

# Country Action Plans

June 2006



BAHRAIN

EGYPT

JORDAN

LEBANON

MOROCCO

TUNISIA

UAE (DUBAI)

## **ABOUT THIS DOCUMENT**

The Good Governance for Development (GfD) in Arab Countries Initiative aims at modernising public governance in the Middle East and North Africa (MENA). It was launched by prime ministers and ministers from 18 Arab countries at a ministerial conference hosted by the Prime Minister of Jordan under the patronage of King Abdullah II in February 2005. The GfD Initiative creates a forum for results-oriented regional policy dialogue among policy practitioners from Arab and OECD countries. The initiative is supported by a partnership between the OECD and the UNDP and is being carried forward in close co-operation with the World Bank, the Arab League, the European Union and other international and regional organisations. It is part of the OECD MENA Initiative on Governance and Investment for Development which also includes a pillar on Investment. To learn more about the GfD Initiative, please consult [www.oecd.org/mena/governance](http://www.oecd.org/mena/governance) or contact us at [mena.governance@oecd.org](mailto:mena.governance@oecd.org).

This document presents the country action plans (CAPs) for public sector modernisation of seven Arab countries: Bahrain, Dubai (United Arab Emirates), Egypt, Jordan, Lebanon, Morocco and Tunisia. The CAPs are one of the key results of the regional policy dialogue of the GfD Initiative. They have been validated by Arab countries' national co-ordinators for the GfD Initiative and have been made available at the recent GfD Steering Group meeting at ministerial level which was held in Sharm el-Sheikh on 19-20 May 2006. They contain detailed policy reform targets in the areas of civil service and integrity, e-government and administrative simplification, governance of public finance, regulatory reform, public service delivery, public-private partnerships, judiciary and enforcement and civil society and the media. They are not exhaustive and further elements are still being finalised and will be inserted after validation.

The CAPs are built on the exchanges between senior policy makers in OECD and Arab countries in the thematic working groups of the GfD Initiative. They have benefited from the diverse experiences which OECD countries can offer and from the advice of policy-makers who know firsthand about the barriers to implementation and long-term sustainability of reforms. They take into account the interrelationships between the different institutional dimensions of reform.

The CAPs may provide a useful reference point for partnership projects among Arab and OECD countries and multilateral organisations. They can offer guidance for financial and technical assistance programmes, and improve their efficiency and effectiveness. Moreover, the CAPs will serve as a basis for benchmarking progress with implementation of reforms and partnerships within the GfD Initiative.

## **SUPPORT FOR THE GFD INITIATIVE**

The Good Governance for Development (GfD) in Arab Countries Initiative is funded by voluntary contributions from Canada, Belgium, France, Italy, Japan, Netherlands, South Korea, Spain, Sweden (Swedish International Co-operation Agency, SIDA), Turkey, the UK and the US as well as through contributions from Arab countries. In addition, these and further OECD countries and multilateral institutions like the World Bank provide policy expertise on an ongoing basis.

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## **Format of the action plans**

The Country Action Plans below are presented in a standard format that was suggested in accordance with the requests of Arab countries during the GfD national co-ordinators' meeting held at the OECD in Paris on 1 March 2006. The format allows the presentation of the key national reform goals in the six different policy fields comprised in the GfD Initiative. The technical core of the Country Action Plans consists of a set of clearly defined time-bound action targets for the next 12-18 months which are defined with a view to achieving the key national reform goals. Their implementation should be monitored through measurable success indicators.

## **Structure of the Country Action Plans**

### **1. Strategic reform goals & medium and longer term action targets**

The strategic national reform goals are the government's key long-term policy objectives in public governance reform. They should be seen as an expression of continued political will for reform implementation.

Medium and long-term reform actions are those action targets necessary to achieve the strategic national reform goals that will be realised after a period of 18 months.

### **2. Progress made**

Progress made so far summarises the key actions that have been implemented recently or the implementation of which is under way in view of the strategic national reform goals.

### **3. Short-term Action targets**

- a. Action Target: Short-term action targets represent the technical core of the Country Action Plans. They are specific and clearly defined actions that can realistically be implemented within the next 12-18 months and can be measured by success indicators.
- b. Time-frame: Each action target should be bound to a timeframe for its implementation.
- c. Responsible Agency: The responsible agency is the government body in charge of implementing the respective action-target.

### **4. Proposals for GfD and international co-operation**

Proposals for GfD and international co-operation indicate areas requiring support to implement the action targets. Such support could consist of:

1. Pilot projects for testing reform approaches;
2. Technical and financial assistance by bi- and multilateral donors;
3. Peer support from OECD policy practitioners, such as peer advice on policy formulation, peer reviews of draft laws and peer-to-peer learning activities;
4. Regional co-operation and capacity building (e.g. in the form of regional centres);



# Country Action Plan

BAHRAIN

**POLICY FIELD: CIVIL SERVICE AND INTEGRITY (WORKING GROUP 1)**

| Strategic reform goals & medium and longer term action targets  | Progress made | Short-term Action targets (12/18 months)  |  |                    | Proposals for GfD and international co-operation and/or areas where additional international support would be needed <sup>1</sup>                                     |
|---|---------------|---|--|--------------------|---|
|   |               | Action Target   | Timeframe  | Responsible Agency |   |
| <p><b>Strategic reform goal:</b></p> <p><i>Seek to minimize the amount of routine administrative work it undertakes through a process of decentralization and automation.</i></p> |               | <ul style="list-style-type: none"> <li>• Reengineering current business processes to eliminate, decentralise or automate routine activities.</li> <li>• Reviewing existing civil services regulations for any necessary amendments.</li> <li>• Fully utilising existing and future IT systems and capabilities.</li> <li>• Introducing an auditing process to ensure Ministry HR departments are following the amended rules &amp; regulations correctly.</li> <li>• Preparing Ministry HR departments to handle these responsibilities.</li> </ul> | <p>Nov. 06</p> <p>April 07</p> <p>Nov. 07</p> <p>Nov. 07</p> <p>April 08</p> | <p>CSB</p>         | <ul style="list-style-type: none"> <li>• Technical support by international experts, OECD practitioners and consultants.</li> <li>• ... (to be identified)</li> </ul> |

<sup>1</sup> The proposals in this column follow on from the actions and challenges identified by the national co-ordination committee. They are a first set of suggestions as available so far. Arab countries are invited to further develop these suggestions and to specify in which areas or through which actions international co-operation and partnerships could support the implementation of their action plans most effectively.

|   |  |   |   |            |   |
|---|--|---|---|------------|---|
| <p><b>Strategic reform goal:</b></p> <p><i>Refocus the activities of the Civil Service Bureau on value added consultative services to the Government sector, centred on improving Government efficiency, effectiveness and quality.</i></p> |  | <ul style="list-style-type: none"> <li>• Reengineering current business processes to eliminate non value-added activities.</li> <li>• Developing new services to support the drive for improved management performance in Government organisations.</li> <li>• Enhancing the capability of CSB staff to advise Government organisations through relevant training and development programmes.</li> <li>• Creating formal quality management systems in all Government organisations.</li> </ul> | <p>Nov.06</p> <p>April 07</p> <p>Nov. 07</p> <p>Nov. 08</p> | <p>CSB</p> | <ul style="list-style-type: none"> <li>• Technical support by international experts, OECD practitioners and consultants.</li> <li>• ... (to be identified)</li> </ul> |
| <p><b>Strategic reform goal:</b></p> <p><i>Adopt a leading role in modelling and promoting strategic management practices within Government organisations.</i></p>  |  | <ul style="list-style-type: none"> <li>• Benchmarking CSB processes and activities against leading organisations both inside and outside Bahrain, identifying relevant opportunities for improvement.</li> <li>• Sharing knowledge regarding effective management practices with Government organisations.</li> <li>• Promoting and facilitating the introduction of effective management processes within Government organisations.</li> </ul>   | <p>Nov. 07</p> <p>Continues</p> <p>Continues</p>            | <p>CSB</p> |   |

|   |  |  |   |            |   |
|---|--|--|---|------------|---|
| <p><b>Strategic reform goal:</b></p> <p><i>Promote a human resource development culture within the Bahrain Government based upon the twin principles of competence and merit.</i></p> |  | <ul style="list-style-type: none"> <li>● Creating a dedicated, independent educational facility for civil services employees, to be used to provide life-long learning opportunities.</li> <li>● Seeking to attract the most capable graduate students to the public sector.</li> <li>● Introducing a comprehensive performance management process throughout the civil services.</li> <li>● Reviewing existing recruitment and promotion policies and procedures for applicability, appropriateness and transparency.</li> <li>● Reviewing existing compensation and reward policies and procedures for applicability and appropriateness</li> <li>● Establishing a more effective organisational culture of responsibility and accountability within the public sector.</li> </ul> | <p>Nov. 08</p> <p>Nov. 08</p> <p>Nov. 08</p> <p>Nov. 08</p> <p>Nov. 08</p> <p>Nov. 08</p> | <p>CSB</p> | <ul style="list-style-type: none"> <li>● Technical support by international experts, OECD practitioners and consultants.</li> </ul> |
| <p><b>Strategic reform goal:</b></p> <p><i>Facilitate and support a culture of quality within Government activities.</i></p>  |  | <ul style="list-style-type: none"> <li>● Implementing measures to raise the performance of employees at all levels.</li> <li>● Facilitating the use of appropriate tools and techniques for quality improvement within Government organisations by introducing a national quality award.</li> <li>● Ensuring the CSB is correctly orientated to support Government organisations in their drive for higher quality, by increasing flexibility and responsiveness, whilst ensuring appropriate rules and regulations are followed.</li> </ul>   | <p>Nov. 07</p> <p>Nov. 08</p> <p>Nov. 08</p>  |            |   |



**POLICY FIELD: E-GOVERNMENT AND ADMINISTRATIVE SIMPLIFICATION (WORKING GROUP 2)**

|  |   |   |           |   |   |
|--|---|---|-----------|---|---|
| <p><b>Strategic reform goal:</b><br/><i>To improve government performance and render a high degree of transparency in the matters of governance where all information that is related to government activities must be made easily accessible.</i></p> <p><b>Medium and long-term targets:</b><br/><i>Highest standard of living and best quality of life for citizens through comprehensive, secure, accurate and timely information and services</i></p> | <p>The government of Bahrain has completed the set up of the technical infrastructure supporting e-government</p>   | <p>The government of Bahrain expresses interest in sharing its experience with other Arab countries in setting up the technical infrastructure for e-government including:</p> <ul style="list-style-type: none"> <li>• the establishment of the data centre;</li> <li>• the set up of high speed Government data network</li> <li>• the government security infrastructure</li> <li>• the national smart card</li> </ul> |           | CIO   | <ul style="list-style-type: none"> <li>• Forum for exchange knowledge and practices</li> </ul>                                |
|  | <p>The government of Bahrain has established the Supreme Committee for Information and Communication Technology (SCICT)</p>                                   | <ul style="list-style-type: none"> <li>• The government of Bahrain expresses interest in sharing its experience with other Arab countries in setting up an authority to ensure leadership and good management of e-government</li> </ul>  |           | Council of Ministers                            |   |
|  | <p>The government of Bahrain has conducted a survey of current government services and initiated the work to deliver 5 services online (90-95% completed)</p> | <ul style="list-style-type: none"> <li>• The government of Bahrain completes the delivery of 5 initial online services</li> </ul>   | 6 Months  | CIO   |   |
|  | <p>29 out of 33 ministries and Gov. organisation have an established Web Presence (88% completed)</p>   | <ul style="list-style-type: none"> <li>• The government of Bahrain ensures that Ministries and Government Organisation establish Web Presence (stage I of the Gartner Research four stage E-Government Model)</li> </ul>  | 6 months  | SCICT/All Ministries and Gov Organisations      |   |
|  | <p>19 out of 33 ministries and Gov. Organisations have established Interactive websites (57% completed)</p>   | <ul style="list-style-type: none"> <li>• The government of Bahrain establishes interactive site (stage II of the Gartner Research four stage E-Government Model)</li> </ul>   | 6 months  | SCICT/All Ministries and Gov Organisations      | <ul style="list-style-type: none"> <li>• Technical assistance and exchange of knowledge with OECD donor countries.</li> </ul> |
|  | <p>40% completed</p>  | <ul style="list-style-type: none"> <li>• The government of Bahrain completes the delivery of 20 priority Services</li> </ul>  | 12 Months | CIO/All Ministries and Gov Organisations        | <ul style="list-style-type: none"> <li>• Agreement on standard services for regional progress benchmarking</li> </ul>         |
|  |   | <ul style="list-style-type: none"> <li>• The government of Bahrain prepares a Phase II Strategy Document</li> </ul>   | 12 Months | SCICT/CIO/ All Ministries and Gov Organisations | <ul style="list-style-type: none"> <li>• Technical assistance and exchange of knowledge with OECD donor countries.</li> </ul> |
|  |   |   |           |   |   |

**POLICY FIELD: GOVERNANCE OF PUBLIC FINANCE (WORKING GROUP 3)**

|  |  |   |   |                            |  |
|--|--|---|---|----------------------------|--|
| <p><b>Medium and long-term targets:</b></p> <p><i>Increasing transparency of budget documents</i></p>  | <p>In several respects, the government of Bahrain is taking steps. The Ministry of Finance is currently preparing a memorandum that outlines broad policy objectives and expenditure ceilings. Also a strategic plan is prepared setting out issues to be addressed in the short, medium and long term with various options to achieve the planned objectives, so that links between national economic strategy and budget documents are enhanced.</p> | <ul style="list-style-type: none"> <li>Presenting historical economic and fiscal information in the budget plan, with discussion on trends.</li> <li>Providing information on underlying assumptions in the budget documents.</li> <li>Providing assessment of current economic and fiscal developments and associated risks on budget plan.</li> </ul>   | <p>5/06-12/06</p> <p>5/06-12/06</p> <p>5/06-12/06</p> | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve macro-economic and fiscal modeling?</li> <li>How to make an inventory of fiscal risks?</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>Reducing budgetary adjustment during the financial year</i></p>                                  | <p>The budgetary process is well-developed with clear procedures.</p>  | <ul style="list-style-type: none"> <li>Reducing the incentives to ministries for budget adjustments.</li> <li>Reducing budget volatility, by an assessment of the possibility of application of stable oil price assumptions in the budget and saving part of the oil revenues to increase fiscal sustainability.</li> </ul>  | <p>5/06-6/07</p> <p>5/06-6/07</p>                     | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve stability in the budget, forecasting and budgetary assumptions?</li> </ul>   |
| <p><b>Medium and long-term targets:</b></p> <p><i>Implementing a Medium Term Expenditure Framework</i></p>   | <p>The current budgetary framework in Bahrain includes two financial years. For the 2005-2006 budget cycle medium term projections till 2008 have been obtained. For the 2007-2008 budget cycle medium term budget estimates will be prepared as well. There is a macro-fiscal unit within the Ministry of Finance that makes medium term projections of expenditures and revenues.</p>  | <ul style="list-style-type: none"> <li>Introduction of a multi-year expenditure framework in the budget of 2007-8. This framework will look forward both in expenditure and revenue estimates and set fiscal targets. Assumptions of the models underlying the estimates will be disclosed. The fiscal consequences (debt burden, budget deficit/surplus) of these multi-year estimates for expenditures and revenues will be given.</li> <li>Regular evaluation of the framework, beginning in the first year after the introduction of the medium term expenditure framework, the model for forecasting of medium term expenditures and revenues. It provides proposals for improvement of the model and underlying assumptions.</li> </ul> | <p>3/06-12/06</p> <p>1/08-6/08</p>                    | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve macro-economic modelling and scenario building?</li> <li>What methods of medium term expenditure and revenue forecasting could be used?</li> <li>How could expenditure frameworks be evaluated?</li> </ul> |
| <p><b>Medium and long-term targets:</b></p> <p><i>Improving computerised information flows between spending ministries-Ministry of Finance</i></p> | <p>Several ministries report on their budget implementation to the Ministry of Finance. The government of Bahrain uses an IT application for accounting and budgetary control. This integrated application covers most of the government ministries.</p>   | <ul style="list-style-type: none"> <li>Starting up a course programme for financial officers in all public entities. The course programme should also take account of computer skills connected to the automated financial information infrastructure.</li> <li>Introducing sanctions for non-reporting on financial flows of a ministry. These sanctions could be inserted into the financial management regulations.</li> </ul>   | <p>3/06-12/07</p> <p>03/06-12/06</p>                  | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How can capacity of financial officers be improved?</li> <li>What possible financial management arrangements, including obligations, timelines and sanctions can be taken?</li> </ul>                                     |

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|---|---|--|-----------------------------------|----------------------------|--|
| <p><b>Medium and long-term targets:</b></p> <p><i>Increasing result oriented budgeting</i></p>  | <p>The current budget informs in some detail on different spending items. Pilots have been started to introduce performance budgeting in the field of health and education.</p> | <ul style="list-style-type: none"> <li>• Including in the budget of 2007/8 several indicators that give an impression of the extent to which policy goals have been achieved. Included will be data on volumes and prices, such as the number of civil servants, teachers, doctors and other public employees, as well as their average costs. This information will be given per ministry and other public entity. For subsidies, the number of allocations made will be given, as well as the average subsidy. An overview will be made with the services that are provided per ministry and public entity.</li> </ul> | <p>06/06-12/06</p>                | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>• What statistical methods for estimation of volumes and prices could be used?</li> <li>• How could the capacity of ministries and public entities on accounting be improved?</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>Improve knowledge of public finance among parliamentarians and staff at line ministries</i></p> | <p>Parliament in Bahrain has been installed recently.</p>   | <ul style="list-style-type: none"> <li>• Enhance knowledge of parliamentarians on their control over finances, and train support staff to improve professional service extended to the budget committee of the Parliament.</li> <li>• Prepare training programmes for finance officials, accountants and internal auditors in all government organisations.</li> </ul>   | <p>6/06-6/07</p> <p>6/06-6/07</p> | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>• What are current developments within the field of budgeting, accounting and procurement that are relevant for the Bahraini situation?</li> <li>• What are best practices in OECD countries on parliamentary control of government budgets that could be used in Bahrain?</li> </ul> |

**POLICY FIELD: REGULATORY REFORM**

**(SUB-THEME IN THE FRAMEWORK OF WORKING GROUP 4 COVERING PUBLIC SERVICE DELIVERY, PPPS AND REGULATORY REFORM)**

|   |  |   |  |   |   |
|---|--|---|--|---|---|
| <p><b>Strategic reform goal:</b></p> <p><i>Improve the regulatory framework of public service delivery, PPPs and the quality of regulations</i></p> <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform;</i></p> <p><i>Introduction of evaluation techniques for the performance of the government of Bahrain;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p> |  | <p>Support the systematic introduction of consultation mechanism in the law-making process. This activity could include:</p> <p>1. The drafting of a consultation manual, which would support:</p> <ul style="list-style-type: none"> <li>● Techniques to obtain information from interested parties (public comment, advisory bodies etc.)</li> <li>● The integration and use of ICT mechanisms to increase transparency in consultation procedures</li> <li>● The identification of best practises for the use of consultation procedures for policy-making</li> </ul> <p>2. The organisation of a seminar to discuss and finalise the manual as well as to exchange experiences on best practises in this policy field</p> |  | <p>Directorate of Legal Affairs, Economic Development Board</p>                   | <ul style="list-style-type: none"> <li>● OECD policy practitioners provide peer advice in drafting the manual as well as designing and implementing of consultation mechanisms;</li> <li>● Technical and financial support by OECD countries;</li> </ul>      |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p>   |  | <ul style="list-style-type: none"> <li>● Support the University of Bahrain and the newly established Institute of Judicial Studies in the design of training courses for legal staff and juri-linguists (Arabic/ English)</li> </ul>  |  | <p>University of Bahrain, Ministry of Justice , Institute of Judicial Studies</p> | <ul style="list-style-type: none"> <li>● OECD policy practitioners provide peer advice in the consolidation of training programmes;</li> <li>● Technical and financial support by OECD countries;</li> <li>● Opportunity for regional co-operation</li> </ul> |

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|---|--|---|--|--|---|
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework</i></p> |  | <ul style="list-style-type: none"> <li>• Pilot programme of « coaching » the legal staff in different ministries, based on good practices for regulatory reform. The goal of this activity is to help the legal services of the various ministries to prepare sound law proposals and thus facilitate the work of the Directorate of Legal Affairs</li> <li>• Case study: to be determined (Ministry of National Economy and Finance, CSB)</li> </ul> |  | <p>Ministry of National Economy and Finance, CSB, Directorate of Legal Affairs</p> | <ul style="list-style-type: none"> <li>• OECD experts from legal services support the “coaching”</li> </ul>   |
| <p><b>Regulatory reform:</b></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework</i></p>   |  | <ul style="list-style-type: none"> <li>• Pilot project to introduce regulatory impact analysis (RIA) in a selected ministry</li> </ul>  |  | <p>Ministry of National Economy and Finance, CSB; Directorate of Legal Affairs</p> | <ul style="list-style-type: none"> <li>• Technical support from OECD practitioners to implement RIA</li> </ul>  |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform</i></p>  |  | <ul style="list-style-type: none"> <li>• Contribution to a regional draft charter for quality law-making;</li> </ul>  |  | <p>Directorate of Legal Affairs</p>  | <ul style="list-style-type: none"> <li>• OECD experts support the drafting of a Regional Charter on Regulatory Quality</li> </ul>   |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of the regulatory framework for investment</i></p> <p><i>Contribute to the improvement of institutional capacities and techniques for regulatory reform</i></p>                  |  | <p>Support the Economic Development Board in developing a strategy for the privatisation process in the sector of higher education, focussing on transparency of accreditation. This activity would include:</p> <ul style="list-style-type: none"> <li>• Drafting a manual of good practises for regulatory frameworks for higher education</li> </ul>   |  | <p>Economic Development Board</p>  | <ul style="list-style-type: none"> <li>• Analysis and benchmarking of good practices in OECD countries concerning the privatisation process in the sector of higher education.</li> </ul> |

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|---|--|---|--|--|---|
| <p><b>Regulatory framework for public service delivery:</b></p> <p><i>Contribute to definition of the regulatory framework for PPPs and concessions</i></p> |  | <p>Identification of good practices for the liberalisation process of different economic sectors in Bahrain, with a focus on the introduction of regulatory agencies. This activity would include:</p> <ul style="list-style-type: none"> <li>• Structured analysis and evaluation of the successful experience of the Telecommunication Regulatory Authority</li> <li>• International benchmarking</li> <li>• Analysis of the institutional framework for concession;</li> </ul> |  | <p>Economic Development Board</p>  | <ul style="list-style-type: none"> <li>• Analysis and benchmarking of good practices in OECD countries concerning the liberalisation process of key economic sectors</li> </ul>   |
| <p><b>Regulatory framework for public service delivery:</b></p> <p><i>Improve the efficiency of the public sector through regulatory governance</i></p>     |  | <p>Identification of good practices for partnership with the private sector for public service delivery</p>   |  | <p>Civil Service Bureau</p>  | <ul style="list-style-type: none"> <li>• Technical support from OECD practitioners</li> </ul>   |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of the regulatory framework for investment</i></p>                                     |  | <p>Support the establishment of sound regulatory frameworks for free zones based on international best practices. This activity could include:</p> <ul style="list-style-type: none"> <li>• A seminar on regulatory and fiscal legislation in special trade zones in Arab and OECD countries</li> </ul>   |  | <p>Ministry of Industry and trade</p>  | <ul style="list-style-type: none"> <li>• Analysis and benchmarking of good practices in OECD countries concerning the establishment of regulatory frameworks for free zones; including cooperation with the OECD DAF-GOV Joint Task force</li> <li>• Technical assistance for the preparation of a guideline for the establishment of free zones</li> <li>• Regional Cooperation</li> </ul> |
| <p><b>Admin Simplification and Regulatory reform :</b></p> <p><i>Introduction of tools to improve the quality of the public management</i></p>              |  | <p>Apply administrative simplification techniques at sub-national level with pilot project in one of Bahrain's municipality. This activity would support the Economic Development Board's Land Master Plan.</p>   |  | <p>Economic Development Board, Ministry of Municipalities and Agricultural Affairs</p> | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in administrative simplification techniques</li> </ul>   |

|  |  |   |  |                             |  |
|--|--|---|--|-----------------------------|--|
| <p><b>Admin Simplification and Regulatory reform :</b></p> <p><i>Introduction of tools to improve the quality of the public management</i></p>                   |  | <p>Develop a whole-of-government strategy to coordinate and accelerate the process of reducing administrative burdens, both, inside government and in relation to users. This activity would include:</p> <ul style="list-style-type: none"> <li>• Consideration to set up a government unit tasked with reducing administrative burdens.</li> </ul>  |  | <p>Civil Service Bureau</p> | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in administrative simplification techniques</li> </ul>    |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for public service delivery, PPPs and Regulatory Reform</i></p> |  | <p>Drafting of a an in-depth reform-oriented national Synthesis report on the state of Public Service Delivery, PPP and Regulatory Reform in Bahrain, based on a focused questionnaire involving a set of Ministries and the private sector. This activity would include:</p> <ul style="list-style-type: none"> <li>• Initial drafting of the Questionnaire by the Bahraini authorities (completed)</li> <li>• Revision of the Questionnaire by the OECD Secretariat</li> <li>• Circulation of the Questionnaire to different Bahraini Ministries and the Private Sector</li> <li>• Drafting of a Synthesis Report based on the results of the survey</li> </ul> |  | <p>Civil Service Bureau</p> | <ul style="list-style-type: none"> <li>• OECD experts revise the questionnaire and contribute to the drafting of the Synthesis Report</li> </ul> |







# Country Action Plan

EGYPT

**POLICY FIELD: CIVIL SERVICE AND INTEGRITY (WORKING GROUP 1)**

| Strategic reform goals & medium and longer term action targets   | Progress made | Short-term Action targets (12/18 months)   |           |  | Proposals for GfD and international co-operation and/or areas where additional international support would be needed   |
|--|---------------|--|-----------|--|--|
|  |               | Action Target  | Timeframe | Responsible Agency   |  |
| <p><b>Strategic reform goal:</b><br/><i>Enhancing the efficiency of Egypt's administrative agencies</i></p> <p><b>Medium and long-term target:</b><br/><i>Implementing the new civil service law</i></p> |               | <ul style="list-style-type: none"> <li>The government of Egypt puts into force the new civil service law;</li> </ul>                             | - 6/2007  | Ministry of State for Administrative Development and concerned line-ministries | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice on developing a marketing strategy for the new civil service law to ensure public support;</li> <li>OECD policy practitioners provide peer advice in the drafting process of the subsidiary rules and regulations to the new civil service by-law;</li> <li>OECD policy practitioners provide peer advice on managing the implementation process to the Ministry of Administrative Development and to line-ministries;</li> </ul> |
|  |               | <ul style="list-style-type: none"> <li>The government of Egypt drafts secondary legislations to the civil service law;</li> </ul>                | - 9/2007  | Ministry of State for Administrative Development and concerned line-ministries |  |
| <p><b>Medium and long-term target:</b><br/><i>Ensuring staff performance and capacity</i></p>  |               | <ul style="list-style-type: none"> <li>The government of Egypt introduces an examination system for entering the higher civil service</li> </ul> | - 9/2006  | Ministry of State for Administrative Development and concerned line-ministries | <ul style="list-style-type: none"> <li>OECD countries provide training seminars for designing civil service recruitment processes;</li> <li>OECD countries provide on-the-job training for targeted groups of senior civil servants;</li> <li>Regional high-level seminar on Assessing staff: recruitment and performance appraisal;</li> <li>OECD policy practitioners provide peer advice on setting up an effective performance evaluation system and linking it to promotion;</li> </ul>                           |
|  |               | <ul style="list-style-type: none"> <li>The government of Egypt studies the implementation of a new performance evaluation system;</li> </ul>     | - 6/2007  | Ministry of State for Administrative Development and concerned line-ministries |  |

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| <p><b>Medium and long-term target:</b><br/><i>Pay reform and wage bill management</i></p>                                |  | <ul style="list-style-type: none"> <li>The government of Egypt is developing pay scales for certain job groups;</li> </ul>  | - 6/2007                 | Ministry of State for Administrative Development and concerned line-ministries   | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice on managing fiscally affordable pay reform;</li> <li>Regional high-level seminar on Individual pay reform and modelling its fiscal implications;</li> </ul>  |
| <p><b>Medium and long-term target:</b><br/><i>Modernising the Central Agency for Organisation and Administration</i></p> |  | <ul style="list-style-type: none"> <li>The government of Egypt is in the process of re-defining the role and mission of the Central Agency for Organisation and Administration to become a regulatory body and leave execution to the HR units within Government organisations</li> </ul>   | - 12/2007                | Ministry of State for Administrative Development and concerned line-ministries   | <ul style="list-style-type: none"> <li>OECD countries provide capacity building and on-the-job-training for the staff of the newly established HR departments;</li> <li>OECD countries provide assistance in drafting regulations related to the new role of CAO and its processes</li> <li>Regional high-level seminar on the reform of central HR agencies</li> </ul>   |
| <p><b>Medium and long-term target:</b><br/><i>Reorganising the civil service</i></p>                                     |  | <ul style="list-style-type: none"> <li>The government of Egypt develops an early retirement programme as part of the new civil service law;</li> <li>The government of Egypt undertakes a feasibility study for creating public enterprises which will function as a centralised employer that is currently employed in different government bodies;</li> </ul> | - 6/2007<br><br>- 6/2007 | Ministry of State for Administrative Development and concerned line-ministries<br><br>Ministry of State for Administrative Development and concerned line-ministries | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice on how to attract well-defined target groups of civil servants to participate in the early retirement programme;</li> <li>OECD countries provide advice, and business models, on how to implement a special fund to cover the execution and sustainability of the early retirement programme</li> <li>OECD countries provide advice on the institutional set-up of such public enterprises;</li> </ul> |

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| <p><b>Medium and long-term target:</b></p> <p><i>Decentralisation and local government</i></p>      |  | <ul style="list-style-type: none"> <li>• The government of Egypt contributes to the discussion on possibilities for envisaging a regional training centre for local government with other interested Arab countries;</li> <li>• The government of Egypt drafts a new law on local government;</li> </ul> | <p>- 12/2006</p> <p>- 6/2007</p> | <p>Ministry of State for Administrative Development and concerned line-ministries</p> <p>Ministry of Planning and Local Development with the cooperation of MSAD</p> | <ul style="list-style-type: none"> <li>• The OECD Secretariat undertakes a demand assessment and possibly a feasibility study for a regional training centre for local government;</li> <li>• OECD countries offer study visits to staff from pilot governorates' in Egypt to sub-national government of OECD member countries for on-the-job learning;</li> <li>• OECD countries provide training for trainers programmes to build capacity within the regional training centre;</li> <li>• OECD policy practitioners provide advice on the basis of their countries' experiences with administrative and fiscal decentralisation;</li> </ul> |
| <p><b>Medium and long-term target:</b></p> <p><i>Increasing transparency and accountability</i></p> |  | <ul style="list-style-type: none"> <li>• The government of Egypt drafts national legislation for implementing the United Nations Convention against Corruption;</li> </ul>   | <p>- 6/2007</p>                  | <p>Ministry of Justice and concerned line-ministries</p>   | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice on implementing an anti-corruption infrastructure;</li> </ul>   |

**POLICY FIELD: E-GOVERNMENT AND ADMINISTRATIVE SIMPLIFICATION (WORKING GROUP 2)**

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| <p><b>Strategic reform goal:</b></p> <p><i>Improve the provision of public services to citizens and business by using ICTs and increase government efficiency and effectiveness.</i></p> |  | <ul style="list-style-type: none"> <li>• The government of Egypt builds capacity and knowledge on how to move from project piloting to consolidated action plan through ad-hoc seminars and training courses.</li> </ul>                    | <p>6 months</p>  | <p>MSAD +<br/>Some selected governmental agencies.</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |
| <p><b>Medium and long-term targets:</b></p>  |  | <ul style="list-style-type: none"> <li>• The government of Egypt updates its strategy for service integration and delivery using multiple channels.</li> </ul>  | <p>12 months</p> | <p>MSAD</p>  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |
| <p><i>Improve the quality of life of citizens, increase the competitiveness of private sector, boost efficiencies and effectiveness of the public sector.</i></p>                        |  | <ul style="list-style-type: none"> <li>• The government of Egypt develops a process and methodology to monitor and evaluate pilot projects, including mechanisms and tools for ex ante and ex post evaluation of pilot projects.</li> </ul> | <p>12 months</p> | <p>MSAD +<br/>Some selected governmental agencies.</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |

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|  | <ul style="list-style-type: none"> <li>The government of Egypt establishes a portal that includes an online learning network and community of practice to ensure the dissemination of good practices and lessons learned across the public sector.</li> </ul>  | 12 months | MSAD   | <ul style="list-style-type: none"> <li>Technical and financial support by OECD donor countries.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>The government of Egypt updates the Chart of e-Services for Citizens with a focus on marketing the benefits of using online services.</li> </ul>  | 6 months  | MSAD +<br>Some selected governmental agencies. | <ul style="list-style-type: none"> <li>Technical and financial support by OECD donor countries.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>The Government of Egypt is establishing the Egyptian Business and Administration Development Institute to promote e-government within and outside Egypt</li> </ul>  | 18 months | MSAD   | <ul style="list-style-type: none"> <li>Technical and financial support by OECD donor countries.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>The government of Egypt develops a national strategy for administrative simplification.</li> <li>Setting up a framework for administrative simplification including: <ul style="list-style-type: none"> <li>1) Introducing an Administrative Procedure Act.</li> <li>2) Improving transparency and access to administrative documents and processes.</li> </ul> </li> <li>Carrying out surveys and measurements of administrative burdens.</li> </ul> | 12 months | MSAD +<br>Some selected governmental agencies. | <ul style="list-style-type: none"> <li>Technical and financial support by OECD donor countries.</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>The government of Egypt agrees to carry out an e-government peer review of Egypt which 1) provides an assessment on how e-government strategies and solutions contribute to good governance objectives and 2) includes recommendations to Egyptian government which can feed into the medium term e-government strategic plan on Egypt.</li> </ul>  | 12 months | MSAD   | <ul style="list-style-type: none"> <li>OECD policy practitioners participate as peer reviewers in the drafting of the report and producing final recommendations to the Egyptian government. Technical and financial support by OECD donor countries.</li> </ul> |

**POLICY FIELD: GOVERNANCE OF PUBLIC FINANCE (WORKING GROUP 3)**

|  |  |  |              |                             |  |
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| <p><b>Medium and long-term targets:</b></p> <p><i>Upgrade the capacity of the Egyptian income and sales tax authorities, and prepare their bodies to function under a newly merged institution.</i></p>                                  | <p>Comprehensive legislative administrative and systemic reforms in the area of income tax, and planned reforms in the area of sales tax.</p> <p>Establishment of a modern large tax payer's centre.</p> <p>Establish a full self-assessment system, particularly for medium and large tax payers.</p> <p>A comprehensive communication strategy with all segments of the society including professionals, business community, individuals, press, intellectuals, etc.</p> <p>Introducing modern, simple, and effective tax forms.</p> | <p>The reform programme within this field would include the following elements:</p> <ul style="list-style-type: none"> <li>• Upgrade the tax administration through organisational restructuring, development of management information system, and improvement of IT infrastructure.</li> <li>• Improve tax related systems including audits, appeal system and review, anti-evasion investigation, reporting systems, working environment, etc.</li> <li>• Human resource development through systemic training programmes, and improved evaluation and remuneration systems.</li> </ul> | <p>6/06-</p> | <p>Ministry of Finance.</p> | <ul style="list-style-type: none"> <li>• Twinning programme with a Tax Authority in one of the OECD countries to ensure proper migration, and continuity of application of best international practices in tax administration, systems etc.</li> <li>• The regional centre on public finance, to be established in Cairo, could contribute to the capacity building of tax officers and staff.</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>Develop MOF institutional capacity to manage projects under private-public-partnership (PPP) schemes. This process would cover legal, administrative, and financial dimensions</i></p> | <p>MOF worked with a consultant from the UK on preparing a "Scoping Study" expected to be finished by end-May 2006.</p>  |  |              | <p>Ministry of Finance.</p> | <ol style="list-style-type: none"> <li>1- Provide a resident advisor to help MOF achieve the following: <ul style="list-style-type: none"> <li>• Articulate a comprehensive PPP policy and establish a central PPP unit within MOF to oversee implementation of PPP projects in conjunction with other PPP units in line ministries.</li> <li>• Outline PPP implementation strategy for education and sewage treatment proposals.</li> <li>• Outline a policy framework for engagement of local and international private contractors, consultants, financiers, including identifying terms for implementing projects under PPP schemes.</li> <li>• Identify legal restraints, besides tax and budgetary considerations regarding PPP schemes.</li> <li>• Undertake projects value for money assessment under PPP schemes.</li> </ul> </li> <li>2- Training</li> </ol> |

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| <p><b>Short term</b></p> <p><i>Help enhance MOF and main line ministries fiscal reporting and analytical techniques and budgeting process.</i></p> | <ul style="list-style-type: none"> <li>• Applying budget classification based on the UN/IMF GFS 2001 system.</li> <li>• Automation of the budgeting process, and introduction of some 50 standard ORECAL reports.</li> <li>• Preparations for implementing treasury single account system (TSA), including the revision of the chart of accounts.</li> <li>• Restructuring MOF departments based on functional basis (budget preparation, budget execution, accounting, IT, etc.) rather than administrative basis.</li> </ul> |  |                                     | Ministry of Finance | <ul style="list-style-type: none"> <li>• Set new reporting and controls processes in light of the new functional reorganisation of MOF and application of the TSA system. Those processes should cover budget preparation, closing, and in-depth monitoring to expenditures.</li> </ul>   |
| <p><b>Medium and long-term targets:</b></p> <p><i>Enhancing capacity of Parliament in the public finance sector</i></p>                            | <p>An important role in budgetary policy is usually played by the Parliament. It can hold government accountable for the way it spends public money and can thus increase efficiency of public spending.</p>   | <p>The reform programme within this field would consist of the following elements:</p> <ul style="list-style-type: none"> <li>• Facilitate training possibilities for parliamentarians and parliamentary support staff.</li> <li>• Transform budget documents into a transparent and informative document. This would entail information on all budget items, volumes, prices, services provided and performance.</li> </ul> | <p>6/06-12/06</p> <p>6/06-12/06</p> | Ministry of Finance | <ul style="list-style-type: none"> <li>• Establish a support unit on public finance for the Parliament, that could help scrutinise budgets, help formulating questions and demands from the government, so as to enhance the control and accountability by the Parliament.</li> <li>• Provide training courses to parliamentarians in how to read budget documents and new developments within the field of public finance.</li> <li>• Provide best practices of budget documents that are transparent and not too extensive – and thus enable Parliament to engage in a constructive budget debate.</li> <li>• The regional centre, could contribute to this objective.</li> </ul> |

**POLICY FIELD: JUDICIARY AND LEGAL ENFORCEMENT (WORKING GROUP 5)**

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| <p><b>Strategic reform goal:</b><br/><i>Enhancement of the Judiciary system</i></p> <p><b>Short-term target:</b><br/><i>Implementing the new Judicial Law</i></p> |  | <ul style="list-style-type: none"> <li>• The government of Egypt drafts and presents the new Judicial Law to the parliament.</li> <li>• The government of Egypt puts into force the new Judicial Law.</li> </ul> | - 7/2006 | Ministry of Justice | <ul style="list-style-type: none"> <li>• International donor organisations to provide expertise and human development programmes for the judiciary institutions.(training, introducing relevant new technologies, judiciary processes automation,...)</li> </ul> |
|   |  | <ul style="list-style-type: none"> <li>• The government of Egypt is establishing a new Judicial Academy.</li> </ul>  | -1/2007  | Ministry of Justice | <ul style="list-style-type: none"> <li>• International donor organisations to provide expertise and human development programmes for the judiciary institutions (training, introducing relevant new technologies, judiciary processes automation,...)</li> </ul> |





# Country Action Plan

JORDAN

**POLICY FIELD: CIVIL SERVICE AND INTEGRITY (WORKING GROUP 1)**

| Strategic reform goals & medium and longer term action targets   | Progress made | Short-term Action targets   |   |  | Proposals for GfD and international co-operation and/or areas where additional international support would be needed <sup>2</sup>   |
|--|---------------|---|---|--|---|
|  |               | Action Target   | Timeframe   | Responsible Agency   |   |
| <p><b>Strategic reform goal:</b><br/><i>Improve public services to citizens by strengthening merit and performance in the civil service</i></p> <p><b>Medium and long-term target:</b><br/><i>1. Fully enact, implement and evaluate a new civil service by-law and subsidiary rules and regulations</i></p> |               | <ul style="list-style-type: none"> <li>• The government of Jordan (GoJ) approves an HR policy statement, develops and enacts a new civil service by-law;</li> <li>• The GoJ develops subsidiary rules and regulations;</li> <li>• The government of Jordan rolls out new HR policies to line-ministries and institutions;</li> <li>• Builds institutional capacities; and implements the new subsidiary rules and regulations;</li> </ul> | <p>... - 8/2006</p> <p>...- 3/2007</p> <p>... - 6/2007</p> <p>...-12/2007</p> | <p>Ministry of Public Sector Development (MoPSD) / in co-ordination with the Civil Service Bureau (CSB)</p> <p>MoPSD in co-ordination with the CSB</p> | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in the drafting process of the subsidiary rules and regulations to the new civil service by-law;</li> <li>• ... (to be identified)</li> <li>• OECD policy practitioners provide peer advice on how to ensure commitment and ownership of line-ministries for the new HR policies;</li> <li>• OECD countries provide peer advice on the implementation process of the new HR policies;</li> <li>• ... (to be identified)</li> </ul> |
| <p><b>Medium and long-term target:</b><br/><i>2. Develop a systematic pay and grading structure, based on job descriptions and evaluations</i></p>   |               | <ul style="list-style-type: none"> <li>• The government of Jordan conducts a study for a new salary structure; approves the new salary structure;</li> <li>• The government of Jordan implements the new salary structure;</li> </ul>   | <p>6/2006 – 12/2007</p> <p>... - 12/2008</p>                                  | <p>MoPSD in co-ordination with CSB and GBD</p> <p>MoPSD / CSB/ GBD</p>   | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice on designing a new salary structure and managing the transition process;</li> </ul>  |

<sup>2</sup> The proposals in this column follow on from the actions and challenges identified by the national co-ordination committee. They are a first set of suggestions as available so far. Arab countries are invited to further develop these suggestions and to specify in which areas or through which actions international co-operation and partnerships could support the implementation of their action plans most effectively.

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| <p><b>Medium and long-term target:</b></p> <p><i>3. Strengthening merit and performance</i></p>                                 |  | <p>The government of Jordan upgrades and develops the directorate in the Civil Service Bureau charged with conducting selection tests:</p> <ul style="list-style-type: none"> <li>• It updates the recruitment process for new civil servants based on job profiles to access area of competencies required to fulfill the vacancies and including language, IT-literacy, technical know-how and other tests such as psychometric tests.</li> <li>• It trains certified recruiters as well as personnel managers in line-agencies in charge of managing the recruitment process, conducting interviews etc.</li> <li>• The government of Jordan introduces a new performance evaluation system for public employees;</li> </ul> | <p>.... -6/2007</p> <p>.... - 6/2007</p>   | <p>MoPSD / CSB</p> <p>MoPSD in coordination with the CSB</p>         | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide advice on designing effective recruitment mechanisms;</li> <li>• OECD countries provide training for trainers who will be charged with building capacity for the new recruitment process (interviewing skills etc.);</li> <li>• After implementation of the new recruitment processes, the government of Jordan shares the success story with other Arab countries (e.g. in a regional seminar);</li> <li>• OECD policy practitioners provide advice on designing effective performance evaluation systems;</li> </ul> |
| <p><b>Medium and long-term target:</b></p> <p><i>4. Establishment Control and HR planning</i></p>                               |  | <ul style="list-style-type: none"> <li>• The government of Jordan enforces ceilings in public sector employment in order to reduce the public-sector wage bill in the long-term;</li> <li>• The government of Jordan develops an integrated HRMIS and develops HR planning methods and models;</li> </ul>   | <p>.... - 12/2007</p> <p>... - 12/2007</p> | <p>Ministry of Finance</p> <p>MoPSD in coordination with the CSB</p> | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice on installing effective mechanisms for controlling the public sector wage bill;</li> <li>• OECD policy practitioners provide peer advice on how to design and implement an integrated HRMIS according to needs;</li> </ul>   |
| <p><b>Medium and long-term target:</b></p> <p><i>5. Communicating and enforcing anti-corruption and integrity standards</i></p> |  | <p>The government of Jordan implements a code of conduct in the public service, in particular:</p> <ul style="list-style-type: none"> <li>• It sets up mechanisms for implementing and enforcing ethical standards (e.g. conflict of interest, confidentiality, etc.);</li> <li>• It builds up institutional support through communication and training on ethical values;</li> </ul>   | <p>... - 12/2006</p>                       | <p>MoPSD in coordination with the CSB</p>                            | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in the implementation and enforcement of a code of conduct in the public service.</li> <li>• OECD policy practitioners participate in capacity-building and training seminars to increase awareness among public officials about standards of conduct and potential sanctions;</li> </ul>  |

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| <p><b>Medium and long-term target:</b></p> <p><i>6. Improving mechanisms for identifying and addressing risk areas for corruption</i></p> |  | <ul style="list-style-type: none"> <li>• The government of Jordan approves a new law on public procurement in order to reinforce transparency and accountability in the bidding process;</li> <li>• The government of Jordan implements the new procurement rules and procedures;</li> <li>• The government of Jordan develops specific control mechanisms for public officials working in public procurement (e.g. integrity testing prior to appointment, declaration of assets);</li> </ul> | <p>.... – 12/2006</p> <p>.... – 06/2007</p> <p>.... – 12/2007</p> | <p>Audit Bureau / Ministry of Finance</p> <p>Ministry of Justice</p> | <ul style="list-style-type: none"> <li>• OECD procurement practitioners provide peer advice in the review of the legal framework on public procurement;</li> <li>• OECD procurement practitioners participate in training and capacity-building seminars on procurement procedures;</li> <li>• OECD experts provide peer advice to the government in the process of developing control mechanisms for procurement officials.</li> </ul> |
| <p><b>Medium and long-term target:</b></p> <p><i>7. Implementation of the UN convention against corruption</i></p>                        |  | <ul style="list-style-type: none"> <li>• The government of Jordan takes the lead in launching a regional dialogue, peer-review and capacity building process on the implementation of the UN Convention against Corruption;</li> <li>• The government of Jordan approves a new anti-corruption law;</li> </ul>   | <p>.... – 9/2006</p> <p>.... – 3/2007</p>                         | <p>Ministry of Justice</p> <p>Ministry of Justice</p>                | <ul style="list-style-type: none"> <li>• OECD practitioners participate in capacity-building training and seminars on the implementation of the UN Convention against Corruption;</li> <li>• OECD legal practitioners provide peer advice in the drafting of a new law on anti-corruption to provide a consistent and balanced strategic legal framework against corruption.</li> </ul>   |

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| <p><b>Medium and long-term target:</b></p> <p>8. <i>Setting up of an independent anti-corruption body</i></p> |   | <ul style="list-style-type: none"> <li>• The Government approves a law on the creation of the anti-corruption body;</li> <li>• The government of Jordan develops and communicates an anti-corruption strategy through an awareness-raising campaign.</li> </ul>              | <p>.... – 9/2007</p> <p>.... – 12/2007</p> | <p>Ministry of Justice</p>                               | <ul style="list-style-type: none"> <li>• OECD practitioners provide peer advice on the draft law, in particular on role and powers of the anti-corruption body;</li> <li>• OECD practitioners provide peer advice on the process for developing and communicating an anti-corruption strategy;</li> </ul>  |
| <p><b>Medium and long-term target:</b></p> <p>9. <i>Modernising Oversight agencies</i></p>                    | <p>A twinning project agreement has been signed with the United Kingdom National Audit Office "NAO" and Germany as Junior Partner "BRH". The overall objective of this project is to assist the Audit Bureau to operate efficiently and effectively in the public audit environment and to sustain new challenges and tasks as well as to convert the AB into the Supreme Audit Institution in line with the international standards and best practices.</p> <p>A committee was established in Dec. 2005 with the aim of reviewing the current legislation that governs the public sector auditing and accountability legal framework including audit bureau law. This committee comprises all members directly influencing and affecting the Financial Public Sector Reform Programme.</p> | <ul style="list-style-type: none"> <li>• The government of Jordan participates in a regional dialogue, peer-review and capacity building process on modernising central agencies;</li> <li>• The government of Jordan modernises the statute of the Audit Bureau;</li> </ul> | <p>.... – 7/2006</p> <p>... - 1/2007</p>   | <p>Audit Bureau</p> <p>Audit Bureau</p>                  | <ul style="list-style-type: none"> <li>• OECD practitioners from Supreme Audit Institutions participate in capacity-building and training seminars on the role of a modern SAI;</li> <li>• OECD practitioners from Supreme Audit Institutions provide peer advice in amending the statute of the Audit Bureau and share their experiences in reforming audit systems;</li> </ul> |
| <p><b>Medium and long-term target:</b></p> <p>10. <i>Reinforcing Public Scrutiny</i></p>                      |   | <ul style="list-style-type: none"> <li>• The government of Jordan approves a Law on Access to information;</li> <li>• The government of Jordan approves a Law on the creation of an Ombudsman</li> </ul>   | <p>.... - 9/2006</p> <p>.... – 7/2006</p>  | <p>Ministry of Justice</p> <p>MoPSD - Ombudsman Unit</p> | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in the drafting of the law on Access to information;</li> <li>• OECD practitioners provide peer advice in the drafting process, in particular on possible options for setting up an ombudsman.</li> </ul>   |

**POLICY FIELD: E-GOVERNMENT AND ADMINISTRATIVE SIMPLIFICATION (WORKING GROUP 2)**

**Medium and long-term targets:**

*Setting up the institutional and organisational framework supporting e-government.*

- The government of Jordan designs and implements an institutional architecture for co-ordinating, monitoring and deploying e-government. In particular:
  - The government of Jordan activates the NITC (National Information Technology Council) as the Steering Committee for e-government to monitor compliance with e-government policies and standards, as well as evaluate performance in e-Government efforts.
  - The government of Jordan designs and creates e-government units within government agencies and defines their roles and responsibilities.
  - The government of Jordan sets up a system for monitoring and evaluating agencies and ministries performance in achieving stated e-government goals.
  - The government of Jordan establishes formal working groups with the responsibilities to co-ordinate cross-agency initiatives and individual projects in specific sectors/areas.
- The government of Jordan defines mechanisms and tools to involve e-government stakeholders (e.g. user groups, private sectors) in the implementation of e-government.

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| <p><b>Medium and long-term targets:</b></p> <p><i>Bringing a more accountable, transparent and user centric government through transforming the way government operates, strengthening internal capacity and introducing new management practices</i></p> |  | <p><u>Change Management</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan implements a change management plan (including business process reengineering, organisational changes, user support documentation, and training) necessary for success of programme projects and initiatives.</li> <li>• The government of Jordan maps business processes used by the e-government programme and provides assistance to other government entities to map their own business processes as a support service.</li> <li>• The government of Jordan develops, maintain and disseminates a change management methodology for e-Government projects and support government entities in applying this methodology to their e-Government related projects.</li> </ul> <p><u>Use of business cases</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan develops business cases for e-government programme initiative as part of the project lifecycle and increase and standardises the use of business cases in e-government planning.</li> <li>• The government of Jordan promotes use of business cases among government entities for all e-Government initiatives and projects.</li> </ul> <p><u>Performance management</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan sets up a performance management system to monitor performance and report on progress in implementing e-government goals.</li> </ul> <p><u>Communication and marketing</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan develops and implements a communication strategy for e-government that targets various stakeholders of e-government.</li> <li>• The government of Jordan plans and executes communication and awareness campaigns targeting 1) government entities and employees and 2) the public (citizens and businesses) to</li> </ul> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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|  |  | <ul style="list-style-type: none"> <li>• create adequate levels of awareness of Jordan's e-government achievements and communicate the benefits of e-government.</li> </ul> <p><u>Capacity building</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan develops a training strategy and plans to identify necessary training programmes for public servants.</li> <li>• The government of Jordan designs and implements training plans and programmes and facilitates the delivery of standardized training programmes applicable to government personnel across the administration. It also defines job descriptions for the e-Government Programme staff.</li> <li>• The government of Jordan coordinates with sponsor to recruit and/or contract experienced and qualified resources to join the Programme staff.</li> </ul>   |  |  |   |
| <p><b>Medium and long-term targets:</b></p> <p><i>Reinforcing the legal and regulatory framework supporting e-government to enable electronic operations</i></p> |  | <ul style="list-style-type: none"> <li>• The government of Jordan drafts laws and regulation in the area of information security, online transactions, electronic signatures and electronic stamps.</li> <li>• The government of Jordan assists ministries in identifying priority areas where laws and regulations require drafting or revision in order to effectively implement e-government.</li> <li>• The government of Jordan revises current legislation to allow for the use of public private partnerships in e-government.</li> <li>• The government of Jordan provides, through the e-government programme, assistance to sectoral ministries in the drafting of laws and regulations related to e-government, as needed, including provision of legal expertise and training on e-government matters.</li> <li>• The government of Jordan ensures that ministries coordinate with MoICT when drafting laws and regulations that may impact e-government to ensure alignment with e-government standards and requirements (e.g. regulations on e-payments and e-transfers).</li> </ul> |  |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |



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| <p><b>Medium and long-term targets:</b></p> <p><i>Developing a secure and interoperable infrastructure enabling e-government operations and ensure the provision of electronic services to business and citizens</i></p> |  | <p><u>Enterprise architecture</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan designs, develops and maintains an e-government federated enterprise architecture which defines common architecture components, policies, rules and standards for system interoperability.</li> <li>• The government of Jordan identifies and issues technology standards necessary for implementation of the federated enterprise architecture and assists government organisations in adapting to the federal architecture.</li> <li>• The government of Jordan builds and maintains a robust, scalable, and secure network infrastructure, and plan the IT infrastructure of the shared e-service based on modular basis.</li> </ul> <p><u>Security</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan completes the connection of government entities to the secured government network.</li> <li>• The government of Jordan develops and maintains an information security framework for e-government, based on relevant international information security standards and best practices.</li> <li>• The government of Jordan supports development of information security policies for governmental departments in line with the policies defined by the e-government programme.</li> </ul> <p><u>Government Portal</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan designs an architecture for a government service portal allowing for the integration of online services.</li> <li>• The government of Jordan implements the service portal as a pilot project and identifies the sample services which will be offered through it.</li> </ul> <p><u>Data warehousing</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan designs an architecture for e-government data storage and exchange.</li> </ul> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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|  |  | <ul style="list-style-type: none"> <li>• The government of Jordan identifies e-government data standards taking into account existing international classification and practices.</li> </ul> <p><u>Workflow / Document management system</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan puts in place common design templates for deployment of workflow/document management systems.</li> <li>• The government of Jordan designs and implements a number of workflow/document management systems.</li> </ul>   |  |  |   |
| <p><b>Medium and long-term targets:</b></p> <p><i>Providing quality services to citizens and businesses through e-government</i></p> |  | <p><u>Vertical services</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan continues to support public entities in the implementation of priority vertical e-services through technical assistance.</li> </ul> <p><u>Shared services</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan sets up a Contact Centre which will provide an additional access channel for e-government information and services.</li> <li>• The government of Jordan sets up a payment gateway which will allow users to pay online e-government services.</li> <li>• The government of Jordan designs and develops PKI implementation, including drafting guides and policy document for PKI deployment across government and establishing a certificate authority.</li> </ul> <p><u>Cross-organisational services</u></p> <ul style="list-style-type: none"> <li>• The government of Jordan implements the 5 priority cross-organisational services (ie. Issuing of certificate of origin, issuing and renewing work permit for foreign workers, issue certificate of non-criminal record, issuing and renewal of vocational license, amending civil status information)</li> </ul> |  |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |

**POLICY FIELD: GOVERNANCE OF PUBLIC FINANCE (WORKING GROUP 3)**

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| <p><b>Medium and long-term targets:</b></p> <p><i>Implementing a Medium Term Expenditure Framework</i></p> | <p>Long term fiscal targets have been announced in the National Agenda for Jordan. The budget speech of the Minister of Finance also mentions the need for a medium-term financial programme, to be gradually implemented over the next 3-4 years.</p> <p>A macro-fiscal unit within the Ministry of Finance has been set up to make medium term projections of expenditures and revenues.</p>   | <ul style="list-style-type: none"> <li>● Introduction of a multi-year expenditure framework in the budget of 2007. This framework will look forward both in expenditure and revenue estimates. An important parameter of the reform is the definition of this forward-looking period. Assumptions of the models underlying the estimates will be disclosed. The fiscal consequences (debt burden, budget deficit/surplus) of these multi-year estimates for expenditures and revenues will be given.</li> <li>● Regular evaluation of the framework, beginning in the first year after the introduction of the medium term expenditure framework, the model for forecasting of medium term expenditures and revenues. It provides proposals for improvement of the model and underlying assumptions.</li> <li>● Issuing a policy paper indicating what budgetary steps should be taken in order to be able to achieve the long term fiscal targets mentioned in the National Agenda for Jordan.</li> </ul> | <p>3/06-12/06</p> <p>1/08-6/08</p> <p>06/06-12/06</p> | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>● How to improve macro-economic modelling and scenario building</li> <li>● What methods of medium term expenditure and revenue forecasting can be used?</li> <li>● How can expenditure frameworks be evaluated?</li> </ul>                             |
| <p><b>Medium and long-term targets:</b></p> <p><i>Targeting financial support to the needy</i></p>         | <p>The National Agenda for Jordan is aimed at phasing out oil subsidies by 2007 and eliminating other subsidies. At the same time it aims at channelling aid to the neediest families to mitigate the impact of subsidies elimination. The budget for 2006 takes into account a gradual removal of the oil subsidy. At the same time it announces provision of suitable housing for the poor and expansion of health insurance coverage to cover the poor.</p> | <ul style="list-style-type: none"> <li>● Preparation for phasing out all subsidies by 2007 and replacing it by targeted financial support for needy families.</li> <li>● Provides a paper to Parliament on the consequences of the phasing out of the different subsidies for the different income groups in Jordan. It states what groups in Jordan have priority in getting financial support. It gives the different possibilities to target financial support to the needy. It states advantages and disadvantages and provides information on how these schemes could be implemented practically.</li> </ul>  | <p>6/06-12/06</p> <p>03/06-09/06</p>                  | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>● What could alternative poverty alleviation strategies look like? What are their merits and implementation possibilities?</li> <li>● What are possible methods for calculating income effects of policy proposals for population segments?</li> </ul> |

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| <p><b>Medium and long-term targets:</b><br/><i>Increasing coverage of service fees</i></p>  | <p>Citizens and firms have to pay for several services that are provided by the government such as issuing licenses, permits and court services. Based on research conducted in one Jordanian region it is assumed that several fees for services do not cover all the costs for which the fee is provided.</p> | <ul style="list-style-type: none"> <li>• Conducting research on the current costs of the different services covered by fees.</li> <li>• Providing guidelines on what expenses can be covered by service fees. In that way the service fees and thereby the costs of services could be more comparable between local units.</li> <li>• Publication of the rates of different fees and charges in the different local units.</li> </ul>   | <p>6/06–12/06<br/>1/07-06/07<br/>01/08-12/08</p>                | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>• How can cost calculation methods be used and applied?</li> <li>• How could benchmarks on the costs of public services be developed?</li> </ul>  |
| <p><b>Medium and long-term targets:</b><br/><i>Improving computerized information flows between spending ministries-Ministry of Finance</i></p> | <p>Courses for financial officers in ministries have been set up to improve the financial data flows between spending ministries and the Ministry of Finance.</p>   | <ul style="list-style-type: none"> <li>• Drafting a plan for a government-wide automated information infrastructure within the field of finance.</li> <li>• Implementing this plan and designing the computerised infrastructure for financial data flows.</li> <li>• Rolling out the course programme to financial officers in all public entities. The course programme should eventually be extended to include computer skills connected to the automated financial information infrastructure.</li> <li>• Introducing sanctions for non-reporting on financial flows of a ministry. These sanctions could be inserted into the financial management regulations.</li> </ul>                                      | <p>6/06–12/06<br/>1/07-12/07<br/>3/06-12/07<br/>03/06-12/06</p> | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>• What are the required financial data for optimal cash management, accountability and prognostication?</li> <li>• What are possible financial infrastructure strategies?</li> <li>• How could the capacity of financial officers be improved?</li> <li>• What are possible financial management arrangements, including obligations, timelines and sanctions?</li> </ul> |
| <p><b>Medium and long-term targets:</b><br/><i>Increasing result oriented budgeting</i></p>   | <p>The current budget informs in some detail on different spending items.</p>   | <ul style="list-style-type: none"> <li>• Including in the budget of 2007 several indicators that give an impression of the extent to which policy goals have been achieved. Included will be data on volumes and prices, such as the number of civil servants, teachers, doctors and other public employees, as well as their average costs. This information will be given per ministry and other public entity. For subsidies, the number of allocations made will be given, as well as the average subsidy. An overview will be made with the services that are provided per ministry and public entity. Preparations will be made for information on outputs that could be used in the budget of 2009.</li> </ul> | <p>06/06-12/06</p>  | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>• How could statistical methods for estimation of volumes and prices be used?</li> <li>• How could capacity in ministries and public entities on accounting be improved?</li> </ul>   |

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| <p><b>Medium and long-term targets:</b></p> <p><i>Increasing ex post auditing</i></p> | <p>At the moment, the National Audit Office is responsible for both ex ante and ex post controls. The ex post auditing is increasingly becoming a key task for the National Audit Office.</p> | <ul style="list-style-type: none"> <li>• Providing legislation to limit ex ante auditing to the Ministry of Finance and make the National Audit Office responsible for ex post auditing.</li> <li>• Providing at the same time a plan to streamline the ex ante audits. This plan should contain a description of what will be the necessary checks in an ex ante audit and what is the role of the Ministry of Finance and the other ministries. This plan will then be implemented in relevant regulations.</li> <li>• Providing the means to enhance the skills of National Audit Office employees within the field of practical working methods necessary for conducting ex post audits.</li> </ul> | <p>6/06-12/06</p> <p>6/06-12/06</p> <p>6/06-12/06</p> | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>• What practices in ex ante audits in other countries could be applied? What are minimum requirements of a financial auditing system?</li> <li>• How could capacity of employees of the National Audit Office within the field of practical methods of conducting ex post audits be improved?</li> </ul> |
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**POLICY FIELD: REGULATORY REFORM**

**(IN THE FRAMEWORK OF WORKING GROUP 4 COVERING PUBLIC SERVICE DELIVERY, PPPS AND REGULATORY REFORM)**

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| <p><b>Strategic reform goal:</b></p> <p><i>Improve the regulatory framework of public service delivery, PPPs and the quality of regulations</i></p> <p><b>Regulatory reform, Public Service Delivery:</b></p> <p><i>Improving the regulatory framework for public services</i></p> |  | <p>Support the implementation of the by-law for public service delivery. This by-law intends to improve the service delivery of each public institution in Jordan, with the help and monitoring of the Ministry of Public Sector Development. This activity would include:</p> <ul style="list-style-type: none"> <li>• Technical support in implementing the by-law</li> <li>• Training on techniques for setting up a management system and for monitoring</li> </ul> | <p>...-12/2007</p> | <p>Ministry of Public Sector Development</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by donors</li> </ul> |
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| <p><b>Regulatory reform, Public Service Delivery:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform;</i></p> <p><i>Introduction of tools to improve the transparency of the regulatory framework;</i></p> <p><i>Improving the regulatory framework for public services</i></p> |  | <p>Support the establishment of a Client Voice Centre within the Ministry of Public Sector Development. The main objectives of this Centre would be: to conduct studies in the area of service delivery, to provide a channel for citizens' complaints and to improve the compliance level of the government. The Centre can be responsible for the following issues:</p> <ul style="list-style-type: none"> <li>• To report on the level of performance of different public institutions and to give recommendations;</li> <li>• To report on a regular basis to the Cabinet to identify areas for improvement;</li> <li>• To benchmark best practices;</li> <li>• To conduct training and management courses for staff in the public sector aimed at improving their service to clients.</li> </ul> | <p>...-12/2007</p> | <p>Ministry of Public Sector Development</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by donors;</li> </ul> |
| <p><b>Regulatory reform:</b></p> <p><i>Improving the regulatory framework for public services</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework</i></p>   |  | <p>Support the development of Guidelines and Procedures for Public Services. This activity would consist of the following issues:</p> <ul style="list-style-type: none"> <li>• Consolidation of a manual on standards for services delivered to citizens;</li> <li>• International benchmarking;</li> </ul>   | <p>...-12/2007</p> | <p>Ministry of Public Sector Development</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by donors</li> </ul>  |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional and technical capacities for regulatory reform;</i></p>  |  | <p>Support the creation of a Partnership Council, which will bring together representatives from different public and private institutions and would act as an advisory body on regulatory issues. Its main responsibility would be to contribute to the development of public policies in a participative manner. This activity would include:</p> <ul style="list-style-type: none"> <li>• Support in establishing the legal framework of this Council by providing international best practice.</li> </ul>   | <p>...-12/2007</p> | <p>Ministry of Public Sector Development</p> | <ul style="list-style-type: none"> <li>• Technical support from donors</li> </ul>              |

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| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional and technical capacities for regulatory reform;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p> |  | <p>Support the technical capacity to undertake regulatory impact analysis (RIA) of legislation as a tool to improve the quality of laws. This activity will involve three different institutions: the “Committee for the Development and Modernisation” of the Legislation and Opinion Bureau, the Executive Privatisation Commission and the Ministry of Industry and Trade. This would include:</p> <ul style="list-style-type: none"> <li>• Organisation of a regional workshop on how to introduce regulatory impact assessment with participation of Jordanian delegates from all three institutions;</li> <li>• Pilot project to undertake RIA on specific laws with a strong economic dimension in all three institutions.</li> </ul> | <p>...-12/2007</p> | <p>Legislation and Opinion Bureau</p> <p>Ministry of Industry and Trade</p> <p>Executive Privatisation Commission</p> | <ul style="list-style-type: none"> <li>• Technical support from OECD practitioners to implement RIA</li> <li>• Technical and financial support from donors for the organisation of the workshop</li> </ul>  |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional and technical capacities for regulatory reform;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p> |  | <p>Support the Legislation and Opinion Bureau in improving the institutional framework and tools for law-making procedures. This activity would include:</p> <ul style="list-style-type: none"> <li>• Organisation of a workshop in Jordan bringing together legal experts from OECD countries and Jordanian legal staff.</li> <li>• Sending Jordanian professionals to OECD countries for 1-2 months training courses in legal units of ministries or in regulatory oversight bodies to experience the different institutional designs and tools used in the law-making process.</li> </ul>   | <p>...-12/2007</p> | <p>Legislation and Opinion Bureau</p>   | <ul style="list-style-type: none"> <li>• Technical and financial support from donors for the organisation of the workshop</li> <li>• Technical and financial support from OECD countries to receive Jordanian experts for training</li> </ul>   |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional and technical capacities for regulatory reform;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p> |  | <p>Support the Legislation and Opinion Bureau through training programmes for juri-linguists. This activity would include:</p> <ul style="list-style-type: none"> <li>• Sending professionals abroad for 1-2 months to be trained in countries with bi-lingual law drafting/translation.</li> </ul>  | <p>...-12/2007</p> | <p>Legislation and Opinion Bureau</p>   | <ul style="list-style-type: none"> <li>• Technical and financial support from OECD countries to receive Jordanian experts for training in bi-lingual law drafting/translation.</li> <li>• OECD policy practitioners provide peer advice in different techniques to train juri-linguists;</li> </ul> |

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| <p><b>Regulatory reform:</b><br/><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework</i><br/><i>Support the communication of the regulatory framework in Jordan</i></p> |  | <p>Support the ICT unit of the Legislation and Opinion Bureau in further developing the online registry of laws. This activity would include:</p> <ul style="list-style-type: none"> <li>• Codification of laws;</li> <li>• On-line register of the complete body of laws and its amendments.</li> </ul>  | ...-12/2007 | Legislation and Opinion Bureau           | <ul style="list-style-type: none"> <li>• Technical and financial support by donors;</li> </ul>  |
| <p><b>Regulatory reform:</b><br/><i>Contribute to the improvement of institutional capacities for regulatory reform</i></p>   |  | <p>Contribution to a regional draft charter for quality law-making; including the participation of legal experts from the Legislation and Opinion Bureau in the drafting seminar in Tunisia.</p>  | ...-12/2006 | Legislation and Opinion Bureau           | <ul style="list-style-type: none"> <li>• OECD experts support the drafting of a Regional Charter on Regulatory Quality</li> </ul>   |
| <p><b>Regulatory reform and public-private partnerships</b><br/><i>Contribute to the improvement of institutional capacities for PPPs</i></p>   |  | <p>Support the Executive Privatisation Commission (EPC) in the drafting of the by-law for public-private-partnerships (PPPs). This activity would include:</p> <ul style="list-style-type: none"> <li>• Development of a concept and institutional set-up for PPPs in Jordan;</li> <li>• International benchmarking.</li> </ul>   | ...-02/2007 | Executive Privatisation Commission       | <ul style="list-style-type: none"> <li>• OECD experts provide technical support and input during the drafting of the Jordanian by-law on PPPs</li> </ul>  |
| <p><b>Regulatory reform and public-private-partnerships</b><br/><i>Contribute to the improvement of institutional capacities for PPPs</i></p>   |  | <p>Support the Executive Privatisation Commission (EPC) in the development of internal capacities to deal with regulatory frameworks for PPPs. This activity would include:</p> <ul style="list-style-type: none"> <li>• Training of experts at the EPC to work on regulatory frameworks for PPPs;</li> <li>• Participation of experts from the EPC in international and regional workshops on regulatory frameworks for PPPs.</li> </ul> | ...-12/2007 | Executive Privatisation Commission       | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD countries to receive Jordanian experts for training</li> <li>• Technical and financial support from donors for the organisation of the workshop</li> </ul> |
| <p><b>Regulatory reform</b><br/><i>Contribute to the improvement of the institutional design and use of tools by regulatory authorities to increase regulatory transparency</i></p>   |  | <p>Identification of good practices for the introduction of consultation mechanisms used by regulatory authorities of different economic sectors in Jordan. This activity would include:</p> <ul style="list-style-type: none"> <li>• Identification of international good practices;</li> <li>• Evaluation of national experiences: the Telecommunications Regulatory Commission</li> </ul>  | ...-12/2007 | Telecommunications Regulatory Commission | <ul style="list-style-type: none"> <li>• Technical and financial support by donors.</li> </ul>  |





# Country Action Plan

LEBANON

**POLICY FIELD: CIVIL SERVICE AND INTEGRITY (WORKING GROUP 1)**

| Strategic reform goals & medium and longer term action targets   | Progress made   | Short-term Action targets   |           |                    | Proposals for GfD and international co-operation and/or areas where additional international support would be needed <sup>3</sup>  |
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|  |   | Action Target   | Timeframe | Responsible Agency |  |
| <p><b>Medium and long-term targets:</b></p> <p><i>Implementing a new recruitment process for senior civil servants</i></p> | <p>The appointment of senior civil servants (grades 1 and 2) has traditionally been subject to strong political interference, weakening merit criteria.</p> <p>In response to this situation, the Lebanese government has presented a draft law which creates a new base for recruiting senior civil servants (first category of the pay scale) through contracting. This law is considered a precedent in the history of the Lebanese administration: for the first time, the positions of the first category are open to all Lebanese, and are publicly announced through job advertisements. The applications and CVs of the candidates are submitted to a high committee chaired by the head of the Civil Service Council for evaluation. He is the only permanent member of the committee. The other members change according to the nature and the specialisation of the respective position.</p> <p>The new law constrains recruitment for political reasons and emphasises merit criteria such as competence, qualification and efficiency. In cases where the new recruitment process has been used so far, hundreds of applications were received both from Lebanon and abroad.</p> | <ul style="list-style-type: none"> <li>The government of Lebanon implements a law (currently submitted to parliament) for introducing the new recruitment process for senior civil servants.</li> </ul> | - 12/06   |                    | <ul style="list-style-type: none"> <li>OECD policy practitioners provide advice on the working methods of the selection committees based on OECD countries experiences with applying merit criteria and limiting political interference in high-level appointments.</li> <li>... (to be identified)</li> </ul> |

<sup>3</sup> The proposals in this column follow on from the actions and challenges identified by the national co-ordination committee. They are a first set of suggestions as available so far. Arab countries are invited to further develop these suggestions and to specify in which areas or through which actions international co-operation and partnerships could support the implementation of their action plans most effectively.

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| <p><b>Medium and long-term targets:</b></p> <p><i>Gathering and managing accurate employment data through an integrated HRMIS</i></p> | <p>The lack of coherent, comprehensive and reliable data on the size and composition of public sector employment is a major impediment for effective HR planning.</p> <p>To address this challenge, a committee has been created in the cabinet of the Council of Ministers. New forms and questionnaires for conducting a civil service census have been prepared by OMSAR since 2002 and are ready for use. The decision on whether the Presidency of the Council of Ministers, the Civil Service Bureau or the Ministry of Finance should be in charge of managing this database is outstanding.</p>  | <ul style="list-style-type: none"> <li>• The government of Lebanon extends and integrates the existing HRMIS, in particular with the pay bill data of the Ministry of Finance.</li> <li>• The government of Lebanon conducts a comprehensive civil service census, covering permanent civil servants and contractual staff in ministries, autonomous agencies, public enterprises and municipalities and feeds the results into the HRMIS.</li> <li>• The government of Lebanon puts mechanisms into place for accurately measuring hiring and attrition rates for all ministries and departments.</li> </ul>  | <p>-12/07</p> <p>-12/07</p> <p>-12/07</p>  |  | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer-advice on setting up an integrated HRMIS.</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>Reviewing organisational structures</i></p>   | <p>Up to 45 % of the current civil servants of Lebanon will retire in the next ten years. This natural attrition opens a historical opportunity for restructuring and downsizing the Lebanese administration, which is severely understaffed at the middle-management level and overstaffed at the lower levels. Organisational structures of government bodies are mostly outdated and do not reflect reality.</p> <p>The plan for restructuring of the public administration moves slowly but steadily. The work takes place through the formation of committees of specialists from the concerned administration and from outside with the support of the Civil Service Council. All law drafts are submitted for discussion to a high committee for frameworks which is chaired by the Minister of State for Administrative Reform and comprises the head of the Civil Service Council and the Head of Research and Guidance.</p> <p>The development of the new frameworks is subject to a set of principles issued by the Prime Minister. According to these principles, loose frameworks should be avoided, while they should at the same time provide sufficient room for enhancing units of planning, statistics and informatics in line-departments.</p> <p>Past work in this field includes:</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon provides the legal framework for ending the hiring freeze and changing the job classification and salary scale in selected pilot bodies. These measures would serve as incentives for pilot bodies to undergo the organisational review process.</li> <li>• The government of Lebanon enhances the future planning capacities within the public administration by: <ul style="list-style-type: none"> <li>a. Preparing the organisational framework to improve the public administration's capacities in planning.</li> <li>b. Preparing a draft law for the creation of planning units within all public administrations and defining their duties and recruitment conditions;</li> <li>c. Determining working mechanisms within these planning units;</li> </ul> </li> <li>• The government of Lebanon conducts reviews of organisational structures and develops manpower planning strategies for pilot bodies, building on previous experiences.</li> </ul> | <p>-12/06</p> <p>-12/07</p> <p>- 12/06</p> |  | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice to the pilot body on managing the transition to new organisational structures and on undertaking pay reform.</li> <li>• OECD policy practitioners provide peer advice on identifying such activities and functions in the public sectors that can be transferred to the private sector (cross-cutting; issue, see WG 4);</li> <li>• OECD policy practitioners provide peer advice on setting up effective planning units in public administrations;</li> </ul> |

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|  | <p>OMSAR and the CSC have prepared comprehensive job descriptions and evaluations for most of central civilian government in 2002, which have not yet been implemented.</p> <p>As a pilot project, OMSAR and the CSC have reviewed the organisational structure of the Ministry of Economy and Trade.</p> <p>The CSC is undertaking needs assessments and redistributes casual workers.</p>  | <ul style="list-style-type: none"> <li>As part of the review, the government of Lebanon tracks all activities and functions in the public sectors that can be transferred to the private sector (cross-cutting issue, see WG 4);</li> <li>Based on the results of the review, the government of Lebanon implements the existing job descriptions and pay reforms in the reviewed bodies.</li> </ul>   | <p>-12/06</p> <p>-12/07</p> |  |   |
| <p><b>Medium and long-term targets:</b><br/><i>Drafting and implementing a new civil service statute</i></p> | <p>The centralised recruitment process through the Civil Service Council largely is unsuitable to select people with specific qualifications required for a certain position. Promotion is not sufficiently linked to performance evaluation to motivate qualified civil servants.</p> <p>A new civil service statute is currently under preparation to address these issues among others.</p>   | <ul style="list-style-type: none"> <li>The government of Lebanon drafts a new civil service statute, including the establishment of a new recruitment process that combines written exams with selection committees, as well as modified promotion and performance evaluation systems. It possibly also contains new definitions of job families and requirements for each job family.</li> <li>The government of Lebanon implements the new civil service statute.</li> </ul>  | <p>-12/06</p> <p>-12/07</p> |  | <ul style="list-style-type: none"> <li>OECD policy practitioners could provide peer advice in the law-drafting process on several key aspects, including:</li> <li>Finding the right balance between primary and secondary legislation;</li> <li>Effective recruitment processes on the basis of comparative examples from OECD countries;</li> <li>A suitable division of labour between HR departments in line-ministries and the CSC in the recruitment process;</li> <li>Ensuring merit in promotion decisions;</li> <li>Marketing the reform programme;</li> </ul> |
| <p><b>Medium and long-term targets:</b><br/><i>Pay reform and wage bill management</i></p>                   | <p>Civil servants' salaries in Lebanon are not competitive with the private sector and the country is suffering from a significant brain-drain of young and highly qualified people to abroad. However, fiscal constraints for significant pay increases in the public sector are very tight and can only be part of a long-term strategy that is financially viable. In view of sustainable institution building, ways need to be found to integrate existing ca. 2500 donor-paid contractual staff into the official administration.</p> | <ul style="list-style-type: none"> <li>The government of Lebanon develops long-term guidelines for pay reform and a set of short-term measures addressing urgent challenges, such as: <ul style="list-style-type: none"> <li>Integrating contractual staff into the official administration;</li> <li>Giving line-ministries more flexibility to hire contractual staff where needed;</li> </ul> </li> <li>Once comprehensive employment data is available (see above), the government of Lebanon formulates a long-term strategy for fiscally affordable pay reform on the basis of staffing scenarios and their fiscal implications;</li> </ul> | <p>-12/06</p> <p>-12/07</p> |  | <ul style="list-style-type: none"> <li>OECD policy experts provide peer advice on these two issues.</li> <li>OECD policy practitioners provide peer advice on managing pay reforms.</li> </ul>  |

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| <p><b>Medium and long-term targets:</b></p> <p><i>Modernisation of central agencies</i></p> | <p>In a context of reconstruction after the civil war, the review and modernisation of human resources bodies and oversight agencies is a key concern.</p> <p>OM SAR has prepared in close collaboration with concerned agencies 3 draft laws to modernise the Civil Service Council, the Court of Accounts, and the Central Inspection Bureau.</p> <p>The draft law on the Civil Service Council has already been submitted to the Council of Ministers, and the other two laws will be submitted soon, after completion and review by the Court of Accounts and the Central Inspection Bureau.</p> <p>The reforms of these central agencies will substantially modify their role and functions. For instance, the Central Inspection Bureau will not only undertake inspections, but will also evaluate the performance of Ministries and autonomous agencies through a performance evaluation tool. As a pilot project, these evaluation tools have been tested in two Ministries by the Central Inspection Bureau.</p> <p><i>The Civil Service Council</i></p> <p>Originally set up as a watchdog to protect the civil service from undue political interference and to ensure merit, the CSC has been continuously weakened. It has little power to enforce its decisions and its role has largely been reduced to keeping personnel files and organising the recruitment process.</p> <p><i>Court of Accounts</i></p> <p>The main responsibility of the Court of Account is to verify the use of public funds and its compliance with existing laws and regulations. The Court has become in practice a pre-auditing agency whose work duplicates, to some extent, the work of the Ministry of Finance, and that does not have sufficient capacity to fulfil its ex-post control function. This results into unnecessary delays in business transactions and gaps in the control of autonomous agencies.</p> | <ul style="list-style-type: none"> <li>● The government of Lebanon contributes to launching a regional dialogue, peer-review and capacity building process on modernising central agencies.</li> <br/> <li>● The government of Lebanon finalises the new draft law on modernising the CSC and on creating HR bodies in line-ministries. This could include a review of the CSC's own staffing needs, of its independent institutional set-up, of the range of government bodies under its supervision and the division of labour with HR departments within these bodies.</li> <br/> <li>● The government of Lebanon finalises a new law on the modernisation of the role and functions of the Court of Accounts that could in particular address the following issues: <ul style="list-style-type: none"> <li>a. The possibility of suppressing the pre-audit of the Court;</li> <li>b. The reinforcement of the ex-post control, in particular on autonomous agencies;</li> <li>c. The strengthening of internal capacity;</li> </ul> </li> <br/> <li>● The government of Lebanon plans the different steps for the implementation of the law.</li> </ul> | <p>- 12/06</p><br><p>-12/06</p><br><p>-12/06</p><br><p>-06/07</p> |  | <ul style="list-style-type: none"> <li>● OECD policy experts from central HR bodies provide peer advice on reforming central HR bodies and on a suitable attribution of tasks.</li> <br/> <li>● OECD experts from Supreme Audit Institutions provide peer advice on reforming the Court of Accounts, by sharing experiences in reforming audit systems and providing insights on techniques of government auditing.</li> </ul> |
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|  | <p><i>The Central Inspection Board</i></p> <p>The Central Inspection is a body traditionally conducting inspections and investigations in the public service, and imposing disciplinary punishments of a limited nature on offending employees. However, its effectiveness has been undermined by insufficient capacity, lack of independence from political power and sometimes inadequate procedures.</p> <p><i>The Disciplinary Council</i></p> <p>The General Disciplinary Council is a semi-judicial body, attached to the Council of Ministers, in charge of disciplining public officials. However, it can only consider cases referred to it by the appointing authority or by Central Inspection. The credibility of the institution is undermined by the limited number of cases that are handled each year and by the lack of clear criteria for the transfer and judgement of cases.</p> | <ul style="list-style-type: none"> <li>● The government of Lebanon finalises the new draft law on modernising the Central Inspection Board;</li> <li>● The government of Lebanon continues the implementation of the Organisational Performance Inspection System (OPIS), including the following measures: <ul style="list-style-type: none"> <li>a. Assisting the teams of inspectors in the CIB and civil servants concerned in applying the performance indicators;</li> <li>b. Developing new performance indicators for selected sectors;</li> <li>c. Institutionalising the OPIS by preparing the necessary regulatory framework and proposing the required organisational frameworks;</li> <li>d. Computerising the organisational performance system;</li> </ul> </li> <li>● The government of Lebanon prepares a new draft law to reinforce the independence and accountability of the Disciplinary Council</li> </ul> | <p>-12/07</p> <p>-12/08</p> <p>06/06-12/06</p> |  | <ul style="list-style-type: none"> <li>● OECD policy practitioners participate in the review process of the evolving role and functions of the Central Inspection Board, in particular: <ul style="list-style-type: none"> <li>● Assessing the feasibility of combining disciplinary oversight and monitoring of strategic planning.</li> <li>● Adjusting internal capacity accordingly.</li> </ul> </li> <li>● OECD experts provide peer advice and recommendations in the review of the role and functions of the Disciplinary Council</li> </ul> |
| <p><b>Medium and long-term targets:</b></p> <p><i>Training a new generation of highly qualified civil servants</i></p> | <p>The Lebanese Ecole Nationale d'Administration (LENA) which has been operational since 9 May 2005 is a public establishment under the supervision of the Council of Civil Service. It is a prepared and advanced centre according to the newest technological characteristics with a high potential for educating a new elite for the Lebanese civil service. OMSAR has contributed to its establishment especially with regards to the information networks and the computer systems. So far, the LENA has offered continuous education for civil servants and has organised high-level round-tables on administrative reform. An 18 months full-time training programme for university graduates has been envisaged but has not yet been launched.</p>   | <ul style="list-style-type: none"> <li>● The government of Lebanon establishes effective selection mechanisms for students and launches the 18 months full-time training programme;</li> </ul>   | <p>6/06-12/06</p>                              |  | <p>OECD areas of support could be:</p> <ul style="list-style-type: none"> <li>● Extension and intensification of co-operation with partner-universities in OECD countries;</li> <li>● Establishment of an effective selection process for students by the LENA;</li> <li>● Development of special financial incentives for the LENA's graduates to retain them in the public service;</li> <li>● Reinforcement of the LENA's role as a think-</li> </ul>  |

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|  | <p>Human resources units in line-departments will play an important role in ensuring effective training of civil servants. A draft law for their modernisation has been prepared by OMSAR in cooperation with the Civil Service Council. The competencies of these HR units will include the assessment of training needs according to the administrations' tasks, the civil servants' qualifications and the job description. These units will play a main role in the selection and the promotion of civil servants and in designing the training programmes with the ENA.</p>   |   |   |  | <ul style="list-style-type: none"> <li>• tank for administrative reform;</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>Implementing anti-corruption and ethical standards in the public service</i></p> | <p><i>Preparing the signature of the UN Convention against Corruption</i></p> <p>With a view to preparing the signature of the UN Convention against Corruption, the Council of Ministers has decided on 15/12/2005 to entrust the Minister of State for Administrative Reform, in cooperation with the Ministry of Justice, with the review of the legal texts which will have to be modified in this context. Accordingly, the Minister has formed a Committee including two judges from the Council of State, the organisation of legislation and consultations in the Ministry of Justice, the Director of the unit of administrative development at OMSAR, and the Legal Consultant of the Minister entrusted with the preparation of the required texts. The Committee is currently preparing a Report for the Council of Ministers.</p> <p><i>Review of legal and administrative frameworks on illicit wealth</i></p> <p>An enforcement decree is under consideration for the Law on Illicit Wealth no 154 from 27/12/1999 which applies to all public servants. This decree will define simplified mechanisms for ensuring the enforcement of the law. Current limitations include the conditions for setting a complaint (e.g. deposit) and the absence of mechanism for verifying the information in the declaration of assets of public officials. A proposal in this regard will be made to the Council of Ministers in the near future.</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon signs the UN Convention against corruption in the light of a report prepared by a special committee;</li> <li>• The government of Lebanon prepares an enforcement decree for the Law on Illicit Wealth. The decree would clarify the purpose of the declaration of assets, facilitate complaints and organise an effective mechanism for verifying the information in the declaration of assets.</li> <li>• The government of Lebanon implements the new Law on illicit wealth.</li> </ul> | <p>-12/07</p> <p>-12/06</p> <p>-12/07</p> |  | <ul style="list-style-type: none"> <li>• OECD legal and policy practitioners provide peer advice on the implementation of the UN convention against corruption;</li> <li>• OECD legal and policy practitioners provide peer advice in the drafting process by providing various options for setting up an effective mechanism to detect illicit wealth.</li> </ul> |

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| <p><i>Citizen's charter, code of conduct and implementation of ethical standards</i></p> <p>With a view to complementing the Civil Service Law provisions and setting more detailed ethical standards in the public service, a citizens' charter and a non-binding code of conduct were approved in 2002. A draft law on conflict of interest was prepared. However there is a need for preparing an institutional fabric to ensure their implementation, through training, communications, counselling and control.</p> <p>The citizens' charter defines the rights and duties of the citizen versus the State. It has been followed by sectoral rules in education, health, environment, public finance and other sectors.</p> <p>Regarding the training on the citizens' charter, a joint committee could be established with the Ministry of Education and Higher Education to identify subjects from the citizens' charter which can be introduced into the curriculum of public education. They could be taught at schools in a similar way as the charter on youth in the fight against corruption. As a pilot project, students are currently trained with regards to this charter in 12 public and private schools with a view to generalising this project in the future.</p> <p>The code of conduct for civil servants that was approved by the Civil Service Council on 15/1/2002 is a complementary non-binding text to Article 14 of the Civil Service Statute which defines the duties of public employees.</p> <p>A project is under discussion to review the code of conduct in order to include stricter conflict-of-interest restrictions and prohibitions. In addition, the government plans to raise awareness among public servants about existing ethical standards, restrictions and prohibitions, and possible sanctions in case of non-compliance.</p> <p>One possibility for training civil servants on the code of conduct would be within the framework of LENA courses where employees are trained to understand and discuss the Civil Service Statute, i.e. the duties of the employee in carrying out his public duties.</p> | <ul style="list-style-type: none"> <li>• The Government implements the code of conduct for the public service in order to prevent conflict of interest, ensure the proper use of public resources and promote a high level of professionalism and integrity;</li> <li>• The government of Lebanon establishes a joint committee of OMSAR, the Ministry of Education and Higher Education to identify subjects from the citizens' charter which can be introduced into the curriculum of public education;</li> <li>• The government of Lebanon sets up mechanisms for implementing the ethical standards of the code as well as the citizens' charter;</li> </ul> | <p>-12/06</p> <p>-12/06</p> <p>-12/07</p> |  | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice on the code and the various approaches and options for ensuring the communication and enforcement of the code.</li> <li>• OECD experts participate in training and capacity-building seminars for public officials to discuss practical issues associated with the implementation and enforcement of ethical standards.</li> </ul> |
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|  | <p><i>Raising awareness about corruption in education</i></p> <p>With a view to stimulating debate among youth in the impact and threats of corruption and nepotism on society, the Government has put efforts into promoting an ethics-based model in Lebanese schools.</p> <p>After codifying the new Anti-Corruption Youth Charter, elaborating supportive instructional material and raising awareness through capacity-building seminars, the next step is to introduce anti-corruption concepts in civic education in 12 pilot schools.</p>  | <ul style="list-style-type: none"> <li>• The government of Lebanon integrates the Charter in school-based curricula through school piloting, teaching the Charter and organising classroom and other student activities.</li> </ul>  | - 12/07              |  | <ul style="list-style-type: none"> <li>• OECD experts participate in training and capacity-building seminars to discuss anti-corruption issues in education (e.g. regional seminar).</li> </ul>   |
| <p><b>Medium and long-term targets:</b></p> <p><i>Reinforcing integrity and accountability in public procurement</i></p> | <p>There is no specific law regulating all aspects of public procurement in Lebanon so far.</p> <p>To enhance transparency and accountability in the public procurement process and to enhance the consistency of the overall legal framework, a draft law on public procurement was presented 3 years ago but has not yet been approved. It has been agreed recently to undertake a final review of the draft law in light of the latest developments and experiences. The project will be referred to the Prime Minister after revision in the coming months.</p>  | <ul style="list-style-type: none"> <li>• The government of Lebanon implements the common law on public procurement.</li> <li>• Training and capacity-building seminars are organised for public officials who work in risk areas for corruption such as public procurement.</li> </ul>   | -12/06<br><br>-12/07 |  | <ul style="list-style-type: none"> <li>• OECD procurement practitioners provide peer advice in the review of the public procurement laws and decrees.</li> <li>• OECD experts provide peer advice in the process of developing an e-procurement process to enhance transparency and accountability in the bidding process.</li> </ul>   |
| <p><b>Medium and long-term targets:</b></p> <p><i>Enhancing public scrutiny over government actions</i></p>              | <p><i>Setting-up of an ombudsman</i></p> <p>The Presidential Complaint office was set up in 1999 to receive and speedily process complaints from citizens. However, shortcomings such as insufficient transparency in its activities, unclear procedures have led to the creation of an ombudsman.</p> <p>A new law has been approved for the creation of an ombudsman. The institution, appointed by the Council of Minister, will provide mediation between citizens and the public administration.</p> <p><i>New legal and administrative framework for access to information</i></p> <p>Although the right to access information is guaranteed in the Lebanese Constitution and human rights treaties signed by Lebanon, there is no legislated right of access to information in Lebanon.</p> <p>A current project plans to progressively set up a legal and administrative framework on access to information.</p> | <ul style="list-style-type: none"> <li>• The Lebanese government sets up mechanisms for the establishment of the Ombudsman.</li> <li>• The Lebanese government approves the law on access to information and develops action plans for the implementation of administrative procedures in the Ministries (e.g. availability of annual reports of Ministries to the public).</li> </ul> | -12/07<br><br>-12/06 |  | <ul style="list-style-type: none"> <li>• OECD practitioners provide peer advice in the implementation of the law on the creation of an ombudsman, in particular on the mechanisms and capacity required to fulfil the investigation of complaints, the formulation of recommendations, and the monitoring of the implementation of the recommendations.</li> <li>• OECD experts provide peer advice to the government in the process of implementing the law on access to information;</li> </ul> |





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|  | Public Key Infrastructure / Certificate Authority | <ul style="list-style-type: none"> <li>• The government of Lebanon drafts good practice guide for effective PKI deployments at different levels within the e-government framework.</li> <li>• The government of Lebanon drafts organisational structure for certificate authority (see above)</li> <li>• The government of Lebanon designs and develops pilot PKI implementation in government - as part of infrastructure tier or for smart card deployments.</li> <li>• The government of Lebanon documents PKI policy document for e-government applications.</li> <li>• The government of Lebanon activates national certificate authority and if possible, regional registration/certificate authority.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |
|  | National ID or e-Gov Smart Card                   | <ul style="list-style-type: none"> <li>• The government of Lebanon designs a secure, scalable and interoperable architecture for issuing smart cards as national ID cards or simply for e-government cards.</li> <li>• The government of Lebanon launches a pilot smart card implementation that allows for storage of a predefined set of information (civil records, criminal records, health info and others) for a representative group of nationals</li> </ul>   | <p>Within 1 year</p> <p>1 to 2 years</p>  |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |

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|  | Standards and branding | <ul style="list-style-type: none"> <li>• The government of Lebanon develops and documents a series of standards and guidelines documents for e-government implementations covering sectoral information, data, ICT, operations and maintenance requirements for effective deployments.</li> <li>• REGIONAL: Promote the use of already developed ICT standards and guidelines (case of Lebanon) by other regional countries.</li> <li>• The government of Lebanon develops and documents standards, guidelines and implementation toolkits for application by concerned parties in government and in the private sector.</li> <li>• The government of Lebanon provides the needed training/awareness to the concerned government officials on how best to use these standards and guidelines.</li> <li>• The government of Lebanon puts in place the needed monitoring mechanism to insure that these standards and guidelines are being applied.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |
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|  | <p>Government to citizen, business, employee and government (e-services)</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon documents the required standards and transactions workflow for the various categories of government services within 5 ministries and agencies, simplifying the procedures within the existing legal limits in the process.</li> <li>• The government of Lebanon prepares a services guide for the various categories of government services and provides this information both in paper form and online.</li> <li>• The government of Lebanon deploys information offices (for information purposes initially) within the selected ministries and agencies and in the regions of the country to facilitate timely access by concerned people.</li> <li>• The government of Lebanon designs a secure, open and scalable architecture for e-services implementation to be inline with the service portal architecture mentioned above.</li> <li>• The government of Lebanon develops the specifications for a government e-procurement solution.</li> <li>• The government of Lebanon integrates existing Human Resource management systems into a common database structure and links this system to the payroll at the Ministry of Finance.</li> <li>• The government of Lebanon develops e-services for 5 formalities for each service recipient group (citizen, business, employee and government) using the developed architecture design.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |
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|   |  | <ul style="list-style-type: none"> <li>• The government of Lebanon constructs and implements a citizen satisfaction survey (paper based or online) to gauge citizen feedback on developed e-services and realign design and development to take this feedback into account if need be.</li> </ul>  | 1 to 2 years   |  |   |
|   |  | <ul style="list-style-type: none"> <li>• The government of Lebanon implements an e-procurement pilot project for a select number of ministries and agencies.</li> </ul>  | 1 to 2 years   |  |   |
|   |  | <ul style="list-style-type: none"> <li>• The government of Lebanon implements pilot information systems to streamline the electronic transfer of data from business companies to the public administrations concerned (example: Ministry of Finance, National Social Security Fund, Central Administration of Statistics, etc.).</li> </ul>  | 1 to 2 years   |  |   |
| <p><b>Medium and long-term targets:</b></p> <p>Training, educating and raising awareness on e-government for both civil servants and society at large; providing guidelines on e-government operations and specific requirements.</p> | <p><b>E-government capacity building / promotions / operation framework</b></p> <p>Promoting Leadership principles</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon launches a number of seminars and workshops on effective leadership principles for middle to senior management in the public sector.</li> <li>• The government of Lebanon establishes curriculum in public sector training institutes on modern and effective leadership principles.</li> <li>• REGIONAL: Launch regional programmes to transfer knowledge and good practices on modern and effective leadership principles between Arab states and from OECD countries.</li> </ul> | <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |

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|  | <p>Building national capacity</p> | <ul style="list-style-type: none"> <li>● The government of Lebanon develops training workshops for citizens on e-governance highlighting its value and benefits in saving time and fighting corruption.</li> <br/> <li>● The government of Lebanon establishes a number of multi-purpose community telecentres in the far regions of the country to facilitate training of the under privileged on the use of computers and the Internet.</li> <br/> <li>● The government of Lebanon develops a series of e-government usage toolkits for the citizens.</li> <br/> <li>● The government of Lebanon supports the development of national PC initiatives by the private sector and provides the needed incentives to encourage increase in PC and Internet penetration on the national level.</li> <br/> <li>● The government of Lebanon develops national programmes in cooperation with universities and institutes to provide continuous education to society on e-government and its benefits.</li> <br/> <li>● REGIONAL: Develop regional programmes, also with OECD countries, to build national awareness and capacity to use e-government services.</li> <br/> <li>● The government of Lebanon defines programmes to increase e-government awareness sessions in high schools to prepare the next generation to use e-government services.</li> <br/> <li>● The government of Lebanon continues work on establishing multi-purpose community telecentres in the far regions of the country to facilitate training of the under privileged on the use of computers and the Internet.</li> </ul> | <p>Within 1 year</p><br><p>Within 1 year</p><br><p>Within 1 year</p><br><p>Within 1 year</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>● Technical and financial support by OECD donor countries</li> </ul> |
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|  | Internal government training and capacity building | <ul style="list-style-type: none"> <li>● The government of Lebanon develops training programmes for civil servants at all levels on using and administering e-government services.</li> <br/> <li>● The government of Lebanon puts in place a capacity building plan for the civil service to effectively use and administer e-government services based on the required skills and organisational structures.</li> <br/> <li>● The government of Lebanon holds a number of seminars/workshops for government staff to educate them on e-government and its benefits to them from both operations and services delivery points of view.</li> <br/> <li>● The government of Lebanon develops e-government curriculum in public sector training institutes for civil servants at all levels.</li> <br/> <li>● REGIONAL: Hold regional workshops, also with OECD countries, for civil servants in Arab States on e-government good practices with case studies.</li> <br/> <li>● REGIONAL: Develop capacity building guides or toolkits for Arab States.</li> </ul> | <p>Within 1 year</p><br><p>Within 1 year</p><br><p>Within 1 year</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>● Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>E-government operations, management skills and practice</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon develops job descriptions, a classification scheme, and a salary scale for the ICT cadre in the public sector, focusing on those job positions that should be in the public sector to use and administer e-government applications.</li> <li>• The government of Lebanon establishes ICT organisational structure templates for the public sector to use in each ministry and agency depending on its size and hence requirements.</li> <li>• REGIONAL: Hold regional workshops with OECD countries to transfer knowledge and share good practices in regards to ICT staff requirements for e-government programme implementations.</li> <li>• The government of Lebanon drafts and enacts the laws and implementation decrees needed for e-government/ICT job descriptions, classification scheme, and salary scale in the public sector.</li> <li>• The government of Lebanon drafts and enacts law modifications to reflect the organisational enhancements for ministries and agencies to host an ICT setup or division.</li> <li>• REGIONAL: Develop guides and toolkits for the above two functions for each of the two legal systems available in Arab States (Francophone and Anglo-Saxon).</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>Providing decision-making support through documentation of case studies</p> | <ul style="list-style-type: none"> <li>● The government of Lebanon develops a case study template to be used for all concerned to document e-government implementations and highlight lessons learned.</li> <br/> <li>● REGIONAL: Hold regional workshops with OECD countries to share experiences in this regards and agree on needed improvements.</li> <br/> <li>● REGIONAL: Promote high level regional workshops to present to senior level management (Ministers and Director Generals) these case studies and promote their active involvement in such projects.</li> <br/> <li>● The government of Lebanon documents a number of case studies on the national level based on the developed template.</li> <br/> <li>● REGIONAL: Support the development of a regional portal on e-government to showcase these case studies based on common terminologies.</li> <br/> <li>● REGIONAL: Produce a regional case studies publication with OECD support to effectively document e-government developments in the Arab region.</li> </ul> | <p>Within 1 year</p><br><p>Within 1 year</p><br><p>Within 1 year</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>● Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>Mechanisms for resource mobilisation and coordination</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon develops common frameworks (like this document) to present in a systematic manner resource mobilization and/or coordination requirements on the national and regional level.</li> <li>• The government of Lebanon begins stipulating these common frameworks within priority projects requirements.</li> <li>• REGIONAL: Hold national and regional meetings with regional and international donors to work towards securing in a systematic and non-redundant manner the required resources and also establish a means of coordination with these donors in this regard.</li> <li>• The government of Lebanon secures the required resources for the implementation of the documented e-government priority projects.</li> <li>• The government of Lebanon continues to insert these common frameworks into a range of e-government projects to form a high level e-government implementation plan over the span of 2 to 4 years.</li> <li>• REGIONAL: Hold national and regional meetings with donors to secure the needed resources or to get national governments to allocate the necessary funds from the annual budget.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>Creating awareness through media and other campaigns</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon develops an e-government media kit and campaign to run on national and regional TV stations to educate viewers on e-government and its benefits using footage of actual implementations in Arab States.</li> <li>• The government of Lebanon holds training workshops for the press to educate them on e-government and its benefits and provide them with ideas through technical assistance from the OECD on how best to cover such a topic and generate an effective report.</li> <li>• The government of Lebanon has TV station programmes dedicate an hour of prime time viewing during the week and on weekends to present e-government work and benefits to viewers using actual implementation footage as well.</li> <li>• The government of Lebanon uses the written press and radio in this media campaign to further advance e-government awareness on national and regional levels.</li> <li>• The government of Lebanon launches national tours to present e-government and its benefits to nationals living in remote areas.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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| <p><b>Medium and long-term targets:</b></p> <p><i>Defining indicators and benchmarks to assess e-government implementation in the country; building up and disseminating knowledge on e-government; elaborating and producing government-wide statistics on e-government</i></p> | <p><b>Cross e-government and administrative simplification</b></p> <p>e-Readiness Assessment</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon puts in place an e-readiness matrix for the public sector to allow for assessment and ranking of the preparedness of ministries and agencies to implement e-government.</li> <li>• The government of Lebanon formulates an e-readiness matrix for the general public and the business community to assess their preparedness for using and benefiting from e-government implementations.</li> <li>• The government of Lebanon completes e-readiness assessment for all ministries and agencies to better identify e-government implementation priorities.</li> <li>• The government of Lebanon conducts e-readiness assessment for the general public and the business community to gauge the measures needed to raise readiness (bridge the digital gap).</li> <li>• The government of Lebanon initiates work on raising the national e-readiness level to better utilize and benefit from e-government deployments.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>Establishing benchmark and indicators</p>                    | <ul style="list-style-type: none"> <li>• The government of Lebanon identifies the institutional and e-government aspects that need to be benchmarked.</li> <li>• The government of Lebanon sets a series of targeted indicators to be achieved over the span of 2 to 4 years.</li> <li>• REGIONAL: Hold national and regional workshops to transfer knowledge and exchange views in this regard.</li> <li>• The government of Lebanon conducts initial measurements on the identified institutional and e-government aspects to serve as a benchmark.</li> <li>• The government of Lebanon conducts annual or biannual measurements of the same identified aspects to produce development indicators in this regard.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
|  | <p>Gathering and publishing e-government related statistics</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon identifies the e-government outputs within the technical, services, legal and operations/promotion/awareness framework that need to be measured over time.</li> <li>• The government of Lebanon sets a plan for measuring these outputs and producing statistics based on a pre-defined set of rules.</li> <li>• REGIONAL: Hold national and regional workshops to transfer knowledge and exchange views in this regards.</li> </ul>   | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p>   |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |

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|  | <p>Sharing project cycle management good practices</p> | <ul style="list-style-type: none"> <li>● The government of Lebanon measures the identified e-government outputs within the technical, services, legal and operations/promotion/awareness framework periodically (every quarter, bi-annually, annually) and generates the sought after statistics.</li> <li>● The government of Lebanon develops a web-enabled information system to store these measurements, generate the statistics and produce the needed reports.</li> <li>● The government of Lebanon maps out the project cycle for e-government and administrative simplification implementations.</li> <li>● REGIONAL: Hold national and regional workshops with OECD country participation to transfer knowledge and exchange views in this regard.</li> <li>● The government of Lebanon produces a quick reference guide for these project cycles.</li> <li>● The government of Lebanon develops a series of good practice guides for the project cycle management for e-government and administrative simplification implementations.</li> <li>● REGIONAL: Place these good practice guides online (portal or web page) to facilitate sharing between regional Arab states and with input from OECD countries.</li> </ul> | <p>1 to 2 years</p> <p>1 to 2 years</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>● Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>Modalities for public private partnerships</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon identifies and implements quick win projects that can be facilitated by the public sector and yet implemented by the private sector in support of e-government and administrative simplification.</li> <li>• REGIONAL: Hold national and regional workshops with OECD country participation to transfer knowledge and exchange views in this regard.</li> <li>• The government of Lebanon develops best practice toolkits or guides for successful private-public partnerships (PPP).</li> <li>• The government of Lebanon puts in place a plan for PPP work in line with the e-government and administrative simplification implementation plans over a span of 2 to 4 years.</li> <li>• The government of Lebanon implements a number of PPP initiatives in support of e-government and administrative simplification.</li> <li>• The government of Lebanon documents through case studies a number of PPP implementations.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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|  | <p>Establishing communities of practices involving academia and the private sector</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon identifies a number of practices within the e-government and administrative simplification framework suitable for establishing communities of practice.</li> <li>• The government of Lebanon puts in place a manual of procedures for the functioning of these communities of practice.</li> <li>• The government of Lebanon designs and develops the required web-enabled information system for the online exchange of views and sharing of information/documentation of relevance to the community of practice.</li> <li>• REGIONAL: Hold national and regional workshops with OECD country input to present international good practices pertaining to the establishment and sustainability of communities of practice.</li> <li>• The government of Lebanon establishes a number of communities of practice (4 to 6) on the national level involving the public sector, private sector, academia and civil society for the identified practices within e-government and administrative simplification</li> <li>• The government of Lebanon establishes a number of communities of practice (4 to 6) on the regional level involving representatives from the national level communities of practice for the identified practices within e-government and administrative simplification.</li> <li>• The government of Lebanon populates the information system with the various exchanged and shared information and documentation in addition to the output of the work of these communities of practice.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> <p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries</li> </ul> |
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| <p><b>Medium and long-term targets:</b></p> <p><i>Defining and using administrative simplification tools and procedures to increase administrative efficiency and reduce costs.</i></p> | <p><b>Administrative Simplification</b></p> <p>Modalities for identification of priorities and programs</p> | <ul style="list-style-type: none"> <li>• The government of Lebanon maps out government formalities so as to establish the procedural interactions within the public sector entities and between them and the citizen and also to gauge the number of formalities and the similarities between them.</li> <li>• The government of Lebanon drafts and passes regulation that defines issues pertaining to administrative procedure (time-limits, extension possibilities, paperwork reduction, standards, petition channels, regulatory impact assessment, etc.).</li> <li>• The government of Lebanon deploys information portals and gauge priorities based on citizen selection of required formalities (a top 5 or 10 list of most asked about formalities - case of Lebanon's INFORMS portal). Also, tally requests over the call centre to better rank these priorities.</li> <li>• The government of Lebanon develops quick survey forms for citizens to identify their top most needed government formalities.</li> <li>• The government of Lebanon works on simplifying the procedures for 5 key ministries and agencies based on a common framework that enables establishing a structured process.</li> <li>• The government of Lebanon puts in place a continuation plan for this simplification of procedures process to cover the remaining ministries and agencies in groups of 10 ministries and agencies at a time per year.</li> </ul> | <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>Within 1 year</p> <p>1 to 2 years</p> <p>1 to 2 years</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries.</li> </ul> |
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|  | <p>Institutions and mechanisms for coordination</p> | <ul style="list-style-type: none"> <li>● The government of Lebanon establishes a steering committee from Ministers and/or Director Generals to oversee the simplification of procedures process for their respective ministries or agencies. These committees should be led by the ministry concerned with administrative reform/development or government modernisation.</li> <br/> <li>● The government of Lebanon documents a manual of procedures to guide the simplification of procedures work and that of the steering committee.</li> <br/> <li>● REGIONAL: Hold national and regional workshops between government officials to share experiences and lessons learned from the simplification of procedures process benefiting from OECD country experiences.</li> <br/> <li>● The government of Lebanon activates the work of the steering committee for the first 5 key ministries or agencies that are to be subjected to the simplification of procedures process</li> <br/> <li>● The government of Lebanon puts in place a monitoring and evaluation process for the simplification of procedures and the adherence to the manual of procedures.</li> <br/> <li>● REGIONAL: Hold national and regional meetings to exchange updates on this front with national government officials and with regional Arab states and OECD countries.</li> </ul> | <p>Within 1 year</p><br><p>Within 1 year</p><br><p>Within 1 year</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p><br><p>1 to 2 years</p> |  | <ul style="list-style-type: none"> <li>● Technical and financial support by OECD donor countries.</li> </ul> |
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**POLICY FIELD: GOVERNANCE OF PUBLIC FINANCE (WORKING GROUP 3)**

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| <p><b>Medium and long-term targets:</b><br/><i>Implementing a Medium Term Expenditure Framework</i></p>  | <p>Has been announced before. Preparations have been made: a macro-fiscal unit within the Ministry of Finance has been put in place, which could be made responsible for projecting, updating and implementing the Medium Term Expenditure Framework.</p> | <ul style="list-style-type: none"> <li>The government of Lebanon provides multi-year extrapolations in the budget of 2007 in order to improve the forecasting capacity within the field of the budget.</li> </ul>  | <p>3/06-12/06</p>                                      | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve multi-year budgetary forecasting methods.</li> </ul>   |
| <p><b>Medium and long-term targets:</b><br/><i>Bringing capital expenditures and spending/ liabilities of all public entities under budgetary control</i></p>                  | <p>Several debts have been paid off by the government.</p>  | <ul style="list-style-type: none"> <li>The government of Lebanon makes an inventory of current liabilities of all public entities.</li> <li>The government of Lebanon prepares legislation to bring public entities under public control.</li> <li>The government of Lebanon provides the Court of Audit with tools and instruments to be able to control public entities</li> </ul> | <p>6/06-6/07<br/><br/>6/06-6/07<br/><br/>6/06-6/07</p> | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve the auditing and control of public agencies.</li> </ul>  |
| <p><b>Medium and long-term targets:</b><br/><i>Improving information flows between spending ministries- Ministry of Finance</i></p>  |   | <ul style="list-style-type: none"> <li>The government of Lebanon drafts a plan for a government-wide automated information infrastructure within the field of finance.</li> </ul>  | <p>6/06–12/06</p>                                      | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve budget information systems, technical requirements and possibilities.</li> </ul>   |
| <p><b>Medium and long-term targets:</b><br/><i>Streamlining of public accounting regulations</i></p>   | <p>Currently, an organic budget law is being drafted. The budget reform programme of the Ministry of Finance contains the ambition to reform the Public Accounting Law.</p>   | <ul style="list-style-type: none"> <li>The government of Lebanon makes a new Public Accounting Law</li> </ul>  | <p>06/06-12/06</p>                                     | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>What lessons on core control mechanisms in the financial system can be drawn from other OECD countries.</li> <li>Participation in a regional seminar on public financial management.</li> </ul> |
| <p><b>Medium and long-term targets:</b><br/><i>Assigning to the Court of Audit the responsibility of providing full-fledged ex post evaluations of public expenditures</i></p> | <p>At the moment, the Court of Audit is responsible for both ex ante and ex post controls. The emphasis is on ex ante controls.</p>   | <ul style="list-style-type: none"> <li>The government of Lebanon provides the Court of Audit with the tools and means to enhance its ex post control-function.</li> </ul>  | <p>6/06-12/06</p>                                      | <p>Ministry of Finance</p> | <ul style="list-style-type: none"> <li>How to improve ex post budgetary control.</li> <li>Participation in a regional seminar on ex post control arrangements.</li> </ul>  |

**POLICY FIELD: REGULATORY REFORM**

**(SUB-THEME IN THE FRAMEWORK OF WORKING GROUP 4 COVERING PUBLIC SERVICE DELIVERY, PPPS AND REGULATORY REFORM)**

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| <p><b>Strategic reform goal:</b></p> <p><i>Improve the regulatory framework of public service delivery and the quality of regulations</i></p> <p><b>Medium and long-term targets:</b></p> <p><i>Set up of institutional capacities for regulatory reform;</i></p> <p><i>Introduction of techniques to evaluate the performance of the Lebanese government;</i></p> <p><i>Introduction of tools for regulatory quality for law making;</i></p> <p><i>Assessment of economic consequences of new laws and regulations</i></p> |  | <ul style="list-style-type: none"> <li>Take steps to create a legislative bureau at the Prime Ministry to help ministries prepare laws and to guide the process of redrafting until a law is enacted;</li> </ul> |  | <p>Prime Minister's Office<br/>OMSAR</p> <p>/</p> | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice in the setting up of an oversight body dealing with regulatory reform and controlling the quality of laws and regulations;</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>Set up a regional Centre for Regulatory Excellence, in co-operation with a local Beirut university, as an observatory for good practices and training centre;</li> </ul>  |  | <p>Prime Minister's Office<br/>OMSAR</p> <p>/</p> | <ul style="list-style-type: none"> <li>Technical and financial support by OECD countries;</li> <li>OECD policy practitioners provide peer advice in the consolidation of training programmes;</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>Apply administrative simplification techniques at sub-national level with pilot project in Beirut municipality;</li> </ul>  |  | OMSAR   | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice in administrative simplification techniques;</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>Use Regulatory Impact Analysis (RIA) in a pilot trial on regulations for an economic activity or sector;</li> </ul>   |  | OMSAR   | <ul style="list-style-type: none"> <li>Technical assistance for the drafting of the required legal texts to adopt the RIA system;</li> <li>Technical assistance for the preparation of a guideline to introduce a RIA system;</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>Design a monitoring method for evaluation of performance on any action plan;</li> </ul>   |  | OMSAR   | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice in the drafting of a monitoring method for evaluation of performance;</li> </ul>   |
|   |  | <ul style="list-style-type: none"> <li>Consideration of a regional draft charter for quality law-making;</li> </ul>  |  | OMSAR   | <ul style="list-style-type: none"> <li>OECD policy practitioners provide peer advice in the drafting of a charter for quality law-making;</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>Track all activities and functions in the public sectors that can be transferred to the private sector.</li> </ul>  |  | OMSAR   | <ul style="list-style-type: none"> <li>Technical support and enabling activities, functions and mechanisms to be adopted in identifying all activities and functions in the public sectors that can be transferred to the private sector;</li> <li>Exchange of best practices with OECD countries.</li> </ul> |



# Country Action Plan

MOROCCO

## THEMATIC FIELD (WORKING PARTY 1): CIVIL SERVICE AND INTEGRITY

The elements B and C of this section are based on the actions as envisaged in the framework of the Public Sector Reform Programme (PARAP II) of the government of Morocco and the International Bank for Reconstruction and Development. They include proposals on how the GfD Initiative and international co-operation could support the realisation of the programme's objectives.

| National reform objectives & medium and longer-term action targets                                   | Progress to date  | Short term action targets  |                |  | Proposals for GfD initiative and international co-operation   |
|--|---|--|----------------|--|---|
|  |   | Action target  | Period         | Agency responsible   |   |
| <b>Medium and long-term targets:</b><br><i>A. 1. Entrench ethical and moral standards and values</i> | Draft law being finalised   | Moroccan government amends legislation relating to the declaration of income, and in particular: <ul style="list-style-type: none"> <li>Revision of the scope of application of forthcoming legislation to cover sensitive posts and civil servants who, by virtue of the nature of their work, are particularly exposed to corruption;</li> <li>Introduction of a decentralised system for implementing the legislation.</li> </ul> | ... - 6/2007   | Ministry for Public Sector Modernisation (MMSP)/<br>SGG              | <ul style="list-style-type: none"> <li>OECD practitioners take part in the review of legislation relating to the declaration of income;</li> </ul>                                    |
|  | The Moroccan government approves the draft law  | <ul style="list-style-type: none"> <li>Moroccan government approves law on money laundering.</li> </ul>  | ... - 6/2007   | Ministry of Justice/<br>SGG/<br>Home Affairs/<br>Ministry of Finance | <ul style="list-style-type: none"> <li>OECD practitioners advise the government during drafting of the legislation on the basis of FATF recommendations;</li> </ul>                   |
|  | Elaboration of the draft law that has so far been approved by the government and by the first chamber of parliament | <ul style="list-style-type: none"> <li>Moroccan government approves a Decree introducing widespread use of competitions for recruitment to all civil service posts as well as calls for applications for appointments to senior positions.</li> </ul>  | .... - 06/2007 | MMSP   | <ul style="list-style-type: none"> <li>OECD practitioners advise the government during preparation of the draft Decree;</li> </ul>  |
|  |   | <ul style="list-style-type: none"> <li>Moroccan government implements provisions relating to the mobility of senior officials, supported by a Circular issued by the Prime Minister.</li> </ul>  | .... - 12/2006 | Prime Ministry   | <ul style="list-style-type: none"> <li>OECD practitioners share with the government their experience with procedures that can facilitate the mobility of senior officials;</li> </ul> |

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| <p><b>Medium and long-term targets:</b></p> <p><i>A. 2. Institutionalise the preventive strategy to combat corruption</i></p> | <p>The Decree creating the central board of Prevention of Corruption finalised and submitted to the approval procedure.</p>   | <ul style="list-style-type: none"> <li>As part of the preparatory work prior to ratification of the United Nations Convention against Corruption, the Moroccan government introduces legislation establishing a corruption monitoring and prevention body;</li> <li>Moroccan government provides its citizens with telephone numbers, fax numbers and electronic addresses for complaints or corruption whistle blowing;</li> </ul>                            | <p>.... – 12/2006</p> <p>.... – 12/2007</p> | <p>MMSP</p> <p>Corruption monitoring and prevention body</p> | <ul style="list-style-type: none"> <li>OECD practitioners advise the government on options for managing complaints and bribery whistleblowing;</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>A. 3. Enhance transparency in public contracts</i></p>                      | <p>In progress</p>  | <p>Government adopts a Decree enhancing transparency in the management of public procurement contracts with a view in particular to:</p> <ul style="list-style-type: none"> <li>Enhancing transparency in the award and execution of contracts;</li> <li>Introduce the practice of publishing calls for tender and the results of calls for tender on the Internet;</li> <li>Specify in reports the reasons why certain tenders have been rejected.</li> </ul> | <p>.... – 6/2007</p>                        | <p>Public Procurement Commissions</p>                        | <ul style="list-style-type: none"> <li>OECD practitioners specialised in public procurement contracts take part in the review of the legal framework for public procurement;</li> </ul>  |
| <p><b>Medium and long-term targets:</b></p> <p><i>A. 4. Improve the monitoring, control and auditing system</i></p>           | <p>Publication of the decree regarding the reorganisation of the Ministers who oversee the necessity of the creation of a body responsible for the management control in each administrative structure.</p> <p>Adoption of the principle of “globalisation des credits” in certain departments.</p> | <ul style="list-style-type: none"> <li>Moroccan government sets up a management control system aimed at reinvigorating the general inspectorates in Ministries;</li> <li>Moroccan government strengthens the principle of accountability, particularly through the drafting and dissemination of sectoral activity reports;</li> </ul>   | <p>... - 12/2007</p> <p>.... - 12/2006</p>  | <p>All Ministries</p> <p>All Ministries</p>                  | <ul style="list-style-type: none"> <li>OECD practitioners take part in training seminars aimed at strengthening internal management control capacity;</li> <li>OECD practitioners take part in training seminars aimed at strengthening capacity regarding means of enhancing accountability;</li> </ul> |

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| <p><b>Medium and long-term targets:</b></p> <p><i>A.5. Educate, raise awareness, and disseminate ethical standards</i></p> |  | <ul style="list-style-type: none"> <li>• Drafting of a manual on provisions to combat corruption;</li> <li>• Moroccan government incorporates integrity and professional rigour into ongoing training programmes.</li> <li>• Moroccan government develops a teaching kit on introducing ethical standards and organises awareness campaigns in teaching and training establishments;</li> <li>• Moroccan government communicates information relating to the present action plan and exchanges information with civil society (associations, professional organisations) regarding follow-up to actions.</li> <li>• Moroccan government designs a campaign to raise awareness of the adverse impacts of corruption</li> </ul> | <p>... - 12/2006</p> <p>... - 12/2007</p> <p>.... – 12/2006</p> <p>.... – 06/2006</p> <p>.... – 06/2007</p> | <p>Ministry of Justice/MMP</p> <p>Ministries concerned</p> <p>MEN</p> <p>Ministry of Justice/MMSP<br/>MEN</p> <p>MMSP/<br/>Ministry of National Education / Communication</p> | <ul style="list-style-type: none"> <li>• OECD practitioners share with the government their experience with the pre-conditions for drawing up and implementing a code of conduct based on the OECD Guidelines for Managing Conflict of Interest in the Public Service;</li> <li>• OECD practitioners take part in ongoing training seminars to raise civil servants' awareness of values, ethical standards and obligations within the framework of the code of conduct, based on the OECD Guidelines for Managing Conflict of Interest in the Public Service;</li> <li>• OECD practitioners share with government their experience in preparing teaching kits;</li> <li>• OECD practitioners advise the government on the means of following up and communicating information about actions aimed at combating corruption;</li> </ul> |
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**Medium and Long term target: B.1 Preparation of a new HRM system**

B 1.1. « Référentiel des emplois et des compétences » (REC)

- Completion of the RECs for the Ministries of Agriculture and Public Works.
- Launching of RECs for the Ministry of Finance and Privatisation (MFP) and the Ministry of Public Sector Modernisation (MMSP)

- Completion of the RECs at the MMSP and the MFP. -2006
- For the Ministries of Agriculture and Public Works: -2006
  - Development of provisional balanced scorecards for a three-year period;
  - Creation of a jobs and skills database;
- Preparation of a three-year ongoing training plan.
- Introduction of the REC in four other Ministries: National Education (MEN), Health, Justice, and the Interior. -2006
- Completion of the RECs in the Ministries of National Education (MEN), Health, Justice, and the Interior. -2007
- For the 6 Ministries from 2006: -2007
  - Development of provisional balanced scorecards for a three-year period.
  - Creation of jobs and skills databases.
  - Preparation of three-year ongoing training plans.
- Introduction of RECs in all other Ministries.
- Completion of all RECs. -2008
- Development of provisional balanced scorecards for a three-year period.
- Creation of jobs and skills databases.
- Preparation of three-year ongoing training plans.

- OECD practitioners advise the Ministries concerned regarding work methodologies for developing RECs and provisional balanced scorecards.

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| B.1.2. Job classification | <ul style="list-style-type: none"> <li>Preparation of the action plan on harmonising personnel regulations and drafting of decrees on administrative employment.</li> </ul> | <ul style="list-style-type: none"> <li>MMSP circular establishing the committee responsible for developing job classifications (using the RECs) as a draft standard job classification scheme.</li> <li>Launching by the MMSP of the work to classify jobs in a draft standard job classification scheme.</li> <li>Adoption of the three personnel statutes for administrative jobs.</li> <li>Continuation of the process of classifying jobs in a draft standard job classification scheme.</li> <li>Completion of the process of classifying jobs in a draft standard job classification scheme.</li> </ul> | <p>- 2006</p> <p>-2007</p> <p>-2008</p> |  | <ul style="list-style-type: none"> <li>Seminar for senior civil servants from Arab countries and the OECD on compensation and job classification reforms in July 2006.</li> <li>OECD practitioners advise the committee responsible for developing job classifications in conjunction with preparation of the job classification scheme.</li> </ul> |
| B.1.3 Compensation        |   | <ul style="list-style-type: none"> <li>Study on the re-incorporation of benefits into base salary.</li> <li>Study being prepared on the development of a new compensation system based on the new job classification scheme.</li> <li>Implementation of the findings of the re-incorporation study.</li> </ul>  | <p>-2006</p> <p>-2007</p>               |  | <ul style="list-style-type: none"> <li>Seminar for senior civil servants from Arab countries and the OECD on compensation reform and job classification in July 2006.</li> <li>OECD practitioners advise the Moroccan government on how to implement the new compensation system.</li> </ul>  |



| Medium and Long term target: B.2 Reform of the current management system |  |   |   |   |   |
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| B.2.1. Recruitment and mobility procedures                               | <ul style="list-style-type: none"> <li>Adoption of the draft law on: redeployment / period of transitional service / secondment / recruitment by contract / basing recruitment on the principles of equity, transparency and equal opportunity, in particular through competitive examinations.</li> </ul> | <ul style="list-style-type: none"> <li>Adoption by the Government Council of implementing decrees for: fixed-term contracting / redeployment / secondment.</li> <li>Review of the decree on the procedures for organising competitive exams to facilitate decentralised recruitment, and on the basis of the targeted profiles.</li> <li>Initiation of MMSP databank for posts to be filled and staff to be redeployed to facilitate staff mobility for civil servants.</li> <li>Completion of databank.</li> </ul> | <p>- 2006</p> <p>-2006</p> <p>-2007</p> |   | <ul style="list-style-type: none"> <li>Practitioners from OECD and Arab countries take part in the review of the decree on the procedures for organising competitive exams.</li> <li>Seminar for senior civil servants from Arab countries and the OECD on recruitment and performance evaluation.</li> </ul>                     |
| B.2.2 Evaluation and promotion   | <ul style="list-style-type: none"> <li>Adoption and publication of decrees relating to: <ul style="list-style-type: none"> <li>Performance evaluation of civil servants.</li> <li>Promotion of civil servants.</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>Circular on the evaluation prepared by the MMSP.</li> <li>Preparation of a methodological evaluation guide. <ul style="list-style-type: none"> <li>Training of trainers and Ministry officers in conducting evaluations of civil servants</li> </ul> </li> </ul>   |   |   | <ul style="list-style-type: none"> <li>Seminar for senior civil servants from Arab countries and the OECD on recruitment and performance evaluation.</li> <li>Practitioners from OECD and Arab countries take part in the preparation of a methodological evaluation guide and contribute to the training of trainers.</li> </ul> |
| B.2.3 Ongoing training policy  | <ul style="list-style-type: none"> <li>Adoption by the Government Council of the draft decree relating to ongoing training (OT).</li> </ul>  | <ul style="list-style-type: none"> <li>Drafting by the MMSP of general guidelines on ongoing training.</li> <li>The Moroccan government implements ongoing training plans or master plans in all departments of the Ministries of Agriculture and Public Works.</li> <li>Implementation of ongoing training plans or master plans in all departments of the 6 Ministries.</li> <li>Evaluation of ongoing training activities</li> <li>Implementation of ongoing training master plans in all Ministries.</li> </ul> | <p>-2007</p> <p>-2008</p>               | - | <ul style="list-style-type: none"> <li>Practitioners from OECD advise the MMSP in the preparation of general guidelines on ongoing training.</li> <li>Participation by Moroccan civil servants in the OT programmes of the OECD Member countries</li> </ul>   |

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| <p><b>Medium- and long-term target:</b><br/><b>C.1 Civil service wage bill projections</b></p>             | <ul style="list-style-type: none"> <li>• Civil service wage bill projections for 2005-08, specifying the assumptions and parameters used.</li> </ul>  | <ul style="list-style-type: none"> <li>• Civil service wage bill projections for 2006-11, specifying the assumptions and parameters used.</li> </ul>  | <p>- 2008</p>                              |  | <ul style="list-style-type: none"> <li>• Development of regional tools for simulating the costs of reforming compensation, job classification and pensions.</li> </ul>                                       |
| <p><b>Medium- and long-term target:</b><br/><b>C.2 Qualitative reprofiling of the civil service</b></p>    | <ul style="list-style-type: none"> <li>• Draft decree prohibiting recruitment in grades 1 to 4.</li> <li>• Circular from the Prime Minister freezing the hiring of casual employees.</li> <li>• Continuation of the early retirement programmes initiated in 2004 by broadening the target group to include civil servants in grades 10 and above.</li> <li>• Assessment of the quantitative impact of the early retirement programme.</li> </ul> | <ul style="list-style-type: none"> <li>• Initiation of the redeployment of civil servants.</li> <li>• Evaluation of the redeployment operation</li> <li>• Extension of the redeployment operation.</li> <li>• Comprehensive evaluation of the redeployment operation.</li> <li>• Assessment of the qualitative impact of the early retirement programme.</li> </ul> | <p>-2006<br/><br/>-2008<br/><br/>-2008</p> |  | <ul style="list-style-type: none"> <li>• Practitioners from OECD advise the Moroccan government on how to manage the redeployment of civil servants.</li> </ul>  |
| <p><b>Medium- and long-term target:</b><br/><b>C.3 – Stabilisation of the number of civil servants</b></p> |   | <ul style="list-style-type: none"> <li>• Carry over into the 2007, 2008 and 2009 Budget Laws of the principle of limiting the number of new jobs to 7 000.</li> </ul>   | <p>- 2008</p>                              |  | <ul style="list-style-type: none"> <li>• Seminar for senior civil servants from Arab countries and the OECD on institutional and legislative strategies for limiting growth of the public sector.</li> </ul> |

**Policy field: E-government and Administrative Simplification (Working Group 2)**

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| <p><b>Building a public administration more focused on users (citizens and businesses) by providing public services which are less expensive, more timely, more effective and which meet users' needs.</b></p> |   | <p>The government of Morocco implements an e-taxation system allowing online declaration and payment of the following taxes:</p> <ul style="list-style-type: none"> <li>• VAT</li> </ul>                                       | June 2006                                | Ministry of Finance (Tax General Directorate)                          |  |
|  |   | <ul style="list-style-type: none"> <li>• Limited e-tax implementation for income tax</li> </ul>  | End 2006                                 |  |  |
|  |   | <ul style="list-style-type: none"> <li>• Implementation of e-tax for businesses</li> </ul>   | 2007                                     |  |  |
|  |   | <ul style="list-style-type: none"> <li>• Full implementation of e-tax for all businesses and citizens</li> </ul>   | 2008                                     |  |  |
|  |   | <ul style="list-style-type: none"> <li>• The government of Morocco develops a national electronic identity card</li> </ul>   | 2007                                     | Ministry of Interior   |  |
|  |   | <ul style="list-style-type: none"> <li>• The government of Morocco implements and standardises the use of ICT in the educational system, 8 600 schools (Programme génie)</li> </ul>  | 2006 - 2008                              | National Telecommunication Regulatory Agency and Ministry of Education |  |
|  |   | <ul style="list-style-type: none"> <li>• The government of Morocco develops an electronic system to issue and manage driving licences and "carte grise", which provide proof of vehicle ownership and registration.</li> </ul> | 2007                                     | Ministry of Equipment, and Transport                                   |  |
|  |   | <ul style="list-style-type: none"> <li>• The government of Morocco develops and launches an Electronic Portal for Tourism</li> </ul>   | 2006                                     | Ministry of Tourism  |  |
|  |   | <ul style="list-style-type: none"> <li>• The government of Morocco develops and launches an Electronic Health Portal</li> </ul>  | 2006                                     | Ministry of Health   |  |
|  | <ul style="list-style-type: none"> <li>• The government of Morocco drafts a law on electronic signatures and ensures its adoption by the Cabinet</li> </ul> | 2007   | Ministry of Economic and General Affairs |  |  |

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|--|--|---|--|---|--|
| <p><b>Strengthening good governance and improving internal productivity of the public administration</b></p> |  | <ul style="list-style-type: none"> <li>• The government of Morocco implements an electronic system for the management of public spending (GID: gestion intégrée des dépenses).</li> <li>• The government of Morocco sets up a central platform for electronic administration (networks, applications, etc.)</li> <li>• The government of Morocco develops and puts in place an electronic system for the management of human resources (e-HR)</li> <li>• The government of Morocco develops an electronic multi usage professional card</li> <li>• The government of Morocco develops an electronic system for managing internal procedures at the municipality (wilaya) level</li> <li>• The government of Morocco develops an electronic system supporting Parliamentary activity (e-Parliament)</li> </ul> | <p>2006-2010</p> <p>2007</p> <p>2007</p> <p>2007</p> <p>End 2006</p> <p>2007</p> | <p>Ministry of Finance</p> <p>Ministry of Economic and General Affairs</p> <p>Ministry of Modernisation of Public Sectors</p> <p>Ministry of Modernisation of Public Sectors</p> <p>Ministry of Economic and General Affairs</p> <p>Ministry of Relations with the Parliament</p> |  |
| <p><b>Fighting against corruption and improving the transparency of the public administration</b></p>        |  | <ul style="list-style-type: none"> <li>• The government of Morocco completes the deployment of the e-justice system</li> <li>• The government of Morocco increases the number of services accessible through the public administration portal (service-public.ma)</li> </ul>  | <p>2007</p> <p>2006</p>  | <p>Ministry of Justice</p> <p>Ministry of Modernisation of the Public Sectors</p>   |  |

## GOVERNANCE OF PUBLIC FINANCE (Working Group 3)

A large part of the actions described in this section is implemented in the framework of the second "Public Sector Reform Loan" of the World Bank with significant contributions from the African Development Bank and the European Union. It is to be noted that the ongoing changes, in view of their reach will continue beyond the preliminary timeframe indicated in the below table.

### 1. Multi-annual budgeting framework

**Objective.** To improve allocation decisions and macro-management

|  |  |  |                            |   |  |
|--|--|--|----------------------------|---|--|
| a) MTEF (Medium Term Expenditure Framework) test phase | Pilot projects (1+2) in four Ministries started in 2004 (Education, Housing, Public Work, Health). Two finalised in 2005 | <ul style="list-style-type: none"> <li>• Extension to 15 Ministries timeframe 2007-2009</li> <li>• Use and update in preparing the 2007 budget; serves to implement the Plan in practice and fine tune it</li> <li>• At the same time, similar framework for income (Government Flow-of-Funds Tables)</li> </ul> | 2006-7                     | Ministry of Finance                                 | <p>Three main challenges were mentioned:</p> <p>a) definition and, above all, the implementation and use of quality indicators;</p> <p>b) training strategy, given the scale and length of the training to be provided.</p> <p>c) while the scale of the training to be provided is fully appreciated, the main challenge remains the design and execution of a strategy that does more than simply pass on techniques and that will promote and speed up changes in attitude so that programme restructuring and its performance indicators will have an impact on productivity as quickly as possible.</p> |
| b) Implementation                                      |  | <ul style="list-style-type: none"> <li>• Production of relevant manuals</li> <li>• Extension to all ministries</li> <li>• 2008 budget presentation framework</li> </ul>  | 2006-7<br>2007-8<br>2007-8 | Ministry of Finance                                 |  |
| c) Quality and spending impact indicators              | Test phases in pilot Ministries  | <ul style="list-style-type: none"> <li>• Production of manuals and indicators</li> <li>• Launch of training programme</li> <li>• Training</li> </ul>   | 2006-7<br>2006-<br>200610  | IGF is responsible for general audits of ministries |  |

|   |  |   |                                     |   |  |
|---|--|---|-------------------------------------|---|--|
| d) Integrated expenditure management  | IT Architecture selected 2005  | <ul style="list-style-type: none"> <li>Choice of model and IT supplier</li> <li>Roll out</li> </ul>   | 2006-7                              |   |  |
| <b>2. Decentralisation, autonomy and accountability of decentralised services</b>   |  |   |                                     |   |  |
| <b>Objective.</b> To improve access to services outside the capital, increase productivity and flexibility of expenditure   |  |   |                                     |   |  |
| a) De-earmarking appropriations to decentralised services   | Extended to 14 Ministries in 2005 after pilot projects in 2004   | <ul style="list-style-type: none"> <li>Incorporation and presentation of regional appropriations within the budget</li> </ul>   | 2006                                | Ministry of Finance                     |  |
| b) Regional accountability  |  | <ul style="list-style-type: none"> <li>Programming an individual three-year budget (MTEF) for each region with 1 decision-maker for all of the administrations represented</li> <li>Contractualisation of budget linkages: resources, performance.</li> <li>Prioritisation of a priori audits, criteria being prepared, single auditor. Pilot schemes under way.</li> </ul> | 2006<br><br>2007<br><br>2006-8      | Ministry of Finance                     |  |
| <b>3. Fiscal reforms</b>  |  |   |                                     |   |  |
| <b>Objective.</b> To compensate for lost revenue following the abolition of tariffs applicable to the EU and improve the overall system to prepare for the major reforms that will possibly be launched in 2008 |  |   |                                     |   |  |
| a) VAT reforms: rate standardisation and reduction of exemptions  | 2005 abolition of exemptions depending on form of enterprise; calculation of fiscal expenditure attributable to exemptions | <ul style="list-style-type: none"> <li>Evaluation of sectoral impact of exemptions and differential rates: fiscal expenditure compared with budget expenditure.</li> <li>Simplification (2 rates instead of 3)</li> <li>Single rate with reduced exemptions.</li> </ul>   | 2006-7<br><br>2007-8<br><br>2009-10 | MoF<br>Directorate<br>General for Taxes |  |
| b) Local tax reforms  | Financing for the regions ensured (1% income tax) 2004; new fiscal procedural code 2005                                    | <ul style="list-style-type: none"> <li>Harmonisation and simplification</li> <li>Reform of tax-base calculation and collection procedures</li> </ul>  | 2006-7<br>2007                      | MoF<br>Directorate<br>General for Taxes |  |

|                            |  |  |  |   |   |
|----------------------------|--|--|--|---|---|
| c) Income tax improvements | <p>Legislative and regulatory texts amended 2004-5</p> <p>Administrative change: payer-centred not tax-centred. Large companies and plans for others completed in 2005</p> | <ul style="list-style-type: none"> <li>• Collection to be performed by tax services.</li> <li>• Rate standardisation and reduction in rebates</li> <li>• Overhaul of entire Income Tax system: studies under way</li> <li>• Geographical extension of reforms and introduction of same change for individual income tax</li> </ul> | <p>2007-8</p> <p>2007-8</p> <p>2008-10</p> <p>2006-7</p> | <p>MoF</p> <p>Directorate General for Taxes</p> <p>MoF</p> <p>Directorate General for Taxes</p> | <p>In preparing corporate and income tax reforms, the challenge most explicitly mentioned was determining tax rates that would be competitive with rates in competing countries</p> |
|----------------------------|--|--|--|---|---|

**POLICY FIELD: REGULATORY REFORM (IN THE FRAMEWORK OF THE WORKING GROUP IV ON PUBLIC SERVICE DELIVERY, PPPS AND REGULATORY REFORM)**

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|--|--|---|--|---|--|
| <p><b>Regulatory framework for public service delivery :</b></p> <p><i>Contribute to the improvement of the regulatory framework for investment and territorial development of Morocco</i></p> |  | <p>Support for the creation of regional hubs in the framework of the strategy for the development of the industrial sector "Emergence"</p> <ul style="list-style-type: none"> <li>• International benchmarking</li> <li>• Workshop in Morocco</li> </ul>  |  | <p>Ministère de l'Industrie, du Commerce et de mise à niveau de l'économie</p>  | <ul style="list-style-type: none"> <li>• Analysis and benchmarking of good practices in OECD countries concerning the set-up of regulatory frameworks for economic hubs</li> <li>• Organisation of a workshop in Morocco with international experts to support the development of this framework in the country</li> </ul> |
| <p><b>Regulatory framework for public service delivery:</b></p> <p><i>Contribute to definition of the regulatory framework for PPPs and concessions</i></p>                                    |  | <p>Identification of good practices for the liberalisation process of different economic sectors in Morocco. This activity would include:</p> <ul style="list-style-type: none"> <li>• Definition of key sectors</li> <li>• International benchmarking</li> <li>• Evaluation of different national experiences</li> <li>• Analysis of the institutional framework for concession</li> </ul> |  | <p>Ministère chargé :</p> <ul style="list-style-type: none"> <li>- des Affaires économiques et générales</li> <li>- de Finances</li> <li>- de l'Eau et de l'Aménagement du Territoire</li> <li>- de l'Intérieur</li> <li>- de l'Équipement et des Transports</li> <li>- de l'Énergie</li> </ul> <p>ANRT</p> | <ul style="list-style-type: none"> <li>• Analysis and benchmarking of good practices in OECD countries concerning the liberalisation process of key economic sectors</li> </ul>  |

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| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform;</i></p> <p><i>Introduction of evaluation techniques for the performance of the Moroccan government ;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p> |  | <p>Support the creation of a Regional Centre for the Evaluation of Public Policies. The General Director of the ENA proposed to host this Centre, which could contribute to the training of civil servants in charge of streamlining the management of the public sector and the application of laws. Two different priority areas could be explored by the Centre:</p> <ul style="list-style-type: none"> <li>• Ex post evaluation of the regulatory and legal framework for investment</li> <li>• Ex post evaluation for the regulatory and legal framework of key economic sectors to be liberalised : <ul style="list-style-type: none"> <li>• <i>Suggestion : Start with sectors that have completed the liberalisation process and constitute a crucial regional experience (e.g. the telecommunication sector)</i></li> <li>• <i>Suggestion : Each participating Arab country could be charged with the leadership for the analysis of a specific sector</i></li> </ul> </li> </ul> |  | <p>Ministère des Affaires économiques et générales auprès du Premier Ministre</p> <p>École Nationale d'Administration</p> <p>Institut National de la Statistique et d'Économie appliquée</p>                       | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD countries;</li> <li>• OECD policy practitioners support the consolidation of training programmes</li> </ul>  |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform;</i></p> <p><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p>  |  | <p>Pilot programme of « coaching » of the legal staff in different ministries, based on good practices for regulatory reform. The goal of this activity is to help the legal services of the various ministries to prepare law texts</p> <ul style="list-style-type: none"> <li>• <i>Case study:</i> Ministère de l'Industrie, du Commerce et de la mise à niveau de l'économie <i>and</i> Ministère de la Modernisation des Secteurs Publics (<i>tbc</i>).</li> </ul>   |  | <p>Ministère de l'Industrie, du Commerce et de la mise à niveau de l'économie</p> <p>Ministère de la Modernisation des Secteurs Publics</p> <p>Ministère de la Justice</p> <p>École Nationale d'Administration</p> | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD countries;</li> <li>• OECD experts from legal services support the "coaching";</li> <li>• Coordination with the Moroccan Ministry of Justice.</li> </ul> |
| <p><b>Regulatory reform:</b></p> <p><i>Contribute to the improvement of institutional capacities for regulatory reform</i></p>   |  | <ul style="list-style-type: none"> <li>• Regional Charter on Regulatory Quality</li> </ul>   |  | <p>Premier Ministère</p>   | <ul style="list-style-type: none"> <li>• OECD experts support the drafting of a Regional Charter on Regulatory Quality</li> </ul>   |



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| <p><b>Regulatory reform:</b><br/><i>Introduction of tools to improve the quality of legislation and transparency of the regulatory framework;</i></p>   |  | <p>Pilot project to introduce Regulatory Impact Analysis (RIA):</p> <ul style="list-style-type: none"> <li>• Support to the Regulatory and Control Direction of the Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement</li> </ul>  |  | <p>Ministère de l'Aménagement du Territoire, de l'Eau et de l'Environnement</p>  | <ul style="list-style-type: none"> <li>• Technical support from OECD practitioners to implement RIA</li> </ul>  |
| <p><b>Regulatory reform:</b><br/><i>Contribute to the improvement of the regulatory framework for investment</i><br/><br/><i>Contribute to the improvement of institutional capacities and techniques for regulatory reform</i></p> |  | <p>Support to the National Committee on Procedures related to Investment (CNPI). This action could make a contribution to the Committee's second working phase concerned with the simplification of procedures particularly by:</p> <ul style="list-style-type: none"> <li>• Organising a Workshop in Morocco to contribute to raise awareness among policy makers on administrative simplification issues</li> <li>• Supporting the elaboration and dispersion of a guide on administrative simplification and reduction of formalities linked to investment</li> </ul> |  | <p>Ministère des Affaires Économiques et Générales<br/>Ministère de la Justice<br/>Ministère de l'Intérieur<br/>Centres Régionaux d'Investissement</p>                 | <ul style="list-style-type: none"> <li>• Technical and financial support from OECD practitioners ;</li> <li>• OECD experts on administrative simplification support the elaboration of the guidelines;</li> <li>• Possible collaboration with USAID (tbc) which supports the work by CNPI.</li> </ul> |
| <p><b>Regulatory reform :</b><br/><i>Introduction of tools to improve the quality of the public management</i></p>  |  | <p>Support the project on administrative simplification inside the administration. This project could include: :</p> <ul style="list-style-type: none"> <li>• Identification of good practices for the outsourcing of services to the private sector</li> </ul>  |  | <p>Ministère de la Modernisation des Secteurs Publics</p>  | <ul style="list-style-type: none"> <li>• Technical and financial support from OECD practitioners</li> </ul>   |
| <p><b>Regulatory reform :</b><br/><i>Support the communication of the regulatory framework in Morocco</i></p>   |  | <p>Support the set-up of a systematic legal register, accessible to the public. This project could include:</p> <ul style="list-style-type: none"> <li>• Codification of laws;</li> <li>• On-line register of the complete body of laws and its changes;</li> <li>• Coordination with the enterprises already in charge of the existing registers.</li> </ul>  |  | <p>Secrétariat Général du Gouvernement</p>   | <ul style="list-style-type: none"> <li>• Technical and financial support from OECD practitioners</li> </ul>   |
| <p><b>Regulatory reform :</b><br/><i>Support the communication of the regulatory framework in Morocco</i></p>   |  | <p>Support to the set up of a register of formalities and services, accessible to the public. This activity could include :</p> <ul style="list-style-type: none"> <li>• Set up of a full record of all formalities;</li> <li>• On-line register of those formalities that are justified.</li> </ul>   |  | <p>Ministère chargé :<br/>- de l'Intérieur<br/>- de la Modernisation des Secteurs Publiques<br/>- de l'Industrie, du Commerce et de la mise à niveau de l'économie</p> | <ul style="list-style-type: none"> <li>• Technical and financial support from OECD practitioners ;</li> <li>• Possible collaboration with USAID (to confirm) which supports a project in this sense.</li> </ul>   |



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|  |  | <p><b>Increasing the benefit of using the services of commercial registers (Régistre de Commerce, R.C.)</b></p> <p>Use of ITC for informing about registration procedures at the commercial registry and for monitoring the functioning of Regional Investment Centres (Centres Régionaux d'Investissement, C.R.I.).</p> <p>Modernising the registration procedures to commercial registries through:</p> <ul style="list-style-type: none"> <li>● connection of Regional Investment Centres to the services of commercial register, to courts and to the Moroccan Office for Industrial and Commercial Property (Office Marocain de la Propriété Industrielle et Commerciale) for a rapid treatment of investment files;</li> <li>● organise this connection through communication protocols;</li> <li>● develop IT applications to allow citizens and investors to access services online; <ul style="list-style-type: none"> <li>○ Use of the internet to follow the procedure before court notably in relation to summons and executions</li> <li>○ Utilisation of ITC for informing the public about “concour”, the access conditions to the “concour” and for announcing results;</li> <li>○ Use of ITC such as interactive voice mail and call centres allowing citizens to access all relevant information</li> </ul> </li> </ul> <p><b>Redefine the understanding of internal and external communication:</b></p> <ul style="list-style-type: none"> <li>● Publication of brochures at the courts in particular at the commercial and administrative courts.</li> <li>● Elaboration of a CD containing the text of laws for lawyers, legal representatives and the involved parties.</li> <li>● Edition of a journal of the Ministry of Justice;</li> <li>● Establishment of partnerships with the organisations concerned with justice;</li> </ul> |  | <p>Ministry of Justice,<br/>Ministry of Economic and General Affairs,<br/>Ministry of Commerce and Industry,<br/>Regional Investment Centres (CRI)</p> |  |
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| <p><b>2- Simplification of the administrative procedures relevant to the justice sector.</b></p> | <ul style="list-style-type: none"> <li>- Computerisation of the treatment of files;</li> <li>- Management of the ‘concours’ by use of ITC and by announcing the results via internet ;</li> <li>- Management of the “services du personnel” and the “bureau d’ordre” through information technology;</li> <li>- Codification and establishment of a database of legal texts published by the Ministry of Justice since 1957</li> </ul> | <p>Role of the central administration : Creation of a website:</p> <ul style="list-style-type: none"> <li>● for the public;</li> <li>● for civil servants: follow the administrative situation and present all requests concerning this with an obligation to the administration which must reply within one week;</li> <li>● to inform about vacant high level posts;</li> <li>● to inform regarding the training programme and the “concours”</li> </ul> |  | <p>Ministry of Justice</p>  |  |
| <p><b>3- Diffusion of information, by facilitating access and transparency in management</b></p> | <p>Commercial court of Casablanca, as a pilot project.</p>   | <p><b>Potential areas of modernisation:</b></p> <ul style="list-style-type: none"> <li>● Creation of a call centre for the benefit of citizens for consultation and distribution of information ;</li> <li>● Creation of a “carte judiciaire”;</li> <li>● Making all modifications made to laws available online;</li> <li>● Establishment of an ‘e- accounts’ programme to inform tribunals about the financial situation of companies;</li> </ul>        |  | <p>Ministry of Justice</p> <p>Ministry of Finance</p> <p>Private Sector</p> |  |
| <p><b>4- Role of the «Conseil supérieur de la Magistrature » ( C.S.M)</b></p>                    |  | <p>Reinforcement of the role of the CSM in the reform of the judiciary system and in overseeing the moral integrity of the judiciary through the General Inspection of the Ministry of Justice</p>   |  | <p>Ministry of Justice</p>  |  |

**POLICY FIELD : CIVIL SOCIETY AND THE CITIZEN (WORKING GROUP 6)**

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| <p><b>1. Improvement in the relations between administration and users</b></p>           |  | <ul style="list-style-type: none"> <li>● Draft law on improving the user-relations of the administration, guarantee inter alia of user reception to be and of provision of guidance as well as the right of access to information.</li> <li>● Obligation for the administration to reply in writing to all written requests received, within a defined time limit.</li> <li>● Project of a citizens' charter, defining the responsibilities of the administration in relation to users and vice-versa.</li> <li>● Creation of complaint units in the different departments</li> <li>● Decentralisation of the Diwan-El Madalim (establishment of departments at regional level)</li> <li>● Creation of regional information and administrative orientation centres</li> </ul> |  | <p>MMSP/ concerned administrations</p><br><p>MMSP/concerned administration</p><br><p>MMSP</p><br><p>Prime Ministry</p><br><p>MMSP</p> |  |
| <p><b>2. Establishment of evaluation mechanisms of the quality of public service</b></p> |  | <ul style="list-style-type: none"> <li>● Conduction of satisfaction surveys and opinion polls</li> <li>● Implementation of competition mechanisms amongst public administrations for improving public services.</li> <li>● Establishment of user consultation units.</li> <li>● Elaboration of a legal framework setting the rules of consultation between the administration and civil society.</li> </ul>   |  | <p>MMSP</p><br><p>MMSP</p><br><p>MMSP</p><br><p>Prime Ministry</p>  |  |





# Country Action Plan

TUNISIA

**POLICY FIELD: CIVIL SERVICE AND INTEGRITY (WORKING GROUP 1)**

| Strategic reform goals & medium and longer term action targets   | Progress made   | Short-term Action targets (12/18 months)   |           |                    | Proposals for GfD and international co-operation and/or areas where additional international support would be needed <sup>4</sup> |
|--|---|--|-----------|--------------------|---|
|  |   | Action Target  | Timeframe | Responsible Agency |   |
| <p><b>Strategic reform goal:</b><br/><i>Improving the performance and the flexibility of the civil service by increasing the use of contractual elements</i></p> | <p>The Tunisian system is essentially a career-based system. Position-based systems allows to:</p> <ul style="list-style-type: none"> <li>• recruit according to the requirements of specific posts;</li> <li>• ensure that the qualification / merit of a civil servant is adequate for his job;</li> <li>• ensure that the remuneration of the civil servant is adequate for his actual performance;</li> <li>• prepare forward staffing plans;</li> </ul> <p>Tunisia has engaged in an ambitious programme which serves to realise a project for adapting the human resources to the actual needs of the state and of public agencies.</p> | <ul style="list-style-type: none"> <li>• The government of Tunisia moves towards a civil service system combining a career-based tradition with new contractual elements;</li> </ul>   |           |                    |   |
| <p><b>Medium and long-term targets:</b><br/><i>Increasing integrity in the civil service</i></p>   |   | <ul style="list-style-type: none"> <li>• The government of Tunisia increases the importance of civil servants' training period. During this period, the civil servant will be sensitised on ethical values, loyalty, honesty and integrity in the civil service.</li> <li>• The government of Tunisia increases the mobility of civil servants;</li> </ul> |           |                    |   |

<sup>4</sup> The proposals in this column follow on from the actions and challenges identified by the national co-ordination committee. They are a first set of suggestions as available so far. Arab countries are invited to further develop these suggestions and to specify in which areas or through which actions international co-operation and partnerships could support the implementation of their action plans most effectively.



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| <p><b>Medium and long-term targets:</b></p> <p><i>Ensuring transparency and the simplification of administrative procedures</i></p>                                   | <p>In Tunisia, a great effort has been made in view of simplifying administrative procedures – by reducing the number of documents required and the number of agents involved in the provision of a particular service.</p> <p>The establishment of a system of information and administrative communication (système d'information et de communication administrative, SICAD) serves this objective. This system, which has been online since January 2002, currently comprises more than 1550 services and determines for each of them the conditions for obtaining the service, the documents required, the different steps to follow, the delay for obtaining the service, references to laws and regulations concerning the service. This system contributes to guaranteeing the transparency which allows to make legal texts less complex and clearer, not leaving a big margin of interpretation to the civil servant which might be a source of abuse and of corruption.</p> | <ul style="list-style-type: none"> <li>• The government of Tunisia elaborates a Charter for Quality and publishes it in the services that directly interact with the public;</li> <li>• The government of Tunisia ensures the transparency and simplification of administrative procedures, in particular those linked to the delivery of public services;</li> <li>• The government of Tunisia ensures a broad dissemination of information on administrative procedures to the public and, in particular online;</li> <li>• The government of Tunisia increases the number of online services, which reduces to risk of corruption;</li> </ul> |              |  |  |
| <p><b>POLICY FIELD: E-GOVERNMENT AND ADMINISTRATIVE SIMPLIFICATION (WORKING GROUP 2)</b></p>  |   |  |              |  |  |
| <p><b>Strategic reform goal:</b></p> <p>Build capacities, ensure buy-in and strengthen commitment to e-government for government decision makers and employees</p>    |   | <ul style="list-style-type: none"> <li>• The government of Tunisia identifies and develops mechanisms and tools for 1) sharing information across government, 2) transferring knowledge, successful experiences and good practices, 3) following up and monitoring progress of projects through specific, appropriate and commonly used tools to enhance mutual practices for sharing information.</li> </ul>  | 12 months    | Prime Minister's Office                | <ul style="list-style-type: none"> <li>• Training</li> <li>• Technical support by OECD donor countries consisting of specific tested tools (software package for example).</li> <li>• ... (to be identified)</li> </ul>  |
| <p><b>Strategic reform goal:</b></p> <p>Improve the government network infrastructure and service framework with the adoption of adequate technological solutions</p> |   | <ul style="list-style-type: none"> <li>• The government of Tunisia puts in place an architecture for developing national network infrastructure.</li> <li>• The government of Tunisia deploys a government network infrastructure as a platform for the workflow.</li> <li>• The government of Tunisia evaluates the organisational, legislative and technical pre-requisites for implementing a workflow/document management system.</li> <li>• The government of Tunisia puts in place and develops workflow/document management system.</li> </ul>  | 12/18 months | Ministry of Communication Technologies | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries, with the possibility of partnering with those countries which have already implemented projects on administrative workflows.</li> <li>• Peer support from OECD policy practitioners, such as peer advice on policy formulation is needed.</li> </ul> |

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| <p><b>Strategic reform goal:</b></p> <p>Develop the “government to government” component of e-government, and ensure the integration of services in support of administrative simplification</p> |  | <ul style="list-style-type: none"> <li>• The government of Tunisia design the terms of reference for setting and introducing norms and standards.</li> <li>• The government of Tunisia set up data registers for businesses.</li> <li>• The government of Tunisia explores solutions for setting up an electronic data exchange between businesses and government.</li> </ul> | 12/18 months | Ministry of Communication Technologies                                       | <ul style="list-style-type: none"> <li>• Technical and financial support by OECD donor countries, with the possibility of partnering with those countries which have already worked on middleware.</li> </ul> |
| <p><b>Strategic reform goal:</b></p> <p>Create the framework conditions for increasing access and use of services online by citizens and businesses</p>  |  | <ul style="list-style-type: none"> <li>• The government of Tunisia conceives an electronic solution (e.g. smart card or ID card) for accessing services online and designs a suitable architecture.</li> <li>• The government of Tunisia identifies and evaluates available technologies and products for electronic encryption and authentication.</li> </ul>                | 12/18 months | Prime Minister's Office  |   |
|  |  |   | 12/18 months | Ministry of Communication Technologies (National Digital Certificate Agency) |   |

**POLICY FIELD: GOVERNANCE OF PUBLIC FINANCE (WG III)**

The Tunisian reforms within the field of governance of public finance, described below, form a whole. The medium term goal is to reduce the vulnerability of an open economy, already very integrated in the world economy, to the risks of change, to commercial risks and to risks connected to the interest rate and borrowing capacity. The three reforms described below provide coherent elements for achieving these objectives by increasing the budgetary room for manoeuvre by a better debt management (including an expansion of the domestic financing market) and by an increase in the productivity of the government apparatus. Actions to improve the evaluation information could help to better concretise and actualise the plan in a medium term perspective.

**Debt management**

**Goal :** cost reduction, risk control, integration in the budget

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| <p>a) Modernisation of portfolio management</p> | <p>2004 Master Derivatives Agreement with World Bank</p> <p>Reduction of the costs of throughput</p> | <ul style="list-style-type: none"> <li>• First usage (2-400M US \$)</li> <li>• Improvement of monetary choices, variety of terms, balance between fixed and variable.</li> <li>• Benchmarking on track</li> </ul> | <p>2006</p> <p>2005-7</p> <p>2006</p> | <p>Ministry of Finance</p> <p>Ministry of Finance</p> |   |
| <p>b) Integral debt management</p>              | <p>2004 creation of a permanent directorate at the Ministry of Finance.</p>                          |   |                                       | <p>Ministry of Finance</p>                            | <p>How to ensure flexible and adaptive debt management when several institutions – with different agenda and working methods –are involved? This challenge corresponds to the current implementation phase.</p> |

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| <p>-- Complete data and analytical capacity</p> <p>-- Functional management structure</p>  | <p>Guaranteed liabilities already accounted for and published.</p> <p>Public banks : essentially finished (privatisation)</p> <p>First implementation in 2004</p> | <ul style="list-style-type: none"> <li>• Integration of the financial situation of pension regimes and health sector.</li> <li>• Integration of liabilities of the remaining public enterprises</li> <li>• Making the analytical functions operational and integration in the budget.</li> <li>• Finalisation of new division of tasks with the Bank of Tunisia.</li> </ul> | <p>2007-8</p> <p>2008-9</p> <p>2006-7</p> <p>2006-7</p> | <p>Ministry of Finance</p> <p>Ministry of Finance</p> |  |
| <p>c) Expansion of the domestic market</p>   | <p>Decision on increasing the share of internal debt 2005</p>   | <ul style="list-style-type: none"> <li>• Change regulations to facilitate market access of government bonds</li> <li>• Make bidding for Treasury bills open to non-residents.</li> </ul>  | <p>2006</p> <p>2007</p>                                 | <p>Ministry of Finance</p>                            |  |
| <p>d) Convertability</p> <p><b>Medium term budgeting</b></p> <p><b>Goal</b> : controlling risks, better translation of the Plan and its investment objectives</p> <p>Medium term framework</p> | <p>New organic budget law adopted in 2004</p> <p>Concept, calculations and methodology of MTBF (medium term budget framework) finalised 2005</p>                  | <ul style="list-style-type: none"> <li>• Decision depends on experiences at that moment</li> <li>• Rolling budget (1+2 year) prepared with separate provisions for the main expenditure items and revenue sources, as well as a macroeconomic framework for the medium term (different scenarios)</li> </ul>  | <p>2008-9</p> <p>Budget 2007</p>                        | <p>Ministry of Finance</p> <p>Ministry of Finance</p> |  |

**Performance steering and budgetary restructuring** (to be introduced for the plan 2012-16)

**Goal:** increase productivity and the adaptability of public services by performance measures; programme structure, performance indicators and evaluation of the programme

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| -- Preparation, operational exploration | Study and decision on strategy 2004-5                                     | <ul style="list-style-type: none"> <li>The pilot projects (Health, Universities, Forests) aim to generate a programme structure and performance indicators that can be used in the budgetary structure and to generate lessons to extend the process.</li> </ul>            | 2007: lessons drawn | Ministry of Finance | <p>Three challenges seem to dominate the introduction of this ambitious reform :</p> <p>a) How to organise efficiently the dissemination of the lessons of the pilot projects and their successors in a way that serves the needs for capacity building?</p> <p>b) How to organise the capacity building, considering the range of the project and in a way that correctly prioritises targets and minimises the leaking away of knowledge comment that somehow seems inevitable in a trajectory of this length.</p> <p>c) Considering the difficulties in the majority of countries in using performance measures in a budgetary context, this aspect seems to merit attention early in the project. The priority setting and sequencing of parallel usages – like evaluation of the programmes – might benefit from international collaboration.</p> |
| -- Methods                              |   | <ul style="list-style-type: none"> <li>Confrontation of the studies on methodology and the lessons of the pilots, decision on the speed and the way of gradually making progress.</li> </ul>  | 2007                | Ministry of Finance |  |
| -- Evaluation                           |   | <ul style="list-style-type: none"> <li>First studies on how to introduce and use efficiently the capacity to evaluate the policies and programmes.</li> </ul>   | 2006-7              | Ministry of Finance |  |
| -- Capacity building                    | Pilots (Forests, Preventive health & first line aid, universities) 2005-6 | <ul style="list-style-type: none"> <li>Study the options with respect to resources to be used (universities, institutions, creating a specialised unit), with respect content (teachers, level of responsibility) and with respect to the speed of introduction.</li> </ul> | 2006                | Ministry of Finance |  |

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| <p>-- Application in the budget</p> | <p>Studies started up on how to construct the indicators and the programme structure.</p> <p>Decision taken that the capacity building (extensive) will take place simultaneously with the introduction of indicators and structures 2005</p> <p>When the programme structure and its performance indicators will be introduced, a classical Medium Term Budget Framework (MTBF) will be elaborated that can replace the MTBF introduced in 2006-2007</p> | <ul style="list-style-type: none"> <li>• Experimental phase</li> <li>• MTBF in place covering in a multi-year perspective the new programme structure of expenditures</li> <li>• Finalizing the strategy for capacity building.</li> <li>• Budgetary structure completed in a medium term budget framework + medium term macroeconomic framework, on the basis of results in the formulation of performance criteria of the programmes.</li> </ul> | <p>2007</p> <p>2006-7</p> <p>2010-11</p> <p>2006-10</p> | <p>Ministry of Finance</p> <p>Ministry of Finance</p> <p>Ministry of Finance</p> |  |
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**POLICY FIELD: REGULATORY REFORM**

**(SUB-THEME IN THE FRAMEWORK OF WORKING GROUP 4 COVERING PUBLIC SERVICE DELIVERY, PUBLIC-PRIVATE PARTNERSHIPS AND REGULATORY REFORM)**

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| <p><b>Strategic reform goal:</b><br/><i>Improve the regulatory framework of public service delivery and the quality of regulations</i></p>  |  | <ul style="list-style-type: none"> <li>• <i>Translate the 2005 OECD Guiding Principles for Regulatory Quality and Performance into Arabic.</i> The translation exercise could itself generate some material for discussion in a working group meeting</li> </ul>  |  | <p>Centre d'études Juridique et Judiciaires</p>               |  |
| <p><b>Medium and long-term targets:</b><br/><i>Set up of institutional and human capacities for regulatory reform;</i><br/><i>Introduction of tools for regulatory quality for law making;</i></p>  |  | <ul style="list-style-type: none"> <li>• <i>Law-making process on-line.</i> This would include the set up of a model to put the entire law-making process (law drafting process, revisions and amendments, vote in Parliament) on-line. A unit would be set up in Tunisia to develop this task</li> </ul>   |  | <p>Prime Minister's Office</p>                                | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in setting up an on-line mechanism for law-making process;</li> <li>• OECD policy practitioners provide peer advice in setting up of a unit in charge of the quality control of regulations;</li> </ul>   |
| <p><i>Assessment of economic consequences of new laws and regulations;</i><br/><i>Increase transparency in the law-making process;</i><br/><i>Setting up of regulatory frameworks for PPPs.</i></p> |  | <ul style="list-style-type: none"> <li>• <i>Regional Charter on Law-Making.</i> This Charter will serve to provide guidelines adapted to the specific challenges the Arab region is facing and will comprise the following elements: political support for better law-making procedures in Arab countries and legal basis; institutional roles; administrative procedures for making new regulations; analysis of impacts of regulations.</li> </ul>  |  |   | <ul style="list-style-type: none"> <li>• OECD policy practitioners provide peer advice in the drafting of a charter for quality law-making</li> <li>• The Charter supports regional co-operation and capacity building</li> </ul>  |
|   |  | <ul style="list-style-type: none"> <li>• <i>Training of juri-linguists.</i> This action would be accomplished through two different sets of activities. The first one would consist of sending professionals abroad for 1-2 months to be trained in countries with bi-lingual law drafting/translation. The second one would imply the creation of a DESS to train "juri-linguists" at the University of Tunis El Manar, which could serve not only Tunisia, but other MENA countries as well.</li> </ul> |  | <p>Prime Minister's Office / University of Tunis El Menar</p> | <ul style="list-style-type: none"> <li>• Technical and financial support from OECD countries to receive Tunisian experts for training in bi-lingual law drafting/translation.</li> <li>• OECD policy practitioners provide peer advice in different techniques to train juri-linguists;</li> <li>• Technical support from OECD countries to establish a DESS to train "juri-linguistes"</li> </ul> |

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|  |  | <ul style="list-style-type: none"> <li>● <i>Improve the regulatory framework to promote the creation and development of new firms.</i> This activity would include the revision of the commercial law, beginning with an inventory and synthesis of existing laws, to see how to get better value out of what exists, and to identify gaps to fill. This exercise would also try to make laws easier to understand. In Tunisia, this would involve the Centre d'études juridiques, the Prime Ministry, and the Ministries of Commerce and Industry.</li> </ul> |  | <p>Prime Minister's Office, Ministry of Commerce and Industry, Centre d'Études Juridiques et Judiciares</p> | <ul style="list-style-type: none"> <li>● OECD policy practitioners provide peer advice in the setting up of regulatory frameworks that contribute to the creation and development of new firms;</li> <li>● OECD policy practitioners provide peer advice in the revision of commercial law.</li> </ul> |
|  |  | <ul style="list-style-type: none"> <li>● <i>Identify criteria for success in PPPs, and their implications for legal and regulatory quality and government capacity.</i> This activity would include a study of the regulatory framework for technology parks in the context of PPPs</li> </ul>   |  | <p>Prime Minister's Office</p>  | <ul style="list-style-type: none"> <li>● Help by providing technical support and mechanisms to be adopted in setting up regulatory frameworks for PPPs, especially in the case of technology parks;</li> <li>● Exchange of best practices with OECD countries.</li> </ul>                              |
|  |  | <ul style="list-style-type: none"> <li>● <i>Pilot project on regulatory impact analysis (RIA).</i> A test case on a draft law, including an ex-post evaluation for quality control and monitoring of consultations</li> </ul>  |  | <p>Prime Minister's Office</p>  | <ul style="list-style-type: none"> <li>● Provide technical assistance for the drafting of the required legal texts to adopt the RIA system;</li> <li>● Technical assistance for the preparation of a guideline to introduce a RIA system.</li> </ul>   |



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# Country Action Plan

UAE (DUBAI)



**POLICY FIELD: E-GOVERNMENT AND ADMINISTRATIVE SIMPLIFICATION (WORKING GROUP 2) – DUBAI E-GOVERNMENT HIGH-LEVEL ACTION PLAN**

| Strategic reform goals & medium and longer term action targets  | Progress made   | Short-term Action targets (12/18 months)  |              |  | Proposals for GfD and international co-operation and/or areas where additional international support would be needed  |
|---|---|---|--------------|--|---|
|   |   | Action Target   | Timeframe    | Responsible Agency   |   |
| <b>Ease the lives of people and businesses interacting with the Government by providing public services through innovative channels</b> | <p><i>Already achieved the 70% target at the end of 2005</i></p>  | <ul style="list-style-type: none"> <li>E-enablement of 90% of Dubai Government Departments' services</li> </ul>   | End of 2007  | All Government Departments and Dubai eGovernment                   | <ul style="list-style-type: none"> <li>A Federated Identity Management solution based on trust across the countries may enable cross-border public services for Arab countries</li> </ul>                           |
|   | <p><i>4 Government Departments and 6 Semi-Government entities are already using electronic payment</i></p>                            | <ul style="list-style-type: none"> <li>Enable electronic payment of public services for all Dubai Government Departments</li> </ul>   | End of 2007  | Dubai eGovernment with the collaboration of Government Departments |   |
|   | <p><i>8 Government Departments are already using the multi-channel single point of contact customer care services as of Q1'06</i></p> | <ul style="list-style-type: none"> <li>Enable multi-channel single point of contact customer care for public services for all the Government Departments</li> </ul>   | End of 2008  | Dubai eGovernment with the collaboration of Government Departments |   |
|   | <p><i>RFP is already issued and we are in the evaluation process</i></p>  | <ul style="list-style-type: none"> <li>Enable a unified identity management and authentication solution covering all the public eServices for our customers (initial pilot to be delivered by the end of 2007)</li> </ul> | End of 2008  | Dubai eGovernment with the collaboration of Government Departments |   |
| <b>Establish a virtual Government by joining up Government Departments</b>  | <p><i>Already defined the business integration framework and some of the initial technical standards as of Q1'06</i></p>              | <ul style="list-style-type: none"> <li>Define the business integration framework and technical standards for electronic exchange of information</li> </ul>  | End of 2006  | Dubai eGovernment  | <ul style="list-style-type: none"> <li>A Joint Government Integration Framework and Related Standards can be developed to enable cross-border information exchange among the Arab countries' Governments</li> </ul> |
|   | <p><i>Already completed development and testing</i></p>   | <ul style="list-style-type: none"> <li>Enable exchange of trade license information across the Government Departments as a pilot</li> </ul>   | End of Q2'06 | Dubai eGovernment with the Dubai Economic Development Department   |   |
|   |   | <ul style="list-style-type: none"> <li>Identify potentials for joining up various public services and implement them</li> </ul>   | End of 2009  | Dubai eGovernment with the collaboration of Government Departments |   |

|   |   |   |  |   |  |
|---|---|---|--|---|--|
| <p><b>Increase the customer awareness and satisfaction for public services provided through innovative channels</b></p> | <p><i>Already defined the eServices quality framework and criteria. Initial pilot quality evaluations were conducted in 2005.</i></p> <p><i>Initial customer awareness surveys were conducted as of Q1'06</i></p> <p><i>Preliminary segmentation activities have started and the pilot market plan is currently being formulated with an outside marketing agency</i></p>   | <ul style="list-style-type: none"> <li>Define the eServices quality framework and conduct annual quality evaluations for Dubai Government eServices</li> <li>Define the customer awareness and satisfaction criteria and conduct annual surveys with customers</li> <li>Conduct targeted marketing campaigns to increase the usage and adoption of eServices in Dubai Government</li> </ul>                               | <p>End of 2007</p> <p>End of 2007</p> <p>End of 2007</p>   | <p>Dubai eGovernment with the collaboration of Government Departments</p> <p>Dubai eGovernment with the collaboration of Government Departments</p> <p>Dubai eGovernment with the collaboration of Government Departments</p> | <ul style="list-style-type: none"> <li>A joint Arab countries' customer satisfaction and quality criteria for public services may be established to aid in consistent benchmarking and improvement of eServices</li> </ul>   |
| <p><b>Implement synergistic services to achieve efficiencies and high-quality joint services</b></p>                    | <p><i>Already implemented common electronic payment gateway, common mobile SMS services platform, common web site / portal hosting platform, common customer contact services, unified electronic job application, common electronic surveys platform as of Q1'06 and various Government Departments are utilising them</i></p> <p><i>41m AED cost savings were achieved as of Q4'05 from the existing synergistic services and the limited roll-out to a set of Government Departments</i></p> | <ul style="list-style-type: none"> <li>Define and implement various synergistic services and roll-out to Government Departments to ensure their adoption</li> <li>Increase the cost savings achieved by synergistic services in Dubai Government</li> </ul>   | <p>End of 2007<br/>(Adoption of the already implemented synergistic services by each and every Government Department)</p> <p>End of 2007</p> | <p>Dubai eGovernment with the collaboration of Government Departments</p> <p>Dubai eGovernment with the collaboration of Government Departments</p>   |  |
| <p><b>Measuring and reducing administrative burdens on the basis of the OECD Red Tape Scoreboard</b></p>                |   | <ul style="list-style-type: none"> <li>Develop a project plan for Dubai's participation in the OECD Red Tape Scoreboard and nominate a country team to support and accelerate the participation.</li> <li>Complete the measurement of administrative burdens according to the OECD Red Tape Scoreboard;</li> <li>Consider the participation of the UAE (on the federal level) in the OECD Red Tape Scoreboard;</li> </ul> | <p>5 months</p> <p>12 months</p>   | <p>Dubai eGovernment with the collaboration of Government Departments</p>   | <ul style="list-style-type: none"> <li>Consider launching a Red Tape Scoreboard Pilot Project for the Arab Region (or interested Arab Countries). The realisation of this regional pilot project will depend on the success of Dubai's participation in the OECD Red Tape Scoreboard.</li> </ul> |

Note: This high-level action plan includes business level strategic goals and initiatives. The technology related items (i.e. various technology related standards, policies and implementation projects are intentionally left-out since they are enablers in this high-level plan.



# GOOD GOVERNANCE FOR DEVELOPMENT IN ARAB COUNTRIES INITIATIVE



The Good Governance for Development Initiative is supported jointly by OECD and the UNDP Programme on Governance in the Arab Region (POGAR).



[www.pogar.org](http://www.pogar.org)



The GfD Initiative:

## SUPPORTS EFFORTS TO MODERNISE PUBLIC GOVERNANCE

The Initiative aims at modernising public governance in the Middle East and North Africa (MENA). By improving the environment for entrepreneurs, investors and job creation, it works towards sustainable development of the region. The Initiative builds on MENA countries' ongoing efforts to modernise public governance.

## CREATES A FORUM FOR MENA & OECD POLICY MAKERS

The Initiative creates a forum for results-oriented policy dialogue, bringing together practitioners from MENA and OECD countries. Through this innovative partnership, policy makers share their know-how on implementing public governance policies in six priority reform areas.

## SETS CLEAR TARGETS AND MONITORS RESULTS

The three-year implementation process of the Initiative is designed to realise the outcomes of the regional policy dialogue on the national level through country action plans. The implementation of these country action plans will be supported through the exchange of best practices, peer reviews, regional guidelines and toolkits, pilot projects, continuous monitoring and the promotion of partnerships with OECD countries.

## IS A REGIONAL INITIATIVE SUPPORTED BY OECD & UNDP

Prime ministers and ministers from 18 Arab countries formally launched the GfD Initiative at a Ministerial Conference hosted by the Prime Minister of Jordan under the patronage of King Abdullah II in February 2005. OECD and the UNDP Programme on Governance in the Arab Region (POGAR) were invited to jointly support the Initiative.

[www.oecd.org/mena/governance](http://www.oecd.org/mena/governance)

The Good Governance for Development Initiative is implemented in conjunction with the Investment Programme:

[www.oecd.org/mena/investment](http://www.oecd.org/mena/investment)

Together, both shape the OECD's overall Middle East and North Africa Initiative on Governance and Investment for Development.

