



PROGRESS REPORT  
2014

RAPID SOCIAL RESPONSE PROGRAM

The Rapid Social Response Program (RSR) is a multidonor program that was established in 2009 to help the world's poorest countries, in partnership with the World Bank, build effective social protection systems. RSR is one of the key instruments for implementing the World Bank's Social Protection and Labor Strategy for Resilience, Equity and Opportunity in countries eligible for International Development Association (IDA) support. RSR has been generously supported by the Russian Federation, Norway, the United Kingdom, Australia, and Sweden.

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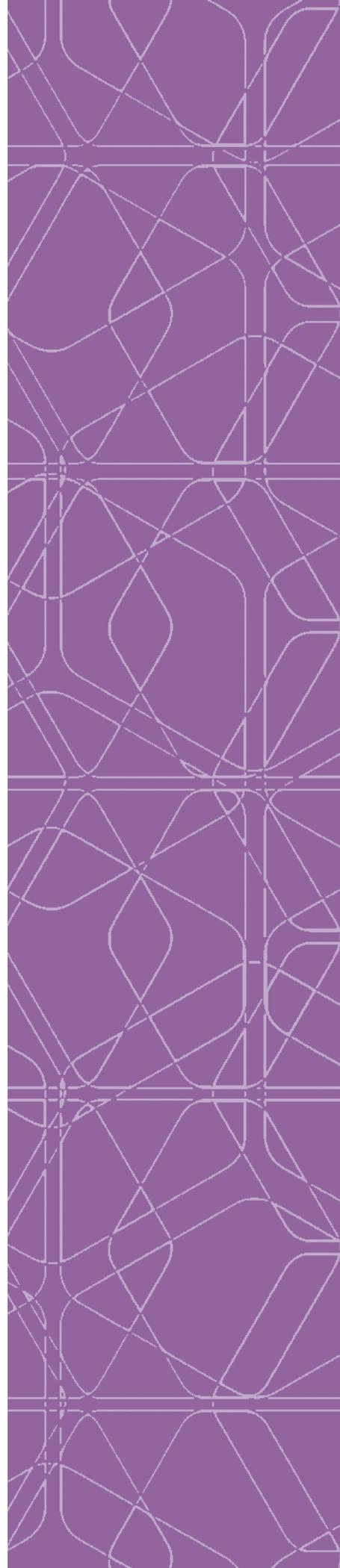
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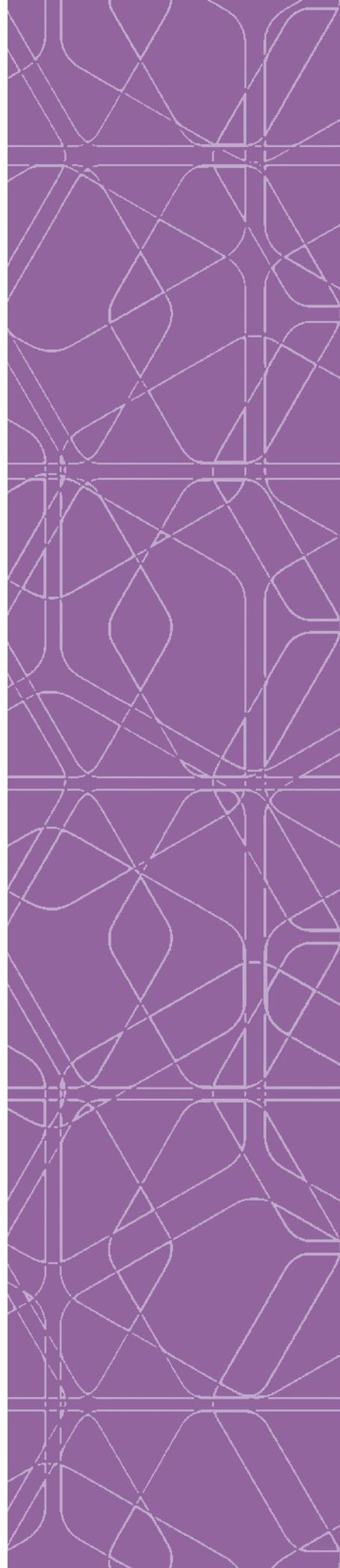
# ACKNOWLEDGMENTS

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Finally, we would like to acknowledge the more than 100 RSR task team leaders listed on page 19 as well as their team members. It is their hard work, creativity, commitment to excellence, and dedication to their clients that have made RSR a highly successful program.



# RSR Chronology of Events, July 2009 to May 2014





Reporting on Progress

This report summarizes progress made by the Rapid Social Response Program (RSR), with special emphasis on the last 12 months. RSR was established in 2009 with initial support from the Russian Federation, Norway, and the United Kingdom. Australia and Sweden joined the program in 2012 and 2013, respectively.

While originally established as a crisis response mechanism, the current mission of RSR is to be catalytic, transformative, and forward-looking in its support to the development and strengthening of **social protection and labor (SPL) systems** in low-income countries eligible for International Development Association (IDA) support.

## Summary Accomplishments

RSR became operational in December 2009. Since then, it has received 275 funding proposals and approved 131 projects in 63 countries (see map on pp. 4 and 5 for an overview of RSR project countries). Even more countries have received indirect benefits from RSR-financed activities and products, such as South-South learning forums, communities of practice, and analytical/operational toolkits. Key facts about RSR are summarized in table 1.

In its more than four years of existence, RSR has gone through two distinct phases. The first was a crisis response phase, lasting from its inception through the end of 2012. The program then moved into its second phase: SPL system building and strengthening.

### PHASE 1: CRISIS RESPONSE

The original RSR mandate was to help low-income countries cope with major crises such as the food, fuel, and financial crises of 2008–11.<sup>1</sup> Consequently, in its early years, RSR funded projects that would mitigate the immediate impact of the food, fuel, and financial crises on poor and vulnerable populations—particularly infants and young children. Examples of these projects include the Gambia: Rapid Response Nutrition Security Improvement Projects (\$3.2 million), Mali: Piloting Effective Early Childhood Development Services (\$2.2 million), and Haiti: Household Development Agent Pilot (\$3.2 million). These were among the 45 projects approved in early March 2010 during the first rounds of competitive selection (see RSR chronology on page viii). Although they were relatively small given the magnitude of the crisis facing beneficiary countries, the projects provided critical services and in-kind benefits to the poor and vulnerable.

While effective in providing small grants in Phase 1, RSR's comparative advantage was not in emergency crisis response. Its limited role in this area was a consequence of its funding size. Total programmable resources during Phase 1 were about \$60.8 million—an amount smaller than that for typical safety net projects.

<sup>1</sup> There are many definitions of “low-income countries.” RSR defines these as countries eligible for IDA financing, listed in <http://www.worldbank.org/ida/borrowing-countries.html>.



**Table 1: The RSR Program at a Glance**

Operational since	December 2009
Donors	Australia, Norway, Russian Federation, Sweden, United Kingdom
Total programmable resources paid in	\$90.5 million
Number of competitive selection rounds	7 (1 Catalyst Fund + 6 Multi-Donor Trust Fund)
Number of proposals received	275
Number of projects approved	131
Number of proposals approved for Africa (49.5% of allocated resources)	59
Countries that have directly benefited	62
African countries that have directly benefited	31
Average project size	\$572,163
Largest project	\$3.2 million
Number of RSR projects and their total value associated with IDA operations	67 projects, \$41.9 million
Number of IDA operations and their total value associated with RSR	68 operations, \$3.8 billion
IDA/RSR association ratio: project-to-project average	90.2
IDA/RSR association ratio: program as a whole	39.3
Projected SPL coverage by associated IDA operations	42.1 million
Projected female SPL coverage	21.0 million
Average RSR \$ to catalyze SPL coverage	\$2.15/person

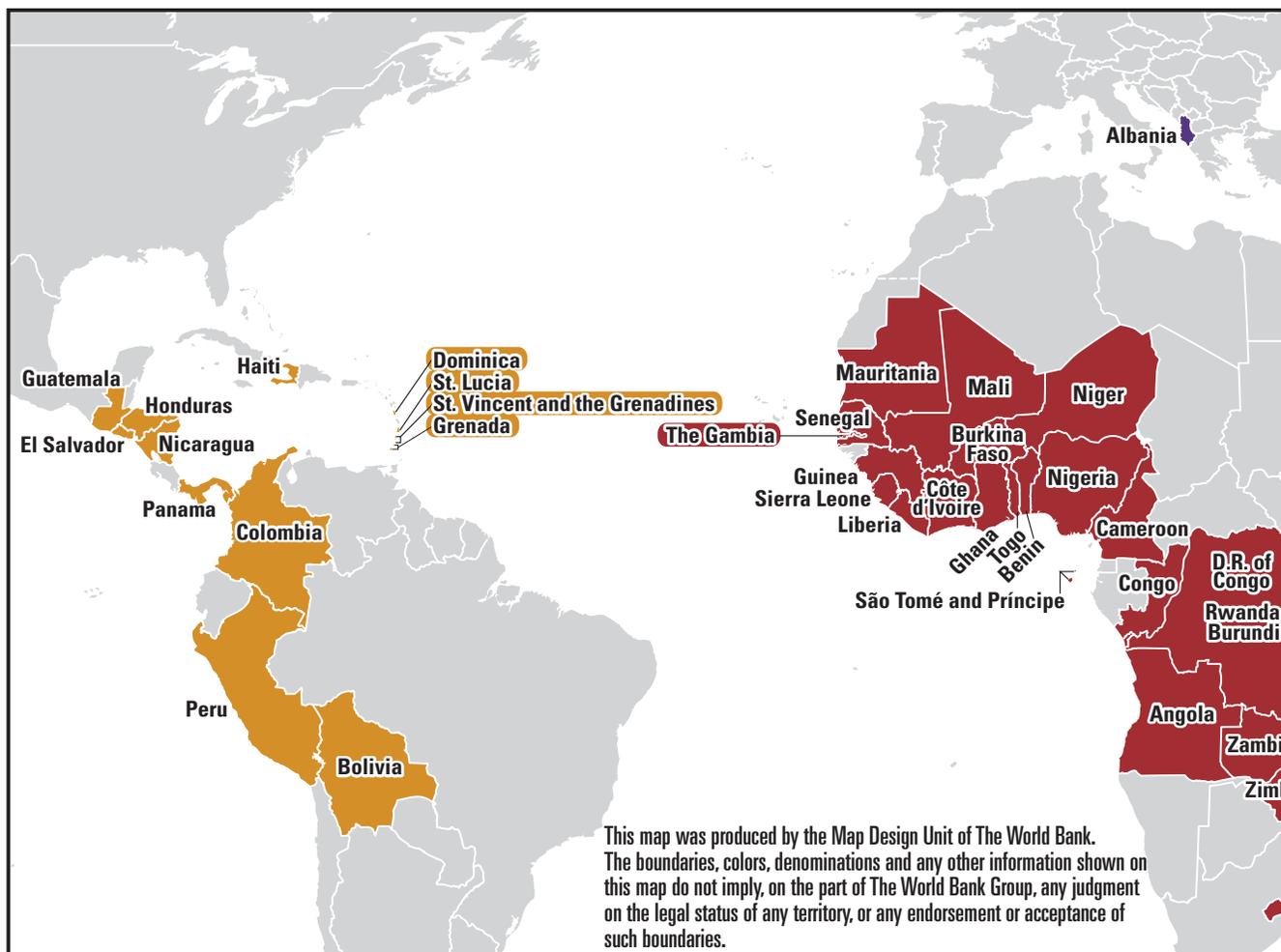


For example, IDA funding for Madagascar’s Emergency, Food Security and Social Protection Project (P147514; February 2014) was \$65 million; for Kenya’s National Integrated Safety Net Program (P131305; May 2013), it was \$250 million. And in the case of Bangladesh’s Safety Net Systems for the Poorest Project (P132634; July 2013), the World Bank’s Board of Directors approved a \$500 million IDA package. Even so, this funding covered less than one-fifth of the \$2.7 billion project cost, with the government of Bangladesh paying the remainder. Given its small resource envelope, RSR’s role in alleviating the immediate impact of major crises in countries was quite limited.

It was primarily for this reason that RSR began placing more emphasis on its **catalytic role** and preparedness for future crises rather than the mitigation of those of the present day. It thus focused on helping countries build and strengthen their social protection systems—since countries without adequate systems are less able to respond effectively to a crisis. For example, by the onset of the food, fuel, and financial crises, some middle-income countries like Brazil, Colombia, and Mexico had already spent nearly two decades building their social

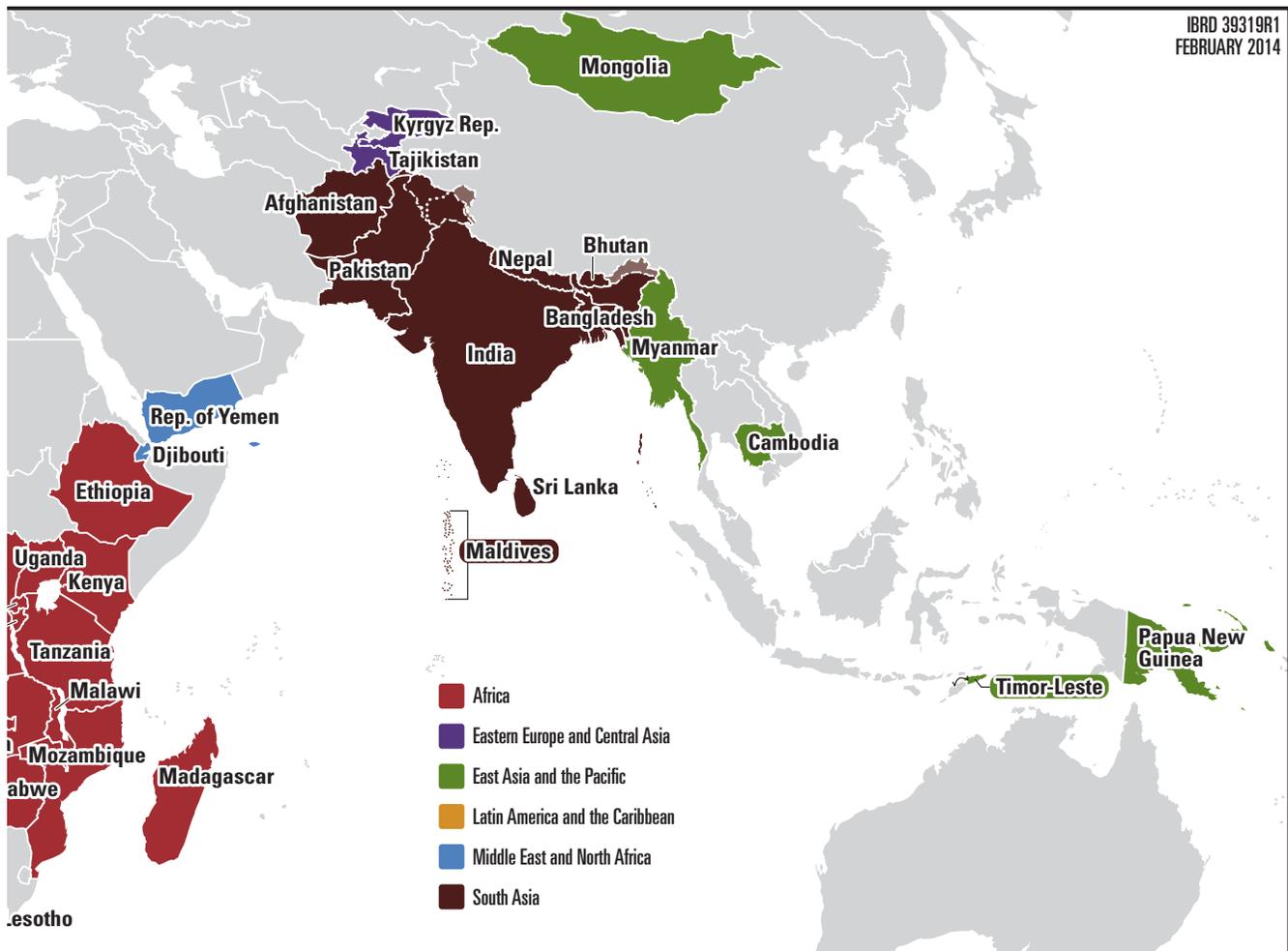
**Typical IDA funding of a safety net project exceeds \$50 million, and can reach up to \$500 million.**

Map 1: RSR Project Countries



protection systems and institutions. The advantage of having systems already in place is that they can be triggered or adapted at the onset of a crisis—e.g., to increase the level of benefits or lower eligibility thresholds. In countries where SPL systems were less developed, the food, fuel, and financial crises reversed a precrisis trend of economic growth and increased the number of extreme poor—a population segment they were already relatively unprepared to reach. For example, in the low-income countries of Timor-Leste, Afghanistan, and Cambodia, social protection transfers extended during the food, fuel, and financial crises reached only small percentages of the poorest populations: in Timor-Leste, 27 percent of the poorest one-fifth of its population in 2007; in Afghanistan, 15 percent in that same year; and in Cambodia, 2 percent of its poorest in 2008 (World Bank 2012).

Through four rounds of competitive selection, RSR received 196 proposals in Phase 1 and approved 94. These were submitted under three themes eligible for RSR support (table 2). The most popular theme under which proposals were submitted was Theme 1: Building Safety Nets and Other Social Protection and Labor Systems to Protect the Poor Before a Crisis Hits (Systems, for short). It



**Table 2: Theme Typology for Phase 1, Applicable to Projects Approved between December 2009 and February 2013**

<b>THEME 1: SYSTEMS</b>	Building Safety Nets and Other Social Protection and Labor Systems to Protect the Poor Before a Crisis Hits
<b>THEME 2: BENEFITS</b>	Protecting Access to Basic Services for Most Vulnerable
<b>THEME 3: KNOWLEDGE</b>	Tapping into Knowledge to Share Lessons and Create Toolkits

was addressed in 77 percent of the approved projects, and received 53 percent of the approved resources. Although only 16 percent of projects included Theme 2: Protecting Access to Basic Services for the Most Vulnerable (Benefits, for short)—including those mentioned earlier for the Gambia, Haiti, and Mali—this theme received the second largest share of resources: 39 percent. Finally, Theme 3: Tapping into Knowledge to Share Lessons and Create Toolkits (Knowledge, for short) was also addressed by 16 percent of the projects, but

only received 8 percent of the resources allocated. These numbers, especially the share of projects addressing the themes concerning systems and benefits, changed significantly in Phase 2 (see figures 1 and 2).

## PHASE 2: SPL SYSTEMS BUILDING AND STRENGTHENING

RSR as a crisis response program was originally planned to close by June 2013. However, in its concluding chapter, *The World Bank 2012–2022 Social Protection and Labor Strategy*, approved by the Board of Executive Directors in April 2012, gave RSR a new mandate with the following statement:

a central catalyst for implementing a key aspect of the strategy would be the RSR umbrella trust fund, supporting systems-building (especially in lower income countries) and global knowledge-sharing in SPL, especially South-South (World Bank 2012).

To fulfill this new mandate, in November 2012, RSR Multi-Donor Trust Fund (RSR-MDTF) donors approved a five-year extension of RSR from June 30, 2013, to June 30, 2018.<sup>2</sup> This extension marked the official end of Phase 1 (crisis response) and the beginning of Phase 2 (systems building).

The strategic objectives of this extension were to (1) position RSR as an instrument to support the implementation of the SPL Strategy in low-income countries during its first five years, and (2) allow the program to expand its coalition and raise additional resources. As a result, in November 2012 and August 2013, respectively, Sweden and the United Kingdom signed the administrative agreement and became members of the RSR-MDTF. Consequently, RSR's cumulative programmable resources have exceeded \$105 million, of which \$44.5 million is for Phase 2.

RSR's thematic typology has also been modified. In Phase 2, the number and substance of high-level themes remains the same as in Phase 1, except that Themes 2 and 3 have been reversed; additionally, more detailed subthemes have been introduced (table 3), enabling better delineated tracking and analysis.

The Phase 2 portfolio reflects the prioritization of systems (figures 1 and 2). Since Phase 2 began, RSR has approved 37 new projects (\$14.2 million in total) out of 79 proposals (\$32.8 million), bringing the total number of projects in the portfolio to 131. Competitive selection Round 7 is currently under way. So far, Theme 1 (systems) is dominant, both in terms of the number of projects approved and the amount of funding allocated. Nearly 95 percent of the projects address systems in one way or another. The proportion of resources allocated for Theme 1 is 88 percent of the total funding amount. While the share of knowledge (now Theme 2) has not changed dramatically, the benefits theme has become less

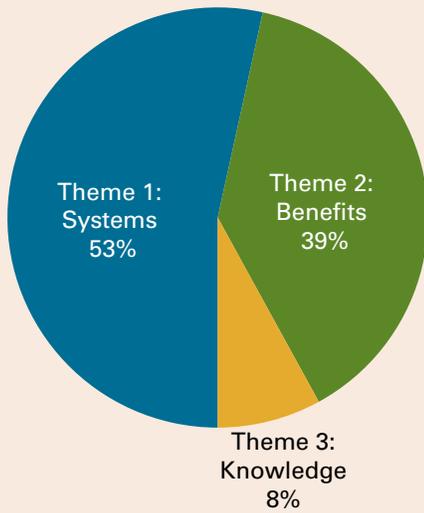
<sup>2</sup> The Russian Federation, Norway, and Australia. The United Kingdom, while it had contributed to a smaller RSR Catalyst Fund, was not yet a member of the RSR-MDTF, the primary RSR instrument.

**Table 3: Theme Typology for Phase 2, Applicable to Projects Approved March 2013 Onward**

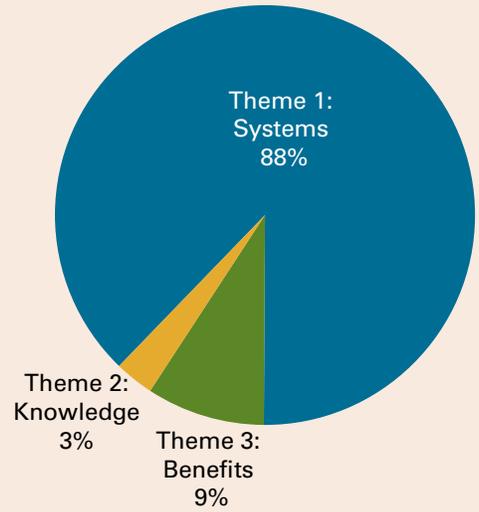
THEME	SUBTHEME
<p><b>1: SYSTEMS</b></p> <p><b>NEW OR IMPROVED SOCIAL PROTECTION AND LABOR SYSTEM COMPONENTS, PLATFORMS, AND ARCHITECTURE FOR A SPECIFIC COUNTRY OR COUNTRIES</b></p>	a. Systems diagnostics, analysis, and stocktaking
	1. Diagnostic studies, stocktaking notes, and mapping of SPL programs, beneficiaries, or data collection practices
	2. Identification or development of effective options by comparing existing programs, their performance and cost-efficiency with programs in similar circumstances in other countries
	b. Specific elements of system components, platforms, and architecture
	1. Building systems for robust identification of beneficiaries and development of registries
	2. Improving processes for determination of eligibility
	3. Developing effective appeal and grievance procedures
	4. Streamlining payment systems to minimize the risk for error, fraud and corruption and increase efficiency
	5. Setting up appropriate evaluation arrangements
	6. Establishing practices for communication and outreach
	7. Building information systems for better service management
	8. Improving administrative processes and clarifying rules
	c. Interministerial program harmonization of policies, programs, and administrative arrangements
1. Coordination of legal and policy-level frameworks	
2. Integration of individual programs into coordinated national systems through harmonization and use of common components, platforms, or architecture (from the list b 1–8 above)	
<p><b>2: KNOWLEDGE</b></p> <p><b>INCREASED CROSS-NATIONAL LEARNING AND KNOWLEDGE-SHARING FOR SOCIAL PROTECTION AND LABOR SERVICE DELIVERY</b></p>	a. South-South and peer-to-peer learning
b. Communities of practice	
c. Analytical and operational toolkit	
<p><b>3: BENEFITS</b></p> <p><b>PROTECTION OF ACCESS TO BASIC SERVICES IN TIMES OF CRISIS FOR A SPECIFIC COUNTRY OR COUNTRIES</b></p>	a. Providing nutrition benefits, particularly for young children and pregnant/lactating mothers
b. Providing other forms of social assistance benefits: cash transfers (conditional and unconditional), in-kind transfers, public works, waivers for school fees and health costs, protection of particularly vulnerable groups (e.g., protection from gender bias), and required administrative support	



**Figure 1: Resource Allocation by Theme during Phase 1**

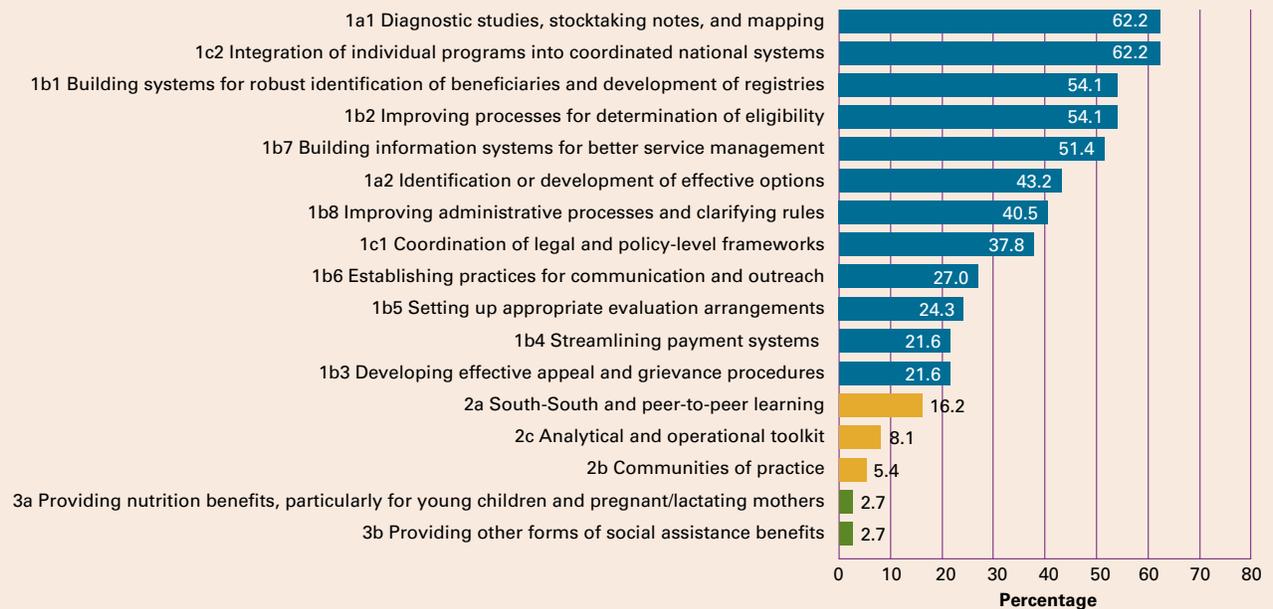


**Figure 2: Resource Allocation by Theme during Phase 2**



popular in Phase 2. Only 1 out of 37 projects (2.7 percent) addresses this theme, and the resource allocation is also small at 3 percent (figure 2). Compared with Phase 1, systems (Theme 1) has become far more dominant. As indicated in figure 3, which shows the frequency of themes and subthemes in RSR grant proposals, the top five most demanded subthemes were all under Theme 1:

**Figure 3: Frequency of Themes and Subthemes in RSR Program Portfolio**



- 1a1: Diagnostic studies, stocktaking notes, and mapping of SPL programs, beneficiaries, or data collection practices (addressed by 62.2 percent of the projects)
- 1c2: Integration of individual programs into coordinated national systems through harmonization and use of common components, platforms, or architecture (62.2 percent)
- 1b1: Building systems for robust identification of beneficiaries and development of registries (54.1 percent)
- 1b2: Improving processes for determination of eligibility (54.1 percent)
- 1b7: Building information systems for better service management (51.4 percent)

The focus on IDA-eligible countries did not change from Phase 1 to Phase 2. In both phases, countries requesting RSR grants under Themes 1 and 3 had to be IDA-eligible. For Theme 2 projects—which deal with knowledge sharing and for which information exchange among countries at different levels of development is key to strengthening evolving social protection systems—the RSR administrative agreement allows the inclusion of countries that are eligible to borrow from the International Bank for Reconstruction and Development (IBRD). However, because only a small share of resources has been allocated to Theme 2 (8 percent in Phase 1; 3 percent in Phase 2 thus far), RSR support of middle-income countries has been very limited.

## Key Results and Performance Indicators

Figure 4 illustrates RSR’s results framework, as agreed upon with the five donors and the World Bank in June 2013. The framework is articulated around three levels of results: (1) impacts, (2) outcomes, and (3) outputs. **Outputs** are what the implementation agency can exert the most control upon, while **outcomes** and **impacts** tend to be more contingent on a variety of contextual and exogenous factors. This is even more pronounced for any initiative’s expected influence upon “higher-order” domains such as reduced poverty and inequality among targeted populations. To properly reflect the nature of such classes of results, the results framework maps them around a pyramid-shaped matrix. In this framework, the higher-level results (e.g., impacts) are placed toward the top of the pyramid. Moving from the pyramid’s base toward the top illustrates how additional time, complexity, and combinations of factors progressively affect materialization of results.

## IMPACT LEVEL—MORE POOR PEOPLE COVERED BY SOCIAL PROTECTION SYSTEMS

As implied by the results framework, RSR’s results chain is simple and straightforward. To begin, RSR provides a small amount of funding to facilitate SPL system-building and strengthening activities in IDA-eligible countries. Then, many of those efforts mobilize and facilitate the preparation of a full-fledged IDA-funded project. Finally, the IDA project actually provides needed SPL coverage (figure 5).

Figure 4: RSR Results Framework Pyramid

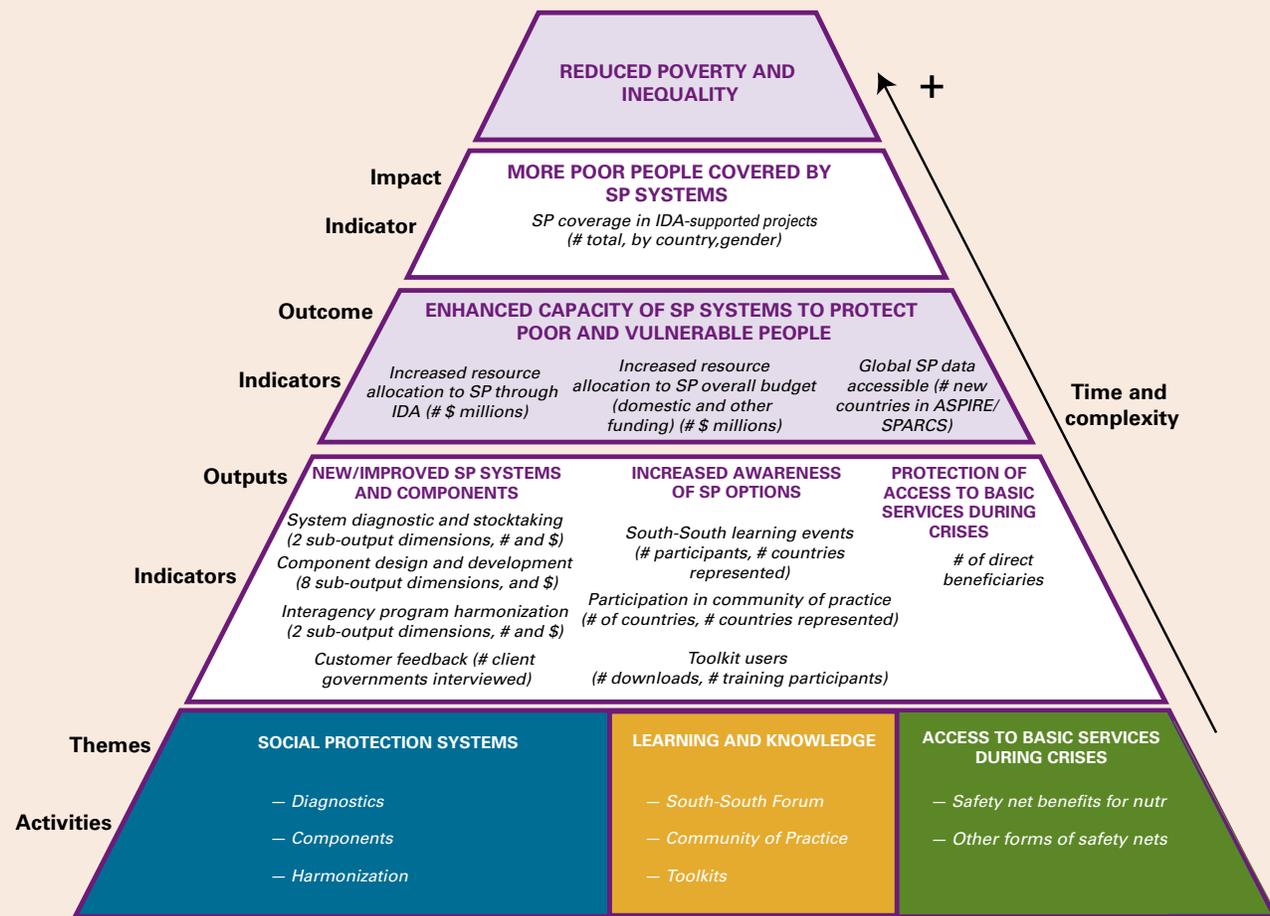
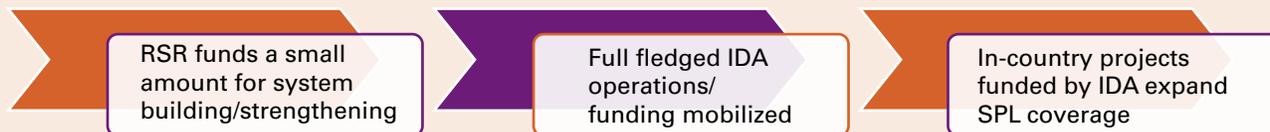


Figure 5: The RSR Results Chain



At the end of the reporting period (December 2013), approximately 42.1 million individuals were estimated to be under the SPL coverage of the IDA-funded operations catalyzed by RSR. Of those, 21.0 million (50 percent) are estimated to be women. (These numbers are derived from data available from the project appraisal documents, implementation status and results reports, and implementation completion reports of IDA operations associated with RSR.) Total RSR programmable resources as of this writing are \$90.5 million; it is possible to extrapolate that \$2.15 in additional RSR resources leads to the expansion of SPL coverage for one additional person (table 4).

**Table 4: Impact-Level Indicators**

IMPACT	INDICATORS	2013
More poor people covered by social protection systems	Social protection coverage in IDA-supported projects (both genders)	42,153,344
	Social protection coverage in IDA-supported projects (female only)	10,200,244

## OUTCOME LEVEL—ENHANCED CAPACITY OF SOCIAL PROTECTION SYSTEMS TO PROTECT POOR AND VULNERABLE PEOPLE

RSR outcomes are measured by three indicators as noted in table 5, i.e.:

- Increased resource allocation to social protection through IDA (million \$)
- Increased resource allocation to social protection overall budget, domestic, and other funding (million \$)
- Global data accessible (number of new countries in the ASPIRE/SPARCS databases)

**Table 5: Outcome-Level Indicators**

IMPACT	INDICATORS	2013
Enhanced capacity of social protection systems to protect poor and vulnerable people	Increased resource allocation to social protection through IDA (million \$)	3,326.4
	Increased resource allocation to social protection overall budget, domestic, and other funding (million \$)	2,421.9
	Global data accessible (number of new countries in ASPIRE/SPARCS)	57



In terms of IDA leveraging, \$3.3 billion worth of IDA operations (59 operations) were associated with RSR at the end of the reporting period (December 2013). As of May 2014, the numbers had grown to \$3.8 billion and 68 operations.

Leveraging of non-IDA resources has reached about \$2.4 billion. It is important to note that this number is dominated by a single country, Bangladesh. As mentioned earlier, IDA provides merely 18 percent (\$500 million) of the total cost of the Safety Net Systems for the Poorest Project (P132634; July 2013); the rest (\$2.2 billion) comes from the Bangladesh government. Similarly, in the case of the Nigeria Youth Employment and Social Support Operation (P126964; March 2013), the cost sharing between IDA and the country government was \$300 million and \$100 million (75 percent by IDA). And funding for the Tanzania Productive Social Safety Net (P124045; March 2012) comes from IDA (\$220 million), the Tanzanian government (\$4 million), the U.K. Department for International Development (DfID) (\$16 million), and Spain (\$0.9 million). However, for most projects, IDA is the sole financier.

The final indicator at the outcome level is the number of countries in the ASPIRE and SPARCS databases. **ASPIRE (the Atlas of Social Protection: Indicators of Resilience and Equity)** is an ongoing project that aims to improve SPL data quality, comparability, and availability to better inform SPL policies and programs.

Its portal (<http://datatopics.worldbank.org/aspire/>) generates harmonized indicators to assess performance of social assistance, social insurance, and labor market programs based on nationally representative household survey data. Most indicators are estimated by program type for the entire population and by quintiles of both pre- and post-transfer welfare distribution.

At the end of the reporting period (December 2013), ASPIRE contained data for 57 countries, most of which were middle-income countries. However, this number is growing very rapidly. As of May 2014, 69 countries were in the ASPIRE database, and a total of 117 were expected by the end of June 2014.

**SPARCS (Social Protection Assessment of Results and Country Systems)**—recently renamed **SPA (Social Protection Assessment)**—is an open source platform for defining and assessing key system metrics and outcomes. Technical design of assessment modules has advanced considerably since last year, and awaits final approval by the Social Protection Inter-Agency Consultation Board. Consequently, no country data are yet available in the SPA database.

## OUTPUT LEVELS

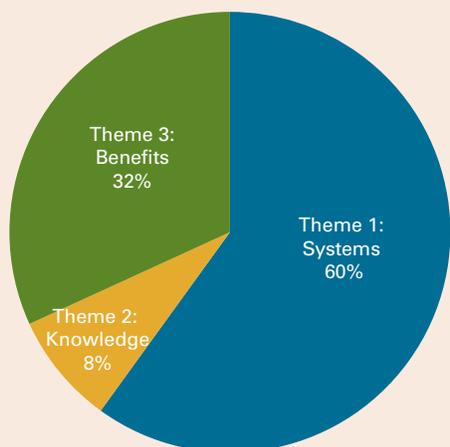
Because of their extensive range, the complete set of output-level indicators are presented at the end of this report, beginning on page 90. This section presents a few critical indicators and their implications.

### Thematic Characteristics

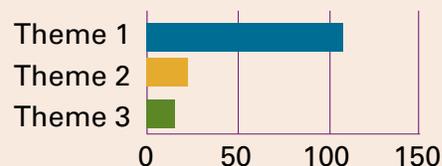
Theme 1 (systems) has claimed the largest share of RSR resource allocations during the 2010–13 period, reflecting the nature of the program. As figure 6 shows, RSR’s overall programmable resources have been largely allocated to Theme 1 (60 percent), followed by Theme 3 (32 percent). As discussed earlier, the allocations changed from Phase 1 to Phase 2. Theme 1’s share increased from 53 percent to 88 percent, while Theme 3 decreased from 39 percent to 9 percent.

Of 131 projects approved since 2010, 108 (82.4 percent) are related to Theme 1, 22 (16.8 percent) to Theme 2, and 16 (12.2 percent) to Theme 3 (figure 7).<sup>3</sup> This translates into average project costs of approximately \$416,000 for Theme 1, \$280,000 for Theme 2, and \$1,491,000 for Theme 3. The overall average project size is about \$572,000.

**Figure 6: Resource Allocations by Theme 2010–13**



**Figure 7: Number of Projects by Theme**



<sup>3</sup> Because a project can have more than one theme, numbers and percentages do not sum to 131 or 100 percent.

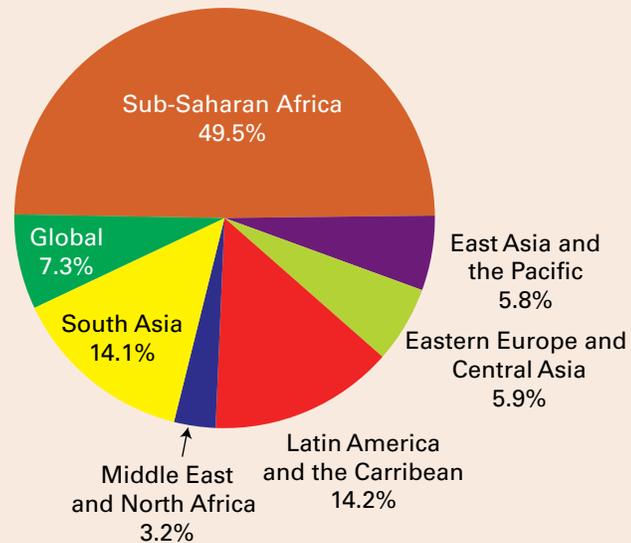
Theme 2 (knowledge) has been claiming the smallest share of resource allocation (8 percent); this share has been relatively constant between the two phases. The flagship activities in this theme have been four global South-South learning forums and one Asia learning forum.

Theme 3 (benefits) has drastically reduced its share both in terms of resource allocation (39 percent in Phase 1 to 9 percent in Phase 2) and number of projects (16 percent of the Phase 1 portfolio to 3 percent of the Phase 2 portfolio). This is consistent with the reorientation of the RSR program focus.

### Regional Distribution

Reflecting the regional distribution of IDA-eligible countries, most of the RSR program proposals have come from Africa (49.5 percent), followed by Latin America and the Caribbean (14.2 percent) and South Asia (14.1 percent), as shown in figure 8. Africa’s share increased from 46.2 percent during Phase 1 to 63.9 percent in Phase 2; submissions from Latin America and the Caribbean dropped from a 15.9 percent share to 7.0 percent; submissions from South Asia dropped from 15.6 percent to 7.9 percent.

**Figure 8: Resource Allocations by Region, as of May 2014**



### Operational Procedures

Unlike many other trust fund programs, RSR has very few program-specific procedures, and relies on the World Bank’s existing quality assurance and fiduciary control mechanisms that have been devised to maintain both quality assurance and responsiveness. RSR-funded projects follow the Bank’s rigorous standard operational policies and procedures. RSR’s Bank-executed knowledge services such as technical assistance and economic sector work follow the same strict review process all non-RSR-funded projects are required to follow—including through the concept stage, output and endorsement stage, outreach and completion stage—with peer and decision reviews chaired by the respective country director. External training such as South-South forums also requires reviews at the concept stage and delivery of learning/knowledge-sharing activity and completion stage. RSR’s recipient-executed projects follow the streamlined procedures and policies established for small recipient-executed trust funds, with standardized templates complemented with a risk-based approach.

One of the few RSR-specific procedures is its call for expressions of interest—i.e., call for proposals. Only trust fund-accredited World Bank staff members may submit an expression of interest on behalf of the beneficiary country. In addition, the expression of interest must be cleared by immediate line managers

prior to submission. Once received, proposals are reviewed and scored by two lead/senior-level subject specialists, using 20 technical and operational criteria ranging from 5 (most favorable) to 1 (least favorable). Proposals with the highest average scores are forwarded to the RSR Program Management Committee, consisting of a group of directors headed by a vice president, for review and approval or rejection.

Reflecting the demand-driven and results-oriented nature of RSR, one of the most important criteria in evaluating RSR funding proposals is the project’s ability to be implemented. This quality, by definition, requires strong client ownership even for relatively small-scale technical assistance projects. To ensure the proposal’s consistency with the Bank’s overall strategy to assist its clients, the applicable World Bank country director’s office is consulted from a very early stage of concept development. Other key evaluation criteria are cost-benefit consideration and solid monitoring and evaluation arrangements. In sum, the RSR review process looks for projects that will significantly strengthen SPL systems by generating concrete results.

Only IDA-eligible countries (including “blend” countries) are currently eligible under Themes 1 and 3. Theme 2 activities are required to benefit two or more client countries, and at least half of these countries must be IDA-eligible. In addition, preference will be given to the following:

- Countries that have not yet received RSR support
- New activities, which are unrelated to previous/existing RSR-supported activities within the same country or regional context
- IDA-only countries over blend countries

### Lessons Learned

During the last four and a half years, RSR has accumulated several useful lessons, which have been reflected back to the operation and approach of the program itself.

**Table 6: RSR and IDA Association**

DATE	RSR AMOUNT (MILLION \$)	IDA AMOUNT (MILLION \$)	RATIO
July 2011	18.0	585.0	32.4
January 2012	25.1	1,107.6	44.1
March 2012	25.5	1,332.6	52.2
August 2012	28.3	1,612.6	56.9
December 2012	30.6	2,375.1	77.5
March 2013	34.3	3,106.0	90.6
May 2014	41.9	3,784.4	90.2

### LESSON 1: TAKING RISKS PAYS OFF

At present, the leveraging ratio of RSR projects associated with IDA operations is over 90 (table 6)—i.e., \$1 of RSR funding is associated with \$90.20 in IDA financing. Less than three years ago, the ratio was only 32.4—although still a respectable figure. In many of the 62 countries it has assisted, RSR has stepped in when the country was not quite committed to SPL and paved the way to full-fledged IDA operations.



Without taking risks, the IDA SPL portfolio and the resulting SPL coverage expansion (to 42.1 million people) could have been far smaller than they are today. RSR’s approach to risk is analogous to that of venture capitalists in the private sector. It has been an important factor in catalyzing IDA operations as well as other transformative policy/program changes in client countries.

## LESSON 2: PATIENCE IS A VIRTUE

External agencies like international financial institutions (including the World Bank), United Nations agencies, and bilateral donors often press for quick results. However, as figure 9 clearly shows, often two or even three years are required before the catalytic impact of seed funding begins to fully germinate. For example, the Cameroon Social Safety Nets Project (P128534; \$50 million) was approved in March 2013. The corresponding RSR project, Strengthening Safety Net Response to Crises (\$550,000), was part of the first round selection in March 2010. Similarly, the approval of the Mozambique Social Safety Net Project (P129524; \$50 million) occurred 30 months after the counterpart RSR project was added to the portfolio in September 2010. Because weak capacities and limited resources are among the defining characteristics of IDA eligibility, persistence is an essential ingredient in solving the problems of those countries RSR is designed to assist.

Figure 9: Increase of IDA/RSR Association



## LESSON 3: NOT ALL RSR PROJECTS LEAD TO IDA OPERATIONS

Above half of all approved RSR projects—67 of 131—have been associated with IDA operations. Four types of RSR projects do not tend to catalyze IDA.

- Knowledge management projects that target multiple countries such as South-South and peer-to-peer learning, communities of practice, and analytical and operational toolkits.** These projects are not designed to directly support a country’s systemic efforts. While in some cases, participation in a learning forum or community of practice has eventually led to an IDA operation, such causality is often difficult to clearly establish, unlike with country-specific technical assistance projects. Cases of clear attribution do exist; for example, the Cash Transfers—Design for Scaling Up in Sub-Saharan Africa projects led to three IDA operations in Benin, Mali, and Tanzania.
- Projects approved in the early rounds of RSR operation when the program had a stronger immediate crisis-response orientation.** The Gambia’s Rapid Response Nutrition Security Improvement Project and the early childhood development projects in Mali and Malawi are examples of such projects. Their objectives were not to build SPL systems, but to mitigate the immediate impact of a major crisis.
- Changing circumstances and priorities of the beneficiary country.** Projects for the Democratic Republic of Congo and Yemen had to be canceled because of the difficult political and social environment. In Nicaragua, the

Crisis Module for the Nicaraguan Labor Force had to be withdrawn because the newly elected government had priorities that differed from those of the previous administration.

- **Projects for which non-IDA follow-up was expected.** The government of Timor-Leste decided to follow up the RSR-financed social protection administration projects through its own financing. Zimbabwe also has not sought IDA follow-up to its Productive Safety Net: Pilot Public Works Project; this is because the project is inactive.

## LESSON 4: PROJECTS IN SOUTH ASIA AND WEST AFRICA SEEM TO EXPERIENCE GREATER DIFFICULTIES THAN THOSE ELSEWHERE

On average, RSR projects in South Asia are extended 2.2 times, for a total of 426.2 days per project. The corresponding figures in West Africa are 1.5 times and 314.7 days, respectively. Global averages are 1.4 times and 240.4 days. However, the payoffs from these delays are high, as illustrated by the examples of Bangladesh and Cameroon mentioned earlier, in terms of both IDA mobilization and SPL coverage expansion.

## LESSON 5: DEMAND FOR RSR SUPPORT IS SHIFTING

Earlier, the nature of RSR-supported technical assistance was broadly policy oriented. Countries needed evidence to determine what kind of SPL services were needed and if those were fiscally sustainable. Increasingly, however, demand is shifting toward “how to” services. For example, participants in recent South-South learning events frequently expressed such comments as, “We don’t need more convincing that a unique ID system is needed. We want to know how to design and implement one that is most suitable to us.” Similar comments were heard about management information systems, payment systems, beneficiary registries, and many other “nitty-gritty” details of system design and implementation. Because innovations are taking place within countries themselves, supporting knowledge sharing among them will continue to be important.

## LESSON 6: RSR STILL HAS A VERY LARGE CHALLENGE AHEAD

The SPL coverage expansion resulting from IDA operations catalyzed by RSR was estimated to have reached 42.1 million people by December 2013, and is expected to grow to 58.3 million by the time those IDA operations come to an end. While this is a significant achievement, 299 million people in low-income countries alone still live on \$1.25 a day or less without any SPL coverage. Adding those in middle-income countries, 871 million people live in extreme poverty without any social protection—they are out of the system (see “Special Section: Where Are the Poor?” beginning on page 17). The legacy of RSR will very well be determined by what it will do for those who still remain unprotected.

# SPECIAL SECTION: WHERE ARE THE POOR?

In the developing world, just over 1.2 billion people live on less than \$1.25 a day. Of those, 398 million live in low-income countries, 652 million in lower-middle-income countries, and 167 million in upper-middle-income countries (World Bank 2014b). As table S1 shows, safety net coverage of the extreme poor is the lowest in low-income countries (75 percent). However, lower-middle-income countries (73 percent) are not far behind—and even in upper-middle-income countries, 56 percent are unprotected. Worldwide, 871 million people live on \$1.25 a day or less without publicly provided safety nets. A majority of them (479 million) are in lower-middle-income countries.

**Table S1: Extreme Poverty and Safety Nets Coverage**

	# OF EXTREME POOR (MILLIONS)	% OF EXTREME POOR OUT OF TOTAL IN DEVELOPING WORLD	# OF EXTREME POOR NOT COVERED BY A SOCIAL SAFETY NET	% OF EXTREME POOR NOT COVERED BY A SOCIAL SAFETY NET
Low-income countries	398	33	299	75
Lower-middle-income countries	652	54	479	73
Upper-middle-income countries	167	14	93	56
Total	1,217		871	72

With respect to the World Bank, most middle-income countries can only borrow from IBRD; some are “blend” countries, i.e., they can also access IDA credits and grants.<sup>1</sup> As shown in figure S1, 62 countries can borrow only from IDA, 20 are IDA/IBRD blend countries (eligible to borrow from both), and 62 are only IBRD-eligible. IDA-only and blend countries are IDA-eligible countries.

**Figure S1: Composition of World Bank Client Countries**



Many of the extreme poor are in fact in populous middle-income countries, most of which are only IBRD-eligible. For example, the Arab Republic of Egypt has 20 million people living below the poverty line, yet is an IBRD-only country. Table S2 shows a sample of middle-income countries with large populations, the percentage living below the poverty line, and safety net coverage of the extreme poor.

Several IDA-eligible countries are expected to move into the blend category, and blend countries to IBRD-only, over the next decade as

<sup>1</sup> Country income group (based on gross national income [GNI] per capita) is only one determinant of which lending institution a country can access. Other factors include access to capital markets and vulnerability to crisis.

# SPECIAL SECTION: WHERE ARE THE POOR?

**Table S2: Poverty and Safety Nets: Examples of Populous Countries**

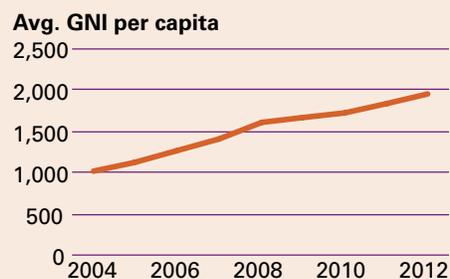
COUNTRY	2012 POPULATION (MILLIONS)	POPULATION BELOW THE POVERTY LINE (MILLIONS)	% OF POPULATION BELOW THE POVERTY LINE (SURVEY YEAR)	% OF POOREST 20% COVERED BY SOCIAL SAFETY NET (SURVEY YEAR)	IBRD OR BLEND
Argentina	41	n.a.	n.a.	24 (2010)	IBRD
Brazil	198	32	16 (2012)	53 (2009)	IBRD
China	1,351	68	5 (1998)	n.a.	IBRD
Colombia	48	15	32 (2012)	n.a.	IBRD
Egypt	81	20	25 (2011)	54 (2008)	IBRD
India	1,237	272	22 (2012)	25 (2009)	Blend
Indonesia	247	27	11 (2013)	66 (2009)	IBRD
Mexico	121	63	52 (2012)	55 (2010)	IBRD
Pakistan	179	39	22 (2006)	14 (2010)	Blend
Peru	30	8	26 (2012)	85 (2009)	IBRD
Philippines	97	24	25 (2012)	n.a.	IBRD
South Africa	52	12	23 (2006)	n.a.	IBRD
Total	3,682	580			

NOTE: n.a. = not available. From World Bank's website: <http://data.worldbank.org/country/>. Data regarding coverage are from the World Bank database ASPIRE: <http://datatopics.worldbank.org/aspire/>.

their economies continue to grow. Figure S2 shows the upward trend in average growth in gross national income (GNI) per capita (using the Atlas method in current U.S. dollars) for current IDA and IDA/IBRD blend countries from 2004 to 2012.

RSR is currently the only global trust fund program for social protection. Many country-specific or regional trust funds that can be utilized for SPL are only for IDA-eligible countries. While the current legal arrangement for RSR prohibits it from extending support to IBRD-only countries, it could—given its track record—play a significant role for these countries as it has for IDA-eligible countries. Specifically, it could catalyze IBRD as well as domestic financing to strengthen SPL systems to eliminate absolute poverty and boost shared prosperity.

**Figure S2: Average GNI per Capita for IDA and Blend Countries**



NOTE: Using Atlas method in current \$.

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**O**n the following pages, we highlight 12 of RSR's 122 activities that have been implemented during the past three years. As in previous reports, the project profiles are divided into three themes:

## **Theme 1: Support to New and Improved Social Protection and Labor Systems**

**Coordinated SPL systems bolster people and help economies grow. RSR helps to build critical parts of such systems through policy dialogue and technical assistance, and by providing the analytical work that helps the systems run efficiently and cost-effectively. RSR projects mobilize larger resources from IDA as well as other sources to complete the system-building work and help governments operate the systems to expand social protection coverage.**

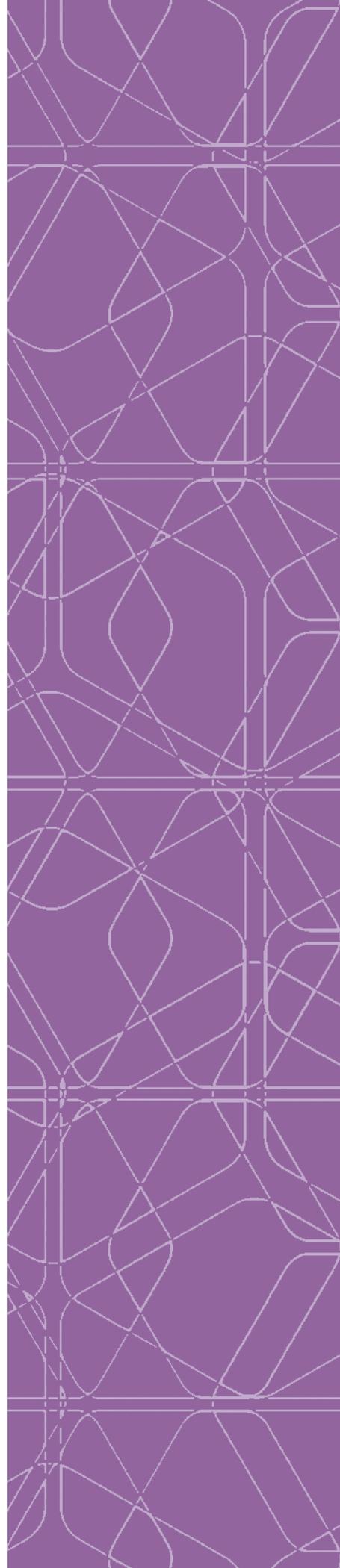
## **Theme 2: Increased Learning and Knowledge Sharing for Social Protection Service Delivery**

**RSR raises awareness on how to increase coverage of social protection in low-income countries through South-South learning initiatives and the development of communities of practice. RSR also helps to create new diagnostic techniques that can benefit individual countries or have a global impact on social safety net systems and poor people's access to basic services.**

## **Theme 3: Protecting Access to Basic Services to the Most Vulnerable in Times of Crisis**

**As crises hit and threaten livelihoods and human capital, RSR's emergency window for limited-scale delivery of SPL benefits and services can be opened to prevent irreversible harm to the most vulnerable populations. RSR projects help to provide nutrition benefits, particularly to young children and their mothers, waivers for school fees and health services, and the required administrative support for efficient service delivery.**

Some grants approved in recent selection rounds support activities that build on previously financed RSR activities and achievements. This is the case for several of the projects profiled in this section.







**THEME 1:**  
**Support to New and Improved**  
**Social Protection and Labor Systems**



AFGHANISTAN: Helping Prepare for Change

CÔTE D'IVOIRE: Weaving a Social Safety Net

INDIA: Integrating and Improving Safety Net Systems

KYRGYZ REPUBLIC: Modernizing Social Protection

LESOTHO: Review of Social Transfer Programs for Better Protection for the Poor

MALI: Investing in the Early Years of Childhood and Social Safety Nets

NICARAGUA: Providing a Platform for a New Generation of Social Protection

SENEGAL: Leadership and Institutions: Cornerstones of a New Social Protection System

SIERRA LEONE: Consolidating Social Protection



## RAPID SOCIAL RESPONSE



## AFGHANISTAN

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS

**Population:**

29.82 million (2012)

**GNI per capita, Atlas method (current \$):**

\$700 (2013)

**RSR funding:**

\$200,000

**Partner:**

UNICEF

**Associated IDA projects:**

Afghanistan Pension Administration and Safety Net Project (\$7.5 million; World Bank Project ID P113421)

Afghanistan Pension Administration and Safety Net Support Project (\$12.5 million; World Bank Project ID P122642)

## HELPING PREPARE FOR CHANGE

As Afghanistan transitions from a country whose security and development are dominated by the international community to one led by its own government, RSR supports its preparations for a social safety net system.

## CHALLENGE

After decades of instability, conflict, and natural disasters, Afghanistan is one of the poorest countries in the world. Approximately 36 percent of its population is chronically poor. The incidence of chronic malnutrition among Afghan children is one of the highest in the world: close to 60 percent of Afghan children under age five are stunted (chronically malnourished), and one-third are underweight. Agriculture is the main livelihood source for about 80 percent of Afghan households, many of which are unable to maintain their productivity during the winter months (World Bank 2013a). As most international military forces withdraw by the end of 2014, insecurity and instability will likely remain high and continue to affect the country's development.

Social protection in Afghanistan is fragmented. Apart from pension schemes for public sector workers, it is primarily characterized by relatively small, humanitarian relief interventions, which are financed and implemented by donors and help less than 25 percent of the poor.

The country has embarked on a series of reforms as a first step in developing a sustainable approach to social protection. The government's National Development Strategy and National Priority Programs include a Social Protection Strategy, and its planning and budgetary framework are increasingly pro-poor. Against this background, there is an opportunity for Afghanistan's social protection fabric to be reshaped and move from humanitarian relief to a system that can help the poor better prepare for economic- and weather-related hardships and access opportunities related to the country's economic growth.

## APPROACH

The IDA-financed Afghanistan Pension Administration and Safety Net Project began in 2009 to improve the administration of the country's public pension schemes and pilot a modest but robust social safety net for the most vulnerable people. The project has made steady and encouraging progress, and was restructured in 2013 to enable a scale-up for reaching more vulnerable people across the country. Funds from RSR are helping the project grow efficiently by improving institutional capacity for monitoring and evaluation. Also with RSR funds, an operations manual and management information system were developed.

## ACCOMPLISHMENTS AND RESULTS

- Provides technical assistance for three fundamental building blocks of an IDA-supported safety net pilot: (1) development of an operations manual for safety nets, to be used for program scale-up; (2) capacity building for monitoring and evaluation, and (3) development of a management information system.
- Trained staff from the Ministry of Labor, Social Affairs, Martyrs and Disabled on monitoring and evaluation by organizing workshops.



### **Associated IDA Project: Afghanistan Pension Administration and Safety Net Project**

- Install key elements of a modernized safety net administration, including mechanisms for targeting and delivery of benefit payments
- Provide support for cash transfers to 16,000 of the country's poorest families and close to 80,000 people
- By project close in June 2016, another 10,000–12,000 families—nearly 60,000 people—are expected to benefit from cash transfers



RAPID SOCIAL RESPONSE



# CÔTE D'IVOIRE

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



**Population:**

19.84 million (2012)

**GNI per capita, Atlas method (current \$):**

\$1,380 (2013)

**RSR funding:**

\$300,000

**Partner:**

UNICEF

**Associated IDA projects:**

Productive Social Safety Net (currently in pipeline, indicative funding: \$50 million; World Bank Project ID P143332)

CI-Results-Based Financing Project (currently under preparation)

## WEAVING A SOCIAL SAFETY NET

As Côte d'Ivoire slowly emerges from a decade of internal conflict and economic crises, RSR is helping to rally momentum for policy development on social protection. An RSR-supported policy dialogue has resulted in the preparation of a social protection strategy and the development of two IDA operations—one for safety nets and one for results-based health financing.

### CHALLENGE

Côte d'Ivoire—once lauded as a model African nation for its prosperity and stability—remains fragile and divided in the wake of more than a decade of civil unrest and political turmoil. The conflict brought economic activity to a standstill, severely affected basic social service delivery, and led to general impoverishment among the population. The percentage of people living below the poverty line rose a full 10 points between 2002 and 2008, accounting for 48.9 percent of the population (World Bank 2014a).

While some progress has been made in reconciling the country, social protection interventions are needed to help mend the torn social and economic fabric and effectively reduce poverty. Recent spending on social services has not been matched with commensurate improvements in outcomes. A systems approach would enable the country to develop the capacity to absorb, refine, and coordinate the existing panoply of social protection programs. It would also build capability to respond to crises in the short term and resilience over the long term.

### APPROACH

The government is committed to taking on various reforms, including in the realm of public sector governance, and has engaged in broad consultations with stakeholders on its Poverty Reduction Strategy. In line with the government's post-crisis and social recovery strategy, RSR is helping jump-start the delivery of basic social services through analytical work looking back at the aggregate and distributional impact on human capital of the civil war, the food, fuel, and financial crises, and the recent post-electoral crises. The diagnostic work looks at the



present and the future: how well are existing crisis-response mechanisms doing, and how could programs and delivery systems improve?

The second component of the RSR grant is to build the capacity of the line ministries in the social sectors (Ministry of Education, Health, and Family, Women and Social Affairs) to help staff better undertake diagnosis, develop policies, and prioritize interventions under the Poverty Reduction Strategy.

The World Bank and UNICEF are also co-chairing a donor work group to support the country's policy dialogue on social protection.

Implementation of the RSR grant has been slow, reflecting the reality of trying to bring about change in a fragile state. On the other hand, this lengthy time span has enabled ownership to take hold and local capacity to be strengthened—both of which are key ingredients in sustainability.

## ACCOMPLISHMENTS AND RESULTS

- Established a base upon which two IDA operations will build: one on social safety nets—Productive Social Safety Net (currently in pipeline)—and one on results-based health financing—CI-Results-Based Financing Project (currently under preparation)—by providing technical support to
  - a social protection policy dialogue,
  - diagnostic and analytical work, and
  - technical advice on the development of a social protection strategy.





## RAPID SOCIAL RESPONSE



## INDIA

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS

**Population:**

1.24 billion (2012)

**GNI per capita, Atlas method (current \$):**

\$1,570 (2013)

**RSR funding:**

\$450,000

**Partner:**

U.K. Department for International Development (DfID)

**Associated IDA projects:**

Bihar Integrated Social Protection Strengthening Project (\$84 million; World Bank Project ID P118826)

Bihar Rural Livelihoods Project (JEEVIKA; \$63 million; World Bank Project ID P090764)

Bihar Rural Livelihoods Project Additional Financing (\$100 million; World Bank Project ID P130546)

**INTEGRATING AND IMPROVING SAFETY NET SYSTEMS**

The IDA-supported Bihar Integrated Social Protection Strengthening Project supports business process reengineering to administer key social protection programs and strengthen outreach and service delivery. RSR helps with project preparation and implementation through financing studies that will provide critical feedback on a number of aspects of Bihar's social protection system. The impact of the IDA-related project is potentially very large, given that the number of people in poverty in the State of Bihar is greater than the population of many countries.

**CHALLENGE**

In Bihar, India's third largest state, approximately 54 million of its 104 million people live below the poverty line. The effectiveness of existing social protection programs in Bihar is limited by inadequate coordination among institutions; lack of awareness about programs' existence; and challenges related to enrollment, information management, benefit payments, monitoring and evaluation, and redress of grievances.

**APPROACH**

Although several social protection programs for the poor and vulnerable exist in Bihar, their performance falls short of their poverty reduction potential. The largest social protection programs for the poor and vulnerable in Bihar are (1) the Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), a rights-based, demand-driven public works program that guarantees all rural households up to 100 days a year of unskilled public works employment; (2) Indira Awaas Yojana (IAY), which provides cash benefits to poor rural households for building houses; and (3) social pensions that provide incomes to the elderly, widows, and those with disabilities. These three categories account for 74 percent of total social protection spending in Bihar, or about 3.04 percent of the state's gross domestic product (World Bank 2013). Reforming these programs through the Bihar Integrated Social Protection Strengthening Project



will help lead to more effective implementation and efficient spending in social protection.

RSR finances activities that will provide in-depth learning on a number of building blocks for Bihar's social protection system as the studies (1) evaluate the application processes for existing social protection programs and systems for delivering goods and services, (2) test new monitoring processes, and (3) assess the use and impact of social protection and rural livelihoods programs. They will facilitate the design and testing of a tracking system and tools to be used to follow 300 applicants to social pension schemes to determine the time it takes to apply to the programs and identify bottlenecks faced by citizens trying to access assistance. Another study will build on this work to assess the impacts of providing various types of information and assistance to households applying for social pension programs. And RSR activities will support the creation and testing of user assessments, such as citizen report cards, to provide feedback on the quality of services provided by common service centers. The lessons learned will be of value not only to the State of Bihar and other states in India, but also to other low-income, low-capacity countries in South Asia and beyond.

Finally, RSR will help finance the Bihar Rural Income and Expenditure Survey being executed under the \$163 million World Bank Bihar Rural Livelihoods Project (JEEViKA), including the design and incorporation of a social protection component. Currently, income generation is a relatively understudied topic in rural India. The government-supported National Sample Survey focuses on measuring household expenditures as the primary indicators of well-being. Introducing a

way to measure income allows policy makers in Bihar to understand not only trends in well-being, but also where income comes from. The survey will produce average total household annual income estimates for rural households and will be planned for three rounds over multiple years to ensure its usefulness in assessing changes over time. Results from the survey will provide information on the use of both social protection and rural livelihood programs, and how these programs interact. Future rounds will provide data that can be used to assess the impact of activities financed under the Social Protection Strengthening Project and to integrate and improve the efficiency of key social protection programs.

## ACCOMPLISHMENTS AND RESULTS

- Developed tools to identify applicants and beneficiaries for a time-motion tracking study that will help identify transaction costs and bottlenecks in social protection program application and service/goods delivery processes. Data collection for this study began in April 2014.
- Designated a representative household sample (panel) for the Bihar Rural Income and Expenditure survey roll-out in the field. The survey questionnaire was finalized and fieldwork is on track to be launched in September 2014.
- Facilitated cooperation in data collection and knowledge sharing among organizations in Bihar (the Bihar Rural Livelihoods Society, the Bihar Rural Development Society, and the State Society for the Ultra Poor and Social Welfare) to ensure the initial round of the survey addresses their needs.



## Associated IDA Projects

*Bihar Integrated Social Protection Strengthening Project (\$84 million)*

- Designed interventions to increase information for social protection beneficiaries on how to apply for benefits.

*Bihar Rural Livelihoods Project (JEEViKA; \$63 million) and Bihar Rural Livelihoods Project Additional Financing (\$100 million)*

- Mobilized 809,000 households into 70,362 self-help groups and federations. Facilitated access to public insurance programs—in particular, Janashree Bima Yojana and Rashtriya Swasthya Bima Yojana have been significantly scaled-up.
- Fifty community-managed nutrition care centers have successfully established linkages with public service providers such as primary health centers and Anganwadi centers to enable enrolled members to access services.
- Established system uniformity with various government departments—e.g., rural development, agriculture, animal husbandry, social welfare, labor, health, and family welfare—and leveraged both technical and financial resources as part of the livelihood and entitlement interventions.





## RAPID SOCIAL RESPONSE



## KYRGYZ REPUBLIC

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



## MODERNIZING SOCIAL PROTECTION

Just after the end of the violent conflict in the Kyrgyz Republic in 2010, RSR helped amend the eligibility rules for the country's only cash transfer program to help the poorest families cope with loss of income and higher food and electricity prices. Today, with the program declining in coverage and popularity, RSR is providing continuous support to modernize the program and develop a social protection strategy for the country.

## CHALLENGE

Public frustration over poverty and unemployment culminated in political upheaval and violent protests over rising energy tariffs in 2010. These protests gave way to ethnic violence and a resulting humanitarian crisis—which in turn blocked progress in many areas of human development. Child health and nutrition was one such casualty. Stunting, low birth weight, and vitamin and mineral deficiencies continue to be major barriers to equity and opportunity in the Kyrgyz Republic. Poverty increased in the aftermath of the 2010 events, now enveloping 37 percent of the population (World Bank 2013d). An estimated 5 percent lives in extreme poverty and is unable to meet basic food needs. The majority of the poor are families with children.

The social safety net in the Kyrgyz Republic consists of an extensive array of cash benefits and allowances, both categorical and means tested. Against the backdrop of its high operating costs and rising poverty levels, there is good reason to improve its efficiency.

The government is in the process of reforming the country's social safety nets but faces several challenges in doing so. While social safety net spending has increased since 2009, most of the benefits are received by wealthier populations through categorically targeted programs. The only program explicitly targeted to the poor, the Monthly Benefit to Poor Families, has seen a decline in coverage in recent years. At present, the program only reaches one-third of the poorest 20 percent of the population. This low coverage is primarily due to stringent eligibility requirements, making qualification for benefits difficult. For example, beneficiaries must have an income lower than the guaranteed minimum income. In addition, fiscal constraints have led the Ministry of Social Development to tighten

**Population:**

5.58 million (2012)

**GNI per capita, Atlas method (current \$):**

\$1,200 (2013)

**RSR funding:**

\$690,000

**Partners:**

Ministry of Social Development, EU, UNICEF

**Associated IDA project:**

Second Health and Social Protection Project (\$16.5 million; World Bank Project ID P126278)



access to the program by adopting more restrictive filters (e.g., excluding owners of livestock) and increasing norms for imputed income from land plots.

Finally, the program is losing political support as some leaders argue that the country spends too much on benefits.

## APPROACH

Following the crises of 2010, RSR extended rapid technical assistance to improve the Monthly Benefit to Poor Families through

an analysis that enabled the government to amend the rules so the income threshold for eligibility was raised. The rules were also changed to allow families affected by the 2010 conflict and without birth certificates or other papers to claim benefits.

A new grant from RSR provides technical assistance to the government. Under this grant, RSR is continuing to identify critical interventions to strengthen the benefit program, and to improve its credibility and public image. RSR is also helping to integrate the program into a wider systems approach through a social protection strategy that focuses on modernization of key community-based social services as vehicles to protect the most vulnerable.

RSR technical assistance is expected to improve program design and help it to more accurately target and improve access for a significantly larger share of the poor through evidence-based planning and monitoring of implementation.

## ACCOMPLISHMENTS AND RESULTS

- Helped the government determine priorities for the country's social development strategy
- Helped the Ministry for Social Development make concrete decisions on the design of and amounts for the Monthly Benefit to Poor Families cash transfer program
- Helped improve ministry capacity with regard to implementation, program monitoring, and targeting accuracy
- Designed training plans to help social assistance workers at the local level understand and implement the new program rules
- Informed the recently approved IDA Kyrgyz Second Health and Social Protection Project



RAPID SOCIAL RESPONSE



# LESOTHO

SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



## REVIEW OF SOCIAL TRANSFER PROGRAMS FOR BETTER PROTECTION FOR THE POOR

RSR supported a social safety net review and related technical assistance to help the government make more efficient use of social transfer resources. The review revealed that Lesotho’s spending on safety nets is relatively high, and its impact on poverty and inequality is limited. The review emphasized that well-targeted, cost-effective transfer programs can reduce extreme poverty without straining the budget.

### CHALLENGE

Poverty and inequality remain a problem in Lesotho, despite good economic growth in the country over the last two decades. The tiny kingdom, entirely surrounded by South Africa, is highly sensitive to volatile food prices, as it produces very little food itself. Also, Lesotho has the world’s third highest rate of HIV/AIDS prevalence, which has led to low productivity and large numbers of orphaned children.

The impact of the recent food, fuel, and financial crises has obliged the government to undertake difficult fiscal consolidation to ensure financial sustainability and macroeconomic stability. The country’s conflicting needs create a thorny dilemma. On the one hand, there is a need to sharply reduce expenditures; on the other, against a backdrop of HIV/AIDS, food insecurity, unemployment, and a lack of opportunity, social protection systems for the poor are acutely needed.

Several social safety net programs are already in place to address specific categories of vulnerability. These include a cash transfer program that supports caretakers of orphans, an old-age pension scheme, a scholarship program to provide basic education to orphans and other vulnerable groups, a public works program, and a school feeding program for all children. Poor coordination and weak poverty targeting, however, tax the government’s scarce resources.

**Population:**

2.05 million (2012)

**GNI per capita, Atlas method (current \$):**

\$1,550 (2013)

**RSR funding:**

\$387,123

**Partners:**

UNICEF, International Labour Organization, World Food Programme, European Union





## APPROACH

As part of the government's public expenditure review, RSR supported an assessment of the country's social transfer schemes, including those within the agriculture and education sectors, and made recommendations on how to better reach out to the most vulnerable.

Building on analytical work in the social protection sector undertaken by UNICEF, the International Labour Organization, and the World Food Programme, the RSR initiative consisted of a poverty and vulnerability analysis, an expenditure analysis, an assessment of safety net programs, and development of policy recommendations and implications.

Additionally, the government—with support from RSR—undertook the development of a National Information System for Social Assistance (NISSA) as an important first step in consolidating and rationalizing social protection programs and their targeting mechanisms.

## ACCOMPLISHMENTS AND RESULTS

- Social safety net review findings informed the design of the Lesotho Poverty Reduction Support Credit, as well as of a social protection strategy now being finalized.
- Technical assistance provided to the NISSA resulted in a report, "Lesotho: A Safety Net to End Extreme Poverty," summarizing recommendations for system expansion (World Bank 2013b).
- The work inspired a strong open dialogue among stakeholders, which significantly aided the planning and prioritizing of social protection in Lesotho.
- A follow-on RSR grant was recently approved for \$250,000. It will provide technical assistance for the development of a social protection strategy and establish building blocks for an effective and responsive safety net system.



## RAPID SOCIAL RESPONSE



## MALI

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



## INVESTING IN THE EARLY YEARS OF CHILDHOOD AND SOCIAL SAFETY NETS

RSR helped inform the development of an emergency social safety net that provides 62,000 of Mali's poorest households with monthly cash transfers of CFAF 10,000 (approximately \$20) for three years as well as counseling services aimed at improving behaviors related to child care, nutrition, hygiene, and health.

### CHALLENGE

Mali—a vast country with a large, young population—sustains some of the lowest social indicators in the world. Almost one in two Malians is poor, and the country has among the highest under-five and maternal mortality rates globally. The 2012 military crisis further aggravated the human development outlook, as it resulted in a large displacement of people and further pressure on already stressed infrastructure, health systems, and livelihoods.

### APPROACH

In an effort to combat chronic malnutrition and improve children's likelihood to succeed in school, the government of Mali, in collaboration with the World Bank, has established the Jigiséméjiri Tree of Hope safety net project. In the short term, the \$70 million project will facilitate access to basic essential services and conditional cash transfers for the most vulnerable of the population, especially those most affected by the recent military conflict in the north. In parallel, the project will begin to set the parameters for an effective nationwide safety net system, which could build social capital over the medium to long term, and be scaled-up in times of crisis.

RSR helped set the direction of the new safety net system by financing an assessment of Mali's social safety net policies and programs and development of an effective safety net strategy. The assessment was part of a regional review aimed at helping African countries ensure that new social protection schemes are effective, affordable, and anchored in policy frameworks. The review underscored the importance of improving on typically isolated, irregular, and

#### Population:

14.85 million (2012)

#### GNI per capita, Atlas method (current \$):

\$670 (2013)

#### RSR funding:

\$2,214,200

#### Partners:

Aga Khan Foundation, Plan Mali

#### Associated IDA project:

Mali—Emergency Safety Nets Project (\$70 million; World Bank Project ID P127328)



untargeted existing programs in the face of the sweeping needs of the chronic poor and limited financial resources. It also made the case for new, well-targeted, and cost-effective programs such as targeted cash transfers.

The assessment also took stock of lessons learned from an RSR-supported Early Childhood Development Pilot. The pilot was instrumental in devising the design of parental education activities—an integral part of the conditional cash transfer component of the IDA project. Aimed at children aged 3–6, their mothers, and the communities in which they live, the pilot improved public knowledge of the importance of stimulation and nutrition in a child’s early years. The pilot—which consisted of two components: Integrated Early Childhood Health, Nutrition and Education Services in Rural Areas, and Capacity-Building to Support a National Program—was developed in the Mopti and Segou regions, where it was implemented, respectively, by the Aga Khan Foundation and Plan Mali.

## ACCOMPLISHMENTS AND RESULTS

- Carried out a feasibility study for a cash transfer program, which informed the design of the IDA Jigiséméjiri program.
- Working through nongovernmental organizations, RSR tested the effectiveness of various affordable, feasible, and sustainable approaches to prevent deterioration of young children’s development outcomes.
- The number of children (aged 3–6) with access to early childhood development services in the two regions where the pilot was implemented totaled 4,250 compared to an initial target of 4,000. The number of parents who attended parental education training reached 3,264, and 25 early childhood development centers benefited from renovations.
- Helped strengthen national capacity at the central and local levels to design, manage, monitor, and evaluate early childhood activities.
- Helped prepare for the IDA Emergency Safety Nets Project.



RAPID SOCIAL RESPONSE



# NICARAGUA

SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



## PROVIDING A PLATFORM FOR A NEW GENERATION OF SOCIAL PROTECTION

RSR strengthened the roll-out of the country’s new family and community-based welfare model by supporting some essential operational and technical ingredients.

### CHALLENGE

Over the past decade, Nicaragua has experienced steady, though moderate, economic growth, contributing to small advances in education and health. There has been little progress, however, in reducing poverty. Nicaragua continues to be one of the poorest countries in Latin America: 46.2 percent of the population is poor, and 15 percent lives in extreme poverty. An estimated 300,000 families with children live in extreme poverty. About a third of these families have at least one primary school-age child who is working and/or not going to school (World Bank 2010).

With a pro-poor agenda, the government of Nicaragua is focused on reducing inequality. Initial efforts have been directed at increasing the supply of services to the poor. But even with better access, there are major gaps in poor families’ actual use of social services, particularly in rural areas.

### APPROACH

Based on the country’s experience in implementing a range of social safety nets directed to families, the Ministry of Family, Youth and Children adopted an integrated strategy and standard model for family- and community-based social welfare to improve the well-being of extremely poor families. The model (Modelo de atención integral familiar y comunitaria para el bienestar social) targets extremely poor families with children under the age of 13, and provides them with a series of workshops on topics such as early childhood development, nutrition, domestic violence, legal rights, and the labor market, while encouraging and monitoring children’s school attendance. About 15 percent of all Nicaraguan families are expected to benefit from the community-based social welfare model.

**Population:**

5.992 billion (2012)

**GNI per capita, Atlas method (current \$):**

\$1,780 (2013)

**RSR funding:**

\$2,548,570

**Associated IDA project:**

Nicaragua Social Protection Project (\$19.5 million; World Bank Project ID P121779)

A cash transfer component was added with IDA support and is currently being piloted with 20,000 families in six departments. Unlike typical conditional cash transfer programs, payment is conditional on participation in the workshops rather than on school attendance or periodic health checkups and vaccinations.

RSR resources were used to improve essential building blocks of the program such as training, the development of a management information system, a registry of beneficiaries, and a survey of households that will be used as a baseline for future evaluation of the IDA project.

## ACCOMPLISHMENTS AND RESULTS

- Trained ministry staff and social counselor volunteers in communities to support model implementation at the national and subnational levels.
  - Supported the training of 4,080 community volunteers to promote and conduct family workshops as social counselors, as well as of 81 ministry staff members responsible for monitoring family workshops and related activities.
  - Held 24 workshops on the model at different jurisdictional levels (municipal, departmental, national) for approximately 1,810 participants from the national social welfare system.
- Financed the purchase of basic equipment and goods to develop the management information system and the unified registry of beneficiaries, as well as funded acquisition of expertise for developing the system, including two consultants with experience in creating a similar system in Chile.
- Financed the implementation of a 121,725-household survey to identify potential program beneficiaries in selected localities. Given the high quality of the information collected, the database has facilitated the ranking of communities by geographic targeting criteria and identification of risk levels for each family, thereby facilitating an informed, objective selection of the 20,000 families in six departments who will receive cash transfers under the IDA project.

### **Associated IDA Project: Nicaragua Social Protection**

- Improves the basic welfare conditions and social well-being of 20,000 beneficiary families with children in selected extreme poor localities
- Strengthens the ministry's capacity to implement the family and community-based social welfare model
- Promotes preschool and primary school attendance through the provision of school lunches



## RAPID SOCIAL RESPONSE



## SENEGAL

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



## LEADERSHIP AND INSTITUTIONS: CORNERSTONES OF A NEW SOCIAL PROTECTION SYSTEM

A small grant from RSR helped the government distill lessons from practice and develop a unique solution for a social protection system for Senegal. The grant contributed to the establishment of a social protection focal point within the office of the president, ensuring high visibility for the safety net agenda.

### CHALLENGE

A series of shocks have affected Senegal over the last decade, including poor rains, global food and fuel price shocks in 2008, and floods in 2009. Coupled with rising inequality and slow growth, a significant percentage of households remains vulnerable. The rate of poverty in Senegal is still high, especially for a country that has just achieved lower-middle-income status. The latest poverty estimates, based on a household survey conducted in 2011, show the incidence of poverty at 46.7 percent of the population (World Bank 2013e).

The existing safety net programs are spread across a number of ministries and agencies, most of them small in scale and designed as short-term emergency relief financed by donors. Instead, the government has mainly used general subsidies to address vulnerabilities, but this proved to be expensive. Moreover, a significant part of benefits went to the nonpoor.

### APPROACH

The Senegalese government is making a renewed effort to meet the needs of the poor through the development of a national social safety net system, consisting of two programs: a social security program (Programme de bourse de sécurité familiale), the umbrella for all cash transfer programs in the country; and a universal health insurance scheme. The two programs will form a system that can help the country move from scattered safety net policies to more harmonized and consolidated interventions.

#### Population:

13.73 million (2012)

#### GNI per capita, Atlas method (current \$):

\$1,070 (2013)

#### RSR funding:

\$520,000

#### Partner:

UNICEF

#### Associated IDA projects:

Senegal Safety Net Operation  
(\$40.5 million; World Bank Project ID  
P133597)

Senegal Health and Social Financing  
(\$20 million; World Bank Project ID  
P129472)

As the large-scale programs are being launched, the World Bank is supporting the government with two IDA operations, one on social protection and one on health. RSR was instrumental in preparing for those investments through a safety net assessment.



A new RSR grant, approved in 2013, continues to help build up the system by creating a single registry of beneficiaries; this will ensure that each program can cross-check beneficiary information against other data sources, using a management information system also under development with RSR support.

## ACCOMPLISHMENTS AND RESULTS

- Supported a safety net assessment and several technical reports that helped the country prepare two IDA investments: the Senegal Safety Net Operation (\$40.5 million) and Senegal Health and Social Financing (\$20 million)
- Sparked a dialogue on social protection that contributed indirectly to the establishment of an Inter-Ministerial Committee on Social Protection and the General Delegation for Social Protection and National Solidarity to provide a high-profile focal point in the president's office



## RAPID SOCIAL RESPONSE



## SIERRA LEONE

## SUPPORT TO NEW AND IMPROVED SOCIAL PROTECTION AND LABOR SYSTEMS



## CONSOLIDATING SOCIAL PROTECTION

RSR is helping Sierra Leone build up its social protection from the ground up. One RSR grant provided the necessary technical inputs and enabled the development of an IDA operation. And a newly approved RSR grant will support the government in establishing a shared targeting system.

## CHALLENGE

Sierra Leone is at peace and its economy is growing, but the country remains scarred by war and plagued by a “resource curse” associated with mineral wealth and poor governance. The country is still among the poorest in the world, ranking 177 out of 186 on the 2012 Human Development Index. Average life expectancy is 48 years, the under-five mortality rate is 174 per 1,000 live births, and the maternal mortality ratio is 890 per 100,000 live births.

Sierra Leone’s civil war shattered the formal and informal support systems for the poor. Since the end of the conflict, the government, international nongovernmental organizations, and donor organizations have continuously tried to address the population’s most urgent needs, but the programs have typically been small, fragmented, poorly targeted, and expensive to operate. As the situation worsened during the 2008–11 food, fuel, and financial crises, the government sought to protect the population from price hikes by introducing price controls and fuel subsidies at a very high fiscal cost.

## APPROACH

The government is looking to build a well-targeted and effective social protection system that could help households graduate from poverty through multiyear predictable transfers, and that can be scaled-up to tackle future food price shocks. The government has included a pillar for social protection in its 2013 Agenda for Prosperity Program for all citizens with a special focus on women, children, the elderly, vulnerable youth, the poor, and people with disabilities.

In 2011, the cabinet approved a social protection strategy that prioritizes interventions to achieve maximum impact with limited resources. RSR helped

**Population:**

5.98 million (2012)

**GNI per capita, Atlas method (current \$):**

\$680 (2013)

**RSR funding:**

\$600,000

**Partner:**

UNICEF

**Associated IDA project:**

Sierra Leone Safety Nets Project (\$7 million; World Bank Project ID P143588)

formulate recommendations for the strategy, including improving the efficiency and relevance of existing safety nets. Significantly, RSR helped make the case for a systematic approach to social safety nets and enabled the development of an IDA operation, the Sierra Leone Safety Nets Project.

The first crucial building block for such a system is a common targeting mechanism the government can use on its path toward inclusive growth. The targeting of social protection interventions is especially important in light of the expected boom in revenues from extractive resources in Sierra Leone, as it could act as a tool to highlight and reduce geographical and social disparities. Since the proposed common targeting mechanism and accompanying registry are highly technical, a new RSR operation, approved in November 2013, will provide technical assistance to the Sierra Leone government as it establishes these products.

## ACCOMPLISHMENTS AND RESULTS

- Funded a diagnostic that served as an advisory tool for the government in making decisions about social protection options. The diagnostic synthesized existing sources of information on poverty, vulnerabilities, and shocks and provided a description of the characteristics of the most disadvantaged populations.
- Conducted a review of the performance of the major safety net interventions in Sierra Leone. The review highlighted the strengths and weaknesses of existing interventions, analyzed their cost-effectiveness, main design issues, targeting, coverage and methods of delivery, and funding source. It also provided comparisons to countries with similar characteristics.
- Building on the poverty and vulnerability diagnostic and the review of existing safety nets, developed recommendations and proposed policy options to improve the effectiveness, relevance, and financial viability of the safety nets system, as well as suggestions for new programs and improvements in monitoring. A particular focus was to transform the current ad hoc, crisis-driven approach into a programmatic approach. The recommendations for new and modified safety net programs formed the basis for a new IDA project.

### **Associated IDA Project: Sierra Leone Safety Nets Project**

- Targets approximately 22,000 extremely poor households in the poorest district in each of the country's four regions with cash transfers
- Benefits approximately 120,000 household members, including young children and pregnant and lactating mothers
- Enhances the benefits of existing social services and improves capacity and coordination between line ministries, institutions, and civil society



THEME 2 :  
Increased Learning and  
Knowledge Sharing for Social  
Protection Service Delivery



CLIENT REGISTRY SURVEY (CAPI): Increasing the Efficiency of Social Protection  
Data Collection and Management

RSR AND SOUTH-SOUTH LEARNING



RAPID SOCIAL RESPONSE



# CLIENT REGISTRY SURVEY (CAPI)

INCREASED LEARNING AND KNOWLEDGE SHARING FOR SOCIAL PROTECTION SERVICE DELIVERY



## INCREASING THE EFFICIENCY OF SOCIAL PROTECTION DATA COLLECTION AND MANAGEMENT

With RSR support, the World Bank is developing a software platform for a management information system that can be used to collect, process, and manage data for social protection programs. The Bank makes the software available free of charge to all governments and nonprofit organizations.

### CHALLENGE

Many countries with social protection programs have or develop a social protection beneficiary registry system to enable better targeting, tracking, and service delivery. However, many of these are outdated or have designs that do not accommodate continuing program evolution; others are divorced from the sector and institutional structures and users they are supposed to serve. The development of new systems can be very expensive, complicated by proprietary issues or corruption in procurement processes, and often take so long that they are obsolete by the time they are ready.

### APPROACH

The World Bank is developing a series of user-friendly software that will allow for the efficient collection, processing, and management of social protection program data while requiring minimal technical design and support from governments. There are numerous advantages in the Bank's undertaking of this initiative, including (1) a reduction in government spending on these tasks, (2) client access to software that is developed and updated based on common practices, and (3) increased system continuity and sustainability. The increased standardization across countries of the data formats and processing procedures used will facilitate more internationally comparable reporting on social protection programs—and thus better and easier analysis.

The first software the Bank made available helps governments capture information needed for their social protection beneficiary registry systems through

**RSR funding:**  
\$350,000

#### Partners:

Bill and Melinda Gates Foundation,  
Food and Agriculture Organization of  
the United Nations (FAO)

the use of mobile devices. The software, called Computer-Assisted Personal Interviewing (CAPI), allows governments to custom design surveys that, while conducted in the field, organize data that can be readily fed into a beneficiary registry for social protection programs. Because the data gathered are recorded directly on mobile devices, they can be processed immediately for analysis.

CAPI has many advantages, and it is being piloted in several countries. The software is flexible and easy to use, but is powerful enough to accommodate diverse requirements across countries. It can be adapted for use in many types of surveys—e.g., on living standards, health, environment, or agriculture. And the use of mobile devices can help reduce fraud because on-board tools like time stamp, camera, and global positioning system (GPS), as well as attachable devices like a fingerprint scanner, become easily accessible. Although originally designed to improve social protection systems where sector-appropriate tools exist that can be connected to the mobile device, CAPI can collect and process different types of technical data useful in project management, such as the size or location of agricultural plots, the weight of babies, or environmental quality. To learn more about CAPI, go to <http://go.worldbank.org/CALISV6BF0>.

Once governments have used CAPI to build a client registry system, the next step in building a strong social protection management information system is linking this information to other existing government systems to enable the verification of data collected and facilitate efficient distribution of benefits. The software that creates these linkages is currently being piloted in the Middle East and North Africa region. Pilot results will become available by the last quarter of 2014.

## ACCOMPLISHMENTS AND RESULTS

- CAPI was successfully piloted in a Labor Force Survey in St. Lucia in March 2013.
- CAPI was successfully piloted in the monitoring and evaluation of a social safety net program in Djibouti in May/June 2013 and February 2014. Information was collected via tablet and synchronized with a survey management system running on a cloud server, making data available immediately for use both locally and internationally. This pilot was the first time CAPI was used in a non-English-speaking environment.
- CAPI was used to collect data in Morocco, Nigeria, Togo, Tunisia, and Uganda.
- CAPI was launched publicly in September 2014. Performance improvements are continually being made to the software and new features periodically added. Updates are posted on the web, and manuals can be downloaded.
- Software linking CAPI with local data servers in various government agencies is currently being piloted in Lebanon.



## RAPID SOCIAL RESPONSE



## SOUTH-SOUTH LEARNING

INCREASED LEARNING AND KNOWLEDGE SHARING FOR SOCIAL PROTECTION SERVICE DELIVERY



## RSR AND SOUTH-SOUTH LEARNING

**In March 2014, RSR sponsored a South-South learning event in Brazil. More than 230 policy makers and practitioners from 70 countries, including ministers and vice ministers, met to learn from each other about practical solutions for implementation challenges and how to design systems that will successfully deliver social protection services.**

## CHALLENGE

Many countries spend a substantial share of their gross domestic product (GDP) on SPL programs with the objective of protecting the poor, building resilience for the vulnerable, promoting equity, and providing opportunities for enhanced productivity. However, many of these programs in the developing world are highly fragmented and uncoordinated—resulting in inefficiencies; low program coverage, particularly among poor and vulnerable people; inclusion of the nonpoor; inflexibility in responding to shocks; and poor linkages with jobs and productive opportunities. To overcome these challenges, governments are increasingly focusing on system approaches that allow policies, programs, and delivery instruments to work together in a more coherent and cost-effective way.

**RSR funding:**

\$450,000

## APPROACH

The South-South Learning Forum on Social Protection and Labor this year was organized by the World Bank, in partnership with the federal government of Brazil, the state and municipal governments of Rio de Janeiro, and the German Agency for International Cooperation (GIZ). The forum provided a platform for policy makers to share their experiences to improve the design and delivery of SPL systems at the policy, program, and service delivery levels. This particular forum put special emphasis on building effective delivery systems, and the ability to enhance existing enrollment and transaction processes. An additional focus was on using information systems to help organize and communicate key indicators for effective and efficient program administration.

Real-world experiences were shared through country case presentations, interactive sessions, field trips, and dedicated group work. Topics included how to



### Participant Voices

*"I was able to learn about Brazil's rich experience in developing Bolsa Família which I can capitalize on when developing similar programs. I wanted to see first hand through field trips to improve our knowledge of payment systems."*

*"If I can mention one thing I think all participants agree on—that is that a single registry is one of the most important instruments in building social protection systems."*

*"One thing we realized by coming down here is that each country's system can always be better. There is always room for improvement."*

*"We have exchanged information that can really help us and others in building more useful programs for our population."*

*"I'm delighted to hear about different strategies being implemented by different countries in similar situations. I am eager to have continued discussions on how some of these strategies can be adopted in my country."*

## SHARING BRAZIL'S INNOVATION WITH THE WORLD

Its inclusive development policies and mature flagship cash transfer program Bolsa Família makes Brazil an international reference on policies to overcome poverty—and therefore a fitting host for the event. As part of the forum, participants visited a local municipality office in the slums of Rio de Janeiro to observe Bolsa Família first hand. They met with poor families that came to the center to receive social assistance and have their data entered into Bolsa Família's Cadastro Unico (unified registry), which presently contains over 50 million beneficiary records.

The implementation of Bolsa Família has generated a wealth of lessons and knowledge on social protection and poverty reduction that is shared among policy makers and practitioners around the world. A new initiative, A World Without Poverty, was launched at the conclusion of the forum to help facilitate and systematize such sharing and learning.

build robust identification systems; how to determine eligibility and register beneficiaries; how to provide convenient payment and financial services to the poor; how to build effective information systems and benefit delivery systems; and how to link safety nets, human capital, and health insurance. All of these were presented in a sequence and manner designed to facilitate the best pedagogical learning experience for participants.

Participants also attended special sessions to interact and build a network of practitioners that will continue discussions and collaboration beyond the forum. Regional social protection communities of practice now operate in Africa, Europe and Central Asia, Latin America and the Caribbean, and the Middle East and North Africa. The Africa community of practice was created in 2011 with RSR support.



THEME 3 :  
Protecting Access to  
Basic Services to the Most  
Vulnerable in Times of Crisis



## NUTRITION IN AFRICA

**BENIN AND MALAWI:** Enhancing Institutional Capacity to Design, Implement, and Monitor Nutrition Security Programs

**ETHIOPIA:** Strengthening the Early Warning System

**THE GAMBIA:** Rapid Response Nutrition Security Improvement Project

**MADAGASCAR:** Assessing Negative Effects of the Political Crisis and Protecting Access to Essential Health and Nutrition Services

**RWANDA AND THE DEMOCRATIC REPUBLIC OF CONGO:** Operations and Capacity Development for Nutrition

**DJIBOUTI:** Employment for the Poor Project

**Resilience in the Face of Crisis: Multisector Actions to Achieve Nutrition Results**



RAPID SOCIAL RESPONSE



# NUTRITION IN AFRICA

PROTECTING ACCESS TO BASIC SERVICES TO THE MOST VULNERABLE IN TIMES OF CRISIS



## RSR AND NUTRITION IN AFRICA

In the wake of the food, fuel, and financial crises, rapidly deployed funds from RSR helped many African countries build their institutional capacity to address malnutrition and give relevant interventions the position and budget they deserve in poverty reduction strategies and agendas. Through its core business of helping establish social safety net systems, RSR also supported interventions in which social protection and nutrition worked together to reduce vulnerabilities.

### CHALLENGE

The impact of the food, fuel, and financial crises and repeated droughts on the Horn of Africa provided hard-earned lessons for many African countries as to the importance of building resilience against food insecurity and malnutrition. Most countries were unprepared for the toll the crises would take on young children and their mothers, and lacked the institutional capacity to act in time. In 2011, the growth of an estimated 55.8 million children in Sub-Saharan Africa—about 40 percent of the population under the age of five—was stunted (UNICEF-WHO-World Bank 2014), causing irreversible damage to human and social capital and unraveling progress made toward achieving the Millennium Development Goals.

### APPROACH

The recent situation in Africa highlighted the need to build resilience to food crises and to expand beyond traditional delivery channels for nutrition by exploring how nutrition-sensitive interventions can be implemented by other sectors including social protection, education, agriculture, and health. Such interventions range from direct actions such as the distribution of vitamin A capsules to addressing the underlying determinants of malnutrition—e.g., through improved agricultural practices adapted to climate change, improved access to clean water, education for girls, and better access to health services and social protection programs.

#### RSR funding:

Total \$7.3 billion for 7 projects



Social protection can support food security and the ability to address malnutrition in a variety of ways, particularly by reducing vulnerabilities. Typically, the beneficiaries of cash transfers and public works are linked to nutrition interventions, with nutrition support delivered either as part of in-kind transfers or as beneficiary training. Social protection can also serve as an umbrella framework when building government capacity to implement stronger and more interconnected systems capable of strengthening access to and demand for quality basic and welfare services for the poorest from childhood on.

## ACCOMPLISHMENTS AND RESULTS

- In **Djibouti**, RSR supported nutrition-sensitive social protection through an IDA-financed workfare program. The program provides short-term employment opportunities for women and men in community-based services jointly with a nutrition program. This relatively new concept makes use of community-driven behavioral change communication to ensure that the income a person earns from the public works program benefits the whole family's nutritional needs.
- An RSR grant to **the Gambia** supported the National Nutrition Agency with a framework for monitoring and evaluation and a communications strategy that has since been rolled out in all regions. The regional health teams have subsequently scaled-up the promotion of healthy behaviors for maternal nutrition and child growth; also, access to therapeutic feeding and nutrition services has been improved. The work funded by RSR has informed two IDA operations currently under preparation: the Maternal and Child Nutrition and Health Results Project and the Commercial Agriculture and Value Chain Management Project.
- **Ethiopia**, a country that has seen recurring seasonal shocks result in famine for decades, is developing a system to predict looming food crises. In support of a \$30 million IDA project, RSR helped Ethiopia's regional health bureaus improve data collection and quality to better track malnutrition in the wake of seasonal shocks. Early warning information is now flowing from villages to regional administrators and line ministries, enabling a more united and timely response.
- In **Rwanda**, RSR supported a capacity assessment to scale up nutrition actions under the Community Health Workers Program. The assessment provided other donors with the opportunity to develop the tools for community health workers to better communicate with families and provide advice on nutrition practices with a particular focus on women and children.
- In the **Democratic Republic of Congo**, RSR supported a landscape study of existing policies and a nutrition survey in a pilot district. The IDA-supported

Congolese Health Sector Rehabilitation Support Project used the RSR analytic work as a basis for implementation. Despite the multiple crises and insecurity afflicting the country, the continuing dialogue and advocacy precipitated by the RSR analytical products led to gradual recognition of the importance of nutrition to the country's growth. The Congolese government has since joined the Scaling Up Nutrition (SUN) Movement, thereby committing to ensure that all government programs are conscious of nutrition and to increasing coverage of interventions that improve nutrition during the 1,000-day period between a mother's pregnancy and her child's second birthday.

- Following the food crisis and severe flooding in 2010, the government of **Benin** put into practice a roadmap of institutional reform to give the country's nutrition response a higher priority. To this end, it created a Food Fortification Commission and the National Council for Food and Nutrition, and elaborated a broad and strategic framework under which these entities operate. RSR provided technical support to establish the council; this assistance was used to set up a donor coordination platform and to recruit a permanent secretary. The technical assistance provided through RSR leveraged a \$28 million IDA operation: the Multisectoral Food Health Nutrition Project. As part of a growing commitment to ensuring food and nutrition security by their governments, Benin and **Rwanda** joined the SUN Movement in the fall of 2011.
- Like Benin, **Malawi** has endured tough consequences from exogenous shocks and has an equally strong commitment to combating malnutrition and food insecurity. Technical support from RSR informed a \$30 million IDA operation—the Malawi Nutrition and HIV/AIDS Project—and leveraged another \$13.5 million from the Canadian International Development Agency. Specifically, RSR provided an organizational assessment of, and subsequent targeted capacity-building assistance to, the Department of Nutrition, HIV and AIDS. The department is now able to play a consequential role in policy dialogue and nutrition response.
- Building up an evidence base was important in **Madagascar**, which was badly affected by the economic instability wreaked by the food, fuel, and financial crises, and the natural disaster and political crises that followed. The effects on Madagascar's economic and social outcomes continue to be severe, with more than 92 percent of the population living on less than \$2 a day. In some areas, acute child malnutrition has increased by more than 50 percent and child mortality by 30 percent. RSR supported two pivotal surveys to assess the impact of the



crisis on children under age five and on pregnant and lactating women. The data from the health and nutrition study fed into the Emergency Support to Critical Education, Health and Nutrition Services Project, a \$65 million IDA effort that will benefit approximately 2 million people by 2016. The RSR health and nutrition grant also leveraged resources for technical assistance from UNICEF to implement a household survey.

- As back support to the many nutrition interventions in Africa and elsewhere, RSR has fostered the development of global knowledge around nutrition. In 2010, it produced a toolkit, **Resilience in the Face of Crisis: Multisector Actions to Achieve Nutrition Results**, as a means of capitalizing on the momentum growing out of the food, fuel, and financial crises in acknowledging the role of nutrition in the alleviation of poverty.





RSR Project Portfolio and  
Associated IDA Projects:  
March 2010—March 2014

## RSR Project Portfolio

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
<b>AFRICA</b>				
<b>SYSTEMS</b>	<b>Benin: Building a Common National Targeting and Registry System for Cash Transfers, Public Works, and Other Safety Net Interventions.</b> Supports the government of Benin in developing a national beneficiary targeting and registry system that can be used across multiple social protection and health programs	275,000	August 2013– June 2015	Active
	<b>Burkina Faso: Strengthening Safety Net Response to Crises.</b> Supports the development and implementation of a cash transfer program and a feasibility study of a public works program to support the poor and vulnerable	500,000	April 2010– June 2015	Active
	<b>Burundi: Supporting Evolution toward a Coordinated Social Protection System.</b> Assists a gradual move from fragmented social protection programs to a coordinated system through feasibility assessments, support to program implementation, and South-South learning	400,000	August 2014– August 2015	Active
	<b>Cameroon: Strengthening Safety Net Response to Crises.</b> Supported an inventory and analysis of the country's social safety nets, and piloted a cash transfer program	550,000	March 2010– December 2013	Closed
	<b>Cameroon: Support to Building Productive Safety Nets.</b> Supports the development of a productive social protection system in Cameroon including strengthening the design of safety net programs and including approaches to linking program beneficiaries to the labor market and to productive activities	350,000	April 2014– November 2015	Active
	<b>Congo–Brazzaville: LISUNGI–Safety Nets System.</b> Supports building blocks of a consolidated national safety nets system and an impact evaluation of the LISUNGI cash transfer pilot program	350,000	January 2014– November 2015	Active
	<b>Cash Transfers: Design for Scaling Up in Sub-Saharan Africa.</b> Provided technical assistance to improve and scale-up existing cash transfer programs in Angola, Benin, Lesotho, Mali, Tanzania, and Zambia	391,874	May 2012– June 2013	Closed
	<b>Côte d'Ivoire: Assessing the Impact of Crises on Human Capital and Laying the Foundations for an Effective Social Safety Net System.</b> Provided technical assistance to investigating the aggregate and distributional impact of recent crises on the country's human capital, and made specific policy recommendations to better respond to future crises	300,000	November 2011– December 2013	Closed
	<b>Democratic Republic of Congo: Support to Establishing a National Social Protection System.</b> Strengthens the framework for social protection and the establishment of a national social protection system through capacity building of social protection actors and mapping of SPL interventions	350,000	April 2014– November 2015	Active

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Ghana: Building a Common Targeting Registry for Ghana's Social Protection System.</b> Building on previous support from RSR, this grant supports the government of Ghana in establishing a national common targeting system to scale up Ghana's main safety net program (Livelihood Empowerment Against Poverty—LEAP) and the National Health Insurance Scheme	450,000	February 2014–November 2015	Active
	<b>Ghana: Cash-Transfers Designed and Brought to Scale.</b> Helped to upgrade the design of the country's cash transfer programs with a view to develop a common targeting mechanism for all safety net programs in the country	181,322	April 2010–June 2012	Closed
	<b>Guinea: Strengthening Social Safety Nets in Times of Crises.</b> Provided technical assistance, including a feasibility study and capacity building to help create a safety net system that can respond effectively to crises	400,000	July 2011–September 2014	Closed
	<b>Kenya: Developing and Strengthening the Kenya Social Protection System.</b> Helps the government enhance the single registry for social protection, develop common program targeting mechanisms, and design program graduation mechanisms	415,250	August 2013–May 2015	Active
	<b>Kenya: Social Protection Interventions.</b> Supported the government of Kenya in its effort to bring about a systemic change of the social protection system, and deliver more tangible and sustainable results for vulnerable people	144,891	March 2010–December 2012	Closed
	<b>Kenya: Support to the Government for Social Protection Programming.</b> Supported the government in strengthening its response to the recent crisis through increasing the efficiency and effectiveness of ongoing social protection interventions	1,147,8537	July 2010–September 2013	Closed
	<b>Kenya: Support to the Internship Program of the Kenya Private Sector Alliance.</b> Supported the IDA Youth Empowerment Project in its efforts to increase access to youth-targeted temporary employment programs and to improve youth employability	585,000	September–December 2012	Closed
	<b>Lesotho: Developing the Strategy and Building Blocks for a Social Protection System.</b> Supports the government in developing a social protection strategy and laying some of the fundamental building blocks of a social protection system, such as targeting, beneficiary registry, and coordination among programs	250,000	May 2014–November 2015	Active
	<b>Lesotho: Social Safety Net Review.</b> Improved the existing safety net to better protect the poor and vulnerable under crisis by analyzing the efficiency of current social safety net programs in reaching out to the most vulnerable, and developing policy reform options and guidance	137,123	November 2011–May 2013	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Liberia: Development of a Crisis Response Social Protection Strategy and Capacity.</b> Funded a Social Protection Diagnostic Report, which was a critical first step in the development of a coordinated and comprehensive social protection strategy that forms an integrated part of the human development pillar of the country's poverty reduction strategy	288,275	November 2010– March 2012	Closed
	<b>Liberia: Improving Employment of Vulnerable Youth.</b> Provided an analysis and technical assistance to the government on how to prioritize and sequence employment programs targeting vulnerable youth	239,566	November 2011– June 2013	Closed
	<b>Madagascar: Developing Madagascar's Safety Net System.</b> Helps to advance the social protection policy dialogue and develop innovative safety net approaches to address the needs of the poorest population	441,000	February 2014– November 2015	Active
	<b>Mauritania: Improving Safety Nets Programs.</b> Helps the government improve targeting, prepare a single registry for safety nets programs, and develop a feasibility assessment for a national cash transfer	150,000	September 2013– June 2015	Active
	<b>Mozambique: Developing the Building Blocks for Effective Crisis Response.</b> Supported the development of labor-intensive public works in 10 arid and semi-arid rural and 2 urban areas to address the country-specific dynamics of poverty and improve food insecurity; helped set the direction of the new national public works program by developing and testing criteria for selecting beneficiaries, determining the level of transfers, and ascertaining the types of eligible public works	1,554,074	March 2012– December 2012	Closed
	<b>Mozambique: Building Gender-Sensitive Social Protection and Labor Systems through Soft Public Works.</b> Supports and expands the emerging social protection system by piloting a gender-sensitive, inclusive safety nets mechanism that provides temporary income support to extremely poor individuals, mainly women, while delivering social and community services to vulnerable groups in underserved rural and urban areas	1,000,000	Pipeline	Active
	<b>Nigeria: Strengthening Social Safety Net.</b> Provided technical assistance to improve the design of the IDA-supported Social Safety Net program	399,686	July 2011– December 2012	Closed
	<b>Regional: Support to Coherent Pension Policy and Improved Pension Delivery in Africa.</b> Provides policy makers with the information and international experience required to formulate more equitable old age income security policies as well as with tools to allow program administrators to improve delivery of pensions	310,000	January 2014– November 2015	Active

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Social Protection and Labor Systems in Rwanda: Operationalizing the Vision.</b> Supports the government of Rwanda to improve effectiveness of its social protection system by moving from a focus on policy formulation to the design and implementation of key service delivery systems	550,000	Pipeline	Active
	<b>Rwanda: Technical Assistance for Stronger Social Safety Nets.</b> Provided technical assistance to improve existing social protection programs' ability to protect vulnerable households in times of crisis, and boosted the programs' capacity to scale-up interventions and absorb more funds when the need arises	2,124,000	April 2010–December 2013	Closed
	<b>São Tomé and Príncipe: Building Blocks for Social Protection System.</b> Creates the basic blocks for a social protection system by enhancing the government's understanding of vulnerability and risk vis-à-vis the existing supply of safety net interventions, and developing key operational tools to reach the poorest with selected safety net programs	325,000	April 2014–November 2015	Active
	<b>Senegal: Developing a Unified and Effective Safety Net.</b> Supports the development of a comprehensive and efficient social protection system including a unified set of design parameters such as targeting mechanisms, a registry system, payment methods, and a management information system	291,306	September 2010–June 2014	Active
	<b>Senegal: Developing Senegal Safety Net System.</b> Supports the design of a responsive safety net system in connection with the government's launch of the Food Security Program (Programme de bourse de sécurité alimentaire)	300,000	December 2013–June 2015	Active
	<b>Sierra Leone: Developing Sierra Leone's Social Protection System through Common Targeting Mechanisms.</b> Supports the establishment of a common targeting system, a critical step in the consolidation of the country's social programs into a robust social protection system	300,000	January 2014–November 2015	Active
	<b>Sierra Leone: Social Safety Net Support.</b> Provided a diagnostic of sources of poverty and vulnerability and made recommendations to improve the design, effectiveness, and sustainability of the major safety net interventions, with a view to move from an ad hoc emergency focus to a longer-term programmatic focus on national systems	299,985	July 2011–June 2013	Closed
	<b>Social Protection Design and Implementation in Sub-Saharan Africa.</b> Supported the development of cash transfer programs; depending on the country situation, areas for support included design for scaling up, specifics of targeting, design of enrollment and identification of beneficiaries, payment systems, control and accountability mechanisms, monitoring system, and management information systems	95,827	April 2010–April 2012	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Tanzania: Enhancing Crisis Response for the Most Vulnerable Children and Elderly Poor.</b> Worked to improve household practices and engender sustainability of livelihoods of the current Community-Based Conditional Cash Transfer beneficiaries; following some implementation issues, part of the grant was canceled	626,136	July 2011–September 2012	Closed
	<b>Tanzania: A Systems-Based Approach for Operationalizing the Tanzania Productive Social Safety Net.</b> Develops a strategy for using information and communication technology for expanded outreach and greater impact as well as enhancing key operational tools including the management information system, the single registry of beneficiaries, and the formal payment system	410,000	April 2014–November 2015	Active
	<b>Togo: Promoting Innovative Crisis-Response Social Protection.</b> Financed a rigorous impact evaluation of the new public works project and provided technical assistance to the government in implementing and monitoring the national social protection strategy	283,806	November 2010–September 2012	Closed
	<b>Togo: Support to Social Safety Net Development.</b> Helped the country move toward an integrated national system for social protection by providing technical assistance to the development of a cash transfer program and improving the design of existing programs	220,000	November 2011–December 2013	Closed
	<b>Uganda Social Protection Sector Review.</b> Supports the development of a social protection system through an analysis of poverty, risk, and vulnerability as well as a detailed analysis of existing social safety programs	258,800	December 2013–December 2014	Active
	<b>Youth Employment in Africa: The Skill Development-Labor Demand Conundrum.</b> Identified and analyzed programs that improve employability and earnings among youth and reduce their vulnerability and risky behavior—knowledge that improves the design of labor-market interventions	93,719	March 2010–April 2012	Closed
	<b>Zambia: Development of Integrated Management Information System and Single Registry of Beneficiaries.</b> Supports the government in strengthening its social protection system by developing a policy framework and building management information systems and a single registry to allow robust identification of beneficiaries	1,400,000	December 2013–December 2015	Active
	<b>Zimbabwe Productive Safety Net: Pilot Public Works Project.</b> Helped the government of Zimbabwe to improve its national public works program to bolster the resilience of vulnerable families and communities	1,084,868	March 2011–February 2013	Closed
	<b>Zimbabwe: Revival of Social Protection System.</b> Assists the government in the development of a social protection strategy and creation of a harmonized targeting system and beneficiary registry for the main social safety net programs in the country	250,000	February 2014–June 2015	Active

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
KNOWLEDGE	<b>Cash Transfers and Conditional Cash Transfers in Sub-Saharan Africa: A Community of Practitioners.</b> This community of practice brought together officials and practitioners from Tanzania, Kenya, Ghana, Nigeria, Ethiopia, and Niger to exchange experiences, resources, and learning on conditional cash transfers	449,805	June 2011–June 2013	Closed
	<b>Community of Practice of Cash Transfers and Conditional Cash Transfers to Support Countries in the Consolidation of Social Protection and Labor Systems.</b> Supports participating countries in their process of launching or scaling-up unconditional and conditional cash transfer programs as a core pillar in the consolidation of SPL systems	450,000	August 2013–June 2015	Active
	<b>Experience of Cash-for-Work in Liberia and Togo.</b> This activity built on the experience of the Liberia Cash for Work Project and assisted Togo’s government in identifying key issues and success factors for a new public works intervention	88,699	April 2010–February 2012	Closed
	<b>Informal Safety Nets in Eastern and Southern Africa.</b> Supported the preparation of three case studies in Rwanda, Zimbabwe, and Côte d’Ivoire to elucidate the interplay between formal and informal safety nets	118,116	February 2010–April 2012	Closed
	<b>Social Safety Nets System: Administrative Toolkit Development and Regional Workshop.</b> Supports the improvement of SPL systems through the development and application of: (1) tools for measuring and evaluating current systems, (2) SPL-specific questionnaires to improve household survey indicators, and (3) sharing knowledge within the region	450,000	October 2014–June 2015	Active
BENEFITS	<b>Benin and Malawi: Enhancing Institutional Capacity to Design, Implement, and Monitor Nutrition Security Programs.</b> Worked to enhance the two countries’ ability to respond to—and mitigate—the nutritional impact of economic and climate-related shocks	385,000	July 2011–June 2013	Closed
	<b>Ethiopia: Strengthening the Early Warning System.</b> Provided technical support to the development and implementation of an early warning system for malnutrition; the project complemented the IDA-supported Nutrition Project	1,020,144	January 2011–December 2013	Closed
	<b>The Gambia: Rapid Response Nutrition Security Improvement Project.</b> Strengthened the capacity of the National Nutrition Agency to develop a community-driven approach to nutrition, and provided technical assistance to the development of an updated nutrition policy and strategic plan for implementation	3,150,623	January 2011–July 2013	Closed
	<b>Lesotho: Estimating the Impact of Economic Crises on Education and Skills Development.</b> Collected and analyzed data to help the government better target education and labor market policies to help youth and vulnerable groups during economic crises	229,442	April 2010–December 2012	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
BENEFITS	<b>Madagascar: Assessing Negative Effects of the Political Crisis and Protecting Access to Essential Health and Nutrition Services.</b> Provided technical assistance to ensure continuous and effective health and nutrition service delivery in stable times and when crises hit	397,900	June 2011–September 2012	Closed
	<b>Madagascar: Development of Tools to Monitor and Mitigate the Effect of Crises on Out-of-School Children.</b> Supported a diagnosis of the effects of economic and political crises on children and devised appropriate mechanisms to protect vulnerable children’s access to basic education	449,770	November 2011–March 2013	Closed
	<b>Malawi: Protecting Early Childhood Development.</b> Supported the government in the design, implementation, and evaluation of strategies to increase access to—and the quality of—9,000 community-based child care centers across the country	1,500,000	April 2011–November 2012	Closed
	<b>Malawi: Protecting Early Childhood Development.</b> Supported the government in the design, implementation, and evaluation of strategies to increase access to—and the quality of—9,000 community-based child care centers across the country	498,737	March 2011–November 2012	Closed
	<b>Malawi: Protecting Early Childhood Development.</b> Supported the government in the design, implementation, and evaluation of strategies to increase access to—and the quality of—9,000 community-based child care centers across the country	190,734	April 2010–November 2012	Closed
	<b>Mali: Piloting Effective Early Childhood Development Services.</b> Assisted in the government’s crisis response by developing cost-effective early childhood development services for vulnerable children in rural areas	2,214,200	October 2010–December 2013	Closed
	<b>Rwanda and the Democratic Republic of Congo: Operations and Capacity Development for Nutrition.</b> Strengthened awareness of the need to improve capacity to implement nutrition interventions at scale	50,617	February 2010–April 2012	Closed
<b>EUROPE AND CENTRAL ASIA</b>				
SYSTEMS	<b>Albania: A Functional Review of the Administrative Processes of Nhdima Ekonomike.</b> A stocktaking of the country’s main poverty program’s administrative architecture and its operational aspects, functional responsibilities, and institutional capacity	49,846	December 2009–December 2012	Closed
	<b>Rapid Assistance to Improve Social Safety Nets in Kyrgyzstan in the Face of Energy Tariff Reforms.</b> Supported the Agency for Social Protection in reforming its social safety nets so that vulnerable families with children have better access to programs and are less harmed by increases in energy prices	59,660	March 2010–February 2012	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Kyrgyz Republic: Roadmap for Improving Social Safety Net Administration and System Building.</b> Supports the efforts of the Ministry of Social Development to design and implement a roadmap for social protection; the grant catalyzes the switch from isolated social assistance interventions toward a system approach by providing critical analytical inputs and helping stakeholders to make informed choices	370,000	October 2013–June 2015	Active
	<b>Kyrgyzstan: Enhancement of Targeted Social Assistance.</b> Supported the modernization of the cash transfer program directed to families with children, and the development of a social protection strategy for the country	259,413	June 2011–January 2013	Closed
	<b>Tajikistan: Targeting and Payment of Social Assistance to the Poor.</b> Supported the building blocks of a more efficient system to deliver aid to the poorest households, so that the government and donors will have an effective way to intervene in ordinary times and during crises	2,678,189	May 2010–December 2013	Closed
KNOWLEDGE	<b>Regional: ECA Learning Forum—Management Information Systems for Modernization of Social Protection Programs.</b> Shares lessons and experiences on the benefits of using new technologies in systematic ways to operate existing and new social protection interventions	330,000	March–December 2014	Active
BENEFITS	<b>Tajikistan: Protecting and Promoting Access to Maternal and Neonatal Health Services.</b> Provided technical assistance to assess the feasibility of a conditional cash transfer to protect access for the poor to basic maternal and child health and nutrition services in selected <i>rayons</i> (districts) of the Sogd <i>oblast</i> (region) in Tajikistan	396,291	November 2011–April 2013	Closed
<b>EAST ASIA AND PACIFIC</b>				
SYSTEMS	<b>Assessing Myanmar’s Social Protection and Labor System and Designing Policy and Program Options for the Future.</b> Uses the Social Protection Assessment of Results and Country Systems (SPARCS) framework to identify strategic direction and appropriate instruments to build resilience and promote equity and opportunity; the grant also focuses on building the capacity of government to develop SPL policies, design appropriate programs, and build an effective system for delivery	450,000	February 2014–June 2015	Active
	<b>Cambodia: Developing the Components of a National Social Protection System.</b> Puts in place elements of a social protection system through technical assistance for the implementation of a cash transfer program; these elements can then be scaled-up to help develop a comprehensive social protection system	250,000	Pipeline	Active

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Making Social Protection Systems Responsive to Natural Disasters in East Asia and the Pacific.</b> Strengthens the capacity of governments across the region to adapt social protection programs and systems to mitigate disaster risks ex ante, improve coping strategies, and better respond to natural disasters and extreme climate conditions	450,000	December 2013–June 2015	Active
	<b>Mongolia: Building a More Efficient Social Protection System.</b> Improves the efficiency and effectiveness of the country's social assistance system by recommending strategies to consolidate the country's fragmented social assistance system and by building an integrated information technology system that can serve as an information platform to manage all categorical and proxy-means tested social assistance programs in the country	265,000	May 2014–November 2015	Active
	<b>Monitoring and Evaluation for Mongolia Social Welfare Programs.</b> Helped to develop an alternative to the current social security scheme and developed a savings program for herders and others involved in the informal sector, as well as a social security reserve fund	67,787	February 2010–February 2012	Closed
	<b>Papua New Guinea: Ensuring Effective Monitoring and Evaluation and Social Accountability for the Urban Youth Employment Project.</b> Strengthened the government's capacity to implement and evaluate the impacts of an IDA-supported youth employment project that aims to increase the aspirations and future earnings of 17,500 urban disadvantaged youth	296,590	January 2011–June 2013	Closed
	<b>Timor-Leste: Strengthening Social Safety Nets Institutions.</b> Strengthened the delivery of social assistance through a diagnosis of existing payment systems and options for alternative systems, and helped establish a management information system in the Ministry of Social Solidarity to facilitate monitoring and evaluation	87,811	January 2010–October 2014	Active
	<b>Timor-Leste Social Protection Administration Project.</b> Supports the Ministry of Social Solidarity in building a standardized information management system that integrates beneficiary information across different database systems and identifies beneficiaries uniquely and strengthening the government's capacity to improve delivery of cash transfer programs	2,220,000	March 2011–October 2014	Active
KNOWLEDGE	<b>Implementing Social Protection Programs: Asia Learning Forum.</b> The event took place in Bangalore, India, in September 2012 with the participation of social policy practitioners from 19 countries and focused on the administration and implementation aspects of social protection programs	436,711	November 2011–May 2013	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
<b>LATIN AMERICA AND THE CARIBBEAN</b>				
<b>SYSTEMS</b>	<b>Bolivia: Strengthening Access to Social Services among Women and Indigenous Groups.</b> Fills information gaps about dimensions of access to social services among women and indigenous groups in Bolivia with the goal of promoting more equitable access to social services, social protection, and economic opportunities	90,000	Pipeline	Active
	<b>Strengthening Haiti’s National Social Protection System.</b> Helps the government improve its capacity to coordinate and target social initiatives and enhance the efficiency and effectiveness of public spending in the area of social protection	450,000	April 2014–November 2015	Active
	<b>Honduras Strengthening Social Protection.</b> Strengthened the government’s safety net programs by helping redesign the conditional cash transfer program and enhance targeting of social safety net interventions	72,566	January 2010–June 2012	Closed
	<b>Nicaragua: Expansion of the Family and Community-Based Social Welfare Model with Cash Transfers.</b> Provided technical assistance to the expansion of a model program for family and community-based social welfare and cash transfers	2,548,570	February 2012–April 2013	Closed
	<b>Organisation of Eastern Caribbean States (OECS): Enhanced Crisis Resilience Project.</b> Strengthened the OECS Secretariat’s capacity to support and guide national crisis responses on social protection	475,118	November 2011–June 2013	Closed
	<b>Transforming Social Protection in St. Lucia.</b> Supports the implementation of a Social Safety Net Reform through: (1) analyzing and improving key operational elements of St. Lucia’s flagship Public Assistance Program, (2) harmonizing the architecture of social assistance programs, and (3) improving the Ministry of Social Transformation’s capacity to implement the Social Safety Net Reform	300,000	February 2014–November 2015	Active
	<b>Regional (Bolivia, Dominica, Grenada, Guyana, Haiti, Honduras, Nicaragua, St. Vincent and the Grenadines): Building Evidence on Program’s Performance to Strengthen Social Protection and Labor Systems in Low-Capacity LAC Countries</b>	150,000	April 2014–November 2015	Active
<b>KNOWLEDGE</b>	<b>Listening to LAC: Mobile Phones as Instruments for Rigorous Surveys.</b> Developed and piloted the use of a low-cost, quick method of gathering data via mobile phone technology to give timely information on the effects of crises on poor and vulnerable populations in Latin America and the Caribbean	239,106	April 2010–June 2012	Closed
	<b>Regional: Improving Latin America and Caribbean (LAC) Countries Responses to Protect the Nutritional Status of the Poorest and Most Vulnerable.</b> Supported the development of a toolkit that offers policy makers and program administrators in the region cost-effective tools	256,000	July 2011–February 2013	Closed



	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
BENEFITS	<b>Haiti: Household Development Agent Pilot.</b> Improves family health and nutrition practices by enhancing the quality and coordination of social services and introducing household development agents	3,202,317	April 2010–December 2014	Active
	<b>Haiti Nutrition Security and Social Safety Nets.</b> Improved the capacity and effectiveness of nutrition-related safety net programs to address acute and chronic malnutrition	90,345	November 2010–June 2012	Closed
	<b>Gender-Based Violence in Post-Earthquake Haiti.</b> A community-based organization received support from RSR to improve delivery of services to survivors of gender-based violence and to enhance the growing public dialogue around the issue	580,951	January 2011–September 2012	Closed
	<b>Honduras: Improving Nutritional Monitoring and Targeted Response to the Global Crisis.</b> Helped to offset the negative effects of the global food crisis on the most vulnerable children by strengthening monitoring systems and providing technical assistance to the expansion of the nutritional services in the most affected areas of the country	1,200,000	July 2012–December 2013	Closed
	<b>Honduras, Nicaragua, and Haiti: Education Sector Rapid Response and Protection of Youth Vulnerable to Violence and Conflict.</b> Provided support to policy development and strategic planning to protect children and youth from violence made worse by crises	378,250	December 2011–March 2013	Closed
<b>MIDDLE EAST AND NORTH AFRICA</b>				
SYSTEMS	<b>Djibouti: Employment for the Poor Project.</b> Piloted an integrated safety net mechanism that combines a workfare program with social assistance for nutrition, using community-driven and participatory approaches as well as targeted capacity-building interventions	173,593	January 2010–April 2012	Closed
KNOWLEDGE	<b>Lessons from Successful Education Administration under Difficult Circumstances.</b> Captured lessons from the success of the United Nations Relief and Works Agency for Palestine Refugees, which provided education to Palestinian students in the Middle East	398,720	October 2010–November 2012	Closed
BENEFITS	<b>Yemen: Targeted Delivery of Early Childhood Nutrition Interventions.</b> Supported a short household survey to monitor the economic and social impact of instability, including food insecurity; the pilot project was canceled due to prevailing security concerns in Yemen	201,146	November 2010–December 2012	Closed
<b>SOUTH ASIA</b>				
SYSTEMS	<b>Afghanistan: Results-Oriented Approach in the Pro-Poor Program Design of Implementation.</b> Aims to strengthen the institutional capacity to monitor and evaluate government programs and mechanisms delivering benefits	200,000	November 2011–June 2014	Active

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Afghanistan: Assessing the Potential and Feasibility of Scalable Public Works.</b> Explores options for increasing the social protection coverage of the poor by assessing the potential and feasibility of scalable short-term employment generation programs	370,000	July 2015–October 2015	Active
	<b>Bangladesh: Improving the Payment and Monitoring System for the Employment Generation Program for the Poorest.</b> Provides technical assistance to make beneficiary payment and recordkeeping mechanisms for the Employment Generation Program for the Poorest more efficient	1,087,800	June 2011–June 2014	Active
	<b>Bangladesh: Piloting Conditional Cash Transfers for Human Development through Local Governments.</b> Piloted the mechanisms for delivering conditional cash transfers through local governments to improve children’s nutrition and education	2,987,400	September 2010–December 2013	Closed
	<b>Bhutan: Supporting the Development of a Social Protection Strategy.</b> Supports the development of an evidence-based social protection strategy	300,000	March 2014 – June 2015	Active
	<b>India: Broadening the Urban Safety Net Dialogue.</b> Provided support to streamlining and improving the effectiveness of urban safety nets in New Delhi and improving the monitoring and delivery of benefit programs using integrated information technology platforms, databases, and smart cards	99,048	March 2010–February 2012	Closed
	<b>India: Strengthening Social Protection Systems in Bihar.</b> Evaluates the impact of providing a financial education program focused on long-term savings for low-income households in Bihar, India, and their take-up rate of a New Government Pension Scheme (NPS Lite) designed for individuals working in the informal sector who are not covered by any formal old age social security program	450,000	October 2013–June 2015	Active
	<b>Maldives: Building a Common Platform for Identification of the Poor.</b> Assisted the government in designing and implementing a common platform for identification of the poor	124,295	March 2011–August 2012	Closed
	<b>Strengthening Safety Nets in Nepal: Piloting Targeted Conditional Cash Transfers.</b> Improves the delivery of cash-based safety nets in pilot districts through technical assistance and capacity building to the Ministry of Local Development	2,227,650	January 2011–July 2014	Active
	<b>Pakistan: Financial Inclusion and Literacy Outcomes of Cash Transfers through the Banking System.</b> An assessment to improve the design and implementation of the payment side of cash transfer programs in Pakistan and how different technologies work for the poor; also established ways to make cash grants more sustainable through financial inclusion (e.g., savings) and literacy	802,254	June 2011–May 2013	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
SYSTEMS	<b>Sri Lanka: Skills Development for Unemployed Youth.</b> Examined the impact of the economic crisis on vulnerable groups in the formal and informal labor markets, and supported an analysis of critical policy issues on skills development, employment creation, and economic growth	238,800	June 2011–September 2012	Closed
	<b>Sri Lanka: Strengthening Targeting, Monitoring, and Evaluation of Safety Nets.</b> Supported an assessment of the beneficiaries of the largest social safety net program with a view to make the program more efficient in helping the poor become more productive	167,760	July 2010–June 2013	Closed
BENEFITS	<b>India: Critical Analysis of the Institutional Arrangements for Improving Nutrition Outcomes.</b> An analysis of existing institutional arrangements for organizing, coordinating, and delivering nutrition services in India and recommendations for how service delivery could be strengthened	99,640	February 2010–May 2012	Closed
	<b>Maldives: Technical Assistance to the National Social Protection Agency on the National Health Insurance Scheme.</b> Strengthened the capacity of the National Social Protection Agency to improve the design of the Madhana, the country's nascent social health insurance system, and helped build a robust monitoring and evaluation system that enhances the system's efficiency and effectiveness	58,098	June 2011–June 2013	Closed
	<b>Pakistan: Protecting Pakistan's Poor Against Health Shocks.</b> Provided technical assistance to the development of a diagnostic and a review of the health sector's policy options to increase the population's resilience to health shocks caused by natural disasters	363,992	December 2011–March 2013	Closed
<b>GLOBAL</b>				
SYSTEMS	<b>Assessing Social Protection Systems.</b> Supports countries in building effective SPL systems by providing clear, cross-country guidance for assessing and monitoring SPL system performance; supports Social Protection Assessment of Results and Country Systems (SPARCS) in developing and applying common instruments to assess the structure of SPL systems and guide their development, and Atlas of Social Protection–Indicators of Resilience and Equity (ASPIRE) in collecting, harmonizing, and sharing comparable indicators of program performance based on household and administrative data	450,000	September 2013–June 2015	Active
KNOWLEDGE	<b>Public Works Learning Forum: Social Protection South-South Learning Forum 2010.</b> A South-South forum was held in June 2010, in Arusha, Tanzania. The forum provided opportunities to more than 220 delegates from 40 low- and middle-income countries to exchange knowledge and take part in cross-country learning on the design and implementation of public works programs as safety net interventions as well as the development of an ongoing community of practice	515,134	February 2010–December 2011	Closed

	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
KNOWLEDGE	<b>The South-South Learning Forum: Building Resilient Safety Nets in Low Income Countries and Fragile States.</b> This forum, which was carried out in June 2011, focused on promoting resilient safety nets following the recent wave of food, fuel, and financial crises and natural disasters	350,000	November 2010–November 2012	Closed
	<b>South-South Learning Forum: Designing Social Protection Systems.</b> Promotes global knowledge sharing among social protection practitioners on the development of social protection systems, notably in low-income countries and fragile states; forum brought together approximately 200 practitioners and experts from 50 countries in Rio, Brazil	450,000	January–December 2014	Active
	<b>South-South Learning Forum: Labor Market Policy Response to the Global Jobs Crisis.</b> Organized in Hyderabad in November 2012 to stimulate a discussion and exchange on the experiences of labor and social protection policies during the recent economic crisis and how to bolster effective policy making on labor markets and social protection in response to future crises	447,859	December 2011–January 2013	Closed
	<b>Resilience in the Face of Crisis: Multisector Actions to Achieve Nutrition Results.</b> Develops and disseminates tools for a multisectoral approach to planning and implementation of actions that protect and improve nutrition outcomes for the poorest	250,000	February 2011–February 2014	Active
	<b>Development of a Global Action Plan for Scaling-up Nutrition.</b> Provided analytical work, consultations, and policy guidance on how to scale-up nutrition investments and encourage multisectoral actions to achieve nutrition results	39,690	February–December 2010	Closed
	<b>Food Crisis Monitoring System.</b> Developed a framework that defines, identifies, and monitors food security crises at the national level caused by shocks and factors that are not attributed to a given country; the framework categorizes each IDA country’s exposure to shocks and its capacity to respond	74,339	November 2011–November 2012	Closed
	<b>Monitoring the Health Outcomes and Financial Vulnerability of the Poorest.</b> Built the capacity of policy makers and researchers to carry out analysis of financial protection and equity, using ADePT Health software, and produced country-specific reports on financial protection, vulnerability, and equity in the health sector	160,535	April 2010–September 2011	Closed
	<b>Policy Levers to Protect Health and Enhance Financial Protection.</b> Improved the capacity of governments and the international community to monitor the health outcomes of the poor after the food, fuel, and financial crises; also helped design health systems and policies more effectively to provide protection to future crises	443,947	July 2011–June 2013	Closed



	PROJECT TITLE	FUNDING <sup>a</sup> (\$)	TIMELINE	STATUS
KNOWLEDGE	<b>Preparing Social Protection Systems for Natural Disasters and Climate Change.</b> Supported the development of a series of case studies and recommendations from five countries to enhance the capacity of safety net programs to respond more effectively to natural disasters and the impact of climate change	370,094	July 2011– July 2013	Closed
	<b>Development of the ADePT Crisis Module.</b> Supported the development of a crisis module of the ADePT software platform; the module produces simulations to help policy makers understand the distributional effects of macro-shocks and structural reforms	249,263	April 2011– September 2012	Closed
	<b>Impact of Financial Crises on Children and Youth: Protecting Human Capital of Future Generations.</b> RSR supported rapport, and accompanying policy notes, to show how the right policies and targeted interventions for children and youth can yield important returns in human capital, and that even small, strategically applied resources can go a long way to protect and promote human development in crises and in stable times	241,127	January 2011– June 2012	Closed
	<b>The Health Sector and the Poor in a Financial Crisis: Identifying and Managing Risks.</b> A stocktaking of the health sectors in the European region and their preparedness and operational responses to the economic shock of 2008/09 with a view to generate lessons and encourage stakeholder dialogue	435,611	December 2011– June 2013	Closed
	<b>Development of a Management Information System for Social Protection.</b> Developed a high-quality, reliable client registry system (CAPI) for efficient delivery of social protection systems	348,057	December 2011– August 2013	Closed

a. Grant amounts reflect allocated funds against approved proposals; however, these amounts may change slightly by time of grant closure to reflect actual disbursements against activities covered by the grant. Excess funds from closed grants will be reused and reallocated against new activities.

## Associated IDA Projects

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
<b>AFRICA</b>							
Angola, Benin, Lesotho, Mali, Tanzania, Zambia, Uganda, and Zimbabwe	Cash Transfers— Design for Scaling Up in Sub-Saharan Africa	391,874	46	P117764	Benin— Decen- tralized Community Driven Ser- vices	Approved (5/12)	Improve access to decentralized basic social services and main- stream the community-driven development approach for such services
			70	P127328	Mali— Emergency Safety Nets Project	Approved (4/13)	Establish sustainable social safety net system and scale-up programs that increase income and con- sumption of poor and vulnerable households through cash transfers and short-term employment
			220	P124045	Tanzania Productive Social Safety Net	Approved (3/12)	Increase income and consumption and improve ability to cope with shocks among targeted vulnerable population groups, while enhancing and protecting the human capital of their children
Benin and Malawi	Enhancing Institutional Capacity to Design, Implement, and Monitor Nutrition Security Programs	385,000	28	P143652	Benin Mul- tisectoral Food Health Nutrition Project	Approved (12/13)	Increase the coverage and utili- zation of community-based child growth and nutrition interventions in selected areas in the recipient’s territory
			32	P125237	Malawi Nutrition and HIV/ AIDS Project	Approved (3/12)	Increase access to, and utiliza- tion of, selected services known to contribute to the reduction of child stunting, maternal and child anemia, and the prevention of HIV and AIDS in children and sexually active adults
Benin, Burkina Faso, Ghana, Guinea, Sierra Leone	Youth Employment in Africa— The Skills Development- Labor Demand Conundrum	93,719	35	P132667	Benin: BJ-Youth Employ- ment	Approved (3/14)	Improve access to employment skills and employment opportuni- ties for underemployed youth in Benin
			50	P130735	Burkina Faso: Youth Employ- ment and Skills Devel- opment	Approved (5/13)	Increase access to temporary employment and skills develop- ment opportunities for out-of- school youth
			60	P132248	Ghana Youth Employ- ment Project	Pipeline FY14	Expand and enhance opportunities for youth employment, with a par- ticular focus on at-risk youth
			20	P121052	Sierra Leone Youth Employ- ment Sup- port	Approved (6/10)	Increase short-term employment opportunities and improve employ- ability and incomes of targeted youth; program seeks to address constraints on the demand and sup- ply sides of the labor market

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Benin	Building a Common National Targeting and Registry System for Cash Transfers, Public Works and Other Safety Net Interventions	275,000	a	P117764	Benin: Decentralized Community Driven Services	Approved (5/12)	Improve access to decentralized basic social services and mainstream the community-driven development approach for services
			22.8	P113202	Benin: Health System Performance Project	Approved (5/10)	Contribute to increasing the coverage of quality maternal and neonatal services in eight health districts (roughly a quarter of the population)
Burkina Faso	Strengthening Safety Net Response to Crises	500,000	30	P124015	Burkina Faso Social Safety Net Project	Approved (4/14)	Provide income support to poor and vulnerable groups and lay the foundations for a basic safety net system
Cameroon	Strengthening Safety Net Response to Crises	550,000	50	P128534	Cameroon Social Safety Nets	Approved (3/13)	Support the establishment of a basic national safety net system including piloting targeted cash transfers and public works programs for the poorest and most vulnerable people
	Support to Building Productive Safety Nets	350,000					
Congo	Congo Brazaville: LISUNGI— Safety Net System	350,000	2	P145263	LISUNGI— Safety Nets Project	Approved (1/14)	Establish the key building blocks of a national safety net program and pilot a cash transfer program to improve access to health and education services of poorest households in participating areas
Côte d'Ivoire	Assessing the Impact of Crisis on Human Capital and Laying Foundations for an Effective SSN System	300,000	50	P143332	Productive Social Safety Net	Pipeline	Set the foundations of an effective and productive type of safety net system capable of responding to the country's needs both in normal times and during times of crisis
Democratic Republic of Congo	DRC: Support to Establish a National SP System	350,000	15	P145965	Human Development Systems Strengthening	Approved (1/14)	Strengthen select management systems for education and health services in targeted geographic areas
Ethiopia	Strengthening the Nutrition Information and Early Warning System in Ethiopia	1,202,144	30	P106228	Ethiopia Nutrition	Approved (4/08)	Improve child and maternal care behavior and increase utilization of key micronutrients in order to contribute to nutritional status of vulnerable groups
Gambia, The	Rapid Response Nutrition Security Improvement Project	3,150,623	3	P143650	Maternal and Child Nutrition and Health Results Project	Approved (3/14)	Increase the coverage of community-based nutrition and primary health care services

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Ghana	Cash Transfers Designed and Brought to Scale	181,322	89	P115247	Social Opportunities Project	Approved (5/10)	Improve targeting in social protection spending, increase access to conditional cash transfers nationwide, increase access to employment and cash-earning opportunities for the rural poor during the agricultural off-season, and improve economic and social infrastructure in target districts
	Building a Common Targeting Registry for Ghana's Social Protection System	450,000	50	P146923	Additional Financing for Ghana Social Opportunities Project	Approved (5/14)	Improve targeting of social protection programs and provide income support to poor households through LEAP (Livelihood Empowerment Against Poverty) targeted districts
Kenya	Social Protection Interventions	150,000	250	P131305	National Integrated Safety Net Program (P4R)	Approved (5/13)	Establish an effective national safety net for poor and vulnerable households
	Developing and Strengthening the Kenya Social Protection System	415,250					
	Support for Social Protection Programming	1,290,000	50	P111545	Kenya Cash Transfer for Orphans and Vulnerable Children	Approved (3/09)	Increase social safety net access for extremely poor orphans and vulnerable children (OVC) households through an effective and efficient expansion of the CT-OVC Program
	Support to the Internship Program of the Kenya Private Sector Alliance	980,000	60	P111546	Youth Empowerment Project	Approved (5/10)	Support the government's efforts to increase access to youth-targeted temporary employment programs and to improve youth employability
Lesotho	Developing the Strategy and Building Blocks for a Social Protection System in Lesotho	250,000	16	P146534	Lesotho: Second Growth and Competitiveness DPC	Pipeline	Assist the government in implementing a reform program aimed at promoting growth, competitiveness, and public sector efficiency
Liberia	Improving Employment of Vulnerable Youth	240,000	16	P121686	Youth, Employment, Skills Project	Approved (6/10)	Expand access of poor and young Liberians to temporary employment programs and improve youth employability
	Development of a Crisis Response Social Protection Strategy and Capacity	288,275	10	P127317	Poverty Reduction Strategy Credit I	Approved (6/13)	Support the broadening of reforms to include economic transformation and human development in the context of the implementation of the government's second Poverty Reduction Strategy

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Madagascar	Assessing Negative Effects of the Political Crisis and Protecting Access to Essential Health and Nutrition Services	397,900	65	P131945	Emergency Support to Critical Education, Health and Nutrition Services Project	Approved (11/12)	Preserve critical education, health, and nutrition service delivery in targeted vulnerable areas in the recipient's territory
	Development of Tools to Monitor and Mitigate the Effect of Crises on Out-of-School Children	450,000					
	Developing Madagascar's Safety Net System	441,000	65	P147514	Emergency, Food Security and Social Protection Project	Approved (2/14)	Strengthen the country's immediate capacity to respond effectively to the food security and locust crises
Mozambique	Developing the Building Blocks for Effective Crisis Response	2,155,000	50	P129524	Social Safety Net Project	Approved (3/13)	Provide temporary income support to extremely poor households and put in place the building blocks of a social safety net system
	Building Gender Sensitive SPL Systems through Soft-Public Works	1,000,000					
Nigeria	Strengthening Social Safety Net	399,686	300	P126964	Youth Employment and Social Support Operation	Approved (3/13)	Increase access of the poor to youth employment opportunities, social services, and strengthened safety net systems in participating states
Rwanda	Technical Assistance for Stronger Social Safety Nets	67,995	40	P126877	Support to Social Protection System	Approved (3/12)	Support the government's efforts to consolidate, enhance efficiency and effectiveness, and expand coverage of its social protection system
	Technical Assistance and Capacity Building to the Vision 2020 Umurenge Program (VUP)	2,124,000	6	P122157	Third Community Living Standards Grant	Approved (3/11)	Support the government's social protection and health reforms designed to reduce extreme poverty
	SPL Systems in Rwanda: Operationalizing the Vision	450,000	50	P131666	Rwanda Second Support to Social Protection System	Approved (3/13)	Support the government's efforts to consolidate, enhance efficiency and effectiveness, and expand coverage of its social protection system
70			P146452	Rwanda Third Support to the Social Protection System	Approved (3/14)	Support the government's efforts to enhance effectiveness and expand the coverage of its social protection system	

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Senegal	Developing a Unified and Effective Safety Net	291,306	40.5	P133597	Senegal Safety Net Operation	Approved (4/14)	Assist the government in developing building blocks of an efficient safety net system
	Developing Senegal Safety Net System	300,000	20	P129472	Senegal Health and Social Financing	Approved (12/13)	Increase utilization and quality of maternal, neonatal, and child health care and nutritional services, especially among the poorest households in targeted areas of Senegal
Sierra Leone	Social Safety Net Support	300,000	7	P143588	Sierra Leone Safety Nets Project	Approved (3/14)	Create a comprehensive, efficient, well-targeted productive safety net system for the poor and vulnerable
	Developing Sierra Leone's Social Protection System through Common Targeting Mechanisms	300,000					
Tanzania	Enhancing Social Protection for the Most Vulnerable Children and Elderly Poor	626,136	a	P124045	Tanzania Productive Social Safety Net	Approved (3/12)	Create a comprehensive, efficient, well-targeted productive social safety net system for the poor and vulnerable section of the Tanzanian population
	A Systems Based Approach for Operationalizing the Tanzania Productive Social Safety Net	410,000					
Togo	Experience of Cash for Work Program in Liberia for Togo	88,699	8.7	P121067	Togo Community Development Project Additional Financing	Approved (6/10)	Provide selected poor communities with improved basic socioeconomic infrastructures, income-generating and labor-intensive activities, and access to food
	Support to SSN Development in Togo	220,000	14	P127200	Community Development and Safety Nets	Approved (3/12)	Provide poor communities with greater access to basic socioeconomic infrastructures and social safety nets
	Promoting Innovative Crisis Response Social Protection Measures	283,806					
<b>EAST ASIA AND THE PACIFIC</b>							
Mongolia	M&E for Mongolia Social Welfare Programs	67,787	12	P119825	Mongolia Multi-Sectoral Technical Assistance Project	Approved (6/10)	Strengthen the capacity of the Ministry of Social Welfare and Labor to improve the efficacy of social expenditure by designing and implementing a targeted poverty benefit
	Building a More Efficient SP System in Mongolia	265,000					

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Papua New Guinea	Ensuring Effective M&E and Social Accountability for the Urban Youth Employment Project	296,590	16	P114042	Urban Youth Employment Project	Approved (1/11)	Provide urban youth with income from temporary employment opportunities and increase their employability
<b>EUROPE AND CENTRAL ASIA</b>							
Albania	Albania Social Safety Nets TA	500,000	50	P122233	Social Assistance Modernization Project	Approved (4/12)	Support Albania's implementation of reforms to improve the equity and efficiency of its social assistance programs
			25	P116937	Social Sector Reform Development Policy Loan	Approved (4/11)	Support policy changes to improve the effectiveness of social safety nets
Kyrgyz Republic	Rapid Assistance to Improve Social Safety Nets in the Face of Energy Tariff Reforms	59,660	30	P125425	Economic Recovery Support Operation	Approved (8/11)	Safeguard social assistance to the poor and to conflict-affected families in the face of fiscal pressures and improve targeting
	Enhancement of Targeted Social Assistance	260,000	16.5	P126278	Second Health and Social Protection Project	Approved (5/13)	Improve health outcomes in four health priority areas in support of the National Health Reform Program 2012/16; and enable the government's efforts to enhance effectiveness and targeting performance of social assistance and services
	Roadmap for Improving Social SSN Administration and System Building	370,000					
Tajikistan	Targeting and Payment of Social Assistance to the Poor	2,724,998	3	P122039	Social Safety Net Strengthening Project	Approved (6/11)	Improve the capacity of the government to plan, monitor, and manage social assistance for the poor through the development of a national registry of social protection and the provision of training, equipment, and related items for improving said capacity
	Protecting and Promoting Access to Maternal and Neonatal Health Services	400,000	15	P126130	Tajikistan Health Services Improvement Project	Approved (7/13)	Contribute to the improvement of the coverage and quality of basic primary health care services in rural health facilities in selected regions

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
<b>LATIN AMERICA AND THE CARIBBEAN</b>							
Bolivia, Dominica, Grenada, Guyana, Haiti, Honduras, Nicaragua, St. Vincent and the Grenadines	Building Evidence on Program's Performance to Strengthen SPL Systems in Low Capacity LAC Countries	150,000	5	P123128	Grenada Safety Net Advancement Project	Approved (7/11)	Strengthen the basic architecture of the consolidated conditional cash transfer program and the capacity of the Ministry of Social Development to implement it, improve coverage of poor households receiving cash transfers, and improve educational outcomes of poor children and health monitoring of vulnerable households
			20	P121779	Nicaragua Social Protection	Approved (2/11)	Improve basic conditions of welfare and social well-being of extremely poor beneficiary families with children in selected localities, strengthen capacity of MIFAN to implement the family and community-based social welfare model, and promote preschool and primary school attendance through the provision of school lunches
			17	P101084	Bolivia: Investing in Children and Youth	Approved (3/08)	Strengthen the effectiveness of social protection system by supporting the design, financing, and implementation of two flagship interventions of the social protection network strategy, while enhancing its capacity to coordinate and monitor programs that are part of the social protection network
			40	P115592	Honduras Social Protection	Approved (6/10)	Improve institutional capacity of recipient's institutions to manage the conditional cash transfer program, provide income support to eligible beneficiaries, increase use of preventive health services and school attendance in grades 1-6 among beneficiaries in rural areas, and improve recipient's capacity to respond to an eligible emergency
			50	P123706	Haiti: Improving Maternal and Child Health through Integrated Social Services	Approved (5/13)	Increase the access and use of maternal and child health, nutrition, and other social services
Bolivia	Strengthening Access to Social Security among Women and Indigenous Groups	90,000	31.9	P101336	Strengthening Statistical Capacity and Informational Base for Evidence-Based Planning	Approved (1/11)	Strengthen the statistical capacity and improve the informational base of the recipient in order to provide quality information, as defined by its reliability, timeliness, accuracy, and representativeness with the level of disaggregation necessary to support systems for planning, designing, monitoring, and evaluating public programs and policies

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Haiti	Household Development Agent Pilot	3,377,484		P123706	Improving Maternal and Child Health through Integrated Social Services	Approved (5/13)	Increase the access and use of maternal and child health, nutrition, and other social services
	Strengthening Haiti's National Social Protection System	450,000	a				
Honduras	Strengthening Social Protection	72,566	a	P115592	Honduras Social Protection	Approved (6/10)	Support the government's efforts to build an improved social protection system mainly by strengthening institutional capacity to design and implement a new conditional cash transfer program, the Bono 10,000 Program
			12.3	P144928	Honduras Additional Financing for SP Project	Approved (8/13)	Improve institutional capacity to manage the conditional cash transfer program by strengthening transparency and targeting, monitoring compliance with program co-responsibilities, and making payments to beneficiaries; provide income support to eligible beneficiaries; increase use of preventive health services and school attendance in grades 1–6 among beneficiaries in rural areas; and improve recipient's capacity to respond effectively to an eligible emergency
	Improving Nutritional Monitoring and Targeted Response to Global Crisis Project	1,200,000	23.6	P126158	Additional Finance for Nutrition and Social Protection	Approved (6/11)	Improve Honduras's social safety net for children and youth by strengthening the country's capacity to administer social assistance programs, improving nutritional and health status of young children, and increasing employability of at-risk youth by piloting an employment program
Nicaragua	Expansion of the Family and Community Based Social Welfare Model with Cash Transfers	2,750,000	19.5	P121779	Nicaragua Social Protection	Approved (2/11)	Improve the basic welfare of extremely poor beneficiary families with children, strengthen the capacity of MIFAN to implement the family and community-based social welfare model, and promote preschool and primary school attendance through the provision of school lunches
<b>MIDDLE EAST AND NORTH AFRICA</b>							
Djibouti	Employment for the Poor Project	173,593	5	P130328	Crisis Response—Social Safety Net Project	Approved (6/12)	Support the provision of short-term employment opportunities in community-based labor-intensive works for the poor and vulnerable, and support the improvement of nutrition practices among participating households

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
<b>SOUTH ASIA</b>							
Afghanistan	Afghanistan: Results-Oriented Approach in the Pro-Poor Program Design and Implementation	200,000	8	P113421	Afghanistan Pension Administration and Safety Net Project	Approved (10/09)	Improve the administration of the public pension schemes, and pilot a modest social safety net program as a first step to developing a sustainable approach to safety nets in the country
Bangladesh	Piloting Conditional Cash Transfers for Human Development through Local Governments	2,987,400	500	P132634	Bangladesh Safety Net Systems for the Poorest Project	Approved (7/13)	Improve the equity, efficiency, and transparency of key social safety net programs and finance short-term employment to enable the poorest households to better cope with poverty and vulnerability
	Improving Payment and Monitoring System for Employment Generation Program for the Poorest	1,098,465	150	P118701	Employment Generation Program for the Poorest	Approved (11/10)	Provide short-term employment on community subprojects to enable households to better cope with vulnerability, while strengthening program implementation
India	Critical Analysis of Institutional Arrangements for Nutrition	99,640	106	P121731	Integrated Child Development Services—Systems Strengthening and Nutrition Improvement Program	Approved (9/12)	Improve nutritional outcomes of children in India; strengthen the policy framework, systems, and capacities, and facilitate community engagement; and ensure greater focus on children under three
	Strengthening Social Protection Systems in Bihar	450,000	84	P118826	Bihar Integrated Social Protection Strengthening Project	Approved (12/13)	Strengthen institutional capacity of the Department of Social Welfare and the Rural Development Department to deliver social protection programs and services and expand outreach of social care services for poor and vulnerable households, persons with disabilities, older persons, and widows
			63	P090764	Bihar Rural Livelihoods Project—JEEViKA	Approved (6/07)	Enhance social and economic empowerment of the rural poor in Bihar through community institution development, community investment, and technical assistance
			100	P130546	Bihar Rural Livelihood Project Additional Financing	Approved (5/12)	

COUNTRY	GRANT NAME	RSR AMT (\$)	IDA AMT (M \$)	PROJECT ID	PROJECT NAME	STATUS	PROJECT OBJECTIVE
Maldives	Building a Common Platform for Identification of the Poor	194,310	12	P125700	Pension and Social Protection Additional Financing	Approved (6/11)	Support the implementation of the National Pension Act, to strengthen institutional capacity of key agencies responsible for implementing the National Pension Act, and to develop the processes and platforms required for the delivery of social protection programs
	TA to the National AP Agency on National Health Insurance Scheme	60,000					
Pakistan	Protecting Pakistan's Poor against Health Shocks	400,000	100	P123394	Punjab Health Sector Reform Project	Approved (5/13)	Support the implementation of the Health Sector Strategy by focusing on improving the coverage and utilizing quality essential health services, particularly in the low-performing districts of Punjab
	Financial Inclusion and Literacy Outcomes of Cash Transfers through the Banking System	810,000	60	P103160	Social Safety Net TA	Approved (6/09)	Support the expansion and strengthen the administration and performance of the country's safety net with particular focus on the Benazir Income Support Program (BISP) as the national safety net platform
			150	P125792	Social Safety Net Project—Additional Financing	Approved (3/12)	Support the expansion and strengthen the administration and performance of the country's safety net with particular focus on the BISP as the national safety net platform; the Additional Financing will support the evolution of Pakistan's BISP through the expansion of program coverage and broadening of objectives to promote access to educational services
Sri Lanka	Skills Development for Unemployed Youth	238,800	100	P132698	Skills Development Project	Pipeline	Support the government of Sri Lanka to improve the quality and relevance of the skills development sector
<b>TOTAL IDA</b>		<b>41,932,655</b>	<b>3,784</b>				



NOTE: Grant amounts reflect allocated funds against approved proposals; however, these amounts may change slightly by time of grant closure to reflect actual disbursements against activities covered by the grant. Excess funds from closed grants will be reused and reallocated against new activities.

a. IDA amount for this project included in regional project.



2014  
RSR-MDTF  
Financial Report

## Status of Contributions and Total Cash Received

The RSR Program includes two trust fund programs, the RSR Multi-Donor Trust Fund (RSR-MDTF) and the RSR Catalyst Trust Fund (RSRC), which closed on June 30, 2012.

As of June 30, 2014, contributions to the RSR Program from donors totaled about \$110.24 million. Table F1 shows the breakdown of contributions by donors: \$50 million from the Russian Federation, Nkr 130 million (about \$21.62 million) from Norway, \$A 2.90 million from Australia (about \$2.97 million), SKr 70 million from Sweden (about \$10.43 million), and £15 million from the United Kingdom (about \$25.21 million). These contributions represent the total amounts specified in the countersigned administrative agreements between the donors, IBRD, and IDA.

**Table F1: Status of Paid and Unpaid Contributions by Donor, as of June 30, 2014**

DONOR	CONTRIBUTIONS IN CURRENCY RECEIVED	CONTRIBUTION AMOUNT (\$)	CONTRIBUTIONS PAID (\$)	UNPAID INSTALLMENTS (\$)	TOTAL (\$)
Russian Federation	million \$	50.00	50.00	0.00	50.00
Norway	million Nkr	130.00	21.62	0.00	21.62
Australia	million \$A	2.90	2.97	0.00	2.97
Sweden	million SKr	70.00	10.43	0.00	10.43
United Kingdom	million £	15.00	8.10	17.11	25.21
Total paid and unpaid contributions			93.13	17.11	110.24 <sup>a</sup>

SOURCE: SAP (Bank internal system).

a. Installment amounts paid in US\$ are subject to the market currency exchange rate at the time the funds are received and the date they are converted to US\$.

In 2013, a new donor, the United Kingdom, joined the RSR-MDTF. According to the schedule of payments set forth in the administrative agreement between DfID and IBRD and IDA, the unpaid contribution balance of £10 million (about \$17.11 million) will be disbursed in two equal installment payments in September 2014 and September 2015. Also, Norway provided additional contributions to the RSR-MDTF since the 2013 Progress Report. As a result, total contributions over last year increased by 53 percent. Table F2 shows the breakdown of total cash contributions by donor and year received.

The United Kingdom via DfID was the sole contributor to the RSRC. A total contribution of £2 million (about \$3.24 million) was received against the trust fund program. These funds supported the preparation of key analytical work in 30 countries focused on assessing existing programs, technical assistance to improve components of existing systems, and building the capacity of implementing teams. For more information on the status of the RSRC, see RSR Management Team (2013).

Table F3 presents the financial summary for both trust funds, including information on the status of donor contributions, investment income, grant commitments and disbursements, approved proposals without allocation, and funds available for allocation against future calls for proposals. The RSR-MDTF and

**Table F2: Cash Paid in Contributions by Donor and Year Received, as of June 30, 2014 (million \$)**

DONOR	2010	2011	2012	2013	2014	TOTAL
Russian Federation	20.00	15.00	15.00	0.00	0.00	50.00
Norway	8.57	0.00	0.00	0.00	13.05	21.62
Australia	0.00	0.00	2.97	0.00	0.00	2.97
Sweden	0.00	0.00	0.00	10.43	0.00	10.43
United Kingdom	0.00	0.00	0.00	0.00	8.10	8.10
Total	28.57	15.00	17.97	10.43	21.15	93.13

SOURCE: SAP (Bank internal system).

**Table F3: RSR-MDTF and RSRC Contributions Paid in and Financial Summary, as of June 30, 2014 (million \$)**

	RSR-MDTF	RSRC	TOTAL
a. Receipts			
Cash contribution <sup>a</sup>	93.13	3.24	96.37
Investment income <sup>b</sup>	0.95	0.02	0.97
Other income <sup>c</sup>	0.16	0.00	0.16
<b>TOTAL RECEIPTS</b>	<b>94.24</b>	<b>3.25</b>	<b>97.49</b>
b. Grant amount/allocation <sup>d</sup>	67.02	2.99	70.01
c. Nonproject disbursements			
Refunds <sup>e</sup>	0.00	0.07	0.07
Administrative fee <sup>f</sup>	0.93	0.20	1.13
Approved proposals without allocation <sup>g</sup>	0.99	0.00	0.99
<b>AVAILABLE BALANCE<sup>h</sup></b>	<b>25.30</b>	<b>0.00</b>	<b>25.30</b>
d. Activity disbursements and commitments			
Disbursements <sup>i</sup>	51.89	2.99	54.88
Commitments <sup>j</sup>	2.24	0.00	2.24
<b>TOTAL DISBURSEMENTS AND COMMITMENTS</b>	<b>54.12</b>	<b>2.99</b>	<b>57.11</b>

SOURCE: SAP (Bank internal system).

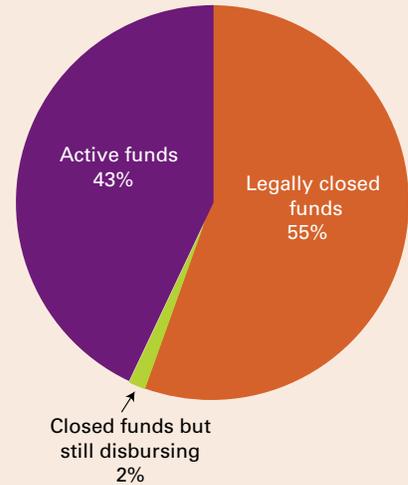
NOTE: In accordance with the Trust Fund Administrative Agreement, "the World Bank shall furnish to the Donor current financial information relating to receipts, disbursements and fund balance with respect to the Contributions via the World Bank's Trust Funds Donor Center secure website. The Bank shall provide to the Donors an annual single audit reporting, within 6 months following the end of the each Bank fiscal year, which starts on July 1 and ends on June 30 of each year." Additional information on accounting and financial reporting is included in the Administrative Agreement, Annex 2, paragraph 6.

- a. Any portion of a contribution made in form of cash.
- b. Returns on cash and investments allocated to the Trust Fund and earned between November 2009 and June 30, 2014.
- c. Ineligible expenses returned from one of the recipient-executed grants that has closed. Funds will be reallocated against new grants.
- d. The setting aside of funds for specific agreed activities/projects in accordance with the decision-making process specified in the administrative agreement.
- e. Unspent funds from the RSRC were automatically transferred to the donor bank account.
- f. The cost of administration and other expenses, which are in accordance with the terms of the administrative agreement.
- g. Proposals that have been approved by the selection committee but for which funding is not yet allocated.
- h. Funds available for new allocation after subtracting total grant amount, administrative fee, and approved proposal without allocation. Contributions received in late 2013 will be allocated in 2014 and 2015 against new rounds of calls for proposals.
- i. Cash payment to a recipient or vendor based on a commitment by the Bank. The Bank provides oversight and supervision over implementation.
- j. Obligations of the Trust Fund to provide funds. They are recorded in full amounts in the system, pending disbursement against the allocated goods and services.

RSRC have earned investment income since the inception of the two trust fund programs. The income is used for the same purposes as the contribution funds, as specified in the trust fund administrative agreements. At present, the RSR-MDTF is valued at \$94.24 million (\$93.13 million in donor deposits, plus \$0.95 million in investment income, in addition to \$0.16 million in returned funds). The administrative fee for both trust fund programs represents the cost of administration and other expenses, which are in accordance with the terms of the administrative agreements.

Since the inception of the RSR-MDTF in late 2009, seven rounds of calls for proposals have been launched, covering activities and projects in all regions and globally. Figure F1 shows the current status of the RSR-MDTF program activities. All activities under the RSRC are now legally closed.

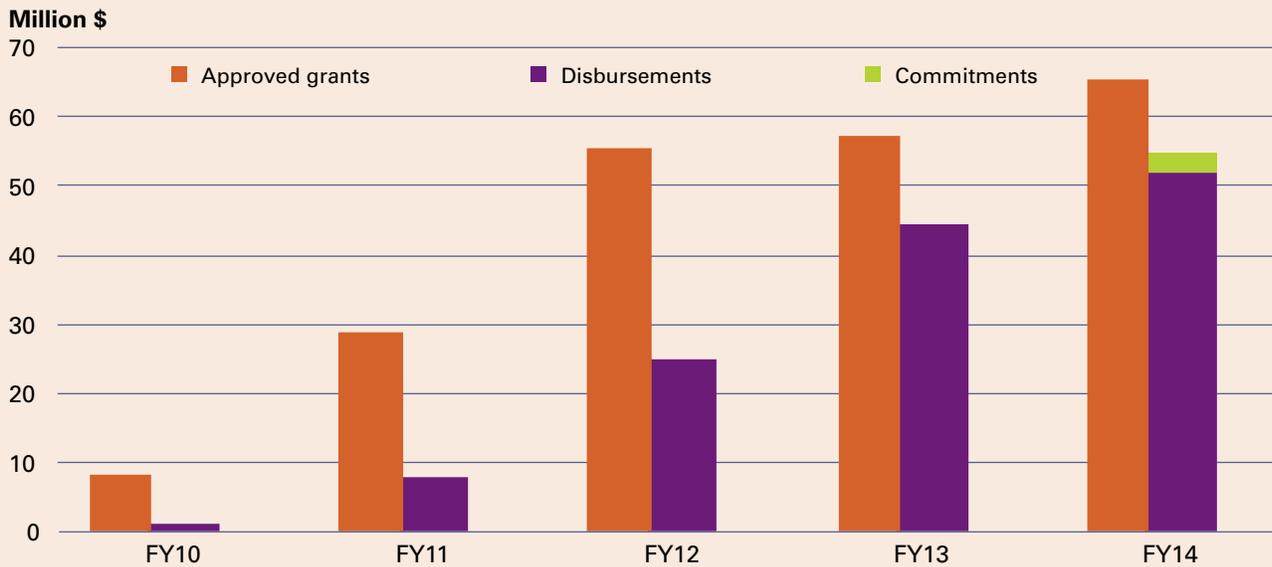
**Figure F1: RSR-MDTF Program Status as of March 30, 2014**



SOURCE: SAP (Bank internal system).

Disbursements under the RSR Program have increased significantly since December 2009, as shown in figure F2. To date, about 78 percent of the funds allocated to activities have been

**Figure F2: RSR Program Cumulative Grant Approvals and Disbursements as of March 30, 2014**



SOURCE: SAP (Bank internal system).

disbursed, and another 3 percent is contractually committed. New rounds of calls for proposals are planned to be launched in fiscal years 2014 and 2015 to allocate the unused balance of contributions received in late 2013.

## RSR Program Grant Allocation by Trust Fund Type

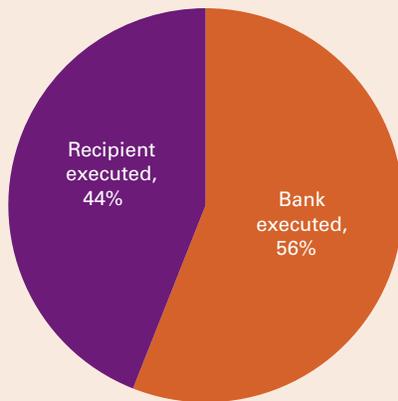
The RSR-MDTF and RSRC fund two main types of grants, as shown in figure F3. Recipient-Executed Trust Funds (RETFs) are funds that the Bank passes

onto a recipient, for which the Bank plays an operational role. Bank-Executed Trust Funds (BETFs) finance activities, such as capacity building and technical assistance, that are implemented by the Bank.

As shown in figure F4, Africa receives the largest share of allocations among all the regions, accounting for 49.5 percent of the RSR-MDTF and RSRC combined portfolio, covering 30 countries and funding 54 activities.

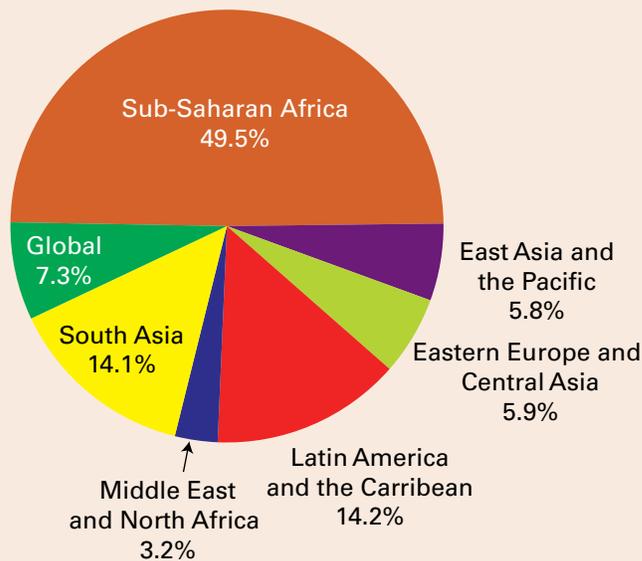
The RSR Program funds a total of 129 activities implemented in 66 countries.

**Figure F3: RSR Program Grant Allocation by Trust Fund Type**



SOURCE: SAP (Bank internal system).

**Figure F4: Resource Allocation by Region**



SOURCE: SAP (Bank internal system).





RSR  
Results Framework  
and Indicators

		INDICATOR	2013	2014	2015, 2016, ...
IMPACT	More poor people covered by social protection systems	Social protection coverage in IDA-supported projects (both genders)	42.1 million	—	—
		Social protection coverage in IDA-supported projects (female only)	21.0 million	—	—
OUTCOME	Enhanced capacity of social protection systems to protect poor and vulnerable people	Increased resource allocation to social protection through IDA	\$3.326 billion	\$0	\$0
		Increased resource allocation to social protection overall budget, domestic and other funding	\$2.422 billion	\$0	\$0
		Global data accessible (number of new countries in ASPIRE/ SPARCS)	57	—	—
OUTPUT 1: NEW OR IMPROVED SOCIAL PROTECTION AND LABOR SYSTEM COMPONENTS AND ARCHITECTURE	1.1 System diagnostic and stocktaking				
	1.1(a) Diagnostic, stocktaking, and mapping	Number	71	—	—
		Number of countries	41	—	—
		Amount	\$11,978,591	\$0	\$0
	1.1(b) Identification or development of effective options	Number	31	—	—
		Number of countries	37	—	—
		Amount	\$6,372,750	\$0	\$0
	1.2 Component design and development				
	1.2(a) Building systems for robust identification of beneficiaries and development of registries	Number	27	—	—
		Number of countries	21	—	—
		Amount	\$2,537,607	\$0	\$0
	1.2(b) Improving processes for determination of eligibility	Number	35	—	—
		Number of countries	29	—	—
		Amount	\$5,358,345	\$0	\$0
	1.2(c) Developing effective appeals and grievance procedures	Number	9	—	—
		Number of countries	7	—	—
		Amount	\$618,230	\$0	\$0
	1.2(d) Streamlining payment systems	Number	12	—	—
		Number of countries	14	—	—
		Amount	\$2,359,261	\$0	\$0

		INDICATOR	2013	2014	2015, 2016, ...
	1.2(e) Setting up appropriate evaluation arrangements	Number	26	—	—
		Number of countries	21	—	—
		Amount	\$6,245,840	\$0	\$0
	1.2(f) Establishing practices for communication and outreach	Number	17	—	—
		Number of countries	13	—	—
		Amount	\$2,470,868	\$0	\$0
	1.2(g) Building information systems for better service management	Number	33	—	—
		Number of countries	28	—	—
		Amount	\$5,943,983	\$0	\$0
	1.2(h) Improving administrative processes and clarifying rules	Number	24	—	—
		Number of countries	29	—	—
		Amount	\$4,860,691	\$0	\$0
	1.3 Interagency program harmonization				
	1.3(a) Coordination of legal and policy-level frameworks	Number	17	—	—
		Number of countries	18	—	—
		Amount	\$1,529,183	\$0	\$0
	1.3(b) Integration of programs	Number	33	—	—
		Number of countries	28	—	—
Amount		\$3,855,916	\$0	\$0	
1.4 Customer feedback	Number of client government officials interviewed	6	—	—	
	Rate of satisfaction	80%			
<b>OUTPUT 2: INCREASED LEARNING AND KNOWLEDGE SHARING FOR SOCIAL PROTECTION AND LABOR SERVICE DELIVERY</b>	2.1 South-South and peer-to-peer learning	Number of events	11	—	—
		Amount	\$2,703,224	\$0	\$0
	2.1 South-South and peer-to-peer learning	Number of participants	856	—	—
		Number of countries represented	70	—	—
		Rate of satisfaction	82.1%		
	2.2 Communities of practice	Number	3	—	—
		Amount	\$665,000	\$0	\$0
		Number of participants	141	—	—
		Number of countries represented	25	—	—
		Satisfaction rating	Very high		

		INDICATOR	2013	2014	2015, 2016, ...
	2.3 Analytical and operational toolkits	Number	15	—	—
		Amount	\$ 2,776,875	\$0	\$0
		Number of downloads	—	—	—
		Number of training participants	—	—	—
<b>OUTPUT 3: PROTECTION OF ACCESS TO BASIC SERVICES IN TIMES OF CRISIS</b>	3.1 Projects to provide benefits	Number	18	—	—
		Number of countries	12	—	—
		Amount	\$14,622,483	\$0	\$0
		Number of beneficiaries (both genders)	86,000	—	—
		Number of beneficiaries (female only)	43,000	—	—

NOTE: All indicators are cumulative from the inception of the RSR to the end of the reporting year unless otherwise stated.

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