities.

Key results as of FY16 against project completion targets are shown in the table below.

Mongolia: Improving Primary Education Outcome for the Most Vulnerable Children in Rural Mongolia - Government of Malawi has requested WBG's support to replicate the pilot nationally.

 **Table 6.1**
Project Results – Improving Primary Education Outcomes for the Most Vulnerable Children in Rural Mongolia

Key Outcome Indicators	Results	Targets
Number of target children successfully prepared for schooling through home based school preparation program	2,588	3,300
Number of target children enrolled in extracurricular after school programs, with improved learning achievements	3,452	4,120
Number of target children enrolled in compensatory education programs, with improved learning achievements	56	86
Number of direct beneficiary children	6,096	7,500
Female direct beneficiary children (% of total)	50	50

CHAPTER 7

ENVIRONMENTALLY SUSTAINABLE AGRICULTURAL PRACTICES, ADAPTATION TO CLIMATE CHANGE AND COMMUNITY-LED DISASTER RISK MANAGEMENT



The JSDF portfolio of projects in this thematic area focused on the following: (i) increasing productivity levels of small-scale livestock keepers, indigenous people of both gender; (ii) assisting poor farmers in the dry areas to adapt their farming practices to better cope with drought, food insecurity and high and volatile prices of agricultural and energy inputs; (iii) improving the livelihoods of indigenous communities located in forest areas; (iv) reducing transaction costs of trading in a volatile international food market; and (v) reducing risks to natural disasters in vulnerable communities.

ACHIEVING DEVELOPMENT RESULTS

82,469 small holder farmer beneficiaries, of whom 50,085 are women (Burkina Faso, Guatemala, Egypt, Kyrgyz, Nicaragua)

Average yield in participating farms increased by **21.6 percent** against the target of 15 percent (Kyrgyz)

3,200 farmers trained in price management tools (Nicaragua)

2,741 farms implementing agro-forestry and mixed agriculture systems (Guatemala, Honduras)



Operating cost for farmers applying irrigation water to their fields reduced from \$12 to \$10 per ha, which is a **16.7% reduction** from baseline (Egypt)

4 landslide mitigation sub-projects based on Management of Slope Stability in Communities methodology completed in selected project areas in Jamaica and 971 community leaders and 43 government officials trained in this methodology

KYRGYZ: Support to Community Seed Funds (\$2.80 million)

Objectives: to increase the agricultural productivity of the beneficiaries in the project areas through providing support for expansion of the Community Seed Fund (CSF) system. The grant aims to support rural people who live in poverty or extreme poverty levels and whose incomes are negatively impacted by rising food and fuel prices and financial crisis.

The project closes in March 2018.

Achievements: Project is on track to achieve its PDO.



Field Day at SHG in Issyk Kul oblast

The following activities contributed to the achievement of the results in Table 7.1:

- 99 CSFs with 2,200 members (16 percent women) covering 148 villages established; these members were provided with certified seeds of potato, alfalfa, maize, spring barley, and winter wheat, as well as fertilizer;
- 502 SHGs with 3,474 members (87 percent women) were organized in 118 villages across the country; these groups were provided with certified seeds of tomato, cucumber, carrot, onion, cabbage, red beet, and potato depending on demand from and preference of each SHG;
- Training provided to 3,995 beneficiaries;
- Another 900 participants attended the field days conducted in all seven oblasts, which also promoted the project's approach and featured the Japanese Government's role as a donor to this project.



Table 7.1
Project Results — Support to Community Seed Funds in Kyrgyz

Key Outcome Indicators	Results	Targets
Increase in average yields in the participating farms for selected crops (in %)	21.6	15
Number of CSF and women's groups system expanded by mobilizing new members	5,681	6,000
Volume of seeds distributed through CSF and SHGs in accordance to planting schedule (Metric ton)	740	1,200
Number of household farmer capacity improved by training on various sub-projects	4,365	3,000



CHAPTER 8

LEGAL SERVICES AND LOCAL GOVERNANCE

The JSDF projects in this thematic area focused on enhancing access to legal aid services by the poor and vulnerable and strengthening local governance in service sectors. The projects also aimed at assisting communities to enhance their participatory decision-making processes on local development issues and improve the accountability of local government bodies to these communities.

ACHIEVING DEVELOPMENT RESULTS

23,389 poor and vulnerable people in Jordan, Nigeria and Peru accessed legal counseling and representation, increased their awareness of their legal rights and the mechanisms for exercising and enforcing those rights, and received training on Alternative Dispute Resolution (ADR)

75 legal aid clinics staffed and fully functional



40,000 poor communities are better informed of legal rights and mechanisms for enforcement in Jordan

2,478 civil, criminal and family matters cases received and processed through new legal aid service system introduced under the project in Peru

5,380 persons trained on legal rights and ADR in Nigeria



JORDAN: Enhancing Community Driven Legal Aid Services to the Poor (\$2.61 million)

Objectives: to support the legal empowerment of the poor and other vulnerable persons by improving access to justice sector services based on demand-side priorities of poor communities and supported by community-driven implementation. The project closes in August 2016 (FY17).

Achievements: Project is on track to achieve its PDO.

The following project activities contributed to the results in Table 8.1 below:

- A cost-sharing model developed;
- Six new Legal Aid Centers opened;
- The provision of legal counseling services and legal representation;
- 275 legal awareness sessions held with more than 6,800 participants covering topics such as labor, sexual harassment, women's rights, criminal procedures, drugs and narcotics, child rights, violence against women and landlord/tenant laws.



To celebrate the International Children's Day, after presenting a role play on children's rights at a local school in Karak governorate, JCLA also organized a painting competition.

Table 8.1
Project Results - Enhancing Community-Driven Legal Aid Services to the Poor in Jordan

Key Outcome Indicators	Results	Targets
Number of poor persons accessing legal counseling and representation are able to exercise their legal rights and/or resolve disputes	10,000	15,800
Number of poor communities are more aware of their legal rights and the mechanisms for exercising and enforcing them	40,000	7,500
Number of Legal aid services delivered to the poorest and vulnerable in a coordinated, comprehensive and efficient manner	54	45



CHAPTER 9

BASIC HEALTH AND SANITATION SERVICES

The projects in this thematic area focused on improved hygiene practices, sanitation facilities and supporting the psychological health and resilience of poor communities.

ACHIEVING DEVELOPMENT RESULTS

98,000 persons

with access to improved sanitation facilities in Ghana and Mozambique

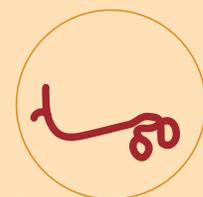


2,480

households and schools equipped with at least one improved sanitation facility in Ghana

50 percent

reduction in stigma against Ebola-affected individuals/households



GHANA: Results Based Financing for Sanitation and Hygiene (\$2.85 million)

Objectives: to improve the sanitation and hygiene practices of 112,500 poor and vulnerable persons in four districts of northern Ghana through Community-led Total Sanitation (CLTS) and village savings and loan schemes.

Achievements: The project has made significant progress in implementation.

- Sanitation awareness creation and triggering demand activities completed in 97 communities using the principles of Community-led Total Sanitation and School-led Total Sanitation Programs (SLTS). The SLTS approach is to sensitize schoolteachers and students in good sanitation practices;

- 2,426 household toilets constructed (48.5% of the target households); 538 artisans trained;
- 248 Village Savings and Loans Associations (VSLA) schemes established, which facilitated the construction of household toilets. The VSLAs facilitate savings by the communities towards building their own household toilets. The VSLA was an innovation to mobilize funds for the construction of household toilets. 57 communities have to date declared basic ODF as verified by the respective District Coordinating Councils;
- 24 gender sensitive institutional toilets constructed and 30 rehabilitated;
- Number of students practicing daily hand washing increased by 156%.

These activities contributed to the achievement of the development results shown in Table 9.1 below.

Box 9.1 The CLTS Approach

The CLTS is an innovative methodology for mobilizing communities to completely eliminate open defecation (OD). Communities are facilitated to conduct their own appraisal and analysis of OD and their own action to become OD Free (ODF). CLTS focuses on the behavioral change needed to ensure real and sustainable improvements – investing in community mobilization instead of hardware, and shifting the focus from toilet construction for individual households to the creation of open defecation-free villages. By raising awareness that as long as even a minority continues to defecate in the open, everyone is at risk of disease. CLTS triggers the community’s desire for collective change, propels people into action and encourages innovation, mutual support and appropriate local solutions, thus leading to greater ownership and sustainability.

Source: Institute of Development Studies (2011)

 **Table 9.1**
Project Results – Results Based Financing for Sanitation and Hygiene in Ghana

Indicators	Results	Targets
Number of people with access to improved sanitation facilities	80,000	11,250
Number of people trained to improve hygiene behavior/sanitation practices	538	450
Households and schools with at least one “improved” latrine	2,480	5,000

LIBERIA: Supporting Psychological Health and Resilience (\$2.75 million)

Objectives: to respond to the intermediate psychosocial and mental health impact of the Ebola Virus Disease crisis and to build long-term psychosocial health and resilience at the individual and community levels in project target areas. This objective is expected to be achieved through: (i) the training and capacity building of new and existing cadres of mental health providers (i.e. mental health clinicians, psychosocial counselors, social workers, and general community health volunteers); (ii) the implementation of psychosocial/mental health interventions at the individual/family and community levels. The project became effective in February 2015 and will close in February 2018.



Nurses listen during a training program to learn more about child and adolescent mental health in Monrovia, Liberia on March 3, 2016. The class was jointly sponsored by the Carter Center and the JSDF

Achievements: Overall implementation of the project is on track. Results, so far, against project completion targets are shown in the table below.

Table 9.2 Project Results — Supporting Psychological Health and Resilience in Liberia

Indicators	Results	Targets
Level of competence, skills and confidence among providers improved (in %)	45	55
Depression, post-traumatic stress disorder and disability among project participants reduced (in %)	25	20
Stigma against Ebola-affected individuals/households reduced (in %)	50	30

MOZAMBIQUE: Maputo Peri-Urban Sanitation (\$1.78 million)

Objectives: to improve the sanitation conditions and practices of about 140,000 people in 11 unplanned peri-urban neighborhoods of Maputo, and pilot effective approaches for replication. The current closing date of the project is August 2017.

Achievements: Progress towards the achievement of the project's development objective is satisfactory. The following activities have been undertaken:

- **Sanitation facilities construction:** Of the 50 planned sanitation blocks for large compounds, 21 have been handed over, others are under construction. Of the 250-shared toilets for smaller compounds, 108 have been handed over and others are under construction;
- **Development of de-sludging services:** Eight operators are equipped, trained and working. The challenge is that the poorest families are unable to afford the improved service. A subsidy mechanism will be developed based on the new sanitation service charge to be introduced by the Maputo Municipal Council;
- **Sanitation and hygiene promotion and monitoring:** 55 activists recruited and trained. These activists have helped to improve sanitation facilities and carried out a series of face-to-face hygiene promotion activities.

Key performance results as of FY16 against the project completion targets are shown in Table 9.3.



Table 9.3
Project Results — Maputo Peri-Urban Sanitation in Mozambique

Indicators	Results	Targets
Number of people with access to improved sanitation facilities	18,000	28,000
Locally based operators providing adequate emptying service	7	12



CHAPTER 10

PERFORMANCE OF THE FY16 CLOSED PROJECTS PORTFOLIO

This chapter discusses the relevance and development outcomes of a sample of projects that closed in FY16. The chapter also provides the main lessons learnt from the implementation of these projects to guide the designs of future projects. The discussion is organized according to the six JSDF Program thematic areas.

All the projects were relevant to the country context at the time of project design, the Country Partnership Strategies (CPS) and the grant recipient government's development strategies. While all the JSDF projects were focused on improving the quality of lives of the vulnerable and marginalized communities, the six closed emergency projects were particularly focused on providing emergency income support and short-term employment to youths, female headed household groups, safeguarding health and nutrition of very young children of marginalized urban poor families against recurrent food crisis, reducing the vulnerability of small farmers to the increased volatility of international food markets, and protecting small-small livestock farmers from animal feed crisis.

Some of the key lessons learnt from the closed projects are summarized below:

- A critical factor in project's success is the capacity of the project implementation agency. A very thorough assessment of the capacity of the project implementation agency at the preparation stage is required and adequate provision of necessary technical support to strengthen this capacity should be made in the project;
- Clear and precise communication about the project among all stakeholders, at all levels of the project implementation agency, and the target beneficiaries' help to achieve project outcomes. In addition to traditional communication methods, the use of social media can be strategic in mitigating tensions and misunderstanding among key stakeholders. Social media can also be an effective tool to raise awareness about the education needs of children with disabilities and to establish support networks;

- Youth can be positive agents of change in conflict countries when project interventions promote social inclusion and cohesion approaches;
- Involvement of the private sector in the design of job training can help with obtaining post-training employment;
- Pro-nutrition livelihood activities can be successful when project objectives are well focused and implementation procedures are simple;
- Adequate resources are needed for the training of teachers to attend to the special education needs of children with disabilities;
- Early action on procurement is needed for emergency projects.

The experiences with the implementation of some of the closed project informed the designs of WBG financed lending operations. For examples:

- The Benin Community Nutrition Project informed the design of WBG financed Multi-sectoral Food Health and Nutrition Project (\$28 million);
- The Lao PDR Mobilizing Ethnic Communities for Improved Livelihoods and Wellbeing Project informed the Additional Financing for a Lao PDR project aimed at consolidating the livelihood and nutrition activities by strengthening village SHGs and village nutrition centers;
- The design of the nutrition component focused on under-served areas in the Strengthening Health Care for Results in Tanzania was influenced by the Tanzania Rural Food Fortification Project;
- The design of the Quality Education for Children with Hearing Loss Project financed under the Global Partnership for Output-Based Aid (GPOBA) Program benefited from the lessons from the Vietnam Intergenerational Deaf Education Outreach (IDEO) Project.

LIVELIHOOD SUPPORT

MONGOLIA: Community-led Infrastructure Project for the Urban Poor in Ulaanbaatar Phase II (TF099673; \$2.77 million)

Project Relevance and Achievement of Project Development Outcomes

The project was relevant to the country context. Mongolia's growth in Gross Domestic Product fell sharply from 8.9 percent in 2008 to 2.7 percent in 2009 due to a sudden decline in the prices of key mineral exports. Under normal circumstances, the poor and vulnerable population of the country suffered from lack of stable employment or income opportunities. The economic crisis hit them even harder than other groups in the society.

There was a compelling need for income-generating opportunities for the poor and vulnerable people in the city as well as a scaling-up of community-led infrastructure development activities. During the consultation meetings for the WBG's report, "Managing Urban Expansion

in Ulaanbaatar, Mongolia,” many community leaders from “*ger khoros*”⁵ expressed strong interest in implementing community infrastructure. This was one of the first Community-Driven Development (CDD) urban projects in the country.

The PDO was to assist about 10,000 persons in the most vulnerable among the urban poor in the “ger” areas of Ulaanbaatar where the majority of low-income households live with very limited basic services, to generate additional income by scaling up community-led infrastructure development activities. The project objective was highly relevant. The policy conditionality in the emergency Stand-by Agreement Loan for Mongolia (2009) focused on social safety and food security of low-income groups. The 2013–2017 CPS for Mongolia also emphasized the importance of addressing the vulnerabilities through improved access to services and better services delivery, safety net provisions, and improved disaster risk management. Pillar Two of the CPS stressed building a sustained and diversified basis for economic growth and employment in urban and rural areas, which is aligned with the PDO.

The PDO was achieved. *The project closed in July 2015.* Project results exceeded the project completion targets as can be seen from Table 10.1 below.

Key Lessons

- Existing laws relating to collateral may need to be reviewed and adjustments made to allow community groups to obtain contracts for implementing sub-projects;
- Downstream communication about financial matters should be clear and concise. Matters relating to finance and compensation are sensitive, and efforts should be made to convey the guidelines and rules as clearly as possible prior to contracting;
- Operation and Maintenance (O&M) should be an integral part of the project. Efforts should be made to ensure that post-construction infrastructure is in good shape and that the responsible authority is actively involved in planning and budgeting for O&M activities.

 **Table 10.1**
Project Results — Mongolia Community Led Infrastructure Project
for the Urban Poor in Ulaanbaatar

Key Outcome Indicators	Results	Targets
Number of direct beneficiaries	16,997	10,000
Female beneficiaries (% of total)	36	40
Vulnerable household income increased due to project (in %)	98	80
Female headed community groups (in %)	66	65
Project constructed community infrastructure/facilities owned and maintained by community (in %)	80	80

Notes: (i) About 95.5 percent of these beneficiaries belonged to the project-defined vulnerable population (i.e. single mothers, unemployed citizens, disabled, low income households); (ii) Due to the labor-intensive nature of work, less women benefited.

⁵ “Ger Khoros” means “informal settlement” in urban area sub-districts.

TUNISIA: Emergency Support for Youth (TF010625; \$2.78 million)

Project Relevance and Achievement of Development Outcomes

The project's objectives were very aligned with the country strategies and priorities. The project aimed to provide emergency income support and short-term employment to approximately 3,000 youth to meet their basic needs through cash-for-work, training, apprenticeship and self-employment opportunities. Tunisia's 2010–2013 CPS identified unemployment as a critical development challenge. Several WBG operations aimed at addressing this issue but those operations did not focus on less educated youth in the two governorates of Kasserine and Silliana, where this project operated. Nor did those projects incorporate youth-led or community development approaches. This project was one of the first projects that focused on youth through a community development approach. The project was also aligned with Pillar III and IV of the 2016–2020 CPS that aimed at employability of young men and women and productive inclusion. The project was aligned with two pillars in the MENA Strategy: (i) inclusive approach to build institutions, (ii) emergency support services as a reaction to the shock of the food and financial crisis, and political instability due to the revolution.

The PDO was achieved as shown in Table 10.2. The project closed in January 2016. The results exceeded the project targets at completion.



Conferral of certificate to micro-entrepreneurship grant winner in Siliana.

Table 10.2
Project Results — JSDF Emergency Support for Youth in Tunisia

Key Outcome Indicators	Results	Targets
Number of direct beneficiaries	3,378	3,300
Female beneficiaries (% of total)	49	50
Number of youth trained (classroom in soft and life skills, on-site training on team work and soft skills on community works)	3,378	3,300
Job placement rates of beneficiaries (in %)	28	15
Survival of micro-enterprises supported by the project after 12 months (in %)	95	40

Key Lessons

- Even in a fragile country situation, youth can be agents of positive change when: (i) project activities are aimed at strengthening social inclusion and cohesion in communities by improving the employability of marginalized young people through training and support to start or expand entrepreneurial activities; and (ii) there is effective involvement of local authorities and civil society;
- Involvement of the private sector in designing the training curriculum is important for post-training employment;
- Availability of micro-finance helps to promote creative and innovative entrepreneurship and job creation.

TUNISIA: Community Works and Local Participation (TF012412; \$2.87 million)

Project Relevance and Achievement of Development Outcomes

The project was and still is highly relevant for Jendouba. Tunisia continues to face significant unemployment challenges (particularly among youth and low-skilled workers), depreciated infrastructure, and lack of equitable access to services in lagging regions. The country also continues to witness challenges in improving transparency and participatory approaches to deliver public works programs. The project responded to these challenges and addressed high unemployment, low infrastructure, and limited access to services at the local level. The project also enhanced a participatory approach in service delivery and built the capacity of NGOs at the local level to partner with the government to deliver social programs targeted to vulnerable segments of the population.

The objective of the project was to provide direct income support to low-skilled and long-term unemployed citizens through their participation in labor-intensive community works, selected for implementation in a highly participatory manner by civil society associations in Jendouba, one of the lagging regions in the country. The project provided temporary employment to disadvantaged people who worked for 50 days on average; some of these people, particularly women, were earning a salary for the first time. Seventy-two sub-projects were selected through a participatory process involving an inter-sectorial committee, established at the local level to reflect local needs. These were implemented by 59 different associations in Jendouba.

The project outcomes exceeded the targets as shown in Table 10.3. The project closed in June 2016.

Key Lessons

- Partnerships with civil society and participatory approaches could work well in the Tunisian context to deliver public works programs;
- The human resource and implementation capacity at the regional level needed to be strengthened to implement public works programs;



Table 10.3
Project Results – Community Works and Local Participation in Tunisia

Key Outcome Indicators	Results	Targets
Share of envisioned low-skilled and long-term unemployed (out of 3,000) who received temporary income support through community works projects financed with the grant	104	90
Female direct beneficiaries (in %)	54	30
Local associations have successfully rehabilitated and/or upgraded infrastructure and services in the selected communities (in %)	98	80

- Training and hands-on implementation support for to day-to-day operations helps address the limited capacity of local NGOs;
- Monitoring is an important role in improving program governance and implementation;
- Better targeting can ensure greater transparency;
- Good social communication can play a strategic role in mitigating tensions and misunderstanding between different stakeholders;
- Policy coherence needs to be ensured between social assistance programs and contributory social security systems.

IMPROVED NUTRITION AND EARLY CHILDHOOD DEVELOPMENT

BELIZE: Improving Children’s Health and Nutrition (TF099168; \$2.75 million)

Project Relevance and Achievement of Development Outcomes

The project, aimed at improving the health and nutrition of children of poor Mayan children in Toledo, Belize, was and remains highly relevant. The 2016 Systematic Country Diagnostic (SCD) for Belize noted the importance of poverty reduction and faster economic growth and highlighted the need to improve education and skills. There is a positive relationship between nutrition and educational outcomes. The project’s focus on the relatively undeveloped status of Toledo district and on improvements in nutrition and health is consistent with the SCD. The project was also aligned with the nutrition focus of the Health, Nutrition and Population Global Practice.

The pilot project has been successful in: (i) reducing the number of home deliveries; (ii) increasing the number of skilled care deliveries and overnight stays; (iii) reducing dropout rates from school for children under five, reduced repetition rates of children at school; and (iv) reducing the mortality rate of children under five in the Toledo District, reported to be the greatest across the country. The results at project completion against the targets are shown in Table 10.4. The project closed in January 2016.

Key Lessons

- Creative approaches are required to address the challenge of procurement of qualified services in small countries. This project provided a good example with the use of local university students to conduct the baseline survey, which was procured as part of a broader package of technical assistance;
- Cultural relevance matters for success. A major factor leading to the success of this project was the culturally appropriate intervention that was made with the preparation of a cookbook customized for the Mayan community;
- High levels of personal ownership were key in achieving results. The focus of the project on long-term sustainability ensured integration in the local community, which in turn resulted in high levels of personal ownership;
- High levels of community involvement could be applied to address the issue of poor nutrition as a risk factor for obesity and non-communicable diseases.

Box 10.1

A Healthier Lifestyle for Indigenous Women and Children in Belize

Anemia affects about a quarter of the women of childbearing age in Toledo's rural communities. Anemia and worm infestation are prevalent among malnourished children in these communities thus affecting their physical and mental development and capacity for increased learning. These problems affect the Mopan and Qechi Mayas – the largest indigenous communities in Toledo's district. This JSDF grant helped to bring about a significant change.

 **Table 10.4**
Project Results — Improving Children's Health in Belize

Key Outcome Indicators	Results	Targets
Percentage decrease in rate of worm infestation in primary school-aged children in Toledo's rural communities (in %)	15	12
Percentage decrease in rate of anemia in primary school aged children in Toledo's rural communities (in %)	14.4	12.2
Percentage increase in children between 12–23 months whose weight and height are reported on growth chart at least once in the last quarter	99	83
Percentage increase in children between 0–11 months whose weight and height are reported on growth chart at least once in the last quarter	95	73
Number of primary schools with feeding programs that include at least one portion of vegetables and fruit in their daily menu	12	12
Percentage of women received at 3 antenatal care consultations during pregnancy with at least once during every trimester of pregnancy	90	62
Number of Community Health Workers trained in promoting ante-natal care, counseling, education, nutrition, infant and young child feeding practices and growth monitoring	64	50

BENIN: Community Nutrition (TF097920; \$2.80 million)

Project Relevance and Achievement of Development Outcomes

The PDO was to improve nutrition of young children in poor rural areas with high malnutrition rates through innovative delivery mechanisms of nutrition services at the community level by reaching mothers and grandmothers. The project was relevant at the time of project preparation and during implementation when Benin was characterized with stagnating nutrition. Levels of malnutrition were above the Sub-Saharan African average. The pilot project is aligned with the CPS (2013–2017) which aims to enhance household food security and maternal and child health and nutrition outcomes through community mobilization and community-based service delivery.

The PDO was achieved. Results at project completion are presented below. The project closed in January 2016.

Benin: Community Nutrition Project – Best practices and innovations have informed the design of the WBG financed Multi-sectoral Food Health and Nutrition Project in Benin amounting to \$28 million

 **Table 10.5**
Project Results — Community Nutrition in Benin

Key Outcome Indicators	Results	Targets
Mothers of children 0–6 months of age reported to have exclusively breast-fed their child for the past day (%)	94.4	54.0
Severely malnourished children supported by the project gained weight (%)	59	50
Number of pregnant/lactating women, adolescent girls and/or children under age five benefited from the basic nutrition services	69,560	13,608
Children under 24 months old benefiting from improved feeding practices	18,582	8,064
Children under 5 treated for moderate and acute malnutrition	15,228	5,544

Key Lessons

The following good practice aspects of the grant informed the design of the WBG financed Multi-sectoral Food Health and Nutrition Project (\$28 million):

- Organization of technical actors and service providers needs to be organized at the Commune level to: (i) adopt a common results framework for action; and (ii) inform the Commune authorities on the integration of nutrition in the Commune Development Plan and budgets;
- Need to develop partnerships between NGOs and Communes for community mobilization and organization, social and behavior change communication, enhanced service delivery, monitoring, reporting and funding;
- Close monitoring and support at the operational level is useful, particularly during the first years of project implementation when the approach is newly being introduced at Commune level; and
- Involvement of, and collaboration, with the National Association of Commune in Benin that has shown a capacity to provide additional peer influence on Commune authorities.

The design of the WBG project also benefited from the tools that were developed under the pilot project, e.g., the selection criteria of NGOs and the development of community registers. The following operational lessons guided the design of the WBG financed project:

- Building a good knowledge of the village structures and organization are important for successful project implementation;
- Careful planning and coordination of demand and supply-side interventions helps to avoid unnecessary demand for inaccessible services; and
- The use of open straw huts (i.e., thatched roof on poles) was very effective for the community-based nutrition activities.

EL SALVADOR: Safeguarding Human Capital of Urban Poor Children in the Context of Recurring Food Crisis (TF011078; \$2.75 million)

Project Relevance and Achievement of the Development Outcomes

The project was highly relevant in the context of the recurring food crisis. Environmental conditions and economic crisis contributed to rising prices of food and crop destruction created a food crisis in El Salvador, as in many other countries in Africa. About 85 percent of food consumed in El Salvador is imported. The project was a timely response to the country's needs and aligned with the Government's plan of action. The objective of this project was to safeguard the health, nutritional, cognitive and social outcomes of very young children living in marginalized urban poor families against shocks and to mitigate the effects of food price volatility on pregnant women and children under 3 years of age. The project helped to finance

the new integrated programs needed by vulnerable women and children and also community mobilization and institutions that were integral to the overcoming capacity constraints.

The project achieved its development objectives. It delivered a state of the art integrated package of cost-effective interventions for vulnerable poor mothers and young children (less than 3 years) in urban marginalized high violence communities. See Table 10.6.

The project highlighted the need to consider issues of children’s nutrition in marginalized communities in the discussions about the National Policies for Child Development.

Lessons Learned

- Children’s nutrition interventions are multisectoral involving different sectors of the economy, such as, agriculture, education, and social protection;
- Better target intervention with supplemental nutrition of micronutrients or caloric intake is required;
- Systematic adjustment of the nutrition formula in the fortified food and micronutrient concentration according to the national and particular sector needs is required;
- Accreditation of primary health services on integrated delivery of ECD and child growth and nutrition are important;
- Process to procure nutritional foods is complex and technical assistance is required;
- Countries should engage in a multi-sectorial initiative for better nutrition outcomes, such as, the collaboration from the UN family and private sector in the country in the revision of ECD materials.



Table 10.6
Project Results — Safeguarding Human Capital of Urban Poor Children in the Context of Recurring Food Crisis in El Salvador

Key Outcome Indicators	Results	Targets
At least 5 percent increase in exclusive breastfeeding rates in children 0–6 months old in project areas	53.0	52.6
At least 25 percent increase in diet diversity	86.3	25
Percentage of children 6 to 23 months in the project areas that have consumed at least 1 cycle (60 envelopes) of micro-nutrient supplements within the last 6 months	100	60
At least 10 percent increase of the health care appointments for monitoring and promotion services for children under 3 in the project areas (in number of appointments)	581, 305	728,243
At least 50 percent of mothers of children 0–3 years old can provide at least three childhood age appropriate activities	94.7	50
At least 50 percent of mothers of children between 0–3 years old in the project areas can provide at least 3 parenting techniques	90.1	50

LAO PDR: Mobilizing Ethnic Communities for Improved Livelihoods and Wellbeing (TF097786; \$2.62 million)

Project Relevance and Achievement of Development Objectives

The project targeted ethnic minorities and women, who were the most vulnerable. The project's objectives were to pilot an innovative approach focused CDD strategy in four poverty reduction priority districts within two provinces to assist 28,800 households in ethnic communities in rural areas in Lao PDR to improve their livelihoods and wellbeing through group-based activities. At the time of project preparation, the incidence of poverty was 25 percent among the Lao-Tai, compared to 54, 40 and 46 percent among Mon-Khmer, Hmong-lu Mien and the Chine-Tibet ethno-linguistic minorities respectively. Social and poverty differences based on gender were substantially higher among the ethnic minority communities than in lowland communities and/or among the dominant ethnic Lao-Tai groups. By focusing on ethnic communities in remote underserved areas and having a strong gender focus, the project was able to respond directly to the vulnerable communities' need for improve livelihoods and wellbeing.



Women with their savings book in Savannakhet Province

The project reached 28,900 beneficiaries, 87 percent of whom were ethnic minority women. This exceeded the target of 24,600. It also substantially exceeded the outreach target for women, which was 50 percent. However the objectives to improve the livelihood and well being of the 28,000 households were somewhat affected by the weak capacity of the implementing agency. The 306 SHGs organized under the project did not receive sufficient operational support in bookkeeping and accounting from the implementing agency. Nevertheless, 15 Village Nutrition Centers were established under the Project to provide nutritional meals to pregnant and lactating mothers and children less than two years. The project closed in April 2016.

Key Lessons

The concept to support pro-nutrition livelihood activities through savings/credit and nutrition education/demonstration, is most relevant in East and South Asia, where malnutrition persists in remote villages, in particular among ethnic minorities. However, because of the complexity brought by multi-spectral intervention (financing, agriculture, livestock, health, and nutrition) and capacity constraints, implementation was affected. The lesson is to have a focused design and simple implementation procedures.

The WBG financed Poverty Reduction Fund II Additional Financing Project will continue to consolidate livelihoods and nutrition activities of this pilot project by strengthening 306 SHGs and 15 Village Nutrition Centers.

TANZANIA: Rural Food Fortification Project (TF099112; \$2.63 million)

Project Relevance and Achievement of Development Objectives

The project was relevant at the time of design, implementation and completion. Nutrition is a major concern in Tanzania and it has been a key priority area for the donors to address within the health sector in Tanzania. There were no other investments that targeted the poor through small food fortification programs. Tanzania's national Food Fortification Action Plan aimed to reach Tanzanians with fortified wheat flour, maize flour and edible oil processed in large-scale food processing industries. Hence, testing and documenting the experience with small food fortification was extremely relevant.

Tanzania: Conditional cash transfers for more than 2000 poor families informed a \$100 million IDA project and paved the way for other CCTs in Africa

Micronutrient deficiencies were and still are a public health problem in Tanzania. Deficiency disorders related to iron, vitamin A, folic acid, and iodine affect more than a third of children under five and women. The project objective was to demonstrate workable and sustainable approaches for addressing micro-nutrient deficiencies in rural Tanzania, thereby providing models for the future roll out of life-saving food fortification interventions in those areas of Tanzania not reached by the national food fortification program.

The overall objective of demonstrating workable and sustainable approaches to food fortification in rural areas was achieved, and progress was made on all indicators and capacity built. An impact assessment report documented the pilot experience of how small-scale hammer mill and home fortification can be designed through government structures. The report concluded that through a combination of factors including ensuring the timely availability of fortification supplies, implemented concurrently with high levels of advocacy on the usefulness of fortification, fortification of maize flour and provision of micronutrients in rural Tanzania can be a promising model for underserved regions. Core findings of the report, detailed by outcome indicators, include the following:

- Community awareness of micronutrients increased from 33 percent at baseline (in 2013) to 54 percent at the end of the project;
- 59 percent of the participants had knowledge about food fortification while 26 percent confirmed the use of Micro Nutrient Powder (MNP);
- 91 percent of the mill owners were aware about importance of fortifying maize flour, 89 percent about micronutrient premix and 61 percent about MNPs.

Two out of four Project Development Outcome indicators targets were reached. The project closed in December 2015.



Table 10.7
Project Results — Rural Food Fortification in Tanzania

Key Outcome Indicators	Results	Targets
Numbers in targeted district population reached with supplies and knowledge	580,000	580,000
Female beneficiaries who heard about food fortification and can mention at least one advantage (%)	68	50
Proportion of children (6–23 months) in target districts utilizing micronutrient powder at least once in the last month (%)	26	60
Proportion of women in households in target districts utilizing fortified maize flour in the last month (%)	14	40

Key Lessons

The impact assessment found that although indicators had progressed, the targets were not all achieved in part due to misconceptions and myths that existed among communities, the untimely supplies and low social marketing surrounding fortification experiences. These lessons are valuable for the future design of similar projects.

- Timely availability of fortification supplies, implemented concurrently with high levels of advocacy on the usefulness of fortification, fortification of maize flour and provision of micronutrients in rural Tanzania can be a promising model for under-served regions;
- Knowledge of international financing, quality requirements by the government's Food and Drugs Authority and logistics at the port and distribution, should be adequate to ensure efficient procurement;
- An adequate, committed and funded implementation team needs to be in place;
- Community sensitization to address myths and misconceptions and lack of knowledge about food fortification is critical and needs to be well executed;
- There is a need to involve male partners especially in pastoralist communities. The power relationship was such that women found it difficult to request money for micronutrient powders or to pay for the fortificants at the milling machines.

As a sequel to this pilot initiative, the WBG financed the Strengthening Primary Health Care for Results in Tanzania. The project includes a nutrition component that focused on under-served areas.

INCLUSIVE EDUCATION

HONDURAS: Piloting New Forms of Community-Administered Education for Socially Vulnerable Communities in Honduras (TF094670; \$1.71 million)

Project Relevance and Achievement of Development Objectives

Although Honduras spends, on average, more on public education than other Latin American countries, there have not been superior educational outcomes. The problems of the Honduran education system were in service provision, including low teacher accountability and poor performance. The Honduran Program for Community-Based Schools (PROHECO), a community-based education program financed by the WBG, provided a catalyst for the improvement of educational system in Honduras. PROHECO helped to expand educational opportunities to remote and poor areas, thereby increasing the reach of education, especially for the poor. This project was relevant as it aimed to pilot the expansion of PROHECO to lower secondary education and to pilot learning centers in selected communities.

The project achieved its PDO of piloting the expansion of PROHECO to lower secondary education and learning centers in selected communities. It has become the main vehicle by which the PROHECO model was tested to work for lower secondary education (grades 7 through 9). All four pilot PROHECO schools targeted by the project offer grades 7–9 with a formal education program – the National Basic Curriculum. Key results at project completion against targets are presented below. The project closed in July 2015.

Key Lessons

- Communities have proved that their involvement promotes accountability at the local level;
- Quality of education can be enhanced when the government proactively supports “bottom-up” citizen engagement.



Table 10.8
Project Results – Piloting New Forms of Community-Administered Education for Socially Vulnerable Communities in Honduras

Key Outcome Indicators	Results	Targets
Lower secondary education enrollment in four pilot PROHECO schools increased (in numbers)	204	250
Transition rate to 7th grade in pilot PROHECO schools (in %)	121	90
Youth and adults aged 15–40 attending classes in pilot learning centers	475	250

Notes: (i) The increase in lower secondary education enrollment as a result of 6th grade students from these same schools who have decided to continue their lower secondary education (62 percent of them); (ii) an influx of new students enrolling from other schools in neighboring communities (38 percent); (iii) along with a small percentage of students who at one point graduated 6th grade at these same schools and had not continued into lower secondary education and a to reflect have later decided to return to schools (3 percent).

MALAWI: Promoting Inclusion of Children with Disability into Basic Education for All Program (TF099386; \$1.83 million)

Project Relevance and Achievement of Development Objectives

The project was aligned with the provisions following Malawi's national laws and policies towards equal access and inclusion in education for children with disabilities: (i) the Disability Act (2012) defines inclusive education as “a process of addressing and responding to the diversity of needs of all learners through increasing participation in learning, cultures and communities and reducing exclusion from and within education”; (ii) the National Policy Guidelines on Special Needs Education (2007); (iii) the National Education Strategic Plan 2008–2017; and (iv) the National Policy on the Equalization of Opportunities for Persons with Disabilities (2006) reaffirm a commitment.

The objective of the pilot project was to test innovative methods to promote the enrollment of children with disabilities currently excluded from mainstream schools and influence the development of an inclusive education policy. The project closed in March 2016.

A situational analysis was carried out to help develop guidelines and an inclusive education policy. The Federation of Disability Organizations in Malawi used the results of the situational analysis to inform the planning of activities including, adjustment to the scope of schools to be supported through grants, a campaign to promote inclusive education, teacher trainings, and discussions with the Ministry of Education on developing guidelines and an inclusive education policy.

Box 10.2

Testing Innovative Inclusive Education Methods in Malawi

Education is still largely an unfulfilled dream for 250 million children who have been to school but cannot read or write. As the world begins to tackle this massive learning crisis, getting children with disabilities and other disadvantages into school and learning requires focused and simultaneous action.

The Malawi Inclusive Education for Disabled Children project activities have ranged from sensitization and community mobilization campaigns in 30 schools, bringing together all stakeholders, developing various sets of guidelines including for disability screening, training 1,100 teachers on inclusive education and providing hands-on support in 30 schools.

A module has been developed to collect information on disabled children and monitor their regular activities. The Ministry of Education will incorporate this module in its Education Management Information System. Ministry staff has also been trained on inclusive policies and practices.

The following activities were completed under the project:

- The implementing agency completed guidelines covering the following three areas: (i) making school infrastructure and facilities “barrier free”; (ii) teacher training manual for making classrooms inclusive; and (iii) assessment and identification of children with disabilities and special provisions to be included while evaluating children with disabilities on various education outcome and learning parameters. These guidelines have been used;
- 30 schools have benefited from improvement plans, grants, training of 1,100 teachers on inclusive education, and hands-on support was provided to these schools;
- Clinical screening of 1,009 children in the 30 schools has enabled the project to identify children with disabilities that need early intervention to increase their access to education in the inclusive schools;
- 1,148 children with disabilities enrolled in schools;
- 36 Ministry of Education staff trained on policies and practices on inclusive education have promoted awareness among the staff members on mainstream issues pertaining to education of learners with disabilities in the education sector.

Key Lessons

- Engagement of government ministries on education through training can help change their mindset to promote inclusive education practices and provision of equitable access of educational services to children with disabilities at all levels of the education sector;
- Early clinical assessment for children with disabilities needs to be a priority before providing educational services for children with disabilities;
- Harnessing school management committees to support learners with disabilities is essential in advocating for school improvement that makes the school environment friendly for learners with disabilities;
- A key barrier for children with disabilities not staying in school is failure of classroom teachers to meet the learning needs of children with disabilities and not making schools disability friendly;
- Sufficient resources for teacher trainings to equip them to identify and attend to the specific needs of special education students.

 **Table 10.9**
Project Results — Malawi Promoting Inclusion of Children with Disability into Basic Education for All Program

Key Outcome Indicators	Results	Targets
Schools receiving grants (in numbers)	30	30
Teachers trained in inclusive education	1,100	1,500

Note: Original target for schools to receive grants was 150. This was reduced to 30 based on the recommendation in the Situation Analysis report.

VIETNAM: Intergenerational Deaf Education Outreach (IDEO) Project (TF099058; \$2.80 million)

Project Relevance and Achievement of Development Objectives

The project was very relevant to the country's sectoral needs. Vietnam had expressed a strong commitment to achieving universal basic education as a foundation for social development and economic growth. While the country had made impressive progress towards achieving the Education for All goals, a wide gap continued to exist between non-disadvantaged and disadvantaged students. The disadvantaged students had lower education outcomes than their non-disadvantaged peers. The project was consistent with the CPS (2007–2011) pillar on “strengthening social inclusion” and Pillar 3 of the 2012–2016 CPS on broadening access to opportunity, the theme of addressing “weaknesses in basic public service delivery and access” (i.e., access to education for deaf children).

At the time of preparation of this project, Vietnam had an estimated 16,000 deaf and hard-of-hearing children between the ages of 0–5 years, and most of these children lacked access to specialized early education, which impacted their ability to fully develop mentally and socially. Of the few deaf children who entered school, many were not ready for academic learning. The IDEO model was unique in Vietnam and the only intervention that specifically targeted pre-school aged deaf children with a proven record of strengthening their school readiness. Given that there were no other interventions that support deaf children's early development or directly align with the government's priorities regarding deaf education, the PDO continue to be highly relevant.

The project aimed to assist young deaf children integrate into mainstream society, by piloting an innovative joint family and institution-based delivery system comprising screening, family support and preschool services. The project closed in June 2016. The achievements of the development outcomes against targets are shown in Table 10.10.

The third outcome indicator, “New joint family-institution intervention model for young deaf children is appreciated, adopted and replicated in the mainstream education system” was partially achieved. While there is wide appreciation for these interventions amongst Family Support Teams, teachers, parents, children and ministry officials, the model has not yet been adopted or replicated within the mainstream education system.

The project's direct beneficiaries were 5,204 against a target of 3,060. These beneficiaries included:

- 255 deaf children benefited from early childhood education (170 percent increase from target);
- 45 Grade 1 students learning sign language;
- 320 parents of deaf children fully involved (107 percent increase from target);
- 1,380 deaf adults involved in deaf clubs (115 percent increase from target);
- 2,760 family members of deaf adults fully involved (230 percent increase from target);
- 105 deaf leaders trained (205 percent increase from target);
- 55 deaf family mentors trained (220 percent increase from target);
- 89 Hearing teachers of deaf children trained (294 percent increase from target);

**Table 10.10****Project Results – Vietnam Intergenerational Deaf Education Outreach**

Key Outcome Indicators	Results	Targets
Eligible deaf children can function well in families and are well-prepared for mainstream school programs (entering Grade 1) (in numbers)	255	150
Number of preschool deaf children and families seeking screening and family support and preschool support from the joint family-institution model increased	550	400

Note: These children benefitted from early childhood interventions and sign language instruction, which in turn has helped them achieve significant gains in terms of cognitive and language skills. Children having benefitted from IDEO interventions also developed higher socio-emotional skills and were able to actively interact with other family members compared to pre-IDEO⁶, making them well prepared for formal schooling.

Note: This indicator tracked: (i) the number of children being screened and subsequently receiving joint family-institution support; and (ii) the number of parents expressing interest in participating in the project.

- 54 communication facilitators trained;
- 40 technical and management officials from education agencies involved.

Some other activities that contributed to the achievement of the above outcomes included the following:

- Development and dissemination of a new educational website together with training materials and a sign language dictionary became a knowledge hub on deaf education in Vietnam;
- Reaching an agreement with VTV7 - a national education channel - to develop and broadcast “Weekly Five Signs Teaching” episodes for deaf preschoolers and their families;
- Supported the digitalization of learning materials on teaching and learning in sign language, which include: (i) a 2,000 Vietnamese sign dictionary; (ii) 52 episodes of “Learning Five Signs Every Week” to be broadcast on VTV7 - the national education channel; and (iii) an educational website covering all project learning materials and reference/information on deaf education and the deaf community.

Key Lessons

- Pilot projects allow the flexibility to make necessary adjustments to ensure that the maximum number of target beneficiaries are reached efficiently, to gather critical information about the government’s buy-in and collect valuable lessons before committing additional resources;
- Social media can provide an effective and cost-efficient way to raise awareness and establish support networks; for example, awareness-raising activities such as “Family Fun Days” were important to inform the communities about IDEO and deaf education and acted as a catalyst for deaf adults and parents of deaf children to establish support

⁶ This was confirmed by findings from the Early Development Instrument (EDI) study, as well as parents and family support teams throughout the life of the project.

Box 10.3

Unlocking the Potential of Pre-School Deaf Children in Vietnam

The IDEO model has three main features: (i) use of sign language as the primary mode of communication, enabling deaf children to connect with their families and with the outside world; (ii) have deaf mentors as role models, advocates and sign language teachers; and (iii) involve the family in the child's learning and development.

"Two months after joining the program, my daughter can now communicate a lot with me. She knows many words now and tells me the names of different fruits when she goes out. She can also count," said **Dinh Vo Kim Ly, mother of Ho Vo Tuong Vi, a four-year old girl with hearing loss.**

Sign language is a tool for inclusive education. The project also launched an interactive website (<http://ideo.org.vn>) to provide online sign language learning videos, sign language vocabulary, games, and other materials on Deaf education for Deaf children and their families, educators and the public. A series of short sign language videos has been prepared for broadcast on the national education channel (VTV7) to reach out to a wider audience. **Four-year old Young Linh** sums it up nicely: *"Now we can all speak the same language."*

"The IDEO project has not only opened a new and appropriate method to teach sign language for the Deaf children, it has also strengthened the participating schools and other relevant organizations in supporting Deaf education in Vietnam," said **Vice Minister of Education and Training Nguyen Thi Nghia.**

Source: Excerpted from World Bank Feature Story (April 17, 2014)

networks. Facebook and other social media applications can facilitate the establishment of networks and get support. In the pilot project, with the use of social media, the non-participating provinces were able to tap the resources produced by IDEO and learn from project beneficiaries on how to establish their own support groups and networks.

The lessons from IDEO interventions have been incorporated into a new operation "Quality Education for Children with Hearing Loss" which aimed at increasing access of students with hearing loss to Vietnamese sign language-based primary education, training teachers in deaf education and sign language, and establishing an online library containing sign language related teaching and learning materials. The Global Partnership for Output-based Aid funded the new operation.



Children learning sign language

ENVIRONMENTALLY SUSTAINABLE AGRICULTURAL PRACTICES, ADAPTATION TO CLIMATE CHANGE AND COMMUNITY LEVEL DISASTER RISK MANAGEMENT

BURKINA FASO: Emergency Livestock Feed Access Project (TF013331; \$2.85 million)

Project Relevance and Achievement of Development Objectives

The project was relevant and timely. It was designed as a response to the animal feed crisis and to complement the government's effort to mitigate the food crisis by focusing on human food security. The project targeted poor and vulnerable pastoral households living in rural communes at risk of reduced livestock-based food production due to the significantly reduced pasture resources following the 2011–2012 climatic shock. The project's focus on improving access to animal feeds was consistent with the Accelerated Growth and Sustainable Development Strategy (2011–2015) and was closely aligned with Outcome 3.3 of the CPS 2013–2016, which emphasized measures for an integrated system for alerts and responses to manage risk and catastrophes.

The PDO was to increase access to livestock feed and health services to small-scale livestock keepers living in pastoral and agro-pastoral zones with substantial risk of livestock output reduction in 2012. The project closed in December 2015. The results based on the outcome indicators exceeded the project completion targets as shown in Table 10.11.

The project's impact assessment indicated that the project:

- Contributed significantly to maintaining milk production, particularly for small ruminants (the largest herds) with an increase of 19 percent compared to project non-beneficiaries;
- 1,065 jobs created, of which 18 percent were permanent and 82 percent temporary (nine months) jobs that included family and non-family labor force;
- Beneficiaries were able to (i) maintain their milk production at an acceptable level and animal feed costs had considerably reduced with the straw shredder technology introduced under the JSDF project; and (ii) improve revenues and create permanent and temporary jobs.

Based on these results, potential rural youth migration to cities during the long dry season can be reduced while improving the performances of livestock production systems.



Table 10.11
Project Results — Emergency Livestock Feed Access Project
in Burkina Faso

Key Outcome Indicators	Results	Targets
Number of direct household beneficiaries	31,906 (255,078 individuals)	28,000
Female beneficiaries (as percent of total)	38	30
Beneficiary livestock keepers who were able to maintain normal herd's mortality rate as defined in the baseline survey (%)	90	90
Beneficiary small-scale producers who have maintained their milk production (%)	90	84

Key Lessons

- Designing a robust and a structural response to livestock feed crises is the key for sustainable livestock production in Burkina Faso. The project implementation revealed that the country lacks a formal mechanism to address such crises. Taking into account the increasing rainfall variability and the effects of climate change, having a robust response system in place to strengthen the country's readiness to respond to future animal feed crises is suggested;
- Sensitization and a clear definition of roles and responsibilities for the project's key stakeholders are crucial for successful project implementation even under an emergency situation. The pressure to go straight into the implementation of project activities in the field when an emergency was declared was compromised by a weak appropriation of project implementation mechanisms by stakeholders. The project implementation indicated that animal feeds and veterinary products would have been better distributed and data collection better facilitated if the deconcentrated technical services of the Ministry of Livestock Resources were better sensitized on project implementation arrangements;
- Targeting the right beneficiaries can be challenging in an emergency situation. The criteria for targeting vulnerable producers should be well defined to take into account the specificity of the livestock sector;
- An emergency response project can be successful when the demand for services is anticipated early and a procurement process initiated by preparing bidding documents while designing the project.

EL SALVADOR: Agricultural and Energy Risk Management: An Integral Strategy to Cope with Drought and Food Insecurity (TF013124; \$1.83 million)

Project Relevance and Achievement of Development Objectives

The pilot project (AGROENERGIA) was consistent with the policies of the National Council for Nutrition and Food Security and the National Technical Committee. These institutions were created in 2009 to implement the National Policy for Nutrition and Food Security, articulating participatory solutions and responses linking government and civil society to solving the food insecurity problem. The project was aligned with the CPS to mitigate the impact of the crisis and, among other things, increase economic opportunities, particularly for the poor. It was compatible with the overall country strategy to raise agricultural productivity, strengthen value chains while protecting the environment, and support the safety net in rural areas by increasing rural incomes through increased food production.

The project assisted poor farmers living in the dry eastern region adapt their farming practices to better cope with drought, food insecurity, and high and volatile prices of agricultural and energy inputs. The farmers had been affected by the global crisis which severely contracted the economy, and which was only partly mitigated by a temporary safety net mostly for vulnerable urban poor.

Under the project, farmers increased their productivity through the introduction of innovative agroforestry practices and irrigation and energy technologies, which also increased their resilience to drought, food insecurity and input price volatilities. The project was expected to help increase productivity to meet the minimum levels of subsistence but the increase in productivity allowed them additional production to sell in the market. The grant was implemented by groups of small-holders assisted by local community-based organizations and cooperatives. The results achieved are outlined in Table 10.12 below. This project closed in November 2015.



Table 10.12
Project Results — El Salvador AGROENERGIA Project

Key Outcome Indicators	Results	Targets
Number of beneficiaries (of whom % women)	2,612 (46)	2,000
Number of farmers using agro-forestry systems	106	40
Number of on-farm harvesting and storage capacity installed and in use	688	40
Number of irrigations systems established and/or improved and in use	53 (<i>dripping and rainwater harvesting system</i>)	40
Number of alternative energy systems installed and in use by farmers	69	40

Key Lessons

- Important to work directly with communities and foster gender equality using a gender approach—favoring the involvement of women within the family and community context, respecting and taking into consideration their values and beliefs;
- The need to design information and consultation strategy to be implemented during the life of the project;
- Environmentally sound agriculture is sustainable if a holistic and integral approach that includes cultivation, irrigation, harvesting and commercialization, is applied;
- Successful agriculture risk management needs to include agroforestry and mixed agricultural systems.

GUATEMALA: Strengthening the Resilience Capacity of Maya Indigenous Peoples and Peasants to Cope with Food Insecurity and Climate Change in Dry-Corridor (TF011700; \$2.51 million)

Project Relevance and Achievement of Development Objectives

This pilot project was relevant. In Central American countries more than half a million families were faced with what experts called “food insecurity” or lack of food due to agriculture and livestock losses due to the prolonged absence of rain. This devastating situation had the worst impact on Guatemala, where the drought occurred following two years of poor harvests (2012–2013) and declining employment for day workers resulting from the coffee rust crisis. The drought affected 70 percent of the country’s landmass and the poorest 54 percent of the population, a segment that accounts for half of all chronic malnutrition among children under age five. In Guatemala, more than 236,000 families were affected.

The objective of this pilot project was to contribute to agricultural risk management and increased productivity levels of peasants and indigenous peoples of both genders living in the selected areas of the Guatemala Dry-Corridor, using environmentally sensitive production systems at lower production costs to ensure food security. In this region, farmers were unable to produce anything due to lack of water, good quality seeds and technical assistance.

The project faced several challenges for the technicians to provide timely and adequate technical assistance. These were: working with a variety of produces; remote location of the communities; and the impact of climate change over the last two years. Despite these challenges, with project interventions, farmers were able to harvest at least twice a year. Strategic alliances were made with key organizations, such as the Institute for Science and Technological Agriculture, which helped with the provision of resistant seeds and technical assistance to the farmers. The project closed in May 2016. Table 10.13 shows that the project results exceeded or matched the end of project completion targets.



Table 10.13
Project Results – Strengthening the Resilience Capacity of Maya Indigenous Peoples and Peasants to Cope with Food Insecurity and Climate Change in Guatemala

Key Outcome Indicators	Results	Targets
Number of farms using rainwater	701	52
Number of farms implementing agroforestry and mixed agricultural systems	1611	79
Number of farmer organizations with resilience plans	25	25

The following completed activities contributed to the project results shown above:

- 52 subprojects (accounted for 1,560 farmers with 30 farmers in each sub-project with an average farm size of 0.35ha) implemented agroforestry and mixed agriculture systems and 322 training events carried out. All subprojects included environmentally sensitive production systems and reservoirs that contributed to lower costs in the use of water for drip irrigations;
- Compost systems established in each of the farms that helped reduce costs as farmers did not need to purchase fertilizers;
- 512 out of 701 farms installed drip irrigation systems.

EGYPT: Participatory Farm-level Irrigation Modernization (TF098199; \$2.75 million)

Project Relevance and Achievement of Development Objectives

The objectives of the project were to pilot participatory approaches for modernizing farm-level irrigation and cropping practices by targeting about 5,000 small-scale farmers covering an irrigation area of 2,800 ha in the command areas of Mahmoudia, Manaifa and Meet Yazid located in the Nile Delta and to analyze the constraints and opportunities for scaling up these pilot approaches and to disseminate lessons learned. The project was highly relevant and complementary to Egypt's Agriculture 2030 Strategy, which prioritized boosting agricultural productivity by improving field and horticultural crops, increasing the efficiency of on-farm irrigation systems from 50% in 2009 to 80% by 2030 and strengthening extension services. The project was also aligned with the CPS for Egypt (2015–2019) that emphasizes the need to enhance agricultural productivity by strengthening the allocation and management of water resources and the need to develop supply chains.

The project outcome indicators show that the development objective was largely achieved as outlined in Table 10.14. The project closed in June 2016.

The project helped establish 22 Farmer Field Schools in two governorates where extension workers both female and male, were trained to provide advice and transfer knowledge of modern irrigation



Table 10.14 Project Results — Participatory Farm-Level Irrigation Modernization in Egypt

Key Outcome Indicators	Results	Targets
Operating costs for farmers applying irrigation water to their fields reduced by 30% (in %)	-82% (overachievement is due to use of electric instead of diesel pumps generally used)	-30%
Number of beneficiaries who have access to modern irrigation and farming systems introduced in the project	4,773	5,000

and agronomic practices to female and male farmers. This was useful for farmers to enhance their knowledge of land leveling, application of fertilizers for different crops, precision transplanting, planting rice in rows etc.

Key Lessons

- Farmers require significant training, awareness raising and a hands-on approach for participatory approaches, i.e. involving farmers in irrigation improvement works, to be successful;
- Farmer Field Schools can be an important conduit for building technical knowledge;
- Political risks can be managed by adopting appropriate flexible approaches.

NICARAGUA: Reducing Vulnerability of Small Farmers to Price Risk (TF014338; \$1.00 million)

Project Relevance and Achievement of Development Objectives

Nicaragua was particularly hard-hit by the global food price crisis, particularly during 2006–2011. Domestic food price inflation increased from 10.7% in January 2006 to 34.2% in August 2008, and increased again in 2010 and 2011. At the time of the project preparation, Nicaragua was among the countries with the highest food price increases in Latin America. This impacted all Nicaraguans, but the poor were disproportionately affected.

This project was directly aligned with the WBG's response to the Food Price Crisis, and continues to align with longer-term strategies of risk management in Agriculture. At the time of project preparation, the WBG was coordinating all activities with the donor community through the PRORURAL sectoral roundtable and led a coalition to promote programs to fight malnutrition, bringing stakeholders together to define and implement the National Food and Nutrition Security Policy (PNSAN for its Spanish acronym). This project was intended to be part of the donor coordination and the WBG's overall contribution to the PNSAN, as a direct response to the Food Price Crisis.



Agriculture team in Nicaragua helps farmers combat price and weather risks

The PDO, to reduce the vulnerability of small farmers in Nicaragua to the increased volatility in international food markets by reducing transactions costs for trading of agriculture products locally and internationally and increasing access to price risk management tools and strategies, was fully achieved. The project succeeded in reducing the national and international transaction costs and after-tax margins of two products that were not previously traded in the exchange — cacao and honey. The traded price of these two products was measured before they were included in the exchange, and compared to the total cost after. The project also provided financing and technical support to equip and certify laboratories, which reduced the time necessary for producers to obtain quality certification for commercial-

ization of agricultural products traded through the “bolsa” (stock exchange) by 50%. (Table 10.15).

In addition, the project increased access to price risk management tools and strategies through:

- The creation of new price risk management tools contoured to small farmers;
- The creation of an online trading platform to facilitate access to new tools; and
- Training small farmers on price risk management tools, including how to access and use them.

An on-line platform for promotion of agricultural trade has been installed and at the time of project closing, two trades were made using the on-line risk management tools. Results at project completion against targets are shown below. The project closed in March 2016.

Table 10.15
Project Results — Reducing the Vulnerability of Small Farmers to Price Risk in Nicaragua

Key Outcome Indicators	Results	Targets
Reduction in transaction costs and after-tax margins of products currently not traded through local commodity exchange (in %)	-29	-10
Number of additional agricultural products (cash and/or financial contracts) traded through local commodity exchange (in number)	2	2
Reduction in time for obtaining quality certification for commercialization for agriculture products (in %)	50	10
Increase in the volume of food products traded through the local commodity exchange (in %)	3	2
Number of new commodity trade and/or price risk management strategies/tools for small farmers	2	2
Number of farmers trained in improved agriculture price risk management strategies	3,200	3,000

Key Lessons

- Training on price risk management tools tailored to the needs of small farmers is a key step in helping to protect themselves against price fluctuations in international markets;
- Organization of farmers into well-structured groups is important for the adoption of new technology;
- Effective collaboration between the two administrative and technical organizations is a key factor for success;
- Sufficient time is needed for training on the price risk tools, testing the application, and adoption.

HONDURAS: Environmentally Sustainable Cacao Production for Small-Scale Indigenous Peoples and Afro-descendant Farmers (TF011699; \$2.25 million)

Project Relevance and Achievement of Development Objectives

The project was very relevant to the country context. Small-scale indigenous and Afro-descendant cacao farmers in Honduras were engaged in poor farming and production practices and lack the necessary entrepreneurial skills and management knowledge to expand production and increase their sales into new market. The challenge was to introduce new environmentally sound farming methods and create an entrepreneurial mentality for sustainable growth and development. In addition, with improved production and quality, the farmers would need to learn how to market and negotiate prices. The project aimed to increase productivity to at least six quintals per hectare of small-scale cacao producers by lowering production costs through environmentally sensitive production systems, such as agroforestry, and to build strategic partnerships to improve commercialization.

The project development outcomes were achieved and for all the indicators exceeded the targets as shown in the Table 10.16. The project closed in May 2016.



Harvesting Cacao



Table 10.16
Project Results – Environmentally Sustainable Cacao Production for Small-Scale Indigenous Peoples and Afro-descendant Farmers in Honduras

Key Performance Indicators	Results	Targets
Number of direct project beneficiaries	2,162	2,000
Number of women beneficiaries	1,030	300
Number of farms using agro-forestry systems	1,181	1,000
Number of farms producing at least 6 quintals per hectare	8	6

Notes: The average size of the farms runs from 1.5 to 2 ha. It is important to note that not only the expected result/indicator was exceeding but the number of ha benefitted from the project were about 1700. There were no certified farms before the project was implemented. Genetic material using native cocoa trees accompanied by good and smart agriculture produce agro forestry based in organic cacao contributed to increase productivity.

Key Lessons

- Sustainability is achieved when comprehensive and holistic training is provided. The scope of such training should include agroforestry and good practices, business management and administration and trade. The training should be provided to both men and women engaged in this area;
- The implementing agency needs to constantly supervise all aspects of the project cycle;
- Beneficiaries need to learn to prepare and measure SMART indicators;
- Low cost technological packages help.

JAMAICA: Community-Based Landslide Risk Reduction (TF095055; \$2.38 million)

Project Relevance and Achievement of Development Objectives

The project’s objectives, design and implementation remain highly relevant and in line with Jamaica’s development strategies, legislations, regulations and programs related to Disaster Risk Management (DRM).

- The National Hazard-Risk Reduction Policy (2005) promotes active participation and partnership of communities, governmental and non-governmental organizations, the private sector and development partners, in the conceptualization, design and implementation of hazard-risk reduction measures, and provides the basic guidelines for realization of the benefits of these measures in overall disaster management to support the sustainable development process;

- A key outcome of the fourth goal of the National Development Plan, ‘Vision 2030’ (2009) is hazard risk reduction and adaptation to climate change;
- DRM is a focus area in Jamaica’s CPS (2014–2017).

The project objective was substantially achieved and the project activities have contributed to reducing landslide risk at community level in Jamaica. The final toolkit on Community-based Landslide Risk Reduction based on the experiences and lessons learnt from the Management of Slope Stability in Communities (MoSSaic) methodology was not completed by the project closing date but was ultimately completed with government resources. (The MoSSaic methodology is centered on reduction of rainfall-triggered landslides on sloping lands occupied by irregular communities in developing countries. The method involves using community resources to identify and implement drainage solutions, and strives to create an evidence base to measure and quantify the results of the interventions.)

- Training on MoSSaic methodology completed; areas of training included: introduction to disaster risk management, institutional strengthening, MoSSaic methodology, construction technologies, tools for sustainability and drainage maintenance;
- Identification and implementation of community-based landslide risk reduction work in four communities completed.

Achievement of the project’s outcome indicators is outlined in Table 10.17 below. The project closed in August 2015.

Key Lessons

- Application of MoSSaic methodology requires government policy to include disaster risk mitigation initiatives for informal settlements. The two main criteria for selecting a MoSSaic intervention are that they be informal communities and exposed to landslide risk;
- Multi stakeholder involvement via a variety of channels is an approach that can yield considerable benefits and buy-in. As communities are empowered to be more landslide resilient, mitigation efforts such as drain construction, roof gutter installation, downpipes, water tanks, and hurricane strapping, can be executed by communities.

 **Table 10.17**
Project Results — Community-based Landslide Risk Reduction in Jamaica

Key Outcome Indicators	Results	Targets
Number of completed landslide mitigation measures in vulnerable communities	4	4
Number of Community leaders, Government staff and Trainers trained in MoSSaic methodology	1,014 (971 community leaders and 43 government officials)	140

LEGAL SERVICES AND LOCAL GOVERNANCE

NIGERIA: Access to Justice for the Poor (TF099276; \$2.53 million)

Project Relevance and Achievement of Development Objectives

The project was relevant to the Legal Aid Act of 2011 in Nigeria. The project's objective was to enhance access to legal aid services by the poor and vulnerable in Kaduna State to enable them to effectively enforce their socio-economic rights and resolve civil matters disputes. The project's grievance redress component was aligned with the WBG's Strategy Framework for Citizen Engagement.

The project achieved its intended development objectives. A notable accomplishment of the project was the interest expressed by 12 local governments and the project implementing organization - the Legal Aid Council in Nigeria (LACON), the Ahmadu Bello University and one NGO in maintaining the decentralized legal aid clinics, piloted by the project, after project closure. The project closed in November 2015. Table 10.18 shows that the project results exceeded the targets.

 **Table 10.18**
Project Results — Access to Justice for the Poor in Nigeria

Key Outcome Indicators	Results	Targets
Number of functioning legal aid clinics in Kaduna state	14	12
Number of centers fully staffed and functional offering full range of legal aid services	3	3
Number of poor and vulnerable used available legal services	830	242
Number of people trained on legal rights and ADR and specific issues (e.g., land)	6,213	5,000

The successful completion of the following activities contributed to the achievement of the development results:

- Establishment of 20 legal aid clinics (including three centers in the senatorial districts), of which 14 will be maintained beyond project closure;
- Training provided to front-line staff (legal aid lawyers, paralegals and Youth Corps volunteers) across Kaduna State on ADR and specific legal topics to provide quality services. Lawyers/legal service providers from the Local Government Area (LGA) have been included in these training sessions to ensure for a smooth continuation of legal service provisions after project closure;

- Holding outreach and awareness campaigns to address economic, social and cultural rights;
- Reaching out to approximately 850,000 people through radio programs, jingles and road shows;
- Providing decentralized services through the legal aid clinics piloted in 20 locations;
- Carrying out awareness raising activities in communities and training of over 6,200 other service providers and NGOs enabled conflict resolution through a sevenfold increase in cases over four years.

Key Lessons

- Baseline assessments are useful to gauge the level and location of demand and the possible support of the local government agencies to support the centers. These surveys must be carried out at the design stage and done by a competent company;
- Office locations need to be chosen based on demand and availability of adequate professional staff;
- Relationships with the key relevant organization, such as the local government agency, have to be carefully managed;
- Unless key stakeholders in the government are engaged, ownership of the project may be problematic;
- Capacity building of NGOs in the area of financial management and accountability is required to meet the standards of donor agencies like the World Bank. It is recommended to use appropriate selection criteria in the long listing process, then provide training to the finalists to assess those that are still interested and who will be able to then meet higher standards in the short listing process;
- It is important to reach out to women and others with cultural and religious differences. While raising awareness is the first step to ensure demand for the clinics' services, it does not always reach everyone or succeed in bringing cases from all groups in society. Cultural issues often prevent some groups from coming forward with cases. A strong effort should always be made to ensure that all societal groups are reached with information about available legal aid services.

Box 10.4 Engaging Citizens Through Mediation — the Kaduna Model

In Nigeria, the Kaduna model provides a strong, context-specific example of engaging citizens at the grassroots to resolve disputes that might otherwise make them feel powerless, and to do so before they escalate and cause further harm whether in the form of conflict or increased vulnerability to poverty.

The Kaduna Model presents an opportunity for addressing conflicts in the areas of land, property, and business.

This project showed there is unmet demand at the grassroots level for mediation services. Clients praised the professionalism and fairness of lawyers offering a venue for formal mediation and found it more worthwhile (and accessible and affordable) than resorting to courts.

Source: World Bank Publication (June 2016)

PERU: Enhancing Integrated Legal Aid Strategies for the Poor (TF099277; \$1.12 million)

Project Relevance and Achievement of Development Objectives

The project's development objective to strengthen the provision of free legal services for Peru's urban poor and most vulnerable citizens was aligned and consistent with the Government of Peru's priorities to modernize public services and enhance access to justice at the national level. The project was aligned with:

- Peru's National Pact, which included a chapter on Justice and its role in strengthening democracy and the rule of law;
- Peru's CPS (FY07–FY11) that set the strengthening of public sector management and the overall improvement of the justice system as a key component of the strategy;
- CPS (2012–2016) that emphasized access to basic justice services as a priority challenge to be addressed, in order to overcome the economic, gender, linguistic and cultural barriers faced by the poor. The CPS sought to provide tools to achieve a more inclusive development, and allow the poor to fully exercise their rights;
- Implementation of the second phase of the Peru Justice Services Improvement Project (P110752) by providing a framework around which civil society could be involved in developing a comprehensive and effective legal services plan.

The PDO was achieved. The project closed in September 2015. Table below shows that the results exceeded the targets.

 **Table 10.19**
Project Results — Enhancing Integrated Legal Aid Strategies for the Poor in Peru

Key Outcome Indicators	Results	Targets
Number of trained and certified legal service professionals	140	80
Number of fully functional legal service stations (<i>These stations were established in remote areas where needs for legal services were identified</i>)	6	4

The main activities that contributed towards the achievement were:

- Eight Free Justice Services Stations (FJSS) established in remote areas where justice services needs of the poor were identified. A survey taken at the end of the project indicated that satisfaction with the services provided by legal service stations reached 80%;
- 911 Lawyer Call Centers established to help citizens obtain free legal orientation. About 1,000 people benefited from Public Information and Awareness Program;

- 2,478 cases (corresponded mainly to civil, criminal and family matters) were received and processed by the new FJSS; one of the main challenges encountered was to disseminate information about their work to citizens. However, once citizens became aware of the services offered, one such station could have an average of 50 monthly legal consultations on potential legal suits and handle 80 active cases.

Key Lessons

- Sustained engagement and collaboration with the client results in a stronger political commitment during project preparation, entry, implementation and completion;
- Important to have an exit-strategy once the project is completed. In this case, additional incentives need to be provided for those who worked in the project as volunteers;
- A formal and articulated referral system and long-term institutional agreements could help ensure the project's sustainability and consolidate its impact. Under the project, the institutional agreements were made with Law Schools and local universities. Also, the project used the spaces for the stations that were of the allied institution;
- Important to generate links with other relevant justice service providers at the local level. This was the case of legal clinics, Public Ministry, Judiciary, and the Ombudsmen office, among others. These institutions were of great support not only to refer the stations among local population but also as a way of making procedures faster and clearer. (This was also part of an important strategy to avoid future socially sensitive claims and crimes, such as domestic violence, murders, etc.).



CHAPTER 11

KNOWLEDGE MANAGEMENT

An important element of the JSDF Knowledge Management initiative has been the JSDF Dialogue Series. Over the past five years, the JSDF Team organized a number of presentations on noteworthy JSDF projects and also presentations on books on JSDF projects. The members of the audience were the Japanese civil society.

TICAD SEMINAR SERIES – INVESTMENT IN NUTRITION INITIATIVES IN AFRICA

In FY16, the World Bank Tokyo office organized a seminar as part of the TICAD series instead of the JSDF Dialogue Series. The seminar focused on nutrition in the Africa region. The audience was comprised of professionals from the Japanese private sector, governmental agencies, non-profit organizations, academia, and students.

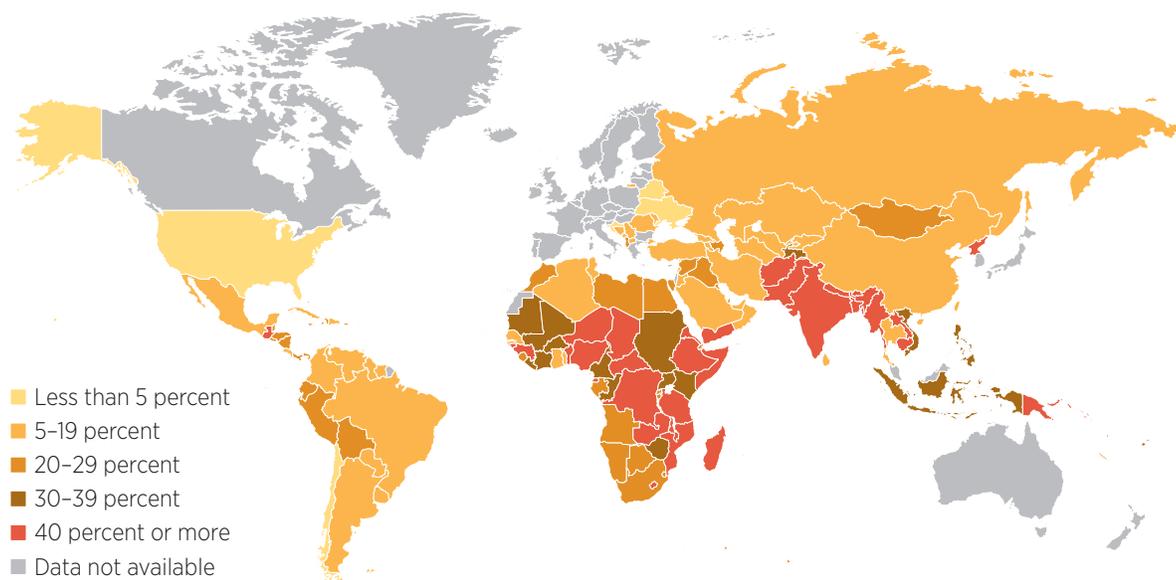


Tokyo Knowledge Event with Japanese NGOs and academia—Open questions session

The Director of DFI's Department of Trust Funds and Partnership (DFPTF) made a presentation titled **The World Bank's Engagement in Malnutrition in Africa in Partnership with Japan through the Japan Social Development Fund**. The presentation focused on the JSDF's strategic framework for reducing Malnutrition through the TICAD Program. The inherent human and economic costs, and impact on the poorest and most vulnerable (mostly women and children) were emphasized.

The results of selected malnutrition grants in the portfolio were highlighted, including several JSDF nutrition proposals in the preparation pipeline. A summary of the presentation is provided on the next page.

- Malnutrition is one of the world's most serious but least addressed health problems;
- The human and economic costs are enormous, falling hardest on the very poor and on women and children. In developing countries nearly one-third of children are underweight or stunted (low height for age);
- Not only does malnutrition interact with repeated bouts of infectious disease, causing an estimated 3.5 million preventable maternal and child deaths annually, it also has lasting implications for multiple generations;
- Stunting affects approximately 183 million children under five in the developing world. A large number of these children are in Africa (about 60 million stunted; + 30 million underweight and many more micronutrient deficient);
- Responding to a strategy to scale-up nutrition, the JSDF Program has been designing and testing innovative pilot projects to: (i) improve infant, young child and pre-conception nutrition; (ii) build household and community resilience to food and nutrition insecurity shocks; and (iii) improve access to nutrient-rich food of plant and animal origins, improve access to community-based nutrition and livelihoods services;
- Examples of two JSDF projects were highlighted. These are: Burundi Community Nutrition Project and Belize Improving Child Health;
- The results of the Burundi Community Project were:
 - 32,500 pregnant/lactating women were supported with basic nutrition services;
 - 18,600 children below 24 months benefited from improved feeding;
 - 9,800 children under five were treated for moderate or acute malnutrition.
- Improving Children's Health Project in Belize focused on improving health and nutrition of local Mayan communities through an early childhood development approach concentrating on pre-natal care, nutrition monitoring in the critical window of opportunity, and school health interventions at the primary school level.



- The main project results to date:
 - Pre-natal care - providing pharmaceuticals across the Toledo District health network and sensitization training to Ministry of Health staff on reducing cultural barriers that limit indigenous women from seeking and accessing health services;
 - Trained 84 Community Health Workers on key areas of proper nutrition practices and monitoring;
 - Trained principals, teachers, and the Parents Teachers Association across the 32 primary schools on proper nutrition practices and the management and implementation of the school-feeding program;
 - De-worming and iron pills provided twice a year to primary school children as part of the national strategy to reduce malnutrition.
- TICAD has been an evolving element in Japan's long-term commitment to fostering peace and stability in Africa through collaborative partnerships. To do this, Japan has stressed the importance of Africa's ownership of its development as well as of the Partnership between Africa and the international community;
- JSDF is funding several nutrition projects under TICAD that focuses on complex development issues that requires multi-sector approaches. Two examples of projects that are under preparation were presented.
 - Togo: Pilot Project to Improve Community based Nutrition
 - Objective: to test an innovative approach of improving and expanding community-based delivery of nutrition services through better use of community health workers and other community members, to prevent chronic malnutrition and ensure better access to nutrition services;
 - The Project aimed at (i) pregnant women and children under two years in selected regions with high child malnutrition and poverty level; (ii) behavioral change among men in the households as part of the decision making process, and training for a better understanding of the importance of nutrition in women and children;
 - The project is expected to contribute to informing policy makers on building efficient, innovative and sustainable mechanisms of a community-based nutrition service delivery that could be replicated in other regions of Togo.
 - Mozambique: Pre-Conception Nutrition Improvement Pilot Project
 - Objective is to improve pre-conception nutrition in support of Mozambique's current efforts to scale up nutrition, with a focus to engage with beneficiaries who are the poorest; ensure ownership and participatory design of the project inputs;
 - Community consultations are underway to identify potential linkages, to clarify community priorities and desired inputs and outcomes with respect to the proposed pilot project, and to understand perceptions and challenges of working with communities with regards to increasing their ownership in service delivery.



CHAPTER 12

JSDF ACHIEVING DEVELOPMENT RESULTS – INSTITUTION OF PROGRAM LEVEL RESULTS FRAMEWORK

A comprehensive Results Framework for the JSDF Program is under implementation. The JSDF Results Framework, which has been mainstreamed in the program, provides the building blocks and processes for effective measurement of the development achievement of the program. The Results Framework aims to achieve the JSDF Higher Level Development Objectives defined under two Tiers as follows:

- Tier I: JSDF Program Development Objectives at Tier 1 enables the JSDF to leverage it along the seven thematic areas outlined above to achieve development outcomes as depicted in Figure 12.1;
- Tier II aims to scale or replicate pilot projects through WBG financed operations or other methods as outlined in Figure 12.2;

The JSDF results framework is largely aligned with the World Bank's core sector indicators. The FY16 results framework demonstrates how the JSDF's support has contributed in transforming the lives of the poor and most vulnerable, among these interventions. The results framework has been well received by Bank Management and during Consultations with the Government of Japan. Figure 12.3 (A) and (B) provide more detail on the JSDF results framework and the methodology used in monitoring and evaluation. The framework provides examples of partnerships that have helped fight poverty by building NGO and local government capacity; improving service delivery, rehabilitating infrastructure, supporting human development, and empowering marginalized groups.



Figure 12.1
JSDF Program Level Results Framework M&E Methodology

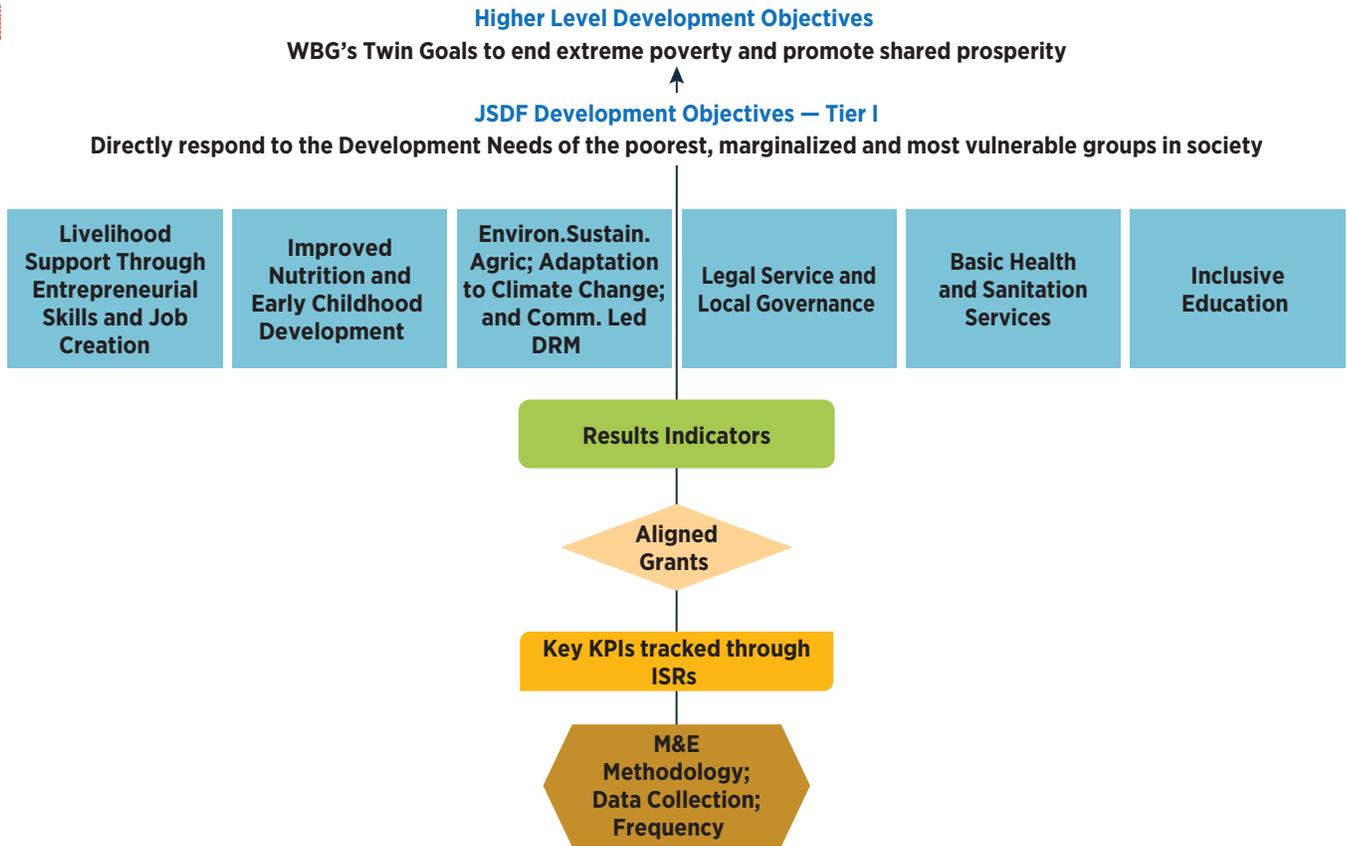




Figure 12.2 Scale-up of Piloted JSDF Activities WBG Operations/ Development Partner Operations

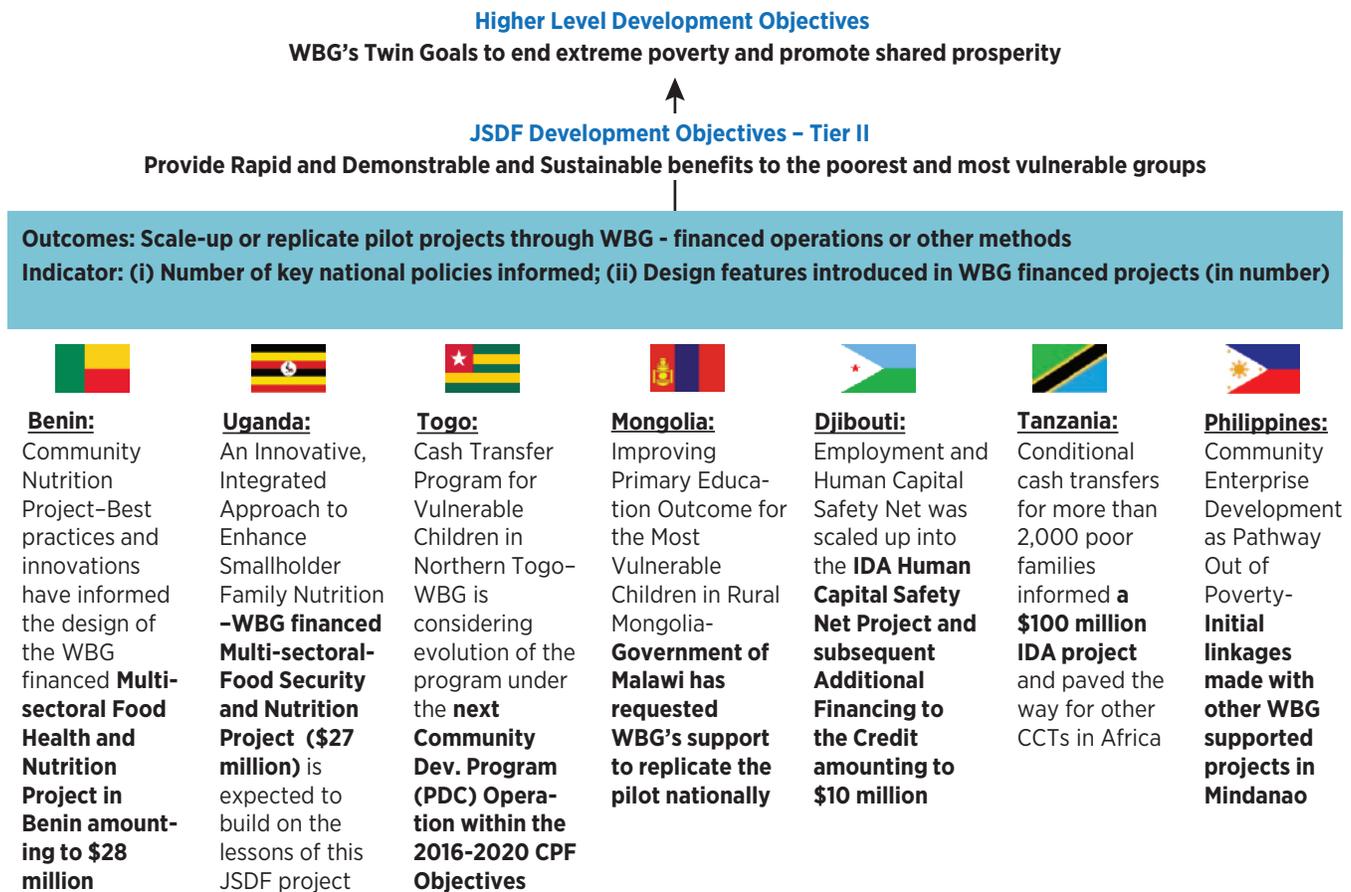




Figure 12.3 (A)
Achieving Development Results on the Ground – JSDF

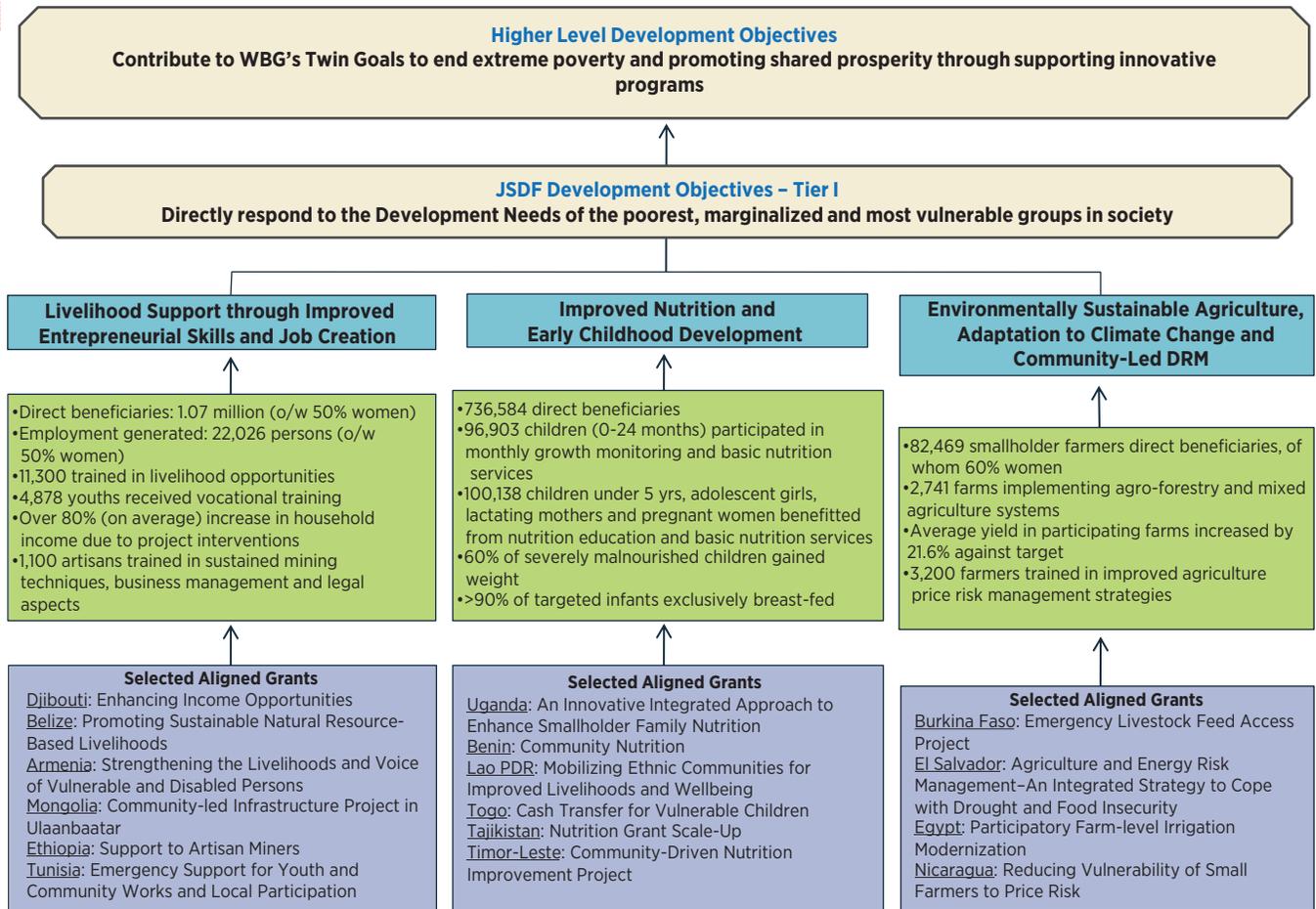
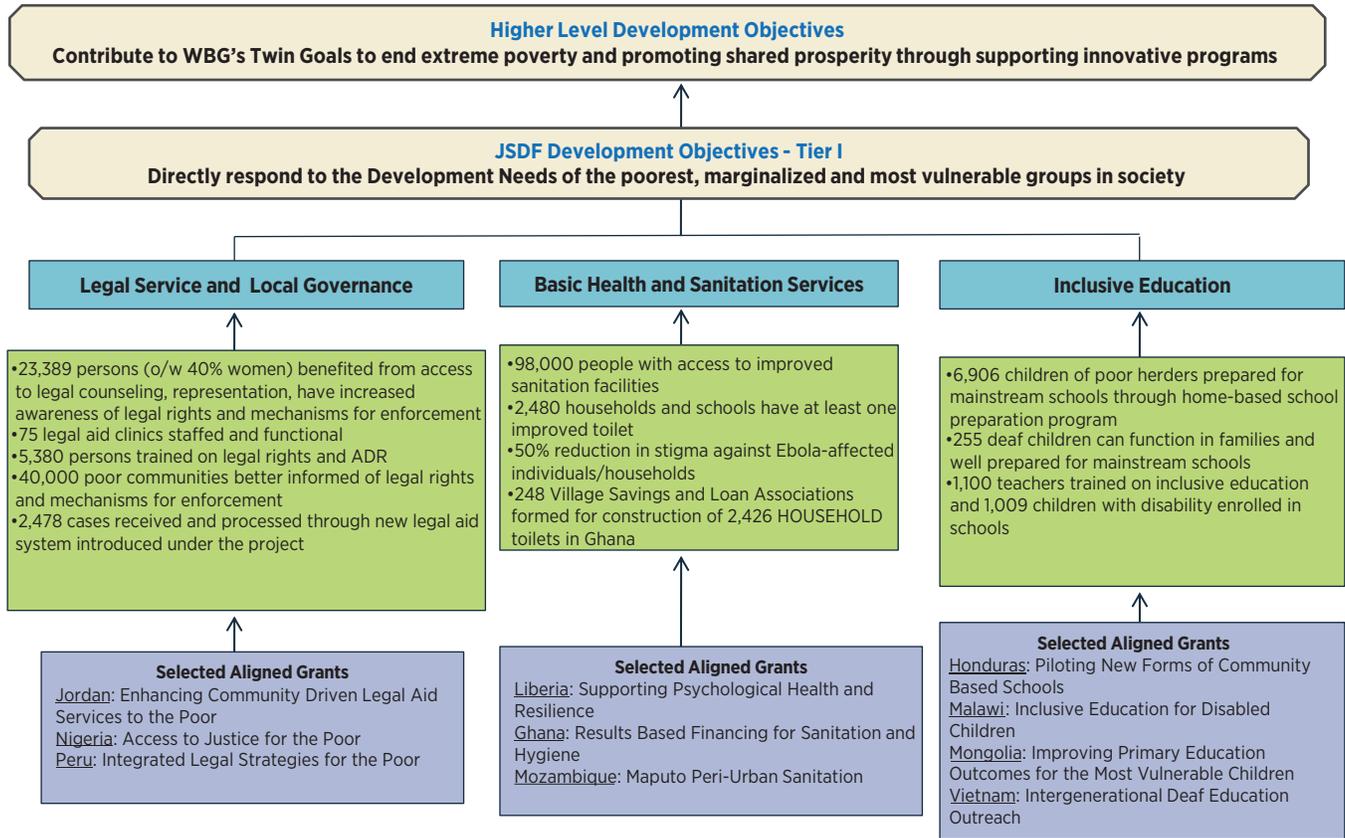




Figure 12.3 (B)
Achieving Development Results on the Ground — JSDF





CHAPTER 13

ADMINISTRATION

DFi is responsible for managing the JSDF Program's Trustee role. The Program is managed by a small Secretariat under the leadership of the Director of DFPTF. The management functions include but are not limited to the following:

- Quality at Entry of the Concept Notes and the grant proposals submitted by the Task Team Leads (TTLs) before submission to the MoF of the GoJ for approval;
- Carrying out Oversight Missions to sample project sites to assess implementation performance and interact with stakeholders and project beneficiaries;
- Manage the fund flow from the GoJ;
- Ensure timely submission of the Letters of Representation that confirm eligible expenses under the project and ensure that an audit is submitted.

OVERSIGHT OF PROGRAM ACTIVITIES

The JSDF Program Management Team periodically visits JSDF funded project locations to assess progress on the ground, meet with the project beneficiaries and the project implementing agencies to learn about implementation challenges, and listen to the beneficiaries about the impact of JSDF activities on their lives. The missions provide the enabling environment for addressing any bottlenecks that may hamper project implementation. The JSDF team also visits the Embassy of Japan (EoJ) and the Japan International Cooperation Agency (JICA) to brief them on project implementation. In FY16, the Team visited the following five projects:

INDIA: Economic Empowerment for Women (SEWA) (\$1.80 million)

The grant provided IT-enabled microenterprise support services to poor and vulnerable women in rural India to help improve their livelihoods and reduce their vulnerability. The grant transformed poor illiterate and semi illiterate women into grassroots CEOs and accomplished users of technologies to improve their livelihoods and increased their incomes. The grant was implemented in Gujarat, Rajasthan, Bihar and some Northeastern states, with Gujarat as the main focus. **The grant reached 524,566 beneficiaries, which is a 419% increase over target.**

Field Visit to Surendranagar Salt Farm, Gujarat

The mission visited the Surendranagar Salt Farm where grassroots women are using solar-powered water pumps to draw brine out of the ground into salt pans to produce salt. The process **of replacing expensive and dirty diesel pumps with clean, cheap energy has helped cut down on diesel consumption by 60%**. The access to clean energy is helping these illiterate and semi illiterate women to take control of their lives and thrive economically. Before then, the SEWA salt workers were trapped in poverty because of the high cost of diesel, which represents about 70 percent of their production costs. The innovative solar pump has provided the enabling environment for the SEWA women to increase their productivity, earn more money, gain economic independence and assure better health and education opportunities for their families. The mission noted that the salt produced by the SEWA women for both edible and **industrial use supply about 80% of the salt market in the community.**

The mission noted that the linkages with private enterprises such as the salt companies, along with technology interventions in production and marketing, **have cut out the middlemen and resulted in a 30% increase in income for salt farmers, which prevented the farmers from exploitative debt traps.**



Energy Efficient Solar Pump used at the Surendranagar Salt Farm



A SEWA woman examining salt at the Salt Farm

Field Visit to Ganeshpura Organic Farm and Eco Tourism Center, Gujarat

The Ganeshpura farm is one of SEWA's RUDI Co-operative organizations that sells produce procured directly from local farmers, which is then processed and marketed by rural women called the 'Rudibens', a group the mission met with during the visit. It is worth noting that the SEWA RUDI has a network of over 4,000 'Rudibens' who have sold products to over a million households in Gujarat. However, rapid growth in operations made it difficult for SEWA to manage orders at its processing centers in Gujarat. The 'Rudibens' were spending a significant amount of time and expense collecting

A Rudiben woman conducting business via mobile phone



The Rudi Cooperative Logo



RUDI products from the processing centers. **To overcome these challenges, SEWA partnered with Vodafone, MasterCard, Google, and others to develop a mobile-based management information system,** which enabled the ‘Rudibens’ to order products using their mobile phones, and receive real-time updates from SEWA on new products, price changes, and marketing campaigns. The information tool also digitized SEWA’s system for tracking orders, inventory and sales, making their day-to-day operations more efficient. From the discussions, the mission noted that the digitization of grassroots transactions through mobile applications increased the ‘Rudibens’ sales by up to 50%. The mission was amazed to see these illiterate and semi-illiterate women demonstrate the use of technology.

The mission also noted that in addition to the ICT based tools, several innovative initiatives were made, including:

- Virtual reality-based learning modules in driving, welding as well as digital modules in animal husbandry in partnership with TCS to provide technical foundation for members in vocational skills;
- The rural livelihood portal connecting trainees and local organizations has increased the number of trainees finding gainful employment:
 - 192,889 members have been trained in various programs, of which 45,317 members were trained in vocational and technical training for livelihood improvement;
 - 23,584 members were trained in Green Livelihood areas (solar lamps and improved cook-stoves);
 - 6,082 members were trained in various ICT areas including community radio, GIS, Google services, Membership Management System, RUDI mobile apps etc.



Wrap-up meeting at the Surendranagar Cooperative Center



A ‘Rudiben’ woman at the Surendranagar Cooperative Center explaining to Jae So, Director, DFPTF, the various sources of SEWA income and expenditures via the PRA tool

Sustainability

JSDF activities are pilot activities that target the poorest of the poor and therefore sustainability of activities is critical. The mission noted that the SEWA activities are sustainable because seven out of the nine cooperatives in Gujarat are financially sustainable, which was achieved through the following, among others:

- Interest income on loans made to individuals or groups;
- Commissions on RUDI’s transactions;
- Fees for training programs.

The remaining two cooperatives are able to cover up to 75% of their costs, but are expected to be financially independent by 2017.

Visibility of Japan

Upon entering the communities, there are signposts visibly placed indicating that Japan and the JSDF financed the grant. There were also pictures of the Japanese Ambassador in some of the posters viewed. To enhance visibility, the mission requested that Japanese flag be added to the signposts.

PHILIPPINES: JSDF Community Enterprise Development as Pathway out of Poverty Project (\$2.90 million)

The project objective is to help improve the livelihood and quality of life of households in six pilot municipalities through increased income and access to financial services, development of community-driven enterprises linked to markets, and local economic development support. The project closes in November 2016 (FY17).

The mission was informed that the project is helping to build the capacity of poor households to identify, develop, and manage enterprise development activities that are linked to the market and economic plans of the local government units. The mission learnt that the community-based mobilization and capacity building activities are carried out in four phases:

- **Phase 1-Business Development:** A participatory process to identify business opportunities. It included market studies, technical review, and feasibility analysis;
- **Phase 2-Resource Mobilization and Business Operations:** Target beneficiaries receive training and assistance to start their businesses and leverage more funding through micro-finance institutions;
- **Phase 3-Business Management:** Local facilitators provide business coaching, mentoring, and carry out evaluations;
- **Phase 4-Business Sustainability and Local Development Enterprises:** the focus is on engaging Local Government Units to support community enterprises.

The mission was informed that:

- Assessments of product supply and market chain studies at six sites completed;
- Value chain mapping for six products completed;
- 4,336 out of 6,000 target beneficiaries trained on production consolidation;
- Six business plans approved for financing (per community enterprise) organization;
- Six municipalities have forged partnerships with micro-finance institutions;



Field Visit - San Remigio, Antique, Region VI

- Three knowledge products disseminated and monitoring and evaluation system developed and operational.

Visibility of Japan's Contribution

The mission noted that the project beneficiaries were very well aware that Japan had provided the funds to start off their businesses through the WBG and expressed their gratitude. It was pointed out that some signposts at the sites should be put up to acknowledge Japanese funding through the JSDF.

PHILIPPINES: JSDF Social Inclusion and Alternative Livelihood for the Informal Waste Sector (\$2.90 million)

The project aims to help improve the livelihood and social inclusion of the waste pickers and their communities through the development of alternative livelihood opportunities and incorporation into the evolving formal solid waste management sector. The project closed in FY16.

The mission was informed of the initial implementation challenges, such as, (i) difficulty in mobilizing and organizing the 3,500 Informal Waste Sector members, (ii) selection of livelihood opportunities, and (iii) the lack of capacity of these members to start their micro-enterprises and manage the funds. The team learnt that these challenges were subsequently overcome with the efforts of the project management team and capacity building training sessions that created the necessary skills to establish, manage, and sustain an enterprise.



A JSDF grant beneficiary wearing T-shirt with Japan and World Bank logos

The implementing agency of the Project, SWAPP, has partnered with a local micro-finance institution to provide training on basic entrepreneurship and financial management skills (i.e., how to prepare a business plan, and how to identify and run a viable business). Of the 400 registered members, 62 percent actively participated in the micro-enterprise scheme. SWAPP also partnered with a state-recognized institution that provides national and international skill development accreditation. A number of SWAPP-sponsored

IWS workers have attended the welding school and passed the tests required for accreditation. SWAPP collaborated with the local government to formally recognize the Informal Waste Sector workers and their association.

The project has allowed the Informal Waste Sector to have a voice. They are becoming productive members of society, with an opportunity to improve their lives.

The mission noted that five of the project's 10 sites are expected to be sustainable. These have a solid support from the cooperative as well as commitment of the Local Government Units to support small business enterprises.

Visibility of Japan

The mission observed that the beneficiaries were very well aware that Japan had provided the funds to start off their businesses through the WBG and expressed their gratitude. There were signposts on the sites visited recognizing the JSDF funding, including T-shirts with Japanese and World Bank logos.

Courtesy Visit to the Embassy of Japan

The mission shared its observations during the visit to the Embassy of Japan in the Philippines where they met with Mr. Bumpei Sugano, Second Secretary in the Embassy.

UGANDA: An Innovative, Integrated Approach to Enhance Smallholder Family Nutrition (\$2.80 million)

The development objective of the JSDF project is to improve the nutrition of an estimated 19,200 vulnerable and poorest smallholder households in the Mabara and Masaka districts by promoting the cultivation and consumption of nutrient-rich crops including bio-fortified high beta carotene — precursor of vitamin-A rich Orange Flesh Sweet Potato (OFSP) — and improving nutrition and care practices of children under two years, adolescent girls, and pregnant women. The implementing agency informed the mission that the integrated approach to improve nutrition and food security of the beneficiaries by increasing smallholder production and consumption of nutrient-rich OFSP products appears to be working.

The mission visited the Tissue Culture Lab in Nakaseke district. The JSDF grant is supporting the development of a sustainable OFSP vine distribution system that would help overcome the scarcity of high-quality OFSP vines in the market. The tissue culture lab started inoculating and multiplying disease-free OFSP planting materials. This has resulted in the availability of large quantities of clean and disease-free micro-propagation superior planting materials. The mission was informed that the lab is fully operational and producing disease free vines and plantlets.

The mission noted that the tissue culture lab, as part of a sustainable OFSP vine distribution system to help inoculate and produce multiplying disease-free OFSP, is likely to be successful if supported by a strong outreach and knowledge dissemination mechanism. In this context, the digital documentary developed to disseminate the project approach at the community level and elsewhere would help to increase demand for OFSP. The mission suggested that the task team explore a scaling-up of grant activities in partnership with the Multispectral Food Security and Nutrition Project to assure long-term sustainability. However, inherent challenges that need to be addressed to ensure long-term sustainability include institution of bore hole



Production of disease-free vines and plantlets



A Community Health Promoter weighing a child as part of the Growth Monitoring and Promotion under the JSDF grant



systems to help irrigate water-stressed crops during the drought season, and the provision of large-scale production tools to farmers would help increase production. In addition, sustainability would be strengthened if health/nutrition services and OFSP and other nutrient-rich products were linked to demand for improved health care and nutrition practices.

The mission observed the *adolescent peer sessions*, where girls between the ages of 10–19 years from smallholder farmer households meet to discuss reproductive health issues, coping with adolescence, prevention of early pregnancies and becoming productive citizens. The mission was informed that 4,080 adolescent girls have been reached during the peer sessions facilitated by Adolescent Health Promoters and Project Assistants.

The mission attended a community health and nutrition forum at the Kalungu district. The sessions included Community Health Promoters who conducted Growth Monitoring and Promotion evaluation of children under two years old. These forums focused on: sensitizing the smallholder farmers (with a particular focus on pregnant women and children under two) about good nutrition practices, breastfeeding, consumption of OFSP, the importance of dietary diversity, and good infant feeding practices. The expected outcome is to help improve the micronutrient intake of these children in order to decrease stunting, and provide information to the mothers to improve access to a wide range of basic health products in the community. Severely underweight children identified as part of the session are referred to the health clinics for medical follow-up.

Japan Visibility

It was noted that the project sites had signboards with Japan and World Bank logos but did not have the JSDF logo although the JSDF was mentioned in the signpost. The monthly growth monitoring and promotion center visited did not have any signboards. This was brought to the attention of the implementing agency and would be followed up on.



Demonstration plot at Nakaseke with Signboard Displaying Funding from the Government of Japan

GHANA: JSDF Results-based Financing for Sustainable Sanitation and Hygiene Project in Ghana (\$2.85 million)

The grant was provided to improve the sanitation and hygiene practices of an estimated 112,500 poor and vulnerable persons in four districts of Northern Ghana, namely Saboda, East

Gonja, West Gonja and the Tamale Municipality. The objective is expected to be achieved through Results-Based Financing and innovative approaches in sanitation, such as the CLTS and VSAL Schemes which lay more emphasis on the resourcefulness of communities to make effective use of funds while stimulating demand and investment in water, sanitation and hygiene services.

Implementation Progress: The mission met with the TTL of the grant and officials of the SNV-Netherlands Development Organization, Implementing Agency for the grant; and noted that the grant has provided services to 98 communities, which is 130.7 percent over the 75 percent target. However, the 88,400 beneficiaries reached are 21 percent below the target of 112,500. It is unlikely that this target will be met given that the average beneficiary per community target of 1,500 was unrealistic, according to SNV.

Investing in Household Toilets and Progress towards Achieving Open Defecation-Free (ODF):

The mission noted that progress has been made in the construction of the household toilets, with 57 communities achieving Basic ODF but would be subject to verification and certification. However, the mission was informed that most of these households couldn't afford the cost of construction materials as purchases are made on an installment payment plan. The mission suggested that, to make financing accessibility easier, possible alternatives such as in-kind payment mechanisms using farm produce need to be considered. Also, the high cost of materials could be reduced through promotional sale mechanisms.

Investing in School Sanitation: The mission noted good progress made regarding the construction of 28 school sanitation facilities (toilets, urinals, waste disposal sites), which is 156% over target. Furthermore, 30 toilets were rehabilitated which is at 100% completion level and on target. The facilities are equipped with water supply (e.g., borehole) and WC facilities. However, communities where the lands are too dry to initiate borehole mechanisms, KVIP and bio fills have been provided.

Community Village Savings and Loans Schemes: The mission noted that 248 VSLA groups were formed in 75 communities, with 6,858 members (of which 80 percent are female) and total assets amounting to 873,382 Ghana cedis. These communities have constructed 803 toilets. The VSLA scheme provides financing for sanitation-related facilities such as toilets, waste bins, urinals, waste disposal sites, and hand washing stations.

The mission visited three institutional toilets in K. Kpalgini, Tantuani, and Kushini communities, and participated in VSLA group meetings. The mission engaged the communities, including their leaders, in discussions about the overall program framework and some of the challenges they are faced with. The mission noted that the K. Kpalgini and Tantuani communities have reached ODF basic but were not yet verified. However, some of the communities cannot afford the construction materials, although modalities are underway to explore alternative financing mechanisms as alluded to above. Some of the implementation challenges that emerged were that a number of boreholes could not be constructed to supplement rainwater - harvesting tanks because of poor aquifers in the region. The poor quality of water is of great concern given the serious health implications for the communities. The

mission recommended that SNV explore mitigation measures such as the provision of water filtration system in order to mitigate against water-borne diseases such as dysentery, diarrhea, cholera, etc.

The mission visited the Tamale College of Education and the Zogbelli Cluster School where toilets have been completed. The mission participated in the inauguration of the new girls' toilet facility at the Tamale College of Education. The facility is very modern with WC and built-in waste disposal elements. The school is ODF compliant. This is a substantial improvement from the previous unsanitary condition as exemplified in the picture below.

**Before JSDF:
Toilet at Tamale
College of
Education**



**After JSDF:
Toilet Facility at
Tamale College of
Education**

Courtesy Visit to the Embassy of Japan: The mission, accompanied by the TTL of the JSDF grant, paid a courtesy call to the Ambassador of Japan in Ghana on July 21, 2016. In the absence of the Ambassador, Ms. Etsuko Ito, Coordinator for Economic Cooperation at the Embassy met with the mission. Ms. Ito was briefed on the overall JSDF Program framework, and the JSDF grant visited. The findings of the oversight mission were also shared. Ms. Ito indicated that she did not know much about the JSDF grant, as she is relatively new in Ghana. The TTL extended her an invitation to the opening ceremony of the toilet facility at Tamale College of Education scheduled in November 2016. Ms. Ito asked the task team to send her additional information about the JSDF project, including the pipeline of activities in Ghana.

Japan Visibility: Donor visibility is good but could be improved. The Tamale communities had sign posts visibly placed along the sites about the JSDF funding, although the main focus had been on implementation by SNV, which is not compliant with the JSDF policy framework. The mission suggested to SNV that they amend the signposts with the JSDF, Japanese and WBG logos and move “implemented by SNV” to the bottom of the poster. Visibility was very poor in the East Gonja communities and the mission informed SNV to establish the modalities for complying with the JSDF visibility policy. There are also plans to invite the Japanese Embassy to the commissioning of the completed toilets. Visibility of the JSDF grant is a challenge given the implementation by SNV, which is a Dutch organization. However, staff on the ground and the recipients could discern the funding source, which is the GoJ.

A project funded by the United States Agency for International Development builds institutional toilets in markets, schools and other public places. The mission suggested that the JSDF pilot could provide the framework for implementing Results Based Financing for similar projects in the future. Also, the commitment of the District Assembly would be critical to sustain some of the incomplete activities. In addition, the continued capacity development of school management

committees and students would be important to assure sustainability. For the maintenance of toilets, it is hoped that the Ghana Partnership Education Program would provide the funding for this purpose. Furthermore, the provision of adequate water supply for the toilets during the dry season is critical to assure sustainability. Moreover, the continued operation and strengthening of the VSLA would help enhance the construction of improved household toilets to ensure sustainability.

JAPANESE VISIBILITY

Over the years, the GoJ has generously financed the JSDF Program. In order for the people of the JSDF grant recipient countries and other development partners operating in these countries to learn about Japan's efforts to reach the poorest and marginalized groups of people, the JSDF Secretariat has prepared a Communications Toolkit that it shares during project implementation and knowledge-sharing events. The teams also distribute JSDF logos and other indicators of Japan's engagement in and around project activities.

During oversight missions, the JSDF Program management team visits the EoJ and JICA offices to exchange views on their bilateral program and how WBG staff can collaborate with them in the context of the JSDF. Discussions with EoJ and JICA representatives in most countries confirmed their interest in coordination. The Japanese officials also seek to involve partners in promoting the lessons learned from project implementation and sharing knowledge of good practices.

WBG TTLs are required to help promote the visibility of Japan's contribution and build local awareness of the JSDF in recipient countries through the following types of activities:

- Publications, training programs, seminars and workshops financed by JSDF grants should clearly indicate that the activities in question have received funding from the GoJ;
- The logo (the Japanese national flag) should be used in publications financed by the JSDF Program, and in banners and any other materials used in seminars and training programs financed by JSDF grants;
- All press releases issued by WBG with respect to JSDF grants should refer to the financial contribution from the GoJ;
- Recipients are required to ensure that JSDF-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the development partner providing funding for these activities.



CHAPTER 14

LOOKING TOWARDS THE FUTURE

The JSDF, a flagship program within the WBG, has impacted the lives of millions of people in low-and lower middle-income WBG member countries. Hundreds of thousands of people across the globe have been provided with new opportunities to have their voices heard in decisions that affect their lives and to assume greater responsibilities for their own destiny. The JSDF will continue to seek ways to improve projects and innovate to respond strategically to the rapidly changing context of global poverty. The JSDF's strategic focus is consistent with the WBG's twin goals of ending extreme poverty—reducing the share of the global population living in extreme poverty to three percent by the year 2030—and promoting shared prosperity—increasing the income of the bottom 40 percent of the population in WBG member countries in a sustainable manner.

Looking beyond FY16, the JSDF will continue to fill the gaps and meet unaddressed development challenges facing the poorest and most vulnerable segments of society. These include national priority gaps or gaps in the WBG programs, national, bilateral or other multilateral financing. By supporting the piloting of new approaches to community engagement, JSDF projects would continue to bring insights that would routinely be scaled up through IDA projects, government policy, other donors, and the work of NGO/CSO partners. This framework will continue to underpin the program's sustaining vision.

Also, the JSDF would continue to fund projects that mobilize and empower the poorest and marginalized people so they can create new community organizations to plan, implement, and maintain priority sub-projects aimed at improving their livelihoods. JSDF projects would continue to target and respond to the needy, providing direct benefits to poor, vulnerable, and disadvantaged groups with rapid results for improved livelihoods. JSDF projects would continue to build capacity by encouraging communities and associations of the poor to participate in decisions that affect their lives and by strengthening the ability of local governments and local NGOs/CSOs to provide much needed services.

In addition, and in order to address Japan’s long-term commitment to fostering peace and stability in Africa through collaborative partnerships under the Special Allocation for Africa (TICAD V) and **Scaling Up Nutrition in Africa**, the JSDF would continue to provide technical assistance to reduce infant and maternal mortality while reducing malnutrition. Under **Support for the Disarmament, Demobilization and Reintegration of Ex-combatants**, the JSDF would continue to provide technical assistance to reduce the unemployment rate by providing economic empowerment training program for conflict-affected youth in Africa, although civil strife in these countries has resulted in project preparation delays for projects in the pipeline.

Furthermore, the JSDF will continue to mobilize resources to increase its focus on knowledge dissemination and learning. The production of the JSDF Good Practice Notes (GPN), a four-page brief that presents the key design features, and lessons learned from selected JSDF projects will be sharpened to provide the basis for improved cross-country knowledge sharing and project design.

ANNEX 1

JSDF REGULAR PROGRAM GRANTS APPROVED IN FY16

Region/ Country	Grant Name	Grant Amount (\$US Million)	Project Development Objective
EAP/Cambodia	Voice and Action: Social Accountability for Improved Service Delivery	5.24	To support the improvement of service delivery in schools, health centers and communes for rural households in selected districts in Cambodia.
EAP/Cambodia	Early Childhood Care and Development for Floating Villages	3.00	To improve access to quality Early Childhood Care and Development services through community and home-based programs for 0–5 year olds, particularly for those from the disadvantaged backgrounds in the targeted areas.
EAP/Myanmar	Enhancing Community-Driven Development Project	11.50	To enable poor rural communities to benefit from improved access to and use of basic infrastructure and services through a people-centered approach and to enhance the recipient's capacity to respond promptly and effectively to an eligible crisis or emergency.
SAR/Pakistan	Indus Eco Region Community Livelihood Project	3.00	To pilot alternative livelihood opportunities and improve capacity of households of fisher communities in the pilot project areas.
AFR/Uganda	Northern Uganda Business Support Program	3.00	To increase and sustain the incomes of poor households belonging to existing and new community interest groups in the four pilot districts (Kitgum, Gulu, Nebbi, and Sorot) in northern Uganda.
EAP/Vietnam	Northern Mountain Integrated Child Nutrition Improvement	2.96	To improve the nutrition status of children of age less than five in the target villages through improving the child feeding practices, maternal and child care, and to diversify sources of nutrition of pregnant women, infants and young children.
AFR/South Sudan	Youth Business Support	3.00	To improve business revenues and promote savings of the youth group trained under Safety Nets and Skills Development Project and existing poor youth entrepreneurs in Juba, Torit and Kapoeta East counties.
TOTAL		31.70	

ANNEX 2

JSDF SEED FUND GRANTS APPROVED IN FY16

Name of the Grant	Region/Country	Amount	Total Disbursement (in US\$)	Objectives
Assessing the feasibility of a Nutrition-sensitive Agricultural Development Project with Female Producers	LCR/Nicaragua	75,000	65,098	To support participatory bottom-up consultations with marginalized groups and other stakeholders to assess feasibility, scope and modalities for participation in the project.
Albinism Advocacy and Social Development	AFR/Tanzania	74,950	9,475	To support participatory bottom-up consultations with marginalized groups and other stakeholders to provide the framework to better define objectives of the proposed JSDF project, defining the components, and establish the modalities for participation.
Post Earthquake Support to Youth and Vulnerable Groups	SAR/Nepal	75,000	75,000	To support participatory bottom-up consultations with marginalized groups and other stakeholders in Nepal to identify their needs and establish modalities for their participation in the proposed project; develop an M&E in consultation with the implementation agency; and develop a full project to pilot trauma-sensitive training for youth and women to reintegrate them in the labor market.
Justice Services for the Poor	AFR/Sierra Leone	74,700	73,721	To support participatory bottom-up consultations with marginalized groups and other stakeholders to ensure that the JSDF proposal developed is co-designed by such groups to address their most pressing justice; establish mechanisms for poor and marginalized groups to drive implementation; and supported by robust monitoring and evaluation (including baseline data).

ANNEX 3

JSDF POLICY GUIDELINES AND PROGRAM ALLOCATION FY14–16

1. **Objective.** To provide grants in support of community-driven development and poverty reduction programs that serve to enhance productivity, increase access to social and community services and infrastructure, and improve the living conditions of poor and vulnerable groups in eligible client countries of the World Bank Group⁷. Grants approved under the program are subject to the criteria set forth in these Guidelines.
2. **Focus.** JSDF Project and Capacity Building Grants (see paragraph 4) are designed to complement Bank-financed operations and programs aligned with the development objectives of the relevant CAS, PRSP or poverty reduction elements of Sector Strategies. Project Grants would: (i) respond directly to the needs of the poorest and most vulnerable underserved groups to improve their lives; (ii) encourage the testing of innovative methods that are new or alternative approaches at the project, country, or regional level, or that facilitate new partnerships with NGOs/CSOs or local governments to reach the target groups; (iii) reflect a participatory design and consultation process with the targeted beneficiaries who endorsed the grant inputs; (iv) utilize participatory monitoring and evaluation to help beneficiaries address their vulnerability and to ensure ownership and sustainability; and (v) support initiatives that lead to developing sustainable outcomes through the adoption or scaling-up of the pilot project at completion through Bank-financed operations, recipient government activities, or other entities. Capacity Building Grants would build ownership, capacity, empowerment and participation of local communities, local governments, Non-Governmental Organizations (NGOs) and other civil society groups, through capacity building, to participate in society and government, to affect their development, to learn by doing and facilitate their involvement in operations financed by the World Bank. DFi should aim at allocating approximately 50% of JSDF funds to eligible countries in East, South and Central Asia regions.
3. **Special Allocation for Africa.** Grants under these allocations are subject to the same guidelines (below) that apply to other JSDF Grants.
 - TICAD IV remaining balance will be used as follows:
 - Up to \$9 million will be used to finance activities under the Djibouti Strategy Note. The remaining \$7 million will be used for activities to be identified in due course.
 - TICAD V has an allocation of \$30 million divided as follows:
 - \$20 million for technical assistance to improve the mortality rate of infant and their mothers; Technical assistance to improve malnutrition (in close cooperation with

⁷ Includes the International Bank for Reconstruction and Development, the International Development Association and the International Finance Corporation, all referred to hereafter as the Bank

the projects under the SUN Trust Fund) and \$10 million for technical assistance to improve the unemployment rate by providing job training for young job seekers such as former soldiers (System improvement, Capacity building, etc.).

4. **Grant Types and Country Eligibility.** There are two types of JSDF Grants:

- (i) **Project Grants:** finance (a) activities that directly deliver results in the short-term supporting the improvement of services and facilities for poorer population groups, or reinforcing reinvigorating social safety nets, or (b) innovation and testing of new approaches, particularly in the social sectors;
- (ii) **Capacity Building Grants:** finance activities that empower and strengthen knowledge and skills of local communities, NGOs/CSOs, and local governments working with the targeted beneficiaries so that they may participate in their development through learning by doing. All low-income and lower middle income countries as defined in the World Development Indicators in the applicable year, are eligible for both Project Grants and Capacity Building Grants⁸. The special allocations for Africa apply to all countries on the African continent that are eligible for JSDF grants.

5. **Amount.** JSDF Grants under the regular program can range from \$200,000 to \$3 million. Under exceptional circumstances and after prior clearance by DFi, a grant proposal of up to \$4 million may be submitted for consideration. Proposals exceeding \$3 million would be subject to higher scrutiny by the JSDF Unit; the latter may request technical reviewers to verify the validity and viability of proposed activities and that their costing follows a disciplined process. The maximum size for a single grant under the Emergency Window is \$3 million.

6. **Concept Notes (CN).** The concerned managing unit in the Bank must sponsor the activity and designate a TTL. TTLs must indicate the arrangements (including financial provision) for JSDF project supervision. Requests must be in line with the CAS objectives, as confirmed by the Country Director and the sector approach, confirmed by the Sector Manager, and is submitted to the Japan Trust Funds Administration Unit after review and endorsement by designated sector specialists. To the extent possible, CN should promote collaboration with local and international NGOs, in particular, Japanese NGOs and civil society organizations. Ministry of Finance (MoF) will have four-weeks to review a brief concept note [MoF may consult Ministry of Foreign Affairs (MoFA) and JICA]. The Bank will be encouraged, but not required to pre-discuss concept notes with MoFA and JICA in the field. At the end of the four weeks, MoF will share with the Bank their decisions on go/no go for the CN to prepare.

7. **Review of Proposals and Approval by the World Bank (WB).** Once DFi submits proposals to MoF, MoF will review the full proposal while focusing its assessment on the detailed cost table. MoF will provide its final decision within three weeks. Where a seed fund grant has been

⁸ Where a seed fund grant has been approved, country eligibility for a follow-on grant will be based on eligibility when the seed fund grant was approved.

approved, country eligibility for a follow-on grant will be based on eligibility when the seed fund grant was approved.

8. **Program Administration Costs.** In order to cover the costs of FY14-16 JSDF Program Administration and Technical Reviews, DFi may request the replenishment of the Bank Executed Trust Fund established in FY10 to cover costs up to a limit to be agreed in an exchange of correspondence with MoF. All expenditures necessary for Program Management and for Technical Reviews are eligible.
9. **Eligible Expenditures.** These include goods, small civil works, services (including necessary provision for NGO overheads), training, workshops and operating costs (excluding salaries), with all expenditures eligible for 100% financing under JSDF. Requests may also include the cost of the grant audits. If properly justified, incremental costs of up to 9 percent of the total grant amount may be requested to cover incremental supervision costs for operations of unusual complexity, innovation or community participation which require Bank staff or consultant resources beyond those that can be financed by the regular administration budget.
10. **Ineligible Expenditures.** The following cannot be financed under JSDF: (i) pilot activities with no linkages to the Country Assistance Strategy agreed between the Bank and the recipient country, (ii) academic research, (iii) government or other staff salaries, and central government activities, (iv) foreign training or study tours, or (v) purchases of motor vehicles.⁹
11. **Grant Execution Arrangements.** Grants must be recipient-executed. Recipients of JSDF Grants may be Governments (central or local), international or local NGOs, or other local community groups which the Bank has determined are financially sound, have a strong track record, and employ satisfactory arrangements for use and accounting of grant funds. In case the recipient or the implementing agency is an NGO or a local community group, it is required that the central or local government gives its agreement to the arrangement. UN agencies may not be recipients of JSDF grants¹⁰. In any case, the normal grant implementation period is four years after signature of the grant agreement. However, up to two year-extensions can be requested from DFi with adequate justification. The TTL of the grant will carry out the Bank's fiduciary responsibilities for grant supervision, in accordance with Bank standards and use of *Procurement Guidelines*.
12. **Retroactive Financing.** Grant recipients may request retroactive financing for eligible expenditures incurred from the date of approval of the grant-funding proposal by the MoF to the date of activation of the grant, up to 10% of the recipient grant amount for the Regular Window. The standard clause for retroactive financing would be included in the grant agreement when applicable, including recipient liability for expenses incurred in case the grant agreement is not made effective.

⁹ Bicycles and motorcycles are eligible for JSDF funding.

¹⁰ UN agencies may participate in JSDF grant activities as consultants, provided that the selection is in accordance with Bank guidelines.

13. **Progress Reporting.** For the purposes of monitoring the development outcomes, the grant agreement, based on the grant application, will be the binding document. The Task Team Leader will be responsible for preparing annual Implementation Status and Results Reports (ISR) for the JSDF project, rating the status of project implementation, and documenting the completion of deliverables and outputs. An *Implementation Completion Report (ICR)* will be prepared at completion documenting actual cumulative inputs, outputs and outcomes through the grant implementation period. The public disclosure of the ISR and ICR will be shared with the Donor.
14. **Reallocation of Funds by Expenditure (Disbursement) Category or Activities.** Reallocations among expenditure categories or grant activities, including dropping or adding new eligible categories or grant activities, must be cleared by DFi. The Legal Department should be consulted if any amendments are required; to be approved by the Country Director. The proposed changes will be sent to MoF for information.
15. **Changes in Grant Objectives.** For significant changes in the Grant Development Objectives a request must be sent to DFi for clearance, which will determine if MoF approval is required. MoF will approve/reject the request within one business week of its receipt from DFi. Subsequent grant amendment letters are cleared with the Legal Department in accordance with Bank procedures.
16. **Grant Cancellation Policy.** The balance of grants is subject to cancellation under the following circumstances: (i) the grant agreement has not been signed within 6 months of the formal grant approval date, (ii) there has been no implementation progress, including zero disbursements, for six months after signature of the grant agreement, or (iii) there is lack of progress as determined by DFi. DFi may clear exceptions on the basis of a satisfactory explanation.
17. **Consultation with Local Japanese Officials.** In order to ensure harmonization and coordination, the Bank is:
 - (a) encouraged to consult with the JICA at an early stage of project preparation;
 - (b) required to consult with the Embassy of Japan accredited to the recipient country about the JSDF grant application; and
 - (c) required to discuss the proposal with JICA before submission of the proposal to DFi for review. Such consultation and information sharing by task teams will help expedite the decision-making process. In addition, the Bank is encouraged to share information related to the design, progress and outcomes of JSDF projects with the Embassy of Japan and JICA in the field. They are also encouraged to invite them to join planning and supervision missions, attend key meetings and share the missions' aide-memoires with them.
18. **Japanese Visibility.** The Bank is asked to help promote the visibility and local awareness of JSDF in recipient countries through the following types of activities:
 - (a) Publications, training programs, seminars and workshops financed by JSDF grants should clearly indicate that the activities in question have received funding from the MoF;

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

In addition, DFi may promote visibility of JSDF by: (i) informing Country Directors of the importance of signing ceremonies to Japanese officials and the public to ensure recognition and support for JSDF funding; and (ii) continuing widespread distribution of the JSDF Annual Report, inclusion of JSDF information in relevant Bank documents, and occasional information sessions for Japanese organizations. A Guidance Note providing samples of other ways to improve visibility is attached as Annex 4.

19. **Maintenance of Documentation.** Operational departments will keep copies of documentation related to JSDF grants, in accordance with the Bank's Administrative and document retention policies, among others, Terms of Reference and consultant contracts, reports and other outputs prepared by consultants, and status reports.
20. **Allocation.** The total indicative allocation for FY14-16 for the regular window includes the contribution of US\$47.6 million for FY14 and the existing unallocated balance of \$93 million. Furthermore, the Special Allocation for Africa includes the unallocated balance of \$16 million from TICAD IV, along with US\$15 million representing the budgeted amount for FY14 and FY15 TICAD V.
21. **Schedule.** Concept Notes (CNs) are submitted to DFi on a rolling basis following rigorous internal reviews. DFPTF will submit the final CNs to MoF on a rolling basis after their vetting by members of a Technical Review Committee. MoF will confirm its decisions on CNs within four weeks from submission.

ANNEX 4

JSDF GUIDANCE NOTE ON VISIBILITY OF JAPAN

Introduction

The Government of Japan has contributed to the Japan Social Development Fund (JSDF) in support of innovative social programs to help alleviate poverty in eligible client countries of the World Bank Group since 2000. The purpose of this note is to provide guidance on measures to ensure that the contribution of Japan in supporting JSDF is widely recognized.

Statement on Visibility

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

Consultation with Local Japanese Officials

In order to ensure harmonization and coordination, Bank task teams are required to consult with the Embassy of Japan accredited to the recipient country about the JSDF grant application before submission of the proposal to DFi for review. Such consultation and information sharing by task teams will help expedite the decision-making process. In addition, Bank task teams are encouraged to share the information about progress and outcomes of JSDF projects with the Embassy of Japan and other Japanese aid agencies in the field.

Japanese Visibility

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

- Publications, training programs, seminars and workshops financed by JSDF grants should clearly indicate that the activities in question have received funding from the Government of Japan;
- The logo (usually the Japanese national flag) should be used in publications financed by the JSDF Program, and in banners and any other materials used in seminars and training programs financed by JSDF grants;
- All press releases issued by the Bank with respect to JSDF grants should refer to the financial contribution from the Government of Japan;

- Recipients should be encouraged to ensure that JSDF-financed activities are well covered by local print and electronic media, and that all related publicity materials, official notices, reports and publications explicitly acknowledge Japan as the source of funding received;
- Grant signing ceremonies in the field should be encouraged, with the Recipients being encouraged to include Japanese embassy officials and to invite local and international press to these ceremonies.

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

The JSDF Program's Logo

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

Local Publicity Opportunities

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

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

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

During supervision missions of JSDF projects, task teams are advised to interact from time to time with the Embassy of Japan to inform them of progress under their project. They are encouraged to invite them to participate in supervision missions and to visit project sites to meet beneficiaries. Task teams are advised to brief the Country Managers/Country Directors about the implementation status of JSDF grants. Such information will help the Country Offices highlight Japan's contribution, where relevant, in their meetings and presentations in seminars and workshops.

Ceremonial Events

Country Directors will, at the same time as the task teams, receive notification of grant approvals and will be informed of the importance of signing ceremonies to Japanese officials and the public. At grant signing ceremonies and other publicity events, the Bank's country-based staff are expected to foster the attendance and participation of country-based officials of the Embassy of Japan in a manner that provides due recognition of their donor status. Grant recipients should take the lead in organizing such ceremonies, and whenever possible, Recipients should issue the formal invitation to attend. Such ceremonial events should also be alerted to the media and publicity outlets referred to above.

Visibility from Headquarters

Country-based Bank staffs are requested to forward copies of all visibility material, such as press releases, newspaper and magazine articles, and photographs (including descriptive captions) to the following address:

JSDF Unit
Mail Stop G6-602
Global Partnership and Trust Fund Operations
Concessional Finance and Global Partnerships
The World Bank
Washington, DC 20433
USA



JSDF

Japan Social Development Fund

Japan Social Development Fund

JSDF Program Manager

Tel: 202-473-4149

Email: HNkole@worldbank.org

The World Bank Group

1818 H Street, N.W.

Washington, D.C. 20433



Government
of Japan



WORLD BANK GROUP
Development Finance