

# PARTNERSHIP FOR ECONOMIC INCLUSION

.....  
ANNUAL REPORT 2020



 PARTNERSHIP  
FOR  
ECONOMIC  
INCLUSION

 **THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP



# PARTNERSHIP FOR ECONOMIC INCLUSION

.....  
ANNUAL REPORT 2020

World Bank  
Second Progress Report  
July 2019– June 2020



# CONTENTS

ABBREVIATIONS .....	III
EXECUTIVE SUMMARY .....	IV
INTRODUCTION .....	1
1 HIGHLIGHTS OF ACTIVITIES AND OUTCOMES .....	4
1.1 Country Engagement .....	5
1.2 Global Knowledge Sharing .....	9
1.3 Innovation and Learning .....	12
1.4 Adapting the FY20 Workplan to COVID-19 .....	14
2 ADVANCING THE PARTNERSHIP .....	16
2.1 BRAC as a New Funding Partner .....	17
2.2 Governance .....	18
2.3 Hosting by the Social Protection Global Engagement Unit ..	18
3 AGGREGATED RESULTS .....	20
4 A LOOK FORWARD .....	22
APPENDIXES .....	25
A PEI Inaugural Country Grant Awards: Progress Updates ..	26
B PEI Results Framework .....	36
C Financial Highlights .....	39

# ABBREVIATIONS

**CFP** call for proposals

**FY** fiscal year

**GIZ** Deutsche Gesellschaft für Internationale  
Zusammenarbeit GmbH

**IBRD** International Bank for Reconstruction and  
Development

**IDA** International Development Association

**MDTF** Multi-Donor Trust Fund

**NGO** nongovernmental organization

**PEI** Partnership for Economic Inclusion

**SSRLP** Social Support for Resilient Livelihoods Project

# EXECUTIVE SUMMARY

Fiscal year (FY) 2020 was a critical and successful foundational year for the Partnership for Economic Inclusion (PEI). During this start-up year, PEI fast-tracked country engagement efforts and identified a diverse portfolio of countries receiving grant and technical support. Working closely with technical partners, PEI moved to reshape the global knowledge-sharing agenda on economic inclusion through a systematic review of country operations and global experiences—captured in the forthcoming *State of Economic Inclusion Report*—and the delivery of an open access data platform on program design, implementation, and costing.

This combination of country engagement, partnership, and global knowledge efforts reflects PEI's focus on evidence and operational learning to understand the feasibility and sustainability of scaling up economic inclusion at the country level. With the first-year foundations now in place, PEI is set for a dynamic medium-term work program.

Of course, as the fiscal year ended, the global context shifted with the emergence of the COVID-19 pandemic. COVID-19 required real-time workplan adjustment, including the postponement of a Global Learning Event that had been at an advanced planning stage. COVID-19 also quickly revealed a dual challenge of how to adapt economic inclusion delivery in the early stages of a pandemic and how to ensure country readiness to support medium- and longer-term recovery efforts. PEI has

responded to this double challenge by ensuring economic inclusion is integral to the World Bank Group's institutional pandemic response—reflected in the [World Bank Group COVID-19 Crisis Response Approach Paper](#) (2020)—and triaging a growing country demand to reform and adapt existing and new interventions to promote recovery.

The unfolding COVID-19 crisis presents a one-off opportunity—and challenge—to coalesce large-scale economic inclusion programs led by government. With adaptive social protection systems forming the backbone of the first wave of response, the scale-up of economic inclusion programs is an important complement for households and communities moving forward.

## COUNTRY ENGAGEMENT

PEI seeks to operationalize economic inclusion programs at the country level, leveraging World Bank Group financing and the expertise of diverse technical partners. In FY20, PEI selected a diverse country portfolio for grant awards and technical support including Afghanistan and Bangladesh in South Asia; the Arab Republic of Egypt and Iraq in the Middle East and North Africa; Uzbekistan in Europe and Central Asia; Madagascar, Malawi, Mozambique, and Zambia in Sub-Saharan Africa; and Panama in Latin America. The awardees together comprise diverse beneficiary income levels, programmatic approaches, and innovations, and focus on gender empowerment, fragile and conflict-affected regions, youth, and rural and urban resilience.

## EXECUTIVE SUMMARY

In addition to its grant awards, PEI responded to “just-in-time” requests from country counterparts and technical partners to support program design, implementation, and learning. FY20 brought into focus a strong global demand for expertise and resources to support economic inclusion. Within the World Bank Group, this is reflected in a growing operational pipeline and an excess demand for PEI resources. The COVID-19 fallout serves to magnify this trend, and to set the stage for continued country engagement support from PEI.

## GLOBAL KNOWLEDGE SHARING

In a major accomplishment, PEI finalized the *State of Economic Inclusion Report—The Potential to Scale: Economic Inclusion for the Poorest*. Evidence from the report—the first of its kind—reveals a strong demand for economic inclusion programs across 75 countries. The report will present data and learning from 219 programs reaching over 90 million beneficiaries. The product of a major partnership collaboration, the report draws on contributions from over 100 organizations and was prepared through close iteration and review with technical partners. The report will put a spotlight on national and global efforts to scale economic inclusion—including the engagement of efforts within the World Bank, where these operations cut across six Global Practice areas, dominated by Social Protection and Jobs. In addition to the *State of Economic Inclusion Report*, PEI pioneered initiatives to share economic inclusion knowledge components with task teams and affiliates through engagements such as webinar series and an internal task team learning series.

## INNOVATION AND LEARNING

Exceeding expectations, FY20 saw the finalization of game-changing operational tools—including the [PEI Data Portal](#) and the [PEI Quick Costing Tool](#). Both tools put a spotlight on fostering information to better understand the sustainability of economic inclusion operations from an institutional as well as a financial perspective. These tools will soon be released as open access resources on the [PEI](#)

[website](#) and are expected to encourage debate and new evidence generation over time. They will feature as key debut items for the FY21 work program.

## PARTNERSHIP ARRANGEMENTS

PEI took a proactive approach in strengthening the partnership. During this first year, an Interim Advisory Council provided important stewardship and helped strengthen collaborative efforts across key program pillars. The collaboration of several organizations is strongly acknowledged, including BRAC, Co-Impact, Fundación Capital, Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ), Innovation for Poverty Action, Results, and Trickle Up. A key achievement was the finalization of the [PEI Partnership Guide](#), reflecting PEI values, thinking, approaches, and commitments. PEI will use this as a springboard to streamline its governance arrangements in the medium term.

PEI’s financing partnership base was expanded, with BRAC coming on board as a funding partner. As a result, PEI will benefit from the expertise and support of this Global South nongovernmental organization which is one of the largest-scale implementers and continual innovators of the graduation approach.

PEI hosting transitioned from the Jobs Group to the Social Protection Global Front Office of the World Bank Group. The transition connects PEI more centrally to regional teams and country operations—as well as to broader global engagement activities around social protection.

## MOVING FORWARD

Going into FY21, the focus shifts to consolidation as PEI transitions toward a medium-term workplan over the next several years. Heightened country engagement will feature centrally as part of this workplan. As the COVID-19 crisis evolves, country demand for improved know-how, resourcing and learning on economic inclusion is set to grow. PEI is uniquely placed to support a range

of national efforts, leveraging Bank operations and financing activities. PEI will closely follow a new pipeline of country operations; it will also monitor performance of its existing portfolio through portfolio reviews and work with project teams to design adaptations. Efforts will focus on strengthening the partnership network and global knowledge sharing through the dissemination of new products and resources, and the expansion of a learning and innovation work program.

PEI looks forward to continued engagement and collaboration with funding and technical partners, as well as program affiliates. Supporting a strong learning ecosystem goes hand in hand with strengthening operations on the ground. Both elements are critical to ensuring sustainable scale-up of country economic inclusion programming for the poorest and most vulnerable.

## WHAT IS PEI?

The Partnership for Economic Inclusion (PEI) is a new global partnership that supports the adoption of national economic inclusion programs that increase the earnings and assets of extremely poor and vulnerable households. Hosted by the World Bank's Social Protection and Jobs Global Practice, PEI brings together global stakeholders to catalyze country-level innovation and consolidates and shares global knowledge.

**Economic inclusion** involves the gradual integration of individuals and households into broader economic development processes, where that is meaningful and possible. Interventions aim to help poor and vulnerable people increase assets and income through access to wage or self-employment; target groups may vary based on policy objectives and political economy factors (e.g., new poor, extreme poor, women-headed households). Economic inclusion programs are multidimensional responses that aim to address a range of economic and social constraints affecting poor and vulnerable people to varying degrees.

PEI serves as a global platform to support the development and scale-up of national economic inclusion programs for extremely poor and vulnerable populations by operationalizing such programs within World Bank operations and leveraging a partnership network that includes stakeholders spanning national governments; bilateral and multilateral institutions; and nongovernmental, research, and private sector organizations.

The PEI work program for FY20 was organized around three mutually reinforcing priorities:

- **Country engagement:** harnessing global expertise to provide technical advice and grant support for selected governments to design, implement, expand, and continuously improve their economic inclusion programs
- **Innovation and learning:** Leading innovation and research activities focused on the most critical gaps in knowledge and practice; disseminating findings and developing knowledge products will help improve the performance of government programs and inform global operations and advisory services
- **Global knowledge sharing:** Strengthening knowledge exchange, including through the establishment of a PEI virtual platform and identifying and distilling good practices, guidelines, tools, and training for diverse audiences and contexts



# INTRODUCTION

This annual report details the operational activities of the Partnership for Economic Inclusion (PEI) Multi-Donor Trust Fund (MDTF), from July 2019 through June 2020. Following the start-up period of the MDTF, which began operations in March 2019, efforts have focused on the development and scale-up of national economic inclusion programs for extremely poor and vulnerable populations. During this start-up period, PEI has worked on a series of cutting-edge activities devised to respond to a strong

country-level demand and to inform evolving country-level operations. PEI's added value in supporting country operations has been demonstrated by its ability to leverage World Bank financing as well as diverse technical partnerships. The global COVID-19 pandemic has had significant repercussions on the PEI mission and workplan. The unfolding implications of COVID-19 are detailed in this report, which places a special emphasis on early lessons stemming from the partnership—a key principle of learning by doing.







1

# HIGHLIGHTS OF ACTIVITIES AND OUTCOMES



In FY20, PEI, engaging a dynamic network of partners and affiliates, executed a robust workplan with shared goals, clear results, and accountability. Given PEI's focus on intertwined results—the adoption of scaled, government-led economic inclusion programs and the creation of a cutting-edge platform for global learning and knowledge—the workplan leveraged the partnership, addressed important knowledge gaps, and enhanced program communications.

During the period covered by this report, efforts have focused primarily on country engagement (Pillar 1) and global knowledge sharing (Pillar 3). The essential country engagements under way under Pillar 1, and the work around the flagship *State of Economic Inclusion Report* being completed under Pillar 3, will serve as the foundation for increasing future engagements with country governments and World Bank Group lending operations that contribute toward PEI intermediate outcomes.

During this phase, important groundwork has been conducted around innovation and learning (Pillar 2), including development of an open access data portal, with the expectation to fast-track this work coming into FY21.

## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

### 1.1 COUNTRY ENGAGEMENT

In FY20, PEI's country engagement activities focused on identifying and supporting its inaugural grant award winners and connecting across partner organizations to support "just-in-time" country-level requests. PEI saw strong demand across the World Bank Group for support on economic inclusion programming, particularly within the Social Protection and Jobs Global Practice. These engagements and grants supported several operations in early program design and reform activities, as well as in improving ongoing operations on the ground. [Box 1.3](#) at the end of this subsection summarizes key lessons on country engagement.

#### PEI INAUGURAL GRANT AWARDS: SUPPORTING A PORTFOLIO OF COUNTRY OPERATIONS

With an agenda to support scale-up of government-led economic inclusion programs, PEI fast-tracked a high-quality call for proposals (CfP) and selection of grantees in June 2019 and successfully activated all grants in January 2020. PEI selected a diverse portfolio of 10 countries, including Afghanistan and Bangladesh in South Asia; the Arab Republic of Egypt and Iraq in the Middle East and North Africa; Uzbekistan in Europe and Central Asia; Madagascar, Malawi, Mozambique, and Zambia in Sub-Saharan Africa; and Panama in Latin America. [Table 1.1](#) provides a snapshot of each grant, with further progress reported in [appendix A](#).

**Leveraging World Bank Group financing and operations.** The CfP was met with large demand within the World Bank Group, with 37 countries covering 46 programs submitting grant proposals. PEI grants were awarded competitively for \$180,000 to support Bank task teams in program design and implementation. Grants were linked to broader country programs in both International Development Association (IDA) and

International Bank for Reconstruction and Development (IBRD) contexts, supported by World Bank Group financing. The awardees were selected from a strong pool of applicants across all lending regions, spanning six Global Practices, several with strong cross-Global Practice collaboration demonstrating a "whole of

**COMSIP has engaged with the World Bank and PEI on implementation of our PEI grant award and in contributing to the global *State of Economic Inclusion Report*. COMSIP's engagement with PEI is providing a useful platform to bring government and development partners together and advance our objectives to strengthen economic inclusion and graduation at a challenging time.**

—TENESSON KONDOWE, CEO, MALAWI COMMUNITY SAVINGS AND INVESTMENT PROMOTION (COMSIP)

Bank" approach. This combined portfolio leverages

anti-poverty programs in 10 countries. Of this financing, approximately \$350 million is dedicated investment in economic inclusion.

**Early innovations to advance country operations and policy dialogue.** PEI grants are now in place to advance program design and policy dialogue within national government programs. Across all grants, there is a strong focus on transforming the economic lives of the poor; efforts will focus on improved program design and implementation. There is also a focus on embedding this work within a broader part of government systems and strategies, which requires close coordination and

## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

**TABLE 1.1** Overview of PEI inaugural grant awards

	BANK LENDING	ASSOCIATED BANK FUNDING	GLOBAL PRACTICE	INNOVATIONS	PARTNERSHIP COLLABORATIONS	ACTIVITIES	STATUS
AFGHANISTAN	IDA	\$50 million	FCI, DEC	Long-term impacts, FCV, gender	Bank partner projects, Microfinance Investment Support Facility	Stocktaking, capacity building, strengthening M&E systems, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
BANGLADESH	IDA	\$300 million	SPJ, SD	Youth, gender	Ministries of Local Government and Rural Development & Cooperatives, Expatriate Welfare and Overseas Employment, Department of Social Services, Wage Earners Welfare Board, BRAC, Palli Karma Sahayak Foundation, BRAC Institute of Governance and Development	Program design and learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
EGYPT, ARAB REP.	IBRD	\$500 million	SPJ, FCI	Testing economic inclusion models, modified MIS, gender	Ministry of Social Solidarity, possible cooperation with International Labour Organization and BRAC	Stocktaking, program design, capacity building, M&E systems, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
IRAQ	IBRD	\$200 million	SPJ	FCV, displaced populations	Iraq Reform and Reconstruction Fund, Yemeni Social Fund for Development, Sawiris Foundation, J-PAL	Stocktaking, program design, capacity building, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
MADAGASCAR	IDA	\$100 million	SD, GFDRR	Community-driven approaches	Exploring collaboration with UN agencies, GIZ, and U.S. Agency for International Development	Stocktaking, program design, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
MALAWI	IDA	\$147 million	SPJ, FCI	Youth, gender	BRAC, GIZ	Program design, capacity building, strengthening M&E systems, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
MOZAMBIQUE	IDA	\$104 million	AG, SPJ	Market value chain linkages	European Union, International Fund for Agricultural Development, FAO, GIZ	Stocktaking, program design, capacity building, strengthening M&E systems, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
PANAMA	IBRD	\$60 million	SPJ, SURR, AG, FCI	Indigenous, vulnerable groups	FAO (Farmer Field School methodology)	Stocktaking, program design, strengthening M&E systems, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
UZBEKISTAN	IDA Blend	\$50 million	SPJ, SD, AG, FCI	Leveraging financial inclusion, urban contexts	Several Bank Global Practices (SD, Poverty, Education, AG, FCI)	Stocktaking, program design, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities
ZAMBIA	IDA	\$105 million	SPJ, FCI	Gender, youth	UN Joint Programme on Social Protection; Fundación Capital and BRAC	Stocktaking, program design, capacity building, learning	<b>IN PROGRESS</b> , some delays due to COVID-19; adapting activities

**NOTE:** AG = Agriculture; DEC = Development Economics Group; FAO = Food and Agriculture Organization of the United Nations; FCI = Finance, Competitiveness, and Innovation; FCV = fragility, conflict, and violence; GFDRR = Global Facility for Disaster Reduction and Recovery; M&E = monitoring and evaluation; MIS = management information system; SD = Social Development; SPJ = Social Protection and Jobs; SURR = Social, Urban, Rural, and Resilience; UN = United Nations.

## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

dialogue—often in the form of innovation workshops at the early stage of program design or restructuring. PEI grants are catalyzing this dialogue.

In **IRAQ**, for instance, in working on capacity building and the design of an economic inclusion program for the government, the team remained engaged in active dialogue with relevant ministries. The team shared knowledge products; conducted good practices analysis; and hosted several virtual meetings to discuss the design of the economic inclusion pilot, leveraging lessons learned from the Republic of Yemen and **EGYPT**, and other country experiences. The active participation of government counterparts in these workshops reflected ownership and commitment in moving the pilot forward.

The **EGYPT** project saw active engagement in the form of stakeholder consultations involving ministries, nongovernmental organizations (NGOs), and donors to discuss program and partnership strategies, with the PEI team also taking the lead in organizing a one-on-one clinic with the government to brainstorm and respond to inquiries as well as share best practices.

In **MALAWI**, three meetings have been conducted with government counterparts so far to discuss details of the grant; the team expects several workshops on the design of the livelihood packages and targeting criteria as COVID-19 restrictions begin to relax.

In **BANGLADESH**, efforts to design a sustainable economic inclusion program for the government were affected by COVID-19. However, the team had an opportunity to conduct some early discussions and negotiations before a mandated lockdown was initiated. During these meetings, the team was successful in identifying key program design priorities with country counterparts.

**Program partnership.** The CfP selection process placed an important emphasis on program partnership, with each program demonstrating partnerships among a diverse set of stakeholders (see [table 1.1](#)). With program

We welcome the grant provided by PEI to provide technical inputs to the livelihood component of the GEWEL Project. The technical assistance provided by the World Bank team through this grant has already helped us gain a better understanding of how market linkages work globally. We look forward to further adapting it to the context of our project in enhancing the livelihoods of the extremely poor female beneficiaries with whom we work.

—BARNABAS MUSONDA, PROJECT MANAGER, GIRLS' EDUCATION AND WOMEN'S LIVELIHOOD (GEWEL) PROJECT

implementation now at early stages across the board, active consultation and outreach within government and across partners—spanning United Nations, NGO, and technical agencies—has formed an important part of the process. PEI's technical partners—such as BRAC and Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)—remained extensively engaged at the country level. For instance, the **MADAGASCAR** team was able to quickly kick off grant activities by partnering with BRAC to identify consultants to support a review of global lessons learned on the graduation model, as well as with GIZ and KfW to complete a review and mapping of livelihood activities in southern Madagascar. The **MALAWI** team similarly engaged with BRAC and GIZ on a technical partnership. The team continues to work with BRAC in discovering potential areas of complementarity on the livelihoods agenda with regard to the broader Social Support for Resilient Livelihoods Project (SSRLP). In addition, the team is looking to complement GIZ in its effort to support the government on a Livelihoods Management Information System. Similar initiatives are highlighted in [box 1.1](#).

### BOX 1.1 Advancing dialogue through innovation workshops

PEI grants are in place to advance program design and policy dialogue within national government programs. Country teams have been extensively involved in advancing the economic inclusion agenda through various innovation workshops, which help to bring in expertise and identify key challenges and opportunities in program design.

- **Iraq.** The government has actively participated in capacity-building workshops around the design of the economic inclusion program, and how interventions cut across multiple programs and ministries in a complex operating environment.
- **Malawi.** The government has been proactively engaged in discussing details of the grant and is preparing to participate in several workshops on the design of the livelihood packages and targeting criteria, as COVID-19 restrictions begin to relax.
- **Bangladesh.** The grant supported workshops to broaden dialogue with the government and ensure diverse counterparts were on board with the economic inclusion agenda.

**COVID-19 and grant implementation.** COVID-19 has presented challenges in grant implementation, as well as new opportunities to reassess program directions and scale. Project teams adopted new design innovations and reprioritized activities to continue providing support to existing and new beneficiaries, their communities, and the local economy. Some teams also expanded the scope of their activities to respond to pandemic challenges. For instance, in **MALAWI**, the task team and counterparts diverted their attention toward designing emergency COVID-support a small livelihoods component for the urban poor population; this was not previously part of the program's target population.

In many cases, social distancing protocols and travel restrictions have hindered in-person field activities, such as data collection, and workshops, as in **PANAMA**. Teams have adapted, however, by adopting technological innovations and moving to a virtual format of interaction such as phone-based surveys and video conferencing. For example, while the **AFGHANISTAN** team had to postpone a second round of face-to-face data collection, the team is currently adapting its questionnaire to a phone survey format as well as planning virtual capacity-building workshops with ministry counterparts.

### JUST-IN-TIME STRATEGIC COUNTRY ENGAGEMENT

Deepening country engagement and operational connections, the PEI management team facilitated a steady workflow of just-in-time country-level requests for help with design, implementation, and learning, outside of CfP engagements. Work to date has shown a continued demand for country-level advisory services, from all regions and from low- (IDA) and middle-income (IBRD) countries. During this period, PEI invested considerable time in streamlining the process for just-in-time country engagements, leveraging expertise and resources within the core team to respond to country-level requests. Ongoing country engagements and just-in-time requests have highlighted several cross-cutting topics, outlined in [box 1.2](#). The COVID-19 pandemic reinforces a number of these priorities and introduces an overarching lens on the work program to follow into FY21 and beyond.

The PEI management team responded to several real-time requests for operational support, including for technical reviews and feedback for World Bank operations in Bhutan, Burkina Faso, Cambodia, Ethiopia, India, Indonesia, and Kenya; deep-dive queries from United Nations entities, NGOs, and the World Bank on project design and implementation; support of the launch of a new coalition; dissemination of resource materials; and introductions to resource persons/organizations. The team will continue to develop protocols in response to increasing demand from country teams in the context of COVID-19.



### BOX 1.2 Critical cross-cutting topics identified during FY20

- **Gender.** Women’s economic empowerment is a key driver of economic inclusion programming. Bundled economic inclusion interventions are uniquely placed to address the plurality of constraints poor women face and to empower them beyond the economic domain. Significant efforts to build women’s economic empowerment—especially among youth cohorts—are already under way. Early evidence suggests that, when carefully designed with a gender-sensitive lens, economic inclusion programs can improve women’s access to income, help them better manage their assets, enable them to improve their status within the household, and increase health-seeking behaviors including maternal and child health.
- **Financing.** The ability to determine program costs is essential in determining the cost effectiveness of economic inclusion programs and their sustainability. Reliable costing data offer considerable scope to better understand cost optimization to increase program efficiency. The PEI Quick Costing Tool developed as part of the *State of Economic Inclusion Report* is a practical tool to guide practitioners through cost disaggregation in multidimensional programs.
- **Program performance.** The importance of refining program delivery systems across diverse contexts is central to the success of economic inclusion programs. Documentation of effective operational models and delivery systems in different contexts (e.g., fragile, urban) is required to facilitate effective design and coordination of economic inclusion programming. In this respect, program evaluations need to be part of broader program monitoring, evaluation, and learning agendas.
- **Technological innovation.** The rapid adoption of technology is proving to be an enormous opportunity. Digitization is an important factor across many economic inclusion programs and will be critical in leapfrogging capacity constraints and in strengthening program management. In light of COVID-19, the rapid diffusion of new mobile and Internet technologies presents an opportunity to deliver benefits safely, avoid large gatherings, and contain the spread of the virus. At the same time, economic inclusion programs must be highly attuned to the risks of excluding the most vulnerable populations, which are the ones most affected by the digital divide.

## 1.2 GLOBAL KNOWLEDGE SHARING

During this reporting period, PEI made significant progress on the global knowledge-sharing front. The team addressed important knowledge gaps in finalizing the *State of Economic Inclusion Report*; improved information dissemination by strengthening the partnership’s communication platforms; and promoted a learning ecosystem, with careful efforts made to cultivate sharing and peer-to-peer exchange across a variety of constituencies. The objective of the global knowledge sharing pillar is to strengthen the flow of knowledge on economic inclusion for more effective country engagements and to position PEI as a cutting-edge global platform for learning and knowledge. While

much progress was made, COVID-19 required real-time adjustments to the workplan deliverables.

### ESTABLISHING A TECHNICAL BASELINE: STATE OF ECONOMIC INCLUSION REPORT

Despite COVID-19 challenges, a major accomplishment was the timely delivery of the *State of Economic Inclusion Report—The Potential to Scale: Economic Inclusion for the Poorest*.

### BOX 1.3 Lessons in country engagement

- **The inaugural grant award exercise was critical in strengthening a common understanding of how to operationalize PEI work into Bank-financed projects.** The process helped to identify key trends and approaches across projects in different Global Practices. Close engagement with PEI funding and technical partners contributed to a high-quality selection process and stands to strengthen overall partnership collaboration.
- **The country engagement activities have revealed strong demand and interest across Bank operational teams in PEI work.** The overall response rate and quality of expressions of interest were high. The PEI management team engaged extensively with the final cohort of grant awardees and launched a learning series to promote cross-learning.
- **PEI is attracting a steady stream of real-time requests for information and technical expertise.** This reinforces the need for strengthened knowledge management and information sharing. As PEI engages broadly with different stakeholders, the need for a strong technical framing device is underscored. The *State of Economic Inclusion Report* will be critical in filling the space to support further country investment activities.
- **Clear communication and information sharing remained a priority in PEI's management of the expectations and interests of its funding and technical partners.** PEI has started to leverage external expertise by creating opportunities for information sharing and making an effort toward better understanding of the roles and capacities of different organizations.

The report identifies 219 active economic inclusion programs in 75 countries, reaching in excess of 90 million individuals, with more programs expected to launch soon. In providing a systematic review of government and nongovernment economic inclusion efforts, the report establishes a unique baseline to track the evolution of programs in coming years. Evidence gathered in the report unearths a strong set of government-led programs and considerable innovation within NGO-led programs. It also reveals strong demand for economic inclusion programming across the World Bank Group, most of which stems from the Social Protection and Jobs Global Practice.

The *State of Economic Inclusion Report* helps lay a strong foundation for PEI's agenda moving into FY21, working interactively with country teams and supporting successful implementation of economic inclusion programming globally. The report includes a multicountry costing analysis which helps clarify the major cost drivers and cost ranges in different programs. Much work conducted

as part of the survey complemented PEI's innovation and learning efforts, summarized in the next [subsection](#), such as development of the PEI Data Portal and the PEI Quick Costing Tool.

## PROMOTING A LEARNING ECOSYSTEM

Pioneering initiatives were undertaken to promote a learning ecosystem with task teams and affiliates through engagements such as the *State of Economic Inclusion Report*, webinars, and wider partnership activities.

**Global Learning Event.** The Global Learning Event aimed to build on and share collective experiences in the economic inclusion field and identify a way forward by advancing programming integrated with innovation and cutting-edge solutions. In planning for the event, the PEI management team conducted a virtual concept note review, solicited feedback from the Interim Advisory

## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

Council, and identified a core team to move the planning forward. This core team compiled a preliminary attendee list of over 300 participants, made travel and accommodation arrangements, and designed a detailed agenda based on the *State of Economic Inclusion Report*. With the onset of the COVID-19 pandemic, however, event activities were postponed. The PEI management team moved assiduously to minimize any losses and negative impacts of this. A virtual event is anticipated in FY21.

**The Ministry of Social Development (MIDES) is providing the indigenous peoples of Panama with training, productive assets, and technical assistance to increase their food security—and with excess production, to increase their income using the Farmer Field School methodology of learning by doing. PEI supports MIDES in a number of innovative collaborations, including providing the evidence we need to improve the program to better serve indigenous peoples through an impact evaluation. PEI also supported MIDES in adapting the program to continue its engagement amid COVID-19 uncertainties. Finally, PEI is supporting knowledge sharing by helping link country specialists and leaders with a global network and showcasing our program to a global audience under the [socialprotection.org](https://socialprotection.org) learning series—with the ultimate value of improving the lives and livelihoods of the most vulnerable.**

—MARIA INES CASTILLO, MINISTER OF SOCIAL DEVELOPMENT, PANAMA



## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

**Connecting virtually.** In FY20, PEI launched an external webinar series in association with GIZ, the Australian government's Department of Foreign Affairs and Trade, and [socialprotection.org](https://socialprotection.org). The series showcased country-level economic inclusion experiences, with speakers from World Bank operations teams and the partnership network. In FY20, three webinars were conducted, all with strong participation and feedback, and each attracting well over 100 participants.

- ◆ The first featured panelists from Trickle Up and the World Bank discussing the Sahel Adaptive Social Protection Program, and focused on experiences in designing and implementing economic inclusion programs through national safety net systems across six Sahel countries—Burkina Faso, Chad, Mali, Mauritania, Niger, and Senegal.
- ◆ The second, moderated by Co-Impact, presented an overview of the JEEViKA program in the State of Bihar, India, with panelists from JEEViKA and technical partners from Bandhan Konnagar and J-PAL. This webinar presented implementation perspectives on how JEEViKA has leveraged community building on livelihoods and financial inclusion platforms.
- ◆ The third webinar featured a discussion on unfolding adaptations and early priorities in economic inclusion programs in response to COVID-19 and included panelists from PEI, BRAC, and the governments of Ethiopia and **PANAMA**. This webinar was the first to use simultaneous interpretation, a much-welcomed tool that will be used in future PEI webinars.

**World Bank peer-to-peer learning.** The PEI team launched a task team learning series within the World

Bank to foster an environment in which CfP grant awardees could share operational experiences and lessons learned during grant implementation. The learning series comprised several topics related to implementation of economic inclusion programs, including opportunities and challenges of economic inclusion programming, ongoing costing analysis by PEI, and gender aspects in economic inclusion operations. The series garnered large audiences among World Bank practitioners seeking peer-to-peer learning and exchange. As initial interest has been strong and encouraging, PEI will continue and broaden this forum in FY21.

**Improving communications.** As a foundational priority for FY20, PEI finalized a dedicated [website](https://peiglobal.org) with standardized tools and resources as well as an early social media presence. With the aim of creating a running knowledge and practice hub for the field of economic inclusion, PEI successfully finalized the external website hosted on [peiglobal.org](https://peiglobal.org) with plans for a formal launch in FY21. Prominent features of the website include the open access [PEI Data Portal](https://peiglobal.org) as well as a repository for all PEI [publications](https://peiglobal.org). PEI also maintains a presence on the World Bank Group's Social Protection and Jobs intranet page for the benefit of task teams and Bank researchers, as well as an external Social Protection and Jobs site ([socialprotection.org](https://socialprotection.org)). The PEI communications team will coordinate various postings on the intranet and external website in the form of reports, blogs, results, etc., all properly cataloged for easy access and distribution.

[Box 1.4](#) summarizes key lessons from work in this arena during the fiscal year.

## 1.3 INNOVATION AND LEARNING

Game-changing initiatives were catalyzed in FY20, including completion of an open access data portal based on the PEI Landscape Survey, and a costing tool—providing groundbreaking input to country counterparts and partners about economic inclusion programming and

costing. [Box 1.5](#), at the end of this section, summarizes key lessons from PEI experiences with innovation and learning activities.

### BOX 1.4 Lessons in global knowledge sharing

- **There is constant demand across all partners for improved knowledge flow and information sharing on economic inclusion.** This highlights PEI's important facilitation function, particularly given the PEI emphasis on ensuring its knowledge base is informed by country operations and strategic engagements with a mix of technical partners. The initial interest around the Global Learning Event is testimony to this demand (especially for peer-to-peer learning and sharing of country information) and is a major consideration in work planning for the next fiscal year.
- **Engagement with technical partners has been critical to shape the direction of flagship deliverables under this work pillar.** The direction of knowledge activities is shaped by country engagement processes and strategic engagement within and beyond the partnership network. During this period, the PEI management team advanced several consultations with experts within and outside the World Bank Group, which have helped shape the direction of the *State of Economic Inclusion Report* and plans for the now-postponed Global Learning Event.
- **A high priority during this period was to advance shared understanding, common language, and an agreed framework around economic inclusion.** This is critical across all aspects of the partnership and in moving forward for the midterm. The *State of Economic Inclusion Report* provided an important avenue to advance this priority.

on the innovation and learning front, designed to provide actionable, and evidence-based implementation tools to the partnership network. With the evidence and tools generated in FY20, PEI will build on its success in the next phase of the work program.

## OPEN ACCESS DATA PORTAL

The highly anticipated [Open Access Data Portal dashboard](#), housed at [peiglobal.org](#), contains data from a range of government and nongovernment economic inclusion programs, and is based on data input from the State of Economic Inclusion landscape and costing surveys. The Landscape Survey reviews approximately 1,200 programs in all geographic regions, across more than 100 organizations and featuring evidence from six of the World Bank's Global Practices: Urban Resilience and Land; Social Development; Social Protection and Jobs; Finance, Competitiveness, and Innovation; Agriculture; and Environmental, Natural Resources, and Blue Economy.

An open access approach to data is devised to encourage debate and new evidence generation over time; there is strong support for this within and outside the World Bank Group. This would provide an important public good with the potential for ongoing expansion under the PEI web platform and requires careful coordination across the PEI work program pillars. Using the PEI Data Portal and building on the landscape and costing surveys, PEI will continue to capture both new data from programs not already captured, as well as data updates from programs already included. The data portal will facilitate cross-learning and will help track the development of the global landscape in the years to come.

## COSTING INNOVATIONS: THE PEI QUICK COSTING TOOL

The [PEI Quick Costing Tool](#) provides one of the first multicountry cost disaggregations for government- and nongovernment-led economic inclusion programs globally. Governments facing fiscal constraints need more information on the costs of economic inclusion programming; this tool builds the ability of partners to determine that, in order to design cost-effective and sustainable programs.

## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

In developing this tool, PEI consulted with worldwide costing experts from within the partnership network to determine good practices in collecting costing information. So far, PEI has gathered and analyzed self-reported cost data from 34 programs globally, ensuring that the programs represent a mix of income, geographic, and sociopolitical contexts as well as implementation

modalities. These programs are from 25 countries primarily in Sub-Saharan Africa and South Asia, with a few from the other regions. The PEI team used the cost data to better understand the design and adequacy of economic inclusion programs—a new addition to the literature. Key data gathered is presented and will be continually updated on the PEI Data Portal.

### BOX 1.5 Lessons in innovation and learning

- **The innovation and learning workplan needs to be directly shaped by ongoing work around country engagement (Pillar 1) and global knowledge sharing (Pillar 3).** Broader efforts in the FY20 work program helped identify and validate priority topics. Engagement with operational teams points to the importance of real-time, practical, and actionable work areas including data access, cost analysis, and women's empowerment.
- **There is a need and opportunity to devise a multiyear-funded strategy around this work pillar.** Given knowledge gaps and nascent operational experiences, several areas of the work program will require a long-term perspective, with dedicated funding. One area of promise is a wider agenda on impact and process evaluation around economic inclusion.

PEI explored this under the *State of Economic Inclusion Report*, recognizing the strong potential to support evidence across next-generation programs—not only through long-term impact evaluations, but also in real time to ensure emerging lessons shape operations under preparation.

- **Strong partner support exists to undertake a set of learning activities under this workplan.** This requires some careful reflection on the optimal production function of the work, and how PEI will organize its staffing and capacities going forward. The PEI Partnership Guide will provide important clarification in this area. Engagement with GIZ-supported efforts such as the [socialprotection.org](https://socialprotection.org) initiative show promise, with activities like GIZ hubs to be explored in the future.

## 1.4 ADAPTING THE FY20 WORKPLAN TO COVID-19

The COVID-19 pandemic resulted in several real-time course corrections under the FY20 workplan.

- ◆ Immediate work program adjustments included the postponement of the Global Learning Event, which was at an advanced stage of planning, and real-time course corrections to ensure timely delivery of the *State of Economic Inclusion Report*. PEI maintained active dialogue with grant award countries to respond to ongoing demands and country developments.

- ◆ Concerted efforts focused on the positioning of economic inclusion as a key priority in the pandemic. PEI has been successful in positioning the economic inclusion agenda within the World Bank Group's institutional response, reflected prominently in the 2020 [World Bank Group COVID-19 Crisis Response Approach Paper](#) and the Human Capital publication focused on [Protecting People and Economies in the COVID-19 Era](#).

## 1. HIGHLIGHTS OF ACTIVITIES AND OUTCOMES

◆ A [PEI policy note](#)—“Economic Inclusion for the Poorest and COVID-19: Adaptation and Early Priorities for Medium- and Longer-Term Recovery”—was also launched, with early insights on adapting economic inclusion programs to the COVID-19 context. This note

considers initial adaptations and early priorities in economic inclusion programs to support medium- and longer-term recovery efforts. The note sets the stage for further support to country operations amid the COVID-19 fallout.



## 2

# ADVANCING THE PARTNERSHIP

PEI has made a concerted effort to engage with and connect partners across a range of priority areas within the economic inclusion arena; [box 2.1](#) at the end of this section summarizes key lessons from our partnership activities. PEI is uniquely positioned to build synergies across all actors including governments, NGOs, philanthropic organizations, and private sector entities. To this end, the PEI management team has maintained continuous

engagement with the Steering Committee, Interim Advisory Council, and potential PEI members to ensure relevance, leverage expertise, and create a strong membership network.

The PEI management team supported several stakeholder initiatives, including events by the United Nations High Commissioner for Refugees (UNHCR) and its Poverty Alleviation Coalition, such as the 2019 Global Refugee Forum; the 2019 Gender Transformative Graduation





## 2. ADVANCING THE PARTNERSHIP

Workshop presented by Fundación Capital and Canada's International Development Research Centre in Ottawa; Co-Impact's engagement with JEEVIKA in Bihar, India; and the 2019 Paris Peace Forum. In addition, the PEI management team facilitated several Steering Committee requests, including referral of contacts on accountability and transparency in World Bank operations, preparation of courtesy meetings with the Federal Ministry of Economic Cooperation and Development (BMZ) and GIZ in Bonn, and preparation of a two-week "PEI work shadowing" program for a GIZ staff member.

Working with the Interim Advisory Council, and with Results and Trickle Up in particular, the PEI management team committed to support an NGO Collaborative Hub starting in FY21 to promote more dedicated coordination and engagement with NGO technical partners.

Throughout the year, the PEI management team supported the preparation of the eighth face-to-face meeting of the anglophone/lusophone members of the Africa Social Safety Net Community of Practice on Cash Transfers that was due to be held in Addis Ababa, Ethiopia, in April with economic inclusion as a special topic. PEI staff attended a planning session in Addis Ababa in February 2020 with representatives from lead governments to help develop the agenda and plan panels and guest speakers for the event. PEI also supported the preparation of a community-driven development and local economic development event with several government clients to take place in Uganda in April. Unfortunately, both events were canceled in the wake of the COVID-19 crisis. PEI is monitoring whether the events will be held virtually.

### 2.1 BRAC AS A NEW FUNDING PARTNER

BRAC's choice to engage with PEI as a funding partner is novel, and positions PEI as a new kind of partnership—one that will benefit from technical expertise and support from the largest NGO in the Global South, which has been implementing and innovating graduation programs decades.

BRAC signed the MDTF administrative agreement in the fourth quarter of FY20, formalizing its funding contribution and joining PEI as a Steering Committee member. This follows on from BRAC's long-standing support of the Consultative Group to Assist the Poor (CGAP), continued efforts to establish PEI, and ongoing work in the graduation arena. Joining as a funding partner reflects BRAC's intent to shape global knowledge and be a change agent in this domain, building on the considerable success of graduation programs worldwide since BRAC pioneered the approach in Bangladesh in the early 2000s. PEI welcomes BRAC's continued leadership in formalizing and supporting PEI as it complements its work

**It is unlike NGOs to take on the role of donor, particularly NGOs that are Global South led. For BRAC, this is a unique opportunity to apply nearly 20 years of experience in scaling and adapting the graduation approach to advance efforts to establish better standards for programming that will help the poorest—a core objective of both BRAC and the PEI.**

—LINDSAY COATES, MANAGING DIRECTOR,  
BRAC ULTRA-POOR GRADUATION INITIATIVE

to scale graduation and economic inclusion programs to reach a further 21 million people by 2026.

## 2.2 GOVERNANCE

During FY20, a set of partnership arrangements, including a new Partnership Guide, was formalized. In particular, the [PEI Partnership Guide](#) represents a major leap forward for all stakeholders. Developed in close collaboration with members of the Interim Advisory Council, members of the Steering Committee, and PEI technical members, the Partnership Guide seeks to reflect PEI values, thinking,

approaches, and commitments; and describes how partners can advance a shared agenda.

The transition to a formal Advisory Council will be expedited in FY21. While this transition is taking longer than anticipated, it will benefit from efforts to ensure greater agility and streamlining of Interim Advisory Council meetings.

## 2.3 HOSTING BY THE SOCIAL PROTECTION GLOBAL ENGAGEMENT UNIT

The hosting of PEI transitioned organically from the Jobs Group to the Social Protection Global Front Office of the World Bank Group. The transition connects PEI more centrally to regional teams and country operations, as well as to broader global engagement activities around social protection. The hosting shift reflects the role of social protection as a backbone of the economic inclusion response.

Concurrently, cross-sector collaboration is a high priority. During its first year as an MDTF, PEI maintained strong Global Practice linkages—especially at the operational level. This momentum needs to be boosted and built upon moving forward. The co-location of the Jobs Group and Global Engagement Unit within the Social Protection and Jobs Global Practice allows a seamless link to the jobs agenda going forward.

### BOX 2.1 Lessons in program partnership management

- **A finalized Partnership Guide represents a major leap forward for all stakeholders.** It provides a common vision and understanding of how the PEI partnership aims to work and was informed by operationalization of the PEI work program.
- **PEI has an unprecedented opportunity to shape a cutting-edge learning ecosystem.** A growing variety of stakeholders identify with the collective PEI mission. PEI has now established a strong technical foundation and country engagement upon which to build.
- **Strong partnership requires active engagement and an openness to ongoing learning.** During FY20, partnership efforts started to focus on common technical priorities, which provides space for common ground and shared understanding.
- **The timing is opportune to move forward on resource mobilization efforts.** PEI did not prioritize fundraising during the reporting period. The priority to date has been program content, demonstrating the added value of PEI, and delivering a top-quality work program for FY2020. With the FY20 work program on track, groundwork on funding will be a top priority for early FY21.

## 2. ADVANCING THE PARTNERSHIP



Concern Worldwide is focused on the poorest people in the world living in the poorest countries, and is committed to protecting their economic and social needs and to getting them out of extreme poverty. For this reason, Concern has engaged very constructively with PEI on approaches to graduation and social protection over the years. For example, Concern and PEI have worked jointly to support country costing analysis and share data on the global landscape of graduation programs. This collaboration is an example of how PEI can bring different stakeholders together to support operations on the ground, equipping teams and partners with valuable knowledge and technical support.

—CONNELL FOLEY, DIRECTOR OF STRATEGY ADVOCACY AND LEARNING,  
CONCERN WORLDWIDE

# 3

## AGGREGATED RESULTS

PEI was successful in delivering the vast majority of its planned activities for FY20. These activities provide the starting point to meet higher-level and intermediate outcomes set out in the Results Framework ([appendix B](#)). While COVID-19 is expected to have a larger impact moving forward, PEI results accomplishments are on track moving into FY21, with minimal delays due to the pandemic.

Activities undertaken during FY20 provide an important push in advancing the five intermediate outcomes identified in the PEI Results Framework, as shown in table 3.1.

During FY21 PEI will work closely on program monitoring to get a deeper perspective on the emerging outcomes that are arising from the work of PEI.



### 3. AGGREGATED RESULTS

**TABLE 3.1** Aggregated results for FY20 by outcome

EXPECTED OUTCOME	PROGRESS DURING FY20
Governments develop and incorporate good practices on economic inclusion	<ul style="list-style-type: none"> <li>◆ PEI provided initial disbursements to 10 country grant awardees to begin developing economic inclusion interventions with the potential to scale in partnership with the government and leveraging large-scale World Bank operations. In addition, PEI supported at least 12 more countries for “just-in-time” support and engagement and engaged with at least 10 international organizations on best practice approaches to economic inclusion.</li> <li>◆ Significant work was undertaken to understand the scope and changing nature of the global landscape on economic inclusion. Lower-bound estimates suggest the presence of these programs in at least 75 countries, covering 219 programs reaching over 90 million people.</li> <li>◆ PEI set out to mainstream good practices on cost management and cost effectiveness. Notably, the PEI management team undertook a costing exercise with 30 different country programs both within and outside the World Bank Group. Improved approaches on costing and cost effectiveness are an important good practice across economic inclusion programs. Indirect support via the engagement of PEI technical partners is not tracked at this time.</li> </ul>
Knowledge is established and communicated for governments to adapt, adopt, and scale up economic inclusion programs	<ul style="list-style-type: none"> <li>◆ The <i>State of Economic Inclusion Report</i> was finalized, despite the COVID-19 fallout. The report was a major collaborative effort with technical partners and funders alike, and presents a one-of-a-kind systematic review of the global landscape—a critical knowledge contribution.</li> <li>◆ The open access PEI Data Portal was delivered, which has made the PEI Landscape Survey and PEI Quick Costing Tool available to the public.</li> <li>◆ The PEI website was overhauled to be hosted on <a href="https://peiglobal.org">peiglobal.org</a>.</li> <li>◆ A COVID-19 policy note was released that considers initial adaptations and early priorities in economic inclusion programs to support medium- and longer-term recovery efforts.</li> </ul>
Increased expertise in economic inclusion	<ul style="list-style-type: none"> <li>◆ PEI engaged a diverse range of existing and new technical partners, expanding engagement efforts with new communities of practice and national governments.</li> <li>◆ Peer-to-peer knowledge sharing was strengthened via the launch of a webinar series and a task team learning series, and a strong supporting role in several stakeholder initiatives.</li> </ul>
Increased funding	<ul style="list-style-type: none"> <li>◆ FY20 focused on setting the foundations for a robust and longer-term workplan delivery. Resource mobilization was not a priority during this start-up year. PEI is grateful for the generous financial support of funding partners that afforded it the opportunity to establish a rigorous technical foundation for its work.</li> </ul>
PEI has leveraged its location within the World Bank Group	<ul style="list-style-type: none"> <li>◆ FY20 saw early successes as PEI seeks to operationalize economic inclusion within World Bank country investments. Portfolio analysis highlighted the presence of these programs across six Global Practices, strongly dominated by Social Protection and Jobs. PEI engaged technical teams, management, and government counterparts through a combination of country support and global knowledge efforts. COVID-19 saw PEI engage in the Bank-wide pandemic response, and the year concluded with the transition of PEI to the Social Protection Front Office—an important step in supporting future operations.</li> </ul>

# 4

## A LOOK FORWARD

**V**iewed in its entirety, the FY20 work program underscored the value of a partnership driven by country engagement, strong technical foundations, and the commitment of a wide partnership base. With the fallout of COVID-19, FY20 also brought into focus the urgency of the PEI mission and the new global context around which future operations will be planned.

Moving into FY21, PEI aims to support the capacity building of national governments in designing, improving the outcomes of, and scaling up economic inclusion approaches. In doing so, PEI will support economic inclusion approaches within World Bank operations, with an emphasis on Social Protection and Jobs programs in Africa and South Asia, and through linkages with other World Bank Global Practices and regional programs. PEI seeks to embed economic inclusion approaches in new and ongoing projects through technical support, capacity building, funding, links to expertise, and leveraging of the partnership.

Furthermore, PEI envisages strengthening its position as a global center of excellence for knowledge and innovation on economic inclusion programs. PEI will promote knowledge curation, creation, and dissemination by increasing access to data on economic inclusion programs and technical resources, and by driving the research agenda on what works and what does not. In addition, PEI aims

to bolster good practice exchange through a World Bank operational community of practice and peer-to-peer learning events.

Lastly, PEI will continue to strengthen alliances and partnerships across PEI constituencies and mobilize and leverage financing to support the expansion of economic inclusion across a range of contexts and populations. This includes deepening and strengthening the technical membership of PEI, formalizing a representative advisory council to support PEI's workplans and developing a strong fundraising plan.

**As a World Bank task team leader, I have worked with PEI on a range of country engagement and knowledge exchanges during the year. PEI has provided an important space to advance dialogue with government counterparts on program design and implementation and has also provided a platform for task team leaders to share peer-to-peer information and to exchange across countries to push forward our operations.**

—NAHLA ZEITOUN, SENIOR SOCIAL PROTECTION SPECIALIST, WORLD BANK, EGYPT COUNTRY OFFICE









# A PPENDIXES

A

# PEI INAUGURAL COUNTRY GRANT AWARDS: PROGRESS UPDATES

## COUNTRY: AFGHANISTAN

**PROJECT NAME:** Targeting the Ultra Poor (TUP)

**LENDING:** IDA

**REGION:** South Asia

**GLOBAL PRACTICES:** Finance, Competitiveness, and Innovation (FCI); Development Economics Group (DEC)

**TASK TEAM LEADERS:** Aminata Ndiaye (FCI), Aidan Coville (DEC)

**IDA FINANCING LEVERAGED:** \$50 million

**PROJECT CODE:** P128048 and P170520

**PROPOSAL IN BRIEF:** To build on a long-term investment in evidence and capacity strengthening of the Afghanistan TUP program to (1) strengthen implementing partner capacity to integrate evidence for scale-up; (2) develop improved indicators for measuring economic inclusion intervention outcomes (and measure longer-term program impacts), including on women's empowerment and seasonal consumption and investment decisions; and (3) distill lessons for implementing and learning from economic inclusion interventions in fragility, conflict, and violence (FCV) settings.

**PARTNERSHIP ARRANGEMENTS:** Financing partners are Access to Finance project (supporting data collection), Afghanistan Country Management Unit; U.K. Department for International Development's Forced Migration Task Force; Knowledge for Change Program; SAR Gender Lab; and the Development Impact Evaluation (DIME) Impact Evaluation to Development Impact (i2i) trust fund. Research proposal by DIME. No formal World Bank cross-Global Practice collaboration.

**FY20 CHALLENGES:** The COVID-19 crisis and subsequent mobility restrictions led to significant delays for all activities, in particular for all components related to field data collection and program implementation. The team is refocusing on analytical products, building on work done pre-COVID.

### FY20 PROGRESS:

#### **COMPONENT 1: Gender equality and women's empowerment.**

This component included a framework brief on measuring gender equality and women's empowerment. The brief is in advanced stages, with delivery expected by the end of the calendar year.

**COMPONENT 2: Data quality in fragile settings.** The team has made progress in developing the data quality toolkit, which provides development/refinement of quality assurance protocols.

**COMPONENT 3: Long-term impacts of graduation programs in FCV settings.** Due to COVID-19, the team had to postpone the second round of face-to-face data collection. The team is now working to adapt the questionnaire to a phone survey format and plans to start piloting the new questionnaire and protocols in mid-September. Through multiple rounds of phone survey data collection, the team aims to collect enough data to assess the long-term impacts of the graduation program, as well as the capacity of the graduation program to improve resilience to strong negative shocks such as the COVID-19 crisis.

**COMPONENT 4: Building capacity for evidence-based decision making.** Discussions were held with the Microfinance Investment Support Facility at the end of 2019. However, due to the pandemic, these discussions on further TUP scale-up plans were paused. Furthermore, the current COVID-19 crisis makes any in-country workshop unlikely in the foreseeable future. The team is planning to hold a virtual session instead.

**LESSONS LEARNED:** The team analyses of women's empowerment and gender equality include one of the most comprehensive impact evaluations of graduation programs conducted so far.

## A. PEI INAUGURAL COUNTRY GRANT AWARDS: PROGRESS UPDATES

COUNTRY: BANGLADESH	
<b>PROJECT NAME:</b> Income Support Program for the Poorest	<p>Since the completion of this activity requires on-the-ground surveying and in-person interaction with beneficiaries, it could not be completed due to local COVID-19 social distancing restrictions. The team is shifting the focus of the beneficiary profiling to a phone-based survey of the DSS widow allowance beneficiary pool. The survey instrument has been prepared, and discussions are being conducted on identifying areas to focus the data collection. The profiling will be paired with a needs assessment of young widow beneficiaries.</p> <p><b>COMPONENT 2: Capacity assessment.</b> Under this component, a capacity assessment report and map are to be delivered. This activity has been slightly delayed due to COVID-19. Capacity assessments have been initiated for the PKSF and the WEWB focused on information systems and integrated service delivery. Service mapping exercises are being developed for the WEWB and the DSS for selected districts for piloting of new (and planned) economic inclusion activities.</p> <p><b>COMPONENT 3: Design package.</b> This component aimed to deliver a design package of services for economic inclusion. The design of the activities to be supported by the RAISE project are already mature, but the new economic inclusion activities to be undertaken by the DSS and, potentially, the MoLGRDC are more flexible. Based on the outputs of components 1 and 2, a possible economic inclusion program design will be developed for either or both of these latter agencies.</p> <p><b>COMPONENT 4: Knowledge sharing.</b> This component was focused on knowledge sharing and advocacy and is important in shifting the mindset of government counterparts. Some of the budget allocated for these activities will no longer be necessary since face-to-face events are unlikely in FY21 due to COVID-19. However, webinars and virtual activities will still be important, and some of the budget allocated for this component will be shifted to supporting the DSS and the MoLGRDC in thinking through issues on economic inclusion program implementation.</p> <p><b>LESSONS LEARNED:</b> A key lesson learned is the importance of flexibility, considering the uncertainty of COVID-19. This flexibility is helpful in terms of the timing of activities, but also in being opportunistic in the policy dialogue and identifying entry points with other Bangladeshi government agencies.</p>
<b>LENDING:</b> IDA	
<b>REGION:</b> South Asia	
<b>GLOBAL PRACTICE:</b> Social Protection and Jobs	
<b>TASK TEAM LEADER:</b> Aneeka Rahman	
<b>IDA FINANCING LEVERAGED:</b> \$300 million	
<b>PROJECT CODE:</b> P146520	
<b>PROPOSAL IN BRIEF:</b> To design a sustainable economic inclusion program owned and implemented by the government of Bangladesh to help young adults in poor households improve their livelihoods.	
<b>PARTNERSHIP ARRANGEMENTS:</b> The project team's initial collaborations were with three sets of stakeholders: the Ministry of Local Government and Rural Development & Cooperatives (MoLGRDC), BRAC, and the Palli Karma Sahayak Foundation (PKSF). Since the start of grant-financed activities, the set of partnerships has expanded to include the Ministry of Social Welfare's Department of Social Services (DSS) and the Ministry of Expatriate Welfare and Overseas Employment's Wage Earners Welfare Board (WEWB).	
<b>FY20 CHALLENGES:</b> The project was affected by COVID-19, since the initial deliverables depended on in-person interactions with beneficiaries and field surveying. Missions were conducted in the beginning of the calendar year to initiate discussions with the government, but all progress was halted due to the imposed lockdown.	
However, as a result of some initial discussions and negotiations, the government is recognizing the importance of adopting programming on economic inclusion.	
<b>FY20 PROGRESS:</b>	
<b>COMPONENT 1: Potential beneficiary profiling.</b> The objective of this component is to identify linkages between beneficiary profiles and labor market outcomes to better inform program design of appropriate economic inclusion interventions. The main deliverable will be a package of the qualitative and quantitative data collected during the beneficiary profiling survey.	

COUNTRY: EGYPT	
<p><b>PROJECT NAME:</b> Technical Assistance for Economic Inclusion/ Empowerment Pilot</p>	<p><b>FY20 PROGRESS:</b></p> <p><b>COMPONENT 1: Productive/economic inclusion activities.</b> A methodology for the rapid market assessment, data collection tools, and a desk review of available information have been completed. The team has also mapped and reached out to key stakeholders and service providers implementing economic inclusion interventions in these areas to identify opportunities for synergies and partnerships. The final report is currently being finalized.</p> <p><b>COMPONENT 2: Analytical studies: baseline evaluation/questionnaire and policy analysis.</b> Preparations are under way for the baseline assessment pertaining to the economic inclusion component. The sampling plan is in place, and both the questionnaire for beneficiaries and the community survey have been developed and finalized.</p> <p><b>COMPONENT 3: Management information system (MIS) module to track economic inclusion intervention.</b> Under this component, the MOSS was provided with international advice, technical support, and best practices on functionalities of the economic inclusion program. Additionally, MIS specialists were recruited to support the MOSS in overseeing the process. In consultation with the project team, the MIS team is currently finalizing the business process review document.</p> <p><b>COMPONENT 4: Identify and develop complementary services tools.</b> Under this component, behavioral change sessions and financial literacy programs are being considered in conjunction with the package designs. The MOSS is looking into potential service providers.</p> <p><b>LESSONS LEARNED:</b> The team learned the importance of consulting with stakeholders and conducting market assessments to ensure that project activities respond to actual needs, complement and build on ongoing efforts, and capitalize on existing platforms and service providers to build a strong network of partners.</p> <p>It is important to dedicate sufficient time and effort to conduct the necessary analysis and define the targeting criteria for the project, as this is crucial for efficient and smooth implementation and helps maximize impact and results.</p>
<p><b>LENDING:</b> IBRD</p>	
<p><b>REGION:</b> Middle East and North Africa</p>	
<p><b>GLOBAL PRACTICE:</b> Social Protection and Jobs</p>	
<p><b>TASK TEAM LEADER:</b> Nahla Zeitoun</p>	
<p><b>IDA FINANCING LEVERAGED:</b> \$500 million</p>	
<p><b>PROJECT CODE:</b> P145699</p>	
<p><b>PROPOSAL IN BRIEF:</b> The grant aims to complement a cash transfer program by introducing a new pilot program to support the borrower in improving access to economic opportunities and pilot different productive inclusion models through wage and self-employment.</p>	
<p><b>PARTNERSHIP ARRANGEMENTS:</b> The Ministry of Social Solidarity (MOSS) organized several stakeholder consultations with government representatives, NGOs, and donors to discuss the Forsa program and explore linkages with existing national or donor-funded programs. The consultations were led by the Forsa adviser and conducted either at the ministry or virtually. The PEI team took the lead in organizing a one-on-one clinic with the government to brainstorm and respond to inquiries in addition to sharing some best practices.</p>	
<p><b>FY20 CHALLENGES:</b> The project has been moderately affected by COVID-19, particularly in terms of outreach to beneficiaries; conducting the behavioral change sessions; registering beneficiaries and related activities such as profiling, counseling, and referrals to relevant service packages.</p> <p>Other activities affected by COVID-19 include the baseline evaluation, which requires presence in the field and relies on the roll-out of project activities and registration beneficiaries. With regard to the rapid market assessment, the team relied on extensive discussions with stakeholders and service providers, as well as secondary data, to gather detailed information at the governorate level and compensate for the inability to conduct consultations at the governorate level and field visits during the COVID-19 crisis.</p>	

## A. PEI INAUGURAL COUNTRY GRANT AWARDS: PROGRESS UPDATES

COUNTRY: IRAQ	
<b>PROJECT NAME:</b> Capacity Building for Design of Economic Inclusion Pilot	<p>As a result, two virtual knowledge sessions were organized to showcase the Yemen graduation pilot, presented by the Yemeni Social Fund for Development; and Egypt’s graduation project, presented by the Sawiris Foundation and J-PAL. Both sessions were led by officers who oversaw the design, implementation, and evaluation of the projects in the two countries; the Bank team is finalizing a summary note that captures the learning outcomes from those sessions.</p> <p>The team is also working on a note that describes five other country experiences that, in addition to Egypt’s, could be considered for future face-to-face knowledge-sharing sessions to further help the government of Iraq in implementing the pilot and planning adjustments to its design for possible scale-up.</p> <p><b>COMPONENT 2: Technical assistance to the MOLSA for design of the economic inclusion pilot.</b> Based on the knowledge transfer efforts, the project team is finalizing the concept note of the Iraq economic inclusion pilot in collaboration with counterparts. The pilot seeks to create sustainable livelihoods opportunities for 2,500 poor Iraqis, including youth and women, and alleviate their poverty, over 18 months and will include an impact evaluation. The pilot is part of a larger World Bank Investment Project Financing (IPF) initiative that focuses on protecting and promoting human capital in the country.</p> <p><b>COMPONENT 3: Project management.</b> This component supports overall project management, including operational support and translation services and is part of ongoing project activities.</p> <p><b>LESSONS LEARNED:</b> A key lesson learned is the importance of the team’s remaining flexible in light of the uncertainty the world is facing, in terms of “tweaking” planned activities and identifying alternatives in order to achieve the intended outcomes.</p>
<b>LENDING:</b> IBRD	
<b>REGION:</b> Middle East and North Africa	
<b>GLOBAL PRACTICE:</b> Social Protection and Jobs	
<b>TASK TEAM LEADER:</b> Rene Antonio Solano	
<b>IDA FINANCING LEVERAGED:</b> \$200 million	
<b>PROJECT CODE:</b> P171639	
<b>PROPOSAL IN BRIEF:</b> To promote knowledge sharing and increase the capacity of the government of Iraq to design an economic inclusion pilot.	
<b>PARTNERSHIP ARRANGEMENTS:</b> The task team collaborated with Yemeni Social Fund for Development, Sawiris Foundation, and J-PAL in delivering knowledge sessions to the Ministry of Labor and Social Affairs (MOLSA).	
<b>FY20 CHALLENGES:</b> The project was affected by COVID-19, and the team faced several challenges. Due to travel suspension and restrictions related to COVID-19, organization of face-to-face knowledge transfer sessions was not possible, and the team adapted by organizing virtual sessions. These virtual sessions were challenging to organize due to work-from-home status of the MOLSA team, constrained availability, and power and connectivity issues. Fortunately, the sessions were well attended, which reflected ownership and commitment in moving the economic inclusion pilot forward in Iraq.	
<p><b>FY20 PROGRESS:</b></p> <p><b>COMPONENT 1: Knowledge sharing and capacity building on economic inclusion.</b> Under this component, several knowledge products have been shared with the MOLSA to help inform the design of the pipeline economic inclusion pilot in Iraq.</p> <p>The team presented a synopsis of good practices in economic inclusion programming from 11 identified countries to the director general of labor and vocational training and his team. The presentation was well received, and the attendees expressed interest in learning more about country-specific experiences in the Middle East and North Africa region.</p>	

**COUNTRY: MADAGASCAR**

**PROJECT NAME:** Support for Resilient Livelihoods in the South of Madagascar

**LENDING:** IDA

**REGION:** Sub-Saharan Africa

**GLOBAL PRACTICE:** Social Development

**TASK TEAM LEADER:** Jana Elhorr

**IDA FINANCING LEVERAGED:** \$100 million

**PROJECT CODE:** P171056

**PROPOSAL IN BRIEF:** To support the government of Madagascar in developing diagnostics, reviews, and evidence-based policies to shape the design and targeting for the livelihoods component of the respective parent lending operation (P171056). The parent lending operation seeks to improve access to basic services and livelihoods opportunities in the Deep South, which is considered the main lagging and fragile region in the country. The project's primary focus is on economic inclusion of youth and women for improved livelihoods opportunities, with a longer-term vision of supporting local government in fostering meaningful and sustained inclusive local economic development.

**PARTNERSHIP ARRANGEMENTS:** The project has received a grant from the Global Facility for Disaster Reduction and Recovery. In Madagascar, the project is exploring collaboration with different United Nations agencies, GIZ, and the U.S. Agency for International Development during preparation and into implementation, and several workshops are planned between September 2019 and June 2020 for this purpose.

**FY20 CHALLENGES:** COVID-19 has brought some implementation challenges. The restriction on travel (internally within Madagascar and internationally) and the inability of government counterparts to work remotely forced the team to (1) decrease the number of requests and meetings for the government to attend, and (2) change the timeline of activities so they can be more spaced out and completed at a later stage within the period of the grant.

**FY20 PROGRESS:**

**COMPONENT 1:** Local data collection for the commune-level diagnostics of existing livelihoods and resilience strategies has been delayed due to COVID-19. However, there has been progress on the interactive baseline geographic information system (GIS) map. The baseline map has been developed outlining basic infrastructure, livelihoods sector analysis, conflict data, etc., and will be compared to census data once they become available and housed at the ministry that will be implementing the parent project. Currently, the ministry is in the process of hiring a GIS specialist.

**COMPONENT 2:** The team has completed a review of existing livelihoods programming implemented by other donors in southern Madagascar. This review is important to ensure coordination and synergy with other donors. Inputs helped provide design elements to the graduation model under component 3 to inform the livelihoods activities under the parent project. Building on this review, the team will start preparing the launch of an innovation challenge to identify global practices that could be adapted to the Madagascar context.

**COMPONENT 3:** The review of graduation models has been completed and shared with the government. Due to the impact of COVID-19, workshops and roundtable discussions with the Ministry of Interior and Decentralization, other Global Practices, donors, and civil society in southern Madagascar are currently being shifted to webinar formats.

**LESSONS LEARNED:** Given the close alignment with the client, it has been easy to integrate adapted activities of the graduation model in a community-driven development program with a strong ownership from the government.

The team placed a strong emphasis on partnerships, which helped kick off the grant activities quickly. Through a partnership with BRAC, the team was able to identify consultants to support the global lessons learned for the graduation model. Through partnerships with GIZ and KfW in Madagascar, the team was able to complete the review and mapping of livelihood activities in southern Madagascar smoothly and quickly.

## A. PEI INAUGURAL COUNTRY GRANT AWARDS: PROGRESS UPDATES

COUNTRY: MALAWI	
<b>PROJECT NAME:</b> Developing Innovative Programming for Economic Inclusion in Malawi	<b>FY20 PROGRESS:</b> <b>COMPONENT 1: Designing and customization of livelihood and graduation packages for SSRLP.</b> The new political administration has shown keen interest in the livelihoods agenda, reinforcing the importance of the grant. However, plans for active engagement were derailed with government restrictions on physical meetings/workshops. Nonetheless, three meetings were organized with government counterparts, two of which were virtual. With COVID-19 restrictions slowly being relaxed vis-à-vis implementation of donor-financed projects, several workshops are anticipated on the design of the livelihoods packages, targeting criteria, and Malawi Unified Beneficiary Registry data collection review by December 2020. <b>COMPONENT 2</b> , entailing capacity building and learning, and <b>COMPONENT 3</b> , entailing design coordination and implementation support, have a delivery deadline in 2021. <b>LESSONS LEARNED:</b> COVID-19 impact assessments indicate the urban population as being significantly affected by the pandemic, but this is not a target population for either the SSRLP or the grant. However, SSRLP is restructuring to support the country's COVID-19 response, including a small livelihoods component for the urban poor population. Flexibility in grant execution is important, considering that the grant design is equally important for urban livelihoods COVID-19 support. Although not envisaged under the grant, it will be important to extend the design and implementation of the program's scope to support smaller urban livelihoods. A quick course correction is crucial, especially in the face of major shocks like COVID-19.
<b>LENDING:</b> Investment Project Financing (IPF)	
<b>REGION:</b> Sub-Saharan Africa	
<b>GLOBAL PRACTICE:</b> Social Protection and Jobs	
<b>TASK TEAM LEADER:</b> Chipso Msowoya	
<b>IDA FINANCING LEVERAGED:</b> \$147 million	
<b>PROJECT CODE:</b> P169198	
<b>PROPOSAL IN BRIEF:</b> To build capacity for designing and implementing livelihoods and graduation interventions for poor households under the Social Support for Resilient Livelihoods Project in Malawi.	
<b>PARTNERSHIP ARRANGEMENTS:</b> Beyond engaging government on the grant, the team is in the early stages of exploring a technical partnership with BRAC to explore potential areas of complementarity on the livelihoods agenda for the broader SSRLP. The grant will also explore complementing GIZ support to the government on a livelihoods management information system, with potential to expand scope.	
<b>FY20 CHALLENGES:</b> Project activities have been moderately affected by COVID-19. Some of the planned consultancies, workshops, and meetings could not take place due to social distancing measures implemented. Furthermore, the COVID-19 response included urgent design of an emergency cash transfer, which demanded that the task team and counterparts divert their attention toward designing these cash transfers and restructuring the SSRLP.  In addition, due to recent elections, political uncertainty prevailed, which significantly slowed implementation of planned grant activities between April and July 2020.	

**COUNTRY: MOZAMBIQUE**

**PROJECT NAME:** Agriculture and Natural Resources Landscape Management Project, Mozambique

**LENDING:** IDA

**REGION:** Sub-Saharan Africa

**GLOBAL PRACTICES:** Agriculture and Food; Social Protection and Jobs

**TASK TEAM LEADER:** Pedro Arlindo

**IDA FINANCING LEVERAGED:** \$100 million and \$60 million

**PROJECT CODE:** P149620, P129534

**PROPOSAL IN BRIEF:** To design operational options for the economic inclusion of poor subsistence farmers—more specifically, women and youth who are social protection beneficiaries, into financially sustainable value chains. The grant aims to identify solutions that (1) increase beneficiaries’ linkages to rural markets and (2) support practical knowledge exchange on production innovation through peer-to-peer learning.

**PARTNERSHIP ARRANGEMENTS:** Grant activities will inform the operational program in Agriculture and Social Protection. In addition, the grant will count on the support of local partners such as the National Fund for Rural Development and the National Institute of Social Action.

**FY20 CHALLENGES:** Project activities have been affected by COVID-19, with grant approval and the onset of the pandemic occurring within the same time period. Restrictions on travel and gatherings have made field meetings and district-to-district exchanges not feasible. The peak in COVID-19 cases is expected in early 2021.

**FY20 PROGRESS:**

**COMPONENT 1: Peer-to-peer knowledge exchange and community of practice.** For peer-to-peer exchanges to be effective, a substantial number of participants are needed. With restrictions on gatherings of more than 20 people and added expenses of providing participants with necessary personal protective equipment as well as a safe venue, it has been a challenge to carry out this activity. Furthermore, while virtual meetings offer potential, connectivity is weak in many parts of the country and considerable language barriers exist. Limitations on internal travel pose an additional challenge to the provision of technical support to the producer meetings.

**COMPONENT 2: Economic inclusion strategy and operational design.** The key deliverable is the preparation of an economic inclusion operations manual that will inform the design of a new project, drawing from (1) lessons learned through implementation of rural and urban pilots, and (2) international experiences on productive inclusion. In addition to COVID-19, the change of government in October 2019 triggered an institutional reorganization in the rural and agricultural sector; this in turn has affected the pace of implementation of activities.

**COMPONENT 3: Policy and external partner engagement.** Despite the COVID-19 situation, organizing roundtables with donors, government bodies, NGOs, and civil society has been manageable. However, due to the lack of a planned agenda and the creation of substantive material to discuss in these meetings, there has been some delay in delivering this component. For the productive inclusion agenda (component 2), the National Institute of Social Action has requested holding virtual meetings on other regional experiences (Sahel and Tanzania).

**LESSONS LEARNED:** Prior to the pandemic, Mozambique was already dealing with the effects of severe climate change, particularly cyclones and droughts (also earlier floods in the South). The inclusion of disaster preparedness within both social protection and agriculture programs is vital to ensure resilience and sustainability.



## A. PEI INAUGURAL COUNTRY GRANT AWARDS: PROGRESS UPDATES

COUNTRY: PANAMA	
<b>PROJECT NAME:</b> Productive Inclusion Program in Indigenous Territories	<b>FY20 PROGRESS:</b>  <b>COMPONENT 1: Knowledge.</b> The knowledge component seeks to increase MIDES's monitoring and evaluation capacity of productive inclusion interventions. The team adapted knowledge outputs to the COVID-19 crisis. In doing so, the evaluation technical team adjusted the methodology of the impact evaluation design and subsequent baseline survey report. The new design implies that only a final survey would be collected at the end of the program by mid-2022, minimizing the risks posed by COVID-19. The methodology note is near completion and will soon be sent for peer review. The baseline survey report will be an analysis of the final survey and will be completed at the end of the grant period.  <b>COMPONENT 2: Productive inclusion implementation model.</b> The COVID-19 crisis in Panama affected two areas of the productive inclusion programs Cohesion Social and Redes Territoriales: (1) It put the beneficiaries and technical assistants in the field who interact with the beneficiaries at risk. (2) It put the progress of the program's objectives at risk, as the programs did not start on the planned date. The government requested the Bank team to develop, jointly with MIDES and FAO, a contingency plan for both productive inclusion programs, Cohesion Social and Redes Territoriales. The programs were able to start after the contingency plans were approved by the minister of MIDES.  <b>LESSONS LEARNED:</b> Flexible implementation and resourcefulness are critical when a crisis hits at the beginning of a task. The team was able to respond to government demands for technical assistance with resources from the grant. The team modified the methodology for the impact evaluation and develop contingency plans for two of MIDES productive inclusion programs.  The COVID-19 crisis has considerably stressed the need to have adaptive productive inclusion programs. Programs can be adaptive in two fundamental aspects: their design and their delivery system. Parts of the delivery system—such as procurement and delivery of productive assets, training, and technical assistance—can be adjusted to be more flexible.
<b>LENDING:</b> IBRD	
<b>REGION:</b> Latin America and the Caribbean	
<b>GLOBAL PRACTICE:</b> Social Protection and Jobs	
<b>TASK TEAM LEADER:</b> Gaston Blanco	
<b>IDA FINANCING LEVERAGED:</b> \$60 million; Component 3 will invest \$15.5 million in productive inclusion programs	
<b>PROJECT CODE:</b> P155097	
<b>PROPOSAL IN BRIEF:</b> To strengthen the institutional capacity of the Ministry of Social Development (MIDES) in Panama to implement and improve the Cohesion Social Program, which seeks to sustainably increase income among the poor indigenous population in Panama. The pilot will reach 1,300 families selected based on poverty and a comprehensive community-based process. The pilot will follow the internationally recognized strategy of the Food and Agriculture Organization of the United Nations (FAO), the Farmer Field School. PEI funding will support design and supervision of the pilot's impact evaluation, mapping of alternative productive inclusion programs, and tailoring of the program into each indigenous territory's context and culture.	
<b>PARTNERSHIP ARRANGEMENTS:</b> FAO will be an implementing partner. Specifically, the project will use the Farmer Field School methodology. No cross-Global Practice collaboration is indicated.	
<b>FY20 CHALLENGES:</b> The COVID-19 pandemic has delayed planned activities. Social distancing measures have made it difficult to obtain statistical information from secondary data on the treatment communities and possible controls, as well as to carry out the field work involved in conducting a baseline survey. In addition, the pandemic delayed program start dates as beneficiaries and technical assistants were put at risk.	

COUNTRY: UZBEKISTAN	
<p><b>PROJECT NAME:</b> Building entrepreneurial mindset and skills in Uzbekistan</p>	<ul style="list-style-type: none"> <li>◆ The target population (actual and potential entrepreneurs in need of social protection) does not have a clear-cut, unambiguous operational definition.</li> <li>◆ The data available on people in need of social protection and entrepreneurs are fragmented across different sources (local administration, Ministry for Employment and Labor Relations, other governmental agencies).</li> <li>◆ Understanding how to combine different sources in order to build a sensible sample frame requires extensive dialogue and iterations with the government; this is still in progress.</li> <li>◆ The validity of each source needed to be assessed in light of the survey execution method; this was uncertain until recently.</li> </ul>
<p><b>LENDING:</b> IDA Blend</p>	
<p><b>REGION:</b> Europe and Central Asia</p>	
<p><b>GLOBAL PRACTICES:</b> Social Protection and Jobs; Finance, Competitiveness, and Innovation; Poverty and Equity; Social Development</p>	
<p><b>TASK TEAM LEADER:</b> Maddalena Honorati</p>	
<p><b>IDA FINANCING LEVERAGED:</b> \$50 million</p>	
<p><b>PROJECT CODE:</b> P172867</p>	<p><b>FY20 PROGRESS:</b></p> <p><b>COMPONENT 1: Stocktaking of current economic inclusion interventions.</b> Advisory Services and Analytics (ASA) is supporting a comprehensive stocktaking of economic inclusion programs targeted to the poor and vulnerable currently implemented by communities, NGOs, and the government of Uzbekistan. The desk review will be commissioned in the coming months, and procurement of a local consultant is in process.</p> <p><b>COMPONENT 2: Household survey (cofunded with social development).</b> Under component 2, the ASA will support the design and implementation of a face-to-face household survey targeted to potential and existing entrepreneurs. The survey is currently being designed and adapted to the execution modalities required following social distancing measures related to COVID-19. A shift to phone-based survey execution has been decided, which is due to be conducted in the fall.</p> <p><b>COMPONENT 3: Dissemination.</b> Under this component, the team will ensure that program activities are regularly communicated to key government counterparts to ensure ownership and close involvement throughout the design and development of ASA activities and outputs, starting early on. This component relies on the completion of the previous components and on relaxation of policies on mobility and social distancing related to COVID-19; not much progress has thus been made so far.</p> <p><b>LESSONS LEARNED:</b> There is a need to ensure flexibility to adapt the grant activities to the new context and government priorities.</p>
<p><b>PROPOSAL IN BRIEF:</b> To provide timely and evidence-based recommendations on the design and implementation of entrepreneurship promotion programs targeted to the poor and vulnerable groups.</p>	
<p><b>PARTNERSHIP ARRANGEMENTS:</b> The team is working in collaboration with the Social Development; Poverty; Education; Agriculture; and Finance, Competitiveness, and Innovation Global Practices for the development of the survey instrument and the sampling design.</p>	
<p><b>FY20 CHALLENGES:</b> Project activities have been affected by COVID-19. The implementation of certain project activities such as the stocktaking exercise has been severely impaired by COVID-19-related restrictions. Various outputs—such as the policy note, a best practices note to inform the design of entrepreneurship training, and a dissemination workshop—rely on completion of the household survey, which has been on hold due to COVID-19 concerns.</p> <p>A technical challenge arose from the difficulties of understanding the different data sets available for the development of a sound sample frame. This is because of the following main factors:</p>	

**COUNTRY: ZAMBIA**

**PROJECT NAME:** Developing Sustainable Livelihoods through Value Chain Linkages

**LENDING:** IDA

**REGION:** Sub-Saharan Africa

**GLOBAL PRACTICE:** Social Protection and Jobs (SPJ)

**TASK TEAM LEADER:** Emma Wadie Hobson

**IDA FINANCING LEVERAGED:** \$65 million and \$40 million equivalent

**PROJECT CODE:** P151451 (GEWEL); P169975 (GEWEL Project AF)

**PROPOSAL IN BRIEF:** To provide technical and operational support to the government of Zambia to develop operational techniques to enable the growth of women-led households and microenterprises in poor communities. The program leverages two ongoing operations. The grant will target the beneficiaries of the Girls' Education and Women's Livelihood (GEWEL) Project which aims "to increase access to livelihood support for women and access to secondary education for adolescent girls." It will aim to "upgrade" GEWEL beneficiaries to benefit from the Zambia Agribusiness and Trade Project (ZATP; P156492), which seeks to "contribute to increased market linkages and firm growth in agribusiness." In this way, GEWEL, the PEI grant, and ZATP will enable the creation of a "ladder" for household and microenterprises in poor communities to grow.

**PARTNERSHIP ARRANGEMENTS:** The project works closely with the UN Joint Programme on Social Protection, and, like GEWEL AF, is cofinanced by the U.K. Department for International Development (DFID) and the Swedish International Development Cooperation Agency (Sida). GEWEL also leverages support from Fundación Capital for life and business skills training. The grant intends to catalyze co-creation forums with the International Fund for Agricultural Development, Care, and others. World Bank cross-Global Practice collaboration between SPJ and Finance, Competitiveness, and Innovation.

**FY20 CHALLENGES:** Project activities have been moderately affected by COVID-19. The Zambia team is consciously designing activities that do not further spread the virus. The team is preparing to hold virtual forums, which may prove challenging in terms of connectivity and level of engagement.

**FY20 PROGRESS:**

**COMPONENT 1: Operational techniques review.** The Zambia team has completed the literature review, which looks at operational techniques used in similar contexts to link extremely poor and vulnerable beneficiaries to value chains in the agriculture sector. The review provides insight into program design and institutional arrangements, and an assessment of implementation effectiveness and challenges.

**COMPONENT 2: Learning exchange and co-creation forums.** Drawing upon technical findings from component 1, the team is planning to launch a series of co-creation forums with Zambia-based technical experts, development partners, NGOs, government implementation teams (headquarters and district level), and beneficiaries. It is envisaged that these forums will serve as a platform for ideation and innovation, to iteratively design potential operational mechanisms to create and sustain value chain linkages. With the onset of COVID-19, the forums will be held virtually, which will incur more costs and a prolonged timeline.

**COMPONENT 3: Technical support to testing under ZATP-GEWEL partnership.** Leveraging components 1 and 2, a report of lessons learned from testing the approach under GEWEL and ZATP will be provided at the end of the grant period.

**LESSONS LEARNED:** As highlighted in the operational techniques review, linking extremely poor beneficiaries to value chains in the agriculture sector is a relatively new area of programming within the development community.

With the impacts of COVID-19 drawing much of the government's attention, the Zambia team has found it challenging to find time to interact with government counterparts on program-related concerns. This is being taken into account when planning future activities.

# PEI RESULTS FRAMEWORK

INDICATOR	FY20 ACTIVITY	STATUS
<b>INTERMEDIATE OUTCOME: Governments develop and incorporate evidence-based good practices on design and implementation into their economic inclusion programming</b>		
<ul style="list-style-type: none"> <li>◆ No. of governments that have put in place evidence-based policies supporting economic inclusion programming</li> <li>◆ No. of governments that have adapted existing systems to incorporate evidence-based economic inclusion programming</li> <li>◆ No. of governments piloting evidence-based economic inclusion programming</li> <li>◆ No. of governments implementing evidence-based economic inclusion programming at scale</li> </ul>	<p>Pillar 1:</p> <ul style="list-style-type: none"> <li>◆ Inaugural PEI grant awardees: Active engagement with 10 CfP winners including in-country support/guidance</li> <li>◆ Strategic country engagement: Responding to on-demand requests from country clients for high-level advice</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>ACHIEVED</b>, all CfP countries received disbursements to begin program activities</li> <li>◆ <b>ACHIEVED</b>, continuous function in ongoing work program</li> </ul>
	<p>Pillar 2:</p> <ul style="list-style-type: none"> <li>◆ Facilitation: Evidence base agenda is informed by demand to innovate and learn about quality economic inclusion programming at scale; CfP countries are expected to shape this agenda</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>IN PROGRESS</b>, and strongly informed by <a href="#">2019-2020 Global Economic Prospects</a></li> </ul>
	<p>Pillar 3:</p> <ul style="list-style-type: none"> <li>◆ Global Learning Event devised as a key framing event to bring together technical learning and country experiences</li> <li>◆ Task team leader learning series focused on showcasing current work and unfolding agenda linked to country engagement under Pillar 1</li> <li>◆ Curation and generation of knowledge materials devised to inform best practices on the ground</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>DELAYED</b> until FY21 due to COVID-19</li> <li>◆ <b>ACHIEVED</b>, task team series focused on themes related to implementation challenges, costing, gender, and COVID-19</li> <li>◆ <b>ACHIEVED</b>, with reference to COVID policy note</li> </ul>

## B. PEI RESULTS FRAMEWORK

INDICATOR	FY20 ACTIVITY	STATUS
<b>INTERMEDIATE OUTCOME: Knowledge is established and communicated on how governments can adopt, adapt, and scale economic inclusion programming</b>		
<ul style="list-style-type: none"> <li>◆ No. of research studies/ evaluations completed or under way by PEI that fill identified knowledge gaps in the field</li> <li>◆ No. of governments adopting, adapting, or scaling economic inclusion programs using best practices and standards</li> <li>◆ No. of innovation workshops conducted with relevant government stakeholders</li> <li>◆ No. of peer-to-peer knowledge-sharing activities (other than innovation workshops) conducted with the inclusion of members from relevant parties such as government, the World Bank, and other development partners and community of practice members</li> </ul>	Pillar 1: <ul style="list-style-type: none"> <li>◆ Learning is extracted from country engagement to inform Pillar 3 work via show-and-tell webinars, country briefs, and capture of country reports and outputs; this will also emphasize the importance of peer-to-peer knowledge exchange</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>ACHIEVED</b>, with special reference to guidance provided to task teams, learning series efforts and linkage to the <i>State of Economic Inclusion Report</i></li> </ul>
	Pillar 2: <ul style="list-style-type: none"> <li>◆ Identification of a workplan and prioritization of research topics to fill gaps in the field</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>IN PROGRESS</b>, and to be articulated as part of the FY21 workplan</li> </ul>
	Pillar 3: <ul style="list-style-type: none"> <li>◆ Communications: Basic 101 resources</li> <li>◆ Community knowledge curation and dissemination services (tacit knowledge/flow)</li> <li>◆ Delivery of the <i>State of Economic Inclusion Report</i> as a key framing document to inform the technical agenda going forward</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>ACHIEVED</b>, additional 101 resources added to partner SharePoint</li> <li>◆ <b>ACHIEVED</b>, with special reference to Africa Social Safety Net Community of Practice on Cash Transfers</li> <li>◆ <b>ACHIEVED</b>, with publication in mid-FY21</li> </ul>
<b>INTERMEDIATE OUTCOME: Increased expertise is available and supporting economic inclusion program</b>		
<ul style="list-style-type: none"> <li>◆ No. of active PEI members (track no. per constituency)</li> <li>◆ No. of community of practice participants</li> </ul>	Pillar 1: <ul style="list-style-type: none"> <li>◆ Country engagement networks established—an important feature for the CfP in particular</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>PENDING</b>, and to be advanced as part of program efforts in FY21</li> </ul>
	Pillar 2: <ul style="list-style-type: none"> <li>◆ Research networks are leveraged to set in place an agenda for going forward</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>IN PROGRESS</b>, and to be articulated as part of the FY21 workplan</li> </ul>
	Pillar 3: <ul style="list-style-type: none"> <li>◆ Key activities will be developed with active input from PEI members, which is an expectation set out in membership; the curation and dissemination of real-time resources will be especially important in this regard as PEI sets out to connect practitioners with best available information and expertise</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>IN PROGRESS</b>, with special reference to NGO Collaborative Hub</li> </ul>

INDICATOR	FY20 ACTIVITY	STATUS
<b>INTERMEDIATE OUTCOME: Increased funding is available for economic inclusion programming</b>		
<ul style="list-style-type: none"> <li>◆ Increase in level of government funding provided for economic inclusion programming</li> <li>◆ Increase in no. of funders supporting, and level of funding for, economic inclusion programming</li> </ul>	Pillar 1: <ul style="list-style-type: none"> <li>◆ Inaugural PEI grants awardees and strategic country engagement</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>ACHIEVED</b>; grant awardees received initial disbursements</li> </ul>
	Pillar 2: <ul style="list-style-type: none"> <li>◆ Potential for specific resource mobilization on evaluative agenda going forward</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>PENDING</b>, and to be advanced as part of program efforts in FY21</li> </ul>
	Pillar 3: <ul style="list-style-type: none"> <li>◆ Member and development partner outreach; in particular, using the Global Learning Event as a key springboard to introduce additional funders to the MDTF</li> </ul>	<ul style="list-style-type: none"> <li>◆ <b>IN PROGRESS</b>, with special reference to BRAC joining as a new funding partner</li> </ul>
<b>INTERMEDIATE OUTCOME: PEI has engaged and leveraged its location within the World Bank</b>		
<ul style="list-style-type: none"> <li>◆ Level of World Bank funding for economic inclusion programming</li> <li>◆ No. of World Bank–supported programs incorporating economic inclusion component that is informed by PEI/community of practice, no. of people targeted by these programs</li> <li>◆ No. of references to economic inclusion programming in World Bank leadership statements</li> </ul>	Note: A series of work initiatives under the strategic partnership and management priorities will be undertaken to fully take advantage of the Bank’s hosting of PEI. Some of the primary pathways to maximize this relationship include the following.	<ul style="list-style-type: none"> <li>◆ <b>IN PROGRESS</b>, with special reference to the transition of PEI from the Jobs Group to the Social Protection Global Front Office of the World Bank Group</li> </ul>
	<ul style="list-style-type: none"> <li>◆ Pillar 1: Operationalizing the PEI agenda within Bank operations via CfPs and engaging in strategic country support</li> </ul>	
	<ul style="list-style-type: none"> <li>◆ Pillar 2: Connecting Bank expertise with a wider network of researchers on economic inclusion and ensuring the research engagement is relevant for Pillar 1 country engagement support</li> </ul>	
	<ul style="list-style-type: none"> <li>◆ Pillar 3: Framing engagement on overall learning, within the wider context of Bank global and country engagement</li> </ul>	



# FINANCIAL HIGHLIGHTS

## C.1 STATUS OF PARTNER CONTRIBUTIONS

As of June 30, 2020, the development partner contributions to the Partnership for Economic Inclusion including the contribution from the new donor, BRAC, for

\$0.50 million. Table C.1 presents the status of paid and unpaid contributions by development partners. These contributions represent the amounts specified in the administrative agreements.

**TABLE C.1** Status of partner contributions as of June 30, 2020

DEVELOPMENT PARTNER NAME	CONTRIBUTION CURRENCY	AMOUNT RECEIVED		UNPAID INSTALLMENTS (MILLION \$)	TOTAL (MILLION \$)
		CONTRIBUTION CURRENCY	MILLION \$		
New Venture Fund	Million \$	4.00	2.50	1.50	4.00
GIZ	Million €	2.82	3.17	0.00	3.17
BRAC	Million \$	0.50	0.25	0.25	0.50
Total paid and unpaid contributions			5.92	1.75	7.67

SOURCE: SAP (World Bank internal system).

## C.2 PROGRAM AND FINANCIAL STATUS

After announcing the results of the first country engagement call for proposals, launched on July 9, 2019, and the allocation of the first and second tranches of the approved grants between October 2019 and March 2020, the grants' implementation period began.

Table C.2 presents the financial summary for the PEI MDTF, including information on the status of donor contributions, investment income, grant commitments and disbursements, and funds available for future allocations.

**TABLE C.2** Financial status as of June 30, 2020 (\$)

DESCRIPTION	PERIOD PRIOR TO JULY 2019	JULY 1, 2019– JUNE 30, 2020	CUMULATIVE UP TO JUNE 30, 2020
Signed contributions			
Total signed contributions	7,169,760	7,669,670	7,669,670
Unpaid contributions	3,000,000	1,750,000	1,750,000
Receipts			
Contributions paid in	4,169,670	1,750,000	5,919,670
Investment income	24,626	78,898	103,525
Total receipts	4,194,297	1,828,898	6,023,195
Disbursements			
Grant disbursements	0	1,119,622	1,119,622
Program management	137,041	257,107	394,149
Total disbursements	137,041	1,376,729	1,513,770
MDTF cash balance	4,057,256	452,170	4,509,425
Grant committed amounts	158,483	4,044,800	4,203,283
Grant allocations	158,483	3,505,760	3,664,243
Available balance for new programming <sup>a</sup>	4,035,814	n.a.	2,358,952

**SOURCE:** SAP (World Bank internal system).

**NOTE:** In accordance with the Trust Fund Administrative Agreement (see annex 2, para.3.3), “the Bank shall provide to the Donors via the Development Partner Center website, within six (6) months following the end of each Bank fiscal year, an annual single audit report, comprising (1) a management report together with an audit opinion from the Bank’s external auditors concerning the adequacy of internal control over cash-based financial reporting for all cash-based trust funds as a whole; and (2) a combined financial statement for all cash-based trust funds together with the Bank’s external auditor’s opinion thereon.” Details may not sum to totals because of rounding. n.a. = not applicable.

a. As of June 30, 2020, \$0.54 million in approved grants are still pending transfer/allocation; thus, \$1.8 million will be the available budget in light of the pending allocations expected this FY, in addition to the \$1.7 million in expected unpaid contributions.

## C.3 DISBURSEMENTS AS OF JUNE 30, 2020

Activities under PEI MDTF were on track to meet the goals set in the approved FY20 indicative budget of \$3.05 million until the pandemic struck and program activities had to be adapted to the new COVID context. The pandemic led to the suspension of travel and the postponement of planned activities to support the Africa Community of Practice and the Global Learning Event, all of which accounted for a shortfall in disbursements as reflected in table C.3. In this context, actual disbursements during FY20 totaled \$1.37 million. However, for the purposes of total funds utilization, the PEI team considers half of the country grants committed/approved to be

disbursed during a two-year period. This results in an FY20 combined amount of actual disbursements and grant commitments of \$2.27 million, representing 75 percent of the indicative budget for this FY.

Under Pillar 1, country engagement activities, \$1.8 million was approved in country grants expected to be disbursed during a two-year period, which is the normal trend expected for newly approved grants. This pillar reached a total combined amount of actual disbursements (\$0.47 million) and grant commitments totaling \_\_\_\_\_ percent of the indicative budget.



## C. FINANCIAL HIGHLIGHTS

Under Pillar 2, innovation/learning activities, actual disbursements linked to the completion of key operational tools including the costing tool and the open access data portal totaled \$0.59 million, or 72 percent of the indicative budget.

Pillar 3, global knowledge, reflects disbursements under the *State of Economic Inclusion Report*, knowledge management, and initial Global Learning Event preparation activities, for a total of \$0.49 million or 53 percent of the indicative budget. This included postponement of the Global Learning Event.

While the indicative budget estimated \$0.48 million in staff costs, actual staff costs to support consolidation, implementation, just-in-time requests, and expanded

country engagement for the PEI COVID response within the program context resulted in \$0.49 million—slightly over the indicative budget for FY20. The shortfall of \$0.01 million was offset against internal cost recoveries within the Jobs Group for an estimated amount of

to charge around 15 percent of his time in cross-support. A budget challenge is that there are overlaps in staffing costs across each pillar, making it difficult to assign clear staffing charges from one pillar to another.

A lesson learned for the future is to include a separate line in the indicative budget for program management and administration costs so as to monitor these expenses closely.

**TABLE C.3** Disbursements as of June 30, 2020

DESCRIPTION	FY20 INDICATIVE BUDGET (\$)	FY20 GRANT APPROVALS/ COMMITTED (\$)	FY20 ACTUALS/ DISBURSEMENT (\$)	FY20 INDICATIVE BUDGET UTILIZATION (%)	CUMULATIVE DISBURSEMENTS SINCE INCEPTION
Program management/admin			257,107		394,149
Staff time			95,309		394,149
Short-term consultant			122,366		0
Travel			39,433		0
Pillar 1: Country engagement	1,905,000	898,400	469,695	72	469,695
Staff time	312,000		120,388		216,781
Short-term consultant	401,000		91,815		0
Travel	77,000		4,578		0
CfP	1,000,000	898,400	252,914		252,914
Small country grants	60,000		0		0
Events	55,000		0		0
Pillar 2: Innovation/learning	220,000		159,407	72	426,129
Staff time	48,000		104,121		426,129
Short-term consultant	62,000		55,286		0
Travel	10,000		0		0
Other program expenses	100,000		0		0
Pillar 3: Global knowledge	920,000		490,520	53	223,798
Staff time	120,000		172,487		223,798
Short-term consultant	155,000		318,033		0
Travel	15,000		0		0
Events	350,000		0		0
Other program expenses	280,000		0		0
<b>Total</b>	<b>3,045,000</b>	<b>898,400</b>	<b>1,376,729</b>	<b>75</b>	<b>1,513,770</b>

SOURCE: SAP (World Bank internal system).

**Disclaimer:** This work is a product of the staff of The World Bank with external contributions. The findings, interpretations, and conclusions expressed in this work do not necessarily reflect the views of The World Bank, its Board of Executive Directors, or the governments they represent. The World Bank does not guarantee the accuracy of the data included in this work.

Cover photo courtesy of Concern Worldwide

Photo p. 1, © BOMA/Jane Klonsky; pp. 2–3, © BOMA; p. 4, © Trickle Up; p. 11, Panama Ministry of Social Development and the Food and Agriculture Organization of the United Nations; p. 15, © Village Enterprise; p. 16, © BRAC; p. 19, © Concern Worldwide; p. 20, © Village Enterprise; p. 23, © BOMA; pp. 24–25, © Fundación Capital

Editing/design by Nita Congress





**THE WORLD BANK**  
IBRD • IDA | WORLD BANK GROUP