MENA MDTF
First Annual Report
November, 2013
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Over two years on from the “Arab Spring”, transition countries are very much traveling the political and economic road of transformation. Struggles over identity, on constitutions and political paths, and for greater social trust and transparency are playing out against the background of declining economic performance. Tensions have risen markedly, and in some cases have become open conflict: most notably, we witness the devastating human suffering resulting from conflict in Syria, which reverberates well beyond its own border. Uncertainty has touched the entire region and dampens growth and investment. The weak Euro area and resulting reduction in trade and tourism have exacerbated the crisis.

As we witness political, security, identity, and governance challenges, various stakeholders including the development community are trying to address the economic challenge of enhancing shared prosperity to sustain popular support for political transitions. There is a need for macroeconomic stabilization and related economic reforms, and much higher levels of external financing – public and private. The region and the international community must rise to meet these challenges if transition is to be successful. The Middle East and North Africa Multi-donor Trust Fund (MENA MDTF) financed currently by the governments of Denmark, Finland, Norway and the UK and administered by the World Bank, is an element of the required external support.

A small trust fund – standing today at USD 13 million – the MENA MDTF plays a catalytic role in helping deliver transformative action. It provides technical assistance grants for knowledge exchange, design and implementation support, data collection and analysis in areas where country stakeholders and the Bank have identified clear and urgent need for increasing capacity. For example, in Tunisia and Morocco, aligned with budget support provided by the Bank, the MDTF is providing assistance to clients on access to information, performance-based budgeting, and the development of communication and consultation processes related to reforms. As Yemen undertakes its National Dialogue, the MDTF is sharing knowledge and providing training on local governance and decentralization as well as gender inclusion. In the area of economic inclusion and job creation, the MDTF is funding an NGO-executed grant to enhance microfinance support to women and youth throughout the region, and through a separate initiative, will support women entrepreneurs. In Egypt and throughout MENA, the MDTF is providing guidance in the area of subsidy reform and the design of social safety nets.

The MDTF has been in operation for almost one and half years. We are starting to see some real contributions to reform, as shown in this first Annual Report. There is much more work to do, and as I have stated earlier, much greater magnitudes of support are needed to meet the immense challenges. Yet when I see country stakeholders and teams working so determinedly together on these exciting activities, I am greatly encouraged. I thank the donors for their support, and the clients and teams for their perseverance. I look forward as we continue to do our best to rise to the challenges ahead.

Inger Andersen, Regional Vice President, Middle East and North Africa, World Bank
Acknowledgements

This Annual Report was prepared by the Program Coordination Unit of the MENA MDTF, under the guidance of Gerard Byam, Director, Operations and Strategy, Middle East and North Africa Department (MNA), World Bank. The Coordination Unit would like to thank all of the MDTF-funded activity task team leaders (TTLs) for their input, specifically, updates on work completed and data for the results framework.

More broadly, the Coordination Unit would like to thank the donors – Denmark, Finland, Norway, the UK – for their financial support and technical guidance provided throughout the year, and specifically during the annual Program Council Meetings. We would also like to thank the MENA MDTF Technical Review Committee for its time and effort during activity selection and review. Thanks also go to the MNA Regional Management Team for input provided throughout the year, particularly to Inger Andersen, Regional Vice President, MNA, and Laura Tuck, former Director, Operations and Strategy, MNA, for overall strategic guidance during the inception of the MDTF.
Section 1: Introduction and Strategic Focus

The powerful socio-political shift that began in 2010/2011 remains fluid and has touched the entire region, dampening growth and investments, and increasing the fragility of transition countries. The political nature of events should not underestimate the role played by economics. For different reasons, most of the countries in the region have not generated the kind of shared economic growth that can generate the quantity and quality of jobs required for the expanding labor force, particularly for youth. The public engagement emerging today opens up a new opportunity for the people to carry out the kind of reforms needed for more participatory societies and inclusive, shared growth.

Immediate and scaled-up support from the international community is necessary to accompany these economic transitions, and has been requested by the governments and other stakeholders through a variety of platforms. Requests are not only for financing, but also for technical support and knowledge sharing.

The overall objective of the Middle East and North Africa (MENA) Multi-Donor Trust Fund (MDTF) is to provide catalytic donor support to countries in the region that are currently undergoing historic transition and reform. The MENA MDTF, in full alignment with the Bank’s MENA strategy to enhance shared prosperity in the region and in response to the transformative events underway in the region, will focus on:

1) **Strengthening the Governance Framework**, in particular increasing transparency and accountability measures for the creation of responsive states that can be held accountable for their actions, in particular, service delivery and effective, efficient use of public monies;

2) **Increasing Social and Economic Inclusion** of disadvantaged groups (e.g. youth, women, the poor, rural populations, minorities) through measures which provide opportunities for enhanced voice and citizen participation in decision-making (including at the local level) as well as economic measures which help ensure more inclusive growth, for example, access to infrastructure services in underserved areas and broad-based safety nets;

3) **Creating Jobs** for the unemployed and underemployed, including for youth and women, by: a) providing an enabling environment for a dynamic and competitive private sector that supports opportunity, innovation and entrepreneurship, and, b) supporting actions that help match the demands of the job market with a well-equipped, appropriately educated and nimble labor force.
4) **Accelerating Sustainable Growth** through short and long-term policy actions that promote climate-friendly growth in recognition of the stresses on the Region’s natural resources, particularly water.

The cross-cutting themes of gender, regional integration and a competitive private sector are also fundamental tenets of the Bank’s MENA framework for engagement.

The cross-cutting themes: Gender, Competitive Private Sector, Regional Integration

The MDTF is designed as a programmatic trust fund that supports **technical assistance for project preparation, analytical studies, capacity building and knowledge sharing.** The MDTF contributes funding for these activities, ensuring that the Bank and the broader donor community are helping governments, service providers and citizens “do things differently”. The MDTF also supports the Bank itself to “do things differently”, in line with its regional framework for engagement. As such, activities funded by the MDTF for the most part demonstrate clear linkages to current and future Bank-funded operations and programs on the ground.

The MDTF complements the Bank’s and other donors’ activities through real-time support for MENA countries undergoing reform, working with both governments and non-traditional partners (e.g., CSOs, media, academia, and the private sector, chambers of commerce, trade unions) under both Recipient-executed and Bank-executed arrangements, as the situation requires. In addition to working closely with country counterparts, the MENA MDTF encourages that proposed activities are discussed and coordinated with key partners working on the ground (e.g. bilateral donors, IFIs, in
particular AfDB, EBRD) to ensure appropriate leveraging and synergies of activities, and will avoid duplication of effort and donor resources.

This is the first Annual Report of the MENA MDTF. This section has laid out the strategic framework of the MDTF. The second section presents project snapshots and preliminary results. Next, information on the financial status of the trust fund is provided. The report ends with some forward-looking thoughts and next steps. The Annex includes 2-page summaries of the fourteen activities funded to date.
Section 2: Project Implementation and Results

Types of Activities Funded

The MDTF finances a broad array of activities to support the four thematic drivers of the trust fund and the Bank’s regional strategy to enhance shared prosperity in the region, including for example:

- **Project preparation**, including project design, to adapt best practice to local and country circumstances for greatest effectiveness, including timely and transparent delivery of results.
- **Institutional strengthening and capacity building**, including expert advisory services, training, and human resource or organizational development. This could also include the actual contracting of partners (e.g. training agents, auditors, NGOs, local governments) during initial stages of implementation of new procedures/reforms, alongside which government agencies and public service providers can receive “on-the-job” training.
- **South-South (S-S) knowledge exchange**, in particular with countries that have undergone transition.
- **Landmark conferences and workshops** on the thematic components or sub-components.
- **Outreach activities** that provide a platform for dialogue between key stakeholders (e.g. CSOs, youth groups, media, religious groups, NGOs) and also that enable the capture and dissemination of good practices, using a variety of communication/media tools.
- **Twinning arrangements** (e.g. between institutions in MENA and in OECD countries).
- **Research and analysis** produced into user-friendly and implementation-oriented studies/policy notes. This could include data collection (e.g. surveys) to help fill knowledge gaps and to inform policy interventions and program/project design. Release of new data is expected to yield a wealth of information that when analyzed, can help guide policy.
- Design of **management information systems**.
- Design of **monitoring systems and impact evaluations** of government/donor-funded programs.
**Project Selection Process**

All applications requesting MDTF funding are submitted as part of a Call for Proposal. A World Bank Technical Review Committee chaired by the MNA Director of Strategy and Operations and supported by the Program Manager of the MDTF meets at least twice a year but not more than quarterly to select proposals generated by a Call for Proposals. To date, there have been four calls for proposals for the MENA MDTF.¹

The selection criteria for funding are described in each Call for Proposal, as well as in the MENA MDTF’s Operating Principles, which can be found on the World Bank’s internal and external websites. As already mentioned in Section 1, activities funded by the MENA MDTF should:

- be consistent with the Bank’s MENA strategy/framework for engagement, and therefore be truly transformational, supporting new and reforming governments to undertake initiatives in the areas of governance, inclusion, jobs and sustainable growth. This includes demonstrating that each initiative aims to “do things differently;”
- demonstrate client ownership and demand, and therefore be undertaken with clear government and/or relevant stakeholder commitment of the activity;
- be consistent with the MDTF annual work program agreed with donors at the annual Program Council Meeting;
- demonstrate clear results; and,
- be additional, not duplicating other TF and donor-funded activities administered by the Bank or other organizations, and also promote effective coordination with the activities of official donors and other IFIs/development partners active in the country and sector.

**Project snapshots and results to date**

The activities funded to date are listed in the table below, along with a brief description of key objectives as well as areas of progress made to date. More detailed overviews are provided in the Annex and can also be found on the MENA MDTF internet webpage on the World Bank’s MENA home page.

As this first Annual Report was produced before any activity funded by the MENA MDTF had been completed, the emphasis is on activity objectives and initial achievements. More detailed stock-taking of outputs and outcomes achieved against those planned will be presented in subsequent annual reports, after several activities have come to closure. A number of activities are expected to close in early 2014.

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¹ The Fourth Call was underway during the preparation of this Annual Report.
<table>
<thead>
<tr>
<th>Activity Funded</th>
<th>Country</th>
<th>Key Areas of Planned Support</th>
<th>Progress to date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Economic Governance Transition in Morocco and Tunisia</td>
<td>TN, MA</td>
<td>Develop guidelines for performance-based budgeting, M&amp;E systems; Support for drafting access to information (ATI) law and on fiscal transfers/ equalization</td>
<td>Draft budget law prepared; Detailed assessment on ATI completed; Knowledge events held</td>
</tr>
<tr>
<td>Knowledge &amp; Learning for Social Safety Nets and Active Labor Market Programs</td>
<td>MENA</td>
<td>Establish a community of practice (CoP) for SSN &amp; ALMP to increase awareness &amp; share knowledge in/out of region and provide detailed training</td>
<td>CoP established; S-S and other exchanges held (Australia, Georgia); Training provided (smart cards, targeting)</td>
</tr>
<tr>
<td>Yemen Decentralization and Local Governance Initiative</td>
<td>RY</td>
<td>Inform National Dialogue participants on policy and regulation related to decentralization; Increase awareness of key CSO stakeholders</td>
<td>Nat’l workshop, media/ awareness events held; Design of SPF-funded project completed</td>
</tr>
<tr>
<td>MENA Early Stage Innovation Technical (ESIF) Assistance</td>
<td>MENA</td>
<td>Provide gap analysis, awareness, other, to ensure greater gender inclusion in ESIF and Bank’s Finance-Private Sector portfolio</td>
<td>Gap analysis conducted; Partnership with Goldman Sachs in place</td>
</tr>
<tr>
<td>Gender Learning and Operational Initiative - Yemen and Morocco</td>
<td>RY, MA</td>
<td>Support gender inclusion through awareness raising along-side Yemen’s National Dialogue and Morocco’s Human Devp Initiative</td>
<td>Faith-based leadership program completed; Gender consultations held; S-S exchanges (Indonesia) held</td>
</tr>
<tr>
<td>Financial Management (FM): Connecting Voices in MENA</td>
<td>MENA</td>
<td>Promote public sector governance and private sector development with improved FM through training, establishing a CoP</td>
<td>CoP established; Training (audit, other) provided</td>
</tr>
<tr>
<td>MNA Life in Transition Survey</td>
<td>JO, EG, MA, TN</td>
<td>Fill critical data gaps for more evidenced-based policies, e.g. on reducing inequality of employment opportunities (EBRD-led)</td>
<td>Pilot conducted and questionnaire completed</td>
</tr>
<tr>
<td>MNA Sharing Know-How and How To in Subsidy Reform Implementation</td>
<td>EG, MENA</td>
<td>Strategic advisory and knowledge-sharing (workshops, GDLN) on subsidies</td>
<td>Initial discussions on reform framework held</td>
</tr>
<tr>
<td>Enhancing Microfinance amongst Women and Youth in MENA</td>
<td>MENA</td>
<td>Improve financial literacy of women, youth through training; Help providers serve women, youth; Demand-side analysis</td>
<td>Recipient-executed grant signed. Implementation underway</td>
</tr>
<tr>
<td>Enhancing Governance through Public Procurement Reform</td>
<td>RY</td>
<td>Build capacity on procurement issues to central and decentralized agencies, as well as to service providers</td>
<td>Recipient-executed grant signed, implementation starting</td>
</tr>
<tr>
<td>Communication for Policy Reforms in Tunisia</td>
<td>TN</td>
<td>Increase awareness and understanding on reforms through communications tools; Engage citizens in debate; Make economic topics accessible via different platforms</td>
<td>Recipient-executed grant signed, implementation to start</td>
</tr>
<tr>
<td>Promoting Social Entrepreneurship in MENA</td>
<td>MA, JO</td>
<td>Raise awareness and create opportunities via coaching and knowledge platforms</td>
<td>Awarded through Third Call</td>
</tr>
<tr>
<td>Service Delivery and Governance Reforms in Egypt</td>
<td>EG</td>
<td>Support governance reforms which aim to improve public service delivery</td>
<td>Awarded through Third Call</td>
</tr>
<tr>
<td>Governance and Accountability in Moroccan Health Management Information Systems (MIS)</td>
<td>MA</td>
<td>Help improve equity and delivery of health services through improved MIS (policy, data, systems, consultations)</td>
<td>Awarded through Third Call</td>
</tr>
</tbody>
</table>

Egypt (EG); Jordan (JO); Morocco (MA); Tunisia (TN); Yemen (RY); Regional (MENA)
Monitoring and evaluation (M&E) is an integral part of the MENA MDTF administration. Any proposed activity must have a clear and realistic activity results framework outlining its planned outputs and also the outcomes to which the activity will contribute. The review of the individual results framework is part of the selection process undertaken by the Technical Review Committee of the MDTF. The M&E framework allows for tailoring to the specific activity, which is important given the broad range of reform activities supported and the demand-driven nature of the trust fund.

Overall, the results are encouraging: after just over one year since the first technical assistance grants have been awarded, the initial results – both outputs and outcomes – are starting to be realized. The technical assistance provided is helping both country stakeholder and the Bank teams “do different things” and “do things differently” – whether they are incorporating gender awareness and inclusion in government programs or in the Bank’s own portfolio; working with NGOs and citizen organizations on awareness-raising related to economic and governance reforms; looking for innovative solutions to increase job opportunities for women and youth; or, increasing awareness on local governance and decentralization issues with local stakeholders and in the Bank itself.

Photo courtesy of the Bank team

Gender Learning and Operations in Yemen and Morocco

Amongst its other achievements, this activity has provided a South-South learning exchange on gender and community driven development between the Government of Morocco and Indonesia, and is helping inform the Government of Morocco’s National Human Development Program (and the Bank’s Performance for Results, P4R, support) to be more gender informed. This activity has also delivered intensive faith-based leadership training to women in Yemen (shown). And, thanks in part to the MDTF, near 100% of the Bank’s Public Works Program in Yemen will include a gender-informed approach.
Social Safety Nets and Active Labor Market Programs

This MDTF-funded activity is facilitating knowledge sharing on social safety nets and active labor market programs from throughout the world with MENA officials and practitioners. For example, an exchange with counterparts in Tbilisi, Georgia, focused on targeting using proxy-means testing, and an exchange with experts in Australia focused on their results-based PPP approaches to employment services provision. These exchanges have also benefited from Latin American participation, a region known for innovations in cash transfer programs. And most notably, the Community of Practice (COP) established with the support of the MDTF is providing regular training and awareness-building on salient topics. The COP is using social media such as Facebook to reach a diverse array of stakeholders.

Photos courtesy of the Bank Team
Starting in the calendar year 2014, the first MENA MDTF technical assistance activities awarded will be coming to a close. At that stage, the Program Coordination Unit will receive final results on outputs and will begin to receive results on outcomes (linked to broader Bank and other projects and programs) to which the activities have contributed. These will be reported to the Program Council at the next meeting in June, 2014 and included in the Second Annual Report later that year.

Some limited degree of aggregation of results has been undertaken, despite the very mixed portfolio of activities that take place across different sectors and in different countries and circumstances. The table below was requested by donors at the Program Council Meeting in Rabat, in June, 2013, to be included in the MDTF’s annual reports.²

² The Outcome results are, except for the final indicator on gender, taken from the MENA Regional Results Framework of the World Bank, and therefore are not directly attributable to the MENA MDTF, although the MENA MDTF and its activities are helping contribute to some of these outcome indicators. For more information on the World Bank’s Regional Results Framework, see the http://www.worldbank.org.

Photos courtesy of the Bank team

Decentralization and Local Governance Initiative - Yemen

Amongst other things, this activity supported a high-level workshop, conducted two days before the start of the National Dialogue, with H.E. the Prime Minister inaugurating the event (shown). National media events and Facebook are being used to raise awareness and consult with the public on the issue of decentralization and local governance.
### MENA MDTF Aggregate Results Framework

#### Results Chain

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline 2012</th>
<th>1-Jul 2013</th>
<th>Target 2015</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Doing different things:</strong> Cumulative number of person days of employment (Tier II)</td>
<td>4,903,853 (2011)</td>
<td>14,231,217</td>
<td>29,917,327 (2014)</td>
<td>World Bank reporting against MENA Regional Results Frameworks</td>
</tr>
<tr>
<td>Total number of beneficiaries across Bank projects:</td>
<td>N/A</td>
<td>27,800,000</td>
<td>41,800,000</td>
<td>World Bank reporting against MENA Regional Results Frameworks</td>
</tr>
<tr>
<td>Of which labour market programmes</td>
<td>12,830</td>
<td>137,494</td>
<td>233,846</td>
<td>World Bank reporting against MENA Regional Results Frameworks</td>
</tr>
<tr>
<td>Number of countries with WB supported programs on Open Government OR PFM reform (Tier II)</td>
<td>2 (2011)</td>
<td>13</td>
<td>Monitored (2014)</td>
<td>MDTF Progress Reports and Activity Descriptions</td>
</tr>
<tr>
<td>Cumulative number of pieces of technical and analytical work that informed strategy/policy and stimulated public debate on (but not limited to): gender inclusion, governance, energy and consumption subsidy reform, social protection, youth inclusion, job creation, labour markets (Tier II)</td>
<td>NA</td>
<td>55%</td>
<td>75%</td>
<td>MDTF Progress Reports with random sample quality assured by DFID advisers</td>
</tr>
<tr>
<td>Percentage of projects linked to MDTF with gender informed design</td>
<td>0</td>
<td>8</td>
<td>20</td>
<td>MDTF progress Reports with random sample quality assured by DFID advisers</td>
</tr>
</tbody>
</table>

#### OUTCOME

- World Bank MENA Portfolio focused on promoting economic and social inclusion and is developed in ways that responds effectively to needs

#### OUTPUTS

- Strengthened project preparation, technical assistance, seed funding, policy analysis, dialogue and knowledge sharing through World Bank MENA Trust Fund

- Direct support provided to beneficiaries through World Bank MENA Trust Fund

- Cumulative number of high quality analytical products produced with resources from MDTF (policy notes, survey work, evaluations, reports) that demonstrate the good use of analysis with clear recommendations targeted at policymakers or for project preparation

- Cumulative number of high quality technical assistance activities (project design, capacity building, guidelines) carried out through MDTF that provide clear and practical recommendations, with positive client feedback

- Cumulative number of high quality dialogue and knowledge and knowledge sharing events (workshops, S-S exchange, etc.) leading to clear policy conclusions in focus areas, using resources from the MDTF

- Cumulative number of people trained directly through MDTF (and % of which women)

- Cumulative number of businesses provided with support directly through MDTF

- Cumulative number of results stories produced which demonstrate the catalytic effect of the MDTF (particularly on women and youth)
Section 3: Financial Status

Of the total amount pledged of USD 12.4 million, USD 9.2 million have been received, with USD 3.2 million pending from DFID.

A. Contribution

<table>
<thead>
<tr>
<th>Donor Name</th>
<th>Currency</th>
<th>Amount</th>
<th>Paid</th>
<th>Unpaid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danish Ministry of Foreign Affairs (DANIDA)</td>
<td>DKK</td>
<td>9,340,000</td>
<td>9,340,000</td>
<td>1,570,329</td>
</tr>
<tr>
<td>Norway - Ministry of Foreign Affairs</td>
<td>NOK</td>
<td>12,000,000</td>
<td>12,000,000</td>
<td>1,974,171</td>
</tr>
<tr>
<td>United Kingdom (DFID)</td>
<td>GBP</td>
<td>5,000,000</td>
<td>3,000,000</td>
<td>4,609,200</td>
</tr>
<tr>
<td>Finland - Ministry for Foreign Affairs</td>
<td>EUR</td>
<td>800,000</td>
<td>800,000</td>
<td>1,059,920</td>
</tr>
<tr>
<td><strong>Total Contribution</strong></td>
<td><strong>9,213,620</strong></td>
<td><strong>3,204,923</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

B. Financial Summary

<table>
<thead>
<tr>
<th></th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>(+) Contribution Paid-In</td>
<td>9,213,620</td>
</tr>
<tr>
<td>(+) Other Receipts</td>
<td>1,138</td>
</tr>
<tr>
<td>(+) Investment Income</td>
<td>35,376</td>
</tr>
<tr>
<td>(-) Admin Fee - 2%</td>
<td>184,295</td>
</tr>
<tr>
<td>(-) Admin Fee - 5%</td>
<td>460,681</td>
</tr>
<tr>
<td><strong>Total Funding Available</strong></td>
<td><strong>8,605,158</strong></td>
</tr>
<tr>
<td>(-) Disbursements</td>
<td>1,460,425</td>
</tr>
<tr>
<td><strong>Undisbursed Fund balance</strong></td>
<td><strong>7,144,733</strong></td>
</tr>
<tr>
<td>(-) Grants Awarded Undisbursed</td>
<td>4,053,956</td>
</tr>
<tr>
<td><strong>Balance available for allocation</strong></td>
<td><strong>3,090,777</strong></td>
</tr>
</tbody>
</table>

Note:
Fees: 2% of all contributions, taken off the top, to defray the costs of the central units (LEG, etc).
Managing unit costs will be recovered on the basis of actual costs incurred, amount not exceeding 5% to cover the costs of program management and trust fund administration.

To date, USD 5.5 million has been awarded to 14 grants, of which USD 1.5 million has been disbursed and an additional USD 1.7 million committed. Three of the 14 grants awarded are recipient-executed, at 27% of the total grant value awarded.
List of Grants Awarded *(as of October 31, 2013)*

<table>
<thead>
<tr>
<th>Activity Name</th>
<th>Grant Agreement Date</th>
<th>Closing Date</th>
<th>Grants Awarded</th>
<th>Add’l Financing</th>
<th>Total Grant Amount</th>
<th>Disbursed</th>
<th>Committed</th>
<th>Available Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting Economic Governance Transition in Morocco and Tunisia</td>
<td>Bank 8/1/2012</td>
<td>3/31/2014</td>
<td>406,000</td>
<td>80,600</td>
<td>486,600</td>
<td>185,628</td>
<td>83,547</td>
<td>206,825</td>
</tr>
<tr>
<td>Knowledge &amp; Learning for Social Safety Nets and Active Labor Market Programs in MENA</td>
<td>Bank 9/25/2012</td>
<td>6/30/2014</td>
<td>382,000</td>
<td>60,000</td>
<td>442,000</td>
<td>325,638</td>
<td>22,682</td>
<td>90,280</td>
</tr>
<tr>
<td>Yemen Decentralization and Local Governance Initiative</td>
<td>Bank 9/30/2012</td>
<td>2/28/2014</td>
<td>366,000</td>
<td>72,000</td>
<td>432,000</td>
<td>203,294</td>
<td>104,059</td>
<td>66,707</td>
</tr>
<tr>
<td>MENA Early Stage Innovation Technical Assistance</td>
<td>Bank 10/9/2012</td>
<td>1/31/2014</td>
<td>175,000</td>
<td>175,000</td>
<td>175,000</td>
<td>51,976</td>
<td>-</td>
<td>123,024</td>
</tr>
<tr>
<td>Gender Learning and Operational Initiative - Yemen and Morocco</td>
<td>Bank 10/29/2012</td>
<td>6/30/2014</td>
<td>300,000</td>
<td>59,620</td>
<td>359,620</td>
<td>235,820</td>
<td>45,138</td>
<td>74,662</td>
</tr>
<tr>
<td>MENA Connecting Voices of MENA</td>
<td>Bank 1/1/2013</td>
<td>12/31/2013</td>
<td>282,120</td>
<td>282,120</td>
<td>282,120</td>
<td>76,793</td>
<td>-</td>
<td>205,327</td>
</tr>
<tr>
<td>MENA Life in Transition Survey</td>
<td>Bank 1/24/2013</td>
<td>11/30/2013</td>
<td>226,000</td>
<td>226,000</td>
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<td>1/31/2014</td>
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Below is the distribution of grants by country. As agreed by the Program Council in Rabat in June, 2013, subsequent calls will ensure countries currently under-represented will be given priority.
Section 4: Challenges and Opportunities Going Forward

The MENA region is in the midst of an uncertain and tumultuous time. But as much as the challenges are great, so may be the opportunities.

One of the challenges faced by the MENA MDTF is that this very uncertainty and turmoil often, understandably, leads to the requirement of markedly large amounts of time for consensus building, and relatedly, quite significant delays in decision-making. Some MENA MDTF activities have therefore had to undergo changes in their initially-planned course of action and objectives and re-orient themselves to deliver support as quickly and effectively as possible given the circumstances.

Another challenge, related both to local capacity issues as well as Bank procedural requirements, has been the difficulty of moving recipient-executed grants forward at a desirable speed. This has resulted in slow implementation and delivery of results. One assessment is that, given the small amounts of funding available through the MENA MDTF, the transaction costs for undertaking recipient-executed grants is too high, and, relatedly, resources and attention required to implement recipient-executed grants (from the client and Bank side) are often diverted to larger, more high profile projects.

Despite these challenges, overall, there has been great demand for the MENA MDTF. The MENA MDTF is seen as a vehicle for helping clients as well as the Bank itself “do things differently” and “do different things”, as Section 2 and the Annex demonstrate. For most teams, the MENA MDTF has been the catalyst for much larger activities and programs which are of a longer-term nature. Therefore, the MDTF has been available to help support clients and task teams while the window of opportunity is open – as policies and laws are shaped, and as citizens are still demanding change. The demand is clearly greater than the MDTF is able to satisfy, especially of Bank-executed grant funding.
ANNEXES

Two-Page Summaries provided for:

1. Supporting Economic Governance Transition in Morocco and Tunisia
2. Increasing Knowledge & Facilitating South-South Exchange on Social Safety Nets and Labor Programs
3. Yemen Decentralization and Local Governance Initiative
4. MENA Early Stage Innovation Technical (ESIF) Assistance
5. Gender Learning and Operational Initiative for Yemen and Morocco Operations
6. Connecting Voices in MENA
7. Life in Transition Survey
8. Sharing Know-How and How-To in Subsidy Reform Implementation
9. Enhancing Governance through Public Procurement Reform in Yemen
10. Communication for Policy Reforms in Tunisia
11. Enhancing Microfinance Outreach among Women and Youth in MENA
12. Promoting Social Entrepreneurship in Morocco and Jordan
13. Service Delivery and Governance Reform in Egypt
14. Governance and Accountability in the Moroccan Health System
Overview

The Economic Governance Programs being undertaken in Morocco and Tunisia aim to support reforms in the respective countries by reinforcing new opportunities that have arisen in the context of the Arab Spring. The programs provide strategic technical assistance to help shape and inform processes in both countries and facilitate knowledge-sharing from other countries. The reform efforts of the current economic governance program include:

- Greater government accountability and performance focus in the management of public resources (Morocco);
- Greater fiscal transparency and access to public sector information (Morocco and Tunisia);
- Enhanced citizen participation through government wide consultation on draft laws, regulations and public policies (Morocco); and
- Governance of key public service providers at the central and local government-levels (Morocco and Tunisia).

The MENA MDTF has provided $480,000 to support the economic governance programs in Morocco and Tunisia to help design new policies in both countries to consolidate the transition. The activity is complemented by technical and financial resources from the European Union. The reforms supported by the program complement the World Bank’s support to both countries through the Morocco Accountability and Transparency Development Policy Loan (DPL), the Tunisia Governance and Opportunities DPL, and the Tunisia Governance Technical Assistance.

Deliverables

This MENA MDTF-funded activity will deliver:

- Guidelines for the development of budget programs and performance plans in pilot ministries adopting the new performance-focused budget management approach;
- A policy note for the design of a government performance monitoring and evaluation system, and to leverage south-south experiences;
- A detailed assessment of and advice on Morocco’s draft access-to-information law and the development of an open budget platform in Tunisia; and,
- A diagnostic with operational recommendations to strengthen the fiscal transfer and equalization system in Morocco.

Objective

The objective of the Economic Governance Program is to maximize the window of opportunity following the Arab spring and support transformational economic governance reforms in Tunisia and Morocco through strategic technical assistance to help shape new governance policies.
Beneficiaries and Expected Results

The program is expected to directly benefit government officials, parliamentarians, and citizens through more open and accountable governments. Results expected include:

- The implementation of new constitutional rights through the development of policies on access to information and public consultations;
- Eligibility and access for Tunisia to the Open Governance Partnership; and
- Increased government accountability through the modernization of public financial management and performance orientation across the public sector (central and local governments).
**Overview**

MENA has recently been affected by several overlapping systemic and unpredictable shocks that, coupled with a large and growing youth population, have led to high unemployment, poor working conditions, and reduced income among the most vulnerable. Some MENA countries have scaled-up or developed a mix of policies that have for the most part not been highly effective. Providing social safety nets (SSN) to the poor and vulnerable during times of crisis as well as protecting individuals who are unemployed or hold informal/poor quality jobs through active labor market programs (ALMPs) are both critical policy actions that governments are striving to implement. A promising channel to address some of the challenges afflicting both SSNs and ALMPs is through the sharing of lessons and experiences from other countries.

The MENA MDTF has awarded $442,000 in technical assistance support to:

- pilot two communities of practitioners (COPs), one in the Maghreb (Morocco and Tunisia) that will focus on ALMPs, and one in Jordan, Iraq, Yemen and the Palestinian Territories that will focus on SSNs;
- disseminate knowledge in order to share practices and lessons learned for COP members and other interested audiences;
- generate knowledge and documentation; and
- manage and support the COPs to facilitate initial activities.

The MENA MDTF-funded activity aims to coordinate its work with other donors (the European Union, the African Development Bank, the French Development Agency, JICA, to name a few). The activity is also directly linked to Tunisia and Morocco’s multi-sector DPLs; Jordan’s Social Protection Enhancement Project; Yemen’s Social Welfare Fund Institutional Development Project; Palestinian Territories’ Cash Transfer Project; and Iraq’s Emergency Social Protection Project.

**Deliverables**

This activity aims to deliver:

- On the SSN side: (i) an SSN COP in MENA; (ii) skills-building to deliver effective and efficient cash transfers among participating countries as measured by the number of participants.
exchanging information and those participating in the study tour; and (iii) a number of how-to-guides.

- On the ALMP side: (i) an ALMP COP in Maghreb countries; (ii) regular meetings and study tours/workshops organized by the COP; and (iii) an operations manual with guidelines on how to monitor and evaluate ALMPs.

**Beneficiaries and Expected Results**

The project's direct beneficiaries are professionals or practitioners in the field of social protection (in MENA, but also in other regions due to South-South exchange); private and public organizations involved in the design and/or implementation of SSNs or ALMPs; research institutions interested in the study of SSN or ALMPs; and, beneficiaries (and their civil society organizations) of SSNs and ALMPs in the MENA region.

The COP for SSN is expected to enhance efficiency of operation in participating countries and improve the share of social assistance resources received by the target poor population (see chart, figure in thousands).

The COP for ALMPs is expected to:

- Increase the number of ALMPs that are redesigned taking into account best practices, and, the number of beneficiaries in redesigned/new ALMPs;
- Increase efficiency of public spending by investing in ALMPs that work; and
- Improve employment outcomes of ALMPs (number of beneficiaries who obtain an internship/job).
Overview

Decentralization requires that institutions of power are brought closer to people so that decision-making can be more sensitive to different groups and differing viewpoints. The Yemen Decentralization and Local Governance Initiative aims to help create efficient and transparent intergovernmental structures and strengthen local service delivery mechanisms. Specifically, this MENA MDTF-funded activity will focus on:

- Policy and analytical support through high caliber experts to assist the government in view of the National Dialogue and constitution drafting;
- Capacity building for key government and civil society counterparts in decentralization, and targeted institution-building support to central entities;
- Raising awareness among key stakeholders on decentralization and local governance; and
- Program monitoring by a joint Bank-Government team including third parties, i.e. local think tanks or NGOs.

The MENA MDTF has provided $432,000 to support this activity. The activity is complemented by a Government-executed initiative for strengthening local governance institutions and systems in two provinces, and the ongoing Bank-funded Labor-intensive Public Works Project, which provides infrastructure for access to basic public services whilst creating short-term employment. Potential partnerships are being scoped with other donors, in particular the European Commission and the French Development Agency, while coordination mechanisms are being established with the United Nations.

Deliverables

This MENA MDTF-funded activity will deliver:

- High priority policy and analytical notes requested by the government/National Dialogue Steering Committee to inform on policy and regulation related to decentralization and local governance;
- South-South exchange for key members of the National Dialogue;
- Dissemination notes aimed at increasing awareness of key civil society stakeholders on decentralization and local governance;
- A national-level workshop/media event on decentralization and local governance;
- A portal dedicated to decentralization and local governance reform initiatives; and,
- Surveys measuring views/attitudes of key stakeholders involved in the National Dialogue on decentralization and local governance.

**Beneficiaries and Expected Results**

The policy support and capacity building elements in this initiative would benefit key Yemeni counterparts who are directly involved in decentralization discussions as part of the National Dialogue Committee, including the Steering Committee, the President’s Advisors and other key constituents of the National Dialogue. The advocacy and awareness building element will have broader benefits in enabling various stakeholder groups to articulate and advocate their views, interests and concerns regarding decentralization and local governance.

The expected results of this activity include:

- Greater awareness of the members of National Dialogue Steering/Technical Committees regarding decentralization and local governance;
- Helping the World Bank “do things differently” through greater emphasis on decentralization and local governance and accountability in the Bank’s strategy; and
- At least one new Bank-funded service delivery project during the current 18-month Interim Strategy Note period emphasizing the strengthening of local governance.
**Middle East and North Africa Multi-Donor Trust Fund**

**MENA Early Stage Innovation Technical Assistance**

**Overview**

MENA needs to create sustainable employment for over 40 million of its citizens over the next decade. Youth unemployment in MENA is reaching 25%, and in many MENA countries, unemployment rates among young women are now close to 50%. The absence of viable economic opportunities for MENA’s growing population was a main driver of the Arab Spring.

Studies show that young and growing businesses generate 50% to 80% of new jobs. Innovative, growth-oriented start-ups play a critical role in job creation. In the developed world, entrepreneurs with new, innovative business ideas can rely on an ecosystem of financing and mentoring to support the early stages of firm creation. In MENA, only 6.3 businesses are formed each year for every 100 people, compared to 42 in high-income countries. MENA has a strong entrepreneurial and investment culture, and sizable pockets of high net worth individuals who could serve as angels. Nevertheless, there is a gap in building a pipeline of growth-oriented entrepreneurs - especially women.

Therefore, the MENA MDTF is providing $175,000 to support the Early Stage Innovation Facility (ESIF). Based on early discussions, it is anticipated that ESIF-MENA will consist of a (largely donor-funded) $50 million investment fund and a $20 million TA component. The $175,000 MENA MDTF technical assistance grant aims to:

- build on the incubator network of infoDev (a global partnership program within the World Bank Group which works at the intersection of innovation, technology, and entrepreneurship) to help design an ESIF TA component that will better target growth-oriented sectors and enterprises in MENA that have the highest potential for employment generation; and

- develop a strategy so that ESIF can better target women entrepreneurs through market research, mentorship and well-designed training to address a lack of support for potential women entrepreneurs in MENA.

**Deliverables**

This MDTF-funded activity is expected to deliver the following:

- Stakeholder workshop to finalize the structuring of the ESIF TA component, the governance, monitoring and evaluation framework, and linkages with the ESIF fund and angel investors.

**Objective**

Provide technical assistance to ensure that both the Early Stage Innovation Facility (ESIF) and the Bank’s MENA finance and private sector development portfolio are designed to meet the Bank’s regional objectives of inclusive and sustainable growth, in particular for women.
Design of the gap analysis to be conducted under the ESIF TA component, which will include modules on how to assess market and partner access, financial literacy training, business plan development, marketing support and market studies, etc.;

- Workshops to identify challenges to female entrepreneurs in the region;
- Gender toolkit to integrate a gender perspective in entrepreneurship support programs; and
- Detailed design of a regional women entrepreneurship program that builds on infoDev’s incubator base and the Bank’s current projects to identify, train, mentor, finance, market and promote female entrepreneurs.

**Beneficiaries and Results**

The beneficiaries of the ESIF will include micro, small and medium enterprises and entrepreneurs that are in particular, women/women-led. The expected results the MDTF will contribute to are illustrated below:

- Inclusive and sustainable growth
  - At least one Angel network and 5 incubators/partners in each of the 5 proposed pilot countries.
  - Increase in number of MSME loans by year 5 is 20% (Morocco)
  - Increase in total number of MSME loans in PFI portfolios by year 5 is 10% (Tunisia)
  - Total number of firms receiving equity financing leveraging investors and the iSME fund by year 5 is 110 (Lebanon)
  - InfoDev incubators in MENA executing specific programs targeting women increase from 20% to 80%
  - Women graduates and trainees of participating incubators and other entrepreneurship support increase to 20% in 5 years
  - Women graduates and trainees of participating incubators and other entrepreneurship support increase to 20% in 5 years
Middle East and North Africa Multi-Donor Trust Fund
Gender Learning and Operational Initiative for Yemen and Morocco Operations

Overview

The Arab Spring has opened up new opportunities for women – but also risks. As new legal and institutional platforms are created, there is a need for timely action-oriented assistance to support stakeholders on gender issues. The rules – including new constitutions – that will be created will have significant consequences for women and gender relations.

In Yemen, this MDTF activity aims to support the authorities’ goals of integrating gender during the transition leading up to the National Dialogue by:

- sharing lessons from other countries and targeting decision-makers to underscore the importance of considering gender in drafting constitution, laws and regulations; and

- supporting development of gender sensitive design in the Labor Intensive Public Works Project.

In Morocco, the grant will help ensure increased inclusion of women in the National Human Development Initiative (INDH2) so that women can play a larger role in community and provincial decision making processes, have access to sub-project benefits, and increase their income generating activities.

This activity has received $360,000 from the MENA MDTF.

Deliverables

In Yemen, deliverables at completion will include:

- South-South Exchange visits/workshops;

- Knowledge sharing of lessons from women’s participation in community-driven development (CDD) projects in Morocco, Afghanistan and Indonesia;

- Post Public Works IV project selection gender assessments to understand sub-project gender benefits, opportunities and constraints; and

- A workshop to integrate and consolidate recommendations from the assessments into Public Works IV activities with key stakeholders conducted.

Objective

Present pioneering approaches and systems to contribute to the agenda for gender equality, including promoting more gender-sensitive project design in Bank operations in Yemen and Morocco.
In Morocco, deliverables at completion will include:

- A sample survey to gather data on current and best practices that would support the INDH to improve inclusion of women;
- Creation/training of existing NGOs as mentors for women groups to help increase women’s participation in decision making processes in local organizations;
- A toolkit on integrating gender in INDH projects developed for use by INDH’s Local Governance Bodies and Local Facilitation Teams;
- Training to better educate women on participative approaches; and
- A feasibility analysis for a dedicated Technical Assistance Facility that aims to improve and increase women’s income generation activities, including a product quality certification mechanism, with scope for organizing product-based market linkages.

**Beneficiaries and Expected Results**

The beneficiaries of this program will include ministerial policy makers, community leaders, and women and families in both Morocco and Yemen. The expected outcomes for Yemen specifically include evidence of broad-based and systematic integration of gender in the National Dialogue process, and a resulting decision making process specifically for the Labor Intensive Public Works project. For Morocco, the expected outcomes would include evidence of increased representation of women in key decision-making of the community-driven INDH2 activities.
Overview

The social, political and economic upheaval that has taken place in MENA over the last two years presents a unique window of opportunity to engage differently with countries in the region. Connecting Voices in MENA (CV MENA) is the launch of a process that takes MENA financial management professionals on a journey to build their capacity, stay connected, learn from one another, and more importantly, provide the tools and solutions to implement reforms. CV MENA will:

- promote intra-regional cooperation and stimulate interest in improving corporate financial reporting, government accounting, and build capacity of supreme audit institutions through a major annual knowledge-sharing platform known as ‘The Exchange’;
- establish a community of practice, ‘Ma’arefah’, as a forum for ongoing dialogue and as a platform for peer-to-peer and expert knowledge exchange to extend the learning benefits of the Exchange;
- find solutions related to ineffective audit institutions, corporate financial reporting, etc. through ‘The Solutions Lab’ - a quarterly dialogue series; and,
- provide intensive training on International Financial Reporting Standards for SMEs -- in Arabic for the first time ever; and, International Public Sector Accounting Standards in partnership with the International Federation of Accountants.

This activity has received $282,000 from the MENA MDTF.

Deliverables

The deliverables at completion will include:

- A survey of civil society organizations, media, universities, businesses and professional bodies on their knowledge of and work with audit institutions;
- Consultations with civil society organizations, media, universities, businesses and professional bodies to give them voice with regulatory agencies, supreme audit institutions, etc.;
- One event and two regional solutions notes focusing on: (a) guiding regional collaboration between audit institutions, Civil Society Organizations, and media; and (b) professional development aspects for universities, businesses and accounting bodies;
- Client training and awareness raising on the benefits of the Ma’arefah community of practice;
- A partnership agreement with the World Bank’s Global Development and Learning Network and regional labs to increase public-private financial reporting interactions; and

- Two intensive trainings to increase SME capacity to access finance, boost the number of public accountants who meet international standards and encourage partnerships with international bodies.

**Beneficiaries and Expected Results**

The beneficiaries of this program will include CSOs, media, audit institutions, professional accounting organizations, businesses, education providers, and government officials from regulatory agencies in the MENA region. The expected outcomes for CV MENA are **greater transparency** and **accountability**, enhanced **financial management capacity** within public and private sector entities, and the creation of an **enabling environment** for reforms through sustained dialogue among diverse stakeholders to eliminate existing barriers.
Overview

In the context of the Arab spring and its aftermath, concerns about inequality have been expressed in popular debate. But when measured, the region as a whole does not display high income and consumption inequality. This disconnect suggests that the disquietude expressed may stem rather from the lack of fair and equal access to opportunities. The Life in Transition Survey (LITS) aims to quantify gaps in employment opportunity through measures that would facilitate better understanding and monitoring of factors leading to such inequality in Egypt, Jordan, Morocco and Tunisia. The LITS will:

- Finalize questionnaires for piloting;
- Undertake four country-based surveys of 2,000 households in each country with: (i) a module that contains detailed information on employment, unemployment, job search strategy, and aspirations; and (ii) a module on citizens’ perceptions about inequality and constraints faced due to government policy and broader governance structure; and
- Undertake data entry and analysis.

This activity has received $220,000 from the MENA MDTF and is carried out in coordination with the European Bank for Reconstruction and Development.

Deliverables

The deliverable at completion will be online published datasets (with full documentation including sampling) and enumerator manuals.

Beneficiaries and Expected Results

This activity intends to inform governments about the existing levels (and perception of) inclusion and inequality, and in particular, inequality of access to labor market opportunities. One expected outcome from LITS is its contribution to evidence-based policies, by filling critical information gaps, especially for policies geared toward reducing inequality of opportunity in the target countries. Another expected outcome is to improve the culture of transparency and accountability by making the data generated fully available to wide audiences including academics, think tanks and other stakeholders.
Overview

Subsidies, particularly for fuel, represent a substantial fiscal drain on the economies of several countries in MENA, including those undergoing transition and grappling with tension between tight fiscal situations and populist demands. Countries in the region have recognized the costliness and inefficiency of their subsidy systems and are currently considering reform options. These reforms however pose formidable social and political challenges.

Through this MENA MDTF-funded activity, the Bank will support reform efforts by providing strategic advisory services and facilitating knowledge sharing. The key elements of this activity include:

- Creating a platform for several MENA countries (Egypt, Iraq, Iran, Jordan, Morocco, Tunisia, Yemen and others) to learn from each other, as well as South-South exchange with countries outside the region that have seen through successful subsidy reforms;
- Providing guidance to countries, through virtual meetings, on an on-going basis using international subsidy reform experts and recognized practitioners towards the development of reform strategies and implementation plans; and,
- Providing advisory services to Egypt (at the Government’s request) in reforming fuel subsidies, strengthening the social safety nets system, and using smart cards for targeting and payment of compensatory measures.

This activity has received $350,000 from the MENA MDTF.

Deliverables

Deliverables will include:

- A regional workshop to share knowledge and ‘how-to’ on successful approaches to subsidy reform to support the development of roadmaps for MENA countries;
- Virtual meetings, to provide strategic guidance in the reform process, sharing knowledge across MENA countries as well as select countries outside the region; and
- A series of advisory support from global experts and practitioners to Egypt on international best practices.

Beneficiaries and Expected Results
The beneficiaries of this activity are policy-makers and practitioners engaged in subsidy reforms in MENA countries, as well as local and regional think tanks, research institutions and civil society organizations. The expected outcomes include:

- Informing policy choices around subsidy reform and efficient safety net design that may eventually lead to fiscal savings and better targeting for participating countries;
- Building “how-to” tools for subsidy reform (taking into account political economy and affordability issues); and
- Developing a couple of tailored “roadmaps” on possible paths for sustainable subsidy reform.
Overview

Amidst Yemen’s current volatile and fluid landscape, the transition government has taken steps towards stabilizing the country. Through its Mutual Accountability Framework, which defines government and donor commitments, roles, and responsibilities, the government has committed to improving the delivery of public services in a transparent and accountable manner. This is critical for unlocking the billions of dollars in aid pledged by the donor community. While efficient and transparent public procurement is essential to re-instituting government credibility, capacity constraints remain a significant challenge to fully implementing well-intended public procurement reforms. This recipient-executed activity aims to improve Yemen’s national procurement practices by enforcing the use of the new standard bidding documents and the obligation of all public sector entities to advertise bidding opportunities and bid evaluation results in order to:

- enhance better management of public resources;
- achieve greater government accountability;
- increase private sector participation in bidding opportunities; and
- promote civil society’s role in ‘social auditing’ during the bidding processes, and at contract execution.

The Enhancing Governance through Public Procurement Reform activity has received $332,640 from the MENA MDTF.

Deliverables

The deliverables at completion will include:

- The delivery of a capacity building program in procurement reform and contract management to the Ministry of Public Works, Central Organization for Control and Audit, and Sana’a, Aden, and Hadramout governorates;
- The delivery of a capacity building program in procurement reform to key High Tender Board officials from three to five post conflict governorates;
- Implementation of an awareness raising campaign targeting 200 service providers to improve their responsiveness to bidding opportunities; and

Objective

Support the government implement reforms in economic governance by providing capacity building to select centralized and decentralized national agencies on procurement issues.
Implementation of an awareness raising campaign targeting three civil society organizations to improve their participation in monitoring of procurement activities and quality of services rendered.

**Beneficiaries and Expected Results**

The intended beneficiaries of this activity are government officials, service providers, civil society organizations and ultimately citizens. The expected outcomes are enhanced capacity at centralized and decentralized levels, better service delivery, and more transparent and accountable government.
Overview

Post-revolution Tunisia presents a historic window of opportunity to enact policy reforms – most of which touch upon sensitive socio-economic aspects of life. An example of some of the reform areas include: (a) labor market reform and the challenge of job creation; (b) pensions reform and implications for the next generation; (c) reform of the tax code and tradeoffs between equity and investment; (d) the investment incentives code and opening up to foreign investment; (e) the cost of cronyism and regulatory red tape; and (f) food and fuel subsidies and the social protection system.

Deeper ownership of reforms requires a national debate, broad consensus, and extensive outreach. Communicating the issues surrounding the reform themes more effectively will fill a critical gap in building awareness and consensus. Through a series of innovative and appropriate communication tools, this recipient-executed activity aims to:

- foster greater awareness and understanding of key structural challenges facing the Tunisian economy, and their importance to broader development goals;
- actively engage Tunisian citizens in dialogue and debate on key issues, and build consensus around the best ways to enact change and reform;
- make complex economic topics accessible to a broad audience through compelling, informative content disseminated across multiple platforms; and
- help bring out citizens’ voices to influence the design of reforms.

Communication for Policy Reform in Tunisia has received $725,000 from the MENA MDTF.

Deliverables

In collaboration with the World Bank, a Tunisian production company, Global Productions, will implement a communications strategy that will inform Tunisians about structural issues through compelling multimedia programming. The specific deliverables will include:

- Televised documentaries and talk shows, each to run for about 60 minutes on primetime with at least one re-run per campaign.
- Radio town halls, each to be broadcast at least once, for a total of 180 minutes of airtime per campaign.
- University screenings and town halls.

Objective

Shift the focus of reforms out of the “ivory tower” of government and academicians by focusing on encouraging active public participation.
A dedicated website for branded content featuring blogs, and integrated with social media channels, i.e. Facebook, twitter, Google+, etc.

Short video packages using footage from televised programs to enable easy hosting, viewing and sharing online.

**Beneficiaries and Expected Results**

The intended beneficiaries of this activity include youth, non-governmental organizations, bloggers, women’s groups, trade unions, city and rural voices, as well as government officials. The expected outcome is **increased awareness among Tunisians of key policy issues** and their associated proposed solutions.
Overview

With an average unemployment of 10% and youth unemployment of 23%, MENA has the colossal task of creating 4 million jobs a year over the next decade just to reach the average global unemployment rate. Microfinance is one critical element to help low-income households manage consumption, alleviate risks, invest productively, and respond to financial shocks.

Financial inclusion remains particularly low for women and youth: only 1% of youth and 13% of women have an account at a formal financial institution (versus 23% of men, which is also low). Financial literacy and gender empowerment via microfinance is an important priority towards inclusive development. Hence this recipient-executed activity will focus on:

- Improving the financial literacy of youth and women in Egypt to address a key impediment to accessing financial services. Although the core focus will be in Egypt, select financial literacy activities will also be piloted in Tunisia and Morocco.
- Building capacity of financial service providers to serve women and youth better.
- Completing a demand-side analysis that captures key constraints to accessing and using formal and informal financial services in Egypt, Tunisia, and Morocco.

Enhancing Microfinance Outreach among Women and Youth in MENA has received $700,000 from the MENA MDTF.

Deliverables

The specific deliverables under this activity will include:

- The development of financial literacy modules and their delivery to 1,600 low-income women and youth in Egypt, Morocco and Tunisia;
- Knowledge exchange workshops delivered to nine financial services providers from each of Egypt, Morocco and Tunisia; and,
- Demand-side analysis in the form of surveys and focus groups to capture a dynamic picture of constraints to financial services for women and youth, leading to the development of guidance notes and videos synthesizing results of demand-side analysis.

Expected Beneficiaries and Expected Results
The intended beneficiaries include low-income women and youth, as well as financial service providers in Egypt, Morocco and Tunisia. Findings from the demand analysis will be made publically available to ensure a broad set of stakeholders involved in the microfinance community of practice in MENA benefit as well, e.g. regional associations, central banks, civil society organizations, and research institutions.

The anticipated outcomes of this activity are: enhanced knowledge, skills, and attitudes among participants; changes in the operations, policies and strategy of financial services providers; and, increased information sharing and understanding of demand-side constraints among a broad range of stakeholders across the region.
Overview

Enterprises in the MENA region are often characterized by their small size and low levels of productivity, wages and employment growth. Most entrepreneurship programs in the region provide training and start-up capital to low-skilled individuals, but have seen limited effectiveness: many such enterprises are either short-lived, or those that survive generally have low levels of productivity and employment growth. Emerging private-led initiatives have proven to be very promising. These initiatives focus on providing technical assistance, incubation services and financing to new (high-skilled) entrepreneurs with innovative ideas. A handful of successful ideas have rapidly become medium and large enterprises. Unfortunately, private-led initiatives in the region have so far rarely supported more “social” objectives.

“Social entrepreneurship” is a new breed of entrepreneurship that promotes the creation of high quality and high-productivity jobs and is aimed at solving social problems. It responds to market failures with transformative and financially sustainable innovations. In addition to promoting enterprises, the agenda is about improving social service delivery to the poor in areas such as health, education, employment services and social protection. An example of a successful social enterprise is the Grameen Bank in Bangladesh.

Through this MENA MDTF-funded activity, the Bank will promote the social entrepreneurship agenda in the region, specifically in Morocco and Jordan. The activity will focus on:

- Raising awareness about social entrepreneurship among relevant actors;
- Identifying and coaching potential social entrepreneurs in Morocco and linking the best ideas to potential private investors; and
- Exposing counterparts to international best practices for social entrepreneurship promotion.

The activity has received $350,000 from the MENA MDTF.

Deliverables

Deliverables will include:

- Workshops to raise awareness about the benefits of promoting social entrepreneurship among private investors/philanthropist in Morocco and Jordan;
- A call for proposals to identify innovative social entrepreneurship ideas launched in partnership with Jordanian and Moroccan universities and incubators;
Provision of training and coaching services to a selected group of innovative and potentially sustainable social entrepreneurship ideas;

A study tour to Jordan with a selected group of Moroccan social entrepreneurs to expose them to successful social enterprises;

Workshops to present a selected group of social entrepreneurship ideas to private investors and philanthropists in Morocco and Jordan.

**Beneficiaries and Expected Results**

The intended beneficiaries of this program include high skilled unemployed youth, public and private national agencies in regionally, most particularly in Morocco and Jordan, National Employment Agencies, and the donor community. The expected outcome is promoting entrepreneurship among high-skilled individuals. In the long run, this program aims to increase the quality of life of the most vulnerable population through improved social services while creating employment for high-skilled youth.
Middle East and North Africa Multi-Donor Trust Fund

Service Delivery and Governance Reform in Egypt

Overview

Political economy literature and evidence from around the world indicate that the space for meaningful institutional and policy change is largest during the first 12 to 18 months after a major political shift. To take advantage of such windows of opportunity while they are still open, this activity seeks to support reform-minded champions in the Egyptian government, and lock in while there is still time a number of transformational legal, institutional and policy reforms related to governance and accountability, in particular as they relate to service delivery.

Specifically, the activity will:

- Support selected service delivery initiatives in healthcare and administrative services;
- Build capacity for more effective government through a Rapid Results Approach and Open Budget work; and
- Support the design and implementation of new governance legislation, including access to information and public consultation mechanisms.

The Service Delivery and Governance Reform in Egypt activity has received $285,000 from the MENA MDTF.

Deliverables

The specific deliverables for this activity will include for example:

- The development of guidelines for public consultations used by the government;
- The establishment of public service charters;
- The creation and implementation of an action plan for piloting and scaling up improvements in administrative and health related service delivery;
- Advice and support so that existing budget information is made available per sector instead of per budget category in a more visual and user friendly format;
- Support to CSOs who will be able to actively monitor government budget data; and,
- Advice for drafting an access to information law in line with international practice.

Beneficiaries and Expected Results
Better laws and policies that are implemented more efficiently and more systematically would benefit the citizens and communities of Egypt, the activity’s ultimate beneficiaries.

The direct beneficiaries of the technical support provided are envisaged to be technical mid-level government officials in the Ministries of Justice, Finance, Administrative Development and Health. They would benefit from the experience of peers and practitioners from countries that have designed and implemented similar reforms, as well as the knowledge accumulated by international consultants specializing in specific governance areas such as access to information.
Overview

The Arab Spring and the ongoing social and political transitions in the MENA region have led to significant political changes in Morocco, including a new Constitution in 2011 which focused on good governance, service delivery, improving inequity and, for the first time, explicitly stated that health care is a right of the Moroccan people. Inspired by the new constitution and under support from the King, Morocco held a National Conference on Health in July 2013 (the first since 1959) to build consensus on the diagnosis of problems in the health sector and a set of planned reforms. There was broad recognition that the health management information system ("HMIS") is vital to the success of improving quality of and access to health services, addressing inequalities, engendering voice and inclusion, and improving transparency and governance.

At present, Morocco has a fragmented and siloed HMIS with disparate and redundant data collection, creating a significant reporting burden at the level of service delivery and with little central data integration. National statistics are published with a 2-year delay, so reliable and complete data are not regularly available to policy makers and there is no feedback to facilities or citizens. This leads to lack of transparency in the sector, with little recourse for citizens to address—and government to fully recognize—issues of access, quality, and system responsiveness.

The World Bank is a partner to the Ministry of Health as it embarks on a set of ambitious reforms and is developing a “Performance for Results (P4R)” lending operation to address the cross-cutting-issue of HMIS. The objective of the proposed program, of which the MENA MDTF-funded activity is a catalytic part, is to foster good governance and accountability of the Moroccan health system through the development of a nationally integrated, transparent and accessible HMIS with the ultimate aim of improving quality of and access to health services in Morocco, particularly for women, the poor, and rural populations.

Specifically, the MENA MDTF will support:

Objective

Support the Government of Morocco with governance and accountability reforms in the health sector to help promote delivery of equitable and quality services.
Governance Capacity Building;

- Design of a detailed governance structure for health information, including devising consistent definitions, standards, and patient confidentiality and privacy regulations;
- The implementation of a service delivery indicator (SDI) survey, including a module on information management; and,
- Consensus building alongside the sector reforms, including on sector strategies and plans, monitoring and evaluation, quality awareness/education, and redress mechanisms.

The activity has received $365,000 from the MENA MDTF.

**Deliverables**

Deliverables will include:

- Morocco Monitoring and Evaluation (M&E) Strategy;
- Health sector MIS Master Plan;
- Training;
- Consultations; and,
- A detailed survey (preparatory activities, data collection and analysis, etc.).

**Beneficiaries and Expected Results**

The intended beneficiaries of this activity include: policy makers; managers; service providers; payers for health services; users of health services, and, the population of Morocco, with a focus on women, the poor, and rural populations.