

<FOR DISCLOSURE>

**TOKYO DEVELOPMENT LEARNING CENTER PROJECT
(JAPAN/WORLD BANK
DISTANCE LEARNING PARTNERSHIP PROJECT)**

MID-TERM REVIEW

DECEMBER 2006

THE WORLD BANK

1 INTRODUCTION.....3

2 ACHIEVEMENTS4

2.1 CONTENT AND PARTNERSHIPS.....4

2.2 CAPACITY BUILDING8

2.3 CONTRIBUTION TO THE GDLN OVERALL.....10

2.4 EVALUATING THE ACHIEVEMENTS10

3 KEY OBSERVATIONS AND FUTURE DIRECTIONS.....11

- A. Table of partnership activities
- B. TDLC Concepts (value proposition, services and lines of business extracts from BP 2007)
- C. Visibility and Promotion

1 Introduction

- The Japan World Bank Distance Learning Partnership Project, now commonly known as the TDLC Project, was initiated in October 2003 and the state-of-the-art studio facilities were completed and launched in June 2004. Just Two years and seven months into the five-year project, it is still too early to evaluate its full effect and impact, but this mid-term review is intended to be an objective evaluation of project outputs against its original aims, which could guide the second half of the project.
- Process:
 - The review team consisted of:
 - Prof. Shinji Asanuma, Hitotsubashi University, Japan, a former Director of the World Bank
 - Dr. Kamales Santivejkul, Vice President of Chulalankorn University, Bangkok, Thailand, which hosts one of the pioneering GDLN centres in the region, and
 - Dr. Ravi Corea, Senior Business Adviser to the regional GDLN and the TDLC project since 2003.
 - The review was based on analysis of past business plans, reports and program data, some reports based on existing statistics, and the views of stakeholders and prominent external (international) institutions expressed during the course of an “Open Space” workshop held over three days in Singapore.
 - The views of stakeholders and external entities with potential synergies were obtained through an “Open Space” workshop held in Singapore from 22-24 March. This provided important insights in respect of impact and future directions.
- The following extracts from the original project document provides a summary overview of the TDLC project:
 - Objectives:
 - Establish TDLC as important part of EAP GDLN
 - Provide access to Japanese knowledge and expertise in development, to Asia and internationally
 - Provide a platform for Tokyo play a leadership role in the development of the EAP GDLN
 - The main activities planned, were:
 - State-of-the-art technical infrastructure
 - Marketing, securing clients and creation of partnerships, including development of skills and capacity in the new media, within partner organizations.
 - Development and delivery of content
 - Capacity development of DLC’s in the EAP GDLN
 - The project was viewed in terms of five components, of which Content and Partnership Development and EAP DLC Support were the largest.
 - Financial resources: \$25 million for 5-year period, \$5 million average per year
- A detailed business plan was developed in January 2004 that articulated the prevailing conditions and laid the conceptual and strategic groundwork for the project. It was reviewed and refined to reflect lesson learnt, in March 2006 but continues to be the basis of strategy and long term management of the TDLC.

2 Achievements

This section does not attempt to document all activities and outputs, but provides a summary, supported by quantitative data where possible, of the achievements in the two main project components and with respect to the GDLN overall.

2.1 Content and partnerships

The desired outcomes of this component included:

- A sustained, predictable stream of high value content.
- Innovative programs and productive partnerships with entities that could contribute content either directly or through other activities financed by them.
- Skills and capacity in GDLN methods within partner organizations.
- Established relationships between Japanese partner institutions and potential clients and collaborators in Asia and elsewhere, so that Japanese institutions could contribute more effectively to Development.

2.1.1 TDLC Utilization

While utilization by itself, it is not an adequate indicator of true impact and sustainable activity, it is an important primary indicator of DLC performance.

- TDLC was set a minimum utilization target of 20%¹ to be achieved by December 2004. In fact it achieved 74%. Utilization has increased steadily, reaching average 70% throughout the year 2005 with its peak 145% in December 2005².

2.1.2 Impact of TDLC on Regional Utilization

	2003	2004	2005	2006 ³
Programs independent of TDLC	10.8%	12.9%	10.8%	11.2%
Programs including TDLC	10.8%	13.8%	15.5%	18.7%

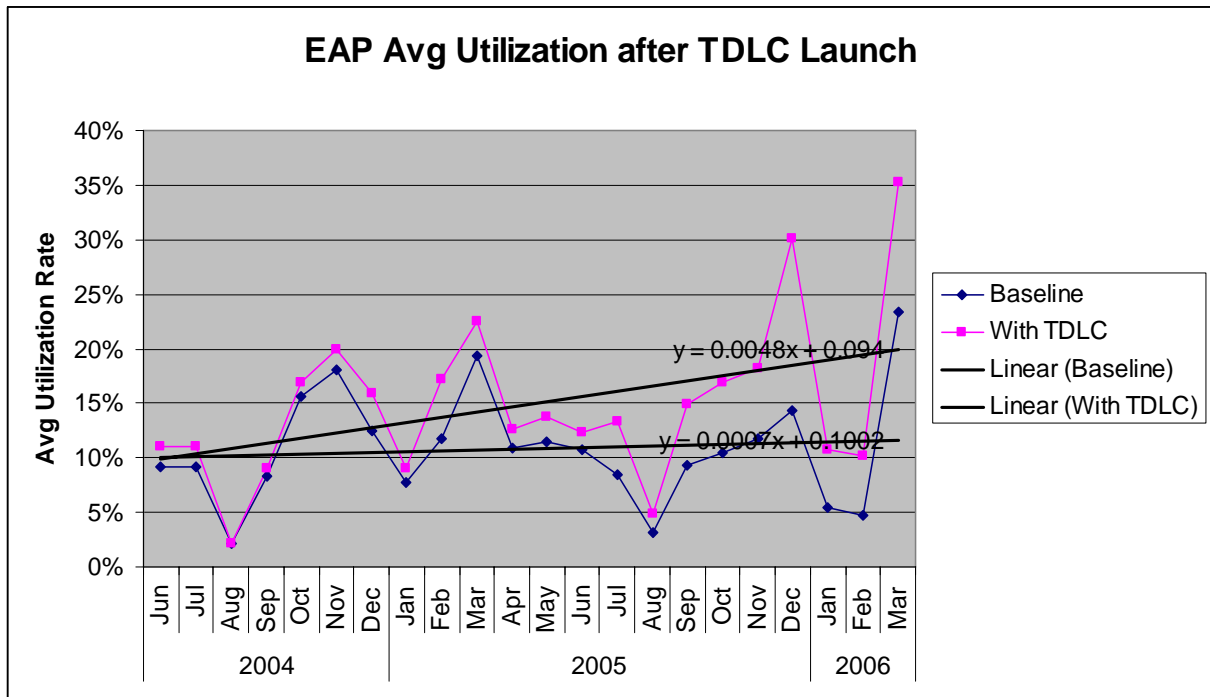
Average Annual Utilization – EAP GDLN Centers

- The average annual utilization of EAP GDLN centers was below the world average (10.8% in 2003) at the commencement of the project. There has been a clear increase in the utilization of EAP GDLN after the launch of TDLC Project from 10.8% in 2003 to 15.5% in 2005).
- The GDLN programs that TDLC generated is the prime reason for such an increase in utilization of EAP GDLN. Utilization based on programs and events that do not include the contribution of TDLC have remained approximately static (from 10.8% in 2003 to 11.2% in 2006), indicating a strong impact from TDLC activity. Graph (1) indicates a similar trend, based on monthly data.

¹ The TDLC management entered into an MoU with five WB Vice Presidents (EAP, WBI, ISG, and EXT) in the governing board in October 2004, specifying certain performance targets to be achieved by June 2005

² Utilization is calculated by WBI GDLN Services as (Hours Utilized / 1260) x 100%. 1260 is assumed to be the maximum feasible for a year on the basis of 6 hrs per day, 5 days per week, 42 weeks. TDLC, with two studios has a higher capacity than other DLCs – hence the figure of 145%. Detailed records of monthly utilization are produced and retained by WBI, they are not reproduced here, for brevity.

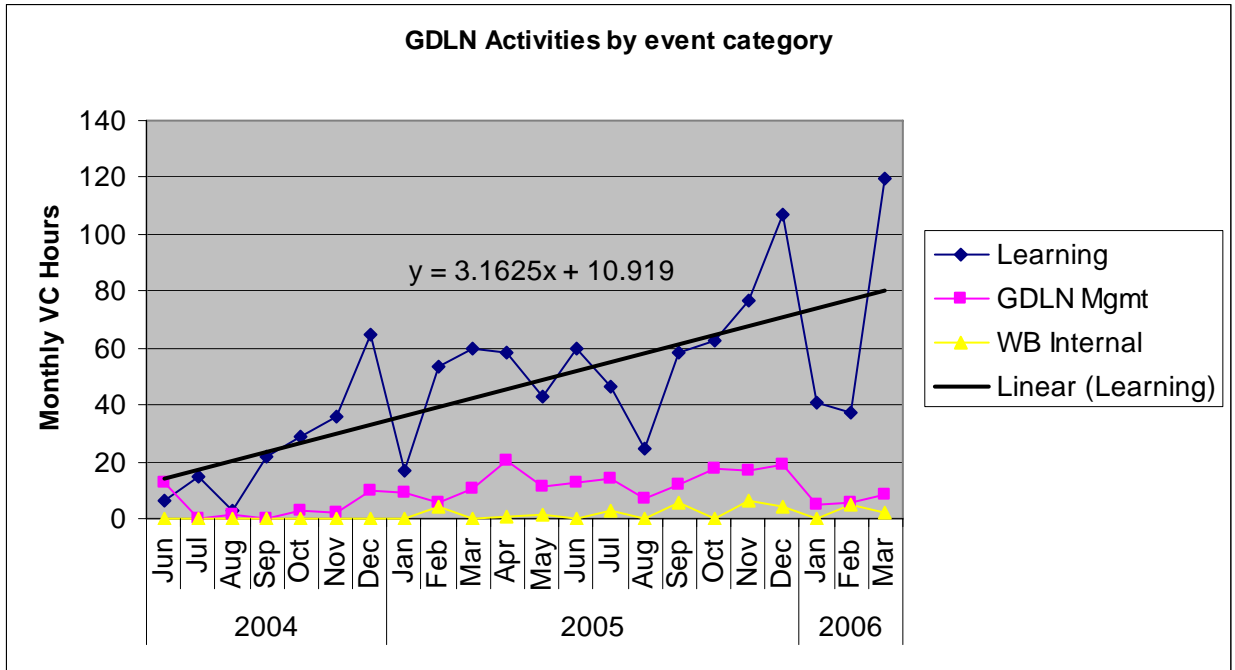
³ January to March 2006



Graph (1) – Average Monthly Utilization – EAP GDLN Centers

2.1.3 Analysis of utilization according to type of program

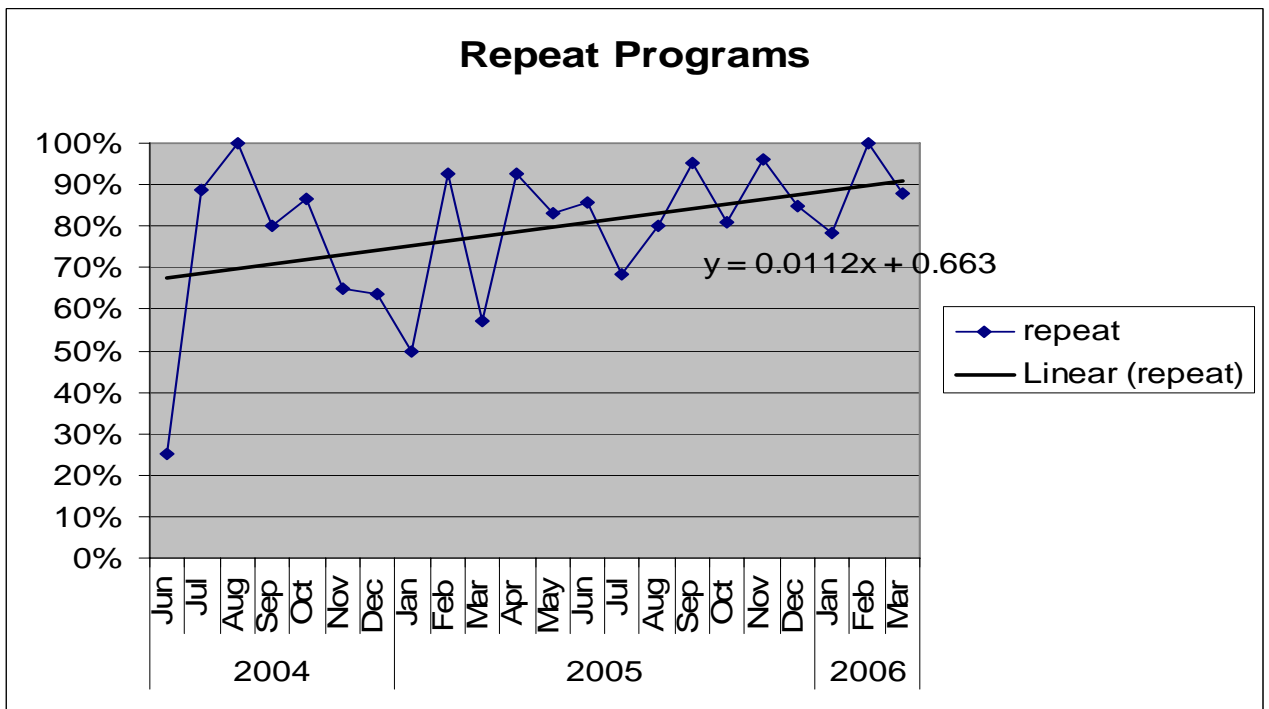
- Since utilization may arise from a number of sources, some of which may have little long-term impact, program data was categorized as follows:
 - i World Bank internal work.
 - ii VC-based GDLN and TDLC management meetings.
 - iii Genuine learning programs or dialogs.
- Graph (2) shows monthly utilization under each category.
- Utilization attributable to categories i & ii are seen to be small and relatively static.
- Utilization due to GDLN learning programs shows a strong, increasing trend.



Graph (2) - Analysis of EAP GDLN utilization by event category

2.1.4 Quality of content and services

- The following were also viewed as indirect indicators of the value and quality of content and services:
 - i The proportion of events that are part of a series, rather than *ad hoc*, single VC's.
 - ii The proportion of events that involve repeat clients, indicating possible long-term commitment and therefore sustainability.

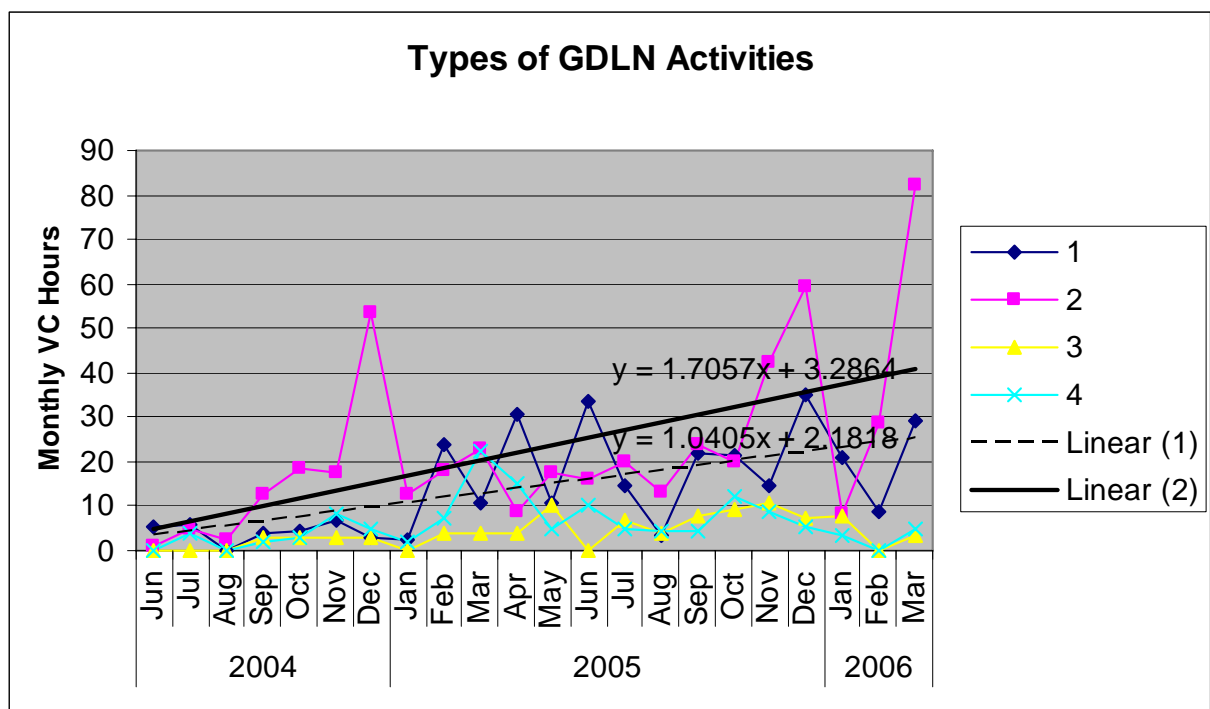


Graph (3) - Repeats and Program Series as opposed to Single Events

- Graph (3) shows that repeat events or events that are part of a series as opposed to single video conferences are high and increasing. In the year from March 2005 to 2006, the proportion of TDLC events that belong to a series, is over 80% on average.

2.1.5 Utilization according to client category

- TDLC utilization was analyzed according to four categories of client corresponding to TDLC strategy in order to measure progress in each area:
 - World Bank projects or other major initiatives
 - Programs that involve Japanese partners
 - Programs that involve important international agencies
 - Initiatives of other DLCs



Graph (4) – Utilization according to client category

- Utilization is highest among events involving Japanese partners and that the trend is increasing
- World Bank initiatives occupy second place and show a steady increase, at a slower rate.

2.1.6 Other indicators and outputs

- Forty-two (42) partner institutions, out of which thirty-two (32) Japanese partner institutions, have been engaged since the commencement of the project with seven (7) MoU's for long term collaboration. Thirty-three (33) have returned to use TDLC facilities repeatedly, and thirty-one (31) partners are now paying for services.
- A MoU with JICA created an important partnership that linked JICA-net and the GDLN, both technologically and organizationally, leading to a large number of collaborative initiatives. The developing work in Africa is and especially prominent example.

- A long-term agreement to collaborate on training programs run by the Asian Productivity Organization (APO) throughout the region will deliver around 300 hours of content per year, reaching around 20 centers. More importantly, the content delivered has attracted considerable demand for repeat programs.
- Important and successful partnerships have also been developed with prominent International bodies, most notably ASEAN. Following pilot activities funded by TDLC, ASEAN is negotiating a set of high profile activities involving GDLN, at top management level. The Secretary General has personally attended several meetings with the TDLC and committed to a range of high-profile programs
- Although TDLC continues to host many events and programs on a promotional (free or concessionary) basis as part of its partnership development strategy, revenues are beginning to accrue from paid programs. \$66,522 has been earned thus far, inclusive of \$38,920 in the first three months of 2006. This is a rising trend, though slower than the projections made in the original business plan.

2.2 Capacity Building

The capacity building component of the project addressed four main areas:

- Developing basic skills in DLC management, program preparation and program delivery, encouraging the adoption of consistent set of management practices within the regions DLCs
- Developing demonstrable skills, capacity and track record across the region in respect of planning and delivery of innovative GDLN programs such as Communities of Practice and Blended Learning through a set of “Learning by Doing” (LBD) initiatives.
- Providing opportunities to strengthen human resource capacity in DLCs by creating business opportunities that encouraged those DLCs to invest in staff.
- Coordinating the EAP DLCs through the activities of the regional Association (EAPA) and its committees – especially the Business Development and Quality Committee (BDQC), and providing the required technical assistance, to develop the required management, service delivery and business development capabilities as a network organization rather than individual centers.

2.2.1 Basic skills in DLC management, program preparation and program delivery

- Technical Assistance from TDLC helped 12 DLCs in 8 countries to develop medium term business plans based on practical business models, and to identify specific business strategies suited to their operating environment. Three of these DLCs, which were facing closure in December 2004, turned around and reported institutional sustainability, accompanied by renewed interest and support from their host institutions in 2005⁴.
- TDLC Technical Assistance has also been key to making rapid progress in the implementation of 8 new DLCs in 4 countries.
- More than six workshops for DLC managers and staff have been developed and delivered, region-wide on topics such as DLC Management and Business Development. In addition to on-the-job training and advice, TDLC staff and consultant also made country trips to help DLCs on specific program/event design and preparation.
- Standard procedures for event preparation have been developed and implemented across the region under TDLC leadership leading to substantial improvements in event quality and productivity. Such training and assistance is also provided “on-the-job” during the preparation of major programs.

⁴ Australia National University, Vietnam (Hanoi) and Sri Lanka (Colombo), obtain no financial contributions from host institutions, though there are some contributions in kind. Significant revenue is earned through GDLN programs and projects or, as in the case of Hanoi, substantial donor funds have been obtained for specific programs.

2.2.2 Planning and delivery of innovative GDLN programs

- The perception of the GDLN was that of a video-conferencing service, the value of which was the potential to reduce travel costs, similar to that available free of charge in Bank offices and some partners' networks. TDLC developed a specific set of service offerings that establish the EAP network as the provider of value added services well beyond video conferencing. These services⁵ have been successfully delivered, are seen to have a significant demand and the *capacity to deliver* these services on a continued basis, now exists in the regional network beyond the TDLC.
- A total of six "Learning By Doing" (LBD) initiatives were implemented as a key tool in building capacity. They were designed to be programs of substantial size, typically a series of eight to ten VCs and around four DLCs based on an innovative format (e.g. community of practice, blended learning), based on a contract with a "lead" DLC. A further four are currently under negotiation.
- Nearly all of the Learning By Doing programs (Kids Initiative, Health Community of Practice, Micro-Finance Training of trainers) has been followed by proposals for a much larger series that include funding partners (e.g. Dengue and Malaria training, Kids / Youth initiative, translation of Micro-finance material to Vietnamese and Chinese, due to strong local demand) indicating genuine build-up of experience and capacity.

2.2.3 Creating business opportunities for DLCs

- With each LBD initiative, a "lead DLC" was contracted to manage the entire program and was encouraged to use the budget to build additional capacity, if necessary by recruiting new staff. They also provided welcome business opportunity to the participating DLCs.
- Experienced DLC staff and resource persons from their host institutions were used wherever possible, which generated additional capacity, recognition and revenue for the DLCs that contributed resources and highly cost effective services for the project.
- TDLC has invested in developing strong strategic relationships with important regional organizations that lend a high degree of credibility and both directly and indirectly lead to enhanced business opportunities. ASEAN is a key partner, now, with a number of high profile programs now being pursued under the direct patronage of the Secretary General.

2.2.4 Strengthening the regional organization

- The TDLC played a strong convening and nurturing role, including the provision of supplementary HR capacity when required to develop the EAPA Business Development and Quality Committee (BDQC) into a dynamic and useful body.
- TDLC also proposed and implemented the creation of a Regional Secretariat to perform a coordination role, funded by a portion of the now de-centralized budget of WBI's GDLN Services unit. This unit is contracted to handle some of the reporting and convening tasks that were formally centralized.
- Continuing development in business-like management practices and capabilities under TDLC technical assistance helped EAP DLCs recognize the need for a much stronger regional organization and governance framework. This is seen as critical to achieving the levels of productivity, service standards and business volume required for sustainability. TDLC provided technical assistance and coordinated consultations resulting in a new Association (GDLN Asia Pacific) governed by a formal charter. The Association recognizes the special relationship with the Bank as a strong partner and founder, but begins to shift ownership and management responsibility to the DLCs and aims to generate funding for a number of centralized roles to be entrusted to full-

⁵ Service offerings and lines of business are listed in Appendix B

time staff. This is now seen as the future of the EAP GDLN and the platform to which TDLC can begin to transfer many of the central roles that it has acquired during the lifetime of the project.

- TDLC's convening role has also been successful in drawing in some 13 national DLCs in China that were not formally affiliated to the GDLN, as enthusiastic members of the new Association.

2.3 *Contribution to the GDLN overall*

- The TDLC has led the way in the conceptual development and in the implementation of GDLN business in several areas, such as definition of lines of business and value added services, costing and pricing policies, the service-oriented approach and successful partnership development based on funded pilots and demonstrations progressing in a planned manner to paid programs.
- A number of tools, systems and methods have been developed within TDLC (e.g. the clients database, VC-calendar, calendar of programs, the client-service team concept). They have been well-received by regional DLCs and have the potential to be adopted worldwide.
- The management approach based on rolling multi-year business plans and strong processes and especially the recently concluded Charter of the regional Association have been acknowledged as leading the way in the GDLN community and provide examples for other regions.
- The partnerships with JICA and APO quickly revealed the synergies in a global sense as TDLC has become the channel to build upon the interests of both these organizations in the AFR and ECA regions.

2.4 *Evaluating the achievements*

- The Vision statement of the original business plan remains valid today and provides an effective backdrop against which project performance may be reviewed. The vision states:
“By the conclusion of the TDLC project the EAP GDLN will be a dynamic, sustainable network characterized by:
 - Services that are widely acknowledged as increasing development impact by integrating knowledge sharing into the full range of development activities in the region;
 - Strong productive partnerships with local, regional and international organizations that have the appropriate skills, capacity and institutional focus, resulting in a steady stream of high value content;
 - DLCs recognized in their host countries as important national resources, with substantial skills and capacity in the delivery of knowledge network services, providing a channel for interaction with global sources of expertise; and
 - A well-established, sustainable, regional management structure with efficient processes for content development, quality assurance, evaluation and management, recognized as a leader in knowledge creation and sharing”
- Evaluation of project outputs in the context of the Vision stated in the original TDLC Business Plan reveals that:
 - The project has, overall, been guided by the vision,
 - It has made substantial progress towards achieving the vision, especially in the second and third points.
 - With continuing focus on the key areas, suitable steps to address outstanding issues, and judicious application of the remaining resources, it is likely that vision can be achieved by the end of the project.

3 Key Observations and Future Directions

1. Network development and sustainability

- The power and value proposition of the GDLN lies in its strengths as a network. The TDLC has played a leading role in developing the EAP network, providing intellectual leadership, coordination, business development and many other inputs. It is important that this role is transferred gradually to the regional network so that the EAP GDLN may develop into a stable, sustainable organization that is professionally managed as a network business as the TDLC project itself winds down.
- The creation of a new Regional Association with the aims of establishing governance frameworks, service standards and of enhancing business and fund-raising opportunities region-wide is an important achievement in this context. TDLC should therefore build on what has been achieved and strive to strengthen the Association as a matter of strategic priority.

2. Development of services, articulation and communication of the value proposition

- TDLC has led the way by designing and delivering value added services related to knowledge exchange, blended learning and dialogs, rather than simple “video-conferencing” or distance learning⁶. Nonetheless these services and the GDLN concept itself, must be defined and articulated more clearly in the interests of more effective communication, promotion and delivery⁷.
- Making the GDLN an important tool for the Bank has been, from the outset, a key strategic aim. Despite the natural resistance to change within a large, conservative organization such as the Bank, TDLC’s very success has stimulated strong interest within the Bank, and definite commitments to substantial programs have now been secured. TDLC must continue its efforts to build on this interest by developing innovative services that are genuinely useful to the Bank’s work.
- Similarly, the perceived value of TDLC services to external clients is reflected in their willingness to pay for them. It is necessary therefore increase efforts to secure more paying clients, by responding to demand, exposing them to the new technological and pedagogical possibilities and training their staff to use them confidently.
- Overall the TDLC can now afford to be bolder in launching new and innovative content initiatives that build on its achievements. This may include leading content initiatives that bring together partners from Japan and the region in models that better exploit the skills available around the network.
- The current pricing policy which is based on hourly hire of the facility also does not reflect the value added service concept and should therefore be reviewed. ANU has shown great initiative in this regard, with its recently revised pricing policy which lays strong emphasis on value added services⁸.
- The adoption of effective Performance Indicators is important, and must address two distinct areas:
 - Communicating impact:* Various indicators have been derived from the basic utilization figures, for the purposes of this review. However, it is important that more specific impact measures (possibly qualitative ones) are proposed and reviewed in relation to major to the major initiatives in order to demonstrate the impact of the TDLC project and the GDLN to best effect.
 - Operation of the facility and project management:* These indicators will be a mix of some of those defined under i) above as well as those marking progress of the project against the original objectives and current work program.

3. Role of the Bank

⁶ The value proposition, themes and main services are articulated in the TDLC Business Plan 2007, an extract of which is attached for reference in Appendix B.

⁷ The outcomes of the Singapore Open Space workshop stressed this aspect quite strongly.

⁸ The current ANU business plan projects sustainable income levels with just 35% utilization, on the basis of services that account for a much larger percentage of the cost of programs, than VC costs.

- The Bank is an important part of the value proposition of the GDLN due to its convening power and pool of expertise. The Regional Association now stresses these aspects rather than the conventional role of founder and funding partner. The Bank has responded with strong statements of ongoing commitment to the GDLN. This provides fertile grounds for TDLC to nurture the channels of communication required to access the desired resources reliably, on the principle of mutual benefit and close partnership.
- The WBI which was for many years the promoter and coordinator of the GDLN has gradually shifted the coordination role to the Regional units of the Bank with the current policy of decentralization. It is expected that WBI will resume and enhance its role as a content source.

4. Sustaining the TDLC

- The TDLC has achieved a great deal in a short timeframe, and it is likely that with continued focus, the original aims can be achieved by the end of the five-year lifetime of the project. The project has:
 - i) Achieved rapid growth in business volumes based on innovative programs with the potential for great impact.
 - ii) Through its capacity building activities, the development of strategic partnerships with international players and the demands it places on DLCs through increased volumes of business, TDLC has substantially improved the management and technical capacity, institutional credibility and motivation in the region's DLCs leading to much improved prospects for sustainability and growth of the network.
 - iii) The methods, systems and tools that have been developed have been documented, disseminated and in some cases are already supported by well-defined training programs and materials so that they may be adopted for general use in the network. These are roles that could continue and expand in the future.
 - iv) The TDLC has rapidly acquired a central role in partnerships, with Japanese entities, with regional organizations such as ASEAN and as a channel that connects these partners with other parts of the world. It has also created substantial momentum in the the EAP GDLN with its convening role and catalyzed the creation of a Regional Association and the expansion of the GDLN in China, Indonesia, Cambodia, Laos, New Zealand and the Pacific. TDLC has the opportunity to build on this success by and take advantage of this momentum by taking steps to remain as a strong player in the GDLN in the long term.
 - v) The reputation of Japan as a valuable development partner to Asian African south and central Asian countries has been significantly expanded because the TDLC has facilitated high quality Japanese knowledge from Universities government and institutions being shared with developing countries in areas including business development, disaster mitigation, governance and infrastructure development.
 - vi) The project has in fact created a potentially powerful platform whereby:
 - Developing countries in Asia and elsewhere can access the resources and expertise of Japanese institutions.
 - Japanese institutions would be assisted in their outreach and the forging of partnerships with countries and institutions of other regions.
 - A network-oriented, regional approach is adopted, leading to greatly enhanced opportunities.
- The recent separation of the DLC function from the tasks of the project in Tokyo, are steps in the right direction. They must be supplemented by financing plans to sustain it without delay. It is likely that some institutional funding will be required, though at a lower level than at present, to supplement projected earnings. It must be noted here that the design of the facility as a showcase for the best of modern technology was a vital factor in winning the credibility of clients, partners and stakeholders from the outset, and this must be taken into consideration in future plans as well.
- Financial prospects
 - i) The original business plan proposed a model where revenues from clients and partners would grow sharply from around the mid-point of the project and reach a level where a large proportion of

running costs would be covered by the end of the project⁹. A certain proportion of the TDLC's activities would require continued funding even at that stage, as those activities would not be client focused but related to the development and management of the network.

- ii) At this stage, revenues from client services are indeed growing. However, the overwhelming focus has been on the creation of value for the stakeholders in the areas indicated above, rather than purely financial returns. The model for sustainability, as with the other DLCs, will be a combination of:
 - (a) Revenue from paying clients
 - (b) Donor funding of programs
 - (c) Donor funding of the institution as a public good.
- iii) While it is reasonable and feasible to expect a DLC to be self-funding in this way (as several DLCs in the region have now been able to do) it is necessary to note that the pure DLC component of this project is a relatively small one. Much of the current cost is incurred in the much larger project component, which provides a number of services to the regional DLCs and to Japanese partners. It is envisaged that this role will continue in the future as follows:
 - (a) A DLC – the National DLC of Japan will continue to operate as a showcase for Japanese technology and a key access point the GDLN. This can and should strive for financial sustainability.
 - (b) A strong project component will accompany the DLC, maintaining and growing the current leadership role that TDLC has achieved from the region. Its most important role will be as a centre for innovation in content and technology applications supporting the growth and sustenance of the Regional GDLN. It will also continue to grow the partnerships with Japanese partners, develop and grow channels of access to the rest of the world, especially the other regions such as Africa that have been reached even now,

Continued funding will need to be sourced for the latter area as indicated in Section 4. A more detailed analysis of TDLC's projected revenue and expenditure is provided in Appendix C

5. TDLC in a global context

- The project has already created several important openings that could be developed as major initiatives in their own right as they are potentially important opportunities for expanding the participation of Japan in the global development community
 - TDLC is increasingly becoming a channel for world wide international contact between Japanese and external instructions. This role is highly appreciated by clients, may be developed greatly due to the strength of the World Bank's global presence, and is consistent with the strategic aims of both major stakeholders – the Bank and the government of Japan.
 - There is strong demand for inter-regional activities such as Asia-Africa and Asia-Latin America programs. This is an enhancement of the previous role where TDLC could operate as a truly international intermediary and facilitator of partnerships and programs.

⁹ Refer TDLC Business Plan and Work Program - 2004

Appendix A - Tables of partnership activities

Table 1: TDLC Active Clients under Partnership Development (underlined are the organizations that have paid or committed to paying at one or more programs)

Type of Partners	Name
Multilateral Development Agencies	<ul style="list-style-type: none"> ❖ <u>Asian Development Bank Institute (ADB)</u> ❖ <u>International Finance Corporation (IFC)</u> ❖ <u>World Bank</u>
Bilateral Development Agencies	<ul style="list-style-type: none"> ❖ <u>Japan Bank for International Cooperation (JBIC)</u> ❖ <u>Japan International Cooperation Agency (JICA)</u>
UN Agencies and Regional Organizations	<ul style="list-style-type: none"> ❖ <u>Asia-Pacific Economic Cooperation (APEC)</u> ❖ <u>Asia Productivity Organization (APO)</u> ❖ <u>Association of Southeast Asian Nations (ASEAN)</u> ❖ <u>International Recovery Platform (IRP)</u> ❖ <u>International Labor Organization (ILO)</u> ❖ <u>Pacific Economic Cooperation Council (PECC)</u>
National Government and Government Agencies	<ul style="list-style-type: none"> ❖ <u>Japan's Ministry of Foreign Affairs (MOFA)</u> ❖ <u>Japan's Ministry of Finance (MOF)</u> ❖ <u>National Life Finance Corporation (NLFC)</u>
Local Governments	<ul style="list-style-type: none"> ❖ <u>Kitakyushu City</u> ❖ <u>Tokyo Metropolitan Government</u>
Universities	<ul style="list-style-type: none"> ❖ <u>Aichi Gakuin University</u> ❖ <u>Hiroshima University</u> ❖ <u>Hosei University</u> ❖ <u>Hitotsubashi University: School of International & Public Policy</u> ❖ <u>Kobe University</u> ❖ <u>Kyoto University: GSGES</u> ❖ <u>National Graduate Institute of Public Studies (GRIPS)</u> ❖ <u>Seisa University</u> ❖ <u>Takushoku University</u>
Research & Training Institutions, NPOs, and Associations	<ul style="list-style-type: none"> ❖ <u>Asian Development Youth Forum (ADYF)</u> ❖ <u>Asia Disaster Reduction Center (ADRC)</u> ❖ <u>Asia Pacific Energy Forum (APEF)</u> ❖ <u>Association for Overseas Technical Scholarship (AOTS)</u> ❖ <u>Building Research Institute (BRI)</u> ❖ <u>CityNet</u> ❖ <u>Global Information Infrastructure Commission (GIIC)</u> ❖ <u>Japan Water Forum (JWF)</u> ❖ <u>Japan Anti-Tuberculosis Association (JAA)</u> ❖ <u>J-EARN</u> ❖ <u>Network Tama Association</u> ❖ <u>Overseas Environmental Cooperation Center (OECC)</u> ❖ <u>Planet Finance</u>
Foundations	<ul style="list-style-type: none"> ❖ <u>The Asia Foundation (TAF)</u> ❖ <u>Foundation for Advanced Studies on International Development (FASID)</u> ❖ <u>Japan Cleft Palate Foundation (JCPF)</u> ❖ <u>Nissan Science Foundation</u>

- ‘Active’ and some ‘pipeline’ clients can be roughly grouped by their thematic or sector interest in exploiting GDLN as in the following table 2.

Table 2: TDLC ‘Active’ or ‘Pipeline’ Clients’ Thematic or Sector Focus

Focus	TDLC Clients
Multi-sector	ADBI, WB, JBIC, JICA, ASEAN, APEC, FASID
Disaster Management	IRP, ILO, Kyoto Univ GSGES, BRI, ADRC, UNCRD
Water and Environment	UNHABITAT, Kitakyushu City, JWF, ICETT, Kyoto Univ GSGES, OECC
Local Government Capacity Building	Kitakyushu City, CityNet, Yokohama City
Education (elementary & high)	TMG, Seisa Univ., Kobe Univ., Hiroshima Univ., J-EARN, Hosei Univ., Hitotsubashi Univ., Nissan Foundation
Health	JAA, Aichi Gakuin Univ., JCPF
Enterprise and Finance	IFC, APO, PECC, NLFC, PlaNet Finance, AOTS
Trade and Investment	PECC, JETRO, MOFA, METI, APEF
Tax and Law	National Tax College, TAF
Rural Development	APO, JIRCUS,
Information and Communication	GIIC

Appendix B - TDLC Concepts

Value proposition and services (extracts from TDLC Business Plan 2007)

Value added services

- The TDLC is now able to define a specific set of service offerings that establish the EAP network as the provider of value added services that go well beyond video conferencing. These services are broadly applicable across its four business lines and may be viewed in terms of two categories:
 - Convening a range of resources and partners.
 - Assisting and training clients to use the available technologies and methods creatively.
- The specific services listed below have been successfully *delivered*, are seen to have a significant *demand* and the *capacity to deliver* these services on a continued basis, now exists in the regional network beyond the TDLC.
 - Convening the resources of the Bank and other partners, including sector expertise, current political and development knowledge, institutional credibility and local presence.
 - Designing and delivering programs that effectively combine a range of disciplines and skills (Instructional Design, Blended Learning, Distance Learning) and a range of modern technology and tools, including but not limited to, video-conferencing.
 - Training on such technology and methods.
 - Technology services such as studio facilities, pre and post event video services, editing and streaming video services and the preparation of multi-media materials.
 - Preparation and management of video conferencing sessions, including running order preparation, studio and camera arrangement, local facilitation, simultaneous translation, general logistics, invitation and recruitment of participants and event evaluation.
 - Management of programs based on novel formats (Communities of Practice) or addressing special groups and local communities (Kids Initiative) on a “turnkey” basis.
 - Access to a large number of regional sites offering similar or complementary local capabilities, certain specialized skills and access to local partners.

Appendix C- Visibility and Promotion

Outreach activities

- A standard set of TDLC outreach materials includes a booklet titled '*10 Things You Should Know about GDLN and TDLC*' (「グローバル・デベロップメント・ラーニング・ネットワークと東京開発ラーニングセンターのご紹介－10のキーポイント」). The following passage is included as the 5th item:

'Japan's Support for the Region

The Government of Japan has provided generous support, with an indicative allocation of US\$25 million for a period of 5 years starting 2004, to assist the East Asia Pacific GDLN. The resources will be used to help establish partnership and content development, knowledge exchange, as well as a delivery facility in Tokyo. This new center in Tokyo, called Tokyo Development Learning Center, is co-located at the World Bank Tokyo Office and will be connected with other DLCs in the region. The Center is managed by the World Bank's East Asia and Pacific Vice-Presidency.'

- '*10 Things You Should Know about GDLN and TDLC*' has been widely distributed to visitors and participants, including in high profile GDLN events such as TICAD III and ABCDE, in Japan and the region with as many as 8500 copies thus far, so that training/dialogues participants recognize Japan's support to TDLC and GDLN.
- At the request of 'International Telecommunications Union (ITU) Journal' (「ITUジャーナル」), a professional monthly magazine on telecommunications and its applications, the TDLC contributed an article titled '*Building Knowledge Bridges: An Introduction to the Tokyo Development Learning Center*' in September 2005(「グローバルなネットワークで「知識と経験」の橋渡しを:開設から1年の東京開発ラーニングセンター」), which includes the following reference:

'The Japanese government provides a generous grant of US\$25 million for a period of 5 years to establish the TDLC, reflecting strong hopes that the Center would help unlock expertise in the Asia Pacific region as well as draw non Japan's development experience. The two pillars of Japan's ODA operations, the Japan Bank for International Cooperation (JBIC) and the Japan International Cooperation Agency (JICA), are major collaborators.'

- The TDLC has inserted reprints of the ITU article into its standard outreach material package. More than 1000 copies have been distributed in Japan and the region. The article has also been posted on the TDLC website and featured in the TDLC's bi-monthly e-newsletter, with a subscription of over 300 in more than 20 countries.
- The TDLC and JICA-Net jointly produced a flyer announcing its partnership, promoting the creation of the largest development learning network in the world. Over 2000 copies have been distributed at prominent events to date. It acknowledges the Japanese government's contribution as follows:

'The signing of a Cooperation Agreement in November 2004 between JICA-Net and the TDLC, established by the World Bank in cooperation with the Japanese government in June last year, brings the reach and resources of the two networks together to form the world's largest development learning network'

Program delivery

- Site designation is clear in all videoconference events originating from the TDLC studio, reinforcing Tokyo's position as the source of development knowledge and expertise. (see **Photo C.1** and **C.2**)
- The Japanese government's contribution to the project has been acknowledged in opening or closing remarks at every opportunity in high-profile events organized by the TDLC.
- For example, on the occasion of "Looking Ahead: Partnership between Japan and the World Bank", a seminar held on October 8, 2004 commemorating 50 years of Japan's ODA, TDLC Manager Ryu Fukui conveyed the following message at its opening:

'The Tokyo Development Learning Center was born in June of this year as a joint project between the Government of Japan and the World Bank. We are extremely honored to be convening this Seminar today, as we feel it is a particularly fitting theme for us. We greatly appreciate the support of the Government of Japan... in our endeavor'

Reporting

- The Japanese government's contribution and the TDLC's progress has been well documented in the "Japan Policy and Human Resources Development Fund (PHRD) Annual Report 2005" released by the World Bank Concessional Finance and Global Partnerships Vice Presidency.
- The "TDLC's Year One Highlights" are featured as follows in "Chapter 4 PHRD Supported Programs" (see **Box C.1**):

'The TDLC was inaugurated on June 1, 2004. President James Wolfensohn and Japan's Minister of Finance Sadakazu Tanigaki both expressed strong hopes that the Center would become a hub for intellectual exchange, unlocking expertise in the East Asia and Pacific region as well as drawing from Japan's capacity and experience in development. It represents the largest single PHRD partnership allocation of US \$25 million over five years.'

Recognition of Japan for its contribution to the Regional GDLN

The very high recognition the Government of Japan has received for its role in facilitating the provision of high quality content and for providing assistance to the East Asian Regional Association is evidenced by the following factors.

- The new Asia Pacific Association will consist of over 40 Distance Learning Centers from 20 countries. The governing committee of this Association will comprise three Distance Learning Center Managers, a representative of the World Bank and one donor. The EAP Distance Learning Centers have unanimously decided to invite Japan to be the sole donor to join the governing committee
- Senior staff from Distance Learning Center Host Institutions have visited Japan to meet with TDLC staff to discuss partnerships with Japan. They all have been informed about the role of the Government of Japan in assisting the regional GDLN. Recent visitors include: Dr Kim, Director of the School of Public Policy, Korean Development Institute; Dr. Li Deputy President, Shanghai National Accounting Institute; Dr. Villacorta, Deputy Secretary General ASEAN, Dr. Kamales, Vice President, and Chulalongkorn University. All regional DLC managers visited Tokyo at the commencement of the Project.
- Numerous Tokyo based Ambassadors have visited the TDLC and participated in DLC sessions. Each one has been told that the Government of Japan financed the TDLC and its international programs
- The TDLC "jointokyo" website features stories about Japanese expertise and has included direct reference to the role of the Government of Japan in supporting the GDLN in the region. The ADBI web site has also acknowledged the partnership with the TDLC.
- Interested parties within the region and within Japan can voluntarily subscribe to an e-news letter. So far around 160 people from the region have subscribed in addition to about the same number within Japan. This news letter publicizes the excellent content available from Japan.

Photo C.1



Photo C.2



CHAPTER 4

PHRD-SUPPORTED PROGRAMS

4.1. Introduction

In addition to the program components reviewed in Chapter 2 and 3, the PHRD Fund also supports a number of other World Bank-managed programs. These include both designated "PHRD" programs and other trust funds to which contributions are made through PHRD.

4.2. Japan-World Bank Partnership Program

During FY05, three new partnership program grants were approved and activities continued under several

ongoing programs. The largest of these programs is the Tokyo Development Learning Center (TDLC) which has made impressive progress in its first year of operations (see Box 4).

Several other Partnership Program grants have played an increasingly significant role over the years in supporting the World Bank's strategic objectives through its Tokyo Office. In FY05, these grants have particularly helped the Bank meet its outreach objective by enhancing dialogue between the World Bank and Japan.

The Policy Dialogue Enhancement Support Fund has supported policy-level interactions between the World Bank and Japanese stakeholders and

Box 4. Tokyo Development Learning Center: Year-One Highlights

The Tokyo Development Learning Center (TDLC), part of the Global Development Learning Network (GDLN), was inaugurated on June 1, 2004. President James Wolfensohn and Japan's Minister of Finance Sadakazu Tanigaki both expressed strong hopes that the Center would become a hub for intellectual exchange, unlocking expertise in the East Asia and Pacific region as well as drawing from Japan's capacity and experience in development. It represents the largest single PHRD partnership program grant, with an indicative allocation of US\$25 million over five years.

The first year has shown that the TDLC is well on its way to fulfilling its potential. The Center's utilization rate rose from 20 percent in the first 6 months to 60 percent in the second. TDLC already has more than 30 client organizations, and is

currently in discussion with over 70 more, including global and regional development organizations, universities, research and training institutions, local governments, non-governmental organizations (NGOs) and civil society groups. A landmark agreement between the World Bank and the Japan International Cooperation Agency (JICA) in November 2004 forged ties between the GDLN and JICA-Net, creating the world's largest development learning network with a combined reach of 119 cities in 84 countries. Many collaborative programs are underway with the Association of South East Asian Nations (ASEAN), with prospects for a partnership with Asia Pacific Economic Cooperation (APEC). The East Asia and Pacific region's network of distance learning centers has been strengthened, with a regional business plan due by 2006 to coordinate services and fees.

(continued)