

Japan Social Development Fund

REVIEW

OF

JAPAN SOCIAL DEVELOPMENT FUND (JSDF)

GRANTS CLOSED IN FY12

August 2013

Concessional Finance and Global Partnerships Vice-Presidency

List of Abbreviations

AFR	Africa Region
CBO	Community-Based Organization
CONTAG	National Confederation of Agricultural Workers of Brazil
CSO	Civil Society Organization
DO	Development Objective
EAP	East Asia and Pacific Region
ECA	Europe and Central Asia Region
EE&HI	Energy Efficiency & Home Improvements
EW	Emergency Window
FY	Fiscal Year (July 1-June 30)
GoJ	Government of Japan
GPO	Grassroots Producers Organization
GPN	Good Practice Note
GRM	Grant Reporting and Monitoring
IBRD	International Bank for Reconstruction and Development
ICM	Implementation Completion Memorandum
ICR	Implementation Completion Report
IDA	International Development Association
IDP	Internally Displaced Person
IMT	Intermediate Means of Transport
IOC	Index Organization Capacity
IP	Implementation Progress
ISR	Implementation Status Report
JSDF	Japan Social Development Fund
LCR	Latin America and Caribbean Region
LGU	Local Government Unit
MNA	Middle East and North Africa Region
NGO	Non-Governmental Organization
NGO IA	Non-Government Organization Implementing Agency
PNPM	Indonesia's National Program for Community Empowerment
RPO	Rural Producer Organizations
SAP	Systems, Applications and Products in Data Processing
SAR	South Asia Region
TTL	Task Team Leader
UN	United Nations
VCT	Voluntary Counseling and Testing
VFF	Vulnerability Financing Facility

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Summary

The purpose of the review of completed JSDF grants is to learn from the experience of grant implementation, and to provide feedback for project improvements. The review of JSDF closed grants started in 2007 with the review of 18 grants that closed in FY06, followed by the review of 16 grants closed in FY07, and a combined report on 53 grants closed in FY08 and FY09, 18 grants closed in FY10, and 17 grants closed in FY11.

The current review, sixth in this series, captures 16 grants closed in FY12. The majority (12 out of 16 grants or 75%) of these grants were for Regular project type, 3 grants were for Regular capacity building type, and one was for a project under the Emergency Window. Thirteen countries in five Bank regions (Africa (AFR), East Asia and Pacific (EAP), South Asia (SAR), Europe and Central Asia (ECA), and Latin and Caribbean regions (LCR)) benefited from the JSDF grants.

Total approved grants at the beginning of the implementation period for these 16 projects were around US\$22.8 million. These grants were approved between the periods of August 2005 to May 2009. Grant average size for project type was US\$1.5million and the average size for capacity building type US\$1.25 million. The largest grant of US\$2.84 million was an emergency project for Haiti. Eighty seven percent (87%) of the total approved grant amount, equal to US\$20.5 million, has been disbursed. Three projects amounting to US\$ 2.8 million (1 project in AFR, 1 project in EAP, and 1 project in LCR) have been cancelled due to implementation issues.

The implementation review was based on *Grant Reporting and Monitoring (GRM)*, *Implementation Status and Results (ISR)*, and *Implementation Completion Report (ICR) and Implementation Completion Memorandum (ICM)* reports¹, prepared in SAP and Operations Portal by the Task Team Leader (TTL) for each grant. GRMs and ISRs are prepared regularly to document implementation progress, with additional reporting on final results and outcomes at closing through the ICR or ICM. Thirteen out of sixteen projects (81%) were reported with Highly Satisfactory, Satisfactory and Moderately Satisfactory performances, and three projects (19%) were reported with implementation issues (rating Moderately Unsatisfactory, Unsatisfactory, and no rating)

In addition to the implementation assessments, the reports provide information on other key aspects of the JSDF program, such as participation of communities and civil society organizations (CSO), sustainability of activities after grants closure, and lessons learned that can be used in other projects. There are also some specific lessons learned from the implementation of grants under emergency conditions.

¹ Performance for each grant is rated on a six point rating scale, standard for all Bank-financed operations and trust funds: Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, and Highly Unsatisfactory.

JSDF Program Background

The JSDF was established in 2000 as collaboration between the Government of Japan (GoJ) and the World Bank to address the Asian financial crisis of the late 1990s. The fund was conceived as a grant mechanism to provide assistance to vulnerable groups impacted by the crisis but was later expanded to support innovative activities to benefit the most disadvantaged groups in eligible developing countries. All low-income and lower-middle income countries, as defined in the current World Economic Indicators, are eligible to receive JSDF grants, which range in value from US\$200,000 to US\$3 million under the Regular Program. Special grants may exceed that ceiling.

After twelve years of operation, the JSDF portfolio at the end of fiscal 2012 (FY12) consists of 280 recipient-executed grants that empower the poor in 80 eligible countries, of which (a) 146 grants were completed and legally closed prior to FY12; and (b) 134 grants were under implementation during FY12, of which 16 closed by June 30, 2012. As of June 2012, there were three main JSDF programs:

- **Regular Program** grants financing up to \$3 million, project or capacity building activities that introduce innovative programs providing direct benefits to disadvantaged communities.
- **Special Program** grants financing a range of development activities with special purposes, such as: (i) development and capacity building in Afghanistan; (ii) recovery measures following the South Asia/Indian Ocean tsunami of December 2004, and (iii) rehabilitation and revitalizations of areas in Pakistan affected by the earthquake of October 2005. There was no Special Program grants closed in FY12.
- **Emergency Window** grants financing activities, under a streamlined JSDF procedure, to assist vulnerable groups adversely affected by the global food, fuel, and financial crises.

All JSDF projects are expected to meet certain fundamental criteria:

- Respond directly to the needs of the poorest and most vulnerable communities
- Encourage piloting of innovative methods or alternative approaches
- Support initiatives that lead to development of sustainable outcomes
- Build ownership, capacity, empowerment and participation of local governments, NGOs, and other CSOs.

Portfolio of JSDF Projects Closed in FY12

The report covers the portfolio of JSDF recipient-executed grants, a total of 16 grants that were closed during FY12. Table 1 lists the grants, project type, region, and country recipients, and approved amount; Annex 1 gives a detailed report on each grant. The projects were implemented in 13 countries, two countries, Indonesia and Ethiopia, received more than one grant in this portfolio.

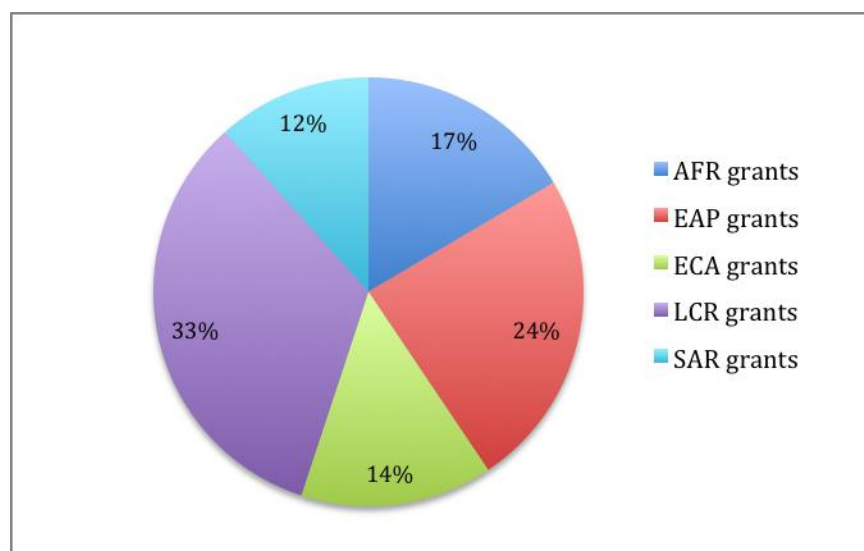
Table 1 - List of Closed Grant in FY 12

Trust Fund #	Trust Fund Name	Type	Region	Country	Approved Grant (in US\$)
TF055811	INTEGRATING REPRODUCTIVE HEALTH WITH THE ONCHOCERCIASIS PROGRAM	Capacity	AFR	Guinea	510,800.00
TF054213	ENERGY, GENDER AND POVERTY ALLEVIATION: THE ETHIOPIAN WOMEN FUELWOOD CARRIERS	Project	AFR	Ethiopia	1,710,160.20
TF056516	PROMOTING EMERGENCY ACCESS TO HEALTH SERVICES	Project	AFR	Ethiopia	1,542,375.00
TF056879	IMPROVING RURAL CONNECTIVITY FOR SUSTAINABLE LIVELIHOODS	Project	EAP	Indonesia	571,662.00
TF058154	URBAN PARTNERSHIP FOR SUSTAINABLE UPLIFTMENT; RENEWAL; GOVERNANCE AND EMPOWERMENT (UPSURGE)	Project	EAP	Philippines	1,910,000.00
TF090483	JSDF-INDONESIA: IMPROVING FOOD SECURITY BY EMPOWERING POOR WOMEN	Project	EAP	Indonesia	633,168.00
TF090486	COMMUNITY YOUTH HELMET USE PROGRAM	Project	EAP	Thailand	834,200.00
TF090488	CREATIVE COMMUNITIES FUND	Project	EAP	Indonesia	1,535,450.00
TF090489	IDP YOUTH SUPPORT PROJECT	Project	ECA	Azerbaijan	1,943,224.20
TF093702	PREVENTING HEPATITIS B&C IN MOLDOVA	Project	ECA	Moldova	1,358,038.43
TF058071	JSDF - LINKING GRASSROOTS PRODUCERS ORGANIZATIONS TO GLOBAL MARKETS	Capacity	LCR	Brazil	1,655,200.00
TF091174	INSTITUTIONAL AND COMMUNITY STRENGTHENING FOR LOCAL GOVERNANCE AND DEVELOPMENT	Capacity	LCR	Colombia	1,588,400.00
TF058022	INDIGENOUS COMMUNITY DEVELOPMENT IN PARAGUAY	Project	LCR	Paraguay	1,599,200.00
TF097742	ROUND 1: HAITI: EMERGENCY COMMUNITY CASH FOR WORK PROJECT	Project	LCR	Haiti	2,840,000.00
TF058021	MAKING GLOBALIZATION WORK FOR THE RURAL POOR IN INDIA	Project	SAR	India	1,722,574.00
TF090416	ADDRESSING THE POVERTY-BUILT ENVIRONMENT NEXUS	Project	SAR	Pakistan	933,348.30

Regional Distribution

The portfolio of FY12 closed grants was implemented in 13 countries in five out of the six regions, namely AFR, EAP, ECA, LCR, and SAR. There was no closed project in Middle East and North Africa region (MNA). The share of the approved grants amount for each region is shown in Figure 1. The largest share of these closed grants was in LCR, due to US\$2.8 million grant for emergency recovery in Haiti.

Figure 1 - Regional Distribution of Closed Grant in FY12 (in US\$)



Disbursements

The average disbursement rate of the closed grants portfolio was 86%; the highest percentage of disbursement was from SAR and ECA regions of 100% each. The lowest percentage of disbursement came from AFR (76%), followed by LCR (78%) and EAP (88%). Three grants were cancelled during implementation, with either partial disbursement or no disbursement. Out of these three projects, a project from Indonesia was cancelled with no disbursement, a project from Paraguay was cancelled with 3% of disbursement, and a project from Ethiopia was closed with 54% disbursement. Table 2 describes the list of project, country recipient, approved grant amount, cancelled grant amount, and disbursement amount.

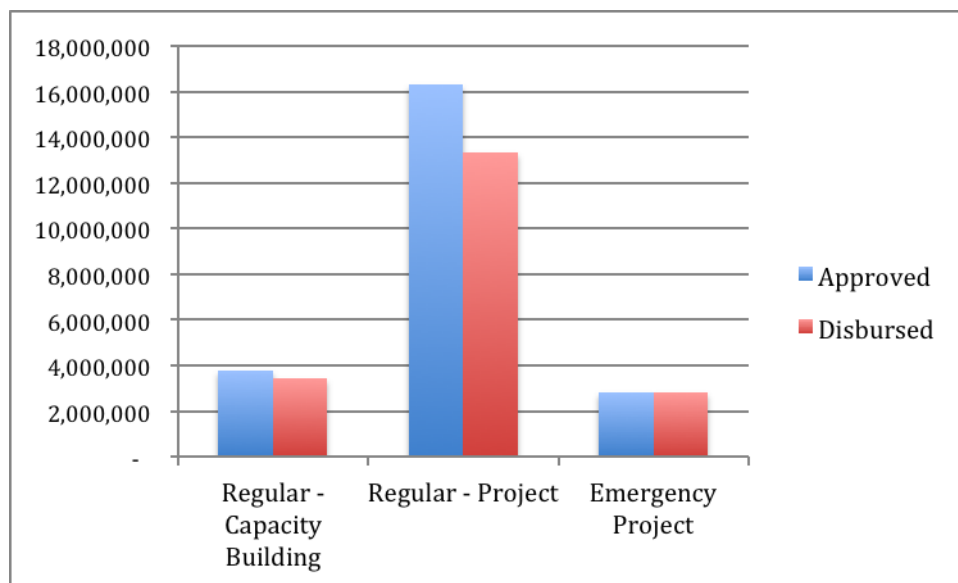
Table 2 - Grant Disbursement and Cancellation (in US\$)

Grant Number	Grant Name	Country	Approved Grant Amount (in USD)	Cancelled amount (in USD)	Disbursement (in USD) as of Nov/28/2012
TF055811	JSDf-GUINEA:INTEGRATING REPRODUCTIVE HEALTH WITH THE ONCHOCERCIASIS PROGRAM	Guinea	510,800.00		326,848.96
TF054213	JSDf-ETHIOPIA: ENERGY, GENDER AND POVERTY ALLEVIATION: THE ETHIOPIAN WOMEN FUEL-WOOD CARRIERS	Ethiopia	1,710,160.20		1,710,160.20
TF056516	JSDf-ETHIOPIA: PROMOTING EMERGENCY ACCESS TO HEALTH SERVICES	Ethiopia	1,542,375.00	711,180.52	831,194.48
TF056879	JSDf: INDONESIA -IMPROVING RURAL CONNECTIVITY FOR SUSTAINABLE LIVELIHOODS	Indonesia	571,662.00	571,662.00	-
TF058154	URBAN PARTNERSHIP FOR SUSTAINABLE UPLIFTMENT; RENEWAL; GOVERNANCE AND EMPOWERMENT (UPSURGE)	Philippines	1,910,000.00		1,910,000.00
TF090483	JSDf-INDONESIA: IMPROVING FOOD SECURITY BY EMPOWERING POOR WOMEN	Indonesia	633,168.00		545,165.41
TF090486	COMMUNITY YOUTH HELMET USE PROGRAM	Thailand	834,200.00		814,699.62
TF090488	CREATIVE COMMUNITIES FUND	Indonesia	1,535,450.00		1,535,450.00
TF090489	IDP YOUTH SUPPORT PROJECT	Azerbaijan	1,943,224.20		1,943,224.20
TF093702	PREVENTING HEPATITIS B&C IN MOLDOVA	Moldova	1,358,038.43		1,358,038.43
TF058071	JSDf - LINKING GRASSROOTS PRODUCERS ORGANIZATIONS TO GLOBAL MARKETS	Brazil	1,655,200.00		1,655,200.00
TF091174	INSTITUTIONAL AND COMMUNITY STRENGTHENING FOR LOCAL GOVERNANCE AND DEVELOPMENT	Colombia	1,588,400.00		1,479,200.18
TF058022	INDIGENOUS COMMUNITY DEVELOPMENT IN PARAGUAY	Paraguay	1,599,200.00	1,558,268.29	40,931.71
TF097742	ROUND 1: HAITI: EMERGENCY COMMUNITY CASH FOR WORK PROJECT	Haiti	2,840,000.00		2,840,000.00
TF058021	MAKING GLOBALIZATION WORK FOR THE RURAL POOR IN INDIA	India	1,722,574.00		1,721,679.89
TF090416	ADDRESSING THE POVERTY-BUILT ENVIRONMENT NEXUS	Pakistan	933,348.30		933,348.30
			22,887,800.13	2,841,110.81	19,645,141.38

Program Type

The majority of the closed portfolio program type was regular program (project and capacity building program type). Only one project in this review was from the emergency window. Seventy two percent of the FY12 closed grants portfolio, in terms of grant amount, was for regular project type, 16 percent was for regular capacity building type, and 12 percent for emergency project type. In terms of disbursement, the regular window project type has the lowest disbursement rate (82%), followed by the regular capacity building type (92%), and the emergency project type (100%) (Figure 2). There were three regular project types that were cancelled due to various implementation issues.

Figure 2 - Grant Distribution by Type – Approved Grant and Disbursement (in US\$)



Thematic Areas Covered by JSDF Grants Closed in FY12

JSDF projects supported client countries to address issues in many thematic areas. Three projects in AFR aimed to tackle issues on health access, alternative energy, and livelihood of marginalized communities especially women. A project in Guinea financed a pilot initiative to use community distributors trained by the Onchocerciasis control program in six districts of the Special Intervention Zone in light of massive problems in reproductive health. A project in Ethiopia supported women fuel wood carriers to improve their working conditions, rationalize their trade, increase diversification of their income opportunities, and improve their access to health services. Another project in Ethiopia aimed at improving access to emergency health services for rural communities through a multi-sectoral intervention.

Five EAP projects focused on supporting poverty alleviation efforts in urban and rural areas and improving urban safety conditions. One project in the Philippines handled urban settler issues through a partnership between civil society and local governments. Three projects in Indonesia focused on reducing poverty in rural areas. A project in Indonesia piloted an approach of encouraging cultural creativity to increase rural communities' awareness of Government's poverty alleviation program. Another project in Indonesia supported rural communities in addressing food security issues during drought season, and the last one focused on improving rural connectivity. A transport project in Thailand aimed at reducing youth fatalities in urban transport by encouraging the use of helmet.

Two projects from ECA focused on health issues and social inclusion of marginalized communities, especially youth. A project in Azerbaijan focused on enhancing social inclusion and promoting economic opportunities for young Internally Displaced Person (IDPs) who most of their lives suffered from the effects of war. Another project in Moldova worked on preventing hepatitis B and C infections in vulnerable and high-risk groups.

Three regular projects from LCR focused on improving role and participation of marginalized communities in local planning, developing the capacity of indigenous communities, and expand-

ing market opportunities for poor communities. A project in Brazil worked to strengthen, support, and expand market opportunities for poor grassroots producer organizations (GPOs) in Northeast Brazil. The communities were organized under the umbrella of rural productive alliances working in the fields of agro-processing and trade, handicrafts, or other industry. A project in Colombia worked to increase the management and technical capacities of municipal governments and local communities. On a different target, a project in Paraguay aimed to develop the capacity of indigenous communities to participate in local development and decision-making through the design and implementation of community sub-projects and community strengthening activities in selected departments. An emergency project in Haiti used the cash-for-work approach to mitigate the impact of the economic crisis on vulnerable Haitian families by creating opportunities for the poor and vulnerable to earn an income to meet their basic and urgent needs, while rehabilitating basic infrastructure and services in the community. Two SAR projects focused on improving livelihood of poor and marginalized rural communities. A project in India helped poor artisans to access sustainable livelihood. Another project in Pakistan aimed at alleviating economic and social poverty in Northern Pakistan through improvement in housing and living conditions. A complete thematic of FY12 closed project is listed in table 3.

Table 3 - Thematic of FY 12 Closed Grants

Grant Number	Grant Name	Country	Theme
TF055811	JSDF-GUINEA:INTEGRATING REPRODUCTIVE HEALTH WITH THE ONCHOCERCIASIS PROGRAM	Guinea	HIV/AIDS & Population and reproductive health
TF054213	JSDF-ETHIOPIA: ENERGY, GENDER AND POVERTY ALLEVIATION: THE ETHIOPIAN WOMEN FUELWOOD CARRIERS	Ethiopia	Rural services and infrastructure & Urban services and housing for the poor
TF056516	JSDF-ETHIOPIA: PROMOTING EMERGENCY ACCESS TO HEALTH SERVICES	Ethiopia	Infrastructure services for private sector develop
TF056879	JSDF: INDONESIA -IMPROVING RURAL CONNECTIVITY FOR SUSTAINABLE LIVELIHOODS	Indonesia	Participation and civic engagement
TF058154	URBAN PARTNERSHIP FOR SUSTAINABLE UPLIFTMENT; RENEWAL GOVERNANCE AND EMPOWERMENT (UPSURGE)	Philippines	Municipal finance, Other urban development, Decentralization
TF090483	JSDF-INDONESIA: IMPROVING FOOD SECURITY BY EMPOWERING POOR WOMEN	Indonesia	Global food crisis response & Gender
TF090486	COMMUNITY YOUTH HELMET USE PROGRAM	Thailand	Infrastructure services for private sector develop
TF090488	CREATIVE COMMUNITIES FUND	Indonesia	Social Development and Gender
TF090489	IDP YOUTH SUPPORT PROJECT	Azerbaijan	Conflict prevention and post-conflict reconstruction
TF093702	PREVENTING HEPATITIS B&C IN MOLDOVA	Moldova	Health system performance
TF058071	JSDF - LINKING GRASSROOTS PRODUCERS ORGANIZATIONS TO GLOBAL MARKETS	Brazil	Participation and civic engagement
TF091174	INSTITUTIONAL AND COMMUNITY STRENGTHENING FOR LOCAL GOVERNANCE AND DEVELOPMENT	Colombia	Conflict prevention and post-conflict reconstruction
TF058022	INDIGENOUS COMMUNITY DEVELOPMENT IN PARAGUAY	Paraguay	Participation and civic engagement
TF097742	ROUND 1: HAITI: EMERGENCY COMMUNITY CASH FOR WORK PROJECT	Haiti	Social risk mitigation
TF058021	MAKING GLOBALIZATION WORK FOR THE RURAL POOR IN INDIA	India	Poverty strategy, analysis and monitoring
TF090416	ADDRESSING THE POVERTY-BUILT ENVIRONMENT NEXUS	Pakistan	Rural services and infrastructure

Targeting

The portfolio of FY12 closed JSDF grants targeted poor and marginalized communities in accordance with the program policy. Three projects in AFR targeted poor communities that lacked access to basic health services, poor communities with reproductive health issues, and a large group of women fuel wood carriers suffered from poor working environment as well as lack of alternative livelihood options.

The EAP closed grants portfolio targeted rural communities in general. Three grant projects in Indonesia targeted rural communities that lacked access to IT services, women facing food security issues, and poor rural communities under Government's poverty alleviation program. A project in the Philippines targeted marginalized communities living in urban shelters. Another project in Thailand targeted urban transport users, especially youth motorists.

There were two closed grants in ECA, one project targeted young IDPs who suffered from the effects of war, and the other project targeted high risk and vulnerable groups to infections of hepatitis B and C.

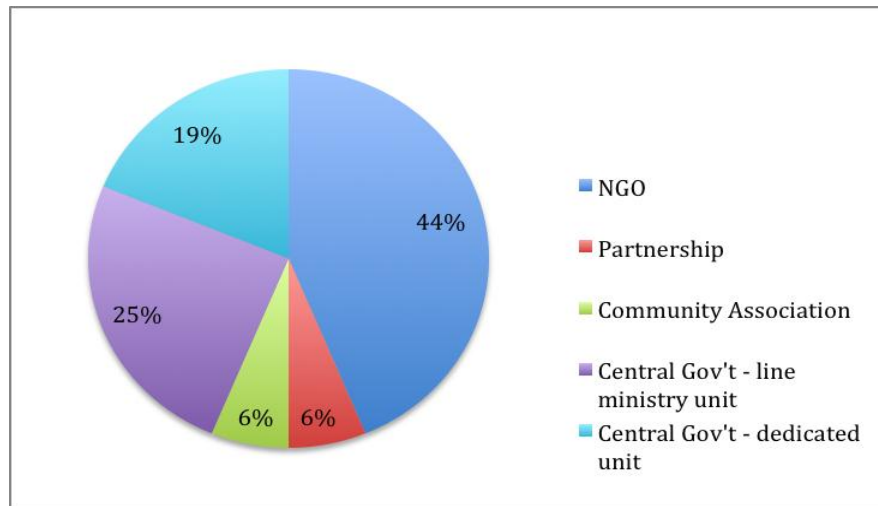
Out of three LCR closed projects, a project in Brazil targeted poor GPOs that suffered from lack of market access and opportunities, a project in Colombia targeted municipal and Afro-Colombian communities, and another project in Paraguay targeted indigenous communities that were often left out in the planning and decision-making process.

Two projects from SAR targeted poor artisans in rural areas of India to connect them to the global market, and poor communities in Northern Pakistan, living in an area of challenging geographical environment and suffering from poor housing and living conditions.

Implementing Agency

The implementation of closed grants portfolio was carried out by various organization and agencies – Central Government Agencies, NGOs, and Local Government Agencies. Around 60% of the closed grants in FY12 were implemented by NGO, International Partnership Organization and Community Association. The remaining grants were implemented by Central Government units that have two distinctive characteristics – a) traditional line ministries, and b) dedicated central units. Figure 3 shows the distribution of grants among various types of implementing agencies.

Figure 3 - Implementing Agencies of Closed Grants FY2012



In general, projects implemented by NGOs and community associations performed satisfactorily and had a high disbursement percentage at project closing compared to projects implemented by central government units. Projects implemented by a traditional line ministry such as in the case of a transport and health project in Ethiopia (by Ethiopian Road Authority), the rural connectivity project in Indonesia (by Ministry of Home Affairs), and indigenous capacity building project in Paraguay (by Secretariat of Social Actions) performed less satisfactorily. Lack of clarity, in terms of agencies role and responsibility in the JSDF projects, poor inter agency coordination, and lack of capacity to innovate contributed to the poor performance. In a transport and health project in Ethiopia for example, the road component (i.e. construction of all-weather road) performed significantly better than the health aspect (i.e. provision of emergency health services). The rural connectivity project in Indonesia that was implemented by Ministry of Home Affairs, was cancelled after 4 years of implementation, due to lack of capacity of the agency to implement an Information, Communication, Technology project. The indigenous community development project in Paraguay was also canceled after two years of implementation.

Projects performance was slightly better, in the case of grant implemented by a Central Government unit with roles and responsibilities are in-line with the project. For example, the Ethiopia project to support women fuel wood carriers that was implemented by the Ministry of Women, Children and Youth was rated by the task team as satisfactory. The same observation applies to JSDF projects that were implemented by a dedicated Central Government unit for the project such as the Land Bank of the Philippines, Social Fund for Development of Internally Displaced Persons in Azerbaijan, and Administrative Department for Social Prosperity in Colombia

Table 4 - JSDF Grant Implementing Agency

Grant Number	Grant Name	Country	Implementing Agency	Type
TF055811	JSDF-GUINEA: INTEGRATING REPRODUCTIVE HEALTH WITH THE ONCHOCERCIASIS PROGRAM	Guinea	Association for Family Well Being (Association Guineenne pour le Bien-etre Familial)	NGO
TF054213	JSDF-ETHIOPIA: ENERGY, GENDER AND POVERTY ALLEVIATION: THE ETHIOPIAN WOMEN FUELWOOD CARRIERS	Ethiopia	Ministry of Women, Children and Youth Affairs (MWCY)	Central Gov't unit-line ministry
TF056516	JSDF-ETHIOPIA: PROMOTING EMERGENCY ACCESS TO HEALTH SERVICES	Ethiopia	Ethiopian Road Authority	Central Gov't unit-line ministry
TF056879	JSDF: INDONESIA -IMPROVING RURAL CONNECTIVITY FOR SUSTAINABLE LIVELIHOODS	Indonesia	Ministry of Home Affairs - DG Community and Village Empowerment	Central Gov't unit-line ministry
TF058154	URBAN PARTNERSHIP FOR SUSTAINABLE UPLIFTMENT; RENEWAL; GOVERNANCE AND EMPOWERMENT (UPSURGE)	Philippines	Land Bank of the Philippines	Central Gov't unit - dedicated
TF090483	JSDF-INDONESIA: IMPROVING FOOD SECURITY BY EMPOWERING POOR WOMEN	Indonesia	Yayasan Alfa Omega	NGO
TF090486	COMMUNITY YOUTH HELMET USE PROGRAM	Thailand	Global Road Safety Partnership (GRSP)	Partnership
TF090488	CREATIVE COMMUNITIES FUND	Indonesia	Kelola Foundation	NGO
TF090489	IDP YOUTH SUPPORT PROJECT	Azerbaijan	Social Fund for the Development of Internally Displaced Persons (SFDI)	Central Gov't unit - dedicated
TF093702	PREVENTING HEPATITIS B&C IN MOLDOVA	Moldova	Center for Health Policies and Studies	NGO
TF058071	JSDF - LINKING GRASSROOTS PRODUCERS ORGANIZATIONS TO GLOBAL MARKETS	Brazil	National Confederation of Agriculture Workers of Brazil (CONTAG)	Community Association
TF091174	INSTITUTIONAL AND COMMUNITY STRENGTHENING FOR LOCAL GOVERNANCE AND DEVELOPMENT	Colombia	Administrative Department for Social Prosperity, DPS	Central Gov't unit - dedicated
TF058022	INDIGENOUS COMMUNITY DEVELOPMENT IN PARAGUAY	Paraguay	Secretariat of Social Action (SAS)	Central Gov't unit-line ministry
TF097742	ROUND 1: HAITI: EMERGENCY COMMUNITY CASH FOR WORK PROJECT	Haiti	The Pan American Development Foundation, The Research and International Cooperation Centre	NGO
TF058021	MAKING GLOBALIZATION WORK FOR THE RURAL POOR IN INDIA	India	The Asian Heritage Foundation	NGO
TF090416	ADDRESSING THE POVERTY-BUILT ENVIRONMENT NEXUS	Pakistan	Aga Khan Planning and Building Services (AKPBS)	NGO

Innovations

JSDF projects aim to pilot innovations that reach the poorest and most marginalized groups. At the quality at entry review, the Bank works to ensure that successful JSDF innovations have concrete pathways for scaling-up, replicating, or mainstreaming in successor operations financed by the Bank, governments, or other donors. The Bank and Japan also check on the tangible demonstration of innovation and the likelihood of sustainability.

The key test for innovation is that the project approach and activities result in expansion of choices and scale of productive development interventions. The characteristics and example of innovations are described in the following table.

Table 5 - Characteristics of Innovations

Features	Example of innovations
Location	Where concept and approaches applied in one country to another requiring adapting them to local contexts
Sector	Transferring techniques from one sector to another sector
Participation	Working with target groups that were not previously consulted by the Government and were not involved in discussions and decisions of development issues affecting their communities
Organization	Establishing a framework for entities such as NGOs, community groups, and government agencies, that have not collaborated before
Motivation	Opening communities to new markets, cooperating with local and national governments, to conflict resolution mechanisms, and local planning issues
Project design structure	Modifying existing assumptions about risk, flexibility, detail, sustainability and cost benefit

The current portfolio of closed grants introduced and implemented various innovations. Projects from AFR piloted approaches such as community-based health interventions to address local cultural sensitivity by using opinion leaders and trendsetters, introduction of credit and saving scheme for women fuel wood carrier; setting up fire wood deposit centers, provision of improved transportation means, and training on resources management and operations of nurseries, and innovative multi-sector intervention conceived using transport as the stakeholder, but intended to cover health, transport, and social issues.

Innovations piloted in the EAP were as follows: partnership between civil society and local government on solving urban shelter issues, staple credit seed capital program to allow women groups to purchase staple food during drought season and lend them to the members, an initiative that used youth as the agent for promoting behaviors change, demonstrating that the use of culture, in its many and diverse manifestations, has economic and social values that can empower communities.

Out of two ECA projects, one project tested innovative competitive grants to strengthen social contacts and reduce social tension and segregation between students in IDP schools and those in the municipal schools with which the IDP schools share space. The other supports behavioral change, communication, and establishment of voluntary counseling program in vulnerable and high-risk groups.

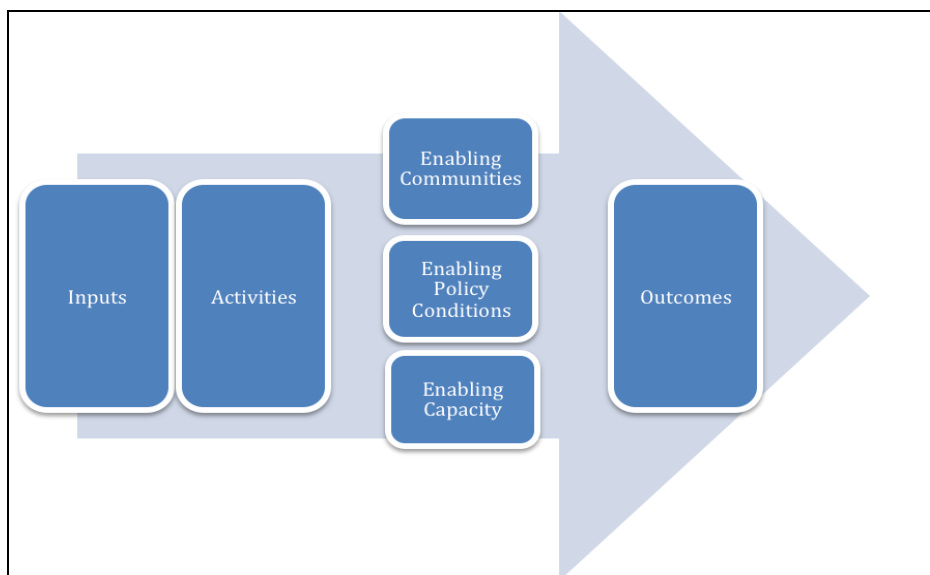
The LCR projects innovation is described as improving local-level governance by affording poor rural producers a unique set of experiences useful for their future, and developing the capacity of indigenous communities to participate in local development and decision making,

One SAR project innovated through connecting rural artisan communities to global markets, and another one helped alleviate poverty in remote areas through improvement of housing and living conditions.

Results – Output Level

JSDF transformational changes along the results chain can be described in a simple way in the following graph.

Figure 4 – JSDF Transformational Changes



For the AFR grants portfolio, the project of Integrating Reproductive Health with the Onchocerciasis Program in Guinea established 4,300 community level distributors, developed a system that benefitted 58 health centers, and trained 68 trainers. The Ethiopia project on alternative energy benefitted 30,000 women fuel wood carriers, created 9,300 new jobs, and trained 15,000 women on HIV/AIDS and family health issues. Another project in Ethiopia on access to emergency services constructed 32 km of all-weather roads, but the health component that involved the procurement of animal driven carts to carry pregnant women to health centers did not get implemented due to the lack of competition among suppliers.

Within the EAP grants portfolio, the project on urban shelters in the Philippines implemented 19 sub-projects in 10 cities, established 8 city community renewal committees, and conducted 5 training modules on community planning. A project on food security in Indonesia benefitted 7,500 beneficiaries from 2,700 households in 72 villages, and established a simple food storage technology that can be sustained by the communities. A project on creative communities in Indonesia benefitted 5,300 local artists and cultural workers, provided 11 small grants to cultural organizations, and trained 744 community facilitators and villagers. Another project on rural connectivity in Indonesia did not achieve the intended results because it was cancelled with no disbursement. An urban transport project on community youth helmet use in Thailand provided

60,000 beneficiaries with helmets including to 15,000 youth and provided training to 100 participants.

With regards to the ECA grants portfolio, a project targeting youth and IDPs in Azerbaijan provided vocational and apprenticeship and scholarships for 242 people, provided grants for 65 community youth groups, and collaborated with 36 participating schools. A health project in Moldova increased of number of people that use voluntary counseling and testing (VCT) services by nine percent, promoted services and developed the network strategy for 45 VCT centers, and trained 108 specialists in quality management.

In LCR portfolio, an agro processing and handicraft project in Brazil provided benefits for 1,500 rural families, and trained 140 rural producer organizations. A project on local planning in Colombia implemented 16 demand-driven subprojects, and carried out 15 workshops on strengthening local capacity for improved service delivery. An emergency project in Haiti created 25,000 temporary jobs through cash for work scheme, established and operationalized 12 project development councils, and trained 185,000 urban communities impacted by the earthquake. Paraguay project for indigenous community was canceled.

In SAR, the project on making globalization work for rural poor in India supported 1,050 households with sustained income, linked 6 clusters of artisanal groups with regional banks, and organized 75 workshops. The Poverty alleviation in Northern Pakistan project provided 1,500 households with access to alternative energy (micro hydro), carried out 1,000 energy efficient and home improvement works, established 20 work centers, and trained 300 manufacturers.

Results – Outcomes Level

The closed grants portfolio also delivered outcome level results. The majority of projects successfully changed the behavior of the target communities in terms of health, sanitation, and road safety. JSDF projects were also successful in providing alternative livelihood options, increased incomes, and improved living conditions of the marginalized communities. The summary of project outcomes is presented below:

Table 6 - Summary of Project Outcomes

Grant Number	Grant Name	Country	Level of Achievement	Outcomes
TF055811	JSDF-GUINEA:INTEGRATING REPRODUCTIVE HEALTH WITH THE ONCHOCERCIASIS PROGRAM	Guinea	Partially achieved	Community distributors trained by the Onchocerciasis control program were used in six districts
TF054213	JSDF-ETHIOPIA: ENERGY,GENDER AND POVERTY ALLEVIATION: THE ETHIOPIAN WOMEN FUEL-WOOD CARRIERS	Ethiopia	Partially achieved	Fuel wood transportation and marketing system were improved; women group income increased through various alternative income activities
TF056516	JSDF-ETHIOPIA: PROMOTING EMERGENCY ACCESS TO HEALTH SERVICES	Ethiopia	Partially achieved	Emergency road access was built and utilized by the community

Grant Number	Grant Name	Country	Level of Achievement	Outcomes
TF056879	JSDF: INDONESIA -IMPROVING RURAL CONNECTIVITY FOR SUSTAINABLE LIVELIHOODS	Indonesia	Not achieved	No outcomes. The project was cancelled
TF058154	URBAN PARTNERSHIP FOR SUSTAINABLE UPLIFTMENT; RENEWAL; GOVERNANCE AND EMPOWERMENT (UPSURGE)	Philippines	Fully achieved	Civil society and Local Government partnership established and institutionalized; Community infrastructure and facilities were built and utilized by the urban dwellers
TF090483	JSDF-INDONESIA: IMPROVING FOOD SECURITY BY EMPOWERING POOR WOMEN	Indonesia	Fully achieved	Food security improved in the target area; the seed capital credit mechanism were implemented by the poor women; poor women were financially empowered
TF090486	COMMUNITY YOUTH HELMET USE PROGRAM	Thailand	Fully achieved	Awareness of road safety improved and the use of helmet increased significantly among youth and teachers in target area
TF090488	CREATIVE COMMUNITIES FUND	Indonesia	Fully achieved	Community awareness and participation in Government poverty alleviation program increased;
TF090489	IDP YOUTH SUPPORT PROJECT	Azerbaijan	Fully achieved	Improved skills and Increased of employment of young IDPs; Increased of income of the youth
TF093702	PREVENTING HEPATITIS B&C IN MOLDOVA	Moldova	Fully achieved	Improved community practices on prevention of hepatitis B and C; target communities practiced voluntary counseling and testing increased significantly
TF058071	JSDF - LINKING GRASSROOTS PRODUCERS ORGANIZATIONS TO GLOBAL MARKETS	Brazil	Fully achieved	Supports and market opportunity was utilized by the Grassroots Producers Organizations (GPOs); Improved of income of GPO members
TF091174	INSTITUTIONAL AND COMMUNITY STRENGTHENING FOR LOCAL GOVERNANCE AND DEVELOPMENT	Colombia	Partially achieved	Management and capacity of local government was slightly improved
TF058022	INDIGENOUS COMMUNITY DEVELOPMENT IN PARAGUAY	Paraguay	Not achieved	The project was cancelled
TF097742	ROUND 1: HAITI: EMERGENCY COMMUNITY CASH FOR WORK PROJECT	Haiti	Fully achieved	Impacts of economic crisis to the communities were averted. Temporary jobs were created for the communities;
TF058021	MAKING GLOBALIZATION WORK FOR THE RURAL POOR IN INDIA	India	Fully achieved	The artisan clusters were formed, trained, and connected to the global market; Sales of artisan products increased significantly

Grant Number	Grant Name	Country	Level of Achievement	Outcomes
TF090416	ADDRESSING THE POVERTY-BUILT ENVIRONMENT NEXUS	Pakistan	Partially achieved	Housing and living conditions of target communities were improved

Grant Operations and Performance

Grant Implementation

The average implementation time of the Grants was 4.1 years. Three AFR grant were implemented longer than grants from other regions. The Guinea health project and Ethiopia alternative energy project have the longest implementation time – 6 years. The Haiti emergency project has the shortest implementation period – 1.5 years. The remaining grants were implemented in 4 years, in line with the JSDF guidelines. The time between grant agreement and grant activation was 3 months in average. Three projects in LCR have the longest time elapsed between the grant approval and grant activation. The project Linking Grassroots Producers Organization to Global Market in Brazil took more than 7 months between grant approval and activation, a project on local planning in Colombia took 6 months, and the project for indigenous community in Paraguay had a time span of 22 months between grant signing and activation and was eventually cancelled at a later stage.

Grant Performance Ratings at Completion

Through the GRM system in SAP, TTLs can report regularly on progress in grant implementation. Progress reporting is similar to Bank-financed operations where TTLs prepare an ISR. In addition, Task Teams prepare an ICM for grants over US\$1 million, describing in more detail results and outcomes at completion. This is also aligned with Bank-financed operations that require an ICR. This chapter summarized information prepared in the GRMs/ICMs by the TTLs.

Grant Implementation Ratings – Development Objectives and Implementation Progress

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

In the AFR portfolio, the Ethiopia emergency access project was rated moderately unsatisfactory (MU) in both the achievement of development objective (PDO rating) and on implementation progress (IP rating). The remaining projects were rated moderately satisfactory (MS) and satisfactory (S). EAP portfolio projects, except the Indonesia rural connectivity project that was can-

celled, performed satisfactorily. Two projects in ECA were rated satisfactory and highly satisfactory. Of the four projects in LCR, one performed satisfactory (i.e. Brazil Linking Grassroots Producers Organization to Global Market project), two project were rated moderately satisfactory (i.e. Haiti emergency cash-for-work project and Colombia local planning project) and one project in Paraguay on indigenous people was unsatisfactory. The two projects in SAR performed satisfactorily. Table 6 shows the ratings for all grants.

Table 7 - Project Implementation Ratings

Grant Name	Country	Ratings - DO	Ratings-IP	Ratings-Project Management	Ratings-Financial Management	Ratings-Counterpart Funding	Ratings-Procurement
JSDF-GUINEA: INTEGRATING REPRODUCTIVE HEALTH WITH THE ONCHOCERCIASIS PROGRAM	Guinea	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Moderately Satisfactory
JSDF-ETHIOPIA: ENERGY, GENDER AND POVERTY ALLEVIATION: THE ETHIOPIAN WOMEN FUELWOOD CARRIERS	Ethiopia	Satisfactory	Satisfactory	Satisfactory	Moderately Satisfactory	Satisfactory	Moderately Satisfactory
JSDF-ETHIOPIA: PROMOTING EMERGENCY ACCESS TO HEALTH SERVICES	Ethiopia	Moderately Unsatisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Moderately Unsatisfactory	NA	Moderately Unsatisfactory
JSDF: INDONESIA - IMPROVING RURAL CONNECTIVITY FOR SUSTAINABLE LIVELIHOODS	Indonesia	NA	NA	NA	NA	NA	NA
URBAN PARTNERSHIP FOR SUSTAINABLE UPLIFTMENT; RENEWAL; GOVERNANCE AND EMPOWERMENT (UP-SURGE)	Philippines	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
JSDF-INDONESIA: IMPROVING FOOD SECURITY BY EMPOWERING POOR WOMEN	Indonesia	Satisfactory	Satisfactory	Satisfactory	Moderately Satisfactory	Satisfactory	Moderately Satisfactory
COMMUNITY YOUTH HELMET USE PROGRAM	Thailand	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
CREATIVE COMMUNITIES FUND	Indonesia	Satisfactory	Satisfactory	Moderately Satisfactory	Satisfactory	NA	Satisfactory
IDP YOUTH SUPPORT PROJECT	Azerbaijan	Satisfactory	Satisfactory	Satisfactory	Satisfactory	NA	Satisfactory
PREVENTING HEPATITIS B&C IN MOLDOVA	Moldova	Highly Satisfactory	Highly Satisfactory	Highly Satisfactory	Highly Satisfactory	Satisfactory	Satisfactory
JSDF - LINKING GRASSROOTS PRODUCERS ORGANIZATIONS TO GLOBAL MARKETS	Brazil	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory
INSTITUTIONAL AND COMMUNITY STRENGTHENING FOR LOCAL GOVERNANCE AND DEVELOPMENT	Colombia	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Moderately Satisfactory	Moderately Satisfactory
INDIGENOUS COMMUNITY DEVELOPMENT IN PARAGUAY	Paraguay	Unsatisfactory	Unsatisfactory	Unsatisfactory	Unsatisfactory	Moderately Satisfactory	Moderately Satisfactory

ROUND 1: HAITI: EMERGENCY COMMUNITY CASH FOR WORK PROJECT	Haiti	Moderately Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Moderately Unsatisfactory	Satisfactory	Satisfactory
MAKING GLOBALIZATION WORK FOR THE RURAL POOR IN INDIA	India	Satisfactory	Moderately Satisfactory	Moderately Satisfactory	Satisfactory	NA	Moderately Satisfactory
ADDRESSING THE POVERTY-BUILT ENVIRONMENT NEXUS	Pakistan	Satisfactory	Highly Satisfactory	Satisfactory	Satisfactory	Satisfactory	Satisfactory

Additional Ratings

Based on ratings by the TTLs in the GRM reports, the overall performance of projects M&E system was satisfactory, except for Ethiopia emergency access project. The sustainability of outcomes is likely, except for the Ethiopia emergency access project, Colombia local planning project, and Paraguay indigenous people project. The rating of knowledge exchange was modest to substantial. The likelihood of replication in general is likely.

The grant profiles in Annex 1 provide details about the sustainability and the potential for scaling-up and replication of each grant.

Lessons Learned

Each of the 16 JSDF grants closed in FY12 is unique in nature as is described in the individual project profiles in Annex 1. As part of JSDF knowledge learning efforts, lessons learned on selected projects were featured in Good Practice Notes (GPN). The Philippine Urban Partnership for Sustainable Upliftment Project (UPSURGE) for example, was featured in the JSDF Dialogue Series that was held on June 2012 in Japan. Detailed information on UPSURGE project GPN can be found on the JSDF website.

The main lessons that have been derived from the implementation of the FY12 closed grants in terms of project design, implementation, community involvement, ownership and empowerment are:

Project Design

- There is a need for a more streamlined design that is supported by an intensive community outreach, as well as to avoid the use of open-menu design of the program at the community level (case of Indonesia Creative Communities Fund project);
- Staging of project implementation to allow community to learn from each other's success is found to be more beneficial than launching a full implementation at once. Hence, in the case of Pakistan energy efficiency project, development of an energy efficient model house in a village that would serve as a demonstration project was suggested to be followed by full scale implementation based on lessons learned from the experience);
- Project design should be more sensitive toward community conditions, in some cases an intensive discussion with communities prior to mobilization helps to overcome the lack of trust towards the project. Such consultations should be facilitated by the community leaders or elderly (case of project in war-affected community in Azerbaijan);
- Project development objective should not be very ambitious or require a longer implementation period as well as funding beyond the JSDF program. During project design,

TTLs should carefully assess the specific characteristics of target communities. In the case of the Colombia local planning project, the project design underestimated the complexity of work involving Afro Colombian municipalities because of their weak capacity and lack of representation;

- Selection of implementing agency is very important. In the case of the Moldova health project, to implement information and communication campaigns, not for profit organization is a better agency than the government. The implementing agency should also have a grass-root presence in the communities;
- The use of existing community structure developed by a previous project, as in the case of PRODEPUR project in Haiti, will make implementation easier;
- Design of training program should consider sustainability aspects of the project (case of Pakistan energy efficiency project and Thailand community youth helmet projects).

Project Implementation

- Attention to system building and operational aspects allows for better monitoring and resolving bottlenecks (general, all projects);
- Sound implementation arrangements and adequate capacity are key factors for quick start up and smooth implementation (general, all projects);
- Project implementation strategy should take into account unforeseen changes due to political crisis and adjust accordingly (in the case of Guinea health project);
- Implementing agency should ensure continuity of project management during project implementation as in the case of India's project Making Globalization Works for the Rural Poor and other projects;
- Continuous improvement in project implementation, even after startup delays is crucial to achieving the development objectives (case of Indonesia food security project);
- Improvement of public administration framework and management of public expenditure should be executed by CSOs not the Government (case of Paraguay indigenous community projects)

Community Involvement, Ownership and Empowerment

- Listening to and involving key stakeholders in the design and implementation leads to quick and effective results on the ground (general, all projects);
- Relying on community-based partners increases the community commitment and ensures that interventions are culturally appropriate;
- The involvement of the beneficiaries in the project design creates a sense of ownership and responsibility which is critical for the successful outcome of the activities;
- A community-based participatory process gives all an opportunity to express their concerns and hopes for improving the irrigation services.
- Empowering communities to take the driver's seat of their own development is key to the success of a project (case of UPSURGE and many other projects)

Implementation Completion Summary Reports

JSDF Grants Closing in FY12

(16 grants)

1. Grant Completion Report for Donor

Name: Creative Communities Fund	Grant Number: TF090488	Grant Type: Regular/Project
Region: EAP Country: Indonesia	Sector: Social service Theme: Social Development and Gender	Implementing Agency: Kelola Foundation
Grant Amount: 1,535,450.00	Activation Date: 01/04/2008	Grant Agreement Date: 12/04/2007
Original Closing Date: 12/04/2011	Revised Closing Date: 12/04/2011	End Disbursement Date: 06/04/2012
Disbursement: 1,535,450.00	% of Grant Amount Disbursed:	100%

Grant Objective: To engage poor communities and marginalized groups in community development develop their capacity in using cultural creativity to reduce poverty, enliven poor villages and allow villagers to solve divisive problems collectively.

Achievement of Grant Objectives and Outputs:

- The grant objectives were achieved. The evaluation study shows that PNPM (Indonesia's National Program for Community Empowerment) outcomes can be improved by promoting cultural practices in the communities and involving beneficiaries through community-based cultural activities. The pilot increased public attendance at PNPM village meetings by 2 to 3 times compare to before the project, female attendance increased more than male attendance. More people were informed of PNPM and were able to witness the decision making process, leading to greater transparency and accountability. Cultural activities such as village cultural festivals attracted thousands of villagers from all strata of the community and helped foster a community identity and sense of togetherness. Local communities, poor and marginalized people were better able to participate in PNPM through the cultural channels they are familiar with. The trainings and workshops conducted increased the capacity of local communities in using cultural creativity to address poverty issues. By working through local community organizers the program has ensured that the knowledge and skills obtained are retained in the community. Pilot mobilized people from the creative sector to support community empowerment. They brought with them skills, cultural resources and approaches that have been previously untapped by PNPM.
- Block grants were provided to local communities in 12 districts, 29 sub-districts and 275 villages across 3 provinces:
 - 744 community facilitators and villagers have been trained to use cultural approaches to support community empowerment.
 - 80 local weavers and embroiders were trained by established fashion designers.
 - Trainings in handicrafts making, traditional music, and culture management were carried out. 5300 local artists and cultural workers benefited.

Lessons Learned:

- 1) Community-based cultural activities increase public participation and energize community-driven development. 2) Local communities, facilitators, and local cultural groups difficult to understanding the conceptual divide between "culture" and "development" The follow-up program will have a more streamlined design and include an information outreach activity to better convey the program's aims and concept. 3) Implementation of community's cultural strategies requires specific expertise.

Sustainability:

- Sustainability is likely as the pilot worked with artists and cultural groups that were already carrying out community-based cultural activities. Block grants size was kept small so as to mobilize and strengthen communities through cultural activities, but not create dependency on large external funding. Local governments were supportive and indicated interest in replicating some of the activities.

Replication or Ability to Scale up the Activity:

- Creative Communities Phase II is under preparation. A field assessment will be carried out in 2012 in preparation for the scaling up of the program.

NGO Involvement:

- NGO was highly knowledgeable and competent in the cultural subjects of this pilot but struggled initially to draw the link with community development. It had a transparent and accountable system in managing small grants and was competent in financial management. The capacity of its staff in managing a large scale development project can be improved by recruiting staff with more specific experience.

2. Grant Completion Report for Donor

Name: Improving Rural Connectivity For Sustainable Livelihoods Region: EAP Country: Indonesia Grant Amount: 571,662.00 Original Closing Date: 8/01/2011 Disbursement: 0	Grant Number: TF056879 Sector: Sub-natl govt admin Theme: Participation and civic engagement Activation Date: 08/09/2007 Revised Closing Date: 08/01/2011 % of Grant Amount Disbursed:	Grant Type: Regular/Project Implementing Agency: Directorate General of Community and Village Empowerment Ministry of Home Affair Grant Agreement Date: 7/31/2007 End Disbursement Date: 12/01/2011 0%
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Grant Objective: The objectives of the grant were to contribute to the development of sustainable models and approaches to improve rural populations' (especially women's) access to knowledge, information and means of communication that will improve their livelihoods.

Achievement of Grant Objectives and Outputs:

- The grant objectives were not achieved. The grant was cancelled in May 27, 2011 based on the request of the executing agency. The implementing agency faced difficulties to execute the grant leading to a decision of grant cancellation. The design of the project was not made simple. The overall grant was split into three sub-grants to be implemented by three different agencies – 2 NGOs and one district government. During implementation the Implementing Agency requested a fundamental design change from asset-based to output-based approaches, which did not come to a conclusive implementation due to project delays. The selection of consultant to support Implementing Agency was also delayed.

Lessons Learned:

- It is important that projects design take into account the capacity of recipient to implement the project effectively. When capacity is lacking then consultants should be hired to help implement and build capacity. Also important to involve stakeholders in the design and implementation of grant to ensure buy in.

Sustainability:

- The project was cancelled.

Replication or Ability to Scale up the Activity:

- The project was cancelled

NGO Involvement:

- Two NGOs were supposed to be involved in project implementation. There was no involvement since the project was cancelled without any disbursement.

3. Grant Completion Report for Donor

Name: Addressing The Poverty-Built Environment Nexus	Grant Number: TF090416	Grant Type: Regular/Project
Region: SAR	Sector: Micro- & SME finance	Implementing Agency: Aga Khan Planning & Building Services (AKPBS)
Country: Pakistan	Theme: Rural services and infrastructure	
Grant Amount: 959,239.00	Activation Date: 01/22/2008	Grant Agreement Date: 01/17/2008
Original Closing Date: 01/17/2012	Revised Closing Date: 01/17/2012	End Disbursement Date: 07/17/2012
Disbursement: 933,348.30	% of Grant Amount Disbursed:	97%

Grant Objective: The objective of the project was to alleviate economic and social poverty in Northern Pakistan through improvement in housing and living conditions.

Achievement of Grant Objectives and Outputs:

- The grant objective has been achieved given the capacity of implementation agency and its existing experience in the project areas on other initiatives.
- The project has achieved following key outputs: 1). Installing demonstration of 1,000 energy efficient and home improvement (EE&HI) products 2). 150 twin-compost latrines and wall reinforcements. 3). Awareness raising and hygiene promotion campaigns including 6 radio talk shows, 30 leaflets and brochures, 200 mini product models and 100 road shows, 15 bussing schemes events and 1 national and 6 regional seminars, 4). Community replication of EE&HI products of 18,432 exceeds the target of 15,000 and 5). Provision of micro-credit to 1500 households.
- The participatory process ensured that women effectively participated and contributed to project interventions. Local Support Organizations, Village Organizations and Women Organizations were the main forums where village resource persons in different valleys benefitted from EE&HI products. With active women participation, the perception of local community members' changed in favor of in-door environment and related health benefits. Consequently demand for EE&HI products multiplied. Local artisan, manufacturers and suppliers are involved actively; these products are available in the local market.

Lessons Learned:

- 1) Each project village should have a model house as a demonstration for other households. 2) Training for craftsmen/artisan should be longer than 2 weeks and on cost sharing basis. 3) EE&HI products and technology should be adaptable for urban conditions.

Sustainability:

- The project performed well and achieved all outcomes. Target households, especially women, appreciate EE&HI products. As a result 7500 households installed 15000 EE&HI products on self-financing, and products demand was growing. The orientation and training provided to artisans and manufacturers was successful as these products are being locally produced. There were 20 workstations and 40 entrepreneurs produce these products locally. Sustainability is therefore rated likely.

Replication or Ability to Scale up the Activity:

- In view of the improvements and benefits they bring to the environment, there is a growing demand among local communities and households to adopt these products. Therefore replication and ability to scale up is rated likely.

NGO Involvement:

- The implementing agency (AKPBS) is part of the Aga Khan Development Network and has demonstrated highly satisfactory implementation. This includes their focus to M&E and to an external mid-term evaluation.

4. Grant Completion Report for Donor

Name: IDP Youth Support Project (IDP-YSP)	Grant Number: TF090489	Grant Type: Regular/Project
Region: ECA	Sector: Social Development	Implementing Agency: Social Fund for the Development of Internally Displaced Persons (SFDI)
Country: Azerbaijan	Theme: Conflict prevention and post-conflict reconstruction	
Grant Amount: 1,945,800.00	Activation Date: 11/26/2007	Grant Agreement Date: 10/17/2007
Original Closing Date: 10/17/2010	Revised Closing Date: 03/31/2012	End Disbursement Date: 09/30/2012
Disbursement: 1,943,224.20	% of Grant Amount Disbursed:	100%

Grant Objective: The objective of the grant was to enhance the social inclusion of, and promote economic opportunities for young Internally Displaced Person (IDPs) who have spent most of their lives suffering from the effects of war and who now are living in isolated so-called 'New Settlements' and in collective centers in large urban areas.

Achievement of Grant Objectives and Outputs:

- The grant objective has been achieved: 65 community development projects were completed leading to small scale improvements for IDP youth living in new settlements; 242 students received vocational training and of those 207 received tools, equipment as well as the business development training to start up new micro-enterprises; 175 new small businesses had been created; 36 school partnership projects were completed. The project benefitted 51,855 young people of which 38% were girls.
- As per evaluation data of the surveyed youth, 92% felt that opportunities for young people in their region had increased, 84% felt that perceptions of young people had improved, 91% were satisfied with the services they had received under the project, 84% used the skills acquired in their daily life and 93% were satisfied with their level of participation in the project.
- Some key outcomes of the project are:
 - a) The project contributed to increased employment. Before the project 3% of treatment group participants were employed, after the project 88% were employed. Employment rates therefore rose 80% among treatment group participants. By comparison, employment rates increased only 11% for the control group, from 0% to 11%. Only 12% of the treated groups were inactive after the project, compared to 89% of the control group. Employment rates for the treated group rose 74% points more than if they had not participated.
 - b) The project contributed to diverse employment opportunities. Before the project participants were employed in 2 types of vocation, after the project they worked in 17 different types of vocation. In addition, 86% of participants started their own enterprise, and 9.5% were employed by someone else.
 - c) Before the project 33% of participants had access to income, after the project 100% had access to income. By the end of the project 100% of the treatment group was earning 99 ANZ (equivalent to US\$ 127) as compared to only 17% of the control group and 85% of the treated populations was earning more than 99 ANZ a month compared to just 14% of the control population. Project made it 6 times more likely for a young person to make more than 99 ANZ per month. The minimum wage for the country (in 2011) was 93.5 ANZ (US\$ 117); therefore the project has successfully lifted the income of target community above the minimum wage.

Lessons Learned:

- War-affected communities are wary of new project activities, and need much convincing that a project will deliver.
- Strong community mobilization before selection of individual beneficiaries help overcome mistrust towards a project, and facilitate support of parents and community leaders can help.

Sustainability:

- The sustainability of the investments is likely given that local authorities were drawn into the preparatory work for each activity in selected New Settlements and were asked to provide formal agreements to safeguarding the space and covering the running costs of the micro-projects.

Replication or Ability to Scale up the Activity:

- The project activities will be replicated under the new IBRD funded (\$78 million) Living Standard and Livelihoods Project (LSLP).

NGO Involvement:

- Four NGOs involved in the grant; three NGOs delivered project activities in different regions of the country, while one provided administrative services. The NGO role in providing administrative services was particularly effective as it increased capacity for field based supervision and quality control and monitoring and evaluation.

5. Grant Completion Report for Donor

Name: Institutional And Community Strengthening For Local Governance And Development Region: LCR Country: Colombia	Grant Number: TF091174 Sector: Social Development Theme: Conflict prevention and post-conflict reconstruction Activation Date: 12/19/2008 Revised Closing Date: 06/24/2012 % of Grant Amount Disbursed:	Grant Type: Regular/Capacity Implementing Agency: Administrative Department for Social Prosperity, formerly Accion Social Grant Agreement Date: 06/24/2008 End Disbursement Date: 12/24/2012 Grant Amount: 1,588,400.00 Original Closing Date: 06/24/2012 Disbursement: 1,529,141.50
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Grant Objective: The objective of the Project was to increase the management and technical capacities of municipal governments and local communities in the Member Country to: (i) build capacity to implement and monitor development programs in education, health and other public service programs in a selected number of municipalities; (ii) improve municipal performance through the implementation of the Methodology for the Integral Evaluation of Performance formulated by the Department of Nacional de Planeacions; (iii) improve the process of participatory local development plans; iv) strengthen Afro-Colombian municipal associations and, (iv) support community demand-driven local and economic development initiatives.

Achievement of Grant Objectives and Outputs:

- The achievement of grant objectives was moderately satisfactory. Important lessons have been collected about the complexities of operating in isolated and poor municipalities, with very weak infrastructure and administrative capacities, and with particular populations requiring differentiated (ethnic) approaches towards an inclusive and participatory local development planning.
- Main outputs are (i) Diagnosis of 16 municipal public administrations completed; (ii) Index Organizational Capacity (IOC) applied to 3 municipal Afro-Colombian associations; (iii) IOC applied to 54 beneficiary community-based organizations in 7 participating municipalities; (iv) Management protocol developed and issued and to be followed by public administrations; (v) 2 subprojects to strengthen Partner Organizations (POs) capacity to support development interventions in Afro-Colombian municipalities implemented; (vi) 12 demand-driven sub-projects implemented by Civil Society Organizations; (vii) Preparation activities for the design of ethno-development plans; (viii) Methodology of Comprehensive Performance Assessment applied to 16 participating municipal administrations; (ix) Grant's Operational Manual; and (x) Grant's Impact Evaluation Report.
- Under the component “Strengthening Local Capacities for Improved Services Delivery”, The National Association of Mayors of Municipalities with Population of Afrodescendant (Amunafro), a Partner Organization in charge of this component entered into strategic alliances with 6 out of the 16 municipalities where the project operated to provide technical assistance and accompany municipal strengthening programs. Amunafro built strategic alliances with country’s School of Public Administration (ESAP), Presidency of the Republic Afrocolombian's Program, Transparencia for Colombia, Public Administrative Department, and Departamental's Comptroller's Office, to promote and integrate efforts towards improved performance of the municipalities where the project operates. Amunafro obtained the quality assurance certificate from a competent authority and continues working towards its organizational strengthening.

Lessons Learned:

- (i) This types of ambitious project require a longer implementation period, more funding, and more solid partnerships and coordination at the national, regional and local levels; (ii) Working with Afro Colombian municipalities which isolated, poor, little political presence, and weak institutional capacities is very difficult and this needs to be taken into account in project design.

Sustainability:

- The quantitative outcomes were mostly achieved, however changes in institutional strengthening of municipal administrations and community based organizations are difficult to measure and assess within the scope of the grant.

Replication or Ability to Scale up the Activity:

- The team does not know of any intention of the Government to continue grant activities, neither to replicate this operation in the near future..

6. Grant Completion Report for Donor

Name: Linking Grassroots Producers Organizations To Global Markets	Grant Number: TF058071	Grant Type: Regular/Capacity
Region: LCR	Sector: Agriculture and Rural Development	Implementing Agency: National Confederation of Agricultural Workers of Brazil (CONTAG)
Country: Brazil	Theme: Participation and civic engagement	
Grant Amount: 1,655,200	Activation Date: 07/16/2008	Grant Agreement Date: 11/29/2007
	Revised Closing Date: 11/27/2011	End Disbursement Date: 05/27/2012
Original Closing Date: 11/29/2010		
Disbursement: 1,655,200	% of Grant Amount Disbursed:	100%

Grant Objective: The objective of the grant was to strengthen, support and expand market opportunities for poor Grassroots Producers Organizations (GPOs) in Northeast Brazil organized under the umbrella of rural productive alliances working in the fields of agro-processing and trade, handicrafts or other light industry

Achievement of Grant Objectives and Outputs:

- The grant objectives were achieved. From the 84 Rural Producer Organizations (RPOs) which expressed interest in the project, 30 RPOs in three Northeast States (Bahia, Pernambuco and Piaui) were selected to participate, in accordance with the objective criteria set forth in the Project Operational Manual. These RPOs represent just over 1,500 rural families engaged in small-scale family agriculture with the aim of forging greater access to both institutional and commercial markets. Following a participatory approach facilitated by CONTAG staff, these RPOs: (i) identified the challenges they face in gaining market access; (ii) generated options to respond to these challenges; and (iii) prepared and implemented their chosen investments. The 30 subprojects financed with these funds constitute a total investment of R\$1.7 million (US\$0.84 million) and were uniformly distributed across 3 basic types of investments: (i) agro-processing (36%); (ii) valued-added packaging and distribution (35%); and (iii) improved management of small animal husbandry (29%). Product lines included honey, cashew, various fruits, small animals, vegetables and dairy. Financial analyses of a sample of these investments showed significant improvements in margins paid to producers and overall income from the investments. In the case of small ruminants, improved management practices led to healthier and heavier animals, translating into higher prices at sale. Fruit pulp processing generated four-fold increase in value, relative to the sale of the fruit alone. The technologies adopted by the RPOs not only resulted in greater productivity but also were shown to be fully compatible with the environmental conditions of the semi-arid Northeast.

Lessons Learned:

- Decentralized, demand-driven and participatory approaches can yield tangible and sustainable benefits to small-scale rural producers.
- Pilot experiences tested under this grant can yield valuable lessons for replicating and scaling up the approach across Brazil.
- Timely technical assistance and continuous engagement with other stakeholders in the respective value chains are key to gaining and sustaining greater market access for RPOs.

Sustainability:

- The Grant activities led to a roadmap for greater market access for those RPOs participating in the project. The capitalization of these RPOs, through grant resources for plant and equipment, combined with targeted technical assistance, is a model that is both replicable and scalable as a response to pulling poor family farmers from subsistence agriculture toward commercial agribusiness.

Replication or Ability to Scale up the Activity:

- Given the institutional development that CONTAG obtained in implementing market-based initiatives for family farmers, the satisfactory results under this grant indicate that similar activities could be replicated across the larger scope of CONTAG's organization. The successful outcomes achieved with 30 RPOs under this grant could be ramped up to assist CONTAG's membership nationwide. CONTAG has 27 member federations made up of about 4,000 rural family farmer organizations.

NGO Involvement:

- CONTAG demonstrated adeptness and strong capacity in implementing the grant under the terms of the grant agreement. CONTAG encountered an initially protracted learning curve due primarily to this being their first engagement with a Trust Fund Grant administered by the World Bank. This early learning proved useful over the course of project implementation. CONTAG has shown an openness to adapt to the conditions of external finance and demonstrated its ability to thrive in this context.

7. Grant Completion Report for Donor

Name: Urban partnerships for sustainable upliftment; renewal; governance and empowerment project (UPSURGE)	Grant Number: TF058154	Grant Type: Regular/project
Region: EAP Country: Philippines	Sector: Urban Development Theme: Municipal finance, Other urban development, Decentralization	Implementing Agency: Land Bank of the Philippines
Grant Amount: 1,910,000	Activation Date: 7/17/2007 Revised Closing Date: 7/10/2011	Grant Agreement Date: 7/11/2007 End Disbursement Date: 1/10/2012
Original Closing Date: 7/10/2011 Disbursement: 1,910,000	% of Grant Amount Disbursed:	100%

Grant Objective: The Project sought to institutionalize in Local Government Units (LGUs) a viable model of civil society-local government-community partnership in addressing the shelter needs, improving the physical and environmental conditions, improving social well-being, and enhancing economic opportunities of urban poor communities.

Achievement of Grant Objectives and Outputs:

- The grant objectives were achieved. The project completed 19 subprojects through the tripartite partnerships created in participating cities, benefiting approximately 3,400 households. The capacity-building activities enhanced the capacity of LGUs, non-government organization implementing agencies (NGO-IAs) and community associations in the planning of community subprojects and facilitated the project's successful implementation. Selection and prioritization of subprojects were undertaken through participatory processes; procurement, financial management and safeguards were carried out in compliance with project rules and guidelines; and community infrastructure facilities were constructed following generally accepted technical standards. The project adopted a twin city strategy where the original LGUs, NGO-IAs and communities mentored the new set of LGUs, NGO-IAs and communities in various aspects of project implementation. This strategy has significantly facilitated the learning by new participants in carrying out upgrading activities. Various mechanisms to mainstream the tripartite partnership were initiated and/or strengthened in all participating cities. As part of the institutionalization activities, the project was able to leverage a total of Php 50 million excluding non-cash contributions such as staff time and community residents sweat equity. Cost-recovery mechanisms were developed. Print and audio-visual documentation was completed and delivered.

Lessons Learned:

- Community participation is critical in slum upgrading
- Strong partnerships with local governments, NGOs and communities provide opportunities for leveraging resources and creating synergy
- Cost-recovery fosters financially responsible communities and opens opportunities for helping other poor communities
- Important to sustain project gains through follow-through activities.

Sustainability:

- Development outcomes are likely to be sustained. At the community level, the infrastructure assets created by the project were constructed with adherence to generally accepted technical standards as well as construction quality controls. They will benefit the communities well beyond the project life. The NGO-IAs have continuing engagement in the community and thus the process of community building started is expected to continue. Sustainability is highly likely in participating communities because they have strong community organizations.

Replication or Ability to Scale up the Activity:

- Lessons learned from the project as well as the processes and methodologies adopted are useful and replicable in the design of slum upgrading programs and in broader city governance and planning activities. The projects open menu approach encourages city programs to be flexible and responsive to local conditions and constraints.

NGO Involvement:

- NGOs were efficient and effective in organizing and mobilizing communities because of their deep knowledge of local conditions and constraints, and their sensitivity to local cultures. They were also skilled in facilitating dialogues with various stakeholders at different levels (community, local and national). NGOs were naturally inclined to innovate because of the nature of their work and their flexibility, and are highly motivated to perform. However, NGOs easily get frustrated with rigid requirements, policies and procedures and sometimes feel that their flexibility and innovativeness are compromised and constrained by bureaucratic rigidity.

8. Grant Completion Report for Donor

Name: Preventing Hepatitis B&C In Moldova	Grant Number: TF093702	Grant Type: Regular/project
Region: ECA	Sector: Health and other social services-Health	Implementing Agency: Center for Health Policies and Studies (Centrul pentru Politici si Analize in Sanatate-PAS)
Country: Moldova	Theme: Health system performance	
Grant Amount: 1,383,760	Activation Date: 5/6/2009	Grant Agreement Date: 5/5/2009
		End Disbursement Date: 11/5/2012
Original Closing Date: 5/5/2012	Revised Closing Date: 5/5/2012	
Disbursement: 1,354,251.84	% of Grant Amount Disbursed:	98%

Grant Objective: The Objective of the grant was to support the prevention of hepatitis B and C infections in vulnerable and high-risk groups, particularly migrants, youth, men having sex with men and drug users. To this end, the project will support behavioral change communication, establishment of a voluntary counseling and testing service for viral hepatitis, supporting a system advocating voluntary blood donation and grant management capacity building.

Achievement of Grant Objectives and Outputs:

- The grant objectives were achieved. There is ample evidence of positive impact, on awareness of risk factors, on management and evaluation capacity, as well as positive impact on blood transfusion practices and a significant raise in voluntary blood donations. Some examples of success:- voluntary counseling and testing (VCT) activities implemented increased the number of people (general population) who applied for VCT services by 9.24%; increased the number of people (vulnerable groups) who applied for VCT services by 21.5%, increased the number of people (general population) who applied for VCT services by own initiative by 32.6 %.
- The Blood Transfusion Safety (BTS) component implemented several activities, including:1) coordinating mechanism for blood donor recruitment, 2) community leaders trained in blood donor recruitment and retention, 3)Informational educational materials on promoting voluntary blood donation developed, and 4) 2 Video and 1 radio spots developed and distributed, 5) Blood promotion campaigns..a)1,779 people who donated their blood voluntarily on the same day of June, which is 2.5% of the total number of blood collected in a whole year; b) A press conference organized and a public awareness campaign on voluntary and non-remunerated blood donation launched. Seven three percent of the population have heard or seen messages about blood donation in the period 2010-2012, compared to only thirty three percent in the baseline survey conducted in 2007, c)108 specialists trained in quality management, and 95 clinicians trained in CEU of blood products. As a result of BTS activities, a system advocating voluntary blood donation has been created and a regulation mechanism has been established. Promotion activities increased the rate of voluntary blood donations by 34.5% in 2011, compared to the same period of time (December - March) in 2009 and by 19.3% compared to 2010. The objective to develop quality, sustainable blood services has been achieved.

Lessons Learned:

- 1) To implement information and communication campaigns, not-for-profit private sector is better implementing agency than government 2) grass-root presence of implementing NGOs is very important. PAS could do a good job because it is very well established already in Moldova, and has good access to several key stake-holders at all levels 3)it is hard to build sustainability without having certain financing and institutional mechanisms.

Sustainability:

- Sustainability is likely as the grant has achieved its objectives by supporting behavioral change communication, establishing a voluntary counseling and testing service for viral hepatitis, supporting a system advocating voluntary blood donation, and granting management capacity building.

Replication or Ability to Scale up the Activity:

- Replication is likely. At risk is financial sustainability: several of the "soft" activities promoted under the project may be interrupted in the absence of additional financing from other donors' sources

NGO Involvement:

- The project was implemented by the Center for Health Policies and Studies (PAS Center), a non-governmental, non-profit organization from Republic of Moldova. PAS Center is active in Health Sector of RM since 1999 and has substantial experience in managing projects financed by multiple donors as: USAID, World Bank, Global Fund. The PAS Centre showed good implementation capacity

9. Grant Completion Report for Donor

Name: Guinea: Integrating Reproductive Health With The Onchocerciasis Program Region: AFR Country: Guinea	Grant Number: TF055811 Sector: Health, Nutrition and Population Theme: HIV/AIDS Activation Date: 4/25/2006 Revised Closing Date: 3/31/2012 % of Grant Amount Disbursed:	Grant Type: Regular/Capacity Implementing Agency: Association Guinéenne pour le Bien-être Familial, Conakry, Guinea Grant Agreement Date: 2/27/2006 End Disbursement Date: 9/30/2012
Grant Amount: 510,800.00 Original Closing Date: 09/25/2009 Disbursement: 326,848.96	Original Closing Date: 09/25/2009 Revised Closing Date: 3/31/2012	% of Grant Amount Disbursed: 64%

Grant Objective: The purposes of the Grant was to finance a pilot initiative to use community distributors trained by the Onchocerciasis control program in six districts of the Special Intervention Zone (SIZ) where the community-directed treatment (ComDT) strategy is being used to distribute condoms and other reproductive health commodities for the prevention of Sexually Transmitted Diseases (STDs), HIV/AIDS and unwanted pregnancies in rural areas of Haute Guinea. The six districts of this pilot initiative are: Diguiraye, Dabola, Faranah, Kouroussa, Kissidougou and Siguiri (the Project). The Grant will complement a Bank-financed Guinea Multisectoral AIDS Project .

Achievement of Grant Objectives and Outputs:

- The grant objectives were partly achieved. This Grant has experienced a lot of delays in its implementation due to several factors: (i) the overall unstable civil environment that has been affecting Guinea in the last four years; (ii) very limited capacity of the management unit due to several staff departure; and (iii) the suspension of Bank assistance to Guinea. The main objectives of the project are still relevant and are firmly embedded in the country health development plan.
- Information and Community Mobilization: Communication materials and behavior change tools have been distributed to community distributors: harmonization of training curricula, training of 64 trainers / supervisors, training of 4300 distributors, training of 120 members of NGOs in animation techniques behavior change communication/ reproductive health; 4300 Production image boxes, 4300 Registry report activities by community agents. As a result, 18,780 new family planning customers were covered, 22,600 STDs diagnosed and treated and 15,750 cases of diarrhea managed.
- Capacity Enhancement and Access to reproductive health commodities: 2.985.433 condoms distributed 21.642 Platelets of Microgynon and 4.370 platelets of Microlut distributed, along with Vitamin A; management tools also have been distributed to oncho and reproductive health workers. The coverage of the Onchocerciasis intervention has remained high with villages receiving Ivermectin and other RH commodities in addition to the regular onchocerciasis treatment. Computers and office materials have been distributed to MoH teams (Oncho and RH).
- Program Evaluation & Monitoring for Sustainability: eight meetings of the Steering Committee of the project were held around the monitoring of implementation of activities and the analysis of problems stage; three national supervision were made at Central level, régional and prefectural level.

Lessons Learned:

- The political crisis in Guinea was an unforeseen and has negatively impacted the overall health sector. This must be taken into consideration when looking at the relevance of the project and its performance, which should largely be assessed within the country context before the political crisis. One of the strong points of this project was its role in integrating reproductive health product distribution with a successful Oncho community based system. The project implemented pilots as a strategic way to test interventions integration with the intention of scaling-up successful models.

Sustainability:

- Sustainability is likely as the project clearly responds to the bottlenecks outlined in the country's Perioperative Nursing Data Set (PNDS) and all indicators have been achieved.

Replication or Ability to Scale up the Activity:

- The project is replicable at community level.

NGO Involvement:

- Limited experience of the NGO of working with Bank procurement rules, grant activities were implemented at a slow pace. Limited coordination with other partners working on the initiative (Hellen Keller International and the Ministry of Health), have also negatively affected the performance.

10. Grant Completion Report for Donor

Name: Making Globalization Work For The Rural Poor In India	Grant Number: TF058021	Grant Type: Regular/Project
Region: SAR	Sector: Gen agr/fish/for sec	Implementing Agency: The Asian Heritage Foundation, Delhi
Country: India	Theme: Poverty strategy, analysis and monitoring	
Grant Amount: 1,722,574.00	Activation Date: 7/30/2007	Grant Agreement Date: 7/12/2007
Original Closing Date: 07/12/2011	Revised Closing Date: 12/31/2011	End Disbursement Date: 6/30/2012
Disbursement: 1,721,679.89	% of Grant Amount Disbursed:	100%

Grant Objective: The development objective of the project was to help the poor communities to set up and strengthen their own self-managed grassroots cluster level institutions to access decent sustainable livelihoods on a long term basis.

Achievement of Grant Objectives and Outputs:

- The grant objectives were achieved. The strategies adopted by Asian Heritage Foundation (AHF) were in line with the grant objectives. The artisan co-ops setup through the project interventions are continuing to directly assist an estimated 1050 households that are amongst the poorest of the poor (vulnerable, landless and tribal) crafts persons and artisans in India to earn income on a sustained basis.
- The project focused on enabling poor artisans to access sustainable livelihoods through setting up artisan owned institution and brand by developing a partnership between traditional artisans and established designers in transforming the local products into global products and, thereby enabling them to access global markets. By working at strengthening the entire craft value chain, it pilot tested an innovative approach to bring creative capital, human capital and social capital together to generate economic capital. It empowered the artisans as the future stakeholders and protagonists of the value-chain rather than as mere suppliers of skilled labor and also connect them to national and local markets.
- The project supported 6 artisan clusters to form their own artisan cooperative, which are directly linked to commercial banks and have set-up their common facility center. Over 350 design portfolios have been created of which 277 designs are in production and being sold through 9 different outlets in the key metros of India. All the products are being sold under their own Jiyo brand. The project launched an e-commerce website (www.jiyo.net.in). Total sales of \$365,356 have been achieved in a short 18 month period.

Lessons Learned:

- The project has proved that the approach adopted by Jiyo is successful and does lead to community empowerment and improving livelihoods of those whose lives depend on the cultural industry. However, to achieve scale and greater livelihoods impacts, it is imperative that the initiative works with all the artisans (as opposed to working with only skilled artisans) in the cluster and develops different strategies for product and also market development.
- Another key lesson learnt was that many clusters (especially the weaving clusters), which have been at the receiving end of misguided policy, exploitative middle men and rapid industrialization, require intensive hand-holding support and time for the project team to be able to rebuild their confidence and trust.
- Finally, continuity of the project management is critical to develop and maintain relationships at all levels (especially at the community level).

Sustainability:

- The State level livelihood societies are continuing to support upcoming artisan institutions and, for some of them that are already established, they are helping them to leverage credit line from the commercial banks. These nascent artisan institutions are on the road to becoming fully sustainable, but do require periodic hand-holding support. Critically, they still require marketing linkages and also working capital. This is being provided by the state level societies.

Replication or Ability to Scale up the Activity:

- The program has high replicable content and there are many variants of this approach being tried out in various states.

NGO Involvement:

- AHF is a Delhi based NGO with over 30 years global experience and expertise in promoting rural artisans and crafts nationally and internationally. It is headed by Rajeev Sethi who is globally renowned for his contribution to the sector and for preserving and celebrating South Asia's rich cultural heritage.

11. Grant Completion Report for Donor

Name: Community Youth Helmet Use Program	Grant Number: TF090486	Grant Type: Regular/Project
Region: EAP	Sector: Rural/InterUrban Rds	Implementing Agency: Global Road Safety Partnership (GRSP)
Country: Thailand	Theme: Infrastructure services for private sector develop	
Grant Amount: 834,200.00	Activation Date: 11/26/2007	Grant Agreement Date: 11/20/2007
Original Closing Date: 11/20/2011	Revised Closing Date: 11/26/2007	End Disbursement Date: 3/20/2012
Disbursement: 814,699.62	% of Grant Amount Disbursed:	98%

Grant Objective: To reduce head injuries and the injury-related deaths due to motorcycle accidents, through increased use of motorcycle helmets and increased awareness of road safety issues.

Achievement of Grant Objectives and Outputs:

- The Project has fully achieved its objectives. An evaluation report was produced under the Project. It finds that awareness of road safety and the importance of helmet wearing was significantly higher among teachers and students after the implementation of the Project. The evaluation report also confirms that the helmet wearing rates have increased significantly. In addition, the Project was able to foster local ownership and involvement and bottom-up innovation through the design and implementation of various activities by the local communities and schools.
- The project activities included the following: 1. The preparation of Operations and Administrative Manual. 2. Consultation meetings with stakeholders at the national and local levels. 3. Establishment of provincial level working groups. 4. Social marketing, public awareness raising and sub-grant mobilization for selected communities. 5. Training of district police on road safety and helmet use enforcement. 6. Training to schools. 7. Distribution of 4,000 helmets to project beneficiaries at the village level.

Lessons Learned:

- 1. The Community Youth Helmet Use Project (CYHUP) model works best in creating behavior change, fostering capacity building, and developing a foundation for the sustainability of activities beyond the project. 2. Helmet distribution requires more comprehensive strategies, i.e. distribution should be in proportion to variable target populations and helmet designs should address youths preferences. 3. Emergency medical services training was useful. However, the training covered mostly on head injuries while head injuries due to motorcycle crashes were quite few. Therefore, the training should cover other possible injuries (other than head-injuries). 4. For project sustainability, strategic partnership with national, provincial, and district authorities is crucial.

Sustainability:

- Sustainability of project activities was a key issue discussed within and among various communities. Schools expressed their intention to seek additional funding to continue key project activities, in particular from their Sub-district Administrative Organization (SAO) and District Office. A high level of involvement of formal and informal community leaders indicated the importance of the issue for these communities and the level of commitment, which could contribute to the sustainability of project activities. Evidence suggests that certain activities have the potential to be more sustainable than others without additional funding or resources, although there was variation based on the level of involvement among communities and schools.

Replication or Ability to Scale up the Activity:

- The review of CYHUP model shown that it could be implemented through mobilization of local resources. The model also success in initiating behavior change, fostering capacity building, and developing a foundation for the sustainability of activities beyond the project. The evaluation team recommended replication of the CYHUP model to other sites in Thailand as well as other developing countries.

NGO Involvement:

- The Road Safety Working Group (RSWG), comprising of NGOs and other agencies, was mobilized to facilitate and coordinate for the CYHUP implementation in Khon Kaen and Nakorn Ratchasima Provinces. The RSWG has a long-standing relationship with the Khon Kaen Regional Hospital Injury and Accident Prevention Centre, which is a WHO Centre of Excellence. The RSWG also has strong connections to relevant medical centers in Nakorn Ratchasima and extensive networks in the provincial government administrative structures and health networks in both target provinces.

12. Grant Completion Report for Donor

Name: Round 1: Haiti: Emergency Community Cash For Work Project	Grant Number: TF097742	Grant Type: Emergency/project
Region: LCR	Sector: Social service	Implementing Agency:
Country: Haiti	Theme: Social risk mitigation	
Grant Amount: 2,840,000	Activation Date: 11/8/2010 Re-	Grant Agreement Date: 9/29/2010
Original Closing Date: 3/29/2011	vised Closing Date: 3/31/2012	End Disbursement Date: 9/30/2012
Disbursement: 2,840,000	% of Grant Amount Disbursed:	100%

Grant Objective: The grant was to mitigate the impact of the economic crisis on vulnerable Haitian families by creating opportunities for the poor and vulnerable to earn an income to meet their basic and urgent needs, while rehabilitating basic infrastructure and services in the community.

Achievement of Grant Objectives and Outputs:

- The grant objectives were substantially achieved. The Project created opportunities for thousands of poor and vulnerable people to earn an income to meet their basic and urgent needs, while it rehabilitated basic infrastructure and services in the communities.
- The project created 24,963 temporary jobs, which represent 83 percent of the targeted value (30,000 jobs were anticipated at project design), and benefited an estimated 110,130 family members, 22,026 families and totaling 602,237 days of work.
- 185,000 people trained and sensitized about issues like hygiene and illnesses linked to sanitation; analysis of public nuisance, conduct in the event of disasters; basics of accounting and management of projects and work intensive labor; simple techniques to improved construction and maintenance of infrastructures; conflict prevention by dialogue; and issues related to gender equality. The training also provided to the management committees, team leaders, workers, youth, women and men on the necessary skills for the implementation and monitoring of the sub-project activities, the necessary tools to keep the infrastructure maintained. The project also provided to the labor marked better information about improved techniques of construction, improved hygiene techniques and control of certain illnesses or cholera and a better disaster risk management.
- 35 % beneficiaries were women.
- The grant engaged and strengthened 12 COPRODEPs (Project Development Councils).

Lessons Learned:

- The fact that the project could build on an existing community structure of the PRODEPUR Project made it relatively easy to implement the emergency project in a short timeframe and it also valorized the existing local structures. The beneficiaries themselves identified their needs and decided about their priorities. This was done based on dialogue and consensus and facilitated the ownership of the subprojects by the communities. The involvement of all actors of the communities (local authorities, community leaders, community based organizations) gave a certain legitimacy to the sub-projects. The principles of equity and transparency were the principles in the constitution of the working groups, which has minimized the risk of conflicts. The mass sensitization was important to communicate the description and the implementation strategy of the project to the residents and to facilitate the roles of all the actors involved. The project was able to target the most vulnerable people and supported the better integration of women in the community development. The project had a well-balanced short-term and long-term impacts, by creating many short term employments to the most vulnerable people and by building investments for the longer term, as for example roads, schools, drainage.

Sustainability:

- The increase in temporary employment effect was meant to be a short term push, and has already helped families to weather the crisis. The removed debris will have a positive effect in the future, given that the residents now have the opportunity to construct their shelters and new houses. The infrastructure built, like roads, drainage or schools, have a risk to not receive the necessary maintenance it would need to keep its quality over time.

Replication or Ability to Scale up the Activity:

- The Project has already been replicated in the “Haiti - Relaunching Agriculture: Strengthening Agriculture Public Services II Project (RESEPA II)”. The approach could be replicable in a large number of sectors like social protection, social development, rural development, urban development, transport, etc. and in all kind of emergencies like financial and economic crises, natural disasters, and pest among others.

NGO Involvement:

- The two implementing NGOs did a highly satisfactory job

13. Grant Completion Report for Donor

Name: Energy, gender and poverty alleviation: the Ethiopian Women fuel wood carriers	Grant Number: TF054213	Grant Type: Regular/ Project
Region: AFR Country: Ethiopia	Sector: Energy & Mining Theme: Social Development, Gender and inclusion	Implementing Agency: Ministry of Women, Children and Youth Affairs (MWCY)
Grant Amount: 1,710,160.20	Activation Date: 11/16/2005	Grant Agreement Date: 8/12/2005
Original Closing Date: 08/31/2008	Revised Closing Date: 8/12/2011	End Disbursement Date: 02/12/2012
Disbursement: 1,710,160.20	% of Grant Amount Disbursed:	100%

Grant Objective: The objective of the Project was to assist the estimated 30,000 women fuel wood carriers in the cities of Addis Ababa, Bahir Dar, Dessie, Mekele, Awassa, Nazareth, Harar and Dire Dawa to: (a) rationalize the structure and function of their trade; (b) improve their working conditions; (c) improve and diversify their income earning opportunities; and (d) improve their access to education/training and health services, with an emphasis on HIV/AIDS and family health.

Achievement of Grant Objectives and Outputs:

- The Grant objectives were largely achieved
- **Component A: A Rationalization of the Women Fuel Wood Carriers (WFWC) supply and marketing systems:** "best practices" are identified. Full and formal participation of WFC in urban fuel wood supply systems; Improved and cost effective FWFC fuel wood transportation systems made; Urban wood fuel depots established and improved retail marketing plans put in place; Trainings provided in: (a) sustainable natural resource management practices and principles; (b) establishment and operation of nurseries; (c) organizational and enterprise management skills. Mechanisms have been put in place to facilitate wood collection, transportation, and commercialization.
- **Component B: Income Diversification Opportunities for Former Women Fuel wood Carriers Association (FWFCA):** For the credit and saving activities, loan of about US\$ 960,000.00 equivalent have been given to 8,459 women with a total saving of US\$84,600 equivalent. Women beneficiaries are engaged in different income generating activities such as: breeding and fattening of cows, sheep, goat; poultry raising, beekeeping, food processing, agricultural processing, horticulture, weaving, petit trade, small business, mushroom production and running of a kerosene station at Yaka site. Excellent quality scarves weaved by women are sold during key national ceremonies, in office sites, and regular weekly markets. They are advertised on the Lonely Planet and tourists come to their centers to purchase them.
- **Component C: FWFCA Institution Building and Human Development Support:** Health extension office, has provided to women HIV/AIDS awareness raising and prevention, training on vaccination, personal and household hygiene, family planning, child health care, environmental sanitation, constructions of latrines, harmful traditional practices, etc. Training has been provided to women beneficiaries on basic business skill and on the income generating activities. Leadership skills training have been provided for group leaders and executive bodies of the association. The Entoto site in Addis Ababa has a kinder garden having 70 children in nursery. The Addis Ababa FWFCA has been audited by Addis Ababa Audit Bureau and findings shared in a general assembly. A new bureau was elected with clear role and responsibility and a supervisor body put in place. The credit and saving program was audited with satisfactory results.

Lessons Learned:

- Very poor beneficiaries can change positively their well-being with access to relative small amount of money if it was invested in income generating activities. For example, women who were barely earning less than US\$ 1 per day were able to purchase electrical cooker, raising goats and cows.

Sustainability:

- The Project management hand over was conducted at the higher level of the Ministry of Women's Affairs and strong engagement taken by the Minister to support project activities for sustainability. The project coordinator is now a full time staff at the Ministry

Replication or Ability to Scale up the Activity:

- The Project activities are replicable upon availability of funding, business skills training to beneficiaries, a project management and coordination body put in place.

NGO Involvement: no NGO involvement.

14. Grant Completion Report for Donor

Name: Promoting emergency access to health services	Grant Number: TF056516	Grant Type: Regular/Project
Region: AFR	Sector: Multi sectoral	Implementing Agency: Ethiopian Roads Authority (ERA)
Country: Ethiopia	Theme: Social Protection and Risk Management	
Grant Amount: 1,542,375	Activation Date: 1/9/2008	Grant Agreement Date: 12/31/2007
Original Closing Date: 12/31/2010	Revised Closing Date: 06/30/2012	End Disbursement Date: 12/31/2012
Disbursement: 831,194.87	% of Grant Amount Disbursed:	54%

Grant Objective: To support Ethiopia's efforts to address emergency access needs for health services and the achievement of the relevant Millennium Development Goals: (i) emergency access to health services through innovative intermediate means and management of transport (including intermediate means of transport (IMT), emergency access cards, promotion of community managed ambulance services, rehabilitation of small civil works such as footbridges, etc.); (ii) access to knowledge and identification of emergency health risk factors among communities, traditional birth attendants, NGOs, Community-based Organizations and health care providers, and; (iii) empowerment of communities to identify the relationships between cultural/transport/health issues and implement local solutions aimed at improving access to healthcare

Achievement of Grant Objectives and Outputs:

- The Grant objectives were not fully achieved
- A contract for the provision of management consultancy services was signed between ERA and Addis Ababa Fistula Hospital. The baseline Survey Report and Implementation Plan was received from the consultants (AB-CON), and was reviewed through a consultative workshop. An outcome of the process was a recommendation that districts and regional stakeholders actively participate in prioritizing activities in the pilot project villages based on the severity and magnitude of problems. This has been done, and final versions of the Survey Report and Implementation Plan were received. A TOR was developed for the preparation of Information, Education, and Communication / Behavioral Change Communication materials, Participatory Monitoring and Evaluation tools, and Referral & Access cards.
- During the project period, the following achievements against the Grant Objectives were made: (i) Emergency Access - Access roads within the pilot districts and to health clinics were upgraded in the pilot districts. 32 km of all-weather roads were constructed. Hand tools that can be used within the pilot districts for road maintenance were purchased and distributed to each pilot district and to the Hamlin Fistula centres in Bahirdar and Yigalem. In terms of the provision of IMT as ambulances for transport of patients, the proposed 3-wheeled motorbike ambulances and animal-drawn carts were not purchased. - Supply of emergency delivery kits to health centers in the pilot districts did not eventuate. (ii) Access to knowledge and identification of emergency health risk factors: A baseline Survey Report and corresponding Implementation Plan for various activities was developed across all four pilot districts. (ii) Empowerment of Communities: - Based on the Survey Report, a community consultation and empowerment program was implemented.
- While good progress was made in terms of identifying risk factors and empowering communities to identify emergency health risk factors, and also in the rehabilitation of emergency access roads, the full impact of the Development Objective was undermined because the ambulances and delivery kits were not supplied.

Lessons Learned:

- Communities showed a strong desire to participate in all activities of the project and understood the importance of the anticipated outcomes. Their desire to be involved was manifested by their willingness to give their land for the construction of small roads and allowed their plants to be removed without compensation to facilitate the road construction. The participatory approach worked well in this case.

Sustainability:

- The project demonstrated that the participatory approach resulted in motivating and empowering the community to make and anticipate improvements. In this respect, the objectives of the project were well aligned with the community's objectives.

Replication or Ability to Scale up the Activity:

- The project should be scaled up and replicated to other areas and countries with similar problems. Replicability of this particular project depends on the Government's health program and priorities.

NGO Involvement:

- N/A

3. Grant Completion Report for Donor (done based on Draft ICM)

Name: Improving Food Security by empowering Poor Women	Grant Number: TF090483	Grant Type: Regular/Project
Region: EAP	Sector: Social service	Implementing Agency: Yayasan Alfa Omega
Country: Indonesia	Theme: Global food crisis response & Gender	Grant Agreement Date: 01/30/2008
Grant Amount: 633,168	Activation Date: 04/21/2008	End Disbursement Date: 07/30/2012
Original Closing Date: 01/30/2012	Revised Closing Date: 01/30/2012	
Disbursement: 545,165.41	% of Grant Amount Disbursed:	86.10%

Grant Objective: The objective of the Project was to develop and test cost-effective interventions that can provide food security to communities in need of such programs by empowering the women in these communities

Achievement of Grant Objectives and Outputs:

- The Grant objectives were achieved.
- **Component A:** Staple Credit Seed Capital: The seed capital would allow women's groups to purchase staple food during a bad season and lend the food to its members. These funds will then be revolved to ensure the sustainability of the program. **Component B:** Staple Subsidy Grant: This component was designed to revive and enhance the traditional system of savings in Indonesia's traditional savings systems. **Component C:** Community Facilitators Network: Organization, training and monitoring of women's group
- The project has reached 7500 beneficiaries in 72 villages in West Timor. The program was implemented by two local NGOs, Yayasan Alfa Omega and Yayasan Tanaoba Lais Manekat. Six rounds of extensive surveys were carried out by the local survey institute, Lembaga Penelitian Undana. Evaluation of the program was done using randomized control trials. The programs were largely successful and the team believes that there is much to be gained from extending and expanding them. Women were given storage materials that were airtight and resilient to rodents.
- Total of 6,765kg of maize and 242,770kg of rice was disbursed in the 3rd year. Notably, 242,770 kg is a 55,000 kg increase in the amount of credit disbursed. This increase was completely through the community's efforts (accumulated interests from the past years). The program did not provide any additional food in the third year. Repayment rate was 100% in the third year in spite of harvest failures for maize (valuing the price of maize at the market price during the harvest season). There was also debt carried over from the previous year. Repayment was not 100% last year due to some harvest failures. This carry-over debt has been completely repaid. This did not result in low repayment rates because most of the food credit is in terms of rice. Maize farmers repaid their maize loans using cash

Lessons Learned:

- We have learnt that significant advance planning is required to get the timing right. After the delays in the first round (survey and implementation), timing has improved in the second round. Jerry cans are the optimal form of storage, and perform better than sacks and drums. There is a risk of aflatoxins if maize is repeatedly exposed to moisture.

Sustainability:

- Many women report that they feel financially empowered because they no longer have to worry about food during the lean season. They have also been working harder on generating agricultural output (in the credit treatments). Jerry cans and drums can be reused over several years, and in the long run minimal NGO intervention will be required. It seems that the storage technology is extremely sustainable.

Replication or Ability to Scale up the Activity:

- In terms of the policy recommendations arising out of this project, storage, in particular, is an ideal candidate for expansion. The first advantage is cost-effectiveness. Consider a plastic drum that costs Rp. 250,000 and stores 180 kg of maize. If this maize were stored using traditional methods, at least 25%, or 45 kg, would be lost by the lean season. At typical lean season maize prices of Rp. 6000/kg, this loss is worth Rp. 270,000. This loss is averted when drums are used. Therefore, the cost of a drum is recouped within one agricultural cycle. The second advantage of storage is that it does not involve long-term overhead expenses. After initial training (which is crucial to ensure that precautions against aflatoxins are taken), the technology can be recycled without repeated administrative costs.

NGO Involvement:

- Two NGOs are involved in the grant. Strengths: Both are experienced in community development, group formation and invested in improving food security for the community. Well-managed, detailed oriented: The reports clearly show that project managers know each village very well.

4. Grant Completion Report for Donor

Name: Indigenous Community Development in Paraguay	Grant Number: TF058022	Grant Type: Regular/Project
Region: LCR	Sector: social service	Implementing Agency: Secretariat of Social Action (SAS).
Country: Paraguay	Theme: Participation and civic engagement	Grant Agreement Date: 11/20/2007
Grant Amount: 1,599,200 (grant cancelled on a later date to 40k)	Activation Date: 09/22/2009	End Disbursement Date: 06/27/2012
Original Closing Date: 12/27/2011	Revised Closing Date: 12/27/2011	
Disbursement: 40,931.71	% of Grant Amount Disbursed:	2.55%

- **Grant Objective:** The objective of the Project was to develop the capacity of Indigenous communities to participate in local development and decision-making through the design and implementation of community sub-projects and community strengthening activities in selected departments.

Achievement of Grant Objectives and Outputs:

- Some grant objectives have not made any progress towards achievement. The project was cancelled.
- The few achieved outcomes have been done through December 2010, and have been mainly: (i) ensured the counterpart funds with the endorsement of the National Congress that approves the budget (ii) hired a team paid with counterpart funds (iii) completed Operational Manual, Procurement plan and financial system (iii) complied with the grant effectiveness conditions.
- SAS finalized a set of technical and fiduciary plans to initiate implementation, but did not use since implementation of the project was interrupted from March 2011.
- The Planned outcomes remained at design stage since the TF was closed on December 27, 2011 due to lack of implementation and absence of benefits in spite of continuous assistance on technical, procurement and financial management issues provided by the Bank task team to the two remaining members of the Project Implementation Unit (PIU) of the recipient Secretariat of Social Action (SAS).

Lessons Learned:

- Until the public administration framework and management of the public expenditures of Paraguay are modified trust funds like this JSDF, should be executed by civil society organizations or the Bank. It is regretful that invaluable resources for the most vulnerable social groups of the Paraguayan society could not be used due to institutional constraints of the recipient.

Sustainability:

- Not applicable since the project was cancelled.

Replication or Ability to Scale up the Activity:

- The design of the project is highly replicable if the institutional arrangements, including responsible for execution of funds, change.

NGO Involvement:

- The involvement of NGOs was limited.