

# Newsletter of the MENA-OECD Governance Programme

## Public Governance Reform for Trust and Inclusive Growth



JULY 2015 ♦ ISSUE 2

### ♦ ABOUT US ♦

The MENA-OECD Governance Programme is a strategic partnership between MENA and OECD countries to share knowledge and expertise and disseminate standards and principles of good governance.

In line with its mandate from the Deauville Partnership, the Programme supports Arab countries in transition and actively contributes to the implementation of the Partnership's Open Governance and Anti-corruption Action Plan by combining regional support with country specific projects.

It offers a unique combination of providing access to international policy instruments, capacity building and assistance to implementation, policy dialogue among peers, policy analyses and tailored recommendations. The various activities of the Programme feed into the broader objective of building trust in government and shaping a more sustainable social and economic development in the region.

This newsletter provides a snapshot of the various MENA-OECD Governance Programme activities on open and innovative governments, integrity, public financial management, territorial development, regulatory policy, public procurement and gender.

### ♦ CONTACT US ♦

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### REGIONAL POLICY DIALOGUE

#### GROUP MEETING OF THE MENA-OECD INITIATIVE AND IDEA FACTORY

More than 130 high-level participants from 14 MENA and 17 OECD countries, international organisations as well as representatives from civil society and the private sector attended the Steering Group Meeting of the MENA-OECD Initiative on 5 February 2015 in Paris. With the participation of 2 Ministers from Morocco and the Ambassadors of Spain and Sweden as OECD chairs, the Steering Group meeting paved the way for a fourth mandate for the MENA-OECD Initiative starting in 2016.

Participants called on the Secretariat to reinforce its work in critical domains such as the rule of law, local governance, youth, gender, parliaments and independent institutions. Open government will continue to be the top priority to promote open and inclusive societies. An advisory board for civil society has been welcomed by the Steering Group and will assist in the systematic participation of CSO in the activities of the MENA-OECD Governance Programme.

The meeting was preceded and informed by the conclusions of the OECD Idea Factory "Inclusive policies for young men and women in the MENA region" on 4 February 2015. The Idea Factory was successful in engaging high-level policy practitioners, young entrepreneurs, students and academics from MENA and OECD countries in innovative discussions on effective public governance frameworks for empowering youth to participate in political decision-making and addressing youth unemployment.

For more information:

<http://www.oecd.org/mena/governance/steering-group-meeting.htm>

#### MENA-OECD WORKING GROUP I: CIVIL SERVICE AND INTEGRITY

The Working Group I on Civil Service and Integrity gathers high-level officials and policy practitioners from the MENA region and OECD countries on an annual basis to promote regional dialogue on public governance reform for solid integrity frameworks. This year's meeting took place on 24 March 2015 in Paris – back-to-back with the OECD Integrity Forum on 25-26 March 2015 – gathering 18 representatives from 9 MENA countries to

discuss "The role of independent institutions and the parliament to fight corruption and promote trust in the MENA region". The participants discussed the role of parliaments and independent institutions in contributing to the building of citizens' trust and the role of Anti-corruption Institutions and civil society to increase cooperation and fight corruption in the MENA region.

Representatives from independent institutions and parliaments raised the need to build their capacities to allow for an effective oversight and audits, reach out to media and civil society to join forces and increase overall cooperation and coordination between SAIs, parliaments and civil society. The need to join forces in safeguarding transparency, fostering integrity and holding government accountable was also discussed. The participants called upon the MENA-OECD Governance Programme to direct a comparative stocktaking exercise of governance frameworks for integrity in MENA countries.



*Participants at the WG I on 24 March 2015 in OECD Headquarters, Paris, France.*

#### MENA-OECD WORKING GROUP II: OPEN AND INNOVATIVE GOVERNMENT

The 10th annual meeting of the Working Group on Open and Innovative Government "A decade of regional dialogue for responsive and inclusive public sectors" was jointly organised by the UAE and the MENA-OECD Governance Programme on 8 February 2015 in Dubai, back-to-back with the UAE Government Summit. It offered the opportunity to assess progress in the areas of open government, digital governance, open data and innovation in the public sector. A decision was made to produce a regional report on "Digital Governance in the MENA Region" and to continue the collaboration on open government reforms with the OECD Observatory on Public Sector Innovation (OPSI). The meeting was preceded by a study visit on Dubai Smart Government.

**MENA-OECD  
GOVERNANCE  
PROGRAMME**

STEERING



Participants at the WG II on 8 February 2015 in Dubai, UAE.

### GENDER FOCUS GROUP “WOMEN IN GOVERNMENT PLATFORM”

The meeting “Women in Public Life in the Middle East and North Africa”, jointly organised by the Spanish Agency for International Development Cooperation and the MENA-OECD Governance Programme, presented the findings of the OECD-CAWTAR report “Women in Public Life: Gender, Law and Policy in the Middle East and North Africa”. The participants examined good practices and challenges on gender sensitive policies and gender budgeting, as well as the progress made by MENA countries to advance gender equality and promote women’s political participation in the region.



Participants at the meeting “Women in Public Life in the Middle East and North Africa” on 5 March 2015 in Madrid, Spain.

### MENA-OECD NETWORK ON PUBLIC PROCUREMENT

Established in 2012 and co-chaired by Tunisia, Morocco, Italy and Korea, the MENA-OECD Network on Public Procurement (the Network) is an important forum for sharing good practices and lessons learned in building transparent and efficient public procurement systems.

Conducted in partnership with the International Monetary Fund Center for Economics and Finance (IMF-CEF) in Kuwait, the third annual capacity building workshop brought together participants from countries across the Middle East, North Africa and the Gulf. Sessions include presentations representing a wide variety of country

experiences and speakers from international organisations on issues of integrity and efficiency in public procurement. Specific topics are developed on the basis of needs identified by the MENA-OECD Network on Public Procurement. This year, the sessions included designing, implementing and supporting e-procurement reforms, the role of audit institutions in public procurement, and transforming law to practice through implementation guidance and training.



Participants at the capacity building workshop on 20-23 April 2015 in Kuwait.

### THE MENA-OECD GOVERNANCE PROGRAMME TRAINING CENTRE OF CASERTA AND ARADO

The MENA-OECD Governance Programme Training Centre of Caserta and ARADO jointly organised the Annual Round Table Forum: “Public Governance and the Role of Citizens in Shaping the Open Government Dialogue: Can we use the open government to accelerate public governance?” on 2-4 June 2015 in the Royal Palace of Caserta in Italy. The Roundtable was the occasion to unite policy practitioners from a wide range of MENA countries, peers from OECD countries and academics and students to disseminate and discuss best practices on open government, citizen engagement and the use of ICTs for information sharing and public service delivery.

For more information:

<http://www.tcmnaoecd.org/en/events-news/77-upcoming-event-2-4-june-2015-public-governance-and-the-role-of-citizens-in-shaping-the-open-government-dialogue>

### SPOTLIGHT ON COUNTRY WORK

#### OECD TUNISIA WEEK, 10-13 MARCH 2015

The OECD Secretary-General, the Tunisian Minister of Vocational Training and Employment and the Secretary of State to the Minister of Finance and 150 participants saw the launching of the OECD reports « Tunisie: Un programme de réformes à l'appui de la compétitivité et de la croissance inclusive 2014 » et « Investir dans la Jeunesse : Tunisie »

on 10 March 2015 in Tunis. In two subsequent sessions organised by the MENA-OECD Governance Programme, stakeholders from the Tunisian Government, representatives from the Tunisian Parliament, the President of the National Anti-Corruption Agency and representatives from the civil society reaffirmed their commitment to promote inclusive growth and transparency through a reform of the country’s budget institutions and fiscal systems and build citizen’s trust in government by promoting open governance and fighting public sector corruption. The German and British Ambassadors to Tunisia highlighted the importance of their respective countries’ attachment to support Tunisia in sustaining the reform path towards open, transparent, accountable and participatory governance.

### DEEPENING TUNISIA’S INTEGRITY FOUNDATIONS

With the participation of the Secretary of State for Governance and Civil Service, the Presidents of the High Commission for Public Procurement (HAICOP) and the International Anti-Corruption Agency, the OECD launched a draft handbook entitled “Aspects pratiques du décret 2014-1039 du 13 mars 2014 portant réglementation des marchés publics”. The handbook provides an easy access to the new legislation and serves as a guide for procurement practitioners to operate in full alignment with its provisions. Following the presentation of the draft in the first capacity building seminar on 20-21 January 2015 in La Marsa, the final version was launched on 12-13 March 2015 in Tunis.

The March seminar with peers from Finland, Portugal, Italy and France provided an excellent opportunity to exchange on the next steps towards a fully operation e-procurement system and its role in promoting sustainable development objectives. The OECD presented the Recommendations of the Council on Public Procurement as a useful guide in this endeavour and invited the participants to provide feedback.

A first seminar took place on the role of internal control and risk management frameworks to fight corruption and an OECD assessment of the Tunisian audit and control system. Following on from this was a second seminar on 17-18 February 2015 in Tunis. This seminar focused on building capacities of policy practitioners for developing internal audit structures in public enterprises and promoting collaboration between the Court of Auditors, the parliament and civil society to hold government accountable.

In the framework of the OECD Tunisia week, the OECD and UNDP held a joint seminar on 11

March 2015 with renowned international experts from the United States, United Kingdom, a peer from Ireland and strong civil society participation. This was successful in providing detailed feedback on the draft law and sharing international standards and good practices in designing and implementing legal protection for those reporting misconduct in the public sector.



*Participants at the capacity building seminar “Reinforce integrity and transparency in public procurement” on 12-13 March 2015 in Tunis, Tunisia.*

### **TOWARDS BETTER PUBLIC FINANCE MANAGEMENT IN TUNISIA**

Together with the Tunisian Minister of Finance, the Secretary of State from the Ministry of Finance and the Deputy Director of the Public Governance and Territorial Development Directorate, OECD, around 80 high-level public officials gathered on 11 May 2015 in Tunis to discuss effective strategies for developing a strategic vision of public expenditures and promote good governance in public financial management.

The seminar « Vers une nouvelle gouvernance des finances publiques en Tunisie » provided a platform to exchange good practice on linking performance-based budgeting to the national social and economic plan with a view of achieving better policy outcomes. In light of the provisions in the new Constitution stipulating a stronger role of local authorities in driving the social and economic development of their region, the need was raised for adequate capacities and a more effective management and control of local public finances.

With peers from France, Netherlands, Luxembourg and Belgium, the subsequent peer review mission was successful in gathering information and data to take stock of the strategic objective of moving towards a fully operational framework for performance-based budgeting, developing a medium-term expenditure framework and strengthening control and audit frameworks at local level. The evidence will inform three OECD studies

which will provide tailored recommendations to the Tunisian government.



*Participants at the high-level conference High-level seminar “Strengthening public financial management in Tunisia” on 11 May 2015 in Tunis, Tunisia.*

### **EFFECTIVE DECENTRALISATION FOR REGIONAL DEVELOPMENT**

Tunisia is at a crucial crossroad in the implementation of its decentralisation agenda. The seminar « Quelle réforme de la gouvernance publique pour un développement local et régional meilleur? » on 15-16 June 2015 in Tunis was opened by the Secretary of State for Local Communities and the Secretary of State for Development, Investment and International Cooperation. The seminar was the first to bring together both institutions with an immediate stake in the decentralisation process and thus effective in promoting a whole-of-government approach to strengthening local governance, promoting horizontal and vertical dialogue and improving institutional capacities at local level.

With 120 participants from the central and local level and representatives from civil society, peers from Netherlands, Canada, Portugal, Spain and Sweden provided valuable insights and lessons learned from similar reform processes in OECD countries. The seminar featured a panel discussion on the role of the Open Government Partnership as a driver for change at local level and raised awareness of the OECD’s role as a standard setter and a source of inspiration for Tunisia going forward.



*Mr. Hedl Majdoub, Secretary of State for Local Communities, Ministry of Interior at the Seminar on 15-16 June 2015 in Tunis, Tunisia.*

### **PROMOTING OPEN GOVERNMENT IN TUNISIA’S REGIONS**

As a partner of Tunisia and its civil society, the OECD participated in an Open Government dissemination event in Ras-Jbel-Bizerte on 3 April 2015 to present Tunisia’s OGP Action Plan and discuss the implications of open government for local development. The event was organised by Tunisia’s government in cooperation with local NGOs (Tunisian Institute for Democracy and Development) and assembled the official delegate of Ras Jbel, the head of the municipality, as well as local residents and civil society organisations to promote access to information and citizens’ engagement in the region of Bizerte.



*Participants at the event on 3 April 2015 in Ras-Jbel-Bizerte, Tunisia.*

### **OPEN GOVERNMENT IN MOROCCO**

The high level conference “Towards Open Government and OGP Membership” of Morocco held on 17 June 2015 in Rabat and opened by Moroccan Ministers and Ambassadors from the United States and Indonesia assembled key stakeholders from government, civil society and independent institutions to launch the consultation process for a Moroccan OGP Action Plan. The OECD Open Government in Morocco Review which gives policy recommendations will serve as guiding material for the Action Plan. These actions are undertaken in parallel to the efforts to enshrine access to information in Morocco’s legal framework, a condition necessary to join the OGP.



*Participants at the high-level conference Towards Open Government and OGP membership of Morocco on 17 June 2015 in Rabat, Morocco.*

## G7 MENA TRANSITION FUND PROJECTS

### MENA TRANSITION FUND PROJECT: EGYPT STRENGTHENING THE RULE OF LAW

The OECD started the mapping exercise of the work on legislative drafting in the General Department of Legislation of the Ministry of Justice in Egypt. The meeting which took place on 28 April 2015 in Cairo was attended by Hassan Badrawy, Deputy Minister of Justice, Judge Maged Sobhi, Member of General Department of Legislation and the OECD Secretariat.



*Delegates at the Coordination Meeting before the Mapping Exercise on 28 April 2015 in Cairo, Egypt.*

### MENA TRANSITION FUND PROJECT: OPERATIONALIZING PPPs IN TUNISIA

At the request of the Tunisian Prime Minister's Office, the OECD and the African Development Bank organised an information day on public-private partnerships (PPPs) in Tunis on 4 June 2015. The aim was to inform and raise awareness on PPPs in light of the presentation of the new draft PPP law to the Tunisian Parliament.

As highlighted during the Secretary-General's mission to Tunisia in March 2015, PPPs are a priority for the new government. The event was widely attended, with over 100 Members of Parliament, labour unions, government officials, as well as the media. The lively debate that ensued demonstrated the importance of a multi-stakeholder, broad-based dialogue on the advantages and risks of PPPs.

This high level seminar falls under the Deauville Partnership project on Operationalizing PPPs in Tunisia, which is led by the Directorate for Financial and Enterprise Affairs and the Directorate for Public Governance and Territorial Development on the OECD side.



*Participants at the information day on public-private partnerships (PPPs) on 4 June 2015 in Tunis, Tunisia.*

## NEW

### MENA TRANSITION FUND PROJECT: EGYPT, JORDAN AND MOROCCO TOWARDS INCLUSIVE AND OPEN GOVERNMENTS

The G7 Deauville Partnership MENA Transition Fund approved the OECD region project to "Promote women's participation in parliaments and policy-making" in Egypt, Jordan and Morocco. The proposed 3-year regional project, will contribute to the achievement of objectives of "Compact on Economic Governance" of the Deauville Partnership, as well as to support the efforts of Arab countries in transition (ACT'S) in fostering inclusive growth and good governance by leveraging open government policies and mainstreaming gender perspectives in parliamentary operations to maximise women's integration in public life and policy-making process.

More information:

<http://www.oecd.org/mena/governance/gender-equality-public-life.htm>

and

<http://www.auswaertigesamt.de/DE/Aussenpolitik/GlobaleFragen/G8/G7-DEUPraes/Deauville.html>

### STRENGTHENING WOMEN'S ACCESS TO JUSTICE AND DECISION-MAKING POSITIONS IN MOROCCO

The OECD will start the project on strengthening women's access to justice and decision-making positions in Morocco, financed by UK Foreign & Commonwealth Office. The project will provide implementation support to the Ministry of Justice to develop a toolkit on the gender-sensitive process of applying and interpreting the law as well as gender-sensitive operations

in the judiciary. The toolkit will be complemented by capacity building seminars. This project will be developed in parallel with the G7 Deauville Partnership project to underline the synergies and ensure the complementarity in supporting MENA countries in the implementation of the policy recommendations set forth in the 2014 OECD-CAWTAR Report on Women in Public Life: Gender, Law and Policy in the Middle East and North Africa.

### FORTHCOMING RECOMMENDATION OF THE COUNCIL ON GENDER EQUALITY IN PUBLIC LIFE

The OECD is developing the forthcoming Recommendation of the Council on Gender Equality in Public Life. It aims to provide guidance to policy makers in closing remaining gender gaps in public life through strengthening public governance dimensions of gender equality, developing more gender-sensitive public policies and ensuring equal access to opportunities in public life. The draft Recommendation is being developed in consultation with public authorities, parliamentarians, representatives of judiciary and civil society organisations from both OECD and MENA countries. It aims to apply to all OECD member and non-member countries adhering to the draft Recommendation. Upon its adoption, the OECD stands ready to support MENA countries in the effective implementation of the Recommendation through development of tailored implementation toolkit.

### STRENGTHENING INTEGRITY AND CITIZENS' ENGAGEMENT AT THE LOCAL LEVEL IN MOROCCO

This project financially supported by the UK Arab Partnership Fund is the follow-up of the project that supported the Instance Centrale de Prévention de la Corruption (ICPC) and Institution du Médiateur du Royaume (IMR) to successfully implement their new constitutional mandates. The new project aims to further the implementation of the recommendations, in particular the creation of a national integrity portal. Moreover, it extends its reach to the local level, strengthening the institutions' presence in the regions in partnering with civil society to foster a culture of integrity. Thus, it supports Morocco's current decentralisation efforts to promote local development.

## REPORTS

*Examen de l'OCDE du système de contrôle et d'audit de la Tunisie – Gestion des risques dans les institutions publiques (French, 2014)*

*Renforcer l'intégrité en Tunisie: L'élaboration de normes pour les agents publics et le renforcement du système de déclaration de patrimoine (French, 2014)*

*Open Government in Morocco (English and French, 2015)*

*Open Government in Tunisia (English and French, 2015)*

*Renforcer l'intégrité du secteur public au Maroc : consolider la capacité institutionnelle pour approfondir la bonne gouvernance et la lutte contre la corruption (French, 2015) Preliminary version*

*Promoting Integrity in Morocco: A guide for strategy and practice (French and Arabic, 2015) Preliminary version*

*Terms of Reference for an online portal on integrity in Morocco (French and Arabic, 2015)*

*Guide du praticien MENA-OCDE pour impliquer les parties prenantes dans le processus législatif (English, French and Arabic, 2014)*

*Preliminary review of judicial capacities in Yemen "Building capacities of the Judiciary in Yemen" (English and Arabic, January 2015)*

*Discussion papers prepared for the UAE Government Summit 2014: "An exploratory look at public sector innovation in GCC" and "Rebooting Public Service Delivery – How can Open Government Data help to drive Innovation?"*

*OECD-CAWTAR Report on "Women in Public Life: Gender, Law and Policy in the Middle East and North Africa", 2014*

## CALENDAR OF EVENTS

Idea Factory: Inclusive Policies for Young Men and Women in MENA, 4 February 2015, Paris, France

Steering Group Meeting: A Regional Agenda for Inclusive Growth, Employment and Trust, 5 February 2015, Paris, France

Working Group II on Open and Innovative Governments, 8 February 2015, Dubai, UAE

The Government Summit, 9-11 February 2015, Dubai, UAE

The Meeting on "Women in Public Life in the Middle East and North Africa", 5 March 2015, Madrid, Spain

Capacity Building Seminar "Reinforce Integrity and Transparency in Public Procurement", 12-13 March 2015, Tunis, Tunisia

The Working Group I on Civil Service and Integrity, 24 March 2015, Paris, France

3<sup>rd</sup> Capacity Building Workshop of the MENA-OECD Network on Public Procurement, 20-23 April 2015, Kuwait

Informal Experts and Donors Consultation meeting of the MENA-OECD Initiative, 5 May 2015, Paris, France

Deauville Partnership Senior Officials Conference, 6 May 2015, Paris, France

Seminar on the Governance of Public Finances in Tunisia, 11 May 2015, Tunis, Tunisia

Public Governance and the Role of Citizens in Shaping the Open Government Dialogue, 2-4 June 2015, Caserta, Italy

Seminar on Local Governance and Regional Development in Tunisia, 15-16 June 2015, Tunis, Tunisia

Launch of the OECD Open Government Review Morocco, 17 June 2015, Rabat, Morocco

External Relations Committee Meeting, 6 July 2015, Paris, France

Seminar on National Integrity Portal in Morocco, 15-16 July 2015 (tbc), Rabat, Morocco

Code of Conduct and Internal Control: Fact-finding Mission to Tunisia, July 2015 (tbc), Tunis, Tunisia

Kick off Meeting for the Project on Strengthening Women's Access to Justice and Decision-Making Positions in Morocco, 23 July 2015 (tbc), Rabat, Morocco

Study Visit: Rule of Law in Egypt (G7 MENA Transition Fund Project), 14-21 September 2015, Paris, France

Seminar for Tunisian Parliamentarians – organised in cooperation with the French Ministry of Foreign Affairs, 21-22 September 2015, Tunis, Tunisia

Performance-based-budgeting for Parliamentarians, 22 September 2015, Tunis, Tunisia

Launching missions to Egypt, Morocco and Jordan: Women parliamentarians (G7 MENA Transition Fund Project), September 2015 (tbc), Cairo, Rabat, Amman