



MENA MDTF

Mid Term Review

Final Report
April 2015

Disclaimer

This mid-term review of the Middle East and North Africa Multi Donor Trust Fund (MENA MDTF) was prepared on behalf of the MENA MDTF Program Council and Program Coordination Unit. The views expressed in this report are those of the Consultant and do not necessarily reflect the opinions of the Program Coordination Unit or of the many stakeholders who contributed their ideas to the consultant.

Executive Summary

The Middle East and North Africa (MENA) Multi-Donor Trust Fund (MDTF) was established in 2012 “to provide catalytic donor support, through a World Bank-administered trust fund, to countries in the region that are currently undergoing historic transition and reform.” The MDTF was designed to be fully aligned with the World Bank’s strategy for the MENA region and activities funded by the MDTF are expected to demonstrate clear linkages to current or future World Bank funded operations and activities in the region.

The governing body of the MDTF is the Program Council. The MDTF is managed by a Program Coordination Unit (PCU) under the guidance of the MENA Director of Strategy and Operations. A World Bank Review Committee meets two to four times a year to select proposals.

At the June 2014 Program Council meeting the possibility of extending the MENA MDTF was discussed and “several donors ... requested a review of performance to date and consideration of the strategy going forward”. It was subsequently agreed that this review of performance should take the form of a Mid Term Review (MTR). This report presents the findings and recommendations of the MTR.

The MENA MDTF is an efficiently governed and well managed multi donor trust fund. It has provided effective support to World Bank operations and the grants it has financed have been well aligned with the Bank’s strategy in the region. A rigorous approach to the evaluation of grant proposals has been adopted, to ensure grants are consistent with country and regional strategies, and to select grants that are innovative and likely to help the Bank “do different things and to do things differently”. The MENA regional strategy has been reaching its targeted results and the MDTF has contributed to this achievement.

The Results Framework that has been developed for the MDTF is considered by stakeholders to provide a useful and acceptable set of indicators for the Fund, and the detailed monitoring arrangements in the individual grant progress reports provide an impressive level of information on the progress of each activity against its intended results.

Two key strengths of the Fund have been its flexibility and the speed of its operations. The fund has been able to support grants throughout the region and in any sector, subject to its need to contribute to the objectives of the four strategic drivers and three cross-cutting themes that underlie MENA regional strategy. The grant approval process has been speedy and disbursements have been rapid.

The MENA region has fewer sources of trust fund finance to support its program than most other regions and its Bank budget resources for AAA activities are declining. While there are two other multi-donor funds that support AAA activities in the region they are significantly different from the MENA MDTF.

It is expected that the new MENA Vice-President will present a revised or new MENA strategy to the World Bank’s Board in September 2015. The MENA MDTF has adequate resources to continue in its current form through to the end of 2015. **It is therefore recommended that the Program Council meet**

after a new or revised MENA strategy has been adopted to determine future strategy for the MDTF.

This discussion will also have to consider the implications of the rapidly changing scenario in the Region. The increasing significance of “global public bads” such as the rise of ISIL and widening terrorist risks, expanding illegal migration and the impact of the Syrian humanitarian crisis suggests that efforts by donors to support activities in the region which are making positive and constructive contributions towards political and economic transformation are increasingly important.

The review of future strategy for the MDTF could lead to a further extension of the Fund, to additional resources from existing donors and/or to attracting additional donors. However if any of these possible objectives are to be achieved the Fund will need to improve its communications. **It is recommended that the PCU hire a communications specialist to improve the MDTF website and generally upgrade public relations materials** using a variety of media both to provide more attractive and comprehensive information to donors and to better inform the public in the Region and elsewhere of the Fund’s achievements.

The current format used for grant proposals is generally adequate, but **it is recommended that a section be added asking TTLs to consider if their proposal faces any specific conflict risks and if the activity might be seen as disproportionately benefiting any specific group over another in a way that could contribute to conflict.**

In order to better inform Program Council members about the project selection process **it is recommended that after each Project Selection Committee meeting a brief report is produced summarising (inter alia) the main reasons why some proposals were unsuccessful.**

If the Program Council decides in due course to extend the life of the MENA MDTF it is recommended that:

- the Fund should continue in its objective of supporting the (new or revised) MENA strategy, allowing full flexibility within this to finance innovative grant proposals supporting Bank operations in the region;
- grants should continue to primarily address the gaps that cannot be filled by the other two major MDTFs supporting AAA activities in the region. This means an emphasis on smaller AAA activities (grants below \$1m), on activities (especially at regional or sub-regional levels) closely linked to ongoing or future possible Bank operations and on country-level activities outside the six transition countries supported by the MENATF;
- grants continue to be predominantly Bank-executed, but allowing for Recipient execution when the recipient has good capacity, when grants are larger, when Recipient capacity-building may pay a bonus for implementation of any subsequent Bank operations and/or when speed of disbursement is not a pressing concern.

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Abbreviations and Acronyms

AAA	Analytical and Advisory Activities
BB	Bank Budget
BE	Bank Execution
CAO	Chief Administrative Officer
CMI	Centre for Mediterranean Integration (Marseille)
CoP	Community of Practice
CPC	Country Program Coordinator
DFID	Department for International Development (United Kingdom)
DFPTF	Development Finance Partnerships and Trust Funds (World Bank)
EBRD	European Bank for Reconstruction and Development
FCO	Foreign and Commonwealth Office (United Kingdom)
IBRD	International Bank for Reconstruction and Development (World Bank)
IFC	International Finance Corporation
IFI	International Financial Institution
ISIL	Islamic State in Iraq and the Levant
JSDF	Japan Social Development Fund
MDTF	Multi Donor Trust Fund
MENA	Middle East and North Africa (Vice-Presidency)
MENATF	The MENA Transition Fund (under the Deauville Partnership)
MIGA	Multilateral Investment Guarantee Agency
MTR	Mid Term Review
PC	Program Council
PCM	Program Council Meeting
PCU	Program Coordination Unit
PFM	Public Financial Management
RE	Recipient Execution
SSN	Social safety nets
TA	Technical Assistance
ToR	Terms of Reference
TTL	Task Team Leader
WB	World Bank

1 The MENA MDTF

The Middle East and North Africa (MENA) Multi-Donor Trust Fund (MDTF) was established in 2012 “to provide catalytic donor support, through a World Bank-administered trust fund, to countries in the region that are currently undergoing historic transition and reform.”¹

The MDTF is designed to be fully aligned with the World Bank’s strategy for the MENA region and activities funded by the MDTF are expected to demonstrate clear linkages to current or future World Bank funded operations and activities in the region.²

The governing body of the MDTF is the Program Council (PC) which has met four times since 2012. The MDTF is managed by a Program Coordination Unit (PCU) under the guidance of the MENA Director of Strategy and Operations. A World Bank Review Committee meets two to four times a year to select proposals generated by a Call for Proposals.³

As of 5th January 2015 \$15.5 million had been pledged to the MDTF and \$14.95 million paid in. Grants totaling about \$10.5 million had been approved, and after adjustments for fees and investment income \$3.7 million remained available for future allocation to new grants.⁴

The MDTF PCU reports regularly on Fund activities in its annual reports⁵, in detailed reports to each meeting of the Program Council⁶ and on the World Bank website⁷.

¹ From MENA MDTF Operating Principles, Section 1. MENA 2014a

² See ToR for the MTR in Annex A

³ More detail on MDTF governance is in the ToR, Annex A and in the Operating Principles, MENA 2014a

⁴ Source: Financial situation spreadsheet provided by MENA MDTF PCU

⁵ The most recent is the 2014 Annual Report dated December 2014, (MENA,2014)

⁶ The most recent is the June 2014 PCM report (MENA, 2014b) available on the MENA MDTF website

⁷

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/0,,contentMDK:23347342~pagePK:146736~piPK:146830~theSitePK:256299,00.html>

2 The Mid Term Review

At the June 2014 Program Council meeting the possibility of extending the MENA MDTF was discussed and “several donors ... requested a review of performance to date and consideration of the strategy going forward”.⁸ It was subsequently agreed that this review of performance should take the form of a Mid Term Review (MTR). The Terms of Reference (ToR) for the MTR are in Annex A.

One of the donors, the UK Department for International Development (DFID) completed its own Annual Review of the MDTF⁹ in October 2014. The DFID review focused on project and program level achievement of results. The report was shared with other donors and the World Bank and was recognized as a thorough study which had involved country level missions and discussions with both World Bank Task Team Leaders (TTLs) and representatives of beneficiary organizations. It was not considered that it would be necessary to repeat the same process for the MTR, which would take the DFID 2014 Annual Report as an input into the study.

It was agreed that the MTR would focus on the following seven components:

- (i) an analysis of activity level progress;
- (ii) results to date at the macro level of the portfolio;
- (iii) the extent to which MDTF activities have leveraged other Bank-funded activities/loans (or activities funded by other partners);
- (iv) links between MDTF activities and other activities funded across the region (e.g. Transition Fund);
- (v) operation of the MDTF (e.g. governance);
- (vi) responsiveness of MDTF management and the Program Council; efficiency of administrative procedures; sufficiency of systems in place; and
- (vii) a description of future needs and likely areas of focus and intervention by the MDTF.

Items (i) and (ii) above were covered by the DFID review so the major focus for the consultant¹⁰ was on collecting and analyzing information for items (iii) to (vii) and then preparing an overall report covering the full MTR scope.

In order to meet the requirements of the ToR the consultant went to Washington DC to meet with PCU and other staff concerned with the MDTF, and then visited each of the donors between 20th and 28th January 2015. A full list of persons met is in Annex B. The consultant also reviewed numerous reports and websites associated with the MDTF and other related activities. Those specifically referred to in the text are listed in Annex C. As the DFID review involved meetings with World Bank TTLs responsible for specific grants under the MDTF the consultant did not meet with these stakeholders. However they were invited to respond to a short survey to obtain their views on the MDTF and its governance and management. Results of this survey are presented in Annex E.

⁸ From minutes of the June 2014 PC meeting

⁹ DFID, 2014

¹⁰ The consultant who prepared this MTR was David Potten, davidpotten@compuserve.com

A draft of the MTR report was prepared for review by the MDTF Program Council and submitted on 10th February 2015. A Program Council meeting was held in Washington D.C. on 15th April 2015 and the draft report was discussed. This final report reflects comments made on the draft final report.

The next section of the report (Chapter 3) summarizes the DFID review of MDTF progress (responding to components (i) and (ii) above). Chapter 4 looks at the role of the MDTF in the context of MENA strategy in a rapidly changing region (responding to components (iii) and (iv) above) and Chapter 5 looks at the governance and management of the MDTF (components (v) and (vi)). Chapter 6 looks at the possible future for the MDTF and summarizes the MTR findings and recommendations.

3 Project and Program Level Progress

This section of the MTR is based on the Annual Review carried out by DFID in October 2014 (DFID, 2014). The DFID text has been re-ordered, slightly edited and shortened, but no substantive changes have been made to their review.

3.1 Summary of overall progress

The overall assessment after 2 years of implementation is that the programme is still “moderately exceeding expectations”. This is based on the balance of quantitative evidence, which shows that the various MDTF supported projects¹¹ are **significantly exceeding** the majority of their targets in terms of activities and outputs, and mostly positive but more mixed qualitative evidence on project effectiveness and impact. Although some projects are already having significant and positive demonstrable benefits, others appear to be struggling to gain traction (in some or all of their intended countries of operation) and hence may only marginally contribute to having a transformative impact on the levels of economic governance and social and economic inclusion in the region.

While it is possible to demonstrate that there has been “progress” at the output level in terms of numbers of activities, papers written, workshops hosted, study tours undertaken etc, the DFID review expressed concern about (a) the difficulty in obtaining from existing reporting the more qualitative information about the impact that these activities are having and (b) the Bank’s capacity to systematically follow through on these activities to ensure that these experiences are actually fed through into government policy changes and implementation of these reforms. In several countries (Jordan, Tunisia and Yemen) DFID received feedback from beneficiaries of delays due to the lack of a more significant staff presence in country, with projects progressing only when short-term missions of Bank staff are visiting.

Greater recognition is needed that the opportunities to “add value” in some sectors are limited by the presence of other competing donor-funded and private sector initiatives. The best example is support to entrepreneurship and small business start-ups which is a crowded space in many countries in the MENA region and where other partners (e.g. US, EU, private foundations) are already promoting multiple initiatives. In these circumstances, the greatest value added of Bank support via the MDTF and related initiatives could well be in helping the country authorities and its partners to evaluate the effectiveness of these multiple programmes e.g. those supporting SME development and providing advice on which to retain and which to close down, rather than promoting further parallel initiatives.

3.2 Project level progress

A total of 18 projects¹² have been approved and are now at various stages of implementation (see Annex D). The projects funded are frequently regional in nature and in several cases focus on sharing knowledge and know-how amongst key officials and policy-makers in the region. Several of the projects directly target the private sector including female entrepreneurs and also provide support to a range of civil society organisations who are undertaking activities which aim to improve economic opportunities for specific social groups including women and youth. Several of the projects are closely related to other

¹¹ DFID refers to “projects” but the World Bank prefers to refer to relatively small grant funded activities as “activities” or “grants” – the DFID terminology is retained in this section.

¹² Four more were approved in October 2014 and not included in this DFID review.

complementary World Bank operations in these countries, including those funded by the much larger Deauville Partnership Transition Fund (the MENATF).

As part of this year's Annual Review process DFID focused on assessing a selected sample of the projects in more detail. These are indicated in Annex D with a ** next to the project number. These include projects reviewed during a short field visit to Jordan from 15-18 October 2014 where DFID met with project beneficiaries as well as those operating in Tunisia, Egypt and Yemen on which the DFID authors received feedback from DFID and FCO (Foreign and Commonwealth Office) staff in country.

3.2.1 *Regional Context*

In the last year the regional context in MENA within which the MDTF is operating has changed further with increased security, stability and humanitarian challenges in several target countries. The ongoing civil war in Syria and rise of ISIL (Islamic State of Iraq and the Levant) in Syria/northern Iraq is leading to significant regional spillovers into both Jordan and Lebanon, particularly in terms of high refugee numbers which are putting burdens on provision of public services. For example, in Jordan the priority for the education services is now focused on how to accommodate Syrian children in public schools without a further decline in educational standards and pass rates. The deterioration in the security and political situation in Libya since July has seen nearly all international missions leave. Programming has been reduced and the operations of many donors and institutions are on hold. In Yemen recent political disruption has led to the signing of the Peace and National Partnership Agreement. The challenge now for the Yemeni Government is to keep the constitutional reform and transition process on track.¹³

However, there is an emerging opportunity to work with the Government of Egypt on economic reform. Given the size and strategic importance of Egypt, this is a good opportunity for the World Bank to use the MDTF and other resources to put together a comprehensive package of support to economic reforms and strategic investments. The Bank is scaling up its programme in Egypt and preparing a new joint IBRD/IFC/MIGA Country Partnership Framework for Egypt for 2015-19. DFID observed that they would encourage the use of this process to define clearly how current and future projects supported by the MDTF can be used to assist engagement with the relevant Egyptian authorities on developing and implementing a prioritised, sequenced and time-bound medium term economic reform strategy.

In Jordan, prospects for substantive and non-reversible progress on economic reforms seem low in the current regional security situation. In this context the World Bank is playing a particularly useful role in supporting the subsidy reform programme and introduction of more targeted safety nets. This will have a positive effect on reducing the structural budget deficit and protecting those in need from fuel price rises.

3.2.2 *Expected Results*

At the Impact level, funding of the World Bank's MENA MDTF is expected to contribute towards delivering *inclusive and sustainable growth and more effective and accountable institutions in priority MENA countries*. Specific impacts in the priority countries of Egypt, Tunisia, Libya, Morocco and Jordan, are expected to include increased annual real growth rates, reduced unemployment (including female unemployment) and improved voice and accountability governance scores.

¹³ Since DFID wrote this text there have been further political disruptions in Yemen.

At the Outcome level, the MDTF is expected to contribute to the World Bank having a *MENA portfolio that is focused on promoting economic and social inclusion and that is developed in ways that respond effectively to need.*

At the level of the Outputs of the Trust Fund itself donor support is expected to result in: i) strengthened project preparation, technical assistance, policy analysis, dialogue and knowledge sharing; and ii) direct support being provided to beneficiaries. Specific results expected by 2015 are:

- 20 high quality analytical products delivered in total demonstrating good use of analysis and providing clear recommendations for policymakers or for preparation of Bank projects;
- 20 examples of high quality technical assistance projects that provide clear and practical recommendations with positive client feedback;
- 22 high quality dialogue and knowledge sharing events leading to clear policy conclusions in focus areas;
- 500 people, including 175 women, trained through Trust Fund-supported activities;
- 300 businesses provided with support through the Trust Fund;
- 6 results stories produced demonstrating the impact of the Trust Fund, particularly on women and youth.

3.2.3 Annual outcome assessment

Table 3.1 Annual Outcomes and Targets

Indicators	Baseline 2011	Outcome July 2014	Target 2014	Target 2015
Cumulative number of person days of employment	<i>4.9 million</i>	36.1 million	<i>29.9 million</i>	<i>50 million</i>
Beneficiaries of labour market programmes	<i>13,000</i>	223,000	<i>233,000</i>	<i>TBD</i>
Beneficiaries of safety net programmes	<i>3.6 million</i>	7.8 million	<i>7.75 million</i>	<i>8 million</i>
Number of countries with WB supported programs on Open Government <u>OR</u> PFM reform	<i>2</i>	5	<i>4</i>	<i>6</i>
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	<i>40</i>	51	<i>64</i>	<i>115</i>
• Gender Inclusion	<i>1</i>	7	<i>11</i>	<i>13</i>
• Governance	<i>15</i>	12	<i>12</i>	<i>13</i>
• Local governance reform	<i>6</i>	6	<i>7</i>	<i>8</i>
• Energy and consumption subsidy reform	<i>3</i>	6	<i>9</i>	<i>9</i>
• Social Protection, Social Safety Nets, or Pension Reform	<i>13</i>	13	<i>15</i>	<i>13</i>
• Youth inclusion, Job Creation, or Labor Markets	<i>7</i>	11	<i>12</i>	<i>13</i>

Table 3.1 provides the latest update of the Regional Results Framework for MENA for July 2014. It is important to note that these results cannot be attributed directly to the MDTF activities, but some of the MDTF-supported projects are contributing to the relevant results indicators shown here. It can be seen that the Bank is meeting or exceeding its own targets for number of person days of employment created and number of beneficiaries of labour market programmes and social safety net programmes. These are all important outcomes to which several of the projects funded by the MDTF which are reviewed here have contributed.

DFID concluded from their discussions with Bank staff and key counterparts in the region that the Bank's approach in the MENA region has changed and that this is having positive effects in terms of (a) the overall effectiveness of their portfolio and (b) the extent to which the Bank has been able to build positive and valued relationships with key decision-makers both in governments and wider civil society. DFID has observed since 2012 a greater focus on citizen's engagement in reform processes; on national ownership of reform initiatives; better communication of results; a greater focus on women and youth; more focus on results-based management and monitoring of progress with implementation; and also some progress on improving partnerships with other cooperating partners. While not all of this can be feasibly attributed to this relatively small Trust Fund (\$14 million compared to a World Bank Group portfolio of \$16.2 billion in 2014) the DFID assessment is that the Trust Fund and the things it is being used for are both indicative and emblematic of this changed approach. The Bank is genuinely making efforts to do things differently and to do different things and its key partners are noticing this and responding positively.

It is also clear that some of the most important work the World Bank has undertaken on economic reforms at country and regional level in MENA in the last 2 years would probably not have taken place without the MDTF. In this sense, it has had a catalytic effect by facilitating the Bank's impressive range of internal policy and technical expertise to be made available to governments and other partners in the region as and when they need it. Good examples are the parallel projects working on subsidy reform and development of social safety nets to protect the poorest from fuel, food and other price rises. The reasonably streamlined submission and approval processes of the MDTF have meant that funding has been available when needed since 2012 to support study tours, analytical reports requested, conferences, and hiring of consultants to help with practical steps in policy design and implementation. The Bank's support has been one element in facilitating the recent progress on subsidy reform in Egypt, Jordan and Yemen.

Even in most difficult environments (e.g. Yemen) the MDTF has contributed to establishing the basis for a new decentralised governance structure. In Tunisia and Morocco the work on promoting more open and accountable government, including participatory budgeting and greater access to information, is beginning to yield real results. In Egypt, the Bank has provided a range of advisory support on international best practice in fuel subsidy reform involving using new technologies (e.g. smart cards) for targeting compensatory payments that have been adopted by the government. The activities funded by the MDTF (along with other supporting interventions) are thus putting in place some of the essential technical and knowledge-based building blocks around key reforms that are ready to be implemented once governments have the political space to do so.

The majority of the funds currently allocated to the MDTF of \$14.1 million have now been committed and all of the calls for proposals have been over-subscribed: the latest (sixth) Call for Proposals resulted in about 65% of proposals being rejected, even after initial vetting deterred less promising proposals

from being submitted to the review committee. The rate of disbursement of committed funds was 45% as of October 2014 which is relatively good considering the various operational difficulties and uncertainties of actually implementing planned activities in the region since 2012. There appears to be a growing demand from Bank staff working in the MENA region for the kind of quick-disbursing, grant-based assistance that the MDTF provides. While this is encouraging and demonstrates the “value added” that the MDTF represents, it is important that the MDTF does not as a result lose its focus and become the default source of funding for any kind of technical assistance that the Bank requires for all of its wide range of programming and investments in the region. Retaining a focus on transformational interventions clearly linked to the core mandate of the MDTF is going to be a challenge.

4 The MENA MDTF in the Regional Context

4.1 The strategic context

The MDTF was developed in 2011/2012 to support the World Bank's efforts to help meet the changing needs in MENA following the Arab Spring. As noted in Chapter 1 and in the ToR (Annex A), the MENA MDTF was designed to be in full alignment with the World Bank Group's MENA strategy for the institution's response to the transitions underway in the region, and therefore the activities funded were to demonstrate clear linkages to relevant current and future Bank-funded operations and programs on the ground. The MENA strategy has four key drivers and three cross-cutting themes. The four drivers are:

- 1) Strengthening the Governance Framework
- 2) Increasing Social and Economic Inclusion
- 3) Creating Jobs
- 4) Accelerating Sustainable Growth

The three cross-cutting themes are gender, competitive private sector and regional integration.¹⁴ The consultant reviewed the 23 grants approved by January 2015 to see to what extent they were in fact aligned with both the strategic drivers and the cross-cutting themes. The results are in Table 4.1. All 23 grants were clearly aligned with at least one of the strategic drivers. More than half the grants were associated with the governance framework. In three cases the grants aligned with both increased socio-economic inclusion and job creation. 18 of the 23 approved grants also incorporated features related to at least one of the cross-cutting themes. An emphasis on gender aspects was most frequently seen, appearing in ten of the 23 approved grants. A review of these ten grants suggests that in these cases the MDTF was not facilitating the inclusion of gender aspects in ongoing operations that had neglected gender issues. They were generally more standalone grants that included targeting of beneficiaries for a specific purpose (for example to ensure government service delivery reached disadvantaged youth and women). Eight grants had a regional dimension and seven contributed (often inter alia) to strengthened private sector competitiveness.

¹⁴ See Annex A and MENA MDTF Second Annual Report (MENA, 2014) for more detail on the key drivers

Table 4.1 MENA MDTF Grants and MENA Strategic Drivers and Cross-cutting Themes

STRATEGIC DRIVERS	Governance Framework	Social and Economic Inclusion	Job Creation	Accelerating Sustainable Growth	Total number of grants
No of grants associated with one driver	12	2	3	3	20
No of grants associated with two drivers		3	3		3
CROSS-CUTTING THEMES	Gender	Private Sector Competitiveness	Regional Integration		
No of grants associated with theme	10	7	8		23*

Note: * Some grants associated with more than one theme

Source: Consultant's analysis

The ToR request that the consultant “review the various Communities of Practice being supported by the MDTF.” Two of the MENA MDTF grants were specifically aimed to help develop new Communities of Practice (CoP) through which stakeholders in a specific field across the Region would be able to share knowledge and experience. One of these (grant #6¹⁵) aimed to serve those involved in financial management and audit in the public and private sectors, and the other (grant #2) targeted those involved with social safety nets and active labor markets.

The first of these, Connecting Voices, seems to have been highly successful. It has an easily accessible website¹⁶ and a specialized trilingual online platform (“Ma’arefah”) for discussions, knowledge sharing and resources on governance, financial management and procurement in the Middle East and North Africa region. Although the MENA MDTF financial support for the CoP has ended the community remains very active, organizing annual international conferences, in-country meetings and virtual discussions, publishing a regular magazine¹⁷, keeping the online platform active and providing members and non-members with access to a wide range of information. The MDTF financial support helped Connecting Voices to launch itself but it now has several other sources of finance.

The second CoP on social safety nets and active labor markets has also succeeded in finding resources to continue activities after closure of the MDTF grant, but seems less vigorous than Connecting Voices. The CoP website is accessed through a password protected World Bank Collaboration for Development

¹⁵ Grant numbers in this report refer to the MDTF grants as numbered in Annex D

¹⁶ <https://cvmena.org/>

¹⁷ “Connecting Voices” MENA 2014d

website¹⁸ and access to the bilingual CoP platform¹⁹ requires a specific invitation. The CoP continues to organise virtual meetings (once every 2 to 3 months) and sends out regular emails to CoP members with information on new social protection publications. The relative inaccessibility of the CoP website is likely to be a significant constraint on its effectiveness. The consultant learned for example that Jordanian stakeholders were unaware of the CoP or its website. **It is recommended that the CoP managers consider moving to a much more accessible platform.**

Both CoPs are mainly aimed to support practitioners in the field rather than World Bank staff, although Bank staff participate in CoP activities and are major contributors to knowledge sharing activities.

The subject matter these two CoPs address is central to some of the key transition issues in the MENA region. Government, civil society and private sector personnel in the Region are tackling issues that are politically and economically sensitive. They highly appreciate both face-to-face and virtual sharing of regional knowledge and experience in tackling these issues and the CoPs continue to have an important role to play. Connecting Voices would seem to be handling this well, but the social safety nets CoP has less impetus and the relative inaccessibility of its website is likely to be a constraint. While it is understood that the sharing of personal experiences on subjects such as subsidy reduction and safety net creation may need to be private, the potential for the CoP to easily share much of the CoP material and experience with a wider audience deserves to be exploited.

The distribution of MDTF activities across the region is shown in Table 4.2.

¹⁸ <https://collaboration.worldbank.org/>

¹⁹ <https://collaboration.worldbank.org/groups/mena-community-of-practice>

Table 4.2
MDTF Allocations by Country

Country	Number of single- "country" grants	Number of shared "sub-regional" grants	Total Value of grants	Percentage of all grants (by value)
Egypt	1	2	608,943	5.8
Iraq	1	2	418,137	4.0
Jordan	2	4	1,681,080	16.1
Lebanon	0	2	188,137	1.8
Morocco	2	7	2,250,584	21.6
Occupied Palestinian Territories	0	1	63,137	0.6
Syria	0	1	125,000	1.2
Tunisia	3	5	2,874,334	27.5
Yemen	3	2	1,430,847	13.7
Regional	3	0	796,375	7.6
TOTALS	15	26	10,436,574	100

Note: Based on 23 grants approved as of January 2015. Where a grant is multi-country the amount has been shared equally between the named beneficiary countries.

Source: Consultant based on data provided by MENA MDTF PCU

Table 4.2 shows that the major share of MDTF resources has gone to Tunisia, Morocco, Jordan and Yemen. Most of the balance has gone to fully regional activities, and to Egypt and Iraq. The MDTF was not given any targets for allocation of resources and the outcome to date is probably a reasonable reflection of the spread of Bank operations in the region – and the availability of alternative resources for some countries, such as Lebanon and West Bank Gaza.

The ToR for this MTR request consideration of “how to best integrate the Bank’s MENA region citizen/beneficiary engagement strategy into the activities supported by the MDTF, and whether this should be done more systematically”.²⁰ The MENA guidelines on piloting citizen engagement²¹ show that this is a process which relates to implementation of substantial Bank operations. While highly desirable it is also expensive, demanding and politically sensitive. Initially MENA is identifying 38 of its lending operations in 10 countries for mainstreaming citizen engagement. It would not be appropriate for small TA grants

²⁰ From Annex A

²¹ MENA, 2014e

to be included in this – unless they are specifically designed to support the engagement strategy associated with one or more large operations.

The ToR also request exploration of “how the World Bank is itself learning from the experiences of Trust Fund supported activities in order to refine its regional MENA strategy and operational approach.”

Many of the grants have major knowledge sharing components, and usually (as in the case of the two CoPs) the primary beneficiaries are intended to be those working in the public, civil society and private sectors in the region. However some of the grants are specifically aimed to provide inputs to the Bank’s operations. Examples include

- the MENA Early Stage Innovation Facility grant (#4) which is assisting in the development of a program which could include establishment of a \$50 million innovation fund complemented by a \$20 million Technical Assistance facility;
- the Syria Damage Needs Assessment grant (#18) which could provide some of the information necessary for reconstruction grants or loans after civil warfare ends;
- the recently approved activity (#23) “Expanding the Engagement on Youth Inclusion and Peace Building in Iraq” which builds on the experience gained under a Japan Social Development Fund grant and may lead to a much larger project targeting young Iraqi men and women from Sunni, Shia and Kurdish backgrounds as well as from other minorities. The scaled up project should reach 300,000-500,000 young people who are predominantly inactive and who have secondary school education or less.

Many other grants will provide knowledge outputs of benefit to the Bank as well as to other stakeholders. For example:

- the Jordan Health and Education Service Delivery activity (#15) will provide feedback to the Bank for future project design;
- the Tunisia service delivery grant (#19) will establish a knowledge platform for sharing of experience on improving local government accountability;
- the Morocco groundwater grant (#20) will produce an analytical report on lessons learned from the participatory design of groundwater contract management;
- and the Tunisia roads grant (#21) provides for preparation for a performance based pilot project.

The Bank will be learning from some of the MDTF grant supported activities and some components of its future operations are likely to be designed wholly or partly based on outputs from MDTF supported activities.

4.2 Sources of support to MENA operations

The MENA MDTF is not the only source of finance for Analytical and Advisory Activities (AAA) in support of the Bank’s lending operations and programs. Other support comes from the Bank’s own budget resources (“BB”) and from other Trust Funds.

The availability of BB resources to support AAA activities in MENA is declining. Overall the BB for MENA’s work program (or country engagement budget as it is now called) is being reduced by 16% by FY2017 from the FY2014 base. Within this budget the amount available for AAA is also falling. It is now only 30% of the country engagement budget. The amounts needed to directly support lending and supervision have increased as lending volumes have significantly increased over the past 5 years. As a result the Bank’s own resources to support the kinds of activities the MENA MDTF finances are likely to decline significantly over the next few years.²²

MENA benefits from a number of trust funds that support AAA activities. Some are country or topic specific (e.g. Lebanon, Syrian refugees) and others are currently winding down (Iraq, the State and Peace-Building Fund). Some are global with no specific allocations to MENA – and sometimes very difficult to access – for example the Japan Social Development Fund that supported the initial project with the Save the Children’s Fund in Iraq that the recently approved MENA MDTF grant (#23) is now building upon. Only two other funds have been identified that are MENA specific, ongoing and finance grants somewhat similar to those supported by the MDTF. These are the MENA Transition Fund and the Centre for Mediterranean Integration (CMI) MDTF. Table 4.3 summarises the features of these funds.

Table 4.3 MENA Multi-Donor Funds supporting AAA activities in the Region

Fund	MENA MDTF	MENA Transition Fund	CMI MDTF
Objective	“to provide catalytic donor support to countries in the region that are currently undergoing historic transition and reform”	“to support countries in transition to formulate policies and programs and to implement reforms”	“a collaborative platform for sharing knowledge aiming to bring about regional convergence and consensus on reform”
Current pledged amount	\$15.5 million	\$213.5 million	\$9.1 million
Implementation agencies	World Bank MENA Region	11 IFIs – World Bank currently has largest portfolio	CMI
Coverage	All MENA countries that receive Bank financing	6 “transition countries”	All MENA countries and wider neighbourhood
Grant coverage	Single country, multiple country or regional	Single or multiple country – but multiple country difficult	Focus on multiple country or regional, but with some single country programmes
Grant sizes	\$160,000 to \$900,000	\$700,000 to \$10 million	\$30,000 to \$500,000 per technical assistance activity
Execution arrangements	Both BE and RE (37% of funds RE)	BE and RE (64% of funds RE)	CMI (BE) executed only
Comment		Future unclear – but resources may increase to target of \$250m in 2015	Major emphasis on partnerships with other knowledge institutions in Europe and MENA

Source: Consultant, based on meetings with program staff, program websites (see Annex C) and CMI Annual Report (CMI, 2014)

²² Personal communication from MENA CAO

It is clear that there are points at which these three funds could support similar activities, and during fieldwork for a separate evaluation of the MENA Transition Fund the consultant on three occasions met teams implementing country specific social safety net (SSN) related projects supported by the MENATF and was advised by them of the great value of face-to-face regional knowledge sharing events on SSN organized with the financial support of the MENA MDTF (grant #2). There have also been occasions when MDTF supported knowledge sharing activities have been carried out in collaboration with CMI.

At the same time it is evident from Table 4.3 that there are substantial differences between the three funds. The MENATF gives much larger grants, has eleven implementation support agencies, places more emphasis on recipient execution (which is more cost-effective when grants are larger), is not specifically linked to supporting WB (or other IFI) operations and is limited to six transition countries (Egypt, Jordan, Libya, Morocco, Tunisia and Yemen). The CMI MDTF funds allocations to specific CMI program activities, always works in partnership with other knowledge institutions and usually funds activities that benefit more than one MENA country. It has no specific linkage with Bank operations and the CMI is more an upstream “think tank” than an institution supporting AAA activities on the ground.

4.3 Leveraging other sources of finance

The ToR request consideration of “an indicator in the results framework for any new grants to track total funds that governments or other partners have contributed to the reform activities covered by the MDTF.” The consultant discussed this suggestion with stakeholders and concluded that such an indicator would be difficult to measure consistently and would provide limited useful information.

There are many MENA government, bilaterally and multilaterally funded activities that complement activities financed by the MENA MDTF, and some of these are on a much larger scale. Some of the largest financial inflows into MENA countries are somewhat opaque, and this would complicate any attempt to quantify relevant indicators. It would be difficult to prove which of these flows are in some way a result of MENA MDTF grants (“leverage”?) – the consultant is aware of many cases when two different flows claim to “leverage” each other. There is also the issue of real value – some financial flows are very large but do not appear to deliver a proportionate substantive input on the ground.

At the grant level it is clearly important that the TTL is aware of related activities that are taking place, regardless of the source of funding, and of potential activities such as World Bank operations that might result from the grant. These should be (and normally are) noted in the grant proposal²³, and the TTL would be expected to coordinate with other stakeholders (including other IFIs active in country) to ensure effective coordination and knowledge sharing. **It is recommended that such coordination should be a formal requirement and documented in project proposals.** Thus it will be clear that MENA MDTF supported activities are both benefiting from and contributing to other related activities, providing and benefitting from “physical leverage” without trying to quantify other financial flows.

4.4 The future strategic context

The situation in the MENA region has changed significantly since 2012 and continues to be in flux, with overall development trends being disappointing. The weak recent economic performance of developing

²³ The application form (item 14) asks for information on “Donor coordination to date/Strategy”

MENA is due to two, ongoing phenomena in the region. The first are the violent conflicts, including the civil war in Syria, now in its fourth year and its attendant effects on its neighbors such as Jordan and Lebanon; the recent spread of the Islamic State in Iraq and the Levant (ISIL), which now controls large swathes of Syria and Iraq; a devastating war in Gaza in June-July 2014; and ongoing insurgencies in Libya and Yemen. The second are the political transitions in Egypt and Tunisia, as well as political openings in Morocco and Jordan which, accompanied by large macroeconomic imbalances and a huge and unfinished reform agenda, have kept these economies' output well below potential.

The conflicts have affected more than ten million people across the region. A World Bank impact analysis estimated that the regional conflicts in Egypt, Tunisia, Syria, Yemen and Libya, with their spillovers into Jordan and Lebanon, cost roughly \$168 billion during 2011-3, the equivalent of 19 percent of the combined GDP of these countries. More than half of Syria's population is displaced, either internally or as refugees across borders. Syria's real output is 40 percent lower than its pre-crisis level in 2010, with contractions in all economic sectors. Around 75 percent of the population has fallen into poverty, with 54 percent in extreme poverty. The official unemployment rate reached 35 percent in 2013, increasing fourfold since the start of the war in 2011. In Gaza, where half the population was already living in poverty, many more are believed to have fallen into poverty as food prices have increased sharply due to a halt in food production and lower food imports. While there is growing speculation that oil production in Libya can increase within the coming year, production recovery could take longer due to the extensive repairs and maintenance that would be needed. In Yemen, as a result of sabotage in the oil fields, crude oil production and export revenues continue to decline. The recent, Houthi-led uprising in the capital city, change in government, and partial reversal of subsidy reforms are likely to increase uncertainty about the economy going forward.

The spillovers of the conflicts, especially those of the Syrian war, are overwhelming. Lebanon is hosting about 1.6 million (official and unofficial) refugees (about a third of its population). It is estimated that the Syrian war cost Lebanon \$7 billion, or 23 percent of 2010 GDP, in 2011-13, and worsening public finances in a country suffering from double-digit fiscal deficits. The spread of ISIL has blocked trade between Iraq, Jordan and Lebanon. Iraq is the destination for about 20 percent of Jordanian exports. For Lebanon, Iraq is both a trading partner and a transit route to the Gulf; the ongoing Iraqi crisis has effectively blocked Lebanese exporters' access to Gulf markets. The breakdown of trade in the sub-region is doubly harmful since the countries of the greater Levant—Turkey, Syria, Iraq, Jordan, Lebanon and Egypt—were trying to deepen their trade relations in 2010.

As to the transition countries not suffering from conflict—Egypt, Tunisia, Morocco, Jordan—their growth slowdown since 2011 continues. In addition, all these countries suffer from a poor business climate, characterized by a few, large, slow-growing, capital-intensive firms and a very small, dynamic and competitive sector. There is evidence from Egypt and Tunisia that this structure was due to policies that favored politically-connected firms and to the energy subsidies that favored capital-intensive firms. Reforming these structural policies therefore will be key to resuming sustained growth in these countries.²⁴

²⁴ This section is substantially based on the MENA Economic Monitor, October 2014, MENA, 2014

In September 2015 the MENA Vice-Presidency is scheduled to present a revised strategy for its future engagement with the region. This strategy is likely to respond both to the new challenges (the impact of instability noted above, increasing legal and illegal migration, the recent sharp drop in fuel prices) and to continuing challenges which are being addressed by the current strategy (the governance framework, continued high youth unemployment, gender inequalities, budgetary imbalances, the need for sustainable economic growth).

Once this new strategy has been presented to the Bank's Board it may be appropriate to review any possible future role of the MENA MDTF in this new context. One possible approach might be to support the Bank's operations and programs with grants for AAA activities that fall outside the scope of other major funds. This would indicate that emphasis would be on activities that closely complement Bank operations at a national or regional level and that grants be mainly Bank executed. Recipient execution (RE) could be justified in specific cases, particularly if the grant is large enough to make RE cost-effective, if slower implementation often associated with RE is acceptable and/or if the activity is outside the geographical area covered by the MENATF.

5 MENA MDTF Governance and Management

The following review of the MDTF's governance and management performance is based on interviews with program staff, on meetings with representatives of the four donors to the MDTF, on the results of a short survey of Task Team Leaders (TTLs) managing MDTF grants (see Annex E) and on review and analysis of reports and data on the MDTF.

5.1 The Program Council

There is general satisfaction with the role and operations of the Program Council. Participants felt that the meetings were useful, and particularly appreciated the format of the most recent meeting in Tunis, when they were able to visit a grant activity in the field, participate in face to face and video-conference briefings on the progress of other grants and meet to discuss the MDTF's progress. It was noted that the Program Council has become a forum for some quite vigorous debate between the participants, probably helped by continuity of participation and a fairly compact council size.

5.2 Program Management

The quality of the work carried out by the Program Coordination Unit and the Program Manager in particular was generally highly praised. Donor comments were "good, accommodating, helpful", "very helpful, very responsive", "easy to reach, efficient", "very good, communicates well". Annex E shows that TTL comments were also generally very positive. The financial aspects of program management seem to be very efficiently and capably handled, with clear and timely reporting. Requests from the consultant for additional information were replied to rapidly and in full.

One indicator of a MDTF's efficiency is the speed of grant disbursement. Table 5.1 analyses the disbursement of MDTF grants, grouping them by disbursement type and date of approval.

Table 5.1
MENA MDTF Disbursements at end 2014

Approval period	Bank Executed grants				Recipient Executed grants			
	Number	Value (US\$)	Disbursed (US\$)	percent disbursed	Number	Value (US\$)	Disbursed (US\$)	Percent disbursed
July to Dec 2012	8	2,381,933	2,325,519	97.6	1	600,000	369,516	61.6
Jan to June 2013	3	513,240	406,636	79.2	2	902,400	462,102	51.2
July to Dec 2013	3	1,035,000	476,486	46.0	0	0	0	
Jan to June 2014	3	1,258,000	228,655	18.2	0	0	0	
July to Dec 2014	4	1,287,000	31,434	2.4	3	2,229,000	0	0.0
Totals	21	6,475,173	3,468,730	53.6	6	3,731,400	831,618	22.3

Note: One of the grants approved between July and December 2012 (#7, Life in Transition) is recorded in the accounts as 100% disbursed although the work planned has not actually been completed. The number of grants exceeds 23 because some predominantly RE grants also include a small element of BE activity.

Source: Consultant based on data provided by MENA MDTF PCU

Table 5.1 shows quite impressive rates of disbursement, although RE grants have disbursed (as would usually be expected) somewhat slower than BE grants.

The relative weights to be given to BE and RE activities has been a subject of debate at the Program Council meetings. Initially a 50:50 target was approved, but this was subsequently removed from the Operating Principles, and a possible BE:RE share of 75:25 was approved informally but not written into the Operating Principles. Table 5.1 indicates that 26% (by number) and 37% (by value) of MDTF activities are RE.

As discussed earlier there are advantages and disadvantages associated with RE. When Recipients are responsible for grant activities there may be greater recipient ownership and recipient capacity may be strengthened with support from Bank supervision to technical or fiduciary activities. This is particularly valuable when the grant activities are anticipated to be a prelude to larger scale Bank lending, and the reinforcement of recipient capacity will pay subsequent dividends. On the other hand weak recipient capacity can mean slower execution, and the costs of supervision can be disproportionate, especially for small grants. (This is one reason why RE is more common on MENATF supported grants, which are much larger than the MENA MDTF grants – see Table 4.3). Overall it would appear that RE is better justified for larger grants, for grants where there is already strong recipient capacity and for grant activities which are expected to lead to Bank lending operations where strengthened recipient capacity will be a bonus.

It is recommended that the current unsatisfactory wording in the Operating Principles²⁵ (“The overall balance by the end of the MDTF in USD value is expected to be about [TBD] Bank-Recipient Executed”) be replaced by a statement: “If the review committee determines that a submitted proposal would best be implemented as Recipient Executed rather than Bank Executed then Recipient Execution should be adopted.”

5.3 The project selection process

Grant proposals are solicited two to four times a year and then reviewed by a Project Selection Committee chaired by the Director of Strategy and Operations and including the Program Manager, Chief Administration Officer, the three regional Country Program Coordinators and the Trust Funds Coordinator. The committee therefore has within its membership strong capability to judge proposals’ alignment with regional and country strategy, and in the broader context of funding for MENA AAA activities. When the committee members feel that they need additional technical advice (on the design or innovativeness of proposals for example) they call on technical specialists for further input.

At times the committee rejects more than half of the grant proposals submitted, even though funding is not a constraint.²⁶ This has led to two areas of comment. Some of the donors were concerned that the process may be too demanding and that the costs of grant proposal preparation for proposals that are subsequently rejected may be excessive. They were aware that over 60% of proposals submitted in a recent round had not been accepted. Some of the TTLs (see Annex E) felt that they were not given adequate guidance on the types of proposals that the MDTF would support.

The consultant considered these comments in the light of broader trust fund practice within the Bank and of the comments made by the Project Selection Committee members. Five of the six committee members seemed fully satisfied with the process, expressing appreciation for the opportunity to review and judge grant proposals in the light of broader regional and country-level operations and financial opportunities. One member did describe the process as time consuming and felt that some of the proposals were excessively long winded.

Within the World Bank the practice of promoting competition for trust funded activities is well established. Many trust funds have much more demanding processes than the MENA MDTF, and in many cases the proportion of successful proposals is much lower. TTLs are very familiar with the process – and sometimes submit varying versions of the same proposal to different funds to try and

²⁵ MENA 2014a Page 5 at the end of the section headed “Eligible Activities Funded by the MDTF”

²⁶ The main reasons for proposal rejection included (a) not “doing things differently or doing different things”... not necessarily a break from the past; (b) activities were proposed to be Bank-executed when in reality they could have been Recipient-executed; (c) proposal objectives, implementation and/or deliverables not well defined; (d) client/country commitment/ownership did not appear very strong; (e) Many other activities in the space; (f) Might fit better under other TFs/funding sources. MDTF PCU, pers. comm.

obtain support for activities they are promoting. The process does promote innovation – and the grants approved by the MENA MDTF illustrate this.

It is not recommended that the project selection process be changed, but **it is recommended that following each meeting the committee prepares a short report summarizing its findings** and giving some overall indications of the broad reasons why proposals were accepted and rejected (not necessarily proposal by proposal). This report could be made available both to the donors and TTLs.

Another issue raised in the context of proposal preparation was the need for consultation with other donors and stakeholders. This has been discussed in Section 4.3 above.

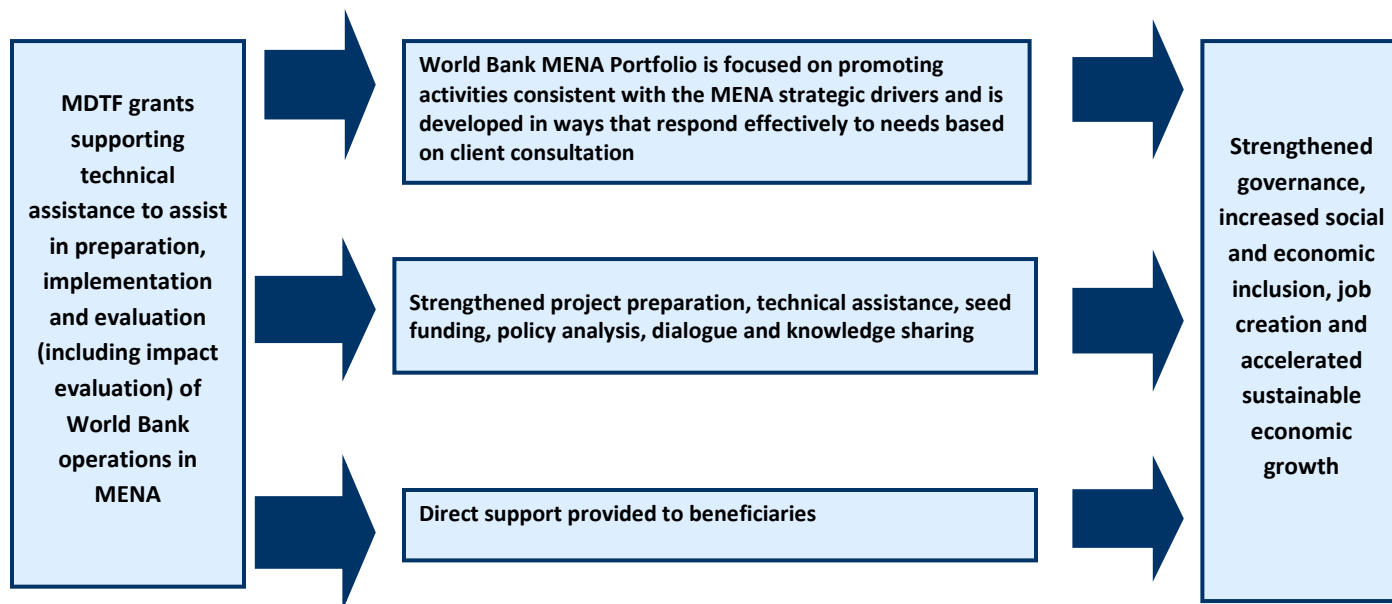
5.4 Monitoring and Evaluation and the Results Framework

The MDTF approach to monitoring and evaluation (M&E), the fund’s results framework and the theory of change underlying the design of the fund have been regular topics of discussion at the Program Council and in progress reports on the fund, including the recent DFID Annual Review.

5.4.1. The theory of change

The consultant was asked to express the theory of change underlying the fund’s design and consulted on drafts of an approach to this. The following expression is proposed:

“Grants from the MENA MDTF provide technical assistance to support World Bank operations in the region. These grants help to focus the World Bank portfolio on its strategic drivers, to improve the quality of operations and to deliver direct benefits to target beneficiaries, thus contributing to the strengthening of governance, increased social and economic inclusion, job creation and accelerated economic growth.”



5.4.2 *The Results Framework*

The Results Framework has been referred to in Section 3 and Table 3.1 above. It is logically linked to the above theory of change, viewing MDTF funded activities as contributing to the achievements of overall MENA objectives, and recognizing at the same time that the fund is only a small part of the overall World Bank effort. Although one donor would have liked to see more indicators in the results framework given the high priority they were placing on results based management all those met agreed that the current Results Framework is an acceptable approach to displaying the achievements made and recognised the inevitable limited level of attribution that can be made between MENA MDTF funded activities and overall outcomes.

5.4.3 *Monitoring and Evaluation (M&E)*

Each activity supported by the MENA MDTF is required to report regularly against its originally anticipated outputs and outcomes. These reports are compiled into a single “MENA MDTF Project Status Update” which provides very detailed information on every activity: Planned outputs; Status of outputs; Outcome indicators; Baseline for outcomes; Current status; and Targets. The June 2014 edition of this report was shared with the donors at the Tunis meeting of the Program Council. The consultant has reviewed the June 2014 report and it provides an impressive level of information on the progress of each activity against its intended results. The report may have been used by DFID as one of the sources for the information in their 2014 Annual Review.

5.5 Communications

All stakeholders were broadly satisfied with the quality of communications from the PCU (see e.g. Annex E). Reports are provided to the donors in a timely and comprehensive manner, and the PCU is highly responsive to requests for additional information. The MENA MDTF website is easy to access and provides all the necessary information on the program. It is not however a very dynamic source of information – one informant described it as “good but quite boring”.²⁷

If the MDTF is to attract additional funding, either from current or additional donors, it will need to make a significant effort to upgrade the look and impact of its communications. There are other trust funds with much more attractive and comprehensive websites. The MENA Transition Fund site (<http://menatransitionfund.org/>) is very comprehensive, providing all publicly disclosable materials and a very attractive interface, with results stories and video links. This is of course a much larger fund, so this may be too ambitious a model. The CMI is on a much more similar scale to the MENA MDTF (see

²⁷ Most donors made little or no use of the website. One donor noted a need for two-page summaries of the MENA MDTF activities by country – three of these are available on the website but they were presumably not aware of this.

Table 4.3) but it also has a much more attractive website (<http://beta.cmimarseille.org/>). The Ma'arafah website (<http://www.maarefah.net/portal>), developed with support from the MENA MDTF is another attractive portal.

It is recommended that the MENA MDTF PCU hires a communications specialist to develop and illustrate some results stories using available materials (the Ma'arafah website is one source, as is the Connecting Voices magazine produced by the CoP on financial management and audit) as far as possible. These should be shown on an upgraded web platform. Donors would warmly welcome access to more vivid results stories that can be used to display outcomes from MENA MDTF activities to both their citizens and decision makers.

5.6 Risk management

The DFID annual review (DFID, 2014) noted that one “way that the MDTF should be strengthened is through the more systematic integration of conflict sensitivity into the design, implementation and monitoring of projects selected. This would include an explicit assessment of the context in which projects are being planned and implemented, including how the Bank ensures they are doing no harm but also how they actively try to address underlying drivers that lead to tensions/conflict. For example, how they make sure projects are not disproportionately favouring one group over another in a way that would contribute to conflict. Projects need to demonstrate that they understand the operating context; understand the interaction between an intervention and the operating context; and act on the understanding of this interaction to avoid negative effects and maximise positive impacts for peacebuilding and development.”

Since the 5th call for proposals TTLs have been asked to describe activity risks, and a requirement to discuss risks has been included in the application format for the 7th call for proposals. This does not however explicitly address conflict risk and given the current situation in the MENA region the DFID proposal seems reasonable. **It is recommended that in future the grant application form should ask TTLs to consider if their proposal faces any specific conflict risks and if the activity might be seen as disproportionately benefiting any specific group over another in a way that could contribute to conflict.**

6 Findings and Recommendations

The MENA MDTF is an efficiently governed and well managed multi donor trust fund. It has provided effective support to World Bank operations and the grants it has financed have been well aligned with the Bank's strategy in the region. A rigorous approach to the evaluation of grant proposals has been adopted, to ensure grants are consistent with country and regional strategies, and to select grants that are innovative and likely to help the Bank "do different things and to do things differently". As a result this is a Fund which, in the words of one informant, "pushes the envelope".

The MENA regional strategy has been reaching its targeted results and the MDTF has contributed to this achievement. The DFID Annual Review (DFID, 2014) observed that "quantitative evidence shows that the various MDTF supported projects are significantly exceeding the majority of their targets in terms of activities and outputs, and <there is> mostly positive but more mixed qualitative evidence on project effectiveness and impact." The Results Framework that has been developed for the MDTF is considered by stakeholders to provide a useful and acceptable set of indicators for the Fund, and the detailed monitoring arrangements in the individual grant progress reports provide an impressive level of information on the progress of each activity against its intended results.

Two key strengths of the Fund have been its flexibility and the speed of its operations. The fund has been able to support grants throughout the region and in any sector, subject to its need to contribute to the objectives of the four strategic drivers and three cross-cutting themes that underlie MENA regional strategy. The grant approval process has been speedy (particularly in comparison with many other trust funds) and disbursements have been rapid, particularly when grants have been Bank-executed.

The MENA region has fewer sources of trust fund finance to support its program than most other regions and its Bank budget resources for AAA activities are declining. While there are two other multi-donor funds that support AAA activities in the region they are significantly different from the MENA MDTF.

It is expected that the new MENA Vice-President will present a revised or new MENA strategy to the World Bank's Board in September 2015 (see section 4.4 above). The MENA MDTF has adequate resources to continue in its current form through to the end of 2015. **It is therefore recommended (RECOMMENDATION ONE) that the Program Council meet after a new or revised MENA strategy has been adopted to determine future strategy for the MDTF.** This discussion will also have to consider the implications of the rapidly changing scenario in the Region. The increasing significance of "global public bads"²⁸ such as the rise of ISIL and widening terrorist risks, expanding illegal migration and the impact of the Syrian humanitarian crisis suggests that efforts by donors to support activities in the region which are making positive and constructive contributions towards political and economic transformation are increasingly important.

The review of future strategy for the MDTF could lead to a further extension of the Fund, to additional resources from existing donors and/or to attracting additional donors. However if any of these possible

²⁸ A term suggested by Shanta Deverajan, MENA Chief Economist

objectives are to be achieved the Fund will need to improve its communications. **It is recommended (RECOMMENDATION TWO) that the PCU hire a communications specialist to improve the MDTF website and generally upgrade public relations materials** using a variety of media both to provide more attractive and comprehensive information to donors and to better inform the public in the Region and elsewhere of the Fund's achievements.

The two Communities of Practice (CoP) established with MENA MDTF support address areas of key importance to transformation in the MENA region – social safety nets (SSN) and labor markets, and financial management and audit. The second of these (on financial management) has been very successful. The first has also made some significant achievements, but access to its website is difficult and is likely to be a constraint on its impact. **It is recommended (RECOMMENDATION THREE) that the SSN CoP moves to a different platform so that anyone in the region interested in the topic can easily access the wealth of information available.** If the team requires a small further grant to facilitate this process the MDTF might consider it a worthwhile investment.

It is clearly important that TTLs preparing grant proposals are aware of related activities that are taking place, regardless of the source of funding. These should be (and normally are) noted in the grant proposal and the TTL is expected to coordinate with other stakeholders (including other IFIs active in country) to ensure effective coordination and knowledge sharing. **It is recommended (RECOMMENDATION FOUR) that such coordination should be a formal requirement and documented in project proposals.** Thus it will be clear that MENA MDTF supported activities are both benefiting from and contributing to other related activities.

The current format used for grant proposals is generally adequate, but **it is recommended (RECOMMENDATION FIVE) that a section be added asking TTLs to consider if their proposal faces any specific conflict risks and if the activity might be seen as disproportionately benefiting any specific group over another in a way that could contribute to conflict.**

The appropriate balance between Bank and Recipient executed activities has been the subject of discussions at Program Council meetings which have resulted in some unsatisfactory wording in the Operating Principles. **It is recommended (RECOMMENDATION SIX) that the current wording (“The overall balance by the end of the MDTF in USD value is expected to be about [TBD] Bank-Recipient Executed”) be replaced by a statement: “If the review committee determines that a submitted proposal would best be implemented as Recipient Executed rather than Bank Executed then Recipient Execution should be adopted.”**

In order to better inform Program Council members about the project selection process **it is recommended (RECOMMENDATION SEVEN) that after each Project Selection Committee meeting a brief report is produced summarising (inter alia) the main reasons why some proposals were unsuccessful.**

If the Program Council decides in due course to extend the life of the MENA MDTF it is recommended (RECOMMENDATIONS EIGHT TO TEN) that:

- the Fund should continue in its objective of supporting the (new or revised) MENA strategy, allowing full flexibility within this to finance innovative grant proposals supporting Bank operations in the region;
- grants should continue to primarily address the gaps that cannot be filled by the other two major MDTFs (the MENATF and the CIM MDTF) supporting AAA activities in the region. This means an emphasis on smaller AAA activities (grants below \$1m), on activities (especially at regional or sub-regional levels) closely linked to ongoing or future possible Bank operations and on country-level activities outside the six transition countries supported by the MENATF (assuming that the latter fund's life is extended);
- grants continue to be predominantly Bank-executed, but allowing for Recipient execution when the recipient has good capacity, when grants are larger, when Recipient capacity-building may pay a bonus for implementation of subsequent Bank operations and/or when speed of disbursement is not a pressing concern.

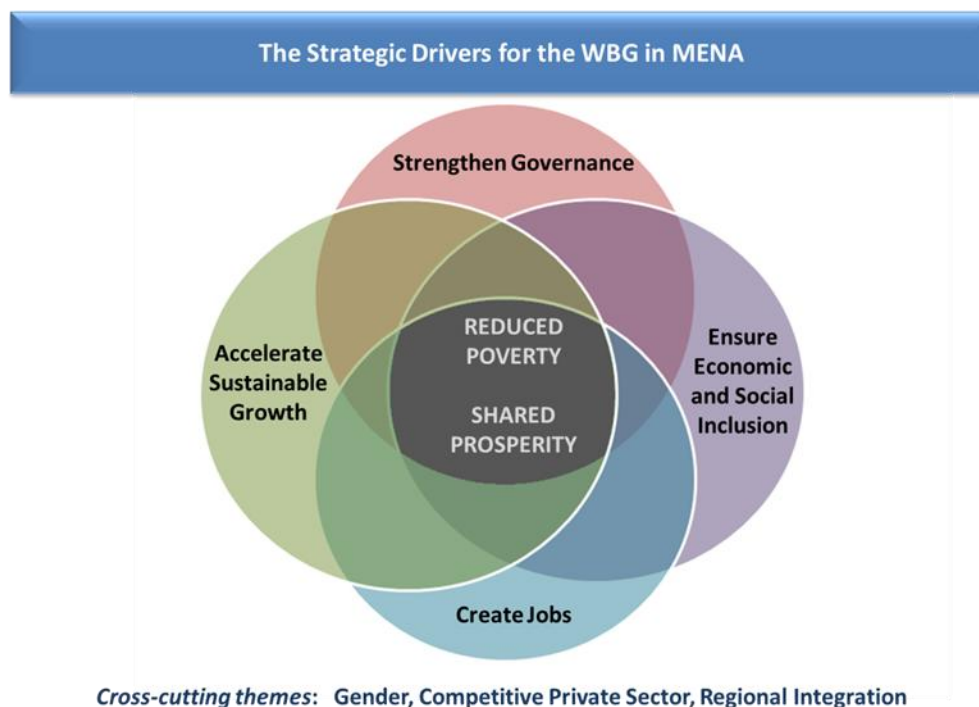
ANNEXES

Annex A Terms of Reference

Mid-Term Review (“MTR”) of the MENA Multi-donor Trust Fund (MENA MDTF)

1. THE MENA MDTF (the “MDTF”)

The overall objective of the Middle East and North Africa (MENA) Multi-Donor Trust Fund (MDTF) is to provide catalytic donor support, through a World Bank-administered trust fund, to countries in the region that are currently undergoing historic transition and reform.²⁹ The MENA MDTF is designed to be in full alignment with the World Bank Group’s MENA strategy for the institution’s response to the transitions underway in the region, and therefore the activities funded should demonstrate clear linkages to relevant current and future Bank-funded operations and programs on the ground. In line with the four building blocks of the Bank’s regional framework for engagement in response to the transitions underway in the region, developed through the Bank’s dialogue with governments and other key local stakeholders and partners, the MDTF focuses on the following interlinked components:



- 5) **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;
- 6) **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

²⁹ This section is for the most part taken from the MENA MDTF Final Concept Note, February, 2012, which each donor approved/accepted prior to contributing to the MDTF, and which has been included in all versions of the Operating Principles (Annex I).

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 targeted safety nets;

- 7) **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.
- 8) **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 and given its conflicts and fragility.

Initial focus areas were deliberately left broad to allow for a variety of subtopics to be treated within these themes as guided by country demands. However, two immediate areas of focus were anticipated to be (and to a large extent have been) youth employment and social inclusion.

The MDTF is designed as a World Bank-implemented programmatic trust fund that supports technical assistance for project preparation, analytical studies, capacity building and knowledge sharing. "Soft" activities such as capacity building and knowledge sharing are the glue that holds together reform programs and provide the critical underpinnings for broad participation and sound institutions, yet these are often not funded through "hard" financing and investments. The MDTF contributes funding for these very activities, ensuring that the Bank and the broader donor community are helping governments, service providers and citizens "do different things and do things differently". In addition to working closely with country counterparts, the MENA MDTF requires that all proposed activities have been discussed with key partners working on the ground (e.g. bilateral donors, IFIs, in particular AfDB, EBRD) to help ensure appropriate leveraging and synergies of activities, and to avoid duplication of effort and donor resources.

A Program Council, chaired by the Bank's Regional Vice President or the Director of Strategy and Operations and at which donors committing to a contribution of \$1 million have a seat, is the governing body of the MDTF. The Program Council provides strategic guidance on the overall MENA MDTF policy framework; reviews implementation progress/impact of activities; reviews and approves changes in scope of MENA MDTF activities; and, reviews issues referred by the Program Coordination Unit (PCU). The PCU comprises the Program Manager of the MDTF, an analyst and a Resource Management Specialist, and receives cross-support from the Bank's MNA Results Team – all working under the guidance of the MNA Director of Strategy and Operations. A World Bank Review Committee (chaired by the Director of Strategy and Operations, supported by the Program Manager, and including representatives from relevant country units, the MNA Chief Accounting Officer, and the regional trust funds, quality and results coordinators/managers) meets two to four times a year to select proposals generated by a Call for Proposals.

2. MOTIVATION AND OBJECTIVE FOR THE MID-TERM REVIEW ("MTR")

The MDTF received its first donor contribution (from Denmark) in February 2012; held its kick-off Program Council Meeting in April, 2012 (in Washington, DC); put out its first Call for Proposals in May, 2012; and, provided its first grant award in July 2012 (in support of Economic Governance Reform in Tunisia and Morocco). To date, the MDTF has mobilized about US\$15.6 million from four donors: Denmark, Finland, Norway, and the UK, of which about US\$15 million has been received. Of this, US\$11 million has been awarded (including the recently concluded Sixth Call as well as administrative/management costs), of which over US\$4 million has been disbursed and another \$1.2 million committed.

So far, 18 technical assistance (TA) grants have been awarded and are active (see table below). Results to date have been strong³⁰. The outputs and even in some cases outcomes anticipated by individual activities have been achieved. The donors, led by DFID, approved a macro results framework for the MDTF which looks beyond the individual activities and at the broader portfolio: to date, many of the targets have been reached or are on their way to being delivered.

MENA MDTF Activity Name	Total Grant Amount
Supporting Economic Governance Transition in TN and MA	480,000
Knowledge & Learning for Social Safety Nets and Active Labor Market Programs in MENA	442,000
YEM Decentralization and Local Governance Initiative	432,000
MENA Early Stage Innovation Technical Assistance	175,000
Gender Learning and Operational Initiative - YEM and MA	359,620
MNA Connecting Voices of MENA	282,120
MNA Life in Transition Survey	220,000
Sharing Know-How/How To in Subsidy Reform Implementation	350,000
Yem Enhancing Governance thru Public Procurement Reform	332,640
Enhancing Microfinance amongst Women and Youth in MENA	708,000
Communication for Policy Reforms in Tunisia	733,000
Promoting Social Entrepreneurship in MENA	350,000
Service Delivery and Governance Reforms in Egypt	285,000
GAC in MA Health Management Information System	365,000
Service Delivery in Jordan's Health and Education	448,000
Parliamentary Strengthening in TN and MA	360,000
Transition Support in Yemen	450,000
SIRI: Syria Damage and Needs Assessment	500,000
TOTAL	7,272,380

³⁰ The activities awarded through the Sixth Call that concluded in October, 2014 are not included here as none are yet active (several are recipient-executed).

There is clear demand for the MDTF. Transitions take time, and we are seeing that in the region, capacity in the areas of doing different things and doing things differently is weak. Further, in order to reach those segments of society which have not been as included (e.g. civil society groups, women, youth, small enterprises) takes much time and effort. The needs are great, and the MDTF can continue to play a role.

MDTF donors and management have been overall satisfied with the performance to date, and both Denmark and Norway have recently made additional contributions to keep the momentum of the MDTF moving strong and forward. Therefore the current available funding is about \$4 million.³¹ Some donors are also considering larger contributions that could sustain the MDTF for a long period to come, well beyond 2018. After two years of operation and given the evolving landscape in the region, prior to moving on to a “phase 2” of the MENA MDTF, several donors have requested a review of performance to date and consideration of the strategy going forward.

3. SCOPE OF WORK

At the June, 2014 Program Council Meeting in Tunis, donors considered the following scope of work for this mid-term review/analysis: an analysis of activity level progress; results to date at the macro level of the portfolio; the extent to which MDTF activities have leveraged other Bank-funded activities/loans (or by other partners); links between MDTF activities and other activities funded across the region (e.g. Transition Fund); operation of the MDTF (e.g. governance; responsiveness of MDTF management and the Program Council; efficiency of administrative procedures; sufficiency of systems in place); and, a description of future needs and likely areas of focus and intervention by the MDTF.

Several of these areas have already been reviewed in depth as part of DFID’s annual review that took place in October, 2014. It was agreed by all members of the Program Council that, given the relatively small size of the MENA MDTF, ***the MTR would leverage much of the information and analysis from the DFID review, and “fill in the gaps”*** through this second phase, contained review to complete the analysis.

Therefore, it was agreed that this MTR would therefore do the following:

Scope/Coverage/Leveraging

- Examine the potential advantages and disadvantages of refocusing the MDTF on a more limited range of core reform priorities and objectives and potentially also increasing the size of the individual projects so that these can be implemented at a scale that would make a more substantive impact in these areas. Looking forward, given the changing landscape in the region (evolving political situation in Egypt; on-going conflict in Syria and implications on its neighbors; increasing conflict in Libya and the “non-Arab Spring” countries of Iraq and the Palestinian Territories) and given the Bank Group’s evolving tactics per its latest Regional Update to the

³¹ An additional NOK 400,000 is available to be Called in the ensuing months.

Board in order to respond to these changes, how might the MENA MDTF adjust its own tactics/approach to best respond to the needs of the region's evolving demands?³²

- Review and develop the “theory of change” for this MDTF to clarify how the various projects being delivered contribute to/ will contribute to the expected outcomes and impact expected (as set out in the MDTF Guidelines/ Concept Note and MENA regional strategy). A schematic depiction of links between activities and broader outcomes should be developed.
- Examine ways that potential synergies between the MENA MDTF and the Transition Fund as well as other MENA trust funds can be maximized to ensure consistency and complementarity of the activities funded.
- Explore further how the World Bank is itself learning from the experiences of Trust Fund supported activities in order to refine its regional MENA strategy and operational approach. How is this strategy and the resourcing of its implementation (particularly in terms of staff presence in the region) adapting to the changing regional context observed?
- Consider an indicator in the results framework for any new projects to track total funds that governments or other partners have contributed to the reform activities covered by the MDTF. Where possible, obtain similar data for existing projects.

Activity/Project review and implementation

- Consider how to best integrate the Bank's MENA region citizen/ beneficiary engagement strategy into the projects supported by the MDTF, and whether this should be done more systematically, noting the issue of proportionality and the size and nature of individual TA activities funded. (The Bank's citizen engagement strategy is used more extensively for larger loans/programs rather than smaller more upstream TA activities, as those funded by the MDTF.)
- Review the various Communities of Practice being supported by the MDTF to examine how regularly members are actually contacted by Bank staff.
- Consider how conflict risk can be considered by task teams for MDTF-funded activities, when appropriate, and how to do so in a way proportionate to the size and nature of the MDTF and its individual activities, and in line with the Bank's WDR 2011.

Management/Administration

- Review the effectiveness of performance of MDTF management and Bank as an administrator.
- Evaluate the role and effectiveness (or lack thereof) of the Review Committee, the MDTF Program Coordination Unit, and the Program Council.
- Is the balance between country execution and Bank execution consistent with the original design of the MDTF, and if not, are these deviations fully justified?
- What is the assessment of risks related to the implementation of the MDTF to date?

³² The World Bank Board (which includes representation from each of the current donors) has expressed that all trust funds should be fully aligned with country and regional strategies; the MDTF as a regional TF is fully aligned with the regional strategy. Any suggestions on the way forward must be considered in line with this understanding/requirement.

- Describe the M&E system that is in place to provide an overview of portfolio progress as a whole, i.e., the MDTF's macro results framework that was developed together with DFID and approved by all donors. Is it being implemented? Is it a useful tool?
- Describe the M&E framework that is used to track individual activity progress. Is this effective? How can it be improved? How does this relate to the macro M&E results framework (see question above)?
- Is there a communication strategy/approach? Describe it. Taking account of the MDTF size/available resources, how could the communication strategy/approach be improved?

4. METHODOLOGY

The mid-term review should be commissioned by and report to the Program Council through the Program Coordination Unit. MDTF management will ensure selection of the consultant in line with World Bank policies and procedures. As such, the Program Council will virtually approve the terms of reference by a process of no objection, meet with the consultant(s) as part of the analysis/data-gathering, review its interim report, and approve its final report. The Program Coordination Unit will facilitate the process by procuring the consultant, assisting him/her with access to stakeholders, reviewing the draft report to ensure compliance with this TOR, and providing the consultant with documentation including project documents, progress, annual and financial reports, the DFID Annual review, and the MENA MDTF Operations Manual (most of which is currently available on the [World Bank's MENA home page.](#))

Skills and experience. One senior-level consultant with the following experience is required:

- Demonstrated and relevant expertise in evaluation
- Demonstrated familiarity with respect to planning, financing and implementing technical assistance and investments in developing countries
- An understanding and experience with the procedures of multilateral development banks and regional institutions
- A demonstrated ability to conduct successful consultations
- Previous experience working in MENA
- Capacity to operate fully in English, with some ability to operate in French and/or Arabic

Conflict of interest. The consultant must be able to undertake objective, unbiased evaluation, and so must divulge any activities or connections that might lead to potential or perceived conflicts of interest.

5. DELIVERABLES, TIMELINE AND RESOURCES FOR THE MID-TERM REVIEW

1. **Agreement of Work Plan** (including activities/TTLs to meet) and annotated outline of report due to MDTF Program Management 1 week after award of Consultant contract.
2. **Draft report** covering all areas of the Scope of Work due to Program Coordination Unit 6 weeks after award of Consultant contract (including end-of-year holidays). Program Management has a ½-week to comment/assess against ToR and send back to Consultant if any changes are required.

3. **Revised draft report** due to Program Management 1 week after receipt of CU comments with immediate submission of draft report to Program Council for virtual review and comments.
4. **Program Council virtual review** with a 2-week turn around.
5. **Final MTR report** responding to Program Council comments 2 weeks after receipt of comments.

Expected budget: between \$20,000 - \$30,000

- 15-20 days @ \$1000 per day = \$15,000 - \$20,000
- Travel (to Washington, DC, and Europe) = \$5,000 – 7,500 depending on location of consultant
- Copies, communication, etc = \$500

Annex B Persons Met

* = contact was “virtual” – phone, videoconference or email

WASHINGTON, 13th to 16th January and 14th to 16th April, 2015

Ahuja, Preeti	Manager, Strategy and Operations, MENA
AlHarazi, Hayat	MENATF Operations Officer
Biswas, Shanu	MENA Chief Administrative Officer (CAO)
Bridi, Haleh	Director, Donor Partnerships, MENA
Businger, Joelle	CPC, Egypt
Byam, Gerard	Director, Strategy and Operations, MENA
Devarajan, Shanta	Chief Economist, MENA
Djurhuus, Thomas	Partnerships Group, MENA
Erbs-Jorgensen, Mikael	Senior Adviser, Danish Arab Partnership Programme
Febres, Gulnara	Client officer for MENA, DFPTF
Fernandez, Marvin	Senior Program Officer, JICA USA Office
Ghanem, Hafez	Regional Vice-President, MENA
Gupta, Poonam	Country Programme Coordinator (CPC), Jordan, Yemen, Djibouti
Harding, Alan*	Acting Senior Economics Adviser, MENAD, DFID
Iqbal, Farrukh	Senior Economic Adviser, MENA
Karlsen, Anders	Senior Adviser, Development Policy and Global Cooperation, Ministry of Foreign Affairs, Denmark
Kiiseli, Matti	Desk Officer, Unit for Development Financing, Ministry of Foreign Affairs, Finland
Lavinal, Olivier	Senior Adviser to Vice President, MENA
Lebo, Jerry	Operations Officer, World Bank Institute
Maisterra, Pilar	CPC, Jordan, Lebanon, Iraq, Syria
Mathisen, Trine Ronning	Ministry of Foreign Affairs, Norway
Mumssen, Yogita	MENA MDTF Programme Manager
Nkole, Helena	JSDF Programme Manager, DFPTF
Onizuka, Yoko	MENA Accounts Officer
Ritola, Leena	Deputy Director, Unit for Development Financing, Ministry of Foreign Affairs, Finland
Rusling, Sara*	Team Leader, North Africa and Regional Programmes, DFID
So Ting Fong, Kathleen	Accounts administration, MENA
Solano, Rene Leon	Social Protection Economist, MENA
Uhlmann, Janette*	Centre for Mediterranean Integration (CMI), Marseille
Vargas, Manuel	Financial Management specialist, MENA

OSLO, 20th January 2015

Eriksen, Tom Edvard Ministry of Foreign Affairs
Mathisen, Trine Ronning Ministry of Foreign Affairs

HELSINKI, 22nd January 2015

Kajakoski, Tiina Desk Officer, Ministry of Foreign Affairs
Loikas, Dr Antti Commercial Counsellor, Ministry of Foreign Affairs
Pulkkinen, Jyrki Director, Development Evaluation, Ministry of Foreign Affairs

COPENHAGEN, 23rd January 2015

Jensen, Jorgen G.* Ministry of Foreign Affairs (in Maputo)
Mortensen, Pernille Ministry of Foreign Affairs

UNITED KINGDOM, 26th to 28th January 2015

Adetugbo, Alero Adviser, MENAD, DFID
Harding, Alan Acting Senior Economics Adviser, MENAD, DFID
Mahmood, Fareeba* Trust Funds Coordinator, MENA (in Washington)
Nikolova, Elena “Life in Transition” survey task team leader, EBRD

Annex C References

Websites

CMI: <http://beta.cmimarseille.org/>

Collaboration for Development: <https://collaboration.worldbank.org/>

Connecting Voices: <https://cvmena.org/>

MENA MDTF:

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/MENAEXT/0,,contentMDK:23347342~pagePK:146736~piPK:146830~theSitePK:256299,00.html>

MENA Social Safety Nets CoP: <https://collaboration.worldbank.org/groups/mena-community-of-practice>

MENA Transition Fund: <http://menatransitionfund.org/>

Reports

CMI, 2014 Annual Report, 2014. Centre for Mediterranean Integration. Available on CMI website

DFID, 2014 Support to the World Bank Multi-Donor Trust Fund for the Middle East and North Africa Region (MENA), Annual Review, 31st October 2014

MENA, 2014 MENA MDTF, Second Annual Report, World Bank, December 2014. On MENA website at http://siteresources.worldbank.org/INTMENA/Resources/256264-1393245927292/MENA_MDTF_Second_Annual_Report.pdf

MENA, 2014a Operating Principles, June 11th 2014. On MENA website at http://siteresources.worldbank.org/INTMENA/Resources/MNA_MDTF_Ops_Pcpls_June_2014_PCM_version.pdf#Projects

MENA, 2014b Middle East and North Africa Multi-Donor Trust Fund: Fourth Program Council Meeting Tunis, June 11, 2014. On MENA website at http://siteresources.worldbank.org/INTMENA/Resources/MNA_MDTF_PCM_2014_report_with_corrections.pdf

MENA, 2014c MENA Economic Monitor, October 2014

MENA, 2014d Connecting Voices, regular publication produced by MENA Governance Global Practice, latest edition seen is Issue 3, September 2014

MENA, 2014e Piloting Citizen Engagement in Projects. A guidance note for World Bank staff working in the MENA Region. MENA Sustainable Development Department, April 2014

Annex D The MENA MDTF Portfolio

Notes: ** indicates activities visited by DFID as part of their 2014 Annual Review

“Closed” indicates grant has now closed and grant amount is final amount disbursed

	Grant title	Countries	Grant Amount (\$)³³	Approval date
1 **	Support for economic governance reform in Morocco and Tunisia (closed)	Morocco, Tunisia.	420,507	11/7/2012
2 **	Knowledge sharing and learning for social safety nets and active labour market programmes in MENA (closed)	Regional: Morocco, Tunisia, Lebanon, Jordan, Iraq, Occupied Palestinian Territories, Yemen	441,959	31/8/2012
3 **	Yemen decentralization and local governance reform initiative (closed)	Yemen	416,820	1/9/2012
4 **	Technical assistance for Early Stage Innovation (enterprise development, particularly women) in MENA (closed)	Regional	167,467	13/9/2012
5	Gender learning to inform country policies and Bank operations (closed)	Morocco, Yemen	336,500	17/9/2013
6	‘Connecting Voices’: support to public and private sector clients to strengthen financial management practices (closed)	Regional	278,908	11/12/2012
7	MENA ‘Life in Transition’ household surveys (with European Bank for Reconstruction and Development) (closed)	Egypt, Morocco, Jordan, Tunisia	211,173	10/12/2012
8 **	‘Sharing Know-How and How-To’ in subsidy reform implementation	Regional	350,000	25/1/2013
9	Enhancing governance in Yemen through public procurement reform	Yemen	332,640	2/1/2013
10 **	Enhancing micro-finance among women and youth in MENA	Egypt, Morocco, Tunisia	708,000	27/12/2012
11	Communication of policy reforms in Tunisia	Tunisia	733,000	22/1/2013

³³ Includes any approved additional financing and adjusted for final disbursement figure where grant has closed

12	Promoting social entrepreneurship in MENA	Morocco, Jordan	350,000	18/9/2013
13	Service delivery and governance reforms in Egypt	Egypt	320,000	23/10/2013
14	Governance and accountability in Moroccan health system	Morocco	365,000	20/12/2013
15 **	Service delivery in Jordan's health and education	Jordan	448,000	29/1/2014
16	Parliamentary strengthening in Tunisia and Morocco	Tunisia/ Morocco	360,000	12/5/2014
17 **	Transition support to Yemen	Yemen	450,000	21/5/2014
18	SIRI: Syria Damage and Needs Assessment	Sub-regional (Syria, Jordan, and Lebanon, and possibly Iraq)	500,000	3/4/2014
19	PforR Service Delivery Report	Tunisia	490,000	10/10/2014
20	Capacity and Design for Inclusive Groundwater Management	Morocco	800,000	10/10/2014
21	Transforming the Road Sector	Tunisia	909,000	9/10/2014
22	Strengthening Accountability for Improved Education Services	Jordan	817,000	24/10/2014
23	Expanding the Engagement on Youth Inclusion and Peace Building in Iraq	Iraq	230,000	January 2015

Sources: DFID, 2014; MENA, 2014; MENA Accounting staff

Annex E Survey of Task Team Leaders on MDTF Organisation and Management

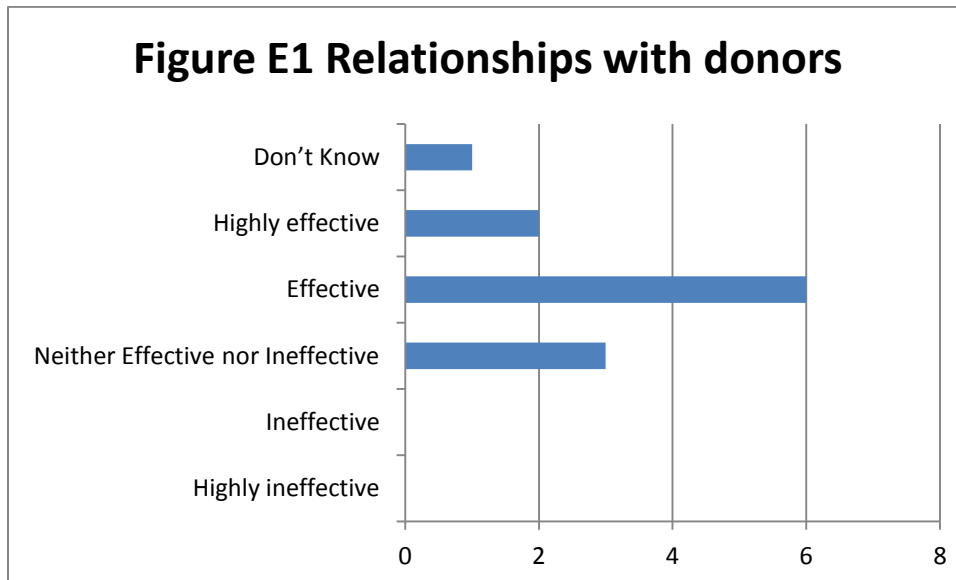
1 The Survey

When the Terms of Reference for the MTR were discussed it was noted that DFID had carried out project level reviews and had talked with task team leaders (TTLs) about the progress of specific grants. It was therefore agreed that the MTR consultant would not duplicate this work. However it was agreed that it would be useful to use a “light” approach to assess the views of TTLs on the organization and management of the MDTF.

A short (9 question) survey was therefore prepared using “SurveyMonkey” software and sent to the 20 World Bank TTLs who are involved in managing one or more of the MDTF grants. Two reminders were sent after the initial survey was distributed and 12 TTLs (60%) responded to the survey. The responses from the TTLs are summarized in the following sections. Although the sample size is small it is evident that there were no very negative comments on the MDTF, and the great majority of responses to all questions were positive or very positive.

2 Relationships with donors

TTLs were asked “How would you rate relationships with the MDTF donors and the effectiveness of interactions with them?” Figure E1 presents their replies:

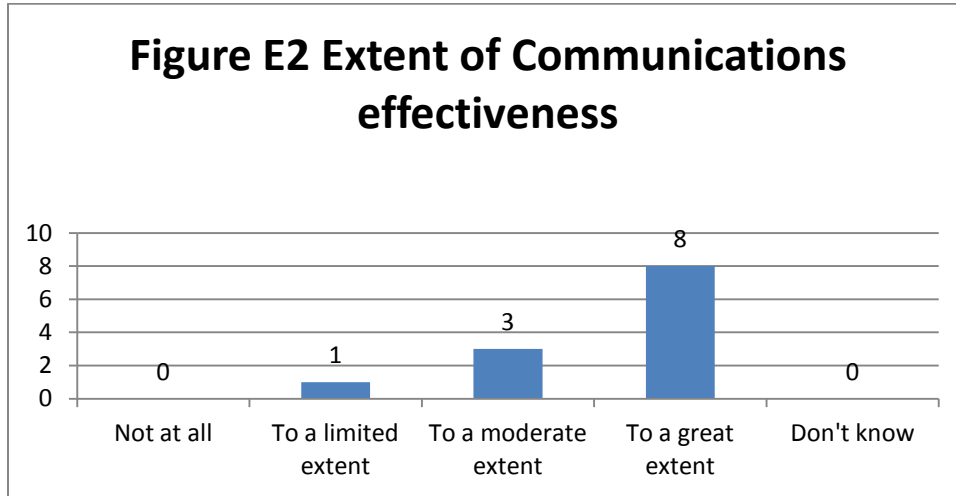


TTLs were also asked if they had any further comments on interactions with donors. Four replied:

- We do not interact much with them. We only did for the annual MDTF review in Tunis.
- I don't have any interaction with MDTF donors
- We just received the MDTF award (3 weeks ago), so I cannot say much about it yet.
- Occasionally the reporting requests are duplicative between DFID conducting its own review and the periodic reporting requested by the program manager. In general, however, reporting requests are straightforward and effective

3. Communications from the Coordination Unit

TTLs were asked “To what extent have communications from the Coordination Unit been provided in a timely, effective and helpful manner?” The replies are shown in Figure E2.

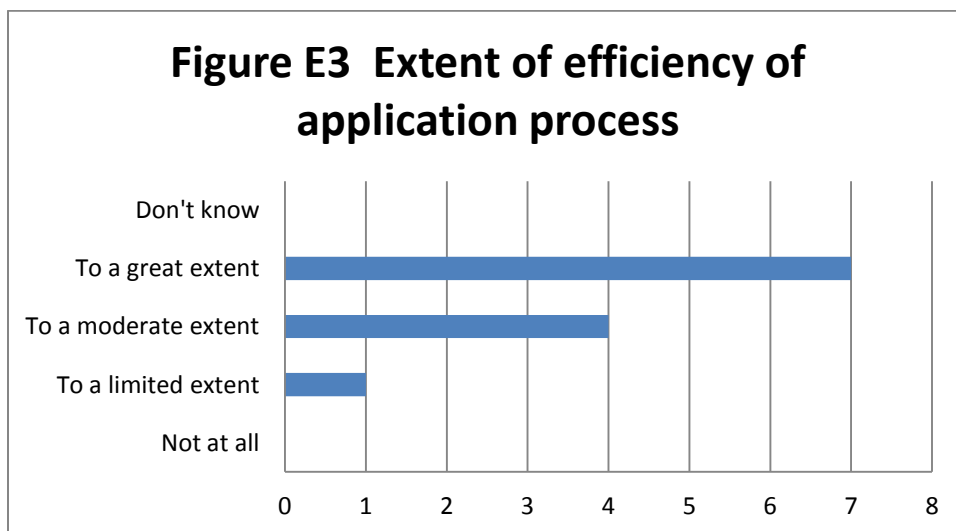


The TTLs were also asked if they had any further comments on relationships with the coordination unit. Two TTLs replied:

- Yes -- management of the TF is excellent. Yogita and team are extremely proactive and constructive in supporting the TTLs.
- Communication is timely and effective. Yogita is responsive and clear in requests.

4 The Grant Application Process

TTLs were asked “To what extent has the application process for grants from the MDTF been efficient and transparent?” Figure E3 summarises their responses:

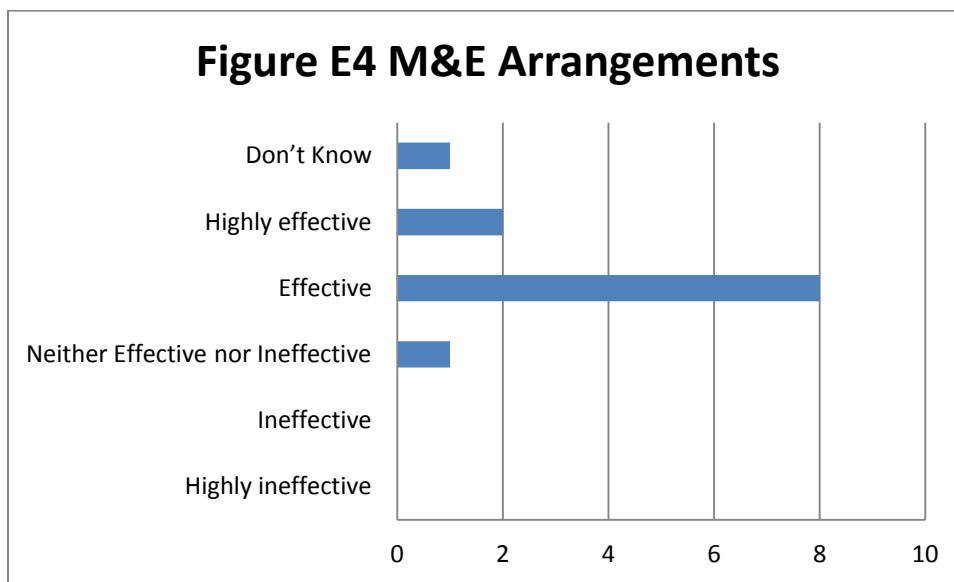


TTLs were also asked if they had any other comments on the application process, and two added comments:

- Quite light in comparison to other TFs, and for a significant amount of funding -- so great!
- More information on the type of proposal the MDTF wants to finance is needed. The type of projects that can be financed seem to shift from proposal to proposal. Multiple TTLs have expressed the need for more information and greater clarity on this point.

5 Monitoring and Reporting

TTLs were asked “How would you rate the progress and results reporting and monitoring and evaluation (M&E) arrangements for the MENA MDTF?”. Figure E4 shows that most found the arrangements effective or highly effective.



One TTL added additional comments on the results reporting and M&E processes:

- The M&E framework DFID requested for the MDTF is different from general Bank results and M&E frameworks. More clarity on the results framework used between individual project levels and the parent trust fund is needed.

6 Other Comments on the MDTF

At the end of the survey TTLs were offered the opportunity to make any additional comments on the administrative processes, management or operation of the MENA MDTF. Three TTLs provided additional comments:

- Excellent work/team/manager -- as already indicated above! THANK YOU !
- The MDTF was of tremendous use for us, thank you for providing it!
- Overall very effective. More info on the M&E would be useful, as well as the objectives and focus of MDTF financing, which would help us more accurately prepare proposals aligned to the trust fund's priorities.