

BACKGROUND - MASHREQ GENDER FACILITY

The Mashreq Gender Facility (MGF), launched in January 2019, will provide technical assistance to the Mashreq countries Iraq, Jordan and Lebanon to enhance women’s economic opportunities as a catalyst towards more inclusive, sustainable, and peaceful societies, where economic growth benefits all. Through collaboration with private sector, civil society and development partners, the Facility will support government-led efforts, country level priorities and strategic regional activities that: (i) Strengthen the enabling environment for women’s economic participation; and, (b) Improve women’s access to economic opportunities.

Activities of the 5-year Facility (2019-2024) will be identified under three, interconnected, pillars:

- i. Dialogue & Participation: building capacity and awareness at all levels, across sectors and segments
- ii. Data & Knowledge: country and regional data and analytics for evidence-based policies
- iii. Innovating for Results: testing and assessing interventions to identify solutions and provide support to catalytic initiatives that boost women’s economic opportunities

Fund-raising activities are ongoing, with the aim to mobilize USD 20 million during the first three years. The initial work plans focus on the period April 2019 to December 2020, based on the existing contribution of CAD 10M from the Government of Canada (USD 7.5M). Initially, all activities under the Facility will be implemented as Bank executed, where the Bank manages the implementation of the activities. All activities will be based on the Steering Committee-reviewed country level and regional annual work plans.

The initial work is categorized into two main streams of work: country level and regional level work plans. To ensure maximum efficiency and relevance, the implementation of the work plans should allow for some flexibility to adapt to the context and opportunities that may arise. The Regional Work Plan (RWP) activities feed into and - at the same time - build on the country level priorities. See annex A for the overall indicative mapping of country level outputs to the Regional Work Plan. The Regional Work Plan facilitates synergies and supports knowledge sharing and learning across countries. Country level activities can find support and access regional and global experience and evidence through the regional platform.

- ✓ **Country-level: The Facility will support country level activities guided by government developed Women’s Economic Empowerment Action Plans.** The work plans will outline activities required to progress towards the desired results, and each country has been assigned an initial budget of USD 1,500,000 (CAD 2M) for April 2019 to December 2020. All country specific work should be included in the country work plans.
- ✓ **Regional: The Facility will support activities of regional scope and interest, and that take advantage of economies of scale. Given that – apart from the low female labor force participation - one common characteristic with gender specific development implications across the Mashreq countries is the large number of refugees and IDPs, the Regional Work Plan (RWP) will put specific emphasis on refugee and displaced women,** by presenting specific activities and products within the pillars of Dialogue & Participation and Data & Knowledge in a cross-cutting manner, and by creating a targeted line of work

under the pillar of Innovating for Results. In addition, the Regional Work Plan includes making the MGF Secretariat operational.

REGIONAL WORK PLAN

The regional program will support cross-country activities and issues of regional concern, such as those related to refugees and IDPs, that require special attention at the regional level. Apart from the overall ongoing task of making the MGF operational, the regional agenda will focus on building the evidence base on women's economic empowerment and sharing and discussing results widely. Three major deliverables are planned to this end: the MGF flagship report on State of the Mashreq Women, which includes the collection of new data; the Mashreq Conference for Women's Economic Empowerment II; and, the setting up and first tranche of the innovating for results program, which includes specifically targeted work to increase refugee and IDP women's access to economic opportunities and Just-in-Time support for road-testing innovative approaches.

The below work plan combines the USD 1,500,000 (CAD 2M) allocated for the programmatic RWP for the period April 2019 to December 2020, which includes the technical, operational and administrative costs of the coordination work of the MGF Secretariat. The work plan presented below identify activities with clear, measurable results by December 2020, combined with activities that lay the ground work for the more medium-term results. A more detailed indicative breakdown of activities and costs can be found in Annex B.

	Dialogue & Participation*	Data & Knowledge	Innovating for Results
<i>Key Deliverables</i>	<ul style="list-style-type: none"> ✓ MGF Secretariat operational ✓ Mashreq Conference on Women's Economic Empowerment II ✓ Communications Strategy 	<ul style="list-style-type: none"> ✓ State of the Mashreq Women flagship report ✓ New sex-disaggregated and gender issue specific data collected ✓ Thematic deep-dives as per country work plans ✓ Strengthened M&E capacity 	<ul style="list-style-type: none"> ✓ Support to enhance forcibly displaced women's access to economic opportunities
<i>Indicative Budget</i>	USD 860,000	USD 440,000	USD 200,000

*Once additional funding is secured from other donors, there will be greater opportunity to benefit from economies of scale, as additional funding will be predominantly allocated to the country programs, and to the data & knowledge and the innovating for results pillars.

Dialogue & Participation - This pillar will support overall coordination and a series of activities aimed at ensuring a coordinated approach is taken across sectors while working with multiple stakeholders. The following key activities will be carried out April 2019 to December 2020¹:

1. **MGF Secretariat.** For the management, fiduciary, continuous partnership building, fund-raising and reporting related responsibilities, a Secretariat in the WBG Beirut office led by a Senior Gender Specialist will be responsible for the strategic administration and operations of the MGF work-program. The Secretariat will play a key role in connecting the dots and share experiences and knowledge across the three countries, building on and supporting the implementation of the three country work plans. The Secretariat, including WB and IFC staff, will provide continuous assistance to the three country teams on both operational and technical matters. In addition, for donor relations as well as internal corporate liaison and reporting, the Secretariat will provide the main point of contact. The Secretariat will also build on country priorities and work under the MGF to ensure that it informs and aligns to the development and implementation of WBG

¹ Note that for this line of work, specifically as it relates to the MGF Secretariat, the start date is April 2019.

regional and country level strategy work. Apart from the day-to-day and regular coordination work, the Secretariat will carry out the following stand-alone activities under this work plan:

- Hold regular **Steering Committee** meetings and develop a **Community of Practice**, a collaborative platform or network for knowledge and information sharing, and joint monitoring of progress among stakeholders for increased knowledge-sharing and accountability around agreed upon activities and targets.
- **Develop, implement and monitor a communications strategy**, including a website, knowledge repository, and multimedia to create strong brand recognition of the MGF, bring visibility to country level achievements and engage in a wide conversation on women's economic opportunities with a wide range of stakeholders, including government, private sector, development practitioners and civil society. In addition, the MGF will work closely with the governments to make country-level content developed available in a systematic, streamlined manner, using a variety of media and platforms to engage stakeholders around evidence, stories, policy notes and good practices.
- **Just-in-Time technical assistance** and advice to all WBG project teams and associated government clients to identify gender gaps, activities to address these gaps and ways of monitoring and reporting on the closing of these gaps ("Gender Tag"). Specific support will be given to project teams that are accessing funds through the Global Concessional Financing Facility, to ensure a focus on women refugees and vulnerable women in host communities. *This activity will be heavily subsidized by WB budget and project preparation budgets.*

2. **Mashreq Conference on Women's Economic Empowerment II, Amman 2020.** To enhance visibility and attention to gender across the Mashreq, to show progress and to renew commitments to this agenda, the Facility will finance the next Mashreq Conference on Women's Economic Empowerment to be held in Amman, Jordan, tentatively scheduled for February 2020. Building on the successful Conference held in Beirut, Lebanon January 2019, the 2020 Conference will bring in technical expertise and regional influencers, with a focus on results in specific, relevant areas to be defined based on the more detailed country level work plans and achievements during this first year. A potential topic to explore is digital technologies and development for more inclusive societies, and partnership with the private sector will be key. A short Concept Note will be prepared by the Government of Jordan MGF team and the WBG, to be shared with the Steering Committee in September 2019. It is expected that a firm will be hired to organize the conference.

Data & Knowledge - For the data and analytical work, the following key activities will be carried out July 2019 to December 2020:

3. **State of the Mashreq Women flagship report.** This report is intended to be an annual flagship report combining an overall update on women's situation in the region with a different focus on a specific issue for a deep dive in each report. The first report will provide an overall, data-driven picture of women's access to economic opportunities in the region, with a set of minimum indicators to provide a benchmark to assess progress. The report will provide more granular information on specific groups along the lines of age, education, rural/urban, Fragile, Conflict, Violence situations, to better understand how barriers play out differently among men and women in each of these groups. The study will include macro-estimates of the direct effect of increasing women's labor market participation on jobs and GDP growth. The analysis will include perception data to gain a deeper understanding of social norms, roles, aspirations, expectations around women's work. Innovative data collection activities on gender-specific issues will be carried out to feed into the State of the Mashreq Women and to provide additional evidence beyond the report. Traditional and non-traditional data sources will be used to provide evidence on key issues to be identified under the State of the Mashreq Women report as lacking in evidence. Activities to close potential data gaps on particularly vulnerable populations, such as rural women and/or female refugees and IDPs will be explored. New data approaches could include social media analysis, a wider use of administrative data and

cellphone surveys, scraping of online job advertisements, big data analysis, and other. The report is expected to be launched at the February 2020 Mashreq Conference in Amman. This work will be led by a multi-sectoral WBG team and will include activities that both build on and strengthen local research expertise, with the intention to create a network of research institutes that work specifically on women's economic opportunities. It is expected that this will lay the groundwork for the longer-term aim to engage more fully with select research institute for the 2021 report.

4. **Building on evidence and experience to inform country priorities.** To strengthen and support priority themes that have been identified across all three country work plans, and the implementation of the work programs at the country level, the following activities will be developed:
 - **Thematic deep-dives.** For this first Regional Work Plan one thematic deep-dive will be organized. The deep-dive will aim to connect policy reforms to practices and results on the ground. For the first deep-dive, the area of care economy (with a focus on child care) has been identified as a potential area of interest given its strong centrality across the three country work plans. A one-day clinic will be organized to provide relevant stakeholders from the three countries with specific guidance and support from local, regional and international experts. The clinic will take the participants through policy reforms, advocacy and enforcement of legal changes as well as innovative ways of incentivizing change. This will build on global and regional experiences and evidence. Based on the results and usefulness of this, it may be replicated to additional areas, such as entrepreneurship (with a focus on technology enabled services), if additional funding is provided.
 - **Monitoring for Results.** Under this area of work the capacity of the country MGF teams to monitor progress will be strengthened by holding a training (clinic-style) in results measurement and monitoring as well as providing hands-on expert support to country teams.

Innovating for Results - Under this pillar the Regional Work Plan will focus on the particularly vulnerable group of refugee and IDP women between July 2019 and December 2020:

5. **Enhancing forcibly displaced women's access to economic opportunities.** The MGF will develop specific mechanisms to directly support civil society initiatives that have proven or are promising in providing either innovative or sustainable structures of support to increase the access to economic opportunities among refugees and poor women from host communities, while at the same time contributing to building social cohesion. A separate Concept Note will be developed by the multi-sectoral team leading this activity and presented to the Steering Committee for endorsement before implementation. A tentative initial budget of US\$200,000 is proposed for this activity.

ANNEX A. MAPPING OF COUNTRY PRIORITIES

The mapping below is as of July 4, 2019. Jordan Work Plan has been endorsed, Lebanon and Iraq are pending discussion and Steering Committee endorsement.

	IRAQ	JORDAN	LEBANON	REGIONAL
LEGAL REFORMS	<ul style="list-style-type: none"> - Legislative reform recommendations for women’s economic inclusion and job retention based on identification of legal gaps (1.A/1.A.1/1.A.6) - Produce a legal and institutional framework for the preparation and implementation and monitoring of a gender responsive budget (5.4) 	<ul style="list-style-type: none"> - Additional legislative amendments addressing limitations to women’s economic opportunities, by reviewing latest amendments, identify additional legal framework requiring improvement through consultative process, develop enforcement mechanisms, compliance manuals (1.1.1a) - Introduce and expand policies addressing violence and harassment at work, by reviewing legal context, support drafting of legal process and coordination mechanism, develop team of HR managers/specialists to inform policies, practices, provide feedback, improve compliance procedures (1.1.1b) - Flex work – develop implementation guidelines for Social Security Corporation and Income Sales Tax Department through consultative process, capacity building (1.1.3) 	<ul style="list-style-type: none"> - Gendered legal and policy instruments on women’s economic participation and protection discussed with Parliamentarians and GoL for adoption, with activities including mapping of legislative reform, legal analysis and amendment to key laws including Sexual Harassment in the workplace and other laws, draft policy papers, technical workshops including with private sector, etc. (1.1.1) - Support Ministry of Economy and Trade review SME Definition Law (1.2.1) 	<ul style="list-style-type: none"> - Through the deep-dives, organize knowledge sharing in thematic areas (first out, care), including lessons & best practices regarding the legal framework and implementation.
GOVERNMENT CAPACITY	<ul style="list-style-type: none"> - Workshops on best practices with policy makers on laws impacting women’s economic inclusion (1.A.2) - Promote gender responsive federal budgeting in key sectors, by conducting training course, develop a system of collection funds, and develop guidelines on gender responsive budgeting for appropriate local and federal level government officials (5.1-3) 	<ul style="list-style-type: none"> - Establish a platform to track funding for women’s economic empowerment, incl. assessment of current platforms tracking development funding at MOPIC, design tools, update the platform to track allocations, linking them with objectives. (1.2.3) - Develop a tool to measure equal pay (to be used by employers and GoJ) through consultations, workshops and capacity building (1.2.6) 	<ul style="list-style-type: none"> - Create inter-ministerial working group on links & monitoring of national strategies-legal reform on WEE (1.2.1) - Support line ministries to review and revise national strategies to be gender sensitive: MoE on TVET, MoET on Lebanon Economic Vision, National SME strategy, Micro-Finance Strategy. Includes assessments, 	<ul style="list-style-type: none"> - Continuous TA & liaison to international best practices (MGF Secretariat)

	<ul style="list-style-type: none"> - Proposal on integration of gender in the educational strategy, focusing on curricula reform and learning (9.4) 	<ul style="list-style-type: none"> - Support the implementation of the code of conduct for multiple stakeholders in public transportation through inter-agency MoU agreement, identification of training of focal points, development of accountability and response, GRM (1.3.3) 	<ul style="list-style-type: none"> - broad trainings, discussions with key stakeholders, manuals (1.2.1) - Gendered review of recruitment regulated by the Civil Service Council for public sector employees, with recommendations for reform, training materials as required (2.2.2) 	
CARE ECONOMY & WORKING MOTHERS	<ul style="list-style-type: none"> - Conduct employer provided child care landscape analysis in pilot cities (2.1) - Survey of women and employers to measure obstacles, challenges on access to children care in private sector (2.2) - Propose an action plan for employers to provide childcare through roundtable discussions with findings and good practices with private sector, relevant policy makers and actors in the care economy (2.3) - Simplify instructions on childcare centers provided by employers in private sector (2/2.4) 	<ul style="list-style-type: none"> - Develop a manual on childcare modalities for private sector companies (based on mapping), to assist in compliance, capacity building for private sector (1.3.1a) - TA for design & implementation of fiscal incentives and other types of incentives for childcare services. The support to include assessment of fiscal space, modalities of incentives provided globally, proposed recommended modality for Jordan and scheme of implementation, possibly linking with digital payments (1.3.1) 	<ul style="list-style-type: none"> - Framework for enhancing Lebanon's care industry, based on assessment & discussions of care industry with recommendations (1.3.3) - Design pilot program with action plan for access to care (1.3.3) - Develop strategy, plan and guidelines for strengthening the care economy based on the assessments, and including series of roundtables, quality assurance framework (3.1.2) - Develop strategy, programs to support working mothers based on partnerships with private sector on working mothers' retention & return, trainings, case studies (3.1.3) - Incentivize adoption of family friendly practices through private sector competition (3.1.3) 	<ul style="list-style-type: none"> - One thematic deep-dive on care, including knowledge exchange, hands-on advice from international experts based on experience and evidence on what works
PRIVATE SECTOR	<ul style="list-style-type: none"> - Manual to enhance law enforcement related to women's employment in private sector, based on measuring enforcement, workshops, and development of business case on workforce diversity (1.B) - Competition for private companies with family friendly policies to support entry & retention into work (15.2-5) - Workshops with private sector companies to share good practices for family-friendly workplace (15.1) 	<ul style="list-style-type: none"> - Flex work – develop manuals for private sector, consultations and capacity building (1.1.3) - Child care - Manual and capacity building on child care modalities (1.3.1) - Training for service providers on new Transport CoC (1.3.3) - Assessment of garment satellite factories and propose additional sectors/ modalities (2.1.1) 	<ul style="list-style-type: none"> - Produce & disseminate publication on business case to prohibit violence and sexual harassment in the workplace, highlighting best practices, sample codes of conduct and policies and disseminate to private sector firms through partnerships with business associations (2.2.2) 	<ul style="list-style-type: none"> - Maximize reach of business cases identified at country level, and bring in relevant international experiences & evidence from private sector (MGF Secretariat)

ACCESS TO FINANCE	<ul style="list-style-type: none"> - Design financing programs for women who do not meet minimum conditions, with CBI (14.3) - Collaborate with CBI to provide women with business ideas training on starting a business and grant small loans without interest (14.2) - Contribute to better understanding of barriers to women's financial inclusion, and develop materials with business case (14.1/14.4-5) 	<ul style="list-style-type: none"> - Recommend improvements for MFIs based on studies on socio economic impacts of microlending for women (1.2.7a) 		<ul style="list-style-type: none"> - Identify and liaise with international best practices and lessons on access to finance (MGF Secretariat)
WOMEN LEADERS IN PRIVATE SECTOR	<ul style="list-style-type: none"> - Annual forum for business women (12.7) - Produce and share profiles of successful women corporate leaders and entrepreneurs (13.3) 	<ul style="list-style-type: none"> - Build capacity of women in corporate governance and women leadership in the private sector including IFC Certification training (2.1.4) 	<ul style="list-style-type: none"> - Create pool of 80 qualified women & 10 qualified men receiving IFC Board of Director Certification & Women on Boards Certification (1.3.1) - Update IFC Women and Boards Research Study to include case studies, good practice (1.3.1) 	<ul style="list-style-type: none"> - Build on & liaise with international and regional programs (MGF Secretariat)
ENTREPRENEURSHIP / HOME BASED BUSINESSES	<ul style="list-style-type: none"> - Identify & conclude preferential agreements with selected ministries to support marketing products made by women, based on needs assessment (4) - Targeted awareness raising for MSME to raise knowledge of public procurement opportunities (7.6) - Feasibility study on business incubators (12.1) - Support capacity building of incubators, including contact to policy makers and others for access to markets. (12/12.2/12.4/12.8) - Mentorship programs for women entrepreneurs & leaders (13.2) 	<ul style="list-style-type: none"> - Reduce burden of starting HBB through a rigorous identification of issues, engagement of stakeholders and development of manuals and procedures: advocacy campaign to reduce municipal licensing fees for HBB; review of HBB data, documents, legislations on registering and licensing; develop & pilot manuals and institutionalize processes (2.2.7) 	<ul style="list-style-type: none"> - Develop & pilot support to early-stage women-led start-ups in STEAM sectors - including training, business plan write-up and pitching, access to finance, mentorships, platform/network of role models, continuous technical support (3.2.1) - Create a national coordination mechanism to facilitate ongoing communication and lessons in delivery of programs such as targeting, recruitment of new (female) candidates (3.2.2) 	<ul style="list-style-type: none"> - IF ADDITIONAL FUNDING AVAILABLE: One thematic deep-dive on tech-enabled entrepreneurship, with knowledge exchange, hands-on advice from international experts based on experience and evidence on what works
NETWORKING/ TECHNOLOGY	<ul style="list-style-type: none"> - Assess use of existing technological platform to sell and market products by women (13.1) - Create and manage virtual peer learning platform connecting Iraqi 	<ul style="list-style-type: none"> - Assess effect/scalability of digital payments to inform potential for scale up to health sector (incl. challenges, barriers and suggested solutions); Compile database of beneficiaries of 	<ul style="list-style-type: none"> - Mapping & tracking system of funding for women, development of APP to facilitate women-owned businesses access to support and sales platform (3.2.2) 	<ul style="list-style-type: none"> - Digital economy as potential theme for Mashreq Gender Conference in Amman

	incubators focused on building women's capacity to others (12.3)	digital payments initiative in private schools (1.1.4) - Detailed plan towards digital payments of salaries, based on understanding of impact and needs of women (1.2.7b)	- Agri-tech competition for women (1.3.2)	- Use of technologies for communications campaign
AGRICULTURE/ LAND OWNERSHIP	- Support the development of policies aimed to enhance women's ownership of agricultural land, through roundtable discussions with judges of personal status court and estate disputes courts and other stakeholders to better understand challenges women face to own agricultural land, and with experts on ownership of agricultural land on potential solutions, development of policy paper (1.C)		- Establish partnerships and frameworks to support women's formal employment in agri-tech industry, including mapping, targeted innovation schemes, workshops, Agri-Tech competitions (1.3.2)	- Identify and liaise with international best practices and lessons (MGF Secretariat)
NGOs / COOPERATIVES	- Strengthen capacity of NGOs to implement activities in the WEEAP, with guidance and working sessions, based on consultations and mapping (11)	- Design and implement capacity building and technical assistance program for women cooperatives to build institutional and leadership capacities and improve profitability (2.2.6) - Assess and promote promising sectors (e.g.: transportation, marketing, child care, trade) as options for women cooperatives to enter rather than traditional fields (2.2.6)	-	- Identify and liaise with international best practices and lessons (MGF Secretariat)

<p>SKILLS DEVELOPMENT</p>	<ul style="list-style-type: none"> - Assess vocational training courses – tools, delivery, beneficiaries (10.1) - Training courses in first aide and nursing especially in rural areas (10.2) - Technical training on use of agricultural machinery, irrigation for development of agricultural productivity and crops storage (10.3) - Train 1500 women graduates on the use of computers and how to write a curriculum vitae (10.4) - Strengthen training tool that targets unemployed, poor and uneducated women (10.5) 		<ul style="list-style-type: none"> - Assess national TVET strategy to propose recommendations for women’s economic empowerment (1.2.1) - Assess needs for TVET/accelerated TVET skills requirements and implement as appropriate (1.2.1) 	<ul style="list-style-type: none"> - Identify and liaise with international best practices and lessons (MGF Secretariat) - Enhancing Forcibly Displaced Women’s access to work: activities tbd
<p>BEHAVIORAL & NORMS CHANGE WITH FOCUS ON AWARENESS</p>	<ul style="list-style-type: none"> - Awareness campaigns on value of women’s economic inclusion and on sharing family responsibilities, including discussions with community leaders, building on Social Norms survey results to nudge restrictive social norms (7/7.1-5) - Know your rights campaign for employed & unemployed women (8) - Educational curriculum reflects equal economic opportunities of men and women and gender stereotypes, through production and dissemination of materials, trainings (9.1-3) 	<ul style="list-style-type: none"> - Raising awareness about the importance of combatting harassment (in public places, transport, workplace) and new policies in place through multi-stakeholder approach of engaging mass media, private sector and policy-makers (1.4.1) 	<ul style="list-style-type: none"> - Comprehensive GoL communications & outreach to address GBV and sexual harassment in the workplace, among other thematic issues that come out of the work for WEE (3.1.1/1.1.1) 	<ul style="list-style-type: none"> - Deep-dives to include examples & evidence from behavioral interventions - Overall support to enhance reach of communications & awareness campaigns, and to feed into country campaigns with international and regional evidence
<p>DATA & EVIDENCE (cross-cutting)</p>	<p>Several activities include data & evidence building, for example:</p> <ul style="list-style-type: none"> - Survey on law enforcement (1.B.1) - Assessment on demand and supply of childcare (2) - Assess vocational training courses (1.3.4) - Assessment of business incubators (12) - Assess technological platforms for women entrepreneurs (13) 	<p>Several activities include data & evidence building, for example:</p> <ul style="list-style-type: none"> - Wage gaps: Designing and building a tool on job assessment to be used by employers to assist GoJ in information gathering the status of wage gaps. - Assessing women’s eco empowerment program effectiveness (1.2.7) - Business case for the implementation of violence and sexual harassment CoC in the workplace (1.2.7c) 	<p>Activities with data & evidence include:</p> <ul style="list-style-type: none"> - Develop gender-focused labor market report to inform GoL & relevant stakeholders, with indicators to monitor MGF (2.2.1) - Assessment of care industry (1.3.3) - Assessing TVET strategy and programs, needs (1.2.1) - Business case on violence and sexual harassment in workplace (3.1.1) - Case studies on family friendly best practices (3.1.3) 	<ul style="list-style-type: none"> - State of the Mashreq Report with new data on women’s economic opportunities - Facilitate cross-fertilization across countries based on sharing progress and evidence.

ANNEX B. INDICATIVE BUDGET BREAKDOWN

PILLAR 1. DIALOGUE & PARTICIPATION																			
ACTIVITY/PRODUCT		2019			2020				Tentative				IMPLEMENTATION (core team, additional individual or firm hires)	KEY PARTNERS (government, CSO, private sector, academia, etc.)	KEY DELIVERABLE (report, workshop, etc.)	INPUTS	INDICATIVE BUDGET (in USD)		
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	2021	2022	2023	2024							
1. MGF Secretariat	MGF Secretariat													MGF Core Team & Government partners	Donors Community	MGF Secretariat operational	WBG Staff time (WBG & IFC: support to country teams, management, continuous partnership building, fund-raising and reporting related responsibilities)	220,000.00	
													Overall operational support & program administration to regional and country work (fiduciary aspect related to procurement, financial management, UFG reporting, etc.)				200,000.00		
																	Other (translation, interpretation, etc.)	10,000.00	
																	Travel	40,000.00	
	470,000.00																		
	Steering Committee (6) & CoP														MGF Core Team & Government partners	Donor Community, UN Women	MGF Community of Practice	Travel	5,000.00
														WBG Staff time (coordination of meetings, preparation documents, minutes, etc)				28,000.00	
																		Development of supporting documents (as needed; consultant)	7,000.00
	40,000.00																		
	Communication & Outreach														MGF Core Team & Government partners, Communications Firm/consultants	Universities, Youth networks, Civil Society, Media, UN agencies & Donor Community	Communications Strategy	WBG Staff time (content development, monitoring and supervision, liaison internal/external communications)	25,000.00
														Content development (Consultant)				10,000.00	
														Communications Consultant and Firm (website, knowledge repository structure, external communications strategy and social media engagement)				75,000.00	
	110,000.00																		
Just-in-Time TA to teams														MGF Core Team	Sector-specific WBG teams and their respective government partners	All WBG project teams received support for the Gender Tag before their projects go to Board	WBG Staff time (overall coordination, liaison with project teams)	10,000.00	
													Consultant (initial support to teams; for sector specific support project budgets should contribute)				10,000.00		
													Travel (any travel related to project work to be covered by the projects themselves)				-		
20,000.00																			
640,000.00																			
2. Mashreq Conference on Women's Economic Empowerment II, Amman 2020	Conference													Government of Jordan, MGF Core Team, Technical experts, Event Organizing Firm in Amman	Government partners, Civil Society, Private Sector, Academia, Donor Community	Mashreq Conference on Women's Economic Empowerment II	Organizing & PR Firm (communications, design, logistics, venue, food, translation, audio, event photography, transportation, proceedings)	80,000.00	
												WBG staff time (coordination, guidance for content development, administration, logistical arrangements, supervision)	55,000.00						
													Background documents and overall content development (such as background data and information, video, specialized consultants/staff)				20,000.00		
													Travel (participants and panelists)				55,000.00		
													Other (security, contingency)				10,000.00		
220,000.00																			
TOTAL ESTIMATE PILLAR 1																860,000.00			

PILLAR 2. DATA & KNOWLEDGE																			
ACTIVITY/PRODUCT		2019			2020				Tentative				IMPLEMENTATION (core team, additional individual or firm hires)	KEY PARTNERS (government, CSO, private sector, academia, etc.)	KEY DELIVERABLE (report, workshop, etc.)	INPUTS	INDICATIVE BUDGET (in USD)		
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	2021	2022	2023	2024							
3. State of the Mashreq Women Report	State of the Mashreq Report	x	x	x	x	x					x	x	x	x	Cross-sectoral WBG team (Poverty, MTI, SURR, FCI, SPJ, Gender Group, WBL team, and other Global Practices), Local research institutes, consultants	Government partners & stakeholders, Academia, Think tanks	State of the Mashreq Women Report	WBG Staff time (for management, oversight, but also bringing in sector expertise across the Bank)	80,000.00
		Specialized consultants (lit review, quantitative analysis, qualitative work)	50,000.00																
		Travel	30,000.00																
		Engagements with local research institutes for capacity building (discussions, training, etc)	20,000.00																
		Publication and dissemination (including infographs, translation, etc)	20,000.00																
	200,000.00																		
Innovative Data Pilots to Inform Report		x	x	x	x	x					x	x	x	x	Poverty Global Practice and other GPs, Local research institutes, consultants/firms	National Statistical Offices, Government stakeholders, Academia	Innovative data collection pilots to fill knowledge gaps on women's economic opportunities	WBG Staff time (overall coordination, guidance)	10,000.00
		Innovative data collection and analysis (Firm or consultants to do, for example, social media analysis; skills matching analysis; cellphone tracking survey)	90,000.00																
100,000.00																			
300,000.00																			
4. Evidence for Country Priorities	Thematic deep-dives			x	x										Cross-sectoral WBG team (depending on thematic expertise required), Local & international experts, Government partners	Government stakeholders, Academia, Private Sector, Civil Society	Thematic clinic Thematic what-works brief	WBG Staff time (coordination, relevant sector expertise, guiding content development)	20,000.00
		Content development & knowledge curation (consultants)	15,000.00																
		Expert consultants (for roundtable discussions)	15,000.00																
		Publication of what-works note	10,000.00																
		Travel (country delegations & experts)	25,000.00																
	Event (materials, venue, logistics)	5,000.00																	
90,000.00																			
Monitoring for Results			x	x											MGF Core Team, Government Partners, M&E expert(s)	Government stakeholders, Academia	Monitorable results frameworks (country + regional level) Results stories	WBG Staff time (coordination)	15,000.00
		Expert consultant (on M&E, for training and hands-on support to country teams)	18,000.00																
		Travel (for MGF country teams & expert)	12,000.00																
50,000.00																			
140,000.00																			
TOTAL ESTIMATE PILLAR 2																440,000.00			

PILLAR 3. INNOVATING FOR RESULTS																		
ACTIVITY/PRODUCT		2019			2020				Tentative				IMPLEMENTATION (core team, additional individual or firm hires)	KEY PARTNERS (government, CSO, private sector, academia, etc.)	KEY DELIVERABLE (report, workshop, etc.)	INPUTS	INDICATIVE BUDGET (in USD)	
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	2021	2022	2023	2024						
5. Enhancing forcibly displaced women's access to economic opportunities	tbd		x	x	x	x	x							Social Development (SURR), MGF Core Team	Civil Society, local and central government stakeholders, Private Sector	Identification of best practices for engaging forcibly displaced women and mechanisms to support tbd	tbd	Initial allocation 200,000
200,000.00																		
TOTAL ESTIMATE PILLAR 3																200,000.00		