



Catalyzing Transformative Technical Assistance

MIDDLE EAST AND
NORTH AFRICA REGION (MENA)

MENA MULTI-DONOR TRUST FUND

ANNUAL REPORT
(July 2018–June 2019)



WORLD BANK GROUP

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Forward



Since its inception in 2012, the Middle East and North Africa (MENA) Multi-donor Trust Fund (MDTF) has financed strategic analysis and technical assistance aimed at accelerating economic reforms, transformation and social inclusion to support peace and stability in the region. The MENA MDTF continues to be critical and

relevant. Many MENA countries continue to experience fragility and in some cases conflict, with spillovers affecting neighboring countries. Valuable human capital is being eroded. New economic opportunities are being undermined. And countless lives and livelihoods are being negatively impacted.

The World Bank Group's approach in the MENA region focuses on addressing the underlying root causes for conflict and violence in the region. By supporting region-wide and

country-specific transformative initiatives, the MENA MDTF, with support from the UK, Norway and Finland, is helping to establish a more inclusive and responsive social contract, build regional cooperation, support recovery and reconstruction efforts, and directly support refugees.

We have scaled-up grants for interventions that aimed at improving good governance and accountability, job creation (particularly for youth and women), and more space for private sector engagement. We have also opened new pathways to recovery and peacebuilding, including operations benefiting refugees, host communities, and internally-displaced persons. Regional programs supported by the MENA MDTF have also been instrumental in promoting regional cooperation and cross-border knowledge exchange. In addition to supporting peace and stability, the MENA MDTF also is instrumental to advancing the objectives of the enlarged MENA regional strategy, which seeks to transform economies in the region by harnessing the full potential in human capital especially youth and women,

supporting digital development, and spurring innovation by creating opportunities for the private sector to compete and grow.

The Annual Report captures some of the remarkable development impact and successes achieved under the MENA MDTF. Underpinning these achievements is our close partnerships with development partners and clients.

Going forward, we look forward to continuing these strong partnerships. And, together, we look forward to strengthening our ability, through the MENA MDTF, to continue supporting economic and structural reforms, peace and stability in the MENA region.

Anna Bjerde

Director of Strategy and Operations
MENA

Executive Summary



This Annual Report covers the period of the Middle East & North Africa Multi-Donor Trust Fund (MENA MDTF) implementation from July 1, 2018 to June 30, 2019. The First Cycle, which ran from 2012 to 2017, came to a final close. The new Second Cycle, expected to run from 2018 to 2021, is now fully underway, with established funding of US\$8 million from Donors, of which US\$7.67 million has been allocated to 28 activities and US\$5.1 million has been disbursed.

The Annual Program Council Meeting (PCM) held in Helsinki in October 2018 saw a full endorsement for the newly established

Photo: World Bank/Dorte Verner.



Second Cycle of the MDTF. Donors had the opportunity to hear directly from Team Leaders on the impact that MDTF-funded activities were having on the ground, illustrating its use as a mechanism providing for innovative, creative approaches to supporting development on a demand-basis.

This period also marked the completion of the Mid Term Review (MTR) Evaluation, carried out by Universalia. The approach for the Mid Term Review was agreed to at the PCM and the full evaluation report was completed in May 2019. This Annual Report contains the findings and recommendations of the evaluation, all of which are being incorporated moving forward. In the words of the evaluation report, *"... the MDTF enables the generation and transfer of knowledge. It has the capacity to leverage its own financial resources and expertise to help meet global financing needs and is one of few financial mechanisms available which provides seed funding for upstream strategic analysis, technical assistance, capacity building, and the knowledge sharing work required to design, implement, and replicate transformational initiatives."*

2018 to 2019 also marked a period of robust results. For every US\$1 million of funding from Donors, the MDTF is expected to deliver 5 analytical reports (40 in total); 5 Technical Assistance activities (40 in total); and 5 Knowledge and Sharing events (40 in total). In addition, it is expected that the established US\$8 million in funding will support activities which influence policy at least by

50 percent to the extent that Governments may have, for example, proceeded to implement reforms or scale-up an initiative to the policy level successfully; leverage funding in the amount of US\$4 billion, and increase the capacity of at least 8,000 people. As of June 2019, the MDTF has either met or is fully on track to meet these targets: 40 Analytical Reports have been produced (target met); 36 Technical Assistance activities have been carried out; and 63 knowledge and sharing events have taken place (target met). In addition, its activities have influenced policy to a degree of 70 percent, and US\$5.01 billion in funding has been leveraged, including for the World Bank portfolio of projects, as well as for other Donor-financed projects; and almost 6,000 people have benefited directly from capacity building activities.

Taking on board lessons learned from the MTR, the MDTF is now more closely engaged with Donors, holding Quarterly Meetings, monthly check-ins and issuing frequent reporting of financial summaries and results through the issuance of quarterly newsletters. As recommended in the MTR, the MDTF Team will focus on drawing strong narratives on outcome results for the activities, which has been one of the greater challenges for the MDTF given the small amount of grants and attribution considerations. The 2019 to 2020 period is likely to see increased commitments from Donors and the expansion of successful activities from country pilots to region-wide initiatives.

Introduction



In 2012, the United Kingdom, Finland, Norway and Denmark signed an Agreement to establish a Trust Fund with the aim to support the MENA Regional Strategy launched at that time (2012). Born amid the optimism of the Arab Spring, the MENA MDTF was tasked to provide catalytic donor support to countries in the region undergoing historic transition and reform.

In 2012, it seemed that the days of conflict and instability were past, and the MDTF focused on jobs, economic and social inclusion, governance and sustainable growth. It was designed as a programmatic Trust Fund supporting technical assistance for project preparation, analytical studies, capacity building, and knowledge sharing activities. The MDTF provided funding for soft activities to be the glue that holds together reform programs, and to provide the underpinnings critical for broad participation and sound institutions. During its First Cycle (2012–2017), the MDTF supported almost exclusively the renewing the social contract pillar of the Strategy, primarily through good governance and service delivery activities, and pushing painful reforms in still fragile “transition” countries. The First Cycle financed a broad spectrum of analytical, capacity building, and knowledge sharing activities under this pillar supporting or accelerating projects funded by the World Bank. The MENA MDTF provided US\$12.1 million through 35 grants to activities in eight countries in the First Cycle. Each activity met or exceeded its targets despite the volatile operating context of the region. By 2017, over 18,000 people had benefitted from its activities, of which 7,000 were women. MDTF funding supported the production of 140 analytical reports, the completion

of 105 technical assistance activities, and the execution of over 200 knowledge exchange events. Some of the activities have leveraged other resources that allowed for an even greater impact.

As the transitions in the region turned into a protracted state of instability and conflict, the World Bank recognized that it could no longer work around conflict. Within a few years the region had reverted to high levels of instability, tension, and conflict, requiring the World Bank to seek a new approach. The World Bank developed and adopted a new Regional Strategy in 2015 that recognized peace and stability as prerequisite to sustainable development. Active conflict in Iraq and the Kurdistan Regional Government (KRG), Syria, and Yemen caused significant delays and the periodic suspension of activities. The overall instability made it difficult to realize the MDTF’s focus on transition support, requiring a new path to ensure the success of the Fund. In late 2017, in agreement with Donors, the MDTF’s objectives and operational structure were redesigned to make it better suited to meet the region’s shifting needs, with a need to emphasize peace and stability as a prerequisite for development. Rather than avoiding conflict-affected areas, the World Bank now operates at the nexus of development and security, supporting projects that address medium- and long-term consequences of conflict. Factors that lead to fragility and conflict, such as a weak social contract, limited regional cooperation, poor access to basic services, and refugee exclusion are now the focus of the MENA Regional Strategy.

The redesign launched the Second Cycle of the MDTF, now fully underway and scheduled to run from 2018 to 2021, with an



Photo: World Bank/Dominic Chavez.

initial financing established at U\$8 million. The Second Cycle is firmly rooted in the 2015 MENA Regional Strategy, supporting its goal of peace and stability as a prerequisite for development, along with its four pillars. The Second Cycle created an on-demand stream of funding to be more responsive to the region's rapidly changing needs. Under the revised operational parameters, initiatives are discussed and coordinated with key partners working on

the ground to avoid the duplication of efforts and donor resources. The Results Framework was simplified to include three output indicators; three outcome indicators and the monitoring of beneficiaries to better reflect the results of its activities. Additionally, more frequent, targeted reporting was initiated in the form of Quarterly Newsletters to showcase the achievement of activities and report on its financial status and results. As of June 2019, the MDTF's Second Cycle funds 28 activities for a total amount of US\$7.67 million.

The MENA MDTF's operational structure remains flexible, demand-driven, and responsive. It has ensured that each dollar invested in the MDTF is leveraged to support and enhance the impact of the projects and programs implemented in MENA.

The MDTF's program pushes the boundaries of the World Bank Group's work, fostering innovation, collaborating with new partners, and working in new ways. Its funding is flexible, demand-driven, and responsive to changing circumstances on the ground. The MENA MDTF is often a first mover to provide analysis, technical assistance, and capacity building in country engagement. Many of the activities it funds are innovative by design or catalyze and scale-up local innovation, such as the EmpowerHer activity in Tunisia, the Tunisia Child & Adolescent skills assessment activity, the Maximizing Finance for Development—Mashreq Accelerator Facility, the regional Water Scarce Cities Initiative, the Support to Social Cohesion among refugees and host population activities in Lebanon, and the new activity on Finance 4 Jobs in West Bank & Gaza.

Overview by Country





Photo: Shutterstock.

MENA Region: **\$1.195 million**



Activities are focusing on regional cooperation, where MENA countries come together in a joint effort to work on solutions to issues facing their respective countries, and to share and learn from experiences. Activities include the Water Scarce Cities Initiative; two phases to promote the Realizing Education's Promise Agenda in MENA, including education and the future of work; and the Mobilizing Private Funds for the Public Good: Maximizing Finance for Development in the Mashreq.

Tunisia: **\$2.669 million**



Tunisia continues to rank high in the priority of donors and is the largest recipient of funds for the MDTF in the Second Cycle. Activities focus on gender and youth empowerment, support to child and youth skills development, support for decentralization and the modernization and improvement in targeting of social protection systems.

Iraq/KRG: **\$1.54 million**



Given its centrality to peace and stability in the region, the MDTF has expanded its presence in Iraq, supporting long term sustainability through assistance to government institutions in the energy sector, and meeting short-term critical needs through emergency funding for housing reconstruction, education and peacebuilding.

Jordan: \$750,000

The Second Cycle supports activities targeting employment and economic development, addressing health needs of refugees, and developing mechanisms for the inclusion of private sector.

Yemen: \$300,000

The MDTF continues to stand ready to support activities focusing on capacity building and preparation for post-conflict dialogue once peace unfolds in Yemen. In the meantime, the Second Cycle has supported Yemen in strengthening private sector engagement in recovery and reconstruction efforts. The work in Yemen looks beyond the humanitarian, social, and economic crisis and focuses on the private sector's role in the supply of goods, services, and jobs in Yemen and the opportunities and obstacles to doing so.

West Bank & Gaza: \$200,000

The MDTF is supporting activities in West Bank & Gaza for the first time. Activities in the Second Cycle are focusing on Finance 4 Jobs, testing the effectiveness of selected financial interventions in encouraging private sector investment and job creation.

Syria: \$300,000

The MDTF is supporting its second activity in Syria (Syria Analytical Roadmap), following a Damage and Needs Assessment in the First Cycle, working with other international partners on analyzing the prospects for refugee returns by investigating the determinants of the displacement (push and pull factors) and willingness to return.

Lebanon: \$250,000

The focus in this Second Cycle is on building social cohesion between refugees and the host population, and on maximizing private sector engagement in Bank operations.

Libya: \$250,000

The MDTF is financing its first activity in Libya, supporting energy sector studies and exploring solutions for Liquefied Natural Gas imports as an option to improve electricity supply in the country.

Djibouti: \$250,000

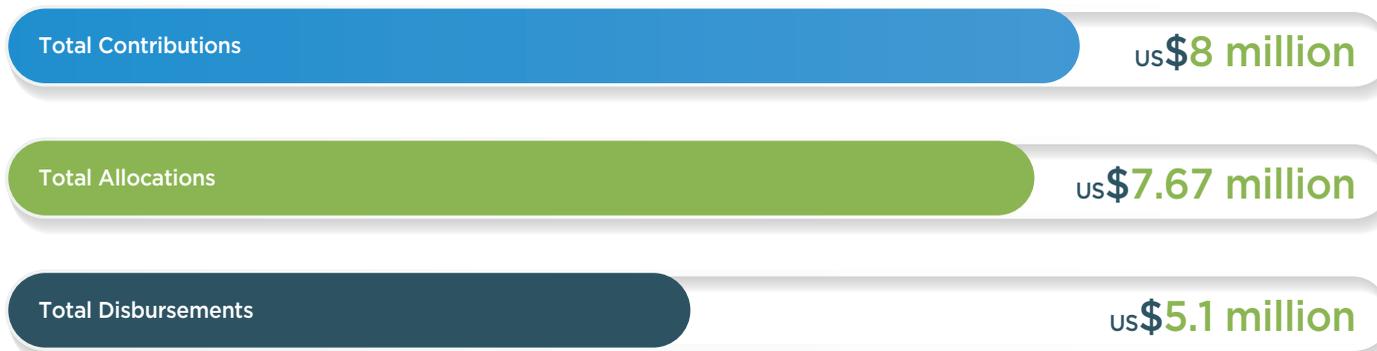
The Second Cycle supports one activity in Djibouti, providing home improvement loans to bolster the critical construction sector, and supporting a US\$20 million World Bank-financed slum-upgrading project in the country.

Second Cycle



Financial Status as of June 30, 2019

Second Cycle, 2018-2021



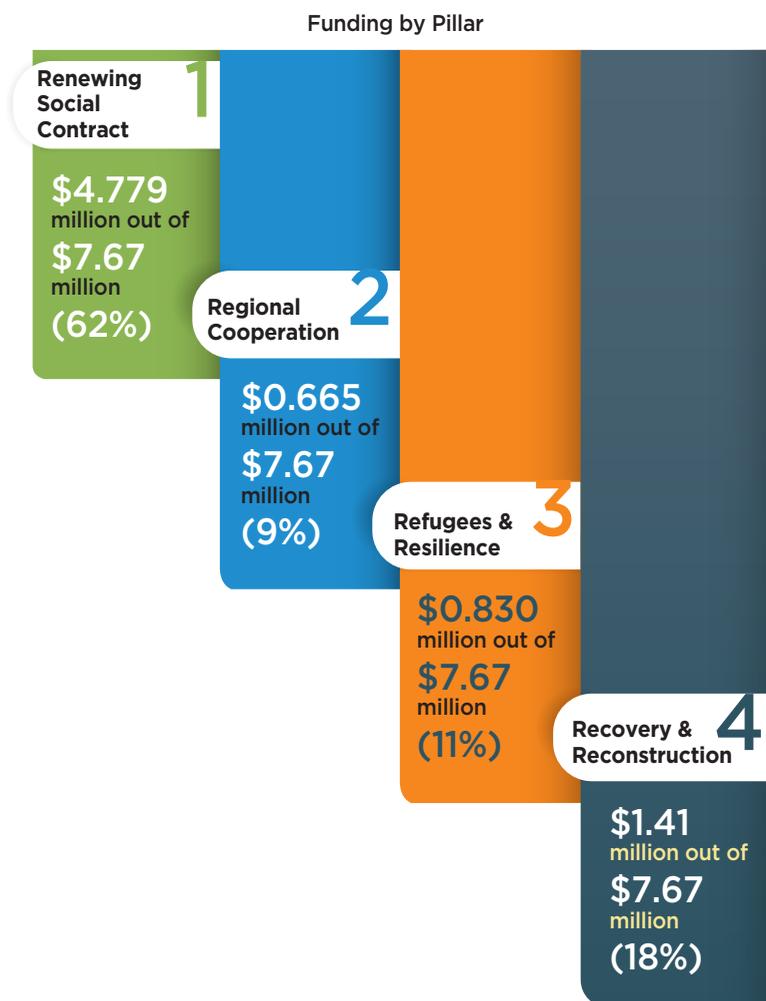
BREAKDOWN OF CONTRIBUTIONS FOR THE SECOND CYCLE

Contributions made in December 2017

Donor Name	Currency	Amount	Paid	Unpaid	Paid (US\$ equivalent)	Unpaid
 Norway - Ministry of Foreign Affairs	NOK	21,000,000	21,000,000		2,467,281	
 UK-DFID	GBP	1,500,000	1,500,000		1,998,450	
 Finland - Ministry for Foreign Affairs	EUR	920,000	920,000		1,099,308	
Total Contribution					5,565,039	—

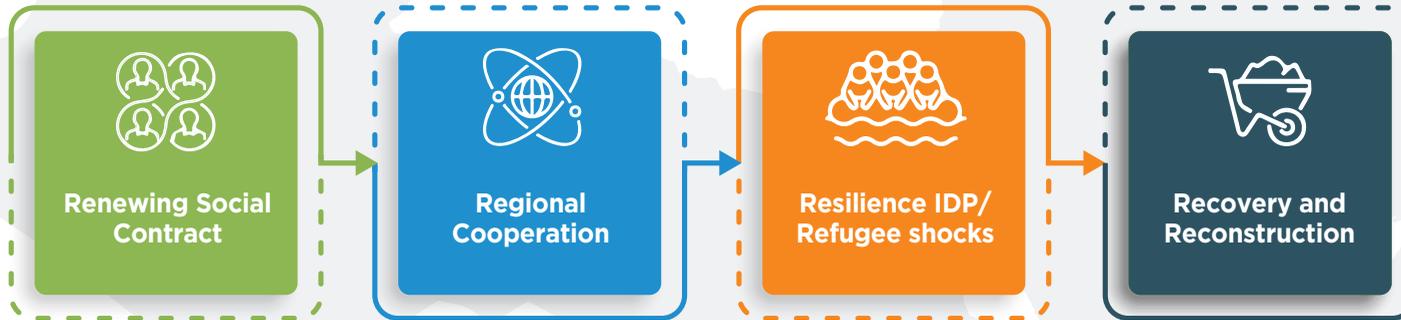
Note: Activities under the First Cycle (2012-2017) that were implemented by up to 50 percent were carried over to the Second Cycle, bringing the total Second Cycle funding to US\$8 million

US\$ Amount:

2nd Cycle Moving Forward, Outcomes Achieved (2018–2019)

The Second Cycle comprises 28 activities (14 closed; 12 ongoing; and 2 in the pipeline), all of which are more closely aligned with the priorities and pillars of the 2015 MENA Regional Strategy, including support for the pillars of Renewing Social Contract (62%), Recovery and Reconstruction (18%), Regional Cooperation (9%), and Refugees and Resilience/IDP Shocks (11%). The MENA MDTF will continue its efforts in the Second Cycle to promote activities across the four pillars of the MENA Strategy and furthermore to continue to support the enlarged MENA Strategy, in effect since March 2019, with activities supporting Human Capital Development, Digital Transformation, and Maximizing Finance for Development through the Cascade Approach already underway.

Economic and Social Inclusion for Peace and Stability in MENA WORLD BANK REGIONAL STRATEGY



The MDTF is financing activities supporting a new development model, one that is built on: greater citizen trust; more effective protection of the poor and vulnerable; inclusive and accountable service delivery; and a stronger private sector that can create jobs and opportunities for MENA's youth. The Second Cycle supports activities related to renewing the social contract with a focus on women, youth, and jobs. The *EmpowerHer* Maghreb is a prime example, having benefitted approximately 700,000 women and boosting the creative, technological solutions devised by a dozen youth. The *Understanding Child and Adolescent Skills in Tunisia* activity developed five Measuring Early Learning Quality and Outcomes (MELQO) tools designed to generate data on children's development and on the quality of learning environments. These tools have now been validated for use in a national survey and have set the standards for data collection on measuring quality and learning outcomes in Tunisia, forming part of upstream activities led by UNICEF. Additionally, the

MENA MDTF supported the creation of a MENA Youth Platform, which began as a moderated online network and has now evolved into youth-led projects across the region. Moreover, a first activity funded by the MDTF in West Bank & Gaza is looking into testing the effectiveness of selected financial interventions in promoting private sector investment and job creation.

Furthermore, the MENA MDTF is supporting building the blocks of private sector engagement in recovery and reconstruction in conflict and non-conflict settings. In Yemen, an activity has looked beyond the immediate food crisis and into the private sector's role in the supply of goods, services, and jobs, and the opportunities and obstacles to doing so. In addition, the MFD-Mashreq Accelerator Facility (MAF) is a first-mover Bank-wide, providing resources to Teams to explore ways to engage the private sector in Bank-financed operations under preparation, enabling the *Maximizing Finance for Development* Bank-wide priority.

Success Stories

One of the MTFD's missions is to provide seed funding for strategic analysis upstream, Technical Assistance, capacity building, and the knowledge sharing work required to design, implement, and replicate transformational initiatives. It does this by supporting effective activities, such as the ones detailed in this report.



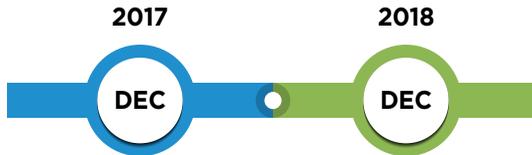
EmpowerHer! (Tunisia)



GRANT AMOUNT:

US\$193,000

TIMELINE:



MENA has the lowest female labor participation rate in the world (21%) when the world average is nearly 50%. Making matters worse is the high unemployment rate for young graduates (35%). Unemployed tech graduates and rural women in Tunisia share a similar challenge: they have high potential, but lack opportunity. **The youth lack jobs, while the rural women lack access:** to markets, raw materials, social services, health care, financing, and information. **Empower Her project is the bridge that brings these seemingly two disparate vulnerable groups together to find solutions to their problems, and opportunities that match their potential.** Young unemployed tech graduates from the poorest regions of Tunisia have teamed up with the poorest rural women through a series of Hackathons to design tech solutions that will help them access to: essential

Photo: courtesy of Meher Khelifi, founder and CEO of Ahmini.





Winning Youth Tech Teams and transformational initiatives supported include:

Winning Team	Results
Ahmini	Over 90 percent of rural women workers in Tunisia do not have health coverage. Ahmini is an online service that enables rural women to enroll in social services easily by using a mobile phone, without having to leave home. This is the first time many of these women will have access to the social services and health care to which they and their families are entitled. Ahmini has provided an innovative health care solution for rural women and has since won prizes that are helping leverage more investment and gaining visibility for youth involved in its design from the lagging regions of Tunisia. This is consistent with the World Bank’s MENA Regional Strategy (March 2019), which has youth, technology, jobs, entrepreneurship, and lagging regions at its forefront.
Carpet Plus	A web platform for the design and sale of hand-made personalized carpets. Clients can design and create their own one-of-a-kind carpets thanks to software developed by the Carpet Plus tech team. Hotels, restaurants, companies, and individuals can add custom messages, names, or logos.
Auction it 4 Her	An online bidding platform specializing in authentic Tunisian products handmade by skilled women artisans. Women from remote rural areas may auction their products to customers directly, without paying high fees to middlemen.
She Shares	A pooling platform enabling women artisans in rural areas to buy and transport the raw materials they need to make their crafts, such as wool, olive wood, and yarn. This online platform lowers costs by removing the use of middlemen. It also saves women time and decreases the need to access to distant markets in search of materials.
Hand and Crafts	An e-commerce platform that promotes and offers a wealth of traditional ancestral craftsmanship and provides a fair marketplace for women artisans from the remote regions of Tunisia.

health coverage, local and international markets for their goods, and low-cost raw material. Empower Her leaves no women behind: It makes technology accessible to all regardless of their

literacy level. It addresses three essential elements of the MNA’s strategy (Youth unemployment, Women economic empowerment, and technology) in one integrated development solution.

While creating more economic opportunities for women, Empower Her created job opportunities for the unemployed graduates from the poorest regions.

The MDTF supported a series of *hackathons*, that took place in the rural areas, bringing rural women together with tech experts, government institutions, women's associations, the private sector and partner agencies to define and select the main problems to be tackled by tech-savvy youth. Unemployed youth from the interior or lagging regions of Tunisia were encouraged to compete to develop the best applications to address the issue of women economic empowerment. From over 300 applications, 87 youth were selected to attend a series of hackathons to help in the design and creation of applications. Competing teams received training and mentoring support. The hackathons took place in the poorest regions of Tunisia, breaking all barriers of distance and connectivity.

Even the unemployed youth who competed but did not win have been transformed just by participating. Instead of waiting at home for a government job to materialize, they have been energized by the coaching and training they received, and by the challenge of helping others. Some of them have been offered paid internships that could result in permanent jobs. They know their skills can play a role that benefits society; they too have been empowered, and they have a new vision for their futures.

In addition to supporting women, Empower Her winners were transformed from graduate unemployed into entrepreneurs in just 18 months.

The MDTF has made their technological solutions a reality. It helped these startups become investor-ready with coaching, incubators, investors, and potentially connecting them to international platforms. A large investor (SIM SICAR, Société Moderne d'Investissement SICAR), attracted to the young entrepreneurs' innovative business models, has provided seed-funding for all five winners. Great results are rolling in as these previously unemployed youth start their own successful businesses. The goal is now to get more investors to take these startups to the next level.

IMPACT – In such a short time, and thanks to EmpowerHer, one of the winning solutions, *Ahmini* (meaning “Protect Me”) led to the adoption of the solution nation-wide, and the amendment to a Law to enable rural women in agriculture to access social services.

The amended law was published in the JORT (official records of Tunisia) on April 26, 2019. EmpowerHer set the stage for the new delivery model to influence reforms through youth empowerment. It is expected that about 500,000 women will benefit during Ahmini's first years. Approximately 90 percent of women in agriculture in Tunisia do not have access to health coverage or to any other type of social protection mechanism. It is the first time many of these women will have access to the social services and health care that they and their families need. Ahmini transformed peoples' lives and led to the amendment of a law in a record time.

Addressing Health Needs of Refugees



This activity produced a number of knowledge briefs and publications to enhance the global dialogue on Syrian Refugees' health needs. It addressed those needs using the Bank's convening power to facilitate dialogue and harmonizing efforts for a coordinated response to the Syrian Refugee crisis. The needs of refugees were assessed in the First Cycle as part of the Regional Syrian Damage and Needs Assessment activity. The Second Cycle activity worked to better assess how the needs of these refugees can be met. This activity has generated new knowledge on health, specifically in fragile, conflict and violence-affected (FCV) contexts.

The activity:

- Developed analytical products providing detail of healthcare access and health financing for Syrian refugees;

Photo: World Bank/Mohamed Azakir.

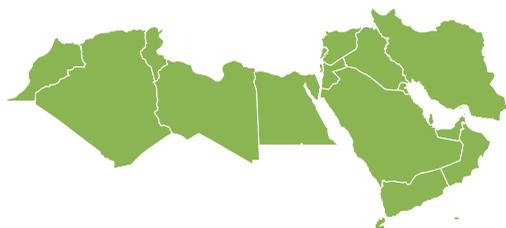


- Drafted **six knowledge briefs** on FCV settings, targeting policymakers and development partners. The publications cover specific health knowledge products and provide guidance on how they could be utilized in FCV settings.
- Several knowledge sharing events were held with more than 300 experts, policymakers, and participants from around the globe to share findings and knowledge—the information was used to develop briefs and publications for wide dissemination in the international health and development community.

- Technical support was provided for workshops on Syrian refugees, but also for colleagues from the East Asia & Pacific Region of the Bank working on the Rohingya crisis.

The MDTF is a reliable, effective, and agile instrument that delivers results quickly by efficiently channeling resources into strategic and high-quality operations, enabling medium- to long-term engagements as well as immediate and urgent responses.

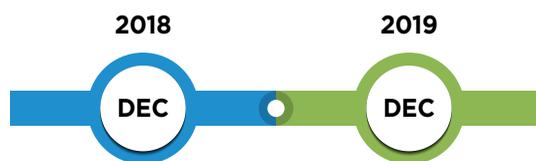
Mobilizing Private Funds for the Public Good (Maximizing Finance for Development-Mashreq Accelerator Facility)



GRANT AMOUNT:

US\$150,000

TIMELINE:



The MENA region specifically lags behind in crowding in private sector finance in support of priority capital investments and in the delivery of public services. The challenge to the Mashreq countries is to bring about a step-change in the preparation and implementation of its pipeline operations to attract

Photo: World Bank/Dmitry Chulov.



greater volumes of scarce international and domestic private sector finance and expertise in the service of the development objectives of these operations. This is a “first-mover” initiative at the Bank designed to: (i) achieve a more effective deployment of cascade methodology; and (ii) accelerate project preparation efforts.

The Maximizing Finance for Development (MFD) Strategy adopted in July 2018 by the World Bank is the first sub-regional approach to MFD prepared to date across the World Bank to guide the MFD lending portfolio. The Strategy highlights the contexts for Jordan, Lebanon, and Iraq and their respective sector priorities and MFD policy reforms. The Strategy is based on the four key areas of change, including: (i) operational development of Type I and Type II pipelines of MFD-enabling projects; (ii) institutional—how to systematize the MFD process; (iii) results—establishment of Key Performance Indicators (KPIs) against which to assess MFD outcomes; (iv) reforms—changes required at policy, legal, governance and financing levels.

The MDTF-funded activity supports the Mashreq Accelerator Facility (MAF), providing specialized and “Just-in-Time” expertise on targeted MFD issues and is designed to:

- Identify policy constraints to conducting Public-Private Partnerships (PPPs) in Mashreq countries and help Bank project Teams find appropriate solutions to them;
- Dialogue with investors, discuss investment climate and governance factors; and
- Support Transaction and Project Finance

The activity supports the development of projects that enable or enact MFD solutions across different sectors in the Mashreq region. It encourages increased private sector engagement in financing and job creation with the aim of improving service delivery and social stability, results that bring growth and jobs to a region that is in urgent need of both.

The MAF has an additional learning objective—to draw on the track record of its implementation and determine design modifications that would improve performance, should a scale-up be envisioned. The impact for Clients is realized through the more robustly designed MFD operations that meet government objectives of crowding in greater private sector financing in service of their development objectives.

An additional 17 Mashreq projects are in the pipeline to receive MFD-expertise and support. A scale-up of the Accelerator Facility beyond the Mashreq sub-region would entail significant expansion and the adoption of the MFD approach across MENA, taking the lead in Bank-wide implementation of the MFD approach and informing other regions of best practices.

PROJECTS SUPPORTED BY THE MFD - MASHREQ ACCELERATOR FACILITY

		MFD Policy Reform / Dialogue	KPI
Electricity Services Reconstruction and Enhancement Project (US\$200 million)	Iraq	<p>The due diligence will inform joint World Bank Group (WBG) support to enhance the role of the private sector in the electricity sales revenue management services in addition to job creation as most of the firms are local SMEs.</p> <p>The MAF will also support joint WBG missions aimed at deepening the policy/operations engagement with the various Government of Iraq stakeholders to bolster the proposed private sector led investments related to: (i) increased gas-to-power generation and (ii) reduced gas flaring; (iii) sustainable energy value chain.</p>	Access and Quality of Service
Iraq - National Agriculture Reform and Competitiveness (Advisory Services & Analytics)	Iraq	To maximize State Owned Enterprise potential to support an MFD agenda, existing assets and infrastructure could be incorporated into a future market-orientated system. To this end, MAF funds will be deployed to identify and advocate for business models that support the vertical integration of wholesale and retail functions. This would lead to a more compatible planning and decision-making system throughout the supply chain, resulting in fewer transaction costs.	Private Capital Mobilized, Access and Quality of service, jobs created and policy reform.
Early Childhood Education - Education Reform Support Program (US\$ 200 million)	Jordan	Expanding service delivery of Early Childhood Education through private sector participation. The funds requested undertake a joint WBG scoping of private sector participation options for Kindergarten 1 (KG1) and, subject to outcome, recruit specialist consultants to assist in the design of alternative PPP modalities, including impact bonds and other market development interventions for KG1 private provision.	Access and Quality of Service Private Capital Mobilized
Digital Economy (US\$ 200 million)	Lebanon	This funding will be used to undertake key analysis on private financial sector appetite and public policy constraints in line with evolving "Maximizing Finance for Development (MFD) and "Disruptive Technology" (DT) priorities in Lebanon.	Private capital mobilized, access to and quality of services, jobs created and policy reforms

PROJECTS SUPPORTED BY THE MFD - MASHREQ ACCELERATOR FACILITY

		MFD Policy Reform / Dialogue	KPI
Lebanon Energy Sector Reforms (SOP, first project) (US\$ 300 million)	Lebanon	Improving revenue generation and collection in the sector is central to improving its financial sustainability and support planned private sector operations in fuel supply and power generation. The proposed work would focus on reviewing experience in implementing private sector service contracts focused on addressing distribution network challenges; recommending revisions to address those challenges; and support the government in negotiating the changes.	Access and quality of service. Policy Reform
Jordan DPL (US\$ 1.45 billion)	Jordan	A key objective of the government’s new growth strategy is the strengthening of capacity to deliver key infrastructure investments through PPPs. The World Bank DPF series, which has as a major focus support to MFD enabling policy and institutional reforms is looking to identify Prior Actions and Triggers within the second and third DPL in the series that will ensure new legislative and institutional framework is in place to accelerate the delivery of priority capital investments presented at the London Conference in February 2018.	PPP reforms, access and quality of services and private capital mobilized, jobs created

Jordan on the Job Program



The Jordan-on-the-Job-Program activity supports a larger pilot on Active Labor Market Policy (ALMP) that aims to implement selected labor market interventions and learn about their effectiveness towards building a coherent active labor market system. The MENA MDTF financed an impact evaluation, aiming to fill a knowledge gap examining the combination of three simultaneous approaches (career guidance and intermediation, jobs search, and on the job training), which has never been tested, and where little knowledge exists on the appropriate length and subsidy pricing for such programs.

- The results of the study informed the development of a 5-year reform matrix for equitable growth and job creation program in Jordan that incorporates supply and demand side interventions;

Photo: World Bank/Dominic Chavez.



- The impact evaluation informed policy dialogue and the new Development Policy Financing (DPF) of the World Bank in Jordan (1st Equitable Growth and Job Creation DPF). This is designed to help Jordan lay the foundations for a higher and more sustainable economic growth path, while creating more jobs for Jordanians and non-Jordanians.
- The MDTF financed the development of a Management Information System (MIS) that was implemented during the impact study. The MIS was designed to be used with baseline and impact data collection in future labor market

interventions and is now under the purview of the National Employment Fund.

The MDTF takes advantage of the World Bank's financing capacity to influence broad policy reforms, support transformational programs and large-scale projects, and build capacity across the region in service of a clear vision and with the strategic purpose of fostering peace and stability.

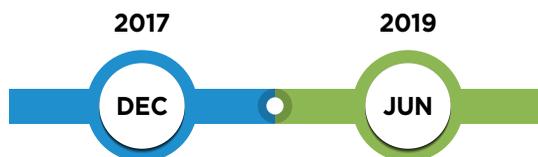
Strengthening Leadership in Tunisia to Accelerate Inclusive Economic Reforms



GRANT AMOUNT:

US\$360,000

TIMELINE:



Sustainable reform advancements are highly needed to bolster Tunisia's democratic and economic performance. Implementing reforms requires strong, collaborative, and technical leadership skills. This is especially important in an environment of fragmented and fluid coalition politics, as well as in an environment of difficult inter-ministerial coordination and accountability.

The MDTF-funded activity supported two mutually-reinforcing programs on executive and collaborative leadership that aimed to strengthen collaboration within a highly political environment. First, the **Executive Leadership Program** built and enhanced the capacity of high-level civil servants in leadership positions by deepening their analytical and practical knowledge of public

Photo: World Bank/Arne Hoel.



policy; and by increasing their ability to run transparent public development programs aimed at addressing a variety of economic, social, and environmental development issues. Using an interactive case study of pedagogy, civil servants strengthened their critical thinking through exposure to the state-of-the-art examples in policymaking and the management of development strategies, while building bridges across political parties, widening professional networks, and improving collaboration to support a current stalemate in the public policy arena.

Having completed the first certification program in December 2018, the cohort was comprised of 42 civil servants, of which 43 percent were female and 57 percent male, at the director and director-general levels.

Testimonies include (translated from French):

“This type of training is missing from schools of [public or private] management. This training equips us with means and methods to take better decisions and to manage projects better.” **Participant, Cohort 1.**

Second, the MDTF also provided catalytic support to “doing development differently” through **Strengthening Collaborative Leadership for Reforms**. This approach utilized multiple tools and methods to adopt and implement complex reforms and change processes, including project management and monitoring, and leadership and communications for change management. The program is housed in the Ministry of Major Reforms and reinforces its work.

Expert communications coaching was provided to improve messaging, and to harmonize often competing or inaccessible language to explain much-needed, complex reforms to the internal administration and the public at large. It has also focused on time-bound results through collaboratively designed action plans on priority reforms in the public administration, including citizen service centers, the simplification of administrative procedures for citizens and businesses, digitalization, and select civil service reform areas. Mobilizing the inter-ministerial teams to break silos and work together reinforces the capacity to advance complex reforms in an already highly politicized and fragmented administration.

This MDTF-funded activity informed and leveraged a Bank loan **Tunisia-Digital Transformation for User-Centric Public Services (GOVTECH)** in the amount of US\$100 million by providing technical/diagnostic work, and also by developing collaborative action plans. Many of these actions are included in the loan approved by the Board in June 2019. The Project will improve access to, and the quality and accountability of, selected Social Protection and Education Services. **The project complements existing investments in Tunisia by operationalizing a “GovTech” approach, which: (i) puts the service user at the centre of the reform process; and, (ii) combines public sector reform innovations, change management and new digital technologies.** It also creates opportunities for private sector activity to spur innovation, improve services, and reduce their burden on public sector systems and capacities.

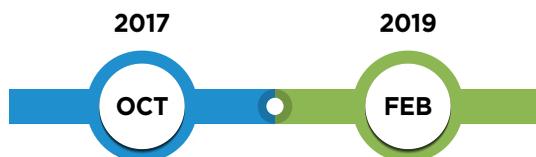
Catalyzing the Private Sector Role in Recovery & Reconstruction in Yemen (Bringing Back Business)



GRANT AMOUNT:

US\$300,000

TIMELINE:



The activity aimed to engage directly with the private sector to inform the design, financing, and deployment of interventions and investments. The achievement of results in recovery and reconstruction—even prior to a full, peaceful resolution in Yemen—requires innovative approaches that take full advantage, if the existing capacities and resources are made available for it, of the private sector. The activity looked beyond the immediate food crisis and into the private sector’s role in the supply of goods, services, and jobs in Yemen and the opportunities and obstacles to doing so. The activity provided resources for data collection, analysis, and consultations needed to inform strategies and design operations in the conflict-affected country.

Photo: UNOPS, Yemen.



A survey conducted by the World Bank, funded by the MDTF in October 2018, indicated that approximately 35 percent of businesses in Yemen have closed, and over 51 percent of surviving firms have experienced a reduction in size and volume of operations. Approximately 73 percent of closed firms cited security and financial constraints as their main reason for closure, with financial constraints, an increase in input costs, and reduced demand and customer base as the main reasons for decreasing business.

The activity succeeded in informing the World Bank Strategy for Yemen's recovery and reconstruction efforts and Yemen's "blue-print" implementation. In addition, it succeeded in informing the design of World Bank operations, including the Emergency Crisis Response Project, and a financing facility for the private sector.

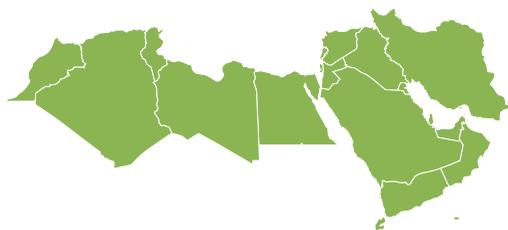
Results include:

- Research on regional and domestic markets identified private sector actors and activities who are ready and able to

engage in recovery and reconstruction efforts. A firm survey of Yemeni enterprises still active in Yemen and diaspora Yemeni enterprises was completed to identify coping behaviours;

- Market opportunities for supply of goods and services and creation of jobs, including key obstacles for a private sector response;
- A supply chain analysis of the construction and food sectors was carried out;
- Consultative sessions were carried out with Yemeni private sector actors. These actors agreed to develop a set of actions and recommendations under the pillar to be discussed with other stakeholders and develop a private sector cluster to enable more effective advocacy, participation, and coordination of the sector with other stakeholders. It was also agreed to increase private sector participation in humanitarian efforts during conflict, and in the identification of business opportunities during reconstruction and recovery.

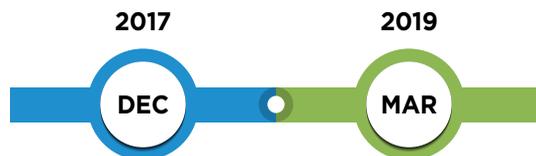
Realizing Education's Promise in MENA



GRANT AMOUNT:

US\$200,000
(Phase 1 and 2)

TIMELINE:



“Schooling without learning is not just a wasted opportunity, but a great injustice. World Development Report 2018”

Phase 1- Dissemination events and Policy Dialogue for the World Development Report - Realizing Education's Promise
Education has a large, untapped potential to contribute to human capital, wellbeing, and wealth in the MENA region. However,

Photo: Shutterstock/.



while MENA has shown significant progress in terms of expanding school enrollment, learning levels remain very low. This is true for many countries around the world, and the World Development Report (WDR) 2018, *Learning to Realize Education's Promise*, cautions that these learning deficits mark a global learning crisis.

The MDTF supported the WDR's regional MENA launch at three national launch events in Tunisia (October 24, 2017), Jordan (December 14, 2017), and Lebanon (December 15, 2017). These events were instrumental in putting education at the center of human development policy discussions in the region.

The regional MENA launch in Jordan was hosted jointly by Omar Razzaz, former Minister of Education for Jordan, the Queen Rania Foundation, and the World Bank. The launch was attended by over 50 dignitaries, including education ministers, and received extensive media and online coverage throughout the region with almost 40,000 viewers watching the event via livestream. In addition, over 38,000 viewers watched the Facebook live interview with Tarek Shawki, Minister of Education for Egypt.

The national launch events in Tunisia, Jordan, and Lebanon helped bring learning to the center of national policy dialogue and renewed governments' commitment to education. High-level panel discussions received extensive national media coverage and included Marwan Hamadeh, Minister of Education for Lebanon, Omar Razzaz, then Minister of Education of Jordan, and Fadi Yarak, Secretary General, Ministry of Education in Lebanon.

The MDTF-funded launch events of the WDR 2018 were instrumental in shedding a light on the large, untapped potential of

education in MENA, and called for urgent action to put learning at the center of education reforms.

To help shape education and jobs policy, officials from across the region attended the event. Work on education and jobs in MENA provided policy priorities to transform them and enhance their contribution to economic and social development in the region with an analytical and evidence-based approach. The launch succeeded in starting an important conversation on transforming education and jobs in the region, connecting it closely to ongoing initiatives, such as the Human Capital Project, which offers a gateway to work closely with various ministries and stakeholders on policy changes.

The knowledge events were hosted by the respective governments and attended by government officials, academia, civil society, and youth from the region. The number of face-to-face attendees at the event was around 500 people; the events received extensive media coverage, including reporting by a variety of national and regional newspapers, television news channels, and on social media. The 190+ World Bank tweets on the Flagship events generated over 159,000 impressions on Twitter, with more than 1,900 active engagements by users. World Bank Facebook posts reached more than 980,000 Facebook users with over 7,000 Facebook users engaging in the discussion.

Phase 2 of Realizing Education's Promise in MENA – The Future of Work

A MENA MDTF-funded regional conference took place in Tunisia on December 21, 2018, to debate the changing nature of work

and the need for better education systems to adapt to it and seize the opportunities it is creating.

Decision-makers along with representatives from civil society and the private sector from Algeria, Egypt, Libya, Morocco, Tunisia, and other MENA countries convened in Tunis to debate the findings of two recently-released World Bank reports that call for more investments in people to prepare for the economies of the future. The reports argue that greater investment in health and education and more effective social protection systems are critical for adapting to the changes caused by disruptive technologies and for seizing the opportunities they create.

The event, chaired by the Head of the Government of Tunisia, Youssef Chahed, and the World Bank Vice-President for MENA, Ferid Belhaj, engaged in an in-depth conversation around an ambitious roadmap to upgrade education and training outcomes. **The 2019 World Development report (WDR)**, titled **“The Changing Nature of Work”** shows that digital technologies are driving the demand for advanced cognitive skills, socio-behavioral skills, and adaptability in labor markets. The digital economy also presents an opportunity to create the conditions for more jobs, particularly through platform firms. The ride-hailing app Careem has grown into a billion-dollar company and created jobs for thousands of people across the region. As location is less important for platform-based firms, they offer opportunities for people in the less developed areas of countries, including lagging regions. However, MENA countries will need to expand their access to broadband and expand the use of digital payments to ensure

everyone has access to the opportunities offered by a global digital economy.

The report also features the new **Human Capital Index**, released in October 2018, which provides countries with a way of measuring the impact on future productivity of their investment in the health and education of their population. MENA countries performed poorly compared to peers, due in particular to weak learning outcomes.

“Even though MENA countries have been spending large shares of their budgets on education, and have achieved remarkable progress in boosting access, students are graduating without the skills demanded by the labor market. University graduates are now more likely to be unemployed than people with lower qualifications,” said **Belhaj**. *“The World Bank strategy for MENA focuses on helping equip the youth of the region, those of today and tomorrow’s youth, so they can reach their ambitions and contribute to the sustained and virtuous development of their countries.”*

The new **flagship report Expectations and Aspirations: A New Framework for Education in MENA** calls for curricula to shift away from memorization and rote-learning, and to focus more on the skills prized in the new, digital economy, such as critical thinking and problem-solving. By incubating new skills and promoting innovation, education can be an important catalyst for growth.

To achieve its full potential, the report calls for a new framework that combines a stronger push for learning, a pull for skills, including teachers’ skills, and a pact that unites all segments of society behind the necessary reforms.

According to the WDR, if countries improve their education systems and create an enabling environment for digital innovations, disruptive technologies can be a strong driver of growth and job creation. To achieve this potential, however, social protection systems will have to adapt to the changing nature of work. New forms of protection will be needed as people change jobs more frequently and learn new skills. Employment in the digital gig economy is characterized by inherent flexibility, but also the absence of standard employer–employee contracts and traditional social protections.

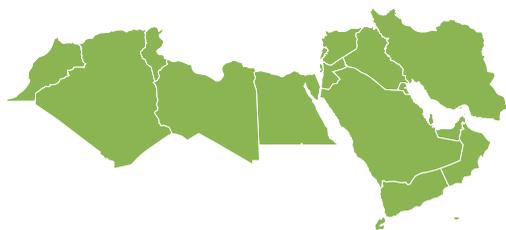
“Irrespective of technological progress, informality will remain a predominant feature of the region’s economies. Around 70 percent of workers in Morocco and 60 percent in Tunisia remain in low-productivity, informal employment with little access to technology and no social protection. Expanding access to technology and adapting social protection systems would help countries address today’s problem of informality while adapting to prepare for the economies of the future,” said Marie-Françoise Marie-Nelly, **World Bank Country Director for the Maghreb and Malta.**

Media

MENA Education Flagship “Expectations and Aspirations. A New Framework for Education in the Middle East and North Africa”:

- The [publications page](#) for a short summary of the MENA Education Flagship
- The [OKR](#) link, which includes the [Full report](#) and the Executive Summary in [Arabic](#) and [French](#) for more details World Development Report “THE CHANGING NATURE OF WORK”: The publications page, the full report and overviews in various languages can be accessed at: <https://www.worldbank.org/en/region/mena/publication/expectations-and-aspirations-a-new-framework-for-education-in-the-middle-east-and-north-africa>);
- And: <https://openknowledge.worldbank.org/handle/10986/30618>.

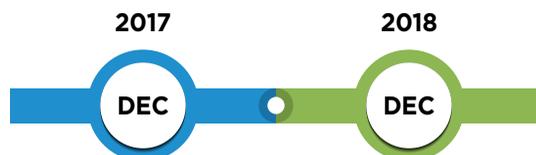
Water Scarce Cities Initiative



GRANT AMOUNT:

US\$100,000

TIMELINE:



The Water Scarce Cities Initiative aims to connect diverse stakeholders to share their experiences in bolstering integrated approaches for water security and climate resilience. The objective of this initiative is to bolster awareness of integrated approaches to managing water resources and service delivery in water scarce cities, using it as the basis for water security and climate resilience.

Photo: Shutterstock/Magdalena Zaleska.



The activity focused on:

1. Generating knowledge on improved urban water management approaches in a water scarce context, building on a review of water scarce cities' experiences around the world; 2) facilitating multi-stakeholder dialogue, knowledge flow, and collaboration by establishing a global network of practitioners and experts on urban water management in water scarce regions; and 3) supporting concrete engagement for water scarce cities, including the facilitation of technical assistance in cities interested in receiving help. The regional initiative focused on water scarcity and created opportunities for targeted cross-learning on water management.

Results:

- Production of a report exclusively for MENA, providing examples from all regions (North America, Europe, North

Africa) presenting the diversity of solutions and their feasibility for countries with different income levels;

- Carried out multi-stakeholder dialogue and knowledge sharing events uniting practitioners (engineers, utility staff) to discuss urban water management solutions and the approach of circular systems;
- Carried out cross-country learning activities, for example, in Iraq, Oman, and Lebanon, and shared experiences and solutions. Existing networks were identified, and linkages created, among them some that led to the incubation of existing networks.
- The technical assistance provided under the MDTF-funded activity leveraged two projects in Lebanon, the Greater Beirut Water Supply Project (US\$110 million) and the Bisri Dam Project (a water supply augmentation project on how to optimize all the dams) in the amount of US\$1 billion.

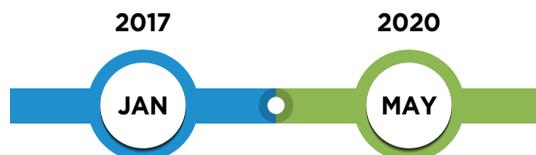
MENA Regional Youth Platform



GRANT AMOUNT:

US\$445,000
(2 Phases)

TIMELINE:



The MENA Regional Youth Platform (Open Village) is an online and offline platform created in 2017. The ultimate goal of this initiative is that participants adopt each other's successful strategies and contribute positively to their society. The platform represents a social innovation approach for the Bank, by leveraging youth-led solutions to local challenges.

The initiative aims to bring together young social entrepreneurs from six countries (Tunisia, Morocco, Lebanon, Jordan,

Photo: World Bank/Ibtissam Alaoui.



Egypt, and Palestine) to enable connections across communities, regions, and borders. Under the MDTF's guidance, the vendor EdgeRyders has prototyped and launched an online and collective platform to connect participants: thus, the name Open Village.

The platform has to date:

- Provided a youth-oriented (internal) and youth-led (external) forum;
- Invited young social entrepreneurs to share their experiences and success stories in social innovation and resilient living;
- Developed a peer-to-peer mentorship program, including technical and capacity-building support between the platform's contributors;
- Initiated a dialogue within and between targeted MENA communities around the themes of social entrepreneurship;
- Created a network of physical spaces providing courses, business development advice, and examples of viable prototypes of nascent businesses to expand their outreach;
- Supported more than 1,100 new relationships between young social entrepreneurs. More than 43,500-page views,

8,990 visits, 240 sign-ups were captured prior to the November 2018 launch, with 296 forum threads, 1,942 posts, and 641 unique relationships observed;

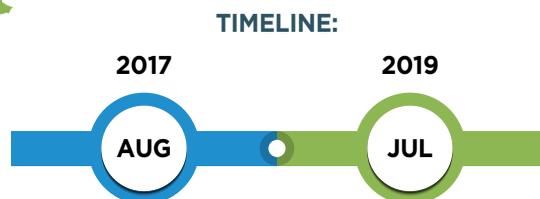
- Mobilized financial and technical assistance for young social entrepreneurs, which enable the pooling of small monetary investments to fund promising new businesses;
- Developed analytical tools to support Bank teams in designing youth-responsive operations; for example, youth-at-a-glance country notes were prepared to provide specific guidance for specific contexts, and a flagship report, the Cost of Youth Exclusion in MENA, was produced to equip Bank management with cutting edge evidence on youth, innovation, entrepreneurship, and start-up programs.

The MDTF has a strong cultural partnership that builds on the Bank's convening power to leverage additional funding and resources as much as possible, reduce duplication of efforts and fragmentation of projects, and build the foundation of truly multilateral engagements.

Iraq Kurdistan Regional Government: Women & Jobs for an Inclusive Labor Market (Pilot Program)



GRANT AMOUNT:
US\$330,000



This pilot aimed to identify barriers and test solutions for increasing women's labor market participation. The key objective of the activity is to better understand and test behaviorally informed labor market program interventions to increase female labor market participation. More specifically, it aims to assess the behavioral, regulatory, and social barriers to women's employment and design intervention mechanisms to boost women's economic inclusion; and also examine the impact of the pilot for potential scaling-up in the KRG and Iraq. Results include:

Photo: World Bank/Mohamed Azakir.



- Identified the legal constraints, laws, and regulations that would inhibit women's participation in labor and put in place recommendations on revisions, where needed. The data collected informed a US\$2 million Technical Assistance project, funded by Global Affairs Canada, in the area of women's empowerment.
- Identified the behavioral aspects that would motivate women to work in the private sector (supply side)

- Determined if companies have acceptable policies that allow bringing women into the private sector (demand side)

Leveraging Effect: The Pilot Program informed a larger project in Iraq supported by the Government of Canada in the amount of CAN\$17 million Bolstering Reconstruction in Iraq through Development Growth and Employment (BRIDGE) Project.

Economic Analysis of Refugee Returns in Syria

(Syria Analytical Roadmap)

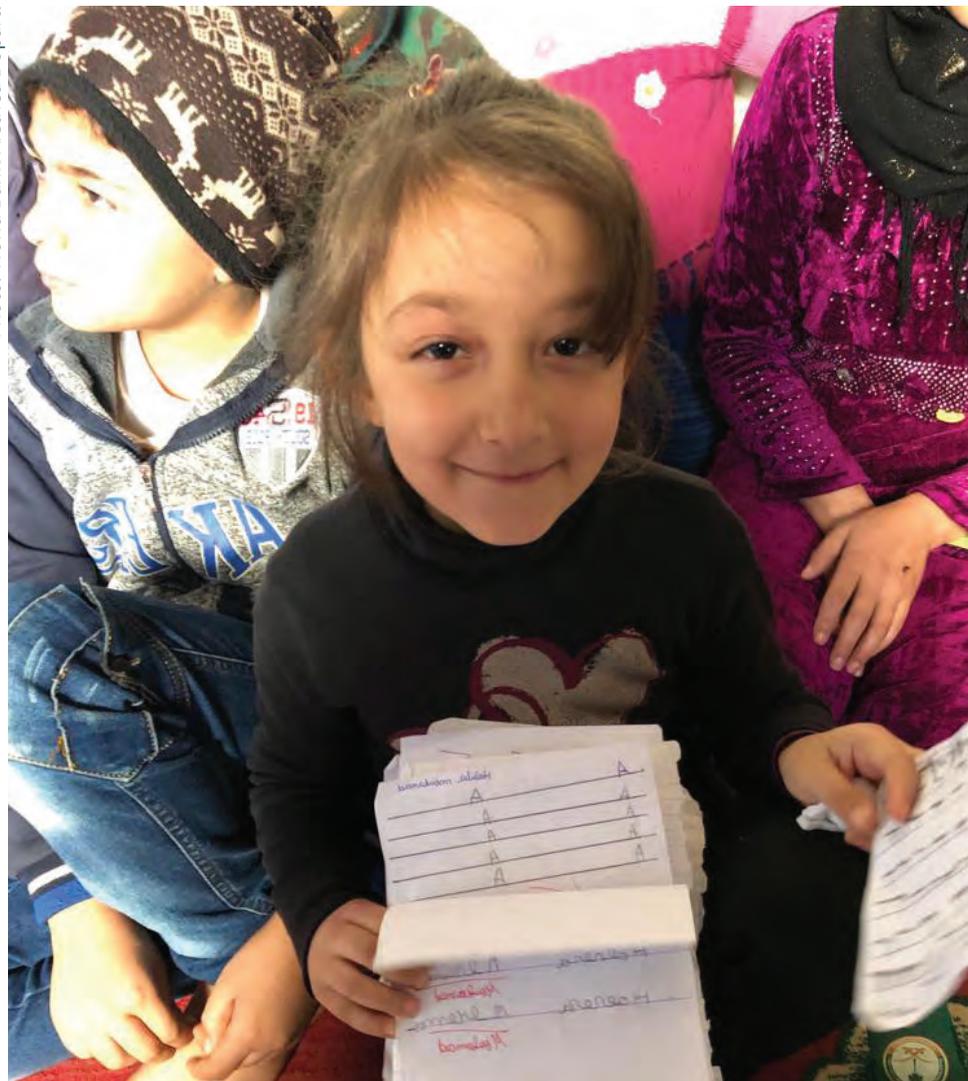


This MDTF-funded activity supported the analysis of Syrian refugee mobility and returns to the home-country in order to shape the international community's decisions in coming years. The economic analysis builds on the First Cycle activity "Syria Information and Research Initiative (SIRI) – Regional Syrian Damage and Needs Assessment."

MDTF Analysis has informed the International Community on Refugees Return, contributing to discussions and assessments on this important stability-related issue.

- The report has shaped the international community's reflections on this issue by shedding light on how to assist refugees

Photo: World Bank/Alethea Dopart.



and how to support them in host countries. It is expected that this policy influence will impact global decisions on refugee assistance in the coming years.

- A series of meetings took place with the Economic Commission, UN agencies, and governments to share early results and discuss potential solutions.

The assessment is described below:

The first comprehensive and data-driven assessment of refugee returns has been completed with the support of the MENA MDTF and in collaboration with the United Nations High Commissioner for Refugees. It analyzes the spontaneous return of 103,090 Syrian refugees to better understand how changing conditions in Syria might affect returnee decisions.

The report used innovative analytical approaches to study the complex set of factors that refugees navigate as they consider a return home. Using machine learning, and other statistical techniques, this group of Syrian refugees who returned between 2015 and 2018 were compared with millions of others in Iraq, Jordan, and Lebanon who chose not to return. The results were then compared with other refugee situations around the globe, ranging from Iraqi refugees in pre-war Syria, to refugees in the Balkans, and Somali refugees in Kenya. The report also employed simulations to generate scenarios of security and service restoration in Syria and how that would influence spontaneous returns. Overall, the extensive analysis of data, review of international experience, and forward-looking simulations allowed for a

comprehensive, evidence-based study of the return patterns of Syrian refugees.

The report finds that security conditions in Syria are the single greatest factor determining the potential return of Syrian refugees. Access to basic services in Syria, such as health and education, along with the conditions of basic infrastructure are also important drivers of returns. An additional 10 percent of the refugee population studied by the report could return to Syria, if the rate of security improvement doubled and the restoration of services tripled within the next five years.

“One result that surprised us was that harsh conditions in exile do not always translate into increased returns. For example, the data shows that Syrian refugees who have access to an extra meal per day are 15 percent more likely to return to Syria. This is in line with the complexity we saw in our study of international experiences. Whereas poverty was a major driver of Iraqi refugees’ return from pre-conflict Syria, in Liberia it was high-income refugees that were the first to venture home.”

**Harun Onder,
World Bank Senior Economist and Task Team Leader**

The report’s insights, and the extensive consultations around it, have already begun to reach the international community. Numerous consultation events have been held with key bilateral

and multilateral actors engaged with the Syrian Refugee Crisis. Most recently, these findings were discussed in a side-event and panel discussion during the Brussels-III Conference on Syria (March 2019), where more than 300 policy makers and civil society representatives attended the session.

Going forward, the World Bank will utilize the results and framework of this study to develop a regional strategy on forced displacement, which will focus on the development challenges around forcibly displaced populations in the MENA Region.

This analytical approach allowed for a better understanding of the complex set factors that refugees must navigate as they consider a return home. Building on this understanding and recognizing that returns that have taken place so far may not be the same as future returns, the report also employs simulations to generate scenarios of security and service restoration in Syria, and how that would influence spontaneous returns.

Overall, the extensive analysis of data, review of international experience, and forward-looking simulations allowed for a comprehensive, evidence-based study of the return patterns of Syrian refugees.

Key Messages

Conditions faced by Syrians inside and outside Syria

1. Despite the generosity of host countries and the best efforts of the international community, the sheer scale and pace of

the conflict in Syria have resulted in persistent hardships for Syrians both inside and outside Syria.

2. Taking refuge is not always a “win-win” situation, resulting, for example, in both better security and better economic opportunities for Syrian refugees. On the contrary, access to security is often counterbalanced by a decrease in the quality of life.
3. The security and quality of life tradeoff often takes an inter-generational form: short-term security comes at the expense of lower human capital accumulation that will disproportionately affect the future of Syrian children and youth.

Returns so far

4. Conditions on the ground affect both the scale and composition of returns in different ways. With persistent concerns regarding insecurity in Syria, the return of Syrian refugees has been infrequent and selective so far, which does not represent a large-scale return.
5. Conditions in Syria have rather predictable and monotonous effects on the return of refugees, for example, better security and service access in Syria consistently increase returns.
6. Host country conditions affect returns in more complex ways. A lower quality of life in exile does not always increase returns: more education increases return at primary education level but not at secondary or tertiary education levels.

Return simulations – looking forward

7. The international community has a diversified policy toolkit, including subsidies (return assistance), transfers, and service restoration in Syria, to help refugees, their hosts, and Syrians in Syria.
8. This policy toolkit should ideally be used in an adaptive manner. “Corner solutions” (for example, using all resources through one tool only) are inefficient. The optimal allocation of resources across these tools are shaped by the conditions on the ground.
9. Insecurity in Syria is a major deterrent to return and it reduces the effectiveness of service restoration efforts. Thus, with improvements in security, which would include the cessation of arbitrary detainment and forced conscription, and other violations of human and property rights, more resources can effectively be allocated to restoring services.
10. Maximizing refugee returns at any cost is a poorly defined policy target. Maximizing the well-being of refugees, their hosts, and Syrians in Syria should be considered.

***The Mobility of Displaced Syrians: An Economic and Social Analysis** (Full Report in PDF Format).

Reference Information:

**“The Mobility of Displaced Syrians: An Economic and Social Analysis” was prepared by a World Bank Team, which was led by Harun Onder (TTL, Senior Economist, WB) and Haneen Sayed (Co-TTL, Lead Operations Officer, WB) and comprised more than 70 experts in Bank’s focus areas.*

The report benefited from collaboration with the UNHCR and financial support from the governments of Canada and Germany, as well as from the State and Peacebuilding Fund (SPF) and MENA Multi-Donor Trust Fund (MENA MDTF).

Second Cycle Aggregate Results Framework



The Second Cycle of the MENA MDTF is expected to deliver, at a minimum:



Output Indicators	Projections (not Target)	Actuals June 2018	Actuals June 2019
Analytical Reports (Number)	47	19	40
Technical Assistance Activities (Number)	45	10	36
Knowledge Sharing Events (Number)	70	17	63

Outcome Indicators	Projections	Actuals June 2018	Actuals June 2019
Activities influencing Policy (average %)	66	40	70
Portfolio Leveraged (\$)	5.6 billion	0.98 billion	5.099 billion
People whose capacity is increased (direct), (number)	8,778	2,329	5,995

Beneficiary Monitoring	Projections	Actuals June 2018	Actuals June 2019
Women (#)	N/A	1,202	702,901
Youth (#)	N/A	1,655	101,755
Lagging Regions (#)	N/A	424	424
Host communities (#)	N/A		0
Refugees (#)	N/A		0
Conflict-Affected (#)	N/A		0

Lessons Learned/ Impact of MDTF/ Recommendations from MTR



Brief summary of the MTR lessons learned and recommendations going forward.

At the request of donors in August 2017, a Mid-Term review of the MDTF, focusing primarily on the effectiveness of the revised objectives and the Second Cycle, was carried out by Universalia in late 2018 and completed in May 2019. Below are findings and recommendations from the MTR:

Findings:

1. *The revised MENA MDTF objectives of 2017 for the Second Cycle (2018–2021) were deemed strategic, relevant, and aligned with the World Bank Group’s MENA Regional Strategy 2015, supporting the twin objectives of promoting peace and stability.*

Efforts to ensure activities correspond more closely to the MENA Strategy’s pillars include: (i) wider distribution of activities across pillars when compared to the First Cycle; (ii) activities focus on gender and youth empowerment, support to child and youth skills development, decentralization efforts, and regional programs; (iii) initiatives contribute to promoting cooperation among MENA countries; (iv) activities are supporting recovery and reconstruction efforts in Iraq, Yemen, and Libya; and (v) activities in Lebanon and Jordan emphasize refugees, employment, and economic development, supporting social cohesion.

2. *Second Cycle activities are effectively addressing priority needs for peace and stability and rapid response to pressing issues.*

The replacement of the Call for Proposal process with a

flexible, demand-driven, and responsive approach where activities can be solicited on an on-demand basis has facilitated improved and efficient operations of the MDTF, addressing needs on the ground in a timely manner and enhancing contributions to achievement of the objectives of the MENA Regional Strategy.

3. *The MDTF continues to be relevant despite changing country contexts, responding within the limits of its available resources to key needs and requests for support, which are not readily addressed by other mechanisms.*

The MDTF-funded activities, focusing on pilots and innovative mechanisms, have generated a leveraging effect for projects that can be mainstreamed at scale within the World Bank, recipient countries, and in some cases by donor programs, creating a systematic link between MENA activities and World Bank operations.

4. *The revised Results Framework for the Second Cycle facilitates improved, relevant, and understandable results reporting and an effective presentation of the MDTF’s activities and achievements in a quantifiable manner. It does not, however, provide the space for qualitative information on achievements.*

The new Monitoring & Evaluation approach enables the MDTF to monitor performance and present its contributions to country engagements in a more effective and regular manner, focused on project by project achievements specifically attributable to the MENA MDTF. The funded activities have generated analytical products and provided technical

assistance leading to practical recommendations targeted at policymakers. These activities have led to dialogue and knowledge sharing events in which policy conclusions are reached in key focus areas, while also leveraging additional funding.

Some indicators are not easily observed or measured, and this is not captured effectively, including: (a) an increased awareness of rights and means of participation; (b) advanced dialogues, which ultimately contribute to long term solutions; (c) increasing strategic thinking through regional collaboration and brainstorming; (d) modelling through guidance and the demonstration effect. The results' measurement approach, while aligned with the World Bank's approach to measurement, does not fully capture the solid and substantial efforts of some of the MENA MDTF's contributions. Supplementing the current approach with qualitative indicators would better capture the MDTF's performance.

5. *The MENA MDTF approach for providing financing for strategic engagement activities, is strongly supported by a methodology that responds to the needs identified by World Bank country-based technical teams and partners in MENA countries.*

The revisions carried out under the Second Cycle, focusing on working with country teams and partners on the ground to identify needs and demand, has improved responsiveness and reduced the approval and processing time, while increasing the relevance of interventions. Delays in decision-making processes, as evidenced under the First Cycle, are no longer taking place.

Value for Money: Based on the Projections for 2021, every US\$1 million in donor funding is expected to generate/benefit:

- Five Analytical Reports
- Five Technical Assistance products
- Five Knowledge Sharing Events
- Benefit 1,000 people
- Fund 3 to 4 activities

6. *World Bank Task Teams support country programmatic needs and operate in a highly responsive manner that ensures the appropriateness of investments, absent alternative financing mechanisms. Without the MDTF, important needs would not be addressed, and subsequent commitments would not be made.*

The MDTF has supported programs which would not otherwise be launched, stimulating the generation of strategic outputs without which program expansion could not occur. When the Ministry of Oil in Iraq faced challenges in the development of a regulatory framework to tackle the flaring of natural gas, the MDTF provided timely and responsive technical support enabling the completion of the framework and its approval by the Council of Ministers, resulting in potential savings of US\$6 billion per year.

7. *The MENA MDTF provides opportunities to apply for specialized financing that can be Bank-executed and Recipient-executed. This allows for rigorous studies/innovative projects which complement other World Bank activities and open pathways for new development initiatives that otherwise could not be done.*

The MDTF-funded the Executive Leadership Training Program in Tunisia with a budget of US\$170,000. The program used innovative teaching methods to prepare top managers and leaders to add effective and sustainable value to the public reforms initiated in Tunisia. This activity helped develop a critical mass of policymakers, analysts, advisors, and managers able to design, facilitate, and conduct public sector reforms in Tunisia.

The MDTF finances small activities that address the immediate needs of priority beneficiaries in an innovative manner. The EmpowerHer Maghreb brought young, unemployed tech graduates together with rural women to create start-ups for apps that helped provide services for women in the lagging regions of Tunisia, including helping women sell their handicrafts by providing them with access to markets and materials, and connecting them to better social and entrepreneurial services, while providing technology jobs and other opportunities to young start-up entrepreneurs.

8. *While considerable improvements have been made in communications, more frequent reporting to Donors should occur, promoting successes on a project-by-project basis and making observations about relevance to other countries/situations.*

Infrequent reporting and limited details are viewed as the weakest aspect of the MDTF. There is considerable room for improvement in presenting Second Cycle results at the outcome level that resonate with donors, and in line with the Results Framework.

9. *MDTF has made notable achievements in bringing people together into the dialogue process, contributing to the building of trust. The Second Cycle has done very effective, dynamic work in Lebanon, Syria, and Iraq, especially in areas where it did not work. In FCV settings, the MDTF work has proven particularly essential. In Iraq, a Third-Party Monitoring system is being supported to enhance the implementation of projects; in Lebanon, an activity is seeking to improve relations between Lebanese and Syrian refugees, using behavioral analysis conducted by the World Bank. The impact of the activity has been positive and the method has been adopted by UNDP, prompting the Government of Lebanon to think about how to institutionalize the approach.*

10. *The scope of reporting on the MENA MDTF has been previously limited to semi-annual and annual reports, leaving limited room for the presentation of achievements and communication of results achieved.*

Limited use of media materials to demonstrate MDTF effectiveness: There is limited evidence of communications regarding the work of the MDTF amongst World Bank staff, and limited awareness of the Second Cycle work inside the World Bank, outside of those directly involved. There is a need to improve the narrative component. The renewed team, however, has simplified its reporting schedule and issues Quarterly Newsletters with highlights on activities, including a story from the field and standard financial information and results, in lieu of the Interim Report.

Recommendations



The MDTF is well positioned to leverage the Bank's future investments in MENA by helping to support pilots and provide the MDTF with information where it could work with governments to take initiatives to scale. The Second Cycle is regarded by stakeholders as a "Blue Sky Fund" that is not limited by conventional notions of what is practical or feasible, meaning it can be imaginative or visionary.

1. The MDTF should continue to be used as a pathfinding initiative. In its present incarnation, it has served as a stimulus for thinking on future activities, supported and influenced policy development, and leveraged other opportunities, including forward-looking aspects of development work that promote investments for the medium-term. Nonetheless, while doing so, the selection process of activities must reflect the donor priorities.

The MENA MDTF Team is working more closely with donors to align their priorities with demand from the field. This is reflected in the potential scale-up of specific activities which (i) are of great interest to donors and (ii) are in strong demand on the ground.

2. Improve the frequency and content of consultations with donors. While the MENA MDTF Team has made considerable improvements, more effort should be made to include donors in important activities, inform them of notable achievements, and reach out as partners in promoting change and development.

The MENA MDTF Team is holding monthly check-in calls with donors and sharing its newsletters, which contain a story from the field, updates on financial and results information on a quarterly basis.

3. Increased efforts should be made to re-engage in regional activities. The added value of the MDTF is its regional scope, and donors note that their participation in the MDTF was initially motivated by its regional scope and the ability of the World Bank to reach across boundaries.

The Second Cycle of the MENA MDTF has increased the number of activities with a regional scope substantially, compared to the First Cycle. Successful sub-region activities are now in the pipeline, ready to be scaled-up and expanded to other sub-regions.

4. We recommend the drafting of a briefing paper to circulate to country offices in the regions to increase awareness on the operating principles of the MDTF and timeliness of the implementation of the Second Cycle, including its "rolling nature", demand-driven process, and alignment with the regional strategy that shifted priorities.

An internal dissemination strategy is under discussion to carry out knowledge-sharing events on the MENA MDTF across all Country Management Units. However, internal promotion of the MDTF is contingent on future funding for activities.

5. The MDTF can improve capitalizing on the achievements made to date to promote and share information about its work. Internally, within Bank offices, in country operations, it should distribute information on what the projects are doing, at a minimum electronically. Other methods include workshops, internal BBLs, and in-country events. A research/communications team member could hold the mandate for writing up success stories, inventory achievements, and identify lessons learned for the sake of replication.

A stock-take is necessary of successes, results, achievements, and lessons learned of the MENA MDTF-financed activities, and the MENA MDTF Team is considering the hiring of a communications specialist to this effect.

6. Disseminate widely the specific criteria needed for application to and eligibility for the MDTF, guidance on grant applications through webinars, and information sessions, including some conducted for country offices.

This will be part of the internal dissemination strategy under discussion.

7. Improving reporting protocols can enhance the uptake of lessons learned and the potential for scaling up.
8. Improving the internal distribution of information and the presentation of good practice could create a wider awareness of the MDTF's work and promote more innovation and replication.

Going Forward – Moving to a MENA Region Umbrella Trust Fund Concept



The World Bank has embarked on Trust Fund (TF) and Resource Management (RM) reforms that aim to enhance donor engagement and responsiveness, ensure a comprehensive and strategic fund allocation and management process, promote coordination with other funds, and reduce administrative and transaction costs.

A proposed MENA Regional Umbrella Trust Fund, to operate in full alignment with the enlarged Bank's MENA regional strategy (endorsed by the Board in March 2019, see Figure 1,) will provide funding for technical assistance (TA) to pave the way for reforms, policies, programs, and pilot projects through strategic analytics, assistance, advisory and capacity building across all countries in the region.¹

The existing MENA MDTF TA will be converted and will be anchoring a MENA Region-wide Umbrella TF Program to ensure high-level strategic direction from donors and Bank management, enhanced coordination across other Trust Funds benefitting MENA (both global Trust Funds and country Trust Funds), while supporting the Bank's internal reform processes and directly supporting the enlarged MENA Strategy, which has been in effect since March 2019.

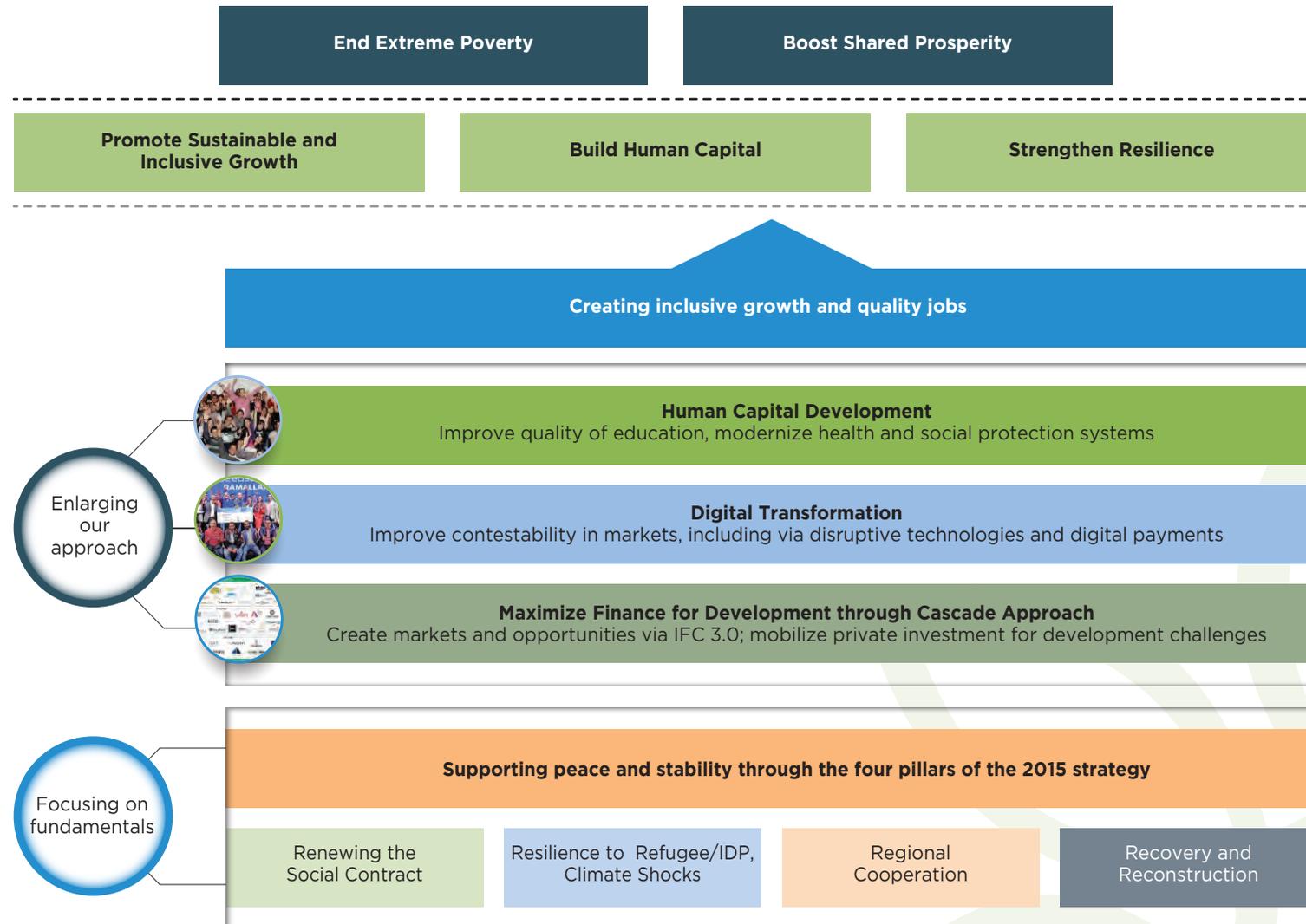
Rationale

Besides its direct link to the Bank's MENA regional strategy, providing an avenue for high-level strategic dialogue and engagement between Bank management and donors, the future MENA Region Umbrella Trust Fund will also provide:

- **A reliable, effective, and agile instrument** that can deliver quickly by efficiently channeling resources into strategic and high-quality operations, while ensuring rigorous fiduciary overview and enabling medium- to long-term engagement, as well as immediate and urgent responses.
- **An instrument that leverages a programmatic approach to technical assistance alongside the Bank's financing capacity** to influence broad policy reforms, support the identification of transformational programs, pilot small-scale interventions for scale-up, and build capacity across the region in the service of a clear vision and the strategic purpose of fostering peace and stability.
- **The only instrument that leverages the Bank's regional scope, while maintaining flexibility at the country-level through "soft preference" where necessary.** Such an approach gives it the ability to identify and build on regional and cross-regional (G20 Compact with Africa) learning; to accelerate diffusion both across the region and cross-regionally; and to support the development of complex regional programs and projects, for example in technology, jobs, and education, or water, energy, and climate change, while similarly responding to country needs.
- **A strong culture of partnership that builds on the Bank's convening power** to leverage additional funding and

¹ Does not include countries with income-levels above the IDA or IBRD bracket (except Algeria and Libya).

FIGURE 1.



resources, reduce the duplication of efforts and fragmentation of projects, and build the foundation of truly multilateral engagements.

- **One of few financial mechanisms** that provides funding for upstream strategic analysis, technical assistance, capacity building, and knowledge sharing work, as well as for larger technical assistance and pilot programs required to design, implement, and replicate innovative initiatives.
- **A financial mechanism that supports all MENA countries** except those with income-levels above the IDA or IBRD bracket, excluding Algeria and Libya and possibly other countries in emergency situations should the need arise.²

Resource Management Reforms and RF-MENA

A simplified and streamlined strategic planning, budget, and performance review process was introduced in FY14 to ensure resources are aligned with institutional goals and priorities. It captures all revenues and expenses; supports increased coordination across the Bank Group; focuses on demand, delivery, and results; strengthens incentives for cost savings, revenue enhancement, and selectivity; and provides more flexibility. The process is anchored in the demands and expectations of clients to define and set institutional priorities, reinforce selectivity and efficient delivery, and support stronger collaboration. TF consolidation through RF-MENA is closely aligned with this effort as well, and funding

allocations will follow the Bank's regular budget planning and programming process (see Figure 2).

Eligible Activities Funded by the future MENA Region Umbrella Trust Fund

The MENA Region Umbrella Trust Fund will finance any activities consistent with its objectives and specific purposes. Three broad types of activities will be financed to support the implementation of the two pillars:

Technical Assistance (Bank (BE) – and Recipient (RE)-Execution)³

- Project preparation (BE only) or identification (RE only), including project design, to adapt best practice to local and country circumstances for greatest effectiveness, including the timely and transparent delivery of results.
- Research and analysis produced into user-friendly and implementation-oriented studies/policy notes to support

² Algeria and Libya would normally not qualify as these countries fit into a higher income bracket and therefore operate on a fee-for-service/RTA basis. However, proposals for them might be considered, on an exceptional basis, given issues of current existing capacity which might warrant small, catalytic Bank-executed grants.

³ Unless noted otherwise.

FIGURE 2. PROPOSED STRUCTURE AND GOVERNANCE OF FUTURE MENA-REGION UMBRELLA TRUST FUND PROGRAM

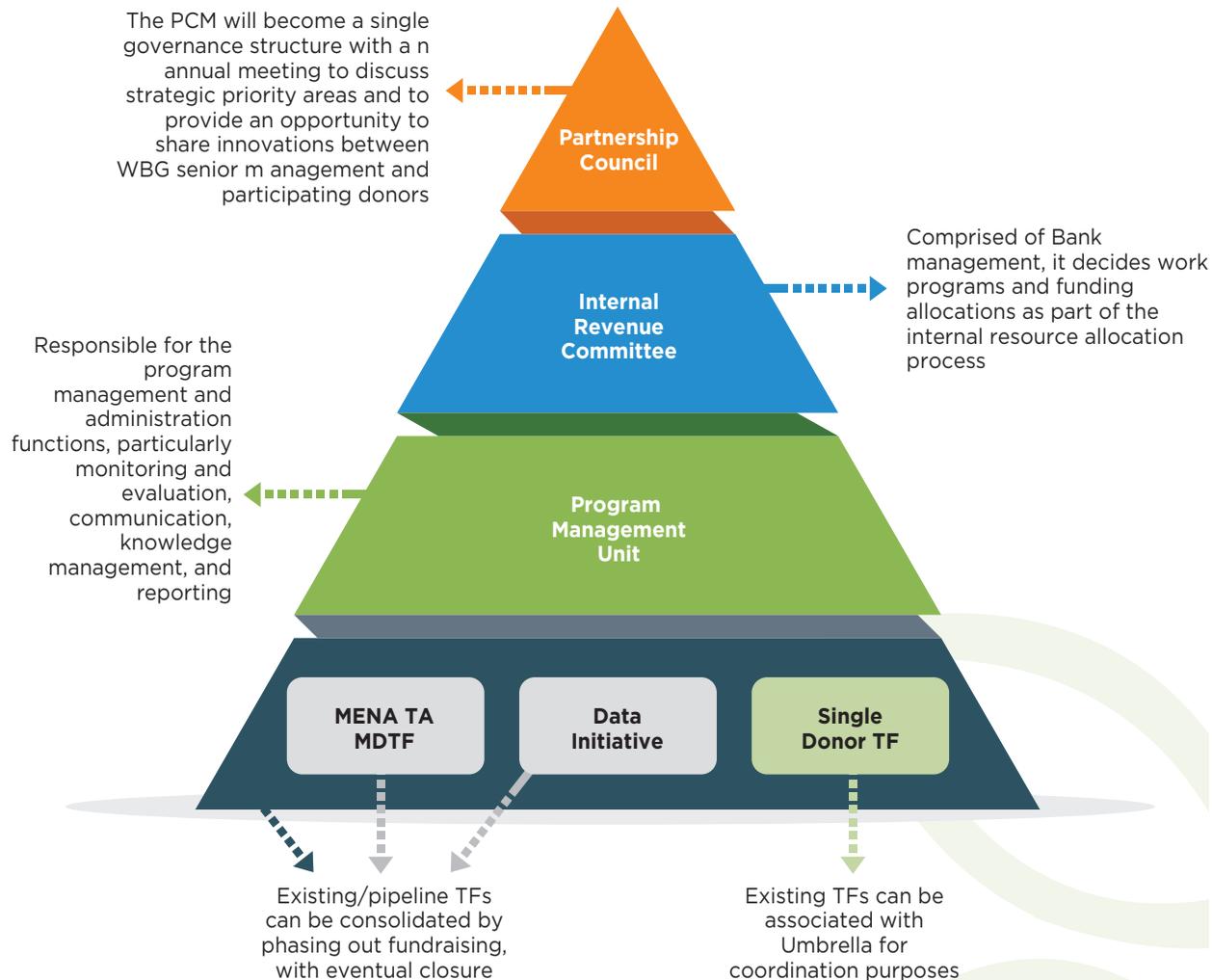
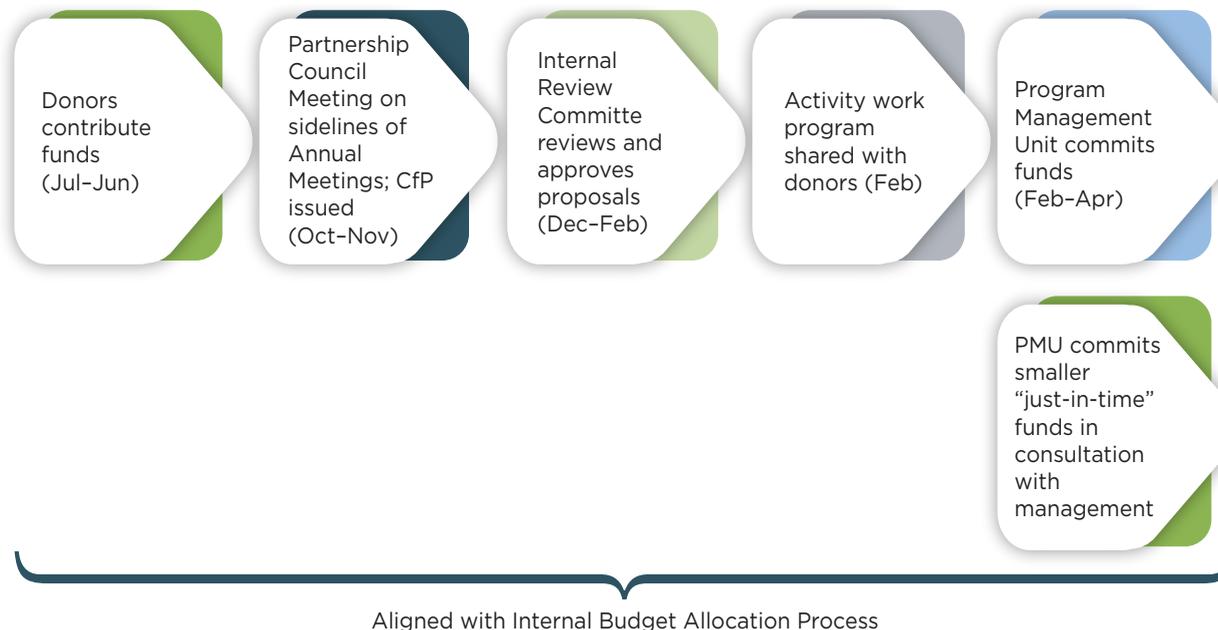


FIGURE 3. RF-MENA PROPOSED PROGRAMMING & FUND CONTRIBUTION, ALLOCATION AND COMMITMENT PROCESS



reforms. This may include data collection, such as surveys, to help fill knowledge gaps and to inform policy interventions and program/project design. The release of new data is expected to yield a wealth of information that, when analyzed, can help guide policy.

- iii. Institutional strengthening and capacity building, including expert advisory services, training, and human resource or

organizational development. This may also include the actual contracting of partners, for example of training agents, auditors, non-governmental organizations, and local governments, during the initial stages of implementation of new procedures/reforms, alongside which government agencies and public service providers can receive "on-the-job" training.

- iv. Design of management information systems.

- v. Design of the monitoring systems and impact evaluations of government/donor funded programs.

Knowledge Sharing and Dissemination (Bank and Recipient-Execution)

- i. Landmark conferences and workshops on the thematic components or subcomponents.
- ii. Outreach activities that provide a platform for dialogue between key stakeholders, for example, civil service organizations, youth groups, media, religious groups, non-governmental organizations, and also activities that enable the capture and dissemination of good practices, using a variety of communication/ media tools.

- iii. Twinning arrangements, for example those between institutions in MENA and in OECD countries).
- iv. South-South knowledge exchange, in particular with countries that have undergone transition.

Program Management and Coordination (Fund Administration)

Program management and administration activities for the TF, including but not limited to, supporting any program governance arrangements and TF-related meetings; planning and executing work plans and budgets; managing communications and conducting outreach; disseminating lessons learned; reporting on progress; and monitoring and evaluating the program.

Portfolio and Project Data



ACTIVITIES - DISBURSEMENTS

Activity name	Country	Closing date	Total Allocated	Committed	Disbursed	Status
ACTIVE						
MENA Regional Youth Platform	MENA	05/31/2020	445,000	126,000	356,628	Active
MFD Know-How Accelerator Facility	MENA	12/31/2019	150,000	0	17,428	Active
Support to Deepening Decentralization and Improving Inclusion in Tunisia	Tunisia	12/31/2019	300,000	24,768	238,119	Active
Understanding Child and Adolescent Skills Development in Tunisia	Tunisia	12/31/2019	394,000	3,002	315,187	Active
Modernizing Targeting and Delivery Systems for Social Protection in Tunisia	Tunisia	8/31/2020	350,000	3,732	1,122	Active
Libya Preparation of Emergency Electricity Supply Improvement	Libya	06/30/2019	250,000	59,138	74,716	Active
Iraq Natural Gas Market Framework TA	Iraq	12/31/2019	350,000	312,757	36,680	Active
Iraq Emergency Housing Reconstruction and DNA	Iraq	12/31/2019	350,000	0	299,587	Active
TA on Peacebuilding, Security and Development in Iraq	Iraq	12/31/2019	50,000	9,675	10,632	Active
Third Party Monitoring Agent Services in Iraq (TPMA)	Iraq	09/30/2019	260,000	255,923	0	Active
Iraq Education Development Support Operation	Iraq	07/31/2019	200,000	27,750	162,448	Closing
Accelerating Private Investment and Job Creation (Finance4Jobs)	West Bank & Gaza	01/31/2020	150,000	0	26,334	Active
Supporting the Assistance Strategy on Private Sector and Youth	West Bank & Gaza		50,000			Pipeline
Water Efficient Agriculture in Jordan	Jordan	9/30/2020	500,000			Pipeline

	2016-2019 MENA Strategy Pillars				2019 Enlarged Strategy		
	Renewing Social Contract	Regional Cooperation	Refugees and Resilience	Recovery and Reconstruction	Human Capital Development	Digital Transformation	Maximizing Finance for Development
		X					X
	X						
	X						
	X						
				X			
	X			X			
				X			
				X			
	X						
	X						
	X						

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ACTIVITIES - DISBURSEMENTS (continued)

Activity name	Country	Closing date	Total Allocated	Committed	Disbursed	Status
CLOSED						
Addressing Health Needs of Syrian Refugees	MENA	03/31/2019	280,000	0	271,753	Closed
Water Scarce Cities Initiative	MENA	12/31/2018	120,000	0	119,793	Closed
World Development Report 2018 Regional Events	MENA	06/30/2018	100,000	0	99,852	Closed
MENA Human Capital: Education and the Future of Work	MENA	03/31/2019	100,000	0	99,943	Closed
Women Economic Empowerment - EmpowerHer Maghreb	Tunisia	06/30/2019	325,000	0	192,976	Closed
Transforming the Road Sector in Tunisia	Tunisia	09/30/2018	909,000	0	909,000	Closed
Supporting the Implementation of Key Economic Reforms in Tunisia: Thinking and Working Adaptively	Tunisia	06/30/2019	360,000	0	225,229	Closed
Jordan on-the-Job Program	Jordan	06/30/2018	250,000	0	242,263	Closed
Household Expenditure and Income Survey (HEIS) TA 2017/2018	Jordan	10/31/2018	100,000	0	99,957	Closed
Catalyzing the Private Sector Role in Recovery and Reconstruction in Yemen (BBB)	Yemen	02/28/2019	300,000	0	296,015	Closed
TA for Design of an Incremental Home Improvement Program in Djibouti	Djibouti	10/31/2018	150,000	0	149,999	Closed
Developing Innovative Practices for Improving Social Cohesion between Lebanese and Syrian Refugees Living in Host Communities	Lebanon	4/30/2019	250,000	0	245,423	Closed
Women and Jobs for an Inclusive Labor Market in KRG: A Pilot Program	Iraq/KRG	01/31/2019	330,000	0	328,704	Closed
Economic Analysis of Refugee Returns in Syria (Analytical Roadmap)	Syria	12/31/2018	300,000	0	290,560	Closed
TOTAL			7,673,000	822,744	5,110,347	

ACTIVITIES - OUTPUTS AND OUTCOMES

Activity name	FY2019									
	OP1: Analytical Reports		OP2: TA Products		OP3: Events		OC1: Policies Influenced (%)		OC2: Portfolio Levgd (\$)	
	Act	Proj	Act	Proj	Act	Proj	Act	Proj (%)	Act	Proj
ACTIVE										
MENA Regional Youth Platform	7	7	8	8	11	11	100	100	550	550
MFD Know-How Accelerator Facility	0	3	3	4	0	3		100		1,500
Support to Deepening Decentralization and Improving Inclusion in Tunisia	2	2	2	3	1	1	50	50	430	430
Understanding Child and Adolescent Skills Development in Tunisia	1	1	1	1	2	2	100	100	100.1	100
Modernizing Targeting and Delivery Systems for Social Protection in Tunisia	0	2	0	2	0	2		100	100	100
Libya Preparation of Emergency Electricity Supply Improvement	0	0	0	3	0	1				200
Iraq Natural Gas Market Framework TA	0	0	0	2	0	1	80	80		1,100
Iraq Emergency Housing Reconstruction and DNA	0	1	1	1	0	1	80	0		500
TA on Peacebuilding, Security and Development in Iraq	0	1	1	2	0	1			2.5	0
Third Party Monitoring Agent Services in Iraq (TPMA)	0	1	0	0	0	0				
Iraq Education Development Support Operation	0	1	0	0	2	1	100	100	36	250
Accelerating Private Investment and Job Creation (Finance4Jobs)	0	0	0	3	0	0				10

	OC3: People Capacity Incrsd		BE1: Women		BE2: Youth		BE3: Lagging		BE4: Host		BE5: Refugees		BE6: Conflict	
	Act	Proj	Act	Prj	Act	Prj	Act	Prj	Act	Prj	Act	Prj	Act	Prj
	420	520		156	420	520								
		50		100,000		100,000		2,500,000						
	20	25	10	10										
	35	55	17	27										
	2	100		17,500		1,750		35,500		0		0		0
		15												
		10		0		0		0		0		0		0
		100									2,500,000			
		120												
	6	30		1,950,000	100,000	1,000,000					2,000,000			3,000,000
	115	45												
		544												

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ACTIVITIES - OUTPUTS AND OUTCOMES *(continued)*

Activity name	FY2019									
	OP1: Analytical Reports		OP2: TA Products		OP3: Events		OC1: Policies Influenced (%)		OC2: Portfolio Levgd (\$)	
	Act	Proj	Act	Proj	Act	Proj	Act	Proj (%)	Act	Proj
CLOSED										
Addressing Health Needs of Syrian Refugees	6	5	0	0	7	7	100	100	200	50
Water Scarce Cities Initiative	0	0	0	0	1	1		25	1,110	200
World Delopment Report 2018 Regional Events	1	1	0	0	1	1	50	100	0	0
MENA Human Capital: Education and the Future of Work	0	0	0	0	4	4	100	100		
Women Economic Empowerment - EmpowerHer Maghreb	0	0	0	0	3	3	30	50	0	0
Transforming the Road Sector in Tunisia	2	2	2	2	4	6	100	100	0	0
Supporting the Implementation of Key Economic Reforms in Tunisia: Thinking and Working Adaptively	7	9	10	7	3	2		30	100	100
Jordan on-the-Job Program	1	1	1	1	0	0	50	50	500	0
Household Expenditure and Income Survey (HEIS) TA 2017/2018	0	0	1	1	4	4			0	2
Catalyzing the Private Sector Role in Recovery and Reconstruction in Yemen (BBB)	3	3	1	0	4	3	30	30	0	0
TA for Design of an Incremental Home Improvement Program in Djibouti	1	1	0	0	2	2	0	0	20	15
Developing Innovative Practices for Improving Social Cohesion between Lebanese and Syrian Refugees Living in Host Communities	3	3	1	3	0	1	100	100	0	5
Women and Jobs for an Inclusive Labor Market in KRG: A Pilot Program	5	2	4	2	4	2			1,950	502
Economic Analysis of Refugee Returns in Syria (Analytical Roadmap)	1	1	0	0	10	10	50	0		
TOTAL	40	47	36	45	63	70	70	66	5,099	5,614

Note: No actuals have yet been reported for BE4: People in Host communities; BE5: Refugees; and BE6: People in conflict-affected situations.

	OC3: People Capacity Incrsd		BE1: Women		BE2: Youth		BE3: Lagging		BE4: Host		BE5: Refugees		BE6: Conflict	
	Act	Proj	Act	Prj	Act	Prj	Act	Prj	Act	Prj	Act	Prj	Act	Prj
	595	625	160	160										
	60	40	12	6										
	150	150	75	75										
	500	500	250	250										
	200	200	700,000	500	12	12	200	200	0		0		0	
	250	200	65	50										
	107	124	60											
	1,223	1,223	802	802	1,223	1,223	224	224						
	127	127	120	0	100	0								
	20	0	0	0	0	0	0	0	0	0	0	0	0	0
	25	25												
	0	1,350	0	675	0	1,350	0	0	0	1,350	0	68	0	1,350
	1,500	2,000	1,100	1,300										
	600	600	300	300										
	5,955	8,778	702,971	2,071,811	101,755	1,104,855	424	2,535,924	0	1,350	0	4,500,068	0	3,001,350



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