



December 2018

A New Momentum for MENA

This third installment of the MENA MDTF quarterly update is another opportunity to showcase its capacity to leverage our partners' resources for quick and effective impact on the ground. In fact, the MENA MDTF Program Council Meeting that took place in Helsinki in October 2018 triggered an acceleration on two fronts.

First, the preliminary conclusions of the independent midterm review are starting to provide some very positive insights into the program and the success of its second cycle initiated just over a year ago. The review has recognized and confirmed the value of the program's full alignment with the regional strategy, increased agility, streamlined reporting and communication, renewed client focus, and most importantly its unique leverage and catalytic effects. It has compared it to a "Blue Sky Fund" that can be used for pathfinding activities that stimulate future activities and forward-looking investments.

Second, the 2nd Cycle MDTF comes at a mostly opportune time as the World Bank seeks to enlarge its regional strategy from regional stabilization to economic transformation. Indeed while efforts to renew the social contract are underway, the Bank is now looking to a new economy in MENA that will need to provide jobs to 300 million young people entering the market by 2050. Technology, human capital, and a thriving private sector are pillars of this new vision, and the MENA MDTF is uniquely placed to help operationalize it in our countries. It has already supported a series of high-level events in Cairo, Beirut, and Tunis to launch a regional conversation on education and the future of work. It is also investing in a very promising facility to accelerate private investments in the region, while engaging its first resources in the West Bank and Gaza with the same objective, and to foster faster job creation.

The implementation of the 2nd Cycle of the MDTF continues to offer an incredible opportunity to fully leverage the Bank's experience, capacity, and responsiveness, at the service of our shared goal of peace and stability in MENA. Allocations currently stand at \$7.6 million out of \$8 million, of which \$4.2 million have been disbursed – a 27% increase since the last quarter – including the completion of five analytical pieces, seven technical assistance activities, and 19 knowledge events in a single quarter.

Sincerely,
The MENA MDTF Team

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With thanks to
our partners:



United Kingdom



Norway



Finland

STORIES FROM THE FIELD



Strengthening Leadership in Tunisia

Grant amount: \$360,000

Timeline: 2017-2019

Tunisia is the flagship of the Arab Spring, yet it still faces significant impediments to fulfilling those aspirations from 2012. The Government continues to face fragmented coalition politics and ministries that struggle with coordination and accountability. To that end, the MDTF supports two mutually reinforcing programs to bolster Tunisian civil servants' technical capacity and collaborative leadership skills.

First, the **Executive Leadership Program** builds the analytical and practical knowledge of public policy of civil servants in leadership positions. Participants will improve their ability to run transparent public development programs aimed at addressing a variety of economic, social and environmental development issues. The course uses an interactive, case study pedagogy to expose participants to state-of-the-art policymaking and development strategies. The first cohort of 42 civil servants across multiple political parties (of which 43 percent were female) completed their certification in December 2018. While strengthening their critical thinking they were also building bridges across political parties, widening professional networks, and improving collaboration to improve the current stalemate in the public policy arena.

“This type of training is missing from schools of management. This training equips us with means and methods to take better decisions and to manage projects better.”

Participant in Cohort 1

The second program is **Strengthening Collaborative Leadership for Reforms** for the Ministry of Major Reforms. This approach utilizes 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. For example, communications of complex reforms often used inaccessible language or used inconsistent messaging. Expert coaching was provided to improve communication practices both internally and to the public at large. The program uses the “doing development differently” approach which emphasizes the importance of inter-ministerial teams to break silos and more quickly advance reforms. It focuses on time-bound results through collaboratively-designed action plans which cover issues such as citizen service centers, simplification of administrative procedures for citizens and businesses, digitization, and reform of the Select Civil Service.

The MDTF is enabling civil servants to break silos and work together on a technical level by reinforcing their capacity to advance complex reforms despite the highly politicized and fragmented environment of Tunisian politics.

STORIES FROM THE FIELD



Improving the quality of Household Surveys in Jordan

Grant amount: \$100,000

Timeline: January-October 2018

The Jordanian Minister of Planning and International Cooperation (MOPIC) requested the World Bank's assistance to support its Household Expenditure and Income Survey (HEIS) of 2016-18. The need was urgent, as there was a six-year data gap as a result of poor quality data of the HEIS carried out in 2013/14 and the period that coincided with a large influx of Syrian refugees. The HEIS data was needed to enable the international donor community to design and implement programs that target Syrian refugees while at the same time benefitting host populations. However, this additional mandate to include non-Jordanians was a first for the HEIS and would pose an additional challenge to data collection.

The MDTF funded a TA program with an innovative, embedded approach. It used an iterative model of learning-by-doing and a long-term investment in building client ownership for the significant changes proposed for this new survey. The embedded approach allowed the program to deliver high quality data while adapting and managing critical changes in sampling design and survey methodologies, such as careful field piloting of changes in survey design; and the use of a system of performance-based awards to field enumerators.

Not only did the program achieve its multiple objectives, it set the standard for what is possible to achieve in a middle-income country in terms of response rates, (95 percent, from a sample of 19,216 households), and defined a world-leading standard of timeliness in the availability of data for analysis. The time lag from the end of data collection to its availability for analysis was reduced to four weeks.

The Department of Statistics was awarded the prestigious “Seal of Excellence for the King Abdullah II Award” for 2016-2017 in large part due to the adoption of best practices for the HEIS survey.

Financial Summary

2nd Cycle 2018-2021

USD MILLIONS

Allocations
/ Contributions

\$7.6M

\$8.0M

Disbursed
/ Contributions

\$4.2M

\$8.0M

2nd Cycle Active Portfolio

December 31, 2018

PROJECT	DISBURSED / ALLOCATED (\$)				
Jordan on-the-Job Program	Jordan	250,000	/	250,000	100%
Transforming the Road Sector in Tunisia	Tunisia	904,052	/	909,000	99%
Catalyzing the Private Sector Role in Recovery and Reconstruction in Yemen	Yemen	188,543	/	250,000	75%
MENA Regional Youth Platform	MENA	324,788	/	445,000	73%
Support to Deepening Decentralization and Improving Inclusion	Tunisia	163,672	/	300,000	55%
TA for an Incremental Home Improvement Program	Djibouti	150,000	/	150,000	100%
Understanding Child and Adolescent Skills Development	Tunisia	241,910	/	250,000	97%
Women Economic Empowerment - EmpowerHer	Tunisia, Morocco	173,690	/	325,000	53%
Developing Innovative Practices for Improving Social Cohesion between Lebanese and Syrian Refugees Living in Host Communities	Lebanon	204,013	/	250,000	82%
Women and Jobs for an Inclusive Labor Market in KRG	Iraq/KRG	286,816	/	330,000	87%
Addressing Health Needs of Syrian Refugees	MENA	266,149	/	280,000	95%
Water Scarce Cities Initiative	MENA	109,614	/	120,000	91%
World Development Report 2018 Regional Events	MENA	100,000	/	100,000	81%
Household Expenditure & Income Survey 2017/2018	Jordan	100,000	/	100,000	100%
Supporting the Implementation of Key Economic Reforms in Tunisia: Thinking and Working Adaptively	Tunisia	70,042	/	360,000	100%
Economic Analysis of Refugee Returns in Syria	MENA	285,786	/	300,000	19%
Preparation of Emergency Electricity Supply Improvement	Libya	31,029	/	250,000	95%
Iraq Natural Gas Market Framework TA	Iraq	35,935	/	350,000	11%
Iraq Emergency Housing Reconstruction and DNA Iraq	Iraq	259,161	/	350,000	74%
Iraq Education Development Support Operation	Iraq	46,242	/	400,000	11%
TA on Peacebuilding, Security and Development	Iraq	15,524	/	50,000	31%
Modernizing Targeting and Delivery Systems for Social Protection in Tunisia (New)	Tunisia	0	/	350,000	0%
MENA Human Capital: Education and Future Work (New)	MENA	17,753	/	100,000	17%
Third Party Monitoring Agent Services in Iraq (TPMA) (New)	Iraq	0	/	260,000	0%
Maximizing Finance for Development – Know How Accelerator Facility (New)	Regional	0	/	150,000	0%
Accelerating Private Investments and Job Creation (Finance4Jobs) (New)	West Bank & Gaza	0	/	150,000	0%

2nd Cycle Status of Outputs

December 31, 2018

Activity name	OP1: Analytical Reports		OP2: TA Products		OP3: Events	
	Actual	Projection	Actual	Projection	Actual	Projection
Jordan on-the-Job Program	1	1	1	1	0	0
Transforming the Road Sector in Tunisia	2	2	2	2	4	6
Catalyzing the Private Sector Role in Recovery and Reconstruction in Yemen	1	3	0	0	1	4
MENA Regional Youth Platform	7	7	8	8	11	11
Support to Deepening Decentralization and Improving Inclusion	2	2	2	3	0	1
TA for an Incremental Home Improvement Program	1	1	0	0	2	2
Understanding Child and Adolescent Skills Development	0	1	1	1	2	2
Women Economic Empowerment - EmpowerHer	0	0	0	0	1	3
Developing Innovative Practices for Improving Social Cohesion between Lebanese and Syrian Refugees Living in Host Communities	3	3	1	3	0	1
Women and Jobs for an Inclusive Labor Market in KRG	5	4	4	4	3	3
Addressing Health Needs of Syrian Refugees	5	5	0	5	2	14
Water Scarce Cities Initiative	0	0	0	0	1	1
World Development Report 2018 Regional Events	1	1	0	0	1	1
Household Expenditure & Income Survey 2017/2018	0	0	1	1	4	4
Supporting the Implementation of Key Economic Reforms in Tunisia: Thinking and Working Adaptively	3	9	5	7	0	2
Economic Analysis of Refugee Returns in Syria	0	1	0	0	6	10
Preparation of Emergency Electricity Supply Improvement	0	0	0	3	0	1
Iraq Natural Gas Market Framework TA	0	0	0	2	0	1
Iraq Emergency Housing Reconstruction and DNA	0	1	1	1	0	1
Iraq Education Development Support Operation	0	1	0	0	0	1
Iraq TA on Peacebuilding, Security and Development	0	1	1	2	0	1
Modernizing Targeting and Delivery Systems for Social Protection in Tunisia	0	2	0	2	0	2
MENA Human Capital: Education for Future Work	0	0	0	0	4	3
Third Party Monitoring Agent Services in Iraq (TPMA)	0	1	0	0	0	0
Maximizing Finance for Development Know How Accelerator Facility (MENA)	0	3	0	4	0	3
Accelerating Private Investment and Job Creation (West Bank & Gaza)	0	0	0	3	0	0
Total	31	49	27	47	45	78