

Strategy for Development Cooperation
**THE MIDDLE EAST AND
NORTH AFRICA
2017-2020**

MINISTRY FOR FOREIGN AFFAIRS

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1) Regional context

The Middle East and North Africa (MENA) is a diverse region¹ with a combined population of around 400 million. It has rich natural resources, but these are unevenly divided: some of the countries in the region are among the wealthiest in the world, others rank among the poorest. Despite the income generated by natural and other resources, per capita growth in the region remains low and unemployment is rampant.

Citizens' long-simmering discontent in the region boiled over in late 2010 with the popular uprising in Tunisia, which then spread to Egypt, Libya, Yemen, Bahrain and Syria. Both men and women joined in the protests to call for fundamental political and economic changes. The political reasons for the uprisings varied from country to country, but generally people were discontent about the authoritarian or semi-authoritarian regimes, limitations to political and civil rights, and human rights violations. Furthermore, only narrow segments of the population had benefited from sustained economic growth, and there were gross disparities in wealth distribution. Gender inequality and high unemployment rates among young people in particular were also contributing factors.²

Since the uprisings, many of the countries in the region have set out on a path of political transition and economic reform. Their aim is to increase well-being, peace and stability, to develop and diversify economies and trade, and to achieve deeper integration with global trade. International and regional financing institutions as well as donors are currently providing technical assistance and making investments throughout the region to support these reform agendas.

¹ MFA includes the following countries in the MENA region: Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, United Arab Emirates and Yemen.

² World Bank MENA Economic Monitor <http://www.worldbank.org/en/region/mena/publication/mena-economic-monitor-fall-2016-economic-and-social-inclusion-to-prevent-violent-extremism>



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The MENA region continues to be characterised by post-conflict or conflict conditions, fundamentalism (including religious fundamentalism), terrorism and violent extremism. The fragility of the region is further compounded by environmental problems, strong demographic growth, and challenges related to the management of irregular and mixed migration. The protracted armed conflicts in Syria, Libya, Iraq and Yemen as well as terrorist groups (ISIL, Al-Qaeda) pose a global challenge, causing instability not only in the countries concerned, but also creating significant spillover effects across the region and beyond. Neighbouring countries are hosting millions of Syrian refugees. Nearly all the countries are affected by forced migration, either as countries of origin, transit or destination, or as all of these simultaneously. It is estimated that the region accounts for more than 30 per cent of global displacement. Managing the migration flows and hosting refugees are causing an unprecedented burden for countries that are dependent on assistance from international organisations (e.g. UNHCR, IOM) and donor countries.

The situation in Yemen is precarious, and addressing the problems in this country requires concerted efforts by the international community. The Yemeni people and the refugees and migrants in the country are severely affected by the economic crisis and the ongoing armed conflict. This is one of the largest humanitarian crises in the world: almost 19 million people are in need of immediate assistance, with more than two million children suffering from malnutrition.



2) Finland's relations with the region

The MENA region has indisputable strategic importance for Europe, owing to its geographical proximity, strong historical links, trade routes, energy resources, the global spillover effects of regional conflicts, and the political volatility and poverty in the region. The recent EU Global Strategy also notes the importance of the surrounding regions to the east and the south, spanning from Central Asia to Central Africa. For Finland, the EU is a central platform for engagement in policy dialogue and cooperation with the region. The EU and its member states have worked to strengthen their special relations with their North African and Middle Eastern neighbours through various instruments, such as the European Neighbourhood Policy (ENP) that promotes deep and sustainable democracy. These efforts are complemented by support for inclusive economic development, regional security and the management of cross-border links. In the context of the EU's Common Foreign and Security Policy, Finland has in recent years contributed to a needs assessment of Integrated Border Management in Libya, to the EU Border Assistance Mission in Libya (EUBAM) and other operations in the Mediterranean Sea.³

Migration and refugee issues are part of overall EU relations with the MENA region. Managing the migration and assisting refugees is one of the priorities for the EU and its member states. Since the adoption of the European Agenda on Migration, the EU has stepped up its actions, policies and funding to help manage the migration crisis and to assist refugees and displaced people. Both the North of Africa Window of the EU Emergency Trust Fund for Africa and the North Africa Regional Development and Protection Programme (RDPP) contribute to managing the migration, improving the protection and asylum systems, and supporting community empowerment and self-reliance. Finland contributes to the work of the strategic steering committees with the aim of ensuring improved protection for refugees and migrants and fostering empowerment and enhanced resilience- building in the host societies.

³ This list of actions is not exhaustive.



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Finland is involved in various multilateral fora to enhance its participation in policy dialogues and its support for and cooperation with countries in the MENA region. The UN is particularly important in this respect: Finland's assistance is largely channelled through UN agencies. Furthermore, Finland contributes significantly to the UNIFIL peacekeeping mission in Lebanon and engages in discussions on human rights developments through the UN Human Rights Council's Universal Periodic Review process. In addition, Finland works closely with regional actors such as the Union for the Mediterranean and the Anna Lindh Foundation, which bring together all 28 EU countries and 15 countries of the South and East of the Mediterranean in an effort to reach peace and security in the region. Finland also has dialogue and cooperation with the League of Arab States, the Gulf Cooperation Council and the Organization of Islamic Countries. On the multilateral arena, Finland's policy dialogue and development actions intertwine for maximum impact.

Finland regularly holds bilateral consultations with countries of the MENA region. Ministerial and other official visits and discussions contribute to bilateral relations as well, and development assistance may be discussed bilaterally with partners. However, since Finnish support is channelled through multilateral organisations and financing institutions, these bilateral discussions mainly focus on the principles of Finnish support.

Finland's bilateral relationships with MENA countries today are centred around trade and economic cooperation. Finland's ten embassies throughout the region work closely with MFA and other relevant stakeholders in Team Finland efforts. In 2016, Finland's largest trading partner in both Africa and the Middle East was Egypt, with exports amounting to 338 million euros and imports to 22 million euros. High-level trade promotion visits are organised to the region on a case by case basis. The Finnish private sector has substantial expertise that can help modernise the region's economy and respond to challenges in the energy, cleantech, education and health sectors, for instance. As regards the promotion of trade and economic relations with the region, Finland works closely with International Financial Institutions (IFIs) to support private sector development and trade diversification in the region. The promotion of Finnish know-how and opportunities for Finnish companies to offer solutions to the projects will be strengthened during implementation of the strategy. Within the MENA region this largely takes place in the context of UN and IFI procurement channels. This requires cooperation between MFA, other members of the Team Finland network and Finnish companies.

Several Finnish non-governmental organisations are active in the region. MFA cooperates with these NGOs to improve synergies and actions taken on the ground. For 2017, MFA funding to Finnish NGOs totals approx. 2.6 million euros. Most of this goes to the occupied Palestinian territory and as a response to Syrian crisis in the neighbouring countries. Private sector instruments (concessional credits, Finnfund, Finnpartnership, BEAM) are also used in the region.⁴ To cover country-specific needs, MFA can allocate funding to institutional capacity-building projects implemented by Finnish government organisations and higher education institutions.

Humanitarian assistance remains Finland's biggest form of support to the region. Because of deep-rooted and protracted conflicts, the needs for such assistance are at unprecedented levels. Therefore, in the coming years, humanitarian aid will continue to account for the bulk of Finnish support to the region. In 2011–2016, Finland provided a total of 106 million euros (64% of which was in the form of humanitarian aid) to alleviate the crisis in Syria, which is severely affecting its neighbouring countries as well. Since 2014, Finland has also granted 16.2 million euros of humanitarian assistance to Yemen. The decision to engage in development assistance in fragile contexts where Finland also provides humanitarian assistance is based on the goal of narrowing down the gap between the two approaches.

Finland's bilateral development cooperation with the MENA region does not date far back. Finland's first partners in the region were Tunisia (in the 1960s) and Egypt (1977–2007). In Tunisia, Finland supported the forestry sector, and in Egypt the focus of cooperation was on the development of infrastructure, water and sanitation, health care, and rural development. In early 2011 Finland decided to step up its support first in Tunisia and then to expand its efforts to other ODA eligible countries in the region in order to consolidate their democratic transitions. The purpose of this strategy paper is to provide guidance for this form of support. Decisions on the implementation of this strategy (focus, level of funding, possible continuation) are updated periodically and as an integral part of the project decision-making.

⁴ For more information on Finnfund financing to the region, go to <https://www.finnfund.fi/>

3) Finland's Development Cooperation and Policy Dialogue in the Middle East and North Africa

The uprisings in the MENA region created hope among citizens that they might finally see the long-awaited transition towards democratic and pluralistic systems and a stable economic environment. Together with the rest of the international donor community, Finland began to support the reform agendas in these countries.⁵ Finland's relations and policy towards the region is structured around three areas of cooperation:⁶ democratic transition, including enhancing the role of women in society; support to civil society; and sustainable economic development. All these elements can contribute to increased resilience and stability in the region.

Finland channels its aid through international agencies and organisations that run programmes and projects covering more than one of the countries in the region. This strategic approach allows Finland to promote regional integration, interconnectivity and relations between various national actors. The key principle in planning and implementing this strategy is the human rights based approach.

Finland's development cooperation is geared to support national development plans that are in line with the United Nations' Sustainable Development Goals and in compliance with international law, conventions and agreements. Support to the MENA region translates Finnish development policy into action on the ground. Finland's priorities are to strengthen the rights and status of women and girls and to promote inclusive democratic and economic development in the region, taking into

⁵ The main recipients in regional cooperation are Morocco, Tunisia, Libya, Egypt, Lebanon, Jordan, Iraq and Yemen.

⁶ In the MENA region only the occupied Palestinian territory receives what is considered bilateral development assistance from Finland; this is covered in a separate country strategy paper. Finland's response to the Syrian crisis is likewise covered in a separate strategy paper. This paper only addresses longer term regional development assistance.

account the special characteristics of each partner country. In a long-term perspective, development cooperation is also seen as an important platform from which to deepen trade cooperation and to promote sustainable development and resilience.

Women's participation in society remains modest throughout the MENA region. There is thus a window of opportunity for increasing stability by engaging this untapped potential at all levels of society. Finland advocates for women's rights and gender equality both bilaterally and within multilateral fora, and enhances the implementation of the United Nations Security Council Resolution 1325 on Women, Peace and Security. Finland strives to activate duty bearers and rights holders by financing the activities of both governmental and civil society actors and engaging them in inclusive national dialogues.

Gender inequality is also an obstacle to economic growth. Women's low labour market participation and lack of decent work opportunities in the MENA region – despite their often high level of education in several of these countries – suggests that huge productive potential is being wasted. Overall, Finland's aim is to empower women as rights holders. Finland also supports sustainable economic growth to offer diversified livelihoods and to ensure more inclusive and decent working conditions for women.

Refugee and mixed migration flows are placing most countries in the region under great burden. To address the situation, IOM and UNHCR are helping to set up systems and legal frameworks to address the issues of asylum seekers and migrants. Capacity building, awareness raising and service provision all need to be strengthened. From a human rights perspective, Finland is keen to support and finance actions for the good management of migration, giving special consideration to vulnerable groups and the well-being of migrants and refugees.

In its policy dialogue which is conducted through various channels (EU, multilateral fora, bilateral platforms), Finland places strong emphasis on the rights of women and vulnerable groups. As well as supporting specific projects that promote women's rights, Finland is keen to further gender equality in all other forms of cooperation.



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Development assistance is channelled through intergovernmental organisations, regional organisations, financing institutions as well as international and local non-governmental organisations. In the past few years Finnish government institutions have worked closely with their counterparts in the MENA region on capacity-building projects and on know-how and technology transfer projects.



4) Expected Results of Development Cooperation Programme

Finland's development cooperation in the MENA region is focused on two impact areas: 1) inclusive and gender equal societies and 2) sustainable and inclusive economic growth.

This strategy covers funding by the Unit for the Middle East and North Africa for projects targeting two or more countries in the region. Country-specific interventions can also be funded, as in the case of Yemen where vulnerable groups, women and children are particularly affected by the humanitarian crisis, insecurity and unstable political situation. Similarly, institutional capacity-building projects usually target only one country. The aim is that all projects will promote opportunities for women and young people as a key element in stabilising societies. In this context, Finland is keen to promote close cooperation between international organisations (UN agencies, IFIs), regional actors (UfM, League of Arab States) and other relevant stakeholders. Finland's support includes components under which direct assistance is provided to the most vulnerable groups. Partners are selected with a specific view to their capacity to implement comprehensive approaches that take into account both duty bearers and rights holders.

In addition, cooperation partners have been selected based on their know-how, capacity, and extensive country-level presence. All support is planned in full respect of local ownership and in coordination with the implementing partners with the aim of enhancing international cooperation.

Results management in this strategy is based on project-specific outputs measured using both qualitative and quantitative indicator data. At the outcome level, the projects funded by Finland can contribute to one or more outcomes, depending on the scope and size of the project and country-specific activities. Given the regional focus of this strategy, the monitoring of impact level is based on selected available contextual data.



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The first impact area – **Inclusive and gender equal societies** – is focused on building more just, inclusive and equal societies and activating national dialogues at various levels. It has two outcomes: *More effective, inclusive and accountable institutions that are able to respond to the needs and rights of women and vulnerable groups* and *Strengthened civil society engagement in national dialogues*. The choice of these outcomes is based on the premise that more effective and better functioning national institutions that cater equally for all citizens coupled with widespread and inclusive national dialogues can together create a solid foundation for peace and prosperity. The assumption is that the reform processes will be continued in the countries concerned and that the multilateral institutions will continue to be involved in these processes.

The possible changes occurring in the impact area will be reflected in indicators measuring the performance of states in recognizing political and civic rights. Such information is provided by Freedom House and the UN Human Rights Council’s Universal Periodic Review process. Changes in women’s rights can be monitored based on reports from the Convention Ending Discrimination Against Women (CEDAW) and the Gender Inequality Index Ranking. This monitoring can also benefit from reports by the International Organization for Migration and the Economist Intelligence Unit on the management of migration flows at country level. The first such report, *‘Measuring well-governed migration: The 2016 Migration’*, included Morocco. The second phase will cover a greater number of countries from the MENA region.

The first outcome, *More effective, inclusive and accountable institutions that are able to respond to the needs and rights of women and vulnerable groups*, is measured by the number of institutional reforms, with disaggregated data provided for reforms concerning the rights for women and vulnerable groups. The two outputs under this first outcome, *Improved institutional capacity on inclusion and gender* and *Strengthened interaction between public institutions and civil society*, are measured by activity level inputs (trainings, workshops, etc.). These measurements are complemented by narrative and qualitative analyses.

The second expected outcome is *Strengthened civil society engagement in national dialogues*. Progress will be measured by findings in the Human Freedom Index published by the Cato Institute. The expected outputs are *Improved awareness of human rights among women, youth and vulnerable*

groups and Better and more services for women and vulnerable groups. The outputs are measured by the number of initiatives and services targeting these groups. Monitoring will also include qualitative information on activities in each country. In the case of the second output it is assumed that the provision of services to people will also make it possible to engage in advocacy work. In this way the projects providing services have an indirect empowering effect on the beneficiaries.

It is important to note that any improvement in these two outcome areas is dependent on the ruling entities recognizing the human rights and also on continued efforts to remove the social and cultural barriers to women's and vulnerable groups' participation in society at all levels.

The second impact area – **Sustainable and inclusive economic growth** – will be measured using the gross domestic product per capita index and other relevant sources such as country-specific analyses and the EBRD's Transition Reports. The first expected outcome under this impact area is *Diversified and expanding private sector*. For this outcome, monitoring will be based on information from the Doing Business report by the World Bank. The expected outputs are *Promotion of green economy and Better operating environment for the private sector*. They are measured by indicators of activities related to sustainable environment management and infrastructure development. The results for these outputs and the related outcome rely on the assumption that investments in the private sector and reforms designed to remove obstacles to private sector growth will be continued. It is also assumed that there will be continued respect for ecological values.

The second expected outcome is *Better access to economic opportunities*. Progress will be measured by output information coupled with the labour force participation rate, including disaggregated data for women's participation. The first expected output, *Increased income generation*, is measured by the number of women's cooperatives receiving assistance and the number of women receiving training. The second output is *Strengthened small and medium-sized enterprises (SMEs)*. Progress is measured by the number of assisted enterprises and the percentage of female owned or managed businesses. The third output is *More inclusive and decent working life*. This is measured by the number of labour market recommendations for policy change and revisions of legislation regarding women's rights.

5) Monitoring and Evaluation

Monitoring of the Strategy for Regional Development Cooperation is based on ongoing monitoring of development projects and programmes and related policy dialogue by the responsible MFA team in Helsinki and in the embassies involved. However, since the Regional Strategy's main aid modalities are multi-bi projects and trust funds, primary responsibility for monitoring and project management in general rests with each multilateral agency according to its own rules and regulations.

MFA will receive monitoring data on project implementation through multilateral agencies' reports, but it will also work actively to ensure that the programmes are achieving their results according to the plans agreed in the project document (or similar) and funding agreement. Therefore, MFA participates on a regular basis in the implementing partners' field monitoring missions. In joint arrangements, Finland will participate in joint reviews and evaluations. Participation in the governing bodies of projects and trust funds is decided upon separately on a case by case basis.

The following MFA guidelines are used to benchmark the implementing partners' practices: Guidelines on Results-based Management, Human Rights Based Approach Guidelines, Manual for Bilateral Programmes, MFA internal guidelines for Multi-bi projects, Handbook on Corruption Prevention, and Evaluation Guidelines.

The MFA team will continuously monitor the validity of the assumptions made in the Regional Strategy and its Logic Model (Annex I) as well as the risks identified, and take corrective measures as needed. The use of budgeted funds for the Regional Strategy is monitored on an ongoing basis using automated reports from the MFA financial accounting systems.

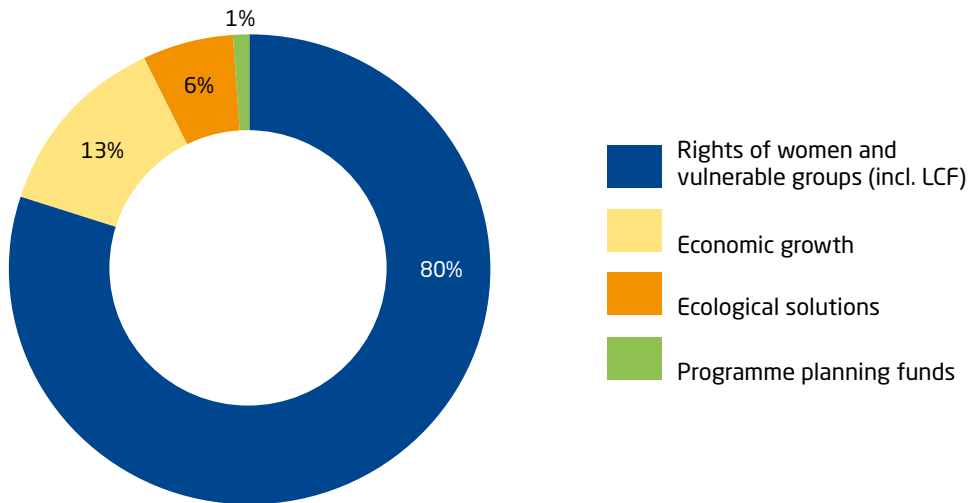
The MFA team will prepare an annual report following the MFA reporting format and instructions for each calendar year. The annual report provides an overview of Regional Strategy monitoring and reporting. The potential need for corrective measures will be determined by the Department for Africa and the Middle East.

Findings of project-level management reviews and mid-term, final and potential impact evaluations, as well as relevant thematic evaluations also feed into Regional Strategy monitoring and annual reporting. The Regional Strategy as a whole will be evaluated towards the end of the strategy period (MFA Evaluation Unit).

6) Tentative Financing Plan (budget)

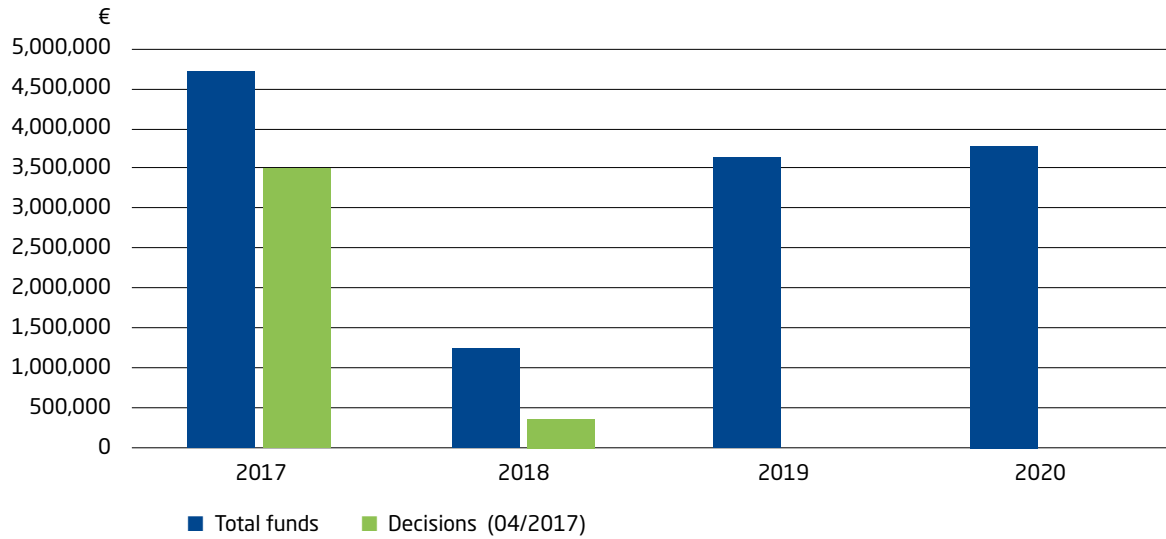
Finland's annual support for regional projects is around 3-4 million euros and it is targeted to ODA eligible countries in the region. The main recipients are Egypt, Tunisia, Morocco, Libya, Lebanon, Jordan, Iraq and Yemen.

Planned budget allocation 2017-2020





Budgeting framework 2017-2020



7) Risk Management

Development cooperation in the MENA region is planned with great care, taking into account the fragile context that characterises the region. The most crucial aspect of risk management in this context is to define the acceptable level of risks involved in development cooperation. It is also important to acknowledge that progress towards the targeted outcomes may be slow due to constant changes in the operating environment.

Finland applies the principles of results-based management (RBM) in all its development cooperation. As stated in the RBM Concepts and Guidelines for Finland's Development Cooperation (2015), risk management is an integral part of RBM at all stages of interventions. The risks are reviewed and necessary actions are taken throughout the course of development cooperation in order to reduce the probability of risks or at least to mitigate their impacts in advance. It is also recognized that long-term results may be compromised and setbacks may occur during and after project implementation.

Risk analysis for the MENA strategy as a whole is based on a general overview of the region. More in-depth analyses are conducted separately for each intervention. Overall, Finland's key mitigation measure is to channel the majority of funding through organisations with relevant experience and adequate risk management procedures as well as proper safety and security policies and guidelines. Risk management also includes allocating funding through joint financing mechanisms together with other donors in order to share the risks and to optimise the number and size of interventions in the most risky areas.

The risks are assessed in a threefold format which makes a distinction between contextual, institutional and programmatic risks.

Contextual risks for the management of regional cooperation are mostly related to weak institutions and governance, possible political tensions, outbursts of terrorism, sudden surges in violence

and on-going armed conflicts. As seen during the past few years, acts of violence do occur in the region and the unpredictable security situation is likely to continue in the near future. It is important to note that contextual risks cannot be fully mitigated, but it is crucial to acknowledge them throughout the project cycle. The possible challenges of weak institutions and poor governance can be mitigated through good project management (i.e. technical assistance) and continuous monitoring. If project implementation is disrupted by political tensions, it is possible to reschedule and relocate activities. Nevertheless development cooperation in the MENA region requires accepting that there can be delays in project implementation, budget changes or even suspensions and cancellations. In case of major shifts in national political power constellations, the need for renegotiation with national and local authorities and implementing partners are considered. In case of armed conflicts, there is a high probability of disruptions, and project implementation may also continue to be adversely affected in the post-conflict situation.

The main **institutional risks** relate to bad governance, corruption, or the misappropriation of funds due to lack of capacity and experience. While these risks cannot be totally eliminated, due diligence in partner selection, close monitoring and audits during implementation are feasible mitigation measures. Channelling funds through joint financing mechanisms and multilateral organisations allows risks to be shared and joint mitigation measures to be adopted in the management of financial risks. This is the preferred option given Finland's limited resources for development cooperation in the region. By focusing on fewer interventions it will be possible to maximise effectiveness and Finnish influence and for Finland to take active part in strategic decision-making, annual steering committee work and country-level activities.

Programmatic risks usually relate to difficult and volatile security situations. Mitigation measures include restricting the operational area of project implementation and limiting physical presence in an insecure country or geographical area. It is also important to engage with partners that have adequate safety and security systems, policies and guidelines in place as well as experience of working in volatile situations and good local sources of information. Programmatic risks furthermore include unforeseen lack of capacities or changes in those capacities, and lack of commitment or even staff to successfully implement the projects. Mitigation measures include monitoring and regular dialogue with partners and stakeholders as well as ongoing advocacy and dialogue.

Annex I. Logic Model

Strategy for development cooperation in North Africa and the Middle East

IMPACT	OUTCOME	OUTPUT	Key assumptions linking outputs/outcomes/ impacts	Instruments and Inputs
<p>Impact 1:</p> <p>Inclusive and gender equal societies</p>	<p>Outcome 1.1.</p> <p>More effective, inclusive and accountable institutions that are able to respond to the needs and rights of women and vulnerable groups</p>	<p>Output 1.1.1.</p> <p>Improved institutional capacity on inclusion and gender</p> <p>Output 1.1.2.</p> <p>Strengthened interaction between public institutions and civil society</p>	<p>Output-outcome:</p> <p>Government actors remain engaged in cooperation supported by donors</p> <p>Social and cultural barriers to women's and vulnerable groups' participation are tackled systematically at all levels of society</p> <p>Outcome-impact:</p> <p>Continued development of legal framework and institutional reforms according to newly adopted constitutions</p> <p>International organisations and financing institutions can continue their work as stated in their mandate</p>	<p><i>The following inputs support both the institutions and civil society organisations:</i></p> <p>UN Women: Women, peace and security in the Arab States (3.2 MEUR / 2015-2018) Tunisia, Jordan, Iraq, League of Arab States</p> <p>International Labour Organization (ILO): "The Way Forward after the Revolution: Decent work for women in Egypt and Tunisia 2012-2017" 3.1 MEUR Tunisia, Egypt</p> <p>World Bank: The Middle East and North Africa Multi Donor Trust Fund 0.8 MEUR 2012-2018 Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia, Yemen (Djibouti and oPT)</p> <p>International Organization for Migration (IOM): Promoting health and well-being amongst migrants transiting through Morocco, Egypt, Libya, Tunisia and Yemen (2.8 MEUR 2015-2017)</p> <p><i>The following inputs contribute to output 1.1.2.:</i></p> <p>UCLA Dialogue Process Helsinki Policy Forum</p>



IMPACT	OUTCOME	OUTPUT	Key assumptions linking outputs/outcomes/ impacts	Instruments and Inputs
	<p>Outcome 1.2.</p> <p>Strengthened civil society engagement in national dialogues</p>	<p>Output 1.2.1.</p> <p>Improved awareness of human rights among women, youth and vulnerable groups</p> <p>Output 1.2.2.</p> <p>Better and more services for women and vulnerable groups</p>	<p>Output-outcome:</p> <p>Civil society continues to develop and non-governmental organisations can remain engaged</p> <p>By providing services it is possible to engage in advocacy work and indirectly have an empowering effect on beneficiaries</p> <p>Outcome-impact:</p> <p>Partners and countries involved are continuously committed to respect international law and commitments to international conventions and agreements</p>	<p><i>The following inputs support both the institutions and civil society organisations:</i></p> <p>UN Women: Women, peace and security in the Arab States (3.2 MEUR / 2015-2018) Tunisia, Jordan, Iraq, League of Arab States</p> <p>International Labour Organization (ILO): "The Way Forward after the Revolution: Decent work for women in Egypt and Tunisia" 2012-2017 3.1 MEUR</p> <p>International Organization for Migration (IOM): Promoting health and well-being amongst migrants transiting through Morocco, Egypt, Libya, Tunisia and Yemen (2.8 MEUR 2015-2017) Morocco, Tunisia, Libya, Egypt and Yemen</p> <p>Marie Stopes International Yemen (0.8 MEUR / 2014-2017): Increasing Access to Quality Family Planning and Sexual and Reproductive Health for Women and Marginalized Groups in Yemen</p> <p><i>These inputs target CSOs:</i></p> <p>Anna Lindh Euro-Mediterranean Foundation for the Dialogue between Cultures (0.7 MEUR 2014-2017)</p> <p>Oxfam: Women's Access to Justice in the Middle East and North Africa (MENA) Region – Phase 2 (2.9 MEUR / 2014-2018) Lebanon, Jordan, Egypt, Yemen</p> <p>World Federation of the Deaf (0.3 MEUR / 2016-2018): Human rights project in Maghreb Region (Tunisia, Morocco, Mauritania, Libya, Algeria)</p> <p>Local cooperation funds</p>

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IMPACT	OUTCOME	OUTPUT	Key assumptions linking outputs/ outcomes/impacts	Instruments and Inputs
<p>Impact 2:</p> <p>Sustainable and inclusive economic growth</p>	<p>Outcome 2.1.</p> <p>Diversified and expanding private sector</p>	<p>Output 2.1.1.</p> <p>Promotion of green economy</p> <p>Output 2.1.2.</p> <p>Better operating environment for private sector</p>	<p>Output-outcome:</p> <p>Ecological values continue to be respected by the countries concerned and by partners</p> <p>Continued national readiness to steer investments into ecological solutions</p> <p>Outcome-impact:</p> <p>Government reforms to promote private sector growth are continued</p> <p>Region continues to attract foreign investments</p> <p>Investments into infrastructure development in both urban and rural areas are continued</p>	<p><i>Inputs for output 2.1.1. and 2.1.2:</i></p> <p>Finnish Environmental Institute (SYKE) and General Authority for Fish Resource Development (GAFRD) ICI project: Aquatic Monitoring for Sustainable Dredging in Northern Lakes of Egypt (2017-2019 / 0.4 MEUR)</p> <p>Other possible ICI projects</p> <p>World Bank: The Middle East and North Africa Multi Donor Trust Fund 0.8 MEUR 2012-2017 Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia, Yemen (Djibouti and oPT)</p> <p>EBRD SEMED (6.1 MEUR 2012-2017) Morocco, Tunisia, Egypt, Jordan, (Lebanon)</p> <p>UNDP (3 MEUR / 2013-June 2017): Programme of Catalytic Support to Implement the Convention to Combat Desertification in West Asia and North Africa – Phase V Morocco, Algeria, Tunisia, Lebanon, Jordan, Syria</p> <p>UNDP/BCRC Basel Convention Regional Centre (1.22 MEUR / 2012-2017): Strengthening of the Regional Cooperation of Arab States in Hazardous Waste Management and Trans-boundary Control Whole Region</p>



IMPACT	OUTCOME	OUTPUT	Key assumptions linking outputs/ outcomes/impacts	Instruments and Inputs
	<p>Outcome 2.2.</p> <p>Better access to economic opportunities</p>	<p>Output 2.2.1.</p> <p>Increased income generation</p> <p>Output 2.2.2.</p> <p>Strengthened small and medium-sized enterprises (SMEs)</p> <p>Output 2.2.3.</p> <p>More inclusive and decent working life</p>	<p>Output-outcome:</p> <p>Private sector remains an attractive employment opportunity</p> <p>Institutional and cultural obstacles to women's engagement continue to be removed</p> <p>Outcome-impact:</p> <p>Fostering women's participation in the labour force has positive impact on GDP in many countries</p> <p>Financing opportunities for private sector are developed</p> <p>Sectoral diversification continues to be in the national interest</p>	<p><i>Inputs for output 2.2.1.:</i></p> <p>International Labour Organization (ILO): "The Way Forward after the Revolution: Decent work for women in Egypt and Tunisia" 2012-2017 3.1 MEUR</p> <p>World Bank: The Middle East and North Africa Multi Donor Trust Fund 0.8 MEUR 2012-2017 Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia, Yemen (Djibouti and oPT)</p> <p>UNDP (3 MEUR / 2013-June 2017): Programme of Catalytic Support to Implement the Convention to Combat Desertification in West Asia and North Africa – Phase V Morocco, Algeria, Tunisia, Lebanon, Jordan, Syria</p> <p><i>Inputs for output 2.2.2.:</i></p> <p>EBRD SEMED (6.1 MEUR 2012-2017) Morocco, Tunisia, Egypt, Jordan (Lebanon)</p> <p>World Bank: The Middle East and North Africa Multi Donor Trust Fund 0.8 MEUR 2012-2017 Egypt, Iraq, Jordan, Lebanon, Morocco, Tunisia, Yemen (Djibouti and oPT)</p> <p><i>Inputs for output 2.2.3.:</i></p> <p>International Labour Organization (ILO): "The Way Forward after the Revolution: Decent work for women in Egypt and Tunisia" 2012-2017 3.1 MEUR</p>



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