



**Draft Framework
for Future Activities**

<p>The Programme 2005 - 2010</p>	<p>The third phase of the MENA-OECD Governance Programme will be proposed and discussed at the MENA-OECD Ministerial Conference on 23 November 2009 in Marrakech. Since its official launch in 2005, as part of the Good Governance for Development in Arab Countries Initiative (GfD), the MENA-OECD Governance Programme has contributed positively to the process of reform in the MENA region by spreading good practices and supporting modernisation in many important fields of public governance. Today, as the Programme is about to enter a new and promising cycle, the whole world is undergoing one of the worst economic and financial crises of the past 50 years. At a time of such social distress, policy dialogue and international co-operation become more important than ever before. Collaboration, information sharing, and implementation of good practices are the most effective tools to improve policy responses that are capable of reducing the negative impacts of the crisis and constituting an opportunity to accelerate ongoing reforms.</p>
<p>Establishing the Network</p>	<p>Since 2005, the Governance Programme has established a unique regional network for policy dialogue, linking practitioners and experts from MENA countries with their OECD counterparts in order to share the experiences and the know-how to implement policy reforms. Lasting partnerships have evolved out of this policy dialogue, making it possible to focus on jointly identified priorities.</p>
<p>First results</p>	<p>This extensive network of experts has produced a common understanding of the reforms to be prioritised and the ways to address them. The consequent expansion of good practices, the peer-learning studies and the support to policy-making and implementation have already achieved many important results. Today, building on past successes, there is an opportunity to aim higher and to be more ambitious in order to help creating the conditions necessary for an economically, socially, and environmentally sustainable future for the MENA region.</p>
<p>A new Phase 2011 - 2013</p>	<p>New policy areas have been covered over the years, and others will be considered in this new phase, such as citizen participation, gender issues, women empowerment, green growth, water management and the role of media. In order to make this happen, the work of the MENA-OECD Governance Programme is structured around three main instruments that will be used to support the implementation of the above-mentioned reforms. These instruments are:</p> <ol style="list-style-type: none"> 1) A forum for regional policy dialogue, where policy-makers and stakeholders can meet to compare their experiences, discuss emerging issues and jointly identify possible solutions; 2) A set of tools, developed in collaboration with MENA and OECD countries; 3) An implementation strategy to support MENA countries with concrete activities co-designed specifically to address the various issues at stake, based on the various needs and requirements of the region.
<p>1. The Forum: Priorities in Public Sector</p>	<p>Following are the proposed guiding principles intended to inform the strategy of the MENA-OECD Governance Programme, orienting efforts in the coming years as they have been jointly identified during the activities of the Programme. The Programme builds on the assumption that only efficient</p>

	<p>and effective public governance can deliver sound economic growth and ensure that its dividends are equitably distributed among the population. This can only be secured if over-spending or wastes are reduced and the impact on public policies is increased. To make this possible, in addition to becoming more efficient and effective, it is vital that governments facilitate a climate of mutual trust between citizens and businesses on one side and the public sector on the other. In this perspective, the enhancement of the rule of law becomes as pivotal as the transparency and integrity of both public and private officials.</p>
<p>Citizens, Gender, and the Environment</p>	<p>These are preconditions for the public sector to be more responsive to the needs of citizens and to be able to create a business environment conducive to faster growth and more widespread well-being. In addition, increased citizen participation in policy-making strengthens governments' capacity to understand problems and elaborate solutions. More possibilities for participation mean stronger involvement and commitment, both important for a successful implementation of public policies. Moreover, citizens are asking for higher living standards, which include attention to gender issues, empowerment of women, and protection of the environment to ensure a fairer and greener economy for their countries and future generations.</p>
<p>2. The Tools</p>	<p>One of the main characteristics of the programme is its strong link between policy analysis and policy tools, with the ultimate goal of transforming in-depth examinations of current strategic priorities into concrete actions. To do so, the Programme has developed several tools based on a selection of good practices of its member countries to effectively support them in implementing their modernisation agendas:</p> <ul style="list-style-type: none"> • <u>Networks</u>: Policy Dialogue Forums, Working Groups, and ad hoc Focus Groups. • <u>Policy Tools</u>: Joint Learning Studies and Recommendations, practitioners' exchange programmes. Regional policy charters. • <u>Regional Centres</u> for capacity building and knowledge sharing. • <u>Monitoring and Evaluation Activities</u>: Regional progress monitoring, Performance Indicators, Data Collection and Analysis, and Policy Evaluation.
<p>3. The Strategy</p>	<p>These tools will be used by MENA countries to implement specific policy-oriented actions. Progress made by the Programme is monitored through performance indicators, as illustrated in the logical framework of the Programme. These evaluations are constantly fed back into the ongoing activities of the various Working Groups.</p>
<p>Towards the third phase and beyond!</p>	<p>MENA and OECD countries have tentatively identified a series of priority areas listed in the table below, and placed them at the top of the reform agendas for the coming years. These priorities will be discussed during the Ministerial Conference, with the outcomes of these discussions constituting the guiding principles of the activities of the third phase of the Programme. In line with them, and by continuously strengthening co-operation among MENA and OECD countries, the Programme will contribute to advancing the reform agenda of the region through enhancing peer-learning at the regional level and increasing the links between policy dialogue, formulation, and implementation.</p> <p>Over all, the most important objective of this Programme is to support MENA countries to make reforms happen to respond to their citizens in an appropriate and effective manner, with the aim to improve general living conditions in the region.</p>

Policy Issue	Policy Tools	Implementation Strategy
<p>1</p> <p>Beyond the Crisis <i>effective governments delivering sound economic growth</i></p> <p>The MENA region has not been unaffected by the recent economic crisis: national public policies need to be strategically planned and carefully evaluated to restore the conditions for economic growth and to alleviate the social costs of the crisis. One of the key challenges governments are facing is the shift from a reactive mode to a proactive approach to policy design and implementation. Governments need an efficient evidence-based policy-making process, based on good governance tools (i.e. impact assessment, consultation processes, value-for-money and costs/benefits of different policy options) and internationally recognised good practices.</p>	<ul style="list-style-type: none"> - Public policy evaluation - Strategic planning - Data collection and forecast 	<ul style="list-style-type: none"> - All Working Groups will make progress in data collection and forecast - The Steering Group will continue to support MENA countries in strategic planning. - Regional Centre for Public Policy Evaluation in Morocco will provide a regional platform for action
<p>2</p> <p>A Sustainable Economy <i>achieving long-term social and environmental goals</i></p> <p>Governments are urged to design policy responses and adjustments to cope with unsustainable imbalances and long-term challenges – such as demographic change, global climate change and government contingent liabilities – that also have the potential to threaten countries’ economic and social sustainability. Timely and appropriate reforms can not only avoid these threats but also turn them into opportunities.</p>	<ul style="list-style-type: none"> - Public budgeting tools, including reviews - Regulatory Impact Assessment - Workforce planning and capacity maintenance instruments in government - Public investments for green growth - Territorial policies - Joint Learning Studies on public employment 	<ul style="list-style-type: none"> - Working Group I (Civil Service) - Senior Budget Officials Network (MENA-SBO) - Working Group IV (Regulatory policies) - Regional Centre for Tax and Financial Management in Egypt - Regional Centre of Expertise for Quality in Regulation - Focus Group on green growth and territorial development.
<p>3</p> <p>An Efficient Government <i>Improving its capacities and</i></p> <p>Improving performance and reducing waste in the public sector are considered an urgent necessity. Through efficiency and effectiveness measures, governments try to increase their capability to stimulate economic growth and redistribute its</p>	<ul style="list-style-type: none"> - Administrative simplification - E-government - Performance management - Public Private Partnerships 	<ul style="list-style-type: none"> - E-learning regional platform - Regional centres - Working Group I (Civil service) and Working Group II on e-Government and Administrative Simplification

	<i>responsiveness to emerging needs</i>	dividends to the population. The use of new technologies and e-government tools provide great opportunities to achieve progress in this domain.	<ul style="list-style-type: none"> - Multi-level governance - E-learning for innovative public sector - Joint Learning Studies on e-Government (building on the pioneer e-government review of Egypt) and e-government and administrative simplification (first phase in Bahrain, Lebanon, Morocco, Tunisia) 	<ul style="list-style-type: none"> - MENA Senior Budget Officials
4	<p>Enhancing the rule of law</p> <p><i>legality as a precondition for development and security for citizens and businesses</i></p>	Effective governments ensuring compliance with sound regulatory frameworks are a precondition for economic growth and security for business and citizens. Institutional frameworks promoting quality in regulation can have a critical impact on building an enabling environment for protection of human rights and a fair economy. The Rule of Law requires sound processes of law-making and institutional systems delivering justice and ensuring an equitable distribution of rights. Governance frameworks are therefore at the core of the rule of law.	<ul style="list-style-type: none"> - Regulatory policies, including consultation mechanisms - Electronic justice applications, services and public sector reforms - Law drafting capacities 	<ul style="list-style-type: none"> - Working Group IV (Regulatory Policies) - Regional Centre for Expertise on Regulatory Quality in Tunisia - Regional Charter for Quality in Regulation
5	<p>Fostering Transparency and Integrity</p> <p>core values as guiding principles for governments</p>	Reviewing the risks of corruption, in particular at the interface between the public and private sector, is among the most important responses in support of a clean and fair economy. Regional cooperation can effectively support national efforts to fight corruption in key areas like public procurement. The setting up of preventive anti-corruption agencies in several Arab countries can be supported by the Initiative, as well as the reinforcement of public sector core values through institutional mechanisms like codes of conduct.	<ul style="list-style-type: none"> - Human Resources Management and codes of conduct for public officials - Preventive anti-corruption bodies - Public procurement mechanisms - Core public sector values - E-government solutions for transparency - Administrative 	<ul style="list-style-type: none"> - Working Group I (Integrity) - Working Group II on E Government and Administrative Simplification - Joint Learning Studies on Integrity

		simplification to avoid risk of corruption		
6	<p>Delivering Services to Citizens and Business</p> <p><i>better services in a participatory approach</i></p>	<p>High quality public services are a precondition for welfare, social inclusion and human development. Increasing opportunities for citizens, especially the most vulnerable, can only be achieved by promoting access to key public services and ensuring their viability and responsiveness in the long run. Good governance implies that citizens have the right to be publicly engaged, to be consulted and to have their voices heard. Ensuring responsiveness to societal needs and citizen and business demands remains at the top of governments' agendas.</p>	<ul style="list-style-type: none"> - Innovation in public service delivery - Public policy evaluation and quality of public services - Improved access to public services through e-solutions - Citizen engagement and open policy making - Communication policies 	<ul style="list-style-type: none"> - Steering Group actions on communicating reform - Working Group II on e-Government - Working Group IV on Regulatory Reform, Public Service Delivery and PPP's - Regional Centre for Public Policy Evaluation in Morocco
7	<p>Empowering Women</p> <p><i>promoting gender policies to reinforce the participation of women in the economy and adapting personnel policies to facilitate access to employment</i></p>	<p>Enhancing the role of women in the economy and ensuring that women benefit from economic growth is a main challenge for the future global economy. Government actions and the definition of public services with a gender orientation are a critical need in this regard. Increasing gender balance in public offices and women's role in public life is an essential part of public sector reform agenda in both OECD and MENA countries.</p>	<ul style="list-style-type: none"> - Personnel policies - Gender responsive budgeting - Gender oriented regulatory policies - Better access to public services through e-solutions 	<ul style="list-style-type: none"> - Focus Group on Gender - All Working Groups contribute to the implementation of gender goals - Collaboration with existing policy and expertise networks, notably with the Centre of Arab Women Training and Research (CAWTAR), and the Arab Administrative Development Organisation (ARADO)

STEERING GROUP

Constituted by the chairs and co-chairs of the regional Working Groups, National Coordinators, the OECD Secretariat and the donor community, the Steering Group has proven effective in strategically planning the entire initiative since 2005 and in reaching consensus between all stakeholders on the Programme's outline. During the proposed third phase, the Steering Group will continue to support MENA countries and the Programme with strategic planning and supervision of the activities to ensure a co-ordinated approach of the regional Working Groups and to monitor the progress made. Its members will coordinate regularly and closely with the MENA-OECD Investment Programme to mutually enforce the reach and outcomes of both programmes.

The Steering Group is also well placed to actively support policy dialogue and build capacity of MENA governments on the "whole of government" approach to strategic planning and effective implementation of reforms. Moreover, the Steering Group is well positioned to support MENA governments on the importance of involving citizens through the use of national media, and increasing their awareness of ongoing reform processes and their potential positive outcomes in their everyday life.

WORKING GROUPS

WG 1 on Civil Service and Integrity:

This Working Group addresses policy issues related to establishing an efficient and ethical civil service, responsive to the policy priorities of the government. Officials from Arab and OECD countries exchange their experiences on the development of fair human resources policies, based on the principles of performance and merit and on institutional factors determining the likelihood of corrupt conduct of civil servants as well as incentives to promote ethical behaviour. The Working Group's activities seek to increase the performance, transparency and accountability of the public sector, as a way to improve public management in general but also to gain citizens' trust and enhance a positive business climate, fundamental in these times of crisis. Joint Learning Studies is a key instrument of action for this Working Group.

MENA Senior Budget Officials Network (former WG 3 on Governance of Public Finance):

The MENA SBO aims to support MENA countries in improving the efficiency, transparency, comprehensiveness, accountability and control of public financial management. Typical public finance challenges have been exacerbated by the crisis in fields such as off budget commitments, contingent liabilities, and flexibility on budgetary management in volatile environment. The Network focuses on how various countries are handling exit questions as the crisis abates, notably how it is envisaged to return to a sustainable fiscal position, and how the crisis has revealed needs for improvement in structures and processes of budgeting. The MENA SBO is connected to the OECD SBO and other regional SBOs in order to promote global connections to the Ministries of Finance of the Arab region. The MENA SBO strategy is closely linked to the Tax and Financial Management Centre of Egypt.

WG 2 on e-Government and Administrative Simplification:

Burdensome legislation and inefficient administrative procedures are barriers to economic growth and social development. Improving efficiency through cutting red tape and administrative simplification is thus a policy priority for Arab and OECD countries. E-government services and applications have gradually become synonymous of innovation in public sector and more agile, efficient, and effective public administrations. Administrative simplification, through the reduction of administrative burdens, can also contribute to these goals, by building trust in government and promoting participatory policy making and efficient public service. WG 2 focuses on these issues to support public administration reform to improve governments' capacity to be more responsive to citizen demands and to facilitate economic recovery.

WG4 on Public Service Delivery, PPP and Regulatory Reform :

Anticipating the impacts of new regulations on economic and social development, adapting existing legislation to the needs of changing societies, and promoting enabling regulatory frameworks are major policy concerns for Arab and OECD countries. The regional Working Group on Public Service Delivery, Public Private Partnerships and Regulatory Reform seeks to support MENA countries in improving the delivery of public services, regulatory quality, law drafting capacities and institutional frameworks promoting co-operation between the public administration and the private sector. The strategy of this Working Group is closely linked to the Regional Centre of Expertise for Regulatory Quality in Tunisia.

FOCUS GROUPS	
<p><u>Focus Group on Gender:</u></p> <p>Effective action by governments is essential for the empowerment of women and for the promotion of good governance. The public sector remains the main employer for women in the MENA region. It is therefore crucial to analyse how and to what extent public administrations in MENA countries allow for the participation of women in decision-making and foster a gender-balanced environment within public management. This Focus Group also deals with issues such as Gender Responsive Budgeting, to consider the specific needs of women as beneficiaries of public services and policies, and the inclusion of the gender dimension in regulatory policies to ensure the absence of discrimination in legal frameworks. This Focus Group will seek to take stock of the ongoing policy efforts in MENA countries, identify current gender initiatives, and facilitate regional policy dialogue on gender issues.</p>	<p><u>Focus Group on Green Growth and Territorial Development:</u></p> <p>In the midst of the current global crisis, the increasing policy consensus on the opportunity of combining economic recovery with economic greening is leading to the development of green growth strategies at both global and national levels. Environmental and development policies must no longer be conceived as independent, but rather as mutually interdependent. The Focus Group on Green Growth and Territorial Development will support strengthened governance institutions and increased regional policy dialogue and co-operation for the widespread adoption of ecologically compatible behaviour and for the effective and sustainable management of natural resources in order to have a positive impact on long term economic growth, social well-being and human health. In particular, the Focus Group will contribute to facilitating regional dialogue and the sharing of good practices on water governance, including reinforcement of capacities at the local level in view of an effective implementation of territorial development policies and green growth strategies.</p>
REGIONAL CENTRES	
<p>Regional centres for capacity building in different fields related to managing public policy were created by MENA countries to support regional modernisation efforts. These centres have an important role to play in strengthening regional cooperation, improving governance, and disseminating good practices.</p> <p>The Centres support the activities of the network of experts and policy practitioners that is at the heart of the Governance Programme. By serving as regional hubs for knowledge creation and dissemination, not only will the Centres contribute to the capacity building of MENA public officials, they will also become important counterparts of OECD countries educational institutions, which will in turn increase regional and international co-operation in a strategic area such as public governance.</p>	<p><u>THE REGIONAL CENTRE OF EXPERTISE FOR REGULATORY QUALITY (RCERQ) IN TUNISIA</u></p> <p>The RCERQ will focus on the promotion of regulatory quality practices at national and regional levels. Delivering training and expertise to a regional network of regulators, the Centre will also work on improving the quality of legal texts through law drafting capacities (training, handbooks), Regulatory Impact Assessment (RIA), multilingual law drafting and other internationally recognized tools to ensure quality in regulatory policies. It will also facilitate access to and involvement in comparative law and improving legal electronic data processing. The Centre has set international partnerships with centres of expertise in OECD countries, like the European Academy of Legislation (The Netherlands) and the Centre of Regulatory Expertise (Canada).</p>
<p><u>THE TAX AND FINANCIAL MANAGEMENT CENTRE IN EGYPT</u></p> <p>With the support of the MENA Senior Budget Officials Network co-chaired by Sweden and the United States, the Egyptian government has created a Regional Centre for Tax and Financial Management Training. The Centre aims to provide quality training on public taxation and financial management and to carry out research on new trends in public finance and fiscal policy. The Centre proposes a complete training system which defines needs, designs models, and measures their efficiency through trainee evaluations and using performance indicators.</p>	<p><u>THE REGIONAL CENTER FOR PUBLIC POLICY EVALUATION (RCPPE) IN MOROCCO</u></p> <p>The Regional Center addresses the needs of the MENA region in terms of public policy evaluation and brings added value to national policies through its services. Its objectives are to strengthen the capacities of governments in doing ex-post and ex-ante evaluations, to offer consultation on public policy evaluation in the MENA region, to raise awareness and inform its partners about the importance of studies to evaluate public policy and to offer training on evaluation.</p>