



STEERING GROUP MEETING

The MENA-OECD Initiative on Governance and Competitiveness for Development

Proposal for improving its monitoring

This draft note, as well as the proposed indicators included in the tables prepared for the various policy areas of the Initiative, is for consideration at the Steering Group meeting on 19 March 2018. This draft note takes account of preliminary thoughts voiced during the Advisory Board held on 23 January 2017. The note shall be revised and finalised taking account of the comments made orally during the Steering Group meeting or in writing before 31 March 2018.

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BACKGROUND

1. The *MENA-OECD Initiative on Governance and Competitiveness for Development* ("the Initiative") facilitates co-operation between the OECD and the MENA region to promote policies for sustainable and inclusive growth. It addresses regional needs and development priorities, including the integration of women and youth through jobs and greater participation in policy making. It also takes into account the region's diversity by providing targeted support to individual countries. The Initiative builds on the OECD's work method of policy dialogue, exchange of good practices and capacity building for the implementation of reforms.
2. The Initiative serves as the main co-operation platform between OECD and MENA economies¹ since 2005. Through its two pillars (the MENA-OECD Governance Programme and the MENA-OECD Competitiveness Programme), the Initiative adopts a horizontal approach to high-level policy dialogue and consensus building with working level technical assistance, analysis and capacity building through specialised policy networks and targeted national and regional activities. In addition, the MENA-OECD Governance Programme maintains a Training Centre in Caserta; the MENA-OECD Competitiveness Programme provides training through the IMF-Middle East Center for Economic and Finance. The Initiative deepens its impact through co-operation with regional and international partners and aligns its efforts with other international platforms.
3. The work of the Initiative, which integrates national and regional approaches, is funded through voluntary contributions. Domestic as well as regional activities are planned to respond to and align with the demand from MENA economies with the priorities of donors at the regional and country level.
4. Upon the renewal of the Initiative's mandate for 2016-2020 (MENA IV), it was agreed to further develop mechanisms to assess impact and measure progress in reform implementation at regional and national levels. It had been suggested that the monitoring and evaluation of MENA IV will be further improved through the reporting of results in a logical framework, structured around activities' outputs and outcomes and that progress would be reported to the Steering Group, donors and the OECD External Relations Committee.
5. The purpose of this document is to propose the basis for an improved monitoring system for the MENA-OECD Initiative's two pillars i.e. the Governance and the Competitiveness Programmes relating to short, medium and long term results. The considerations developed in this document build both on agreed international donor considerations and practices (see bibliography) as well as the ongoing monitoring of the Initiative, including for instance through donor reporting.

¹ The Initiative covers the following MENA countries Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Tunisia, United Arab Emirates and Yemen.

ENHANCING THE MENA-OECD INITIATIVE'S ONGOING MONITORING MECHANISM

1. The monitoring framework of the MENA OECD Initiative has developed progressively over its different mandates. At the time of the fourth mandate it consists of the following components:

- Both the Governance and Competitiveness Programmes are systematically reporting to the Initiative's Steering Group by submitting Activity Reports that are discussed during the annual Steering Group meetings;
- Internal OECD mechanisms such as regular reporting to the ERC based on a detailed narrative report, for the MENA-OECD Governance Programme to the PGC and RPC and for to the MENA OECD Competitiveness Programme to IPC, the WPSMEE and the CGC.
- In line with specific requirements, annual or bi-annual narrative and financial reporting to the Initiative's different donors who provide support to specific activities. This may be based on agreed logframes. Reporting may also involve mid-term and/or end-term evaluations for specific donor contribution to the MENA-OECD Competitiveness Programme and the MENA-OECD Governance Programme.

2. Developing and further strengthening the Initiative's monitoring system will build on the above-mentioned elements and will focus on additional components in line with common OECD practice and with the advice of the Council and Executive Committee Secretariat; in particular :

- Development of improved logical frameworks to identify outputs and outcomes.
- Identification of output and outcome indicators for the different focus and policy areas on which the Initiative engages.

3. In addition to existing quantitative assessments, the Initiative in the context of its regional fora, may submit feed-back questionnaires to all events' participants. Analysis of answers will provide indications on participants' satisfaction with the event and, possibly, some hypotheses on longer lasting effects.

- Furthermore, the production of event conclusions shall be ensured in a systematic manner.

4. These elements, or relevant components thereof, shall be included in the reporting to the Initiative's Steering Group, donor agencies and relevant OECD bodies as appropriate.

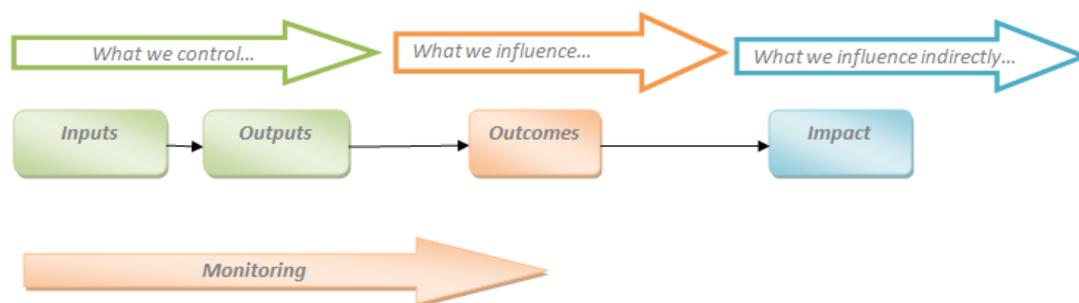
ADDITIONAL ELEMENTS OF AN EFFECTIVE MONITORING MECHANISM

Measuring activities and results: establishing adequate indicators

5. Effective monitoring is based first on the understanding of the intervention “logic”. As a preliminary step, objectives, outputs and expected effects (results, impacts) are identified as well as the principal relationships between the outputs and effects.

6. Output indicators will measure the immediate result of an intervention. Outcome indicators assess the effects of interventions. Impact indicators assess the effects of the intervention; these generally take place on a longer time scale. The below figure illustrates the main components of a results chain in support of effective project’s implementation and monitoring.

Figure 1. The components of a Results Chain in support of effective policy reform



Source: European Communities (2004), Evaluation EU Activities: A practical guide for the Commission services

7. An indicator is a specific, observable and measurable characteristic of an intervention that can be used to show changes or progress an intervention is making toward its implementation or toward completing its objectives. Indicators can refer to the different elements of the results chain as well as to the different evaluation criteria (discussed in last section).

**Table 1. Illustration: Impact, outcomes and outputs for investment policy reform
Illustration from the MENA-OECD Competitiveness Programme**

Impact: <i>Improved investment climate through the introduction of a new investment law</i>
Outcome: <i>Increased awareness of national policy makers of investment strategy and policies. Investment legal regime benchmarked against international practices. Improved capacity in reforming and improving the legal framework.</i>
Output: <i>organisation of 1 seminar for key policy makers (including parliamentarians) on investment policies and legal frameworks based on international standards and good practices,</i>

and of 2 technical workshops for legal experts on investment law provisions.

8. Indicators can be either quantitative or qualitative, or, more precisely, based on quantitative or qualitative data.

- **A quantitative indicator** expresses a quantity or percentage, ratio or grade, for instance the number of participants in an event or the share of women therein.
- **A qualitative indicator** refers to qualitative aspects of an intervention, for instance participants' satisfaction with an event. According to EVALSED,² it is a "*description, in the form of a concise, clear and stable statement, of an objective to achieve or an impact obtained*".

9. The different quantitative and qualitative output and outcome indicators will serve as a basis for monitoring and reporting on specific actions and progress. They normally need to be complemented with qualitative narrative descriptions to provide a complete picture to assess performance and measure impact.

Collecting additional quantitative and qualitative data³

10. Building on the Initiative objectives as agreed at October 2016 Ministerial Conference which endorsed the Tunis Ministerial Declaration that set the core policy/focus area of work, it is herewith proposed that the monitoring system be further enhanced through a clear identification of output and outcome indicators which are reflected in the annexed tables.

11. The **Governance Programme's** tables indicating the key focus areas are listed in Annex 1 and followed by corresponding tables reflecting the proposed output and outcome indicators for each policy area. The **Competitiveness Programme's** key regional policy areas and impact under the Initiative's fourth mandate are set out in Annex 2 and followed by corresponding tables reflecting the proposed output and outcome indicators.

12. It is proposed to discussing the policy areas specific indicators referenced in the different tables at the March 2018 Steering Group. The indicators are proposed with a view to improving the monitoring system for the two pillars of the Initiative relating to short-, medium- and long-term results. They will hence be used for the first time for the Initiative's 2018 implementing period in early 2019 and again in early 2020 as well as 2021 to assess the Initiative's activities during its fourth mandate taking effect for the period 2018-2020.

² http://ec.europa.eu/regional_policy/en/information/publications/evaluations-guidance-documents/2013/evalsed-the-resource-for-the-evaluation-of-socio-economic-development-evaluation-guide

³In addition to the log frame impact, evaluations as well as self-assessments should be presented. Evaluation should be oriented around the following criteria: Relevance, Implementation, Effectiveness, Impact and Sustainability.

QUESTIONS FOR DISCUSSION:

1. Do you consider the enclosed approach appropriate?
2. Are the identified indicators adequate or should further/different/additional indicators developed?
3. Should any additional elements be taken into account and if so which?

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ANNEX 1: THE MENA-OECD GOVERNANCE PROGRAMME'S IMPACT

The below section provides an overview of the key policy impacts envisaged during the fourth mandate of the Governance Programme. Reflecting the latter, tables for each policy areas including key output and outcomes will be elaborated.

1. Open and clean government.

- Improved open and inclusive policy making for citizen participation, enhanced use of digital government and innovation in the public sector and more effective public sector integrity and anti-corruption frameworks.

2. Rule of Law.

- Enhanced performance of justice institutions and people-focused access to justice.

3. Local governance.

- Implementation of reforms to reduce disparities between territories, strengthened institutional capacities at sub-national level and more effective local development.

4. Efficient machinery of government.

- Enhanced efficiency and effectiveness of budgeting and expenditure frameworks as well as procurement processes. More effective regulatory reforms and administrative simplification.

5. Gender Equality.

- Implementation of institutional frameworks for gender equality, delivery of gender sensitive policies and legislation and gender equality in public decision making and public sector employment.

6. Youth Engagement.

- Implementation of national youth policies, tackling age-based legal discrimination, creation of youth-representative bodies and establishment of innovative forms of youth engagement to mainstream their concerns in public policies and service delivery.

Suggested log frame templates

Focus Area 1: Open and clean innovative government	
Outcome indicators (maximum of 2 per focus area)	
<i>Please describe how the reported activities have contributed to:</i>	
1. Increased possibilities for citizens, civil society and other actors to participate in policy-making and have their voices heard	
2. Strengthened mechanisms that promote transparency, accountability and integrity.	
Outputs indicators (maximum of 4 per focus area)	
a. Number of countries involved in reforms to promote open government	
b. Number of CSOs, citizens and public officials trained on open government	
c. Number of policy recommendations and reports produced	
d. Number of regional peer exchanges through among others Working Group II (on open government and innovative government)	

Focus Area 2: Rule of law

Outcome indicators (maximum of 2 per focus area)

Please describe how the reported activities have contributed to:

1. Enhanced access of citizens to justice services

2. Increased understanding among justice stakeholders to offer citizen's centered services

Outputs indicators (maximum of 4 per focus area)

a. Number of stakeholders in justice institutions (e.g. judges, state prosecutors, public officials and court officers) trained in citizen's responsive delivery of justice services

b. Number of practical tools (guidelines, reports, training manuals) developed to enhance citizen's access to justice services

c. Number of regional peer exchanges through among others Working group IV (on regulatory reform and rule of law)

Focus Area 3: Local governance

Outcome indicators (maximum of 2 per focus area)

Please describe how the reported activities have contributed to:

1. Enhanced citizen's trust and access to quality public services

2. Increased understanding among local stakeholders to offer citizen's centered public services

Outputs indicators (maximum of 4 per focus area)

a. Number of sub-national authorities trained on the legal and institutional indicators of ongoing decentralisation efforts

b. Number of practical tools developed to improve access to good quality of public services

c. Number of regional peer dialogues through among the MENA OECD focus group on local government

Focus Area 4: Efficient Machinery of Government

Outcome indicators (maximum of 2 per focus area)

Please describe how the reported activities have contributed to:

1. Increased transparency of budgeting and public financial management processes

2. Improved quality of regulations and simplified administrative procedures

Outputs indicators (maximum of 4 per focus area)

a. Number of policy makers, budget and procurement officials trained

b. Number of practical tools developed to improve regulatory policy and efficiency and effectiveness in public financial management processes

c. Number of regional peer dialogues through among others the MENA OECD network on public procurement and the MENA senior budget officials network

Focus Area 5: Gender Equality

Outcome indicators (maximum of 2 per focus area)

Please describe how the reported activities have contributed to:

Strengthened capacity and knowledge of policy makers to mainstream gender perspective in policy making and service delivery

2. Improve women's participation in public decision making processes

Outputs indicators (maximum of 4 per focus area)

a. Number of women candidates trained in running for public office

b. Number of practical tools developed to improve gender equality considerations in public institutions

c. Number of regular regional policy dialogues through among others the MENA OECD gender focus group Women in government platform

Focus Area 6: Youth Engagement

Outcome indicators (maximum of 2 per focus area)

Please describe how the reported activities have contributed to:

1. Improved access for young people to participate in public life and decision making

2. Improved policy and institutional frameworks for youth responsive delivery of public policies and services

Outputs indicators (maximum of 4 per focus area)

a. Number of youth stakeholders trained in youth responsive policy making and service delivery

b. Number of practical tools (e.g. training materials, good practices guides developed to improve youth engagement in public life

c. Number of regional peer exchanges through among others the regional youth conference

ANNEX 2: REPORTING ON THE MENA-OECD COMPETITIVENESS PROGRAMME'S IMPACT

The below section provides an overview of the key policy outcomes and impacts envisaged during the fourth mandate of the Competitiveness Programme. Reflecting the latter, tables for each policy area including key output and outcomes are attached.

2. **Whole-of-government strategic vision to promote economic competitiveness, integration and women economic empowerment.**
 - Improved understanding of linkages between policy dimensions contributing to competitiveness resulting in inclusive growth
3. **Women economic empowerment and enhanced participation of women in all levels of the economy.**
 - Increased instruments for stakeholders to promote women's economic empowerment and raised awareness about legal constraints
4. **Improved investment climate and enhanced regional and global trade integration for inclusive growth.**
 - Better understanding of trade and investment policies linkages to promote integration at all levels (global, regional, national and sub-national) and use of OECD tools and instruments to support sound policies
5. **More start-ups and productive SMEs that create decent jobs and lead to inclusive and sustainable development including vibrant women's entrepreneurship.**
 - Better knowledge about good international practices and policy tools to support SMEs and increased engagement of the private sector and women entrepreneurs
6. **Levelling the playing field for private and public enterprises through good corporate governance practices.**
 - Increased use of international standards on corporate governance
7. **Enhanced public-private and social dialogue on competitiveness policies.**
 - Strengthened dialogue between governments, private sector and trade unions and improved capacities of private sector associations
8. **Enhanced integrity in business and reduced corruption.**
 - Consolidated platform to extend the use of recognised integrity norms, standards and best practices among the private sector

9. **Active engagement of private sector in building economic resilience in conflict-affected countries and their neighbours.**

- Accelerated peer learning between target governments, coordination with international organisations and engagement of the private sector to respond to economic needs driven by conflict/fragility

Generic template for regional events

(the indicators mentioned within this table are to be integrated into the overview tables per policy area and detailed below)

Gender
SMEs
Business Integrity

Inv. & Trade
Corp. Gov.
Resilience
Private Sector

Indicators

1. General

- a. Total MENA Participants
- b. Of which are women
- c. Of which are from the private sector and civil society
- d. Of which are from the public sector
- e. Of which are from IOs or regional organisations

2. Capacity building

- a. Trained staff
- b. Number of beneficiary institutions (local & regional)

3. Policy dialogue

- a. High-level encounters
- b. Number of MENA countries represented
- c. Number of OECD countries represented

4. Materials produced *(did you prepare anything specifically for this event/after the event?)*

- a. Publications
- b. Papers
- c. Brochures

5. Policy tools dissemination and media coverage

- a. OECD Instruments made available *(instruments presented during the event)*
- b. Publications disseminated
- c. Papers and brochures disseminated
- d. Web dissemination
- e. Media coverage (news, twitter)

6. Involving the OECD as a whole and expanding cooperation

- a. OECD thematic areas covered

Outcome 1: Improved understanding of linkages between policy dimensions by MENA governments and increased ownership of the Initiative

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

1. **MENA policy makers and key stakeholders understand the positive role that enhanced competitiveness plays towards a more inclusive and sustainable economic growth**
2. **MENA policy makers and key stakeholders understand the linkages between the different policy dimensions that promote competitiveness**
3. **Public authorities from MENA countries proactively support and contribute to the development and implementation of the Programme**
4. **Development interventions in the region enjoy a higher level of coordination and awareness of pressing and emerging needs**

Outputs indicators	2017	2018	2019	2020	2018-2020
a. Encounters at Ministerial level					
b. Number and level of different stakeholders in the WEEF, including men and including regional organisations					
c. Number of High level representatives involved in the activities					
d. Number of OECD Directorates involved in projects and events					
e. Number of regional and international organisations involved in projects and events					
f. Number of meetings in the region with OECD High-level participation					
g. Number of consultations on key necessities and emerging issues from the region					
h. Improved monitoring of the Programme's activities					
i. Development of synergies with other policy areas					
j. Enhanced communication of the Programme's work and components					
k. Development of cooperation with other regional and					

international organisations					

Outcome 2: Increased instruments for stakeholders to promote women's economic empowerment and raised awareness about legal constraints

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

5. **Increased number of instruments (e.g. statistics, legal instruments, guidelines etc) available for stakeholders working in the MENA region to promote women's economic empowerment**
6. **Increased awareness about the legal constraints affecting women's economic empowerment in the MENA region**
7. **High government endorsement of policies in support of women empowerment and agency**
8. **Introduction of legislative amendments in support of gender equality (including discussions of draft changes which fail to be introduced)**

Outputs indicators

	2017	2018	2019	2020	2018-2020
l. Number of meetings of the Women Economic Empowerment Forum (WEEF)					
m. Number and level of different stakeholders in the WEEF, including men and including regional organisations					
n. Number of High level representatives involved in the activities					
o. Number of consultations with representatives of key regional organisations to raise awareness over key measures supporting women economic empowerment					
p. Number of national consultations on the impact of the domestic legal framework on women's economic empowerment					
q. Meetings held towards producing gender-sensitive disaggregated data and relating policy papers					
r. Updating of the registry of institutions supporting women's economic empowerment					
s. Consultations on good practices to achieve gender equality on the absence of legal reform and relating policy papers					
t. Women's economic empowerment issues addressed in other focus areas of the Programme					

u. Development of synergies with other policy areas including through mainstreaming of gender considerations					
v. Communication (media/web/publications and brochures)					
w. Development of cooperation with other regional or					

Outcome 3: Better understanding of trade and investment policies linkages to promote integration at all levels (global, regional, national and sub-national) and use of OECD tools and instruments to support sound policies

Theory of change: Please explain the objective of the activities in support of this policy area . What was the starting situation of the issue addressed and what has changed after the activities were undertaken?

Outcome indicators

Please describe how the reported activities have contributed to:

1. **Improved assessment of trade and investment policies and ways to enhance implementation**

2. **Improved governments' capacities to implement investment and trade reforms**

3. **MENA economies make better use of OECD statistical tools (TiVA, FDI Benchmark Definition) and are better aligned with OECD instruments (trade facilitation and quality investment indicators, MED IPA survey, Services Trade and FDI Restrictiveness Indexes)**

Outputs indicators

	2017	2018	2019	2020	2018-2020
a. Number of policy dialogues, capacity-building workshops and peer-learning and networking events organised					
b. Number of participants (including women) as well as private sector representatives and peers in activities					
c. Level of satisfaction of participants					
d. Analytical output on investment and trade (number of papers and issues covered)					
e. Number of countries using or making better use of OECD statistical tools					
f. Benchmarking tools used and regional coverage					
g. Synergies with OECD peers and other regional and international organisations projects and activities					
h. Cross-cutting issues addressed (gender, integrity, territorial development...)					

Outcome 4: Increased knowledge and use of good international practices and policy tools to support SMEs, and increased engagement of the private sector, including business women associations

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

1. **Increased knowledge on good international practices to support SMEs**

2. **Relevant authorities have higher capacities to implement policy tools to support SMEs**

3. **Increased engagement of the private sector, including business women associations in policy dialogue and policymaking**

Outputs indicators

	2017	2018	2019	2020	2018-2020
a. Number of policy dialogues, capacity-building workshops and peer-learning and networking events organised					
b. Number of participants (including women) as well as private sector representatives and peers in activities					
c. Level of satisfaction of participants					
d. Number of policy recommendations derived of analytical work and policy benchmarks of SME and entrepreneurship policies					
e. Number of policy recommendations being implemented by MENA partners.					

Outcome 5: Increased use of international standards on corporate governance

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

1. **MENA authorities and other stakeholders are well informed on existing international standards on corporate governance**

2. **MENA authorities and other stakeholders have the capacity to efficiently use and apply existing international standards on corporate governance**

Outputs indicators	2017	2018	2019	2020	2018-2020
a. Number of policy-dialogues, capacity building workshops and peer-learning events with MENA authorities • Number of participants					
b. Number of consultations conducted on women's participation in corporate leadership, transparency and disclosure, SOE corporate governance reform, and access to finance for growth companies					
c. Number of countries implementing reforms based on the OECD Guidelines on Corporate Governance of SOEs or the G20/OECD Principles of Corporate Governance					
d. Number of countries participating in a stocktaking of corporate governance frameworks of listed companies in MENA					
e. Analytical outputs to share international good practices on corporate governance: number of issue papers and reports published					

Outcome 6: Strengthened dialogue between governments, private sector and trade unions and improved capacities of private sector associations

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

1. **Fostered trust between the public, the private and other non-governmental sectors to engage in increased dialogue and cooperation**
2. **Increased understanding of the benefits of engaging in public-private dialogue among policy makers, private sector and civil society representatives from the MENA region**
3. **Strengthened capacity of MENA business and trade unions to point out to relevant issues and voice its messages in a coherent and structured way, building on the exchange of good practices with experts from the OECD**
4. **Increased awareness of MENA governments and policy makers of relevant issues to support reform efforts aimed at improving the business environment and fostering job creation through private sector-led growth and development**
7. **Identified policy areas which warrant particular attention and dialogue in the MENA region**

Outputs indicators	2017	2018	2019	2020	2018-2020
a. Creation of Business Advisory Board (creation, composition, reach)					
b. Number of policy dialogues, capacity-building workshops and peer-learning organised					
c. Number of participants (including women) from the public sector, from business and trade unions					
d. Analytical output on public-private dialogue produced for the BAB and policy recommendations made					
e. Collaboration with TUAC/ATUC					
f. Participation of private sector representatives/ business associations in the Programme's other regional fora/Working Groups					
g. Number of issues addressed in the BAB, including gender, integrity, corporate governance and other key competitiveness issues					
h. Number of countries/public-private dialogues organised at national level					

Outcome 7: Consolidated platform to extend the use of recognised integrity norms, standards and best practices among the private sector

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

1. **Helped beneficiary countries experts from different government institutions and the business community to increase their understanding the impact of corruption on the perception of the national business environment and implementation of recognised integrity norms and standards to combat bribery and to promote voluntary corporate compliance**
2. **Governments representatives of selected MENA economies are familiarised with the norms and standards of the OECD Anti-Bribery Convention and how to accede to this internationally binding instrument**
3. **MENA governments and the business community understand the benefits of engaging in a national dialogue to strengthen business integrity**
4. **The private sector is aware of existing best practices on business integrity and understands the benefits of adopting voluntary corporate compliance mechanisms**

Outputs indicators	2018	2019	2020	2018-2020
a. Number of meetings of the Business Integrity Network				
b. Number of participants in the Business Integrity Network events				
c. Number of meetings specific on the OEC Anti-Bribery Convention (ABC)				
d. Number of government representatives exposed to the standards of the ABC, including high level participants				
e. Number of trainings on integrity at the Kuwait IMF Center				
f. Number of government officials trained on integrity, including women				
g. Number of business representatives/associations participating in the Business Integrity Network event				

h. Cooperation and synergies				
i. Policy Paper on voluntary corporate compliance				
j. Policy paper on standards and practices for engaging in public-private dialogue in support of business integrity				
k. Communication (web, media, publications, brochures)				

Outcome 8: Accelerated peer learning between target governments, coordination with international organisations and engagement of the private sector to respond to economic needs driven by conflict/fragility

Theory of change: *Please explain the objective of the activities in support of this policy area. What was the starting situation of the issue addressed and what has changed after the activities were undertaken?*

Outcome indicators

Please describe how the reported activities have contributed to:

1. **Peer learning between governments participating in the task force**

2. **Improved coordination of the OECD with international organisations to address conflict and fragility issues**

3. **Promoted engagement of the private sector to respond to the economic needs driven by conflict and fragility**

Outputs indicators	2017	2018	2019	2020	2018-2020
a. Management of the Economic Resilience Task Force (creation, composition –including number of countries and institutions-, reach)					
b. Number of meetings/consultations organised related to the work of the Economic Resilience Task Force					
c. Collaboration with international or national partners on initiatives					
d. Collaboration with DAC/DCD, and other relevant Directorates					
e. Analytical outputs produced					
f. Gender issues addressed within the work of the Task Force					