

# JAPAN SOCIAL DEVELOPMENT FUND (JSDF)

## Grant Funding Proposal (FY12 – Round 35)

### A. BASIC DATA

|   |   |   |  |
|---|---|---|--|
| Beneficiary Country:  | <b>Cote d'Ivoire</b>  |   |  |
| Grant Name:   | Social Inclusion and Improvement of Livelihoods of Youth, Vulnerable Women and Handicapped in Post Conflict Western Cote d'Ivoire |   |  |
| Grant Recipient <sup>i</sup> :  | Government of Cote d'Ivoire: Ministry for Youth Promotion and Civic Service   |   |  |
| Name of Implementing Agency or Agencies with Joint Implementation <sup>ii</sup> : | TBD: International Rescue Committee (IRC), CARE, Animation Rurale de Korhogo (ARK)  |   |  |
| Implementing Agency Type:   | <b>NGO</b>  |   |  |
| Main Sector:  | <b>FZ General finance</b>   | Main Theme: Social Inclusion and post-conflict reconstruction | <b>58 Conflict prevention and post-conflict reconstruction</b> |
| Recipient Grant Amount:   | US\$ 2,702,449  |   |  |
| Bank Incremental Costs Grant Amount:  | US\$ 250,000  |   |  |
| Total Grant Amount (Recipient and Bank Incremental Costs):                        | US\$ 2,952,449  |   |  |

### B. PROJECT SUMMARY<sup>iii</sup>

The project's development objective is the creation of better livelihoods for vulnerable and marginalized groups in the three most Western provinces of Cote d'Ivoire, Des Montagnes, Moyen-Cavally and Haut-Sassandra, and to help build social cohesion in a region torn apart by a decade of reoccurring conflict and violence.

The Western provinces of Cote d'Ivoire have been torn by a decade of reoccurring conflict. Only slowly do displaced populations return to their home villages that had been abandoned due to the reoccurring violence. Especially vulnerable groups such as youth, young mothers, widows and the handicapped are deprived of opportunities to rebuild their lives and develop perspectives for a future based on a sustainable livelihood. The proposed project aims to support the most vulnerable groups in the western provinces of the country in their quest to live in dignity and peace with each other.

The activities of the project focus on two main pillars, (i) the development of revenue-generating cooperative projects at the community level that result in sustainable income streams based on market demand, and (ii) a contribution to fostering social cohesion through collaborative activities, that are both revenue-generating and social-cultural. Concretely, the project will enable more than 7000 youth, women and handicapped to get back into labor, through self-employment and community-driven cooperatives. The project will be accompanied by a media documentation team consisting of trained beneficiaries that will capture the challenges and success stories en route to the development of better livelihoods.

# GRANT SUPPLEMENTARY INFORMATION

## PART I

### 1. PROJECT INFORMATION

#### 1.1 Strategic Context<sup>iv</sup>

After over a decade of political turmoil, burst out in three phases of civil war and violence, Cote d'Ivoire seems to enter yet again a period of relative calm. After the most recent post-electoral crisis in which an estimated 3,000 people were killed, numerous wounded and more than a million Ivoirians displaced, the country seems to finally have a chance for peace. A new government has taken up affairs and has put the deeply divided nation towards a path of reconciliation.

But the peace is still fragile. Many combatants have not yet been disarmed. Especially in the western regions of the country, namely the regions Des Montagnes (now Tonkpi), Moyen-Cavally (now Guenon) and Haut-Sassandra, were hard hit by the re-occurring violence. Whereas the 2011 violence concentrated largely on Abidjan and Moyen-Cavally, Des Montagnes and Haut Sassandra suffered from an influx of refugees, returning to their villages. The displaced populations pose a challenge to a region that has been neglected by government over the past decade, as it was seen as supporting the opposition Forces Nouvelles (FNCI). In December 2011, The PNRRC, Programme Nationale de Reinsertion et de Rehabilitation Communautaire published a list of 40,000 ex-combatants. It is estimated that about half of this number are youth. The young are also a heavily affected by unemployment. A 2008 statistic stated four million youth as unemployed. This figure was recently confirmed by the Ministry of Employment.

Amidst the violence and severe living conditions both in the villages and regional cities, especially vulnerable groups such as youth, widows, young mothers, the handicapped, but also ex-combatants who have decided to demilitarize and return home, have a great difficulty to make ends meet. In a fragile state and with a government that has to address numerous priorities simultaneously, these groups are virtually left on their own, without any hope for subsistence and in desperate need for opportunities to improve their livelihood. Many youth were forced to quit schools or were never given an opportunity for education. Others lost their sources of income. Currently aid programs target the urgent needs of widows, young mothers and the handicapped only in a limited way and mostly through short term engagements of up to one year. DDR programs, including the Bank's funded Post Conflict Assistance program (PAPC) focus largely on youth in cities, not reaching their peers who have returned home to their villages. The proposed project differs from existing projects such as the PAPC, and is quite complimentary to it, as it proposes provision of private goods through the mode of associations instead of focus on development of social infrastructure through community projects and short term job creation for youth. It is hoped that the proposed approach will lead to more sustainable income generation.

Especially in the rural areas of the western provinces the private sector is not sufficiently developed to take up the enormous quantities of job seekers, trained and untrained.

The proposed project aims to reinsert the beneficiary groups back into the job market, largely through capacity building of beneficiaries, community micro enterprise programs and access to micro finance services. A preliminary assessment with potential beneficiaries has revealed that there is not a shortage of ideas for businesses and the development of livelihoods, but all interviewed Ivoirians shared their frustration from lack of employment opportunities and access to credit at the community level. A key impediment for the targeted beneficiaries to enter the labor market is lack of tools. In initial focus groups during project preparation women report that former sources of income have dried up when their machines, i.e. sewing machines or juice making equipment had been lost or stolen in the war turmoil. Young men report they are ready to go back to their villages to raise livestock or produce rice or vegetables, but lack the funding to buy the needed equipment,

livestock or seeds. One of the handicapped young women mentioned her eagerness to work as a tailor but lacked access to a sewing machine and finance to buy fabrics. Yet another young mother mentioned she used to have two sewing machines that both got robbed when she had to flee from the war. All of the above examples document the urgent need to create a mechanism that brings highly motivated but also very vulnerable Ivorians back into productivity. Their current situation is dramatic. They depend, where still available, on support from their families, most of which themselves have been weakened and un-rooted due to the war. While the women tend to hide in community houses, the younger men, many of which had taken an active role in the war on one of both sides, may well turn again to their weapons.

The project aims to make a critical contribution by (i) concretely offer a future perspective through income, and (ii) close the social divide which got deepened by the war by engaging beneficiaries in joint revenue-generating activities. The underlying idea is simple and has proven effective in other similar contexts of fragility as confirmed by the 2011 World Development Report: Shared perspectives of a future out of poverty reduces violence and sets communities on a pathway to reconciliation and peace. All involved stakeholders, from central government to local governments, from the private sector to NGOs, from academia to CSOs, from multilateral development partners to donors, agree that this is what Cote d'Ivoire needs most at this important turning point in the country's history.

The project squarely fits the strategic objectives of the national reconciliation process. In October 2011 Obiageli K. Ezekwesili, World Bank Vice President for AFR, as part of her visit to Cote d'Ivoire met with the Dialogue, Truth and Reconciliation Commission (DTRC) and committed to the Bank's continuous support to reconciliation efforts, geared towards economic improvement and restoring of social cohesion. She particularly highlighted the important role of women in this process as drivers of change.

The proposed project further fully aligns with the Country Partnership Strategy (CPS) for Cote d'Ivoire which seeks to "help improve quality of life, boost economic activity and reduce social instability in the short term, while also helping Côte d'Ivoire lay the groundwork for long-term reforms to achieve sustainable peace and growth and make progress toward the Millennium Development Goals." The proposed initiative aims to support the CPS by helping to reduce social instability which, at the time of the writing of the CPS, had somewhat improved and deteriorated only after the elections. Social instability will need to be addressed at all levels, but starting in the rural communities which were hit hardest by some of the atrocities committed during the recent period of violence. Reintegration efforts will include the creation of a renewed sense of community through joined, participatory and community-led programs which intend to foster job creation and the development of livelihoods; job creation, youth and mainstreaming gender being cross-cutting objectives highlighted by the CPS.

The requested grant is at this point likely the only means to provide quick and effective assistance to the targeted vulnerable groups as existing Bank projects and programs from other donors (UNICEF, UNDP, etc.) do either not target these groups or focus, likely fail to create ownership and thus sustainability, or are only set-up for a very limited period of time (up to 1 year). The proposed grant will fund a project that is designed to overcome these issues.

**1.2 Main Beneficiaries<sup>v</sup>**

The project addresses the urgent needs of marginalized groups such as vulnerable youth (out of school youth, unemployed youth, ex-combatants, teen mothers), widows, female single heads of households, and the handicapped, to get access to opportunities for auto-subsistence. These groups currently remain on the margins of socio-economic development in their communities, due to their social status, disabilities, lack of educations and skills, social pressure, lack of a supporting network and extreme poverty. Nonetheless these groups are ready to break the vicious cycle of poverty, as long as they are given a chance to engage in skills training/apprenticeships, including in basic literacy and numeric skills, as well as revenue generating activities. In assessment interviews literally all interviewees had clear ideas of what they could do in terms of skills, and what they would do, were they given access to an

|   |   |                 |          |                   |           |  |
|---|---|-----------------|----------|-------------------|-----------|--|
|   | <p>opportunity for a fresh start in a post conflict arena. Fortunately some beneficiaries have already remarkable skills and just need assistance to set up their own business.</p> <p>The grant will benefit an estimated 7-9,000 beneficiary, both through community based revenue generating activities, as well as individual micro enterprise activities and skills training/apprenticeships, in 3 phases: Roughly 2000 marginalized community members will benefit in phase 1, about 4000 beneficiaries in phase 2 and, depending on the quality of the revolving funds, another 2500 beneficiaries in phase 3. The targeted beneficiaries will consist roughly of the following categories: 5500 vulnerable youth, 2500 widows and other vulnerable women, and 500 handicapped persons.</p> <p>The targeting of beneficiaries will be done through the implementing agency in close collaboration with local NGOs and community based associations, based on a rigid set of criteria, such as age, gender, income level, handicap, etc.). In addition the project will propose a rapid assessment of commitment to participate in a multi-ethnic, diverse group of community members and to work towards a shared goal. Groups will be mixed deliberately to foster integration and social cohesion, thus autochtone and allochtone beneficiaries alike will, where geographically feasible, collaborate within associated community groups.</p> <p>Concretely, the project aims to bring beneficiaries back into the labor market. This will alleviate poverty of youth, women and their families. It will provide real perspectives for a peaceful future in which communities are engaging in commercial activity across racial or political boundaries. Providing real incomes for marginalized community members based on community-driven labor activities is thus the primary objective of the grant.</p> |                 |          |                   |           |  |
| 1.3 Project Location <sup>vi</sup>  | <p>The project will be targeting vulnerable groups in the three most western regions in Cote d'Ivoire, Des Montagnes, Moyen-Cavally and Haut-Sassandra. These regions have been identified at a recent exploratory mission to the area as zones that have been hardest hit by the reoccurring political crisis of the past 10 years. While Des Montagnes was severely affected by the 2002-2004 violence, which ultimately led to many villages completely deserted, the Moyen-Cavally region was very much the focus of the recent post-electoral crisis, with Des Montagnes and Haut-Sassandra serving as a refugee zones for returning villagers.</p> <p>The groups will be identified in both the major regional cities, such as Man, Bangolo, Guiglo, Toulepleu, Blolequin, Duékoué, Danané, and Zouan-Hounien as well as in the many villages in the mountainous areas in the west towards the border to Liberia, and the violence affected areas in the central corridor of Moyen-Cavally. Especially the latter, beneficiaries in rural areas, are in dire need of support. Many villages are in remote areas which are not well served by any government of development support mechanisms. Transportation to these villages is extremely difficult, especially in the rain season when some rural communities get cut off due to the bad state of mud paths. In addition, armed ex-combatants “patrol posts” frequently demand road tolls for villagers passing through, effectively reducing the small margins they would make by taking their products to the far away markets in regional city centers even further.</p>   |                 |          |                   |           |  |
| 1.4 Project Duration:   | 3 years   | Project Start : | 4/1/2013 | Project End Date: | 3/31/2016 |  |
| 1.5 Task Team Leader  | Steffen Soulejman Janus   |                 |          |                   |           |  |
| 1.6 GRANT DEVELOPMENT OBJECTIVE <sup>vii</sup>  |   |                 |          |                   |           |  |
| The project aims to create better livelihoods through income generating labor for vulnerable and marginalized groups in the three most Western provinces of Cote d'Ivoire, Des Montagnes, Moyen-Cavally and Haut- |   |                 |          |                   |           |  |

Sassandra, and help build social cohesion in a region torn by a decade of reoccurring conflict and violence.

| 1.7 DEVELOPMENT OUTCOME INDICATORS <sup>viii</sup> |  | Baseline                                       | End Target                        |
|--|--|--|-----------------------------------|
| 1.7(a)   | Number of beneficiaries of the above who managed to start individual micro-enterprises, directly or through graduation from community projects, skills training/apprenticeships. | TBD (obtained through survey at project start) | 10% of all targeted beneficiaries |
| 1.7(b)   | Increase of average income of beneficiaries as compared to the level of income at the outset of the program  | TBD  | 10% increase                      |
| 1.7(c)   | Number of beneficiaries who joined cooperatives to enhance access to markets   | TBD  | 15% of all targeted beneficiaries |
| 1.7(d)   | Number of multi-ethnic, cross-political communities/cooperatives/savings groups formed, based on common values towards social cohesion   | TBD  | 90% of all community projects     |

## 2. GRANT RECIPIENT AND IMPLEMENTING AGENCY

2.1 Recipient Name: Government of Cote d'Ivoire, Ministry for Youth and Civic Service

### 2.2 Recipient Background:<sup>ix</sup>

The Ministry for Youth and Civic Service of Cote d'Ivoire is the government's focal point for youth employment and civic service. The ministry works closely together with a number of government entities such as the Programme du Service Civique National (PSCN) as a key provider for vocational training in the country. The Ministry will select an NGO as implementing agency and contract the implementation of the project and its various components on a competitive basis.

### 2.3 Implementing Agent Details

Agency Name: TBD: International Rescue Committee (IRC), CARE, Animation Rurale de Korhogo (ARK):

Address

Contact Person in Proposed Implementing Agency

Phone:

Email:

### 2.4 Implementing Agency Background<sup>x</sup>

The Government of Cote d'Ivoire will undertake a competitive selection of NGOs. Three qualified NGOs have been identified and will be invited to bid:

The International Rescue Committee is an international NGO, founded in 1933 at the request of Albert Einstein, responding to humanitarian crises with emergency relief efforts and engagements to build more sustainable livelihoods. IRC offers lifesaving care and life-changing assistance to refugees forced to flee from war or disaster. IRC is operating in Cote d'Ivoire since 2003, working especially in the regions targeted by this grant proposal. Over the years IRC has served as a reliable partner in other Bank projects, including some subcomponents of the PAPC and a more recent community driven program against sexual violence. IRC's local offices, i.e. in Man and Duékoué are well-staffed and have been established already during the first crisis in



Cote d'Ivoire in 2002. IRC is quite used to working through local NGOs and has a good understanding of the track records and performance of the various local partner organizations.

CARE: Founded in 1945, CARE is an international humanitarian organization dedicated to fighting poverty. The NGO places special focus on working alongside poor women with an understanding that, equipped with the proper resources, women have the power to help whole families and entire communities escape poverty. Women are at the heart of CARE's community-based efforts to improve education, health and economic opportunity. CARE operates local offices in Western Cote d'Ivoire and has been actively engaged in emergency programs in the aftermath of the 2011 political crisis. As of 2011 CARE Côte d'Ivoire lists 80 staff based in Bouake, Korhogo, Man, and Abidjan.

Animation Rurale de Korhogo (ARK): ARK is a local Ivorian NGO, founded in 1993 and based on the community work structures of the Archdiocese of Korhogo. ARK is committed to promoting gender equality and rural livelihoods development through community-driven entrepreneurship, with a special focus on marginalized groups. ARK is active with larger scale community programs in the provinces of Savanes, Denguélé et Zanzan and Moyen Cavally, as well as punctual programs in other provinces.

All three NGOs have been or are still involved in the World Bank financed Programme Assistance Post Conflit (PAPC).

## 2.5 Other institutions/NGOs that will be involved in implementation <sup>xi</sup>

The grant will involve a number of local NGOs which will be identified in the first phase of the project. The implementing agency will work closely with local NGOs and will possess a good understanding of capacities and challenges of the various local partners, including local government counterparts where appropriate.

## 3. INNOVATION AND SUSTAINABILITY

### 3.1 Innovation<sup>xii</sup>

The proposed project aims to introduce the following innovative components to target vulnerable groups in the western provinces of Cote d'Ivoire:

- (i) **Social Cohesion through joint business interests and collective activities**  
After more than a decade of social unrest, conflict and violence, the beneficiaries of the project will engage in joint activities that form the basis of their individual future by creating perspectives for livelihoods that can only be realized by teaming up in small, rather informal, cooperatives and associations. The social cohesion of communities that are on opposite sides of the political spectrum will be further enhanced through joint visioning, cultural and civic activities, documentation, etc. Furthermore the project will deliberately mix autochtone and allochtone groups in cooperatives, fostering collaboration across multiple boundaries. While such a mix is desired the project will deliberately not focus on the delicate issue of land titles in the typically sensitive areas of cacao, coffee and rubber but demonstrate that there are plenty of possibilities to develop income generating activities (IGAs) that lend themselves for collective action. This innovation is fully aligned with the recommendations presented in the 2011 WDR which underlines the importance of socioeconomic prosperity for overcoming a state of fragility.
- (ii) **Ownership through partial reimbursement**  
Whereas most development programs currently operating in the region push money to beneficiaries in terms of grants and gifts, a strategy that may be understandable in a post conflict emergency assistance context, it is at least questionable if this provides sufficient ownership and incentives to develop flourishing businesses. The proposed project aims to create ownership by obliging beneficiaries to partially reimburse the cost of the provided business assets ("kits"). This will not only incentivize beneficiaries to perform better in their micro business/cooperative, but also create a

revolving fund mechanism that allows for more beneficiaries to gain access to the project's assistance programs. The revolving fund mechanisms, based on reimbursement will be managed by the communities and facilitated by collection accounts that will be established for each association with a private Ivorian bank. Close performance monitoring by community managers and committees will ensure that reimbursements can realistically be achieved. In special cases where this is not the case, an analysis will be undertaken to assess why performance goals were not reached. Upon this assessment individuals will get either an extension or, as a last resort, will have to return their equipment/assets.

- (iii) A market oriented palette of revenue generating activity packages to choose from  
Interviews with potential project beneficiary groups in the region have revealed that marginalized groups don't lack imagination and business ideas, but access to training, equipment and/or funding. The project will not only engage beneficiaries in training activities to enhance professional skills, simplified accounting, human rights and life skills, but also offer a wide range of "start-up" kits for cooperative micro businesses, that is oriented both on market demand and business ideas of beneficiaries. While ideas for small business will be formulated in a very participatory approach with the local communities, examples for micro enterprises and revenue-generating activities will likely include rice farms, pork and chicken farms, dried fish sales, Manioc processing, tailoring, hair salon, woodwork, auto mechanic, metal construction, plumbing, masonry, micro bakery, micro barber shop, phone booth, and micro shops (clothes, condiments,...). To give some examples, one widow explained that she used to have a flourishing Bissap juice business before the war broke out. All her tools were stolen and she now lacks both the utensils and access to finance to build up her small business again. Another beneficiary mentioned her ability to create beautiful robes for marriages, which she used to produce prior to the war. In the war turmoil her sewing machine was removed and she now lacks the basis for her business. The proposed grant activities are designed to address the very issue of lack of access to productive tools caused by fragility and conflict.
- (iv) Access to new markets through sub-regional cooperatives and value chain management  
According to the interviews and focus groups that have been undertaken with beneficiaries and local NGOs in the project preparation phase, access to markets is one of the major issues especially remote local communities phase. Potentially interesting markets for local communities exist in two areas: (i) Smaller and medium sized cities in the western provinces, and (ii) larger national cities such as Abidjan and Yamoussoukro. The first are the immediate target of the project and local communities, many of which are located in remote small villages with poor access in terms of transportation and infrastructure. The project aims to address a value chain from production to transport to distribution and sales. This innovative approach aims to address shortcomings in many existing CDD programs which mainly address production aspects, without addressing how products reach the markets. Plenty of existing examples of this market failure can be found in western Cote d'Ivoire. The team has visited i.e. a pork farm which was established through an NGO-led aid program a few years back. While the local farmers have managed to raise a sizable quantity of livestock, they have not managed to sell any animals two years into the project. At the same time pork is very hard to be found at the local market in the regional capital of Man. Through improved market access facilitation, which can be created by establishing a sound value chain with jobs added in areas such as cooling, transportation and sales, the project aims to address this shortcoming.

A market study undertaken by the International Rescue Committee in 2009/10 has revealed that there is much demand for products and services in the proposed micro businesses. Nevertheless an additional compelling business opportunity will be to also serve markets outside of the project target regions. Through sub-regional cooperatives and/or targeted value chain management beneficiaries will have access to new markets, up to Abidjan and possibly beyond. The proposed cooperative approach of pooling resources in cooperatives to allow for better access of national markets will be piloted in a second step, once local structures have been fully built. In some cases this may lead to

professional affiliations with national business associations. The cooperatives will be managed entirely by the beneficiaries but will also receive logistics and advisory support from the lead agency and local NGOs.

(v) Hub and spoke mechanism for implementation with local NGOs

Although local NGOs do exist in the targeted regions, their overall capacity is still rather low. The project therefore will be built on a two-pronged “hub and spokes” approach to facilitate its efficient implementation. The lead agency, an international NGO, will coordinate all cross-regional processes, including cross-cooperative knowledge sharing, training, M&E, etc. the actual implementation of the cooperatives will be managed by selected and reliable local NGOs that will receive in-depth training to further strengthen their capacity to ultimately ensure sustainability of the efforts beyond the lead agency’s engagement.

(vi) Documenting capacity – telling the stories of the marginalized

It is expected that the project will transform people’s lives by enabling beneficiaries to enter the labor market. This will result in experiences and gained know-how that merit to be captured and documented. The project will thus include a media component that builds capacity of selected beneficiaries to document audio-visually the achievements and hurdles encountered by cooperatives. These stories will be showcased, published and disseminated through various channels, including but not limited to radio stations, including community radio stations in Duekoue, Guiglo, Toulepleu, Bin Houyé, Danané and Man; village movie shows, national TV, cultural venues in Abidjan and Yamoussoukro (Alliance Francaise, Japanese embassy, WBCO etc.), and sector week participation in Washington DC.

### 3.2 Sustainability<sup>xiii</sup>

(i) National-level Mainstreaming

The efforts of the proposed project are expected to be mainstreamed in national programs. A key role will be played by the Ivorian Commission for Dialog, Truth and Reconciliation (CDVR) which sees the project as an important contribution for reconciliation efforts in the most sensitive regions of the country. Close linkages to existing government programs such as Programme Assistance Post Conflit (PAPC), Programme National de Reinsertion et Rehabilitation Communautaire (PNRRC), both reporting to the Prime Minister’s office, the Programme du Service Civique National (PSCN), as well as coordination efforts with and between the Ministry for Youth Promotion and Civic Service, and the Ministry for Technical Training will ensure the projects alignment with national priorities and subsequent mainstreaming. One goal will be to demonstrate that effective community driven development can be achieved with limited financial means, an approach that could eventually be deployed nation-wide with government funding. Project components 3 and 4 will actively aim to promote lessons learned from the project to raise awareness of project achievements and results. The idea would be that some of the approaches used in the project would ultimately influence Government rural development and reconciliation policy.

(ii) Local champions

Another important pillar for sustainability will be the capacitated local NGOs and volunteer cadres in villages and regional cities. A strong element of ownership will ensure that cooperative engagements will continue or dissolve into sustainable individual micro businesses.

## 4. CONSULTATION WITH JAPANESE DEVELOPMENT PARTNERS<sup>xiv</sup>

|                            |  |                 |                 |
|----------------------------|--|-----------------|-----------------|
| 4.1 Name of Representative | Mr. Masazumi Tokuwaka, First Secretary, Embassy of Japan | Date of Meeting | <b>2/8/2012</b> |
|----------------------------|--|-----------------|-----------------|



|  |   |                        |                 |
|--|---|------------------------|-----------------|
| <b>4.2 Summary of Consultation:</b>  |   |                        |                 |
| Mr. Tokuwaka endorsed the proposal as an important contribution to Japan's portfolio in Cote d'Ivoire, especially as it addresses a geographic region that is both very sensitive and critical for the country's reconciliation. For reasons of security and logistics Japan does currently not have any programs in the western provinces and welcomes the proposal. Japan sees the project as an opportunity to raise its profile as a partner in Cote d'Ivoire and would like to receive credit for the important contribution it would make.   |   |                        |                 |
| <b>4.3 Potential Collaboration:</b>  |   |                        |                 |
| At the meeting a number of ideas for joint communications and collaboration were mentioned, ranging from an official project grant signing ceremony to knowledge dissemination events in Abidjan and provinces targeted by the project, and cultural events that feature performances by project beneficiaries. In addition, all major project publications, project location signs and materials financed by the project would be marked with the Japanese flag. The idea of a video conferencing event to disseminate the findings of the project to interested audiences (i.e. students of development studies, development practitioners) in Japan was also discussed. |   |                        |                 |
| <b>4.4 Name of Representative</b>  | Mr. Takashi Hatakeyama, Resident Representative, JICA Cote d'Ivoire | <b>Date of Meeting</b> | <b>2/7/2012</b> |
| <b>4.5 Summary of Consultation:</b>  |   |                        |                 |
| Mr. Hatakeyama was very supportive of the project and saw it as a valuable supplement to JICA's existing project portfolio. The project scope, geographic target region and design were welcomed by the JICA delegation.   |   |                        |                 |
| <b>4.6 Potential Collaboration</b>   |   |                        |                 |
| It was discussed that JICA would be invited to join project supervision missions and be kept in the loop on all major project milestones. In addition JICA offered to assist with technical or advisory support in the case of any challenges that may arise during project implementation.  |   |                        |                 |

|  |               |
|--|---------------|
| <b>5. JAPANESE VISIBILITY<sup>xv</sup></b>   |               |
| 5.1 Confirm that a grant signing ceremony will take place in the recipient country, including representatives from the Embassy of Japan, and that a press release would be issued in local newspapers  | <b>Agreed</b> |
| 5.2 Confirm that the Embassy of Japan in the recipient country will be invited to participate in field visits and project events, and will receive copies of progress review mission reports   | <b>Agreed</b> |
| 5.3 Describe the measures, other than the above, to be taken to ensure the visibility of Japan's contribution :  |               |
| <ul style="list-style-type: none"> <li>- The Japanese flag will be visibly added to all project documents and materials developed for this project;</li> <li>- The Japanese flag will also be visibly displayed at all events that are organized in conjunction with the project;</li> <li>- Japanese representatives will be invited to all major knowledge dissemination and cultural events that will be organized as part of the project</li> <li>- The project will be showcased in a video conference facilitated dialogue event between Cote d'Ivoire and Japan, making use of the facilities of the Tokyo Development Learning Center (TDLC).</li> </ul> |               |

## 6. DETAILED DESCRIPTION OF GRANT COMPONENTS<sup>xvi</sup>

### 6.1 Component 1: Participatory Visioning and Planning

\$168,254

#### A. Beneficiary Outreach and Selection

Beneficiaries will be identified through the help of international and local NGOs, local social service centers, national vocational training institutions and, where accessible, national-level registries. In addition an outreach campaign using local radio, newspapers and a theater group will raise awareness of the project. Local NGOs will be identified in partnership with international agencies and local authorities. In addition participant selection will be conducted in close consultation with the communities, also to avoid any possible elite capture.

#### B. Participatory Development of Project Planning, Governance, Branding and Guiding Principles

In a very inclusive process, involving local stakeholders such as municipal leaders and/or structures such as the Mayor's offices, Regional Councils and local village authorities and NGOs, the project governance, planning and underlying principles will be developed. The communities will contribute to the guiding principles document as well as participate in a project logo design contest.

#### C. Participatory Visioning Subcomponent

The cooperative projects will be based on both entrepreneurial ideas and a market demand assessment. A community driven visioning process will ensure the beneficiaries' full ownership and buy-in into the cooperatives. This process will include guidance on business skills and planning. Once the communities have agreed on a set of projects to be developed, they will identify the capacity supply and demand available in their group and, subsequently, capacity building needs. Lastly, the groups will be taken through a planning process to help them think through the steps to be taken towards the implementation of their cooperative and/or micro-enterprise subproject(s). The outcome of this process will be a sound business plan for each cooperative.

#### D. Market study

In order to ensure demand for the products and services offered by the cooperatives and micro-enterprises to be instituted under the project, the project will require an updated market study. One of the key ideas of the project is to move away from charity and base activities on sound business principles. In such a context supply will need to meet demand. It will need to be priced for the market and be of quality that is acceptable to prospective clients. A previous study undertaken in 2008 has revealed a number of areas in which demand far outweighs supply. These include i.e. the raising of livestock to meet the demand for meat in local markets. It is i.e. almost impossible to currently purchase pork meat in the region whereas customers are asking for it. Other areas include auto mechanic work, baking, sewing and tailoring, especially for the local festivities for which locals buy new clothes. Other potential areas of growth include rice farming, provision of electricity, etc. The study will also explore opportunities to expand markets beyond the local geographic area to serve demand in major cities such as Abidjan and Yamoussoukro and how to better cover entire value chains to ensure products reach their markets.

#### Outputs:

- (i) 2 outreach campaigns to inform beneficiaries and communities about the selection process
- (ii) Beneficiary listings with baseline data for subsequent monitoring and evaluation
- (iii) Identified local partner NGOs
- (iv) Project governance and guiding principles documents
- (v) Project branding and logo
- (vi) 7,000 beneficiaries participate in the participatory visioning sub-component and receive basic guidance on business planning

- (vii) 320 cooperative business plans
- (viii) Detailed project planning document including cooperative and micro-enterprise subprojects
- (ix) Market assessment update document
- (x) Cooperative project governance and planning documents for all subprojects
- (xi) Project Operational Manual

6.2 Component 2: Community-Based Reinsertion into the Job Market

\$2,076,158

A. Capacity Development and Training Subcomponent

Based on the training needs identified in component 1, a capacity building program will be rolled out for all participating cooperatives. The program will be designed with a Training of Trainers approach to quickly get to the needed scale, especially to reach distant communities in villages. The training efforts are designed to happen at two levels. In a first step, professional trainers (consultants) will be hired to facilitate the training process. It is expected that champions will emerge out of this training. In a training of trainers approach, these champions will be given a role of community-based focal points for continuous training. The implementing agency's experts will provide training to volunteers who will then in turn carry out the training sessions with cooperative participants. Each volunteer will be responsible for carrying out these training sessions with 5 cooperatives. Expected cross-cutting training needs will be financial literacy/basic accounting, marketing, life skills, savings and loans procedures and media/audiovisual documentation. The implementing agency will ideally use existing modules for these topics and adapt them, as necessary, to the Ivorian context. In addition, access to vocational training programs will be provided, either in collaboration with national government institutions such as PSCN, the private sector or through local experts supplied by the project. Through this effort the project aims to root expertise in local communities beyond the life span of the project and to avoid shortcomings of similar livelihood programs in the past, where capacities were not sufficiently embedded at the local communities. The two-pronged approach of professional facilitators training and working hand-in-hand with champion counterparts in the community aims to address this issue in an innovative way.

B. Cooperative Implementation and Reinsertion Start-up Kits

Based on the cooperative and entrepreneurial subproject ideas identified in the visioning exercises, a palette of start-up kits will be developed, locally procured (where feasible), and offered to the cooperatives who will receive training on the kits where needed. The kits will be provided free of charge but 25% reimbursement of their purchase price will be required with bi-monthly reimbursement payments of a minimum of 2% of the purchase price. Examples of proposed cooperatives/start-up kits for which the earlier study has revealed extensive demand are the following: Pork farming, Dried fish sales, Manioc processing, Farming/agriculture, Chicken farming, Tailoring, Hair salons, Woodwork, Auto mechanic, Metal construction, Plumbing, Masonry, Micro bakery, Micro barber shop, Phone booth, Micro shop (clothes, condiments,...), etc. The kits would provide all basic tools and necessities for an activity to start. For example in the case of a tailoring business, the kit would include sewing machines, fabric, and other cutting and sewing tools. For a pork farm the initial animals, food and basic tools such as buckets, forks etc. would be provided. Each kit will be accompanied by training of beneficiaries to ensure capacities are in place prior to the commencing of an activity. A training of trainers approach for different types of business will be put in place to allow for the necessary scale-up. Initially, the implementing agency will train volunteers who will be responsible for the follow-up of 5 cooperatives. The volunteers will train cooperative members in the basic skills of business planning and management. Local artisans and government technical staff will provide the necessary technical advice and training required by the cooperative members, depending on the activity they have decided to engage in.

Reimbursements are to start 4-12 months after installation of the kits, depending on the nature of the activity. This revolving funds mechanism aims to strengthen ownership and foster an entrepreneurial

culture. Collection accounts will be set up to facilitate reimbursements. The process of reflow collection will be closely monitored by the implementing agency in cooperation with the communities and community managers. Revolving Fund and microfinance will operate in accordance to OP8.3.

**C. Microfinance Subcomponent**

A microfinance program allows for additional access to financing, beyond the cooperative projects, to foster the rapid development of individual micro enterprises. The program of village savings and loans groups (VSLA) will thus be initiated to further support local marginalized groups in their quest for market participation and livelihoods in dignity. The savings and loans groups will be organized at the village level and be based on special kits that facilitate the savings and loans process. In contrast to the kits in subcomponent B, the VSLA kits will not provide physical assets but tools that allow for savings and financial management, such as a metal box that contains a calculator, the Savings and Loans books etc. Training for this component will be undertaken by community-based facilitators that will initially be trained by the staff of the implementing agency.

Repayment will be managed at the group level through a local governance structure with clearly defined roles and responsibilities put in place. Repayment conditions will be set in such a way that the expected rates are in line with reasonable expectations that factor in the conditions of the fragile environment. Repayment will be closely monitored throughout the process and adjustments can be made to prevent further poverty.

**D. Access to Markets Subcomponent**

One challenge of proliferation of cooperatives and micro-enterprises offering similar products and services is market saturation. Although market studies have revealed strong demand in a number of local products and services, a coordinated effort to strengthen small community based enterprises will ensure sustainability. Such an effort will entail the creation of province-wide cooperatives that, through a collective effort, enable access to new markets in the national capital and beyond. The regional-level cooperatives will be governed by elected beneficiaries who will receive special training. It is further envisioned to facilitate contacts to professional national associations and guilds to strengthen linkages to national markets.

|          |   |
|----------|---|
| Outputs: | <ul style="list-style-type: none"> <li>(i) Training manuals, including image-based guides for illiterate beneficiaries</li> <li>(ii) About 80 Trained Trainers as cadres of local NGOs and communities</li> <li>(iii) Creation of at least 300 Cooperatives, furnished with about 1000-1,500 start-up kits</li> <li>(iv) Implementation of about 100 Village Savings and Loans groups</li> <li>(v) Creation or integration of at least 5 Regional-level cooperatives</li> </ul> |
|----------|---|

|  |          |
|--|----------|
| 6.3 Component 3: Social Cohesion - Developing shared values through joint community projects | \$44,033 |
|--|----------|

**Community-based group activities: Developing shared values through joint community projects**

This subcomponent provides critical element to foster social cohesion between beneficiaries that may have fought on two opposing sides in the conflict. Developing shared values through joint activities will help foster a sense of common purpose which is needed to successfully engage in cooperatives that reach across political and ethnic boundaries. The activities will be determined in a participatory way by the communities themselves. Ideas could range from rehabilitation of destroyed community centers, development of playgrounds for children to removal of non-degradable waste in the community environment. The activities will be accompanied by professional facilitators that help with the visioning, implementation and debriefing of the activities. The co-creation process is expected to foster a sense of pride and trust amongst the diverse community members.

|   |  |           |
|---|--|-----------|
| Outputs:  | 20 community groups that engage in joint activities to develop shared values and understanding across ethnic and political boundaries  |           |
| 6.4 Project Management, Monitoring and Evaluation, and Knowledge Dissemination <sup>xvii</sup>  |  | \$414,004 |
| <p><b>A. Project Management and Administration</b><br/> The subcomponent will ensure proper project and financial management, including (i) procurement, (ii) administration cost management, (iii) financial management and (iv) reporting and auditing. This component includes all administrative costs of the implementing agency which, in line with the grant rules, not exceed 10%. Local offices will be in charge of all main administration efforts, including logistics/supply chain, finance, and administration/human resources function, and will receive support from the implementing agency’s country office in Abidjan for specialized skills. Specifically, the country director, the deputy director for operations, the finance controller and the head of the local office will play an important role in project management and administration.</p> <p><b>B. Monitoring and Evaluation</b><br/> At the beginning of the project a rigorous monitoring and evaluation plan will be developed and a baseline survey undertaken. In order to ensure sound project implementation on all levels, the M&amp;E subcomponent will finance reporting structures, including participatory monitoring mechanisms on financial reporting and monitoring of outcomes involving the beneficiaries. The media component (3A) will form an important support structure for continuous monitoring. All developed stories will be captured and catalogued on a central media library for easy access. Regular reports will be disseminated, outlining progress on the various components and highlighting performance gaps. Finally a mid-term evaluation report and a project completion report will be issued under this component.</p> <p><b>C. Knowledge Dissemination and South-South Experience Exchange</b><br/> Experience sharing across national and regional boundaries is increasingly being recognized as a critical mechanism for development effectiveness. As part of the knowledge dissemination efforts undertaken by the project, a variety of activities will be organized, targeting different audiences, including (i) video-conference based South-South dialogues with other francophone countries such as Senegal, CAR, DRC, Madagascar and Benin on community based reinsertion programs, (ii) a dedicated knowledge sharing event for Bank staff at the sector week, and (iii) an experience exchange for Japanese development practitioners organized by the Tokyo Development Learning Center (TDLC), connecting audiences in Japan with Cote d’Ivoire. In order to be able to capture the lessons of the project for further South-South sharing, some beneficiaries will be trained in documenting key experiences.</p> <p><b>D. Audit</b><br/> Yearly audits will be conducted by an independent firm under this component.</p> |  |           |
| Outputs:  | <ul style="list-style-type: none"> <li>(i) Financial management and project management reports</li> <li>(ii) Base line, mid-term and project completion reports</li> <li>(iii) Audit reports</li> <li>(iv) South-South dialogues with peer countries (travel funded by participants/other)</li> <li>(v) Knowledge sharing event with Japanese development practitioners</li> </ul> |           |

## 7. ELIGIBLE EXPENDITURES

List all applicable eligible expenditures below in one or more categories as necessary. Eligible expenditures include consultant services (including audits), local training and workshops, small civil works, goods, sub-grants, and Bank incremental costs.

| Category                        | Amount (US Dollars) | Percentage of Expenditures to be Financed | Percentage of Grant Total |
|---------------------------------|---------------------|---|---------------------------|
| Disb-Operating Cost             | \$160,000           | 100%                                      | 5%                        |
| Disb-Consulting                 | \$531,020           | 100%                                      | 18%                       |
| Disb-Goods                      | \$1,102,000         | 100%                                      | 37%                       |
| Disb-Training                   | \$586,549           | 100%                                      | 20%                       |
| Disb-Other                      | \$322,880           | 100%                                      | 11%                       |
| <b>Total Grant to Recipient</b> | <b>\$2,702,449</b>  |   |                           |
| Bank Incremental Costs          | 250,000             |   |                           |
| <b>Total Grant Amount:</b>      | <b>2,952,449</b>    |   |                           |



## OPERATIONAL RISKS ASSESSMENT FRAMEWORK<sup>xviii</sup>

| Risk Category   | Risk Rating | Risk Description  | Proposed Mitigation  |
|---|-------------|---|--|
| Project Beneficiaries and Stakeholders Risks <sup>xix</sup> | Medium-L    | <p>Beneficiary selection: The program may not be able to reach its target beneficiary numbers. Not enough beneficiaries might be motivated to join the program as it requires partial reimbursement.</p> <p>Beneficiaries might decide to drop out of the program as they find the program targets to difficult to achieve.</p> | Increase project outreach efforts, increase time frame for reimbursement and/or lower reimbursement targets.   |
| Implementing Agency Risks                                   | Medium-L    | The implementing agency might not be able to do the necessary follow-up with associations due to shortage of program staffing or competing other projects.  | Engage more local NGOs and hire community leaders to do the necessary follow-up.   |
| <b>Project Risks:</b>                                       |             |   |  |
| Design  | Medium-L    | Revolving fund: Beneficiaries might not be able to reimburse their portion of the price of the kit within the envisaged time frame.   | Extend time frame for reimbursement or lower reimbursement targets.  |
| Social and Environmental                                    | Low         | The reconciliation and social cohesion efforts might not always apply to all communities as some communities might be rather homogeneous in composure.  | Social cohesion is an expected higher level outcome from the development of livelihood opportunities in the region, irrespective of the composition of all associations. This risk is thus acceptable. |
| JSDF Program and Donor                                      | Medium-L    | Targeting of most vulnerable groups in a context where generally needs are very high.   | Avoid elite capture by implementing community driven processes that have a self-controlling function.  |
| Delivery Quality  | Medium-I    | In order to ensure proper project implementation capacities will need to be developed at all levels, but especially at the community level. Delivery quality will   | Engage experienced CDD specialists who can provide initial leadership in training of trainers processes and can later on help monitor delivery quality.  |

|  |  |  |  |
|--|--|--|--|
|  |  | heavily depend on these efforts and it remains to be seen if enough local community leaders and volunteers can be trained to fulfill important functions |  |
|--|--|--|--|

## PART II

|  |   |   |                                |
|--|---|---|--------------------------------|
| <b>8. GENERAL INFORMATION</b>                                  |   |   |                                |
| 8.1 Grant Type:  | Project   | 8.2 Resubmission:                                 | No                             |
| 8.3 Was a JSDF Seed Fund Used? If yes, insert TF Number.       |   | No  | TF No.<br><input type="text"/> |
| 8.4 Does this grant qualify for the Africa Special Allocation? |   | No  |                                |
| 8.5 Ongoing sector operation in the country                    | Project name:   | Emergency Post Conflict Assistance Project (PAPC) |                                |
|  | Project ID:   | P082817   |                                |
|  | Board Date  | 7/17/2009   |                                |
|  | The Emergency Post Conflict Assistance Project (PAPC), established in 2009 with a \$120 million envelope aimed at: (i) enhancing the prospects for the stabilization and recovery of Côte d'Ivoire by helping the country address its urgent post-conflict challenges; and (ii) preparing the way for dealing adequately with medium and longer-term reconstruction and development challenges. The project has been restructured in 2011 to accommodate the changed situation after the 2011 crisis. |   |                                |

### 9. JUSTIFICATION FOR INCREMENTAL BANK SUPERVISION COSTS<sup>xx</sup>

The project location is the western part of Cote d'Ivoire, mainly in remote rural areas of the western provinces. While the implementing agency is well established in these remote regions, it will be needed to supervise the project advancement in regular intervals to take stock of progress made and make adjustments where needed. The TTL will be based in Washington, thus some travel costs will incur. The budgeted amount for supervision is in line with the Bank's supervision coefficient for Cote d'Ivoire. In addition, two team members, based in Abidjan, Cote d'Ivoire, will assist with supervision as well, of which one consultant will bring in extensive expertise in value chain management and procurement.

### 10. LESSONS LEARNED REFLECTED IN THE GRANT DESIGN<sup>xxi</sup>

The grant design is based on a number of important lessons learned from past JSDF projects, namely the AFDS (Agence Fond Developpement Social) project in Casamance, Senegal and the PEKKA project in Indonesia. Both projects featured a strong participatory approach which resulted in impressive results in terms of beneficiary ownership and sustainability of program results that lasted long beyond the date of project closure. The project will make use of mechanisms for participatory project planning and implementation and draws on past experiences for some concrete subcomponents such as the media component. In addition the TTL will bring in extensive expertise in youth employment in francophone African fragile states, gained from a knowledge exchange series with five countries, one of which is Cote d'Ivoire, the others being Mali, Madagascar, CAR and DRC. The key lessons learned include (i) focus on access to finance and productive tools, (ii) design programs that go way beyond skills building and vocational training to allow for productive activities after completion of training, (iii) in the case of ex-combatants, include a life skills component in the training, (iv) manage the productive value chain to ensure products are accessing markets, (v) develop sound M&E, supported by storing ownership by beneficiaries. The grant design reflects these important lessons, many of which are also supported by the 2011 World Development Report.

## 11. JSDF BENEFICIARY PARTICIPATION

### 11.1 Participatory Design Consultations<sup>xxii</sup>

During two scoping missions to Cote d'Ivoire and numerous bilateral meetings with the Commission for Dialog, Truth and Reconciliation (CDVR) and government agencies, as well as international and local NGOs and beneficiary groups in the Western part of the country, the foundation for this proposal have been laid. The meetings with the government agencies and programs such as the leadership of the Programme Assistance Post Conflit (PAPC), the director of the Programme National de Reinsertion et Rehabilitation Communautaire (PNRRC), the director and leadership team of the Programme du Service Civique National (PSCN), as well as a senior official within the Ministry for Youth have revealed the government's endorsement for a project to tackle marginalized and vulnerable groups in conflict ridden western provinces of Cote d'Ivoire. Furthermore, meetings with beneficiaries of existing programs (PAPC, IRC) and marginalized groups, such as widows, teen mothers and the handicapped, have outlined the urgent and pressing need for non bureaucratic but yet well designed interventions to improve livelihoods. All beneficiaries underlined their willingness to re-enter the labor market if only they were given a start-up opportunity.

### 11.2 Consultation with other Development Partners

**UNDP Cote d'Ivoire** was consulted on the CDD efforts of the project and generally agreed with its objectives and scope. At the time of the meeting, UNDP was putting together a range of project proposals as well, albeit not targeting the western region.

**JICA Cote d'Ivoire** endorsed the proposal and offered assistance where needed.

**Handicap International Cote d'Ivoire** also targets the most vulnerable groups and is mainly active in Abidjan and a small area at the border to Liberia. HI offered support, especially in the development of basic kits that are needed to ensure handicapped persons have their basic medical/hygienic needs covered before they can participate in IGAs.

**Global Development Learning Network (GDLN)** is ready to support dissemination efforts via video conferencing, i.e. to disseminate lessons learned to audiences in Africa, Japan and Washington DC.

### 11.3 Community Driven Activities<sup>xxiii</sup>

#### (i) Participatory visioning

The project will engage beneficiaries in a comprehensive and highly inclusive visioning process at the community level, bringing together all members of local communities. The visions and projects developed in this stage will form the foundation of the community projects and cooperatives in which the respective beneficiaries will engage. The ideas formed will be catalogued and, whenever feasible, added to the repertoire of available business start-up kits.

#### (ii) Community driven development of revenue generating activities

The implementation of skills training and cooperative activities will be highly participatory, engaging the beneficiaries in inclusive processes to identify and work out their training needs/business ventures from design and planning, to implementation and development of growth strategies. Although beneficiaries will have access to external expertise as part of an action learning approach to the groups' skills building, they will ultimately have to take their own business decisions to ensure a maximum level of ownership and entrepreneurial decision making power.

#### (iii) Participatory monitoring and documenting

The project will be monitored and evaluated by an independent firm/independent consultants through a randomized impact evaluation. In addition the project impact will be assessed on a continuous basis by the lead

agency, and the beneficiaries themselves. Regular feedback loops will ensure continuous information on the achievements and obstacles in regards to the cooperatives' development. In addition to quantitative measures, the beneficiaries will themselves document the project's progress – from their perspective.

## 12. REVIEW PROCESS AND CLEARANCES

| Title/Role  | Name                 | Date Cleared                        |
|---|----------------------|-------------------------------------|
| Sector Manager cleared<br>Concept Note                  | Ian Bannon           | 12/6/2011                           |
| Distribution for Comment                                | Name                 | Comments<br>Addressed               |
| SDV Reviewer <sup>xxiv</sup>                            | Susan Wong           | <input checked="" type="checkbox"/> |
| Technical Reviewer <sup>xxv</sup>                       | Bernard Harborne     | <input checked="" type="checkbox"/> |
| Country Lawyer  | Marie-Roger Augustin | <input checked="" type="checkbox"/> |
| Task Team Designated<br>Procurement Specialist          | Maurice Adoni        | <input checked="" type="checkbox"/> |
| Task Team Designated Financial<br>Management Specialist | Saidou Diop          | <input checked="" type="checkbox"/> |
| Country Disbursement Officer                            | Wolfgang Chadab      | <input checked="" type="checkbox"/> |

## 13. SUBMISSION OF PROPOSAL TO JSDF UNIT FOR STEERING COMMITTEE AND DONOR APPROVAL

### NOTE.

Once this proposal has been completed, and comments from reviewers in section 12 above have been addressed, a GFR is created with the Basic Data Tab completed, and the Funding Proposal, Cost Table, Review Matrix attached and, when applicable, Government Letter endorsing NGO as grant recipient.

The GFR is then sent out for clearance utilizing the Workflow, to the Sector Manager, Country Director, and Regional TF Coordinator. Then it is submitted to the JSDF Unit for Steering Committee and Government of Japan approval

VERSION DATE: April 30, 2012

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<sup>i</sup> Grant Recipient

The grant Recipient is the entity that signs the grant agreement. The Recipient may be a government, an NGO, or other legally established group such as a cooperative or association which is acceptable to the Bank.

<sup>ii</sup> Implementing Agency

The grant Implementing Agency is the NGO, civil society association or cooperative, or local government which would be contractually responsible for administering and disbursing the grant, overseeing implementation of the grant activities, and for monitoring and reporting. The grant Recipient and the Implementing Agency may be the same. However, the central government may be a Recipient, but may not be an Implementing Agency.

<sup>iii</sup> Project Summary – **NOT TO EXCEED HALF PAGE**

Development Objective, Country/Sector Context, and Activities Summary (**Sections A and B may not exceed one page**)

<sup>iv</sup> Strategic Context

- a. What are the key elements of the country's social sector or poverty alleviation strategy?
- b. What are the key policy, institutional, and other issues that constrain the achievement of the social sector or poverty alleviation strategy?
- c. What are the unique aspects of the needs of the vulnerable group that cannot be addressed by other means or financing, and what is the rationale for JSDF funding as the best or only way to assist the vulnerable group?
- d. What is the rationale for grant funding instead of Bank lending?

<sup>v</sup> Main Beneficiaries

- a. What are the characteristics of the targeted beneficiaries, and the key challenges they face as the poorest and most vulnerable?
- b. What is the number of direct beneficiaries receiving grant inputs in terms of individuals, villages, households, or other groups? (Note: this number will be used to determine the cost per beneficiary)

<sup>vi</sup> Project Location

- a. What is the geographic areas where the targeted beneficiaries live?

<sup>vii</sup> Development Objectives

- a. What will be the principal outcome of the grant financed project that will address the needs of the vulnerable target group, and how will it be accomplished?

<sup>viii</sup> Development Outcome Indicators

- a. What are the (SMART) Specific, Measurable, Attributable, Realistic, Relevant and Time-bound indicators (one/three) that will give evidence that the project outcomes have been attained? A minimum of three, or maximum of five, quantified indicators are required, demonstrating achievement of the grant Development Objective under Item 1.5

<sup>ix</sup> Recipient Background

- a. Briefly describe the organization's mission, country/sector experience, and capacity and qualifications to implement the grant activities
- b. For government, describe the general function, role or responsibility (brief and succinct)
- c. For NGOs, years in operation; description of scope of work; achievements which should be highlighted; size of workforce (staff), and annual budget (brief and succinct)

<sup>x</sup> Implementing Agency Background

- a. Briefly describe the organization's mission, country/sector experience, and capacity and qualifications to implement the grant activities
- b. For local government, describe the general function, role or responsibility (brief and succinct) ;
- c. For NGOs, years in operation; description of scope of work; achievements which should be highlighted; size of workforce (staff), and annual budget (brief and succinct)

<sup>xi</sup> Other institutions that will be involved in implementation

- a. If sub-grants are a component, describe how they are going to be managed?

<sup>xii</sup> Innovation



- 
- a. What is new or different about the approaches that will be tried/piloted to bring the benefits to the vulnerable group?
  - b. What will be the immediate benefits obtained by the vulnerable group that will address and begin to relieve their vulnerability?

<sup>xiii</sup> Sustainability

- a. What is proposed to be done to ensure the sustainability of the grant outcomes and benefits obtained by the vulnerable group?

<sup>xiv</sup> Consultation with Japan

- a. What consultations have been conducted with the Japanese embassy and JICA?
- b. What was the date(s) of the consultations, who was the embassy and JICA officials consulted and what were the main points of the consultations?
- c. What are the final comments from and/or agreements with the embassy and JICA (attach memorandum of understanding or email comments/agreements)?
- d. What kind of collaboration with potential Japanese development partners was discussed with the embassy official and JICA staff and what, if any, collaboration has been agreed upon?
- e. If consultations have been conducted with Japanese stake-holders other than the Japanese embassy and JICA, the information on the consultations should be provided as well.

<sup>xv</sup> Japanese Visibility

- a. What kind of activities, events, press release or notices will be arranged to ensure the visibility of Japan as the donor of this grant project?
- b. What kind of arrangements have been made for inviting the Embassy to participate in field visits and missions and for transmitting progress and mission reports to the Embassy on a regular basis?
- c. What agreements have been made with the Government, implementing agency, beneficiaries and NGOs/CSOs to ensure that the recognition of Japan as the donor will be sustained throughout the life of the project?

<sup>xvi</sup> Detailed Component Description

- a. What is the description of the activities, grouped by component, that will be undertaken to turn the inputs into outputs and outcomes for the vulnerable group?
- b. What is the total cost of each component? The cost of the inputs for each activity is calculated in the EXCEL cost table, ensuring consistency in the name of the component and activities for easy cross-reference
- c. What is the list of all outputs/deliverables?

<sup>xvii</sup> Monitoring and Evaluation Component – This is a mandatory component -- see comment vii above

<sup>xviii</sup> The Risk Framework is consistent with the new PAD See attached link to “*Guidance Note on the Operational Risk Assessment Framework (ORAF) – Risks to Achieve Results*”, by OPCS, dated JULY 1, 2010 → [http://intresources.worldbank.org/INTOPCS/Resources/380831-1206733291493/4830625-1207256203747/4854093-1225978390287/ORAF\\_Guidance7.1.10.pdf.docx](http://intresources.worldbank.org/INTOPCS/Resources/380831-1206733291493/4830625-1207256203747/4854093-1225978390287/ORAF_Guidance7.1.10.pdf.docx)

<sup>xix</sup> Risk Framework: Project Beneficiaries and Stakeholder Risks

- a. Include how the grant will prevent “elite capture” of the JSDF benefits.

<sup>xx</sup> Justification for Bank Incremental Supervision Costs

- a. If additional resources are needed for Bank supervision, please describe the context and justification. Up to 9% of the recipient grant amount may be added to the Japan grant.

<sup>xxi</sup> Lessons Learned Reflected in the Proposal Design

- a. What are the lessons learned from other JSDF or Bank project and how are these lessons reflected in the proposed project?
- b. Have the lessons/recommendations of the peer reviewers been incorporated?

<sup>xxii</sup> Participatory Design Consultations

- a. What direct consultations have been held with the vulnerable group to identify their vulnerability and to select the inputs that will address these vulnerabilities?
- b. What are the key challenges facing the most vulnerable group?
- c. What are the unique aspects of the needs of the vulnerable group that cannot be addressed by other means or financing?

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xxiii Community Driven Activities

- a. What community driven activities will be used to involve the vulnerable group in the project activities and ensure ownership of the project and accountability of stakeholders and the implementing agency?

xxiv SDV Reviewer

SDV Reviewer must be selected from the list of approved reviewers found in the JSDF Website → [JSDF - GFR Processing Guidelines](#)

xxv Technical Reviewer

- a. Technical Reviewer must be selected from a suggested list found in the JSDF Website → [http://intresources.worldbank.org/INTJSDF/Resources/2663296-1287686856275/SDV&ThematicTechnicalReviewers\\_Jan2010.pdf?resourceurlname=SDV%26ThematicTechnicalReviewers\\_Jan2010.pdf](http://intresources.worldbank.org/INTJSDF/Resources/2663296-1287686856275/SDV&ThematicTechnicalReviewers_Jan2010.pdf?resourceurlname=SDV%26ThematicTechnicalReviewers_Jan2010.pdf)
- b. If another reviewer is selected by the TTL, the TTL needs to obtain prior approval from the JSDF Program Manager