



**Activities and Achievements**  
***Working Group on Public Private Partnerships,  
Public Service Delivery & Regulatory Reform***

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Good Governance for Development (GfD) in Arab Countries Initiative

**Steering Group Meeting at Ministerial Level**

**Hosted by the Arab Republic of Egypt**

CAIRO, EGYPT, 29 NOVEMBER 2007

This document provides an overview of the activities and achievements of the Working Group on Public-Private Partnerships, public service delivery and regulatory reform. Further information on the Working Groups' activities is provided online at [www.oecd.org/mena/governance](http://www.oecd.org/mena/governance).

## WORKING GROUP MEETINGS 2005-07

### *1st Regional Working Group IV Meeting: 28-29 June 2005, Tunis, Tunisia*

#### *Participants:*

Ministers and high-level representatives from Algeria, Bahrain, Egypt, Greece, Lebanon, Libya, Jordan, Morocco, Oman, Palestine, Qatar, Syria, Tunisia, United Kingdom and Yemen attended the meeting. In addition, international organisations participated in the meeting, including the Arab Administrative Development Organisation (ARADO) and UN-DESA.

#### *Outcomes:*

Key outcomes of the meeting include the agreement to:

- Implement the stocktaking of current reform initiatives on the basis of a focused questionnaire to be developed jointly by OECD and UNDP.
- Hold a second meeting on regulatory reform and management for the WG IV back-to-back with the OECD Working Party on Regulatory and Reform Management on the 28th of September 2005.
- Identify national priorities for reform in public services as framework for discussion.
- Call for the involvement of more Arab countries in Regional WG on Public-Private Partnerships, public service delivery and regulatory reform.
- Continue the close co-operation with other international organisations including ARADO and UN-DESA, in particular with regard to the TA assistance projects of those organisations.

### *2nd Regional Working Group on Public-Private Partnerships, public service delivery and regulatory reform Meeting: 8-9 May 2006, Tunis, Tunisia*

#### *Participants:*

Around 42 participants from Yemen, Jordan, Morocco, Tunisia, Lebanon, UAE, Egypt, Japan, United Kingdom, and UNDP-POGAR.

#### *Outcomes:*

Key outcomes of the meeting include the agreement to:

- Develop a regional charter on law-making, based on an OECD draft, to be led by Tunisia;
- Set up regional centres in Jordan on public service norms and quality, in Tunisia on regulatory quality, in Morocco on the evaluation of public policy, and in Lebanon on regulatory excellence as an observatory on good practices and as a training centre. The Tunisian and Lebanese centres may be linked to universities.
- Undertake an indicator/benchmarking exercise on a small number of operations to compare public services, to be led by Dubai;
- Launch pilot impact assessment in two or more countries on a draft piece of economic legislation, to share experiences;
- Establish a programme to train multi-lingual legal drafters, based in Tunisia at the University of Tunis but open to the region;
- Facilitate on-line access to formalities and laws as a commitment of individual countries, but with a view toward making information available throughout the region.

***3rd Regional Working Group on Public-Private Partnerships, public service delivery and regulatory reform Meeting: 16 February 2007, Tunis, Tunisia***

*Participants:*

Forty-two participants attended this meeting. In total, ten Arab countries were represented: Algeria, Bahrain, Egypt, Jordan, Lebanon, Oman, the Palestinian National Authority, the Syria Arab Republic, Tunisia and Yemen. Nine OECD countries were present: Belgium, the Czech Republic, Greece, Ireland, Italy, Mexico, Norway, Switzerland and Turkey, as well as the Business and Industry Advisory Committee to the OECD (BIAC).

*Outcomes:*

Key outcomes of the meeting include the agreement to:

- Assessment to hold a second meeting on regulatory reform and management for the WG on Public-Private Partnerships, public service delivery and regulatory reform back-to-back with the OECD Working Party on Regulatory Management and Reform meeting on the 3 May 2007 in Paris, France.
- Regulatory Impact Assessment (RIA) Pilot Projects. The OECD Secretariat delivered a briefing on tools to initiate RIA. Arab delegates expressed their strong interest in RIA pilot projects. Work commitments from several Arab and OECD countries are expected at the next meeting of the WG on Public-Private Partnerships, public service delivery and regulatory reform on 4 May 2007.
- Regional Declaration for Regulatory Quality. A new version of the declaration containing the inputs of the meetings in Tunisia will be circulated for comments to delegates. Delegates will continue work and prepare at the meeting on 4 May 2007 for the endorsement of the declaration at a higher political level.

- The Egyptian delegate announced the upcoming Regional Capacity Building Seminar on Strategies, Tools and Capacities for Administrative Simplification to be hosted by Egypt in June 2007.
- Greece and Tunisian delegates envisaged a co-operation project on improvements and innovations in regulatory reform in Greece. Both countries agreed on organising a peer-to-peer study visit.
- The Birzeit University envisages the launch of an initiative to produce manuals on legislative processes.
- Jordan expressed its interest to extend the work on oversight bodies.
- The Turkish delegate confirmed the interest of Turkey in hosting a regional capacity-building seminar on RIA.
- The Tunisian Coordinator of the Master's Course on Multilingual Drafting at the El Manar University announced the intention of creating an institute in Tunisia focused on training officials in the drafting of legislators in a multilingual context.
- The collection of governance data in the MENA region in the framework of the OECD Government at a Glance Project has been identified as a long-term goal.

**REGIONAL CAPACITY BUILDING SEMINARS**  
**AND COUNTRY SPECIFIC JOINT LEARNING ACTIVITIES 2005-07**  
**IN RESPONSE TO IDENTIFIED FOCUS AREAS AND REGIONAL CHALLENGES**

**Regulatory Reform Group**

***Special Session of the OECD Working Party on Regulatory Management and Reform in the Framework of the GfD Initiative: 28 September 2005, Paris, France.***

*Relevance of the topic:*

The relevance of regulatory management and reform in public governance has been of great importance in every country. Not only regulation is used in any public policy but also sound regulatory regimes increase public trust and encourage social and economic performance. Links between regulatory reform and public service delivery are more evident when transition processes from public to private provision take place. The setting up of independent regulatory authorities together with political commitment at the highest level is a necessary condition to ensure respect to regulation and improvements of standards of delivery. Customer focus authorities, using public consultation and evaluation, are more effective meeting expectations by citizens and investors.

*Objectives:*

This meeting of the GfD Focus Group on Regulatory Reform back-to-back with the OECD Working Party on Regulatory Management and Reform had as its main objective to encourage policy dialogue among OECD and Arab policy makers, to share know-how on implementing regulatory reform and to plan further co-operative efforts.

*Participants:*

Policy-experts and representatives from Algeria, Bahrain, Egypt, Jordan, Kuwait, Lebanon, Libya, Morocco, Syria, Sudan and Tunisia as well as 14 members of the OECD Working Party on Regulatory Management and Reform and other representatives of OECD countries attended the meeting. In addition, BIAC was represented as well.

*Outcomes:*

The envisaged formats of follow-up activities based on discussions during this Special Session, include the following:

- Comparative baseline assessment of the current state of regulatory reform in Arab countries on the basis of a focused questionnaire. The objective of this survey is to provide a picture of priorities, objectives and barriers, to help Arab countries prepare country action plans.
- Bilateral co-operation based on mutual interests among OECD and Arab countries will be strengthened. This will include workshops and seminars with scope for examples that illustrate the challenges of area-based regulatory measures to promote economic development, as for example in development zones.
- Regional co-operation will focus on the setting up of an observatory on regional regulatory frameworks, and the preparation of a charter on law-making among interested parties which can lead to country action plans. This will fit within the scope of the Joint Task Force on Administrative Simplification and Regulatory Reform established in order to facilitate exchange between the two pillars of the MENA Initiative.
- Consultation, Sector Specific Studies and Public Private Partnerships have been identified by Arab participants as key themes for future work.

Administrative Simplification together with e-government is the main theme of the WG on E-government and Administrative Simplification. It has been identified as a cross-cutting theme of the WG on Civil Service and Integrity and of the WG on Public-Private Partnerships, public service delivery and regulatory reform, and is particularly relevant to the theme of regulatory reform.

***Capacity Building Seminar on Regulatory Reform: 24-25 November 2005, Tunis, Tunisia.***

*Relevance of the topic:*

During previous meetings of the WG on Public-Private Partnerships, public service delivery and regulatory reform was highlighted as a key policy area in public governance. Elements of regulatory reform as policies, institutions and policy tools, need to be strategically planned and put in practice in a coordinated manner to ensure a sound regulatory environment.

*Objectives:*

The seminar marked the start of the stocktaking and action-plan process for the WG on Public-Private Partnerships, public service delivery and regulatory reform, regulatory reform in Tunisia with regard to regulatory reform issues. Its aim was to provide initial OECD (secretariat and delegates) thematic input, generate a discussion with the Tunisian actors and work on the stocktaking (on the basis of a focused questionnaire) in view of developing action plan proposals, pilot projects and outputs that could be used by several countries on a regional basis. It was thus a test of a format that could be expanded and replicated in other participating MENA countries.

### *Participants:*

The meeting was attended by 21 delegates from the Tunisian national government and policy experts from the Regulatory Policy Division of the OECD Secretariat as well as OECD delegates from France and Switzerland.

### *Outcomes:*

The seminar agreed on the following draft proposals for actions:

1. Promotion of instruments to improve regulatory quality:
  - Design and set up a six-month trial for *ex ante* assessment of a selected number of regulations, this could take the form of the Swiss “message” formula on a certain number of bills submitted to Parliament. A specific focus could be the assessment of conformity with EU regulations. The approach would not be a simple transfer of OECD’s Regulatory Impact Assessment (RIA) but would be an adoption of policy design elements appropriate for the Tunisian case.
  - Develop a training programme for “jurilinguists”: An important gap has been identified with regard to horizontal capacity to improve legal clarity and regulatory quality when texts are drafted in Arabic (vocabulary and conceptual as well as economic issues), and/or in French and English, simultaneously or sequentially This could be carried out in co-operation with the Université de Tunis El Manar which has been involved in the GfD work in Tunisia. Such a programme could have wider regional applicability, and would have a measurable impact on conditions for investment.
  - Draft a dictionary of legal terms (French, Tunisian and modern standard Arabic) to clarify the use of terms in legal texts.
  - Set up an internet site to explain laws from the user’s perspective in plain language (as opposed to the legal conceptual logic).
  - Undertake a feasibility study for a central unit for regulatory quality in Tunisia.
  - Further improve the homologation of administrative forms, and the management of those forms through an internet driven database. This could be undertaken through a renewal of the co-ordination that had taken place with CERFA (France).
  - Provide a feasibility study to design a comprehensive ITC framework to improve the archival storage and accessibility of laws and decrees.
2. Draft and apply a charter for legal and regulatory quality: Tunisian Civil Servants would work with the OECD secretariat on a draft that could be presented for discussion at the 25 April meeting of the focus group in Paris. This document was designed as a national document, and to be considered in the future as a regional reference.
3. Provide the Tunisian data for specific sectoral regulation that could be expanded to include several countries, following an adapted version of the OECD Red Tape Scoreboard and including indicators for the costs of regulation.

4. A background paper on *Regulatory Reform in OECD Countries* was drafted and presented by the OECD Secretariat for delegates to the WG on Public-Private Partnerships, public service delivery and regulatory reform.

***Second Special Session of OECD Working Party on Regulatory Management and Reform: 25 April 2006, Paris, France.***

*Relevance of the topic:*

The relevance of regulatory management and reform in public governance has been mentioned previously. The focus during this meeting was on:

- Regulatory Impact Analysis to provide decision-makers with detailed information about the potential effects regulatory measures may have, and thus contribute to accountability, transparency and consistency.
- Elements to facilitate law-making procedures, such as training of law drafters, on-line systems for laws and regulations as well as the institutional frameworks that oversee these processes.
- Regulatory Frameworks for PPPs and Public Service Delivery and some of the economic and legal instruments used to design efficient regulatory frameworks for public-private partnerships and public service delivery.
- Techniques to improve regulatory transparency and change in the administrative culture, particularly techniques such as consultation, clear appeal processes, and the set up of an ombudsman were identified to create constituency and to build capacities for reform.

*Objectives:*

The format of the Special Sessions had been agreed by Arab participants at the first Regional Meeting of WG on Public-Private Partnerships, public service delivery and regulatory reform in Tunis in June 2005 to share know-how on implementing regulatory reform and to plan further co-operative efforts.

The meeting's main objectives were to:

- Provide a forum for Arab and OECD countries to exchange their experience in the field of regulatory reform and share best practices and lessons learnt in this policy field.
- Provide Arab participants with the opportunity to present specific policy initiatives and action targets in Arab countries to improve the regulatory environment that have been or could be considered to form part of their country's Action Plan
- Stimulate discussion on the feasibility and perhaps transferability of the identified pilot and country-based projects
- Discuss regional targets identified in this focus group, such as the regional charter on law-making quality

### *Participants:*

Fourteen policy-experts and high-level representatives from Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Morocco, Syria, and Tunisia as well as 29 representatives from the OECD Working Party on Regulatory Management and Reform from Canada, Korea, Denmark, United States, Finland, Greece, Hungary, Italy, Mexico, Netherlands, Poland, Czech Republic, United Kingdom, Sweden, Switzerland, and Turkey attended the meeting. In addition, Brazil (observer to the Working Party), TUAC (Trade Union Advisory Committee), the EC (European Commission) and the WB (World Bank) participated.

### *Outcomes:*

Participants clearly expressed their appreciation of this exchange as a platform for future work, and their strong interest to elaborate regional and bilateral follow-up activities following the meeting, based on mutual interest of Arab and OECD countries.

Future work will concentrate on the implementation of the identified targets. In this regard the following issues have been considered to be relevant for the work of the Focus Group on Regulatory Reform:

- Hold a regional meeting in the framework of the Joint Task Force between the OECD Governance and Investment Directorate in Istanbul in November, following the Global Forum on Investment. This meeting will focus on PPPs and Infrastructure Financing.
- Organise country-specific capacity building workshops to explore different options of technical implementation and to facilitate national dialogue towards reform acceptance
- Design detailed implementation road-maps and/or action plan feasibility studies to facilitate partnerships with bilateral and multilateral assistance programmes.
- Background Documentation was drafted and presented by the OECD Secretariat for delegates to the WG on Public-Private Partnerships, public service delivery and regulatory reform on: *Public Consultation; Online Registers for Laws, Regulations and Business Formalities; and Oversight Bodies for Regulatory Reform.*

### ***Peer-to-peer visit of senior Tunisian officials to exchange best practices in multilingual legal drafting & the training of jurilinguists: 5-7 November 2006, Switzerland***

#### *Relevance of the topic:*

During the Capacity-Building Seminar on Regulatory Reform held in November 2005 in Tunisia, OECD and Arab participants realised the need to strengthen Arab legal drafters' and jurilinguists' capacity to improve legal clarity and regulatory quality when they draft texts in Arabic, French and English. The topic of multilingual legal drafting has thus been highlighted as a priority by Arab countries in the course of the GfD Initiative. Improvement of the capacities, both for the public and private sectors, of legal drafting in a multilingual environment have benefits on the business and investment environment, facilitating conditions for economic performance and development.

#### *Objectives:*

Tunisia, as chair of WG on Public-Private Partnerships, public service delivery and regulatory reform, has taken this priority into account. This mission is part of a regional capacity-building project for jurilinguists and multilingual legal drafters in the Middle East and North Africa. One of the efforts undertaken by

Tunisia is the creation of a regional professional Masters Course at the Tunis El Manar University to train multilingual legal drafters as a key target in its Country Action Plan for Public Sector Modernisation in the field of regulatory reform, this mission will give an opportunity to build capacities and create inputs for the Master course.

*Participants:*

A group of three policy makers and experts from Tunisia met with several institutions in Switzerland: Federal Bureau of Justice, Foreign Affairs Federal Department, Institute of Public Administration in Lausanne, European Legislation Association, Swiss Legislation Society, University of Neuchatel, and the University of Geneva.

*Outcomes:*

This mission to Switzerland gave Tunisian experts the opportunity to profit from the Swiss rich experience of legal drafting in a multilingual state structure, learn from their practices and gain practical experience.

The Swiss Initiative to welcome this Tunisian delegation made an important contribution to the establishment of the regional professional Masters Course at the Tunis El Manar University.

A Regional Seminar on Capacity-Building for Regulatory Quality: Good Practices in Multilingual Legal Drafting and the Training of Jurilinguists to prepare the launching of the regional Masters Course was scheduled for 27 November 2006 in Tunisia.

***Regional Capacity-Building Seminar for Regulatory Quality: Good Practices in Multilingual Legal Drafting and the Training of Jurilinguists: 27 November 2006, Tunis, Tunisia***

*Relevance of the topic:*

The need to strengthen legal drafters' capacity when drafting legislative texts in Arabic, English and/or French was identified by Arab countries in the course of the GfD Initiative, particularly in the Focus Group on Regulatory Reform (WG on Public-Private Partnerships, public service delivery and regulatory reform). The topics covered in this seminar were:

1. Institutional design for multilingual legal drafting and the role of juri-linguists in the legislative process, key the accelerated rhythm of law-drafting nowadays.
2. Legal clarity and plain language: the role of juri-linguists in the standardisation and publication of legal terminology. Plain language drafting, *i.e.* the simplification and improvement of the legal language used in official documents is crucial to facilitating communication between the administration and the public, thus ensuring certainty for business and citizens. This is particularly so when texts are drafted in more than one language and/or by non-native speakers.
3. Standardisation of Arabic legal terminology as a major challenge, there must be a rigorous process of standardising and publishing legal terminology in databases, which may offer helpful guidance for future efforts in this policy field.
4. Capacity-building and training for juri-linguists as a precondition for regulatory quality. Training programmes for multilingual drafters and juri-linguists do not exist in a systemised way in the Middle East and North African region – neither in universities nor inside the administration. The complexity of multilingual legal drafting is not only an issue of concern in the public sector during the law-making process. Businesses and firms, as well, face the challenge of often having

to draft their legal and contractual texts in more than one language. The private sector thus can also benefit from employing juri-linguists and making use of their skills.

*Objectives:*

This meeting brought together policy experts from Arab and OECD countries in a unique forum to share best practices and lessons learnt in terms of training, best practices and institutional setting for multilingual legal drafting.

A concrete proposal for action, to create a regional professional Masters Course at the Tunis El Manar University to train multilingual legal drafters, emerged out of a two-day capacity-building seminar on regulatory quality and administrative simplification held in November 2005 in Tunisia. Tunisia, as chair of the WG on Public-Private Partnerships, public service delivery and regulatory reform and of the Focus Group on Regulatory Reform took this prioritisation into account and included the creation of the regional professional Masters Course as a key target in its Country Action Plan for Public Sector Modernisation in the field of regulatory reform. This regional Masters Course is therefore a direct outcome of the GfD Initiative.

The overall objective is to improve legal clarity and certainty and reduce regulatory complexity, thereby contributing to a better environment for citizens and business. Legal clarity is of crucial importance for transparency and investment, principal drivers for good governance and the national economy, and helps build trust in government.

*Participants:*

In total, 50 participants from Arab and OECD countries: High-level representatives from Bahrain, Jordan, Morocco, Palestine, Tunis and Yemen, as well as from Canada, Sweden, Switzerland, UK, the EU (Council of the European Union, European Commission, European Central Bank) and the OECD Secretariat participated actively in the seminar.

*Outcomes:*

Major outcomes of the meeting include:

- Participants confirmed their commitment and support to the Good Governance in Arab Countries Initiative and emphasized the benefits of the regional policy dialogue.
- They confirmed the need to strengthen legal drafting in Arab countries, and both Arab and OECD participants welcomed the Tunisian initiative to establish the regional professional Masters Course at Tunis El Manar University.
- The meeting facilitated contacts between professionals involved in multilingual legal drafting and the training of jurilinguists from OECD and Arab countries. It provided a unique opportunity to discuss, learn and share experiences related to multilingual legal drafting and the training of jurilinguists.
- The seminar allowed participants to discuss and strengthen bilateral cooperation:
  - Co-operation through academic and professional exchange to support the regional professional Masters Course.

- Capacity-building for legal drafters through exchange and study visits between Arab and OECD participants.

***Regional Capacity Building Seminar on Regulatory Tools and Policies: 15 February 2007, Tunis, Tunisia***

*Relevance of the topic:*

As regulatory reform was highlighted as a key priority during the GfD Initiative, the focus of this meeting on tools and policies has concentrated into concrete aspects to improve regulatory environments and outcomes. The topics dealt with during the meeting were:

1. Preconditions for implementing regulatory quality from a legal and an economic perspective: principles to ensure that regulation is a positive element in the process of public sector development.
2. Policies and institutions to improve regulatory quality and the integration of regulatory reform in the policy making process: the importance of training and regulatory quality guidelines.
3. Regulatory tools and mechanisms, especially regulatory impact assessment (RIA) and administrative simplification. RIA is a regulatory policy tool to guide policy makers regarding the effective implications of their decisions. Several principles to be respected in order to justify and to improve government action are essential components of RIA: necessity, transparency, proportionality, legality and simplicity.

*Objectives:*

The aim of this regional capacity-building seminar was to encourage policy dialogue within the region and with OECD member countries by bringing together policy experts from both Arab and OECD countries to discuss regulatory tools and policies. The network of officials was expanded to incentive international collaboration in the future. The seminar focused on how to improve and implement tools and policies for regulatory quality – a topic that has been highlighted as a priority issue by Arab countries in the course of the GfD Initiative.

*Participants:*

The meeting was opened by Mr. Takari, Minister of Justice and Human Rights of Tunisia, and Mr. M'Dhaffar, Tunisian Minister Delegate to the Prime Minister in charge of civil service and administrative development and chair of the WG on Public-Private Partnerships, public service delivery and regulatory reform, drew the final conclusions of the seminar. Ten Arab countries and twelve OECD countries were represented at this seminar, as well as the European Commission and the Business and Industry Advisory Committee to the OECD (BIAC): About 150 senior officials and experts from Algeria, Bahrain, Belgium, the Czech Republic, Egypt, Greece, Jordan, Ireland, Italy, Lebanon, Mexico, Norway, the Netherlands, Oman, the Palestinian National Authority, Portugal, the Syrian Arab Republic, Switzerland, Tunisia, Turkey, Yemen, and the United Kingdom attended this capacity-building seminar.

*Outcomes:*

Major outcomes of the meeting include:

- Participants confirmed their commitment and support to the Good Governance in Arab Countries Initiative and emphasised the benefits of the regional policy dialogue.

- Policy makers shared their experiences on regulatory policy tools and policies both in OECD and Arab countries. The meeting facilitated contacts between government officials and strengthened the cooperation between the delegates to the WG on Public-Private Partnerships, public service delivery and regulatory reform.
- There was an agreement to support the efforts of the Focus Group for Regulatory Reform of the WG on Public-Private Partnerships, public service delivery and regulatory reform to produce a Regional Charter for Regulatory Quality.
- Political support at highest level to future work of the WG on Public-Private Partnerships, public service delivery and regulatory reform was expressed by the Ministers attending the seminar. Tunisia highlighted its interest in conducting RIA pilot projects, to support the Regional Declaration of Regulatory Quality and to intensify work on public service delivery.
- Background Documentation was drafted and presented by the OECD Secretariat for delegates to the WG on Public-Private Partnerships, public service delivery and regulatory reform: *Policy Brief on Tools to Initiate Regulatory Impact Assessments*.

***Third Special Session of the OECD Working Party on Regulatory Management and Reform: 4 May 2007, Paris, France***

*Relevance of the topic:*

The topics dealt with during the meeting were:

1. Draft Regional Framework for Regulatory Quality: In the framework of the WG on Public-Private Partnerships, public service delivery and regulatory reform, delegates worked together to draft a text compiling agreed elements that could contribute to regulatory quality in the region. This document would be an equivalent to the 2005 OECD Guiding Principles for Regulatory Quality and Performance.
2. Regulatory Impact Analysis (RIA) pilot projects. RIA is one of the most important policy tools to implement regulatory policy. In the framework of the WG on Public-Private Partnerships, public service delivery and regulatory reform, intensive discussion and experience exchange on this subject has already taken place. It is important to define a road map to contribute to a solid framework to conduct RIA in any of the Middle East and North African countries. Based on experiences in other countries, RIA pilot projects may become a successful way of introducing this policy tool in the region.
3. Jurilinguists and law drafting for economic growth and investment. High quality law drafting is essential to build a sound regulatory system, especially dealing with complex legislative frameworks in multilingual environments.
4. OECD Regulatory Reform Reviews: for the last ten years, the OECD Regulatory Reform Programme has produced regulatory reviews in 22 OECD Member countries as well as in Russia. The reviews have focused on reform experiences and challenges, and have promoted the inclusion of OECD good practices and policy recommendations adapted to each case. The OECD reviews triggered reform, driven by high political support. There are mainly two reasons for it: first, because the report focuses on challenges, highlighting key elements with a new international perspective. Second, because the eagerness to have good results helps deepening the processes of reform by taking stock of the current situation and possible solutions.

### *Objectives:*

The meeting continued the regional policy dialogue and made progress on several initiatives proposed in the framework of the WG on Public-Private Partnerships, public service delivery and regulatory reform:

- Build capacities and momentum to conduct Regulatory Impact Analysis (RIA) in the MENA region. The OECD Secretariat has proposed the implementation of pilot projects among different Arab countries. These pilot experiences are not new to some of the OECD countries and cooperation could enhance RIA design and implementation through OECD countries' experience.
- Build a Framework for Regulatory Quality. A draft document to establish a Regional Framework for Regulatory Quality in Arab countries has been produced by delegates to the WG on Public-Private Partnerships, public service delivery and regulatory reform in order to integrate principles of regulatory quality in the region.
- Intensify policy dialogue and the support of country Actions Plans' implementation through regional centres, regional study visits and other capacity-building activities.
- Adapt the OECD Government at a Glance to better monitor progress and evaluate policy action in the region. Government at a Glance is a project to develop a consistent framework of public governance data and indicators.
- Enhance knowledge in the region and promote new policy recommendations through OECD GfD Peer Reviews on Regulatory Quality. These qualitative and quantitative assessments of regulatory systems could help identifying challenges and provide policy recommendations and guidance based on OECD best practices and expertise.
- Tunisia continuing efforts will lead to the creation of a Regional Centre on Law Drafting focused on building capacities to improve law drafting in the region.

### *Participants:*

Fourteen officials from Egypt, Jordan, Kuwait, Lebanon, Morocco, the Palestinian National Authority, Tunisia and Yemen as well as 42 representatives from OECD countries, most of them delegates to the OECD Working Party on Regulatory Management and Reform, representing Belgium, Canada, Czech Republic, France, Greece, Hungary, Iceland, Italy, Korea, Mexico, Netherlands, Norway, Poland, Spain, Switzerland, Turkey, United Kingdom, and United States. In addition, Brazil (observer to the Working Party), TUAC (Trade Union Advisory Committee) and the EC (European Commission) were represented in this Special Session.

### *Outcomes:*

- The RIA pilot projects were officially proposed raising interest and support from delegates. A new background document was delivered by the OECD Secretariat: *Building a Framework for Conducting Regulatory Impact Analysis (RIA): Tools for Policy-Makers*. There are many challenges ahead and next steps will require an active participation from Arab delegates to define project proposals. Turkey officially announced that it will host a capacity building seminar on RIA in Istanbul in November 2007.
- High political support will be sought by delegates in their respective countries for the Draft Framework for Regulatory Quality. The aim is to discuss and endorse the document at the next MENA Ministerial meeting.

- After learning from the processes and experiences of OECD countries and the OECD Regulatory Reform Reviews, Arab delegates are considering to undertake *GfD Peer Reviews on Regulatory Quality* to promote regulatory policy improvements and to develop policy recommendations based on the GfD Initiative partners' expertise.
- As a relevant element of regulatory reform, Administrative Simplification is one of the key issues highlighted by delegates to the WG on Public-Private Partnerships, public service delivery and regulatory reform. In close cooperation with the WG on E-government and Administrative Simplification, capacity-building activities were envisaged, such as a High-Level Regional Seminar on Strategies, Tools and Capacities for Administrative Simplification in Cairo on 20 and 21 June 2007.
- In the framework of the GfD Initiative, delegates envisaged the application of the OECD Government at a Glance project to monitor and evaluate reform efforts.
- The creation of a Regional Institute for Law Drafting in Tunisia was proposed. This long-term goal requires co-operation and support from all countries participating in the GfD Initiative.
- Regulatory institutions are a key element to support sound regulatory frameworks for public service delivery. In the framework of the GfD Initiative delegates envisage medium-term regional capacity building activities in this field.
- Based on previous experiences in the framework of the GfD Initiative, delegates have suggested undertaking study visits by the OECD Secretariat to the MENA region in order to create momentum for reform in regard to PPP, public service delivery and regulatory reform.

### **Administrative Simplification (in co-ordination with the Working Group on E-government and Administrative Simplification)**

#### ***Fifth High-level Regional Seminar on Strategies, Tools and Capacities for Administrative Simplification: 20-21 June 2007, Cairo, Egypt***

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

Some of the countries of the MENA region are lagging behind other regions in providing efficient administrative procedures to businesses and citizens and facilitating compliance to regulations. Inefficient procedures and enforcement together with high level of individual discretion encourage corruption. Red tape is one of the biggest constraints for countries in this region. The World Bank Doing Business Report has been showing a great dispersion between Arab countries' rates. The commitment of public administrations with reform and sound public policy is spreading, and that is why administrative simplification has been pointed out as one of the key elements for good governance in the Arab region in the framework of the GfD Initiative.

The focus was on the general strategy for administrative simplification, policy and institutional design and different tools used especially one-stop shops and the simplification of licenses' procedures.

##### *Objectives:*

This seminar gave delegates a good opportunity to explore priorities and build a solid framework to undertake discussions on the topic. The aim of this regional capacity-building seminar was to encourage

policy dialogue within the region and to set up a solid network of policy makers from MENA and OECD countries currently working on issues of administrative simplification.

*Participants:*

Around 130 participants attended the seminar. In total, eight Arab countries were represented: Bahrain, Egypt, Jordan, Lebanon, Libya, Morocco, Palestinian National Authority and Tunisia. In addition, 12 OECD countries (Belgium, Denmark, France, Hungary, Italy, the Netherlands, Spain, Sweden, Switzerland, Turkey and the UK, as well as the European Commission) were represented by 17 delegates. The United Nations Development Programme (UNDP) and the Arab Administrative Development Organisation (ARADO) participated as well. There were more than 90 Egyptian participants coming from different ministries, agencies, municipalities and universities.

*Outcomes:*

- With the support of the Egyptian authorities, the GfD Initiative moved forward with the launching of a network of policy makers in administrative simplification among Arab and OECD countries.
- The planning of more activities regarding administrative simplification was encouraged by delegates, especially if they are related to practice and to concrete challenges found in the process of administrative simplification. Arab countries have expressed their interest in deepening policy exchange with OECD countries in specific areas of administrative simplification strategies.
- Several Arab countries highlighted their interest in deepening knowledge and capacity-building on regulatory reform, in particular the role of oversight bodies and Regulatory Impact Analysis (RIA).
- Some OECD delegates informally expressed interest to organise peer-to-peer learning activities on administrative simplification techniques in their home countries. These activities would be an opportunity to learn about concrete applications/projects.

**Regulatory frameworks for public service delivery and PPPs**

*MENA Workshop on Public-Private Partnerships for Infrastructure Financing: 8 November 2006, Istanbul, Turkey (co-organised with the Investment for Development Initiative)*

*Relevance of the topic:*

There is a vast need for new infrastructure in the MENA region. As countries in North Africa and the Middle East scramble to modernise their economies, broaden their industrial base beyond the traditional sectors and provide jobs for rapidly growing populations, unprecedented levels of infrastructure spending are foreseen. According to one estimate, infrastructure investment over the next ten years could exceed US\$ 300 billion. On request by countries of the MENA region the OECD has established the MENA-OECD Initiative on Governance and Investment for Development which has identified over the last two years the issue of PPPs for infrastructure financing as a key item for economic and social progress in the region.

### *Objectives:*

The main goal of this meeting was to develop some guidance for policy makers in the region on how to construct successful PPPs, using them as a tool to serve public purposes and at the same time to give the private sector investment opportunities, by reviewing OECD and MENA case studies and sharing best practices. The agenda was conceived to combine different aspects of this challenging subject: investment, budgeting and regulatory approaches.

### *Participants:*

In total 73 participants representing the following countries: Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libyan Arab Jamahiriya, Morocco, Tunisia, United Arab Emirates, Canada, France, Greece, Mexico, Spain, Switzerland, Turkey, United Kingdom and the United States. There was a significant presence of business representatives, brought together by the Business and Industry Advisory Committee (BIAC), as well as the Islamic Development Bank (IDB).

### *Outcomes:*

- Interconnections between the network of experts in the region were established, both pillars, Investment and Governance, of the MENA Initiative worked together on different policy areas and confirmed their commitment and support to the OECD Middle East and North Africa Initiative.
- Participants benefited from the regional policy dialogue on the use of PPPs for infrastructure financing. It provided a unique opportunity to discuss, learn and share experiences related to PPPs for infrastructure financing.
- Participants confirmed the need to continue building capacities on effective legal and regulatory frameworks as well as financing arrangements to develop successful PPPs for infrastructure in the MENA region.
- As a follow-up to this event, a number of measures have been agreed upon among participants, including:
  - Publishing panellist contributions on the OECD website ([www.oecd.org/mena](http://www.oecd.org/mena));
  - Developing an inventory of regulatory frameworks for PPP infrastructure projects for the use of MENA countries;
  - Sharing a set of guidelines on good practice of implementation of PPPs in OECD countries and Developing specific guidelines for the MENA region;
  - Applying guidelines to the water sector as a pilot project (and priority for the OECD);
  - Integrating PPP framework assessments into the National Investment Reform Agendas and Country Action Plans of MENA countries (respectively under the Investment and the Governance pillar of the MENA-OECD Initiative).