Below is a list of the projects and team members who received SDN VPU Team Awards in 2013:

**MONGOLIA : Renewable Energy & Rural Electricity Access Project**

*For Development Impact / Results*

Through REAP the World Bank supported the Government of Mongolia’s National 100,000 Solar Ger Electrification Program, which provided over 500,000 nomadic herders with portable solar home systems (SHS). This coverage represents 60-70 percent of all herder men, women and children, who make up about a third of Mongolia’s population.

The Bank facilitated financial support from development partners (GEF, Netherlands); and utilized global lessons from other countries to help scale-up the Government program. A wide public/private network of distributors established under REAP enabled it to reach even the most distant and isolated herders. The project exceeded its initial target by nearly 35 percent.

The availability of electricity amongst the rural population has created new markets and stimulated private economic activity. Most herders now have access to televisions and cell phones thus reducing their isolation and connecting them to a wider world as well as facilitating income-generating activities. “The change in life between then and now is like night and day”, said one rural herder regarding the availability of electricity, “I believe that the quality of life in the countryside and the city are now about the same.” A survey showed very high satisfaction (94 percent) in the SHSs with over 70 percent citing “increased productivity” as a key benefit. By utilizing renewable energy, the project also helps avoid an estimated 12,498t CO2 annually.

The success of REAP has led to an effort to disseminate its lessons more widely among global development practitioners through the internet, a paper and a documentary. For the same reason, the project is also the subject of an upcoming article by the President of the World Bank.

**Project/Activity Leader(s):** Migara Jayawardena, Salvador Rivera, Peter Johansen

**Team Members:**
Morocco – Third Municipal Solid Waste Sector Development Policy Loan
For Client Focus / Responsiveness
The third Municipal Solid Waste Sector Development Policy Loan to the Kingdom of Morocco (DPL3) builds on the excellent sector dialogue with the Government and the success of the previous two operations (DPL1 and 2), which helped put in place the basic legal framework governing the sector, supported public-private partnerships, and improved the effectiveness of the Environmental Impact Assessment system. The DPLs also contributed to an increased rate of professional solid waste collection, up from 44% in 2008 to 76% currently, and helped bring landfill control up to standard while rehabilitating open dumpsites.

The DPL 3 intends to both consolidate and broaden the sector reforms achieved to date while higher expectations on governance and a new regionalization/decentralization agenda set a new context for municipal service delivery.

It directly responds to the Government’s demand and seeks specifically to support Morocco’s National Solid Waste Program (PNDM) through private sector participation and by strengthening the capacity of municipalities to manage and sustain such services. The proposed operation is expected to improve the accountability of service providers by strengthening demand-side governance and providing citizens access to sector information, and opportunities for engagement and voice. For the first time in Morocco, and in the MENA region, citizen report cards will be introduced, allowing people to provide direct feedback on quality and coverage of solid waste services in their cities.

The DPL also supports the development of a financially and socially inclusive recycling sector to reach the Government’s objective of 20% of waste recycled by 2022 up from a stagnant 5% today. Some transformative features of the supported reform include the creation of opportunities for informal waste pickers, a sizable percentage of whom are women, to improve their revenues and working conditions; and the creation of up to 70,000 jobs over the next 10 years.

Team Lead: Jaafar Friaa
Team Members: François Boulanger, Carolyn Winter, Renaud Paubelle, Sophie Hans-Moevi, Soumia Driouch

India Urbanization Review
For Client Focus / Responsiveness
The analytic work and policy guidance in the India Urbanization Review responds to specific questions posed by senior leadership in the Indian Planning Commission (the Deputy Chairman and Members with Cabinet Minister ranks) on identifying priorities for enhancing economic efficiency, inclusiveness, and sustainability of urbanization.

The team - drawing on staff from multiple regions and the anchor along with external experts configured to match needs of the client, worked closely with various working groups contributing to the 12th five year plan, providing them with the tools and evidence to identify key constraints to growth and sustainability, and marshaled lessons from developed and developing countries to illustrate a range of policy reform options and ‘policy paths’ that could be considered in the Indian political and social context. The core policy innovations focused on land management, including options for developing systems for land valuation, compensation, and transaction; as well as intensification of urban land use alongside coordinated infrastructure improvements.

The team engaged on a regular basis with the working groups and the senior leadership through video conferencing, face to face consultations, and delivery of four "just in time" policy notes. An intense series of interaction took place over 11 months, during which the contours of the five year plan were finalized. The team is appreciative that their inputs were found to be useful as the plan document makes a strong case for clarifying and reforming land management practices, drawing on the team's recommendations.

In fact, this is the first time that the national plan makes explicit multiple references to a World Bank diagnostic and recommendations, reflecting the value that the working groups and senior leadership have placed on this
partnership and team's responsiveness and client orientation.

**Team Lead:** Tara Vishwanath

**Team Members:** Somik V. Lall, Nancy Lozano Gracia, Siddharth Sharma, Hyoung Gun Wang, Vasudha Sarda, Fernando Armendaris, David Dowall, Cheryl Young, Henry Jewell

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**Digital Jam 2.0**

**For Innovation**

Digital Jam 2.0 is an initiative promoting employment opportunities for Jamaican youths in the virtual global economy. It was designed and implemented in 4 months, with less than 200k. Concrete results include over 4,000 young people employed in less than three months, the establishment of funds to support start-ups in the app economy, the commercialization of apps, internships, scholarships and mentorship programs.

The concepts of innovation, thinking outside the box to seek feasible solutions, and responding to clients pressing needs under difficult macro-economic conditions were front and center throughout the development of Digital Jam 2.0. We looked at the virtual global economy as a space to generate jobs and employment for young people, used the "competition approach" to provide a stage to young people to demonstrate their talents, capacity and creativity, leveraged tremendous support from national and international private sector companies, and brought unemployed people in direct contact with potential national and international employers.

Digital Jam 2.0 established a strong network of partners that provided cash and in-kind contributions: FLOW and Columbus Business Solutions; LIME; USAID; Development Bank of Jamaica and Jamaica National Building Society; Microsoft Jamaica, Telegens, RIM Blackberry and KaribLink Digital nationally, and global industry leaders such as Samasource, Microworkers, MobileWorks, Freelancer, Soundtracker, Wildfire Interactive, and 500Startups.

Today, Digital Jam 2.0 has created a “brand” – people, companies and institutions recognize it, and journalists have covered it significantly in all the media. Most importantly, however, it is providing a concrete solution to unemployment and underemployment to many young Jamaicans.

**Team Lead:** Fabio Pittaluga

**Team Members:** Ivan Gonzalez Berenguer Peña, Giorgio Valentini, Rohan Longmore, Gerrard Letighton McDaniel, Cristina Otano, Michelle Ionie Palmer, Ramón Anria, Ana Gabriela Strand, Maribel Cherres

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**The Lesotho National Referral Hospital Public Private Partnership Project**

**For Leveraging/Partnerships**

In 2009, the Government of Lesotho (GOL) signed an 18-year public-private partnership (PPP) contract with Tsepong, a privately-owned consortium, to design, build, partially finance and operate a fully public health network consisting of the national referral hospital and 3 filter clinics in the greater Maseru area. The 425-bed Queen Mamohato Memorial Hospital and gateway clinic opened in October 2011, while the three refurbished and expanded filter clinics have been operating since May 2010. The project has delivered the new health facilities which provide better quality and quantity of health services in the greater Maseru area. Between October 1, 2011 and September 30, 2012, in-patient admissions surpassed 24,000 and outpatient visits exceeded 404,000 for the hospital.

A PPP, by its very nature, is an exercise in leveraging the skills, knowledge, abilities and resources of the Partner membership. The World Bank Group assisted in the project’s conception, design and implementation by leveraging partnerships itself with a $6.25 million GPOBA grant for the first 3 years to help the GoL meet additional costs and finance access to basic services, IFC ongoing support for PPP management, and IDA support for conception. Resource leveraging included the use of the GOL’s healthcare budget, which makes the sustainability of financing for the hospital network possible for the foreseeable future, and local and international capital through the Tsepong consortium created to provide the other part of the financing, an effort that is specifically tied to the Team’s management of the OBA approach.

Skills and knowledge leveraging are appropriately contained through the inclusion of Netcare, an internationally
recognized health care provider, for the initial operation of the hospital network.

Additionally, local economic empowerment clauses built into the Project at an early stage (via the main contract and participant agreements contracts) will have an ongoing and positive effect on Lesotho society.

**Team Lead:** Kanako Yamashita-Allen

**Team Members:** Carmen Nonay, Leslie Villegas, Ferhat Esen, Daniel Coila, Anthony Molle, Cassandra De Souza, Chitambala John Sikazwe, Jose C. Janeiro, Patricio V. Marquez, Tandile Gugu Msiwa, Yoko Shimada, Yvette M. Atkins, Catherine C. O'Farrell

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**Energy Subsidy reform**

*For Demonstrated effectiveness in generating or connecting our clients to global knowledge*

Implementing Energy Subsidy Reforms is based on global empirical evidence and detailed case studies to understand and assess the different drivers of successful subsidies reforms, overcoming political economy and affordability constraints. The global empirical analysis provides strong evidence of the success of reforms in reducing the associated fiscal burden and fuel consumption.

The case studies draw lessons from the experience of countries that have already implemented such reforms, which highlight a number of key factors including (i) strengthening sector specific and economy wide social safety nets; (ii) informing the public and implementing social policy or compensatory measures; and (iii) implementing the reform in the context of broader energy sector reform, such as improving service delivery and fostering energy efficiency. A synthesis paper of the global empirical evidence is available in the Policy Research Working Paper series and an overall report, including a detailed analysis of case studies, was published in the Direction in Development series.

The project is a major piece of analytical work on a topic that has wide-ranging applicability across all client countries as an input to the broader dialogue on energy pricing reform and impact/vulnerability on the poor. It was timely and operationally very relevant, as it will provide a good platform for the Bank to be responsive to internal and external clients, including the G20. This study has also contributed to the new effort to launch a global initiative on fossil fuel subsidies, as part of President Kim's effort to develop bold ideas on climate action.

**Team Lead:** Maria Vagliasindi

**Team Members:** John E. Besant-Jones, Kari J. Nyman, Dejan R. Ostojic, Ariel Yepez, Husam Mohamed Beides, Vladislav Vucetic, Kwawu Mensan Gaba, Mudassar Imran

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**Turn Down the Heat**

*For Good communication plan / use of social media to bring the Bank's message to larger audiences*

Turn Down the Heat: Why a 4°C Warmer World Must be Avoided is a synthesis of the likely impacts and risks that would be associated with a 4°Celsius warming. The compelling science-based evidence put together by a top-notch institution - the Potsdam Institute for Climate Impact Research (PIK) - coupled with the Bank's reputation as a top development institution, sent a strong message and reinforced the urgency for action to keep the world within a 2°C warming.

The goal of this GET-CCA (Global Expert Team for Climate Adaptation) led activity was to stimulate discussion within the World Bank, particularly with senior management, on how to better target and prioritize our development assistance for mitigation and adaptation. President Jim Kim - shocked and convinced by the science – has put the weight of the institution to avert a 4°C warmer world.

The report launch by the President in November 2012 was accompanied by a clear communication and social media strategy, and within the first 48 hours of its release there were nearly 10,000 mentions that appeared in more than 33 million people's social media streams. At the Climate Convention meeting in Doha the 4 Degree Report was used by many Parties to frame the urgency for climate action. The Report has contributed to the announcement on the Bank's bold action on climate. All of this has generated follow-on work for Phase 2, which focuses on regional level analysis.
**Sendai Dialogue**  
*For Good communication plan / use of social media to bring the Bank's message to larger audiences*

Following the 2011 Great East Japan Earthquake and Tsunami, the Bank/GFDRR engaged in a knowledge partnership on disaster risk management (DRM) with the Government of Japan. As part of the partnership's global advocacy efforts, in October 2012 Sendai - the largest city in the region that bore the brunt of the 2011 Great East Japan Earthquake and Tsunami - was the stage for the Sendai Dialogue.

Bank Governors, Annual Meetings delegates, disaster experts and other stakeholders joined WBG President and IMF Managing Director in Sendai to build a global consensus on the need to mainstream disaster risk management in development policies and programs.

To make sure that the Bank's message on mainstreaming disaster risk management reached not only its primary audience of Finance and Planning Ministers, but also the broader public, the task team developed an innovative multimedia outreach strategy. Using several social media platforms, the team launched the 1000 voices campaign, an online social media campaign that solicited resilience stories and messages of support from the broader public and people in disaster prone countries. To make messages from Sendai Report more accessible and web-friendly an infographic brochure was created and widely disseminated.

Moreover, the Bank organized its first TEDx event on the theme of natural disasters. In a tightly choreographed 3 hours, TEDxSendai brought together some of the most interesting thinkers and leaders from the worlds of business, art, politics, and science to share a message about disaster recovery, resilience, and hope.

**Team Lead:** Hartwig Schafer  
**Team Members:** Francis Ghesquiere, Fionna Douglas, Mr Prashant, Bianca Adam, Mika Iwasaki, Annika Ostman, Stacy Morford, Robert Reid, Kazushige Taniguchi, Katsuhiro Miyake, Victoria Inez Salinas, Sachiko Oda, Asako Sato, Maya Brahmam, Jodi M. Lehner, B. Koshie Michel, Max Jira, Federica Ranghieri, Mikio Ishiwatari, Akihiko Nishio

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"**SPECIAL MENTION**" **AWARDS**

**Nepal Biogas Support Program IV**

The project’s objective was to increase access to clean, affordable energy for cooking and lighting through output-based aid (OBA). GPOBA funds timely complemented the Biogas Support Program (BSP-IV) when changes in carbon finance regulation and generally, insufficient carbon finance revenue, left a funding gap of US$5 million. The project was co-funded by the WB/Community Development Carbon Fund. Funding was provided to service providers only after the installation and use of biogas plants. The project concentrated on the remote regions, where plant construction is more expensive. The OBA subsidy was only for plants up to 8m3 capacity in order to reach the poorest.

More than 16,000 Dalits, Janajatis and conflict-affected families benefited. In addition, 1 CO2 million tons were purchased under UNFCCC. Households benefitted from reduced expenditure on firewood, women especially benefitted from reduced time to collect firewood. Indoor air quality and soil fertility also improved, and soil erosion reduced.

At the implementation level, the Alternative Energy Promotion Center was the oversight agency, the implementing
agency, a local NGO, while local companies delivered the outputs on the ground. At the policy level, the government can now use results-based instruments in complementarity to implement BSP in a sustainable manner. In fact, the government requested the Bank, GPOBA, and IFC to further support public and private sector opportunities for the entire rural energy sector in Nepal. Internally, the project showed strong collaboration between Bank units (SASDI ENVCF, GPOBA, SARFM, SASDE) who effectively worked together to overcome implementation challenges.

Team Lead: Priti Kumar (SASDC)


Scaling Up Rural Sanitation Business Area Global Technical team

The Scaling Up Rural Sanitation Business Area Global Technical Team consists of seven employees in DC and two regional technical advisors based in Africa and Asia. The team supports WSP country offices in assisting governments to scale up access to improved sanitation among the poor through capacity building, policy reforms and knowledge management.

Over the past five years, the team has worked to build the capacity of country teams and governments going through learning cycles on a series of at-scale projects. Along the way, the team has compiled the collective knowledge into an evidence-based service delivery model. Since the initial focus on three countries where this service delivery model was tested and led to transformation results, the team’s support has since expanded to additional ten teams in countries where clients have requested similar assistance in accelerating their rate of progress.

To enable further replication of the service delivery model, the team has created e-learning toolkits which have been translated into French and Spanish and soon Bahasa Indonesia based on client demand. The team has also captured and shared the lessons learned in a variety of knowledge products and written or sponsored over 34 publications since 2010. The team has also provided leadership in regional ministerial meetings such as AfricaSan, SacoSan and EASAN, and key donor and practitioner developments such as WASH 2011 funded by AusAID. The team has been able to facilitate peer-learning through regional learning events for clients and partners and through South-South learning initiatives.

Team Lead: Eduardo A. Perez

Team Members: Jacqueline Devine, Craig P. Kullmann, Lakech Tsegaye, Bertha Briceno, Claire Chase, Yolande Coombes, Susanna Smets, Emily Christensen Rand

Vietnam – HIV/AIDS Awareness Raising & Prevention Program

In Vietnam, large-scale construction projects generate an influx of temporary construction workers into targeted areas. Overwhelmingly, migrant construction workers are unaccompanied men with low levels of educational attainment and therefore vulnerable to the spread of sexually transmitted infections (STIs), especially HIV/AIDS. Yet, this risk-exposed population—and the people in the communities where they work—have to date received targeted prevention support. The Bank and AusAID-sponsored HIV/AIDS Awareness and Prevention Program (HAPP) sets out to address this gap at construction sites under the Mekong Delta Transport Infrastructure Development Project (MDTIDP), a Bank-AusAID co-financed infrastructure project in Vietnam’s Mekong Delta region.

Through face-to-face training and information pamphlets, HAPP generated knowledge and awareness about the nature and prevention of HIV/AIDS and other STIs. Assistance was offered to construction site staff (from unskilled labor to managers), nearby entertainment establishments, and local community residents. In all, over 4,000 volunteers benefited from HAPP. Post-program, 60% of participants demonstrated awareness of the risk of STIs, compared to 10% pre-HAPP. The incidence of HIV testing among participants doubled post-program figure. And significant inroads were made against stigma as demonstrated by attitude surveys.

HAPP was made possible by the AusAID-Bank partnership for infrastructure in Vietnam. The Australian Government has long supported initiatives to halt the spread of HIV. The Bank has deep expertise supporting
health interventions in the region. AusAID-Bank implementation of MDTIDP uncovered a largely underserved population with significant improvement potential. Timely provision of AusAID funding allowed AusAID-Bank staff to address it, in the process expanding original project impacts.

**Team Lead:** Dung Anh Hoang

**Team Members:** Thao Phuong Tuong, Mai Thi Nguyen, Andy Isbister, Cong Vu Duc (AusAID), Tuan Anh Le, Luis Blancas, Paul Vallely

### Karnataka Health Systems Development Project – Beneficiary Verification System

Developed in the context of World Bank support to the Bank financed “Karnataka Health Systems Development Project (KHSDRP)”, the Beneficiary Verification System (BVS) directly contributes to beneficiary engagement and feedback, strengthens client capacity to monitor and manage results, and enables collection of data on outputs and outcomes.

The main objective of the BVS is to create capabilities for Governments in order to ensure that services reach intended clientele - pregnant women and children - in a timely and reliable manner, and to enable health policymakers and providers to see what is working and what is not, in real-time. The Karnataka BVS project has generated significant interest within the Bank, among other client countries and in the donor community and has been highlighted as one of the best case examples by the President (in his speech on March 18 at the Citizen Engagement conference) and Caroline Anstey for beneficiary feedback.

As part of the Bank’s India health project, the GPF innovation team was asked to look at innovative uses of technology to improve timely and reliable data collection on service delivery to improve maternal health outcomes. As in many projects, the challenge had been that often times the data on performance arrives several years after and cannot be used to course correct the program and achieve results on the ground.

By establishing BVS, with a clear feedback loop for beneficiary participation, we were able to assist the government in collecting real-time data on performance, improve governance and demonstrate the replicability of such models in our health portfolio.

The results that we have achieved are:

- Established mechanism to ensure beneficiary verification of service delivery and timely feedback on services received.
- Allows for Bank and client to identify problem areas early on to avoid potential failures and reward better performing health centers (based on quality and quantity of service delivery; facility condition)
- Proactively and continually monitor progress towards output / outcome indicators (like % newborn immunized) by putting in place proper controls and mechanisms
- Improve evidence based decision making by policy-makers
- Improve M&E capacity at PIU and DHO level

**Team Lead:** Deepak T. Bhatia

**Team Members:** Pratheep Ponraj, Sangeeta Carol Pinto, Jhumur Manglik, Yoko Enamura

### Budget Transparency Initiative

In 2 regions of Cameroon and in 3 districts of Nepal, the Budget Transparency Initiative (BTI) piloted an innovative approach to: (i) simplify, analyze, and disclose budgets at the sub-national level; and (ii) to build awareness and capacity of government officials and citizens of public expenditure issues through social accountability approaches. The goal of the pilot was to introduce transparency in budget processes to reduce waste and corruption and to foster citizen demand for disclosure of financial information.

The BTI was innovative because it:
Engaged citizens around budget transparency at the sub-national and service-delivery unit levels.

Piloted a local budget transparency index for inter-municipal comparison which recognizes transparent local leaders.

Used regional government officials and traditional leaders to facilitate community meetings in which budgets were disclosed.

Engaged secondary students to inquire about the expenditures of their schools and communities to exact accountability from officials through the creation of budget clubs and arts competitions.

Sequenced various budget information dissemination methods to realize synergies. E.g., radio broadcasts to sensitize the population on budget issues were also used to increase participation at dissemination meetings.

Combined social media with theatre and painting/essay competitions to make budget information interesting and to emphasize citizens’ rights to know how their money is raised and spent.

Reached remote populations by creating programs for radio stations in local languages and using translators in community meetings.

Key results of the BTI include:

In Nepal:

- A post-capacity building impact assessment in 20 schools in Nawalparasi District showed that just one iteration of training efforts significantly improved the communities’ capacity to implement social audits.
- Social audit capacity building programs are being scaled up in an additional 6 districts

In Cameroon:

- Tax revenues increased in at least one local council
- A school principal was forced to return mis-appropriated funds

**Team Lead:** Sanjay Agarwal

**Team Members:** Martin Luis Alton, Abel Paul Basile Bove, Victoire Ngounoue, Karen Cecilie Sjetnan, Vincent Perrot, Darshana Yogendra Patel, Roshan Darshan Bajracharya, Mohan Prasad Aryal, Christine E. Kimes, Venkatesh Sundararaman, Vera Songwe