



# **Activities and Achievements**

## ***Working Group On Civil Service & Integrity***

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Good Governance for Development (GfD) in Arab Countries Initiative

**Steering Group Meeting at Ministerial Level**

**Hosted by the Arab Republic of Egypt**

CAIRO, EGYPT, 29 NOVEMBER 2007

This document provides an overview of the activities and achievements of the *Working Group on Civil Service and Integrity*. Further information on the Working Groups' activities is provided online at [www.oecd.org/mena/governance](http://www.oecd.org/mena/governance).

## WORKING GROUP MEETINGS 2005-07

### *1st Regional Working Group Meeting: 18-19 July 2005, Rabat, Morocco*

#### *Objectives:*

The first regional meeting of the *Working Group on Civil Service and Integrity* served to establish a network of senior officials in charge of human resource and integrity policies from Arab and OECD countries and to identify key common challenges Arab countries face in this policy field.

#### *Participants:*

High-level participants attended from Morocco, Tunisia, Egypt, Jordan, Lebanon, Bahrain, Qatar and Syria, with OECD delegates from Spain, Turkey, Belgium, Netherlands, Poland and France. In addition the project partner UNDP was represented at the meeting as well as the World Bank, the EU and ARADO.

The meeting was opened by H. E. Mr. Rachid Talbi El Alami, State Minister for Economic and General Affairs, Morocco and H.E. Mr. Mohamed Boussaid, Minister of Public Sectors Modernisation, Morocco as well as H. E. Mr. Fernando Ballester, Ambassador, Permanent Delegation of Spain to the OECD. They gave a strong commitment to the implementation of the initiative and explored key challenges to the reform agenda. Mr. Rolf Alter, OECD, gave an overview on the strategic context of the initiative and set out key task in order to reach planned deliverables during the coming 12 month of the initiative's schedule.

#### *Outcomes:*

The key results of the first *Working Group on Civil Service and Integrity* meeting included the identification of four specific focus areas for the future policy dialogue of the Working Group on Civil Service and Integrity (see below). Arab countries were designated as thematic leaders for these focus areas and agreed to prepare case studies assessing their national policies in the respective area:

1. Integrity and prevention of corruption: tools, measures, instruments (thematic leaders: Morocco and Jordan)
2. HRM Reform and reduction in wage bill costs (thematic leaders: Bahrain and Morocco)
3. Fiscally affordable pay reform which creates incentives for performance (thematic leader: Jordan)
4. Simplification of administrative procedures and customer responsiveness (thematic leader: Tunisia)

In addition, participating countries agreed on the implementation of the stocktaking of current reform initiatives by country, based on a focused questionnaire and country missions to support countries in this stocktaking and assessment phase where necessary. Participants called for the involvement of more Arab countries in the WG on Civil Service and Integrity, and for the continuation of close co-operation with EU, the WB and ARADO.

### ***Technical Co-ordination Meeting for Assessment Case Studies: 8-9 December 2005, Rabat, Morocco***

#### *Objectives:*

The technical co-ordination meeting for assessment case studies served to support the preparation and coordination of the assessment case studies envisaged at the first regional WG on Civil Service and Integrity meeting in view of their presentation at the second Regional Meeting of the Working Group on Civil Service and Integrity (see below).

#### *Participants:*

The meeting brought together representatives from those participating Arab countries (Morocco, Bahrain, Jordan and Tunisia) that volunteered to undertake case studies on the four high-priority focus areas at the first WG I meeting and OECD experts. The meeting was opened by Mr. Monkid Mestassi, Secretary General, Ministry of State for Economic and General Affairs, Morocco and chair of the Working Group on Civil Service and Integrity, and Ms. Rabha Zeidguy, Director for Administrative Reform, Ministry for Public Sectors Modernisation, Morocco.

#### *Outcomes:*

The meeting provided an opportunity to review the scope and focus of each case study. In particular, it served to take stock of political and technical challenges to national policy priorities and to identify a preliminary set of time-bound action targets for Country Action Plans for each participating country. Key outcomes of the meeting include:

1. Preparation of the case studies: the case studies were presented and discussed for each of the four focus areas.
2. Suggestions for Country Action Plans: each of the four participating countries suggested a preliminary set of action targets for Country Action Plans.
3. Preparation of the next Regional Working Group Meeting: participants made a number of suggestions for issues to be discussed at the second Regional Working Group meeting (see below).

### ***2nd Regional Working Group Meeting: 19-20 April 2006, Rabat, Morocco***

#### *Objectives:*

The second regional Working Group meeting served to present the results of the stocktaking and action planning phase of the GfD Initiative. In particular it served to present the results of the stocktaking questionnaire on civil service and integrity reforms, the four country case studies prepared by the thematic leaders and country stocktaking and action plans prepared by Arab countries.

### *Participants:*

High-level participants attended from Bahrain, Egypt, Jordan, Lebanon, Morocco, Oman, the Palestinian National Authority and Tunisia. OECD countries represented were Belgium, France, Ireland, Japan, the Netherlands, Spain, Turkey and the United States of America. The project partner UNDP was represented at the meeting as well as the Organisation of the Islamic Conference (OIC). The meeting was opened by H.E. Mr. Mohamed Boussaid, Minister for Public Sector Modernisation, Morocco. It was chaired by H.E. Mr. Monkid Mestassi, Secretary General, Ministry of General and Economic Affairs, Morocco and co-chaired by H.E. Mr. Fernando Ballester, Ambassador, Permanent Delegation of Spain to the OECD, and H.E. Mr. Emin Zararsiz, Deputy Undersecretary, Prime Ministry, Turkey.

### *Outcomes:*

The key outcomes of the meeting include the following:

1. Sharing of Country Action Plans. Morocco, Tunisia, Lebanon, Egypt, Jordan, Bahrain and the Palestinian National Authority shared their Country Action Plans in the field of civil service and integrity with the other participating Arab and OECD countries. They agreed to finalise these Country Action Plans in preparation of the GfD Ministerial meeting in Sharm-el-Sheik, taking into account the peer comments received during the meeting.
2. Identification of key common challenges for the future programme of work. The thematic discussions resulted in the identification of the below set of core common challenges, which should become the subject of more intensive regional co-operation.

<i>Integrity and corruption prevention</i>
1. Codes of conduct: Formulation and implementation process
2. The functions of central bodies: Design, implementation and co-ordination of corruption prevention policies
3. Managing conflict of interest: The role of disclosure of assets
4. Integrity in public procurement
5. Administrative simplification
6. Involving citizens: public scrutiny
<i>Ensuring integrity and staff performance</i>
7. Assessing staff: recruitment and performance appraisal
8. Reforming central HRM agencies
<i>Wage bill reduction and reforming individual pay</i>
9. Individual pay reform and modeling its fiscal implications;
10. Limiting public sector employment in a context of weak private sector performance;

Participants agreed that this co-operation can take different forms, including specific high-level seminars with broader participation, study visits to Arab and OECD countries of smaller groups of countries particularly engaged in a specific policy field and ongoing electronic discussion groups. In order to ensure synergies with the other Working Groups of the GfD Initiative and the Investment pillar of the OECD-MENA Programme, some of the cross-cutting themes could be addressed in joint seminars.

### ***3rd Regional Working Group Meeting: 6-7 December 2006, Paris, France***

#### *Objectives:*

The third meeting of GfD the WG on Civil Service and Integrity served two key objectives: The first day provided a forum for regional capacity building on Human Resources Planning and Management among policy makers from Arab countries and members of the OECD Public Employment and Management Working Party (PEMWP) (see further below). The second day served to shape the Working Group's work program for 2007 and beyond and to assess future prospects, based on a review of its past activities.

#### *Participants:*

The meeting was chaired by H.E. Mr. Monkid Mestassi, Secretary General, Ministry of Economic and General Affairs, Morocco and co-chaired by H.E. Mr. Fernando Ballester, Ambassador, Permanent Representative of Spain to the OECD, Spain and H.E. Mr. Hüsnü Tekin, General Director of Personnel & Principles General Directorate, Prime Ministry, Turkey. Experts and representatives from Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, the Palestinian National Authority, Syria and Tunisia attended the meeting. The capacity building seminar on Human Resources Planning and Management on 6 December particularly benefited from the broad participation of members of the OECD's Public Employment and Management Working Party, including Belgium, France, Hungary, Ireland, the Netherlands, Slovenia, Spain, Sweden and the United Kingdom.

#### *Outcomes:*

The discussions on the programme of work for 2007 on the second day resulted in a strong agreement by Arab countries to further deepen and intensify the regional policy dialogue to support the implementation of their countries' action plans in the field of civil service and integrity. They concluded with the identification of three key building blocks for deepening the regional policy dialogue in 2007:

1. *Sharing good practices:* focussed peer-to-peer learning activities, regional capacity-building seminars, reports on good practices and country-specific peer-reviews will support the implementation of country action plans through detailed peer-advice, policy recommendations and insight into other countries' reform experiences;
2. *Identifying common principles:* common principles will provide policy makers with practical and reliable checklists for policy formulation and implementation, drawing on the experiences of other Arab and OECD countries;
3. *Developing a common language:* A set of comparable data on government activities and institutional arrangements will provide the essential underpinning for evidence-based policy dialogue, for identifying good practices and common principles and will support countries in monitoring progress in implementing country action plans;

**REGIONAL CAPACITY BUILDING SEMINARS**

**AND COUNTRY SPECIFIC JOINT LEARNING ACTIVITIES 2005-07**

**IN RESPONSE TO IDENTIFIED FOCUS AREAS AND REGIONAL CHALLENGES**

**1. Pay strategies for better public sector performance: pay and grading reform**

*Regional Capacity Building Seminar on Pay Strategies for Better Public Sector Performance: Pay and Grading Reforms in Arab Countries, 20-21 September 2006, Amman, Jordan*

*Relevance of the topic:*

This regional capacity building seminar responded to the demand of Arab delegates to the GfD WG on Civil Service and Integrity for support in addressing regionally shared challenges in the field of civil service and integrity. The seminar was the first of a series of focused regional capacity building seminars in the framework of the WG on Civil Service and Integrity that have been envisaged by Arab countries. The seminar took place thanks to the initiative and hospitality of the government of Jordan under the patronage of H.E. Mr. Salem Al-Khazaleh, Minister of Public Sector Development, Jordan.

Public sector pay and grading reforms were identified as a core common challenge by Arab delegates at the second GfD Working Group meeting held in Rabat, Morocco on 19-20 April 2006. Pay and grading reforms are also a core element of Arab countries' action plans presented at the GfD Steering Group meeting at ministerial level in Sharm-el-Sheikh on 19-20 May 2006.

*Objectives:*

The key objective of the seminar was to support policy makers from Arab countries in designing and implementing their reform approaches towards public sector pay and grading reform through focused regional policy dialogue with other Arab and OECD countries.

*Participants:*

Arab countries showed strong interest in the seminar: It was attended by high-level delegations from 13 Arab countries including Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Mauritania, Morocco, Oman, Qatar, Syria, Tunisia and the Palestinian National Authority. Furthermore, experts from OECD countries as well as from the World Bank were present. The seminar was opened by H.E. Mr. Salem Al-Kawaldeh, Minister of Public Sector Development, Jordan, who described public sector pay and grading reforms as a priority concern for the government of Jordan and by Dr. Yaseen Khayyat, Director of the Jordan Institution for Standards and Metrology (JISM), who accentuated the importance of HR reforms for JISM, which contributed to the preparation of the seminar. On behalf of Morocco, chair country of the GfD Working Group on Civil Service and Integrity, Mr. Mohamed Aliat, Director of Civil Service, Ministry for Public Sectors Modernisation, Morocco, welcomed the initiative of the government of Jordan to hold this seminar.

*Outcomes:*

Delegations from Arab countries highly welcomed the format of this regional capacity building seminar, which was conducive to focused peer-exchange. They suggested that this success model should be applied in a similar format to related HR challenges in the future within in the framework of the GfD Human Resources Network shaped at the seminar. The following four regional focus themes for future regional capacity building emerged during the discussions at the seminar:

1. Pay strategies for better public sector performance: pay and grading reform (follow-up to the Jordan seminar);
2. Assessing staff: recruitment, assessment centres and performance appraisal;
3. Overall human resource planning and management;
4. The role of central human resources agencies and HR units in central, regional and local line-bodies.

***Peer-to-Peer Study Visit of Senior HR Officials from Arab Countries to Belgium. Exchange on the Belgian Experience with Reforming the Federal Job Classification System, 20-24 November 2006, Brussels, Belgium***

*Objectives:*

The idea for undertaking a peer-to-peer study visit of senior HR officials from Arab countries to Belgium emerged at the regional capacity Building Seminar on Pay Strategies for Better Public Sector Performance held in Amman, Jordan on 20-21 September 2006. The presentation of the representative of Belgium on the recent reforms of the job classification and pay system in the Belgian federal public service triggered the interest of experts from Arab countries, especially from Lebanon and Jordan, to get deeper insight in the Belgian reform experience.

The key objective of the one-week study visit was to identify lessons-learnt from the Belgian experience for the participating Arab countries through an intensive exchange with senior civil servants from the Belgian administration in a series of workshops. The study visit was made possible thanks to the kind hospitality of the Belgian Federal Public Service Personnel and Organization (FPS P&O).

*Participants:*

The delegations from Lebanon and Jordan participating in the study visit included the following visitors: Dr. Faysal Al-Hyari (Financial Advisor at the Ministry of Finance in Jordan), Ms. Muna Hakooz (Executive Director of Human Resources Policy Administration in Jordan), Mr. Sameh Al Naser (Director of Management Development and Information at the Civil Service Bureau in Jordan) and Mr. Samer Hankir (Policy Analyst at the Office of the Minister of State for Administrative Reform - OMSAR in Lebanon). Several senior experts from the Belgian Federal Public Service Personnel and Organization (FPS P&O) and external HR experts facilitated the series of workshops.

*Outcomes:*

The peer-to-peer study visit was highly welcomed by participating Arab delegates as a new way of exchanging reform experiences among administrations from Arab and OECD countries. They expressed strong appreciation for the rich and interactive exchange of ideas. Mr. Jacques Druart, representing the President of the FPS P&O, accentuated the hope of the Belgian hosts that the study could become a starting

point of a longer-term co-operation, either at the bilateral level or within the framework of the GfD Initiative.

A detailed report on the results and lessons-learned from the study visit was prepared by Mr. Samer Hankir, Policy Analyst, OMSAR, Lebanon, and shared with other Arab countries at the third meeting of GfD WG I held in Paris in December 2006 (see above). Ms. Muna Hakooz, Executive Director of Human Resources Policy Administration, Jordan provided a summary of guidelines to support other countries in initiating and designing further peer-to-peer study visits, following the Belgium success model.

## **2. Overall human resources planning and management**

### ***Regional Capacity Building Seminar on Overall Human Resources Planning and Management, 6 December 2006, Paris, France***

#### *Relevance of the topic:*

This regional capacity building seminar responded to the identification of human resources planning and management as a key common challenge by Arab countries at the second regional WG on Civil Service and Integrity meeting held in Rabat, Morocco, in April 2006. Public sector employment levels in the Arab region rank among the highest in the world and the wage bill represents a heavy budgetary burden for many Arab countries. The need to create employment opportunities in a weak private sector environment has in many countries contributed to such high public sector employment levels, often undermining the state's ability to pay competitive salaries for qualified staff and the morality of civil servants. While encouraging private sector growth and employment, many Arab countries are today seeking ways of limiting public employment in a socially sustainable manner and of improving their HR planning capacities.

#### *Objectives:*

To support Arab countries in addressing the challenge of overall human resource planning and management, this regional capacity building seminar served as a forum for exchanging good practices among Arab and OECD countries with regards to:

- Mechanisms for effectively enforcing staffing and / or budgetary ceilings for public sector employment, while allowing for sufficient flexibility to adapt staffing according to changing objectives of government bodies. The meeting served to discuss the different approaches towards establishment control, from the traditional model of establishment control towards managerial or “running cost” control systems.
- HR planning models: The meeting served to discuss how HR planning models can be tailored to Arab countries needs in order to ensure that the right positions are filled with the right people.
- Approaches for reducing the public sector workforce: The meeting served to discuss the chances and risks associated to different means (natural attrition, voluntary departure programmes, etc.) for reducing the public sector workforce.

#### *Participants:*

The seminar was chaired by H.E. Mr. Monkid Mestassi, Secretary General, Ministry of Economic and General Affairs, Morocco and co-chaired by H.E. Mr. Fernando Ballesterro, Ambassador, Permanent Representative of Spain to the OECD, Spain and H.E. Mr. Hüsni Tekin, General Director of Personnel &

Principles General Directorate, Prime Ministry, Turkey. Experts and representatives from Algeria, Egypt, Iraq, Jordan, Lebanon, Morocco, the Palestinian National Authority, Syria and Tunisia attended the meeting. The capacity building seminar particularly benefited from the broad participation of members of the OECD's Public Employment and Management Working Party, including Belgium, France, Hungary, Ireland, the Netherlands, Slovenia, Spain, Sweden and the United Kingdom.

*Outcomes:*

The seminar resulted in a strong affirmation by Arab participants to pursue the regional exchange on overall human resources management as part of the three key building blocks for deepening the regional policy dialogue in 2007, identified at the subsequent 3rd regional WG on Civil Service and Integrity meeting (Sharing good practices, Identifying common principles, Developing a common language, see above). In particular, Arab countries showed strong interest in pursuing the work on human resources planning and management by working towards the identification of common principles and good practices in Arab and OECD countries with regards to:

- the institutional arrangements for establishment control;
- human resources planning systems;
- managing the size of the overall public sector workforce (including the different objectives and strategies pursued by Arab and OECD countries to reduce the public workforce);

The proposition was occurred that this work could be guided by a high-level expert group from interested Arab and OECD countries. It could lead to the formulation of a checklist of common principles and to a report on good practices for effective human resources planning and management in the public sector.

**3. Performance management and assessing staff / Managing senior civil servants to ensure integrity**

***Regional capacity building seminar on managing the performance and reinforcing the integrity of civil servants, 24-25 May 2007, Rabat, Morocco***

*Relevance of the topic:*

Establishing effective performance incentives for civil servants and reinforcing their integrity has been identified as a key common challenge by Arab countries at the third regional WG on Civil Service and Integrity meeting held in Paris in December 2006 and during the previous policy dialogue. In response to this demand, H.E. Mr. Azzedine Diouri, Secretary General of the Ministry of Public Sectors Modernisation kindly took the initiative to host a regional seminar on this priority theme in Morocco.

Many Arab countries are currently undertaking reforms aimed at putting more emphasis on rewards for actual performance and merit of their civil servants. These reforms take place in the context of mostly career-based civil service systems where job advancement has traditionally been strongly linked to seniority. Similarly, several Arab countries consider that preventing corruption in the public service is a high-priority concern, and have undertaken important steps towards it. One of them is the clear identification and management of conflict of interest situations, such as privately held business interests, outside employment cases or high-valued gifts that may influence public decisions.

*Objectives:*

This regional seminar was part of a series of regional capacity building events on key priority areas in the field of civil service and integrity identified by Arab countries. It served to exchange reform experiences

among policy makers from Arab and OECD countries with regards to the management of the performance and the integrity of civil servants.

The seminar was also an opportunity for Arab delegates to the WG on Civil Service and Integrity to prepare the revision of the programme of work of the WG on Civil Service and Integrity, and to envisage the contribution of the WG on Civil Service and Integrity to the Steering Group meeting at ministerial level to be held in Cairo in November 2007.

#### *Participants:*

The seminar was opened by H.E. Mr. Mohamed Boussaid, Minister of Public Sectors Modernisation, Morocco who hosted the seminar. The seminar was opened as well by Mr. Monkid Mestassi, Secretary General, Ministry of State for Economic and General Affairs, Morocco; Mr. Luis Tejada Chacón, Deputy Permanent Representative, Permanent Delegation of Spain to the OECD; Mr. Ömer Atalar from the Ethics Board for the Public Service, Turkey and Ms. Odile Sallard, Director, Public Governance and Territorial Development Directorate, OECD. The meeting was chaired by H.E. Mr. Azzedine Diouri, Secretary General, Ministry for Public Sectors Modernisation and by Mr. Luis Tejada Chacón, Deputy Permanent Representative, Permanent Delegation of Spain to the OECD.

Experts and representatives from Bahrain, Belgium, Egypt, France, Germany, Japan, Jordan, Lebanon, Morocco, the Palestinian National Authority, Spain, Sweden, Tunisia, Turkey, the United Arab Emirates and Yemen attended the meeting. The World Bank, the Organisation of the Islamic Conference and the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) were also represented.

#### *Outcomes:*

Delegates from Arab countries highly welcomed the seminar as an opportunity for sharing good practices with other Arab and OECD countries in policy areas which are of key importance for their national reform agenda. During the seminar, participants engaged in an open and constructive exchange of policies and reform experiences in particular on the following common challenges:

1. The chances and risk of using contractual arrangements within a traditionally career-based civil service, with a particular focus on senior civil servants. The seminar served to address the question how to balance the chances and risks of using contractual staff in the civil service. The introduction of contractual elements in traditional career-based systems can be an effective tool to increase the performance and the flexibility of the civil service. However there are also important risks associated with the use of contractual staff, including the loss of institutional memory, patronage and politicisation.
2. The challenges of designing and implementing effective performance appraisal systems, with a particular focus on the linkage between appraisal results and performance incentives (pay, promotion). The design and implementation of effective performance evaluation systems with meaningful and just outcomes is a major challenge both in Arab and OECD countries. The meeting served to address the question how central bodies can effectively bring about the cultural change across government administrations through the reform of performance appraisal systems.
3. Striking an appropriate balance between the seniority- and the merit-principle in the promotion system. The seminar served to discuss how to strike an appropriate balance between ensuring a competitive recruitment process with a large pool of competent applicants on the one hand – and maintaining fair job advancement prospects for internal candidates on the other hand.
4. Identifying and managing conflicts of interest in the civil service. Participants emphasised the importance of properly identifying and managing conflict of interest situations in public administration, as

these situations are recognised as potential sources of corruption. The topic raised lively discussions, and participants called for further actions on developing standards and mechanisms to identifying and managing conflict of interest in the public service. Particular interest was shown to questions on handling gifts and favors, and nepotism in the public administration as well as the use of prevention measures such as periodical disclosure.

The discussions on the future thematic priorities of the GfD WG on Civil Service and Integrity confirmed the importance of the strategic directions for the GfD Initiative envisaged at the Arab co-ordinators' meeting held in Paris in spring 2007 for deepening the regional policy dialogue on civil service and integrity issues. The discussions also confirmed the three building blocks envisaged at the third WG on Civil Service and Integrity meeting held in Paris on 6-7 December 2006 (see above). Arab countries in particular emphasised that focussed peer-to-peer learning activities, workshops and study visits (building block 1) should be given particular emphasis.

In order to refine and update the thematic priorities for the future programme of work, a questionnaire was provided to Arab and OECD countries during the seminar for comments. The first results of the GfD Survey to Assess Country's Thematic Priorities for 2008-10 and Sharing of Reform Experiences will be presented at the GfD Steering Group meeting at technical level to be held in Cairo on 10 September 2007.

## **JOINT LEARNING STUDIES 2007**

### **IN RESPONSE TO IDENTIFIED THEMATIC AREAS**

The Joint Learning Studies (JLS) represent a new innovative activity for knowledge creation and sharing between participating Arab and OECD countries in the framework of the OECD MENA Governance Programme. The JLS are carried out in specific areas of interest for Arab countries and use an OECD tested methodology adapted to the country specific policy context and needs. One key element of the methodology is the involvement of policy experts from *both* OECD and Arab countries, which ensures an in-depth policy discussion among peers and mutuality of exchange between participating countries.

The pilot Joint Learning Study has been carried out in Morocco, and was initiated by the country itself in the thematic area of Integrity in Public Procurement.

#### **First Joint Learning Study on Integrity in Public Procurement in Morocco, autumn 2007**

##### *Relevance of the topic:*

Integrity in public procurement is a key issue in all countries as public procurement represents high percentages in overall GDP. In developing countries, moreover, fight against corruption in public procurement is exposed to the scrutiny of the international donor community.

In June 2007, in response to a specific request from the Moroccan government the project, entitled "Joint Learning Study on Integrity in Public Procurement in Morocco" was launched.

##### *Objectives:*

Based on the information gathered through preliminary research and a fact-finding field mission, the objective of the JLS project consists of assessing the progress made by Morocco in modernising its public

procurement system and providing policy recommendations on improving integrity in public procurement in Morocco.

*Participants:*

The expert group participating in the evaluation was composed by Mr. Mahmood Al Bastaki, Trade Director for Dubai World and responsible for the conception of the e-procurement system in Dubai; Mr. Jean-Pierre Bueb, Counsellor at the Central Service for Prevention of Corruption in France; Mr. John Read, former Director of Public Procurement Policy in Canada and representatives of the OECD Secretariat.

The expert group for the evaluation conducted a series of interviews with high level public servants in the Moroccan government, as well as representatives of the private sector and NGOs.

*Outputs:*

The main output of the project is study reviewing the country's experience of fighting corruption and promoting integrity in public procurement. The JLS will highlight the strengths and weaknesses of the Moroccan public procurement system, and provides policy recommendations for its improvement. The Study will be finalised by end 2007.