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Organisation de Coopération et de Développement Économiques  
Organisation for Economic Co-operation and Development

21-Nov-2013

English text only

**PUBLIC GOVERNANCE AND TERRITORIAL DEVELOPMENT DIRECTORATE  
PUBLIC GOVERNANCE COMMITTEE**

**Working Party of Senior Budget Officials**

**ANNOTATED AGENDA**

**6th ANNUAL MEETING OF MIDDLE EAST AND NORTH AFRICA SENIOR BUDGET OFFICIALS  
(MENA-SBO)**

**Doha, Qatar  
25-26 November 2013**

*The meeting is hosted by the Ministry of Finance, Qatar.*

*Chair: Mr. Bader AL QAYED, Director of Strategic Planning and Performance Management, Ministry of Finance, Qatar.*

*Co-chair: Mr. Mårten BLIX, Director, Budget Department, Ministry of Finance, Sweden.*

For further information, please contact Lisa VON TRAPP at OECD Headquarters  
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**JT03348955**

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**MENA-OECD  
GOVERNANCE  
PROGRAMME**



**6<sup>th</sup> ANNUAL MEETING OF MIDDLE EAST AND NORTH AFRICA  
SENIOR BUDGET OFFICIALS (MENA-SBO)**

**ANNOTATED AGENDA**

**Sunday 24 November 2013**

**From 18:00**      *Welcome Reception at the Sharq Village and Spa Hotel.*

**Monday 25 November 2013**

**8:30 – 9:00**      **Registration**

**9:00 – 9:30**      **Opening by the Chair and OECD Secretariat and Delegates introductions**

**9:30 – 10:00**      **Welcome Address**

- **H.E. Mr. Ali Shareef AL EMADI**, Minister of Finance, Qatar

**10:00 – 11:00**      **Session 1 - Results of the OECD Review on Strengthening fiscal transparency for better public governance in Tunisia**

Tunisia's "Dignity Revolution" breathed new life into Tunisia's on-going budget reform process. But challenges remain as the Ministry of Finance works to seriously improve budget transparency within an environment of rapid institutional change and constrained macroeconomic circumstances. Over the past year, the Tunisian Government and the MENA-OECD Governance Programme held a review of the Tunisian budget process along with capacity building activities on fiscal transparency, performance-based budgeting, accountability and the role of Parliament in the budget process, and data collection and the development of fiscal indicators.

This session will be chaired by **Mr. Bader AL QAYED**, Director of Strategic Planning and Performance Management, Ministry of Finance, Qatar. **Ms. Faouzia SAID**, Budget Director, Ministry of Finance, Tunisia and **Ms. Amal LARHLID**, Director, Governance and Policy, PwC London will jointly present the main recommendations of the review as well as progress on their implementation. Following the presentation, **Mr. Mohammed ZANDA**, Ministerial Treasurer, General Treasury of the Kingdom of Morocco will serve as a discussant and the floor will be opened for questions and discussion.

**11:00 – 11:30**      **Coffee Break**

**11:30 – 13:00** **Session 2 - Energy subsidies – Building a positive reform agenda**

Subsidies in the MENA region are eating away at national budgets, often at the expense of much needed investment elsewhere. The most important of these are energy subsidies – estimated by the IMF to account for around half of total energy subsidies worldwide – which create a fiscal burden on oil importers and productivity distortions for oil exporters. While subsidies provide some support to poorer consumers and are highly popular, they tend to disproportionately benefit wealthy high consumers, with negative implications for social justice and the environment. In addition, there tends to be a lack of transparency in reporting subsidies in the budget.

Despite myriad challenges, several countries in the region are already implementing reforms; either by cutting subsidies directly or by developing alternative sources of energy to help meet domestic energy consumption. This session will examine strategies for countries willing to take on the technically and politically complex task of subsidy reform. It will also present results from the *OECD Inventory of Estimated Budgetary Support and Tax Expenditures for Fossil Fuels 2013* which seeks to promote greater transparency and accountability around policies that relate to the production or use of fossil fuels in OECD member countries.

This session will be chaired by **Mr. Bader AL QAYED**, Director of Strategic Planning and Performance Management, Ministry of Finance, Qatar. Following lead presentations by **Mr. Philippe KARAM**, Deputy Director, Middle East Center for Economics and Finance (CEF), International Monetary Fund (IMF) and **Mr. Jehan SAUVAGE**, Trade Policy Analyst, Environment Division, Trade and Agriculture Division, OECD, the floor will be opened for questions and discussion.

**13:00 – 14:30** ***Luncheon and Family Photo*****14:30 – 15:30** **Session 3 - Building consensus for budget reform - Lessons from Austria**

Over the past several years, Austria has successfully implemented a wide-ranging budget reform package that includes the introduction of a medium term expenditure framework with legally binding expenditure ceilings, performance budgeting, and accrual budgeting and accounting. This marks a decisive change in how the budget is steered and in Austria's administrative and political culture. Such reform processes are rarely easy as they require broad consensus and commitment at both the political and the technical level. This session will focus on how to bring stakeholders on board and to ensure their continued commitment in light of lessons from the Austrian budget reform process.

This session will be chaired by **Mr. Bader AL QAYED**, Director of Strategic Planning and Performance Management, Ministry of Finance, Qatar. Following a lead presentation by **Mr. Gerhard STEGER**, Director-General of Budget and Public Finance, Austria and Chair of the OECD Working Party of Senior Budget Officials (SBO), the floor will be opened for questions and discussion.

**15:30 – 16:00** ***Coffee Break***

**16:00 – 17:15    Session 4 - Expenditure prioritization and performance budgeting**

Among the goals of performance budgeting systems are improved expenditure prioritization. Yet the link between performance information and expenditure prioritization is often weak -- merely producing performance information does not in itself ensure that the information will be used to improve prioritization. Expenditure prioritization can be buttressed by good evaluation systems that are specifically designed to inform the budget process. Evaluation in turn can buttress spending reviews, a tool used by more and more OECD governments to both achieve fiscal consolidation and to create fiscal space for new spending priorities within firm aggregate limits. While spending reviews draw on programme evaluations and efficiency reviews, they typically go further to include systematic priority analysis. This session will explore the nexus between performance budgeting, evaluation and spending review.

This session will be chaired by **Mr. Bader AL QAYED**, Director of Strategic Planning and Performance Management, Ministry of Finance, Qatar. Following a lead presentation by **Mr. Marc ROBINSON**, Partner, PFM Results Consulting and a country case study by **Mr. Christopher WALES**, Lead Advisor, Tax Policy and Administration, Pricewaterhouse Coopers, former member, Council of Economic Advisers, HM Treasury, United Kingdom, the floor will be opened for questions and discussion.

***From 18:00    Visit to Souq Waqif (Old Souq) and Gala Dinner***

## **Tuesday 26 November 2013**

### **8:30 – 10:30    Session 5 - Roundtable on medium term expenditure frameworks**

The results of the recent OECD Budget Practices & Procedures Survey 2012-13 show that all but four OECD member countries have put in place medium term expenditure frameworks (MTEFs). MTEFs strengthen the ability of the Government collectively, and the Ministry of Finance in particular, to plan and enforce a sustainable fiscal path. MTEFs typically cover a period of three to four years and aim to improve the quality and certainty of multi-annual fiscal planning through combining prescriptive yearly ceilings with descriptive forward estimates. However, the level of detail of such frameworks varies from country to country and a corresponding vocabulary describing the various forms of medium-term frameworks has developed. Following a presentation outlining key aspects of a successful MTEF, delegates from Qatar, Korea, Jordan, and Abu Dhabi will present lessons learned from their countries experiences with MTEF and related tools as part of their budget process.

**Chair:** **Mr. Mårten BLIX**, Director, Budget Department, Ministry of Finance, Sweden.

**Overview presentation:** **Mr. Ronnie DOWNES**, Deputy Head of Division, Budgeting and Public Expenditures Division, Public Governance and Territorial Development Directorate, OECD.

**Presentation of country experiences:**

- **Mr. Bader AL QAYED**, Director of Strategic Planning and Performance Management, Ministry of Finance, Qatar will describe the “Qatar Roadmap to establishing a Macro Fiscal Unit” and **Mr. Mohammad JABER**, Economic Adviser, Ministry of Finance, Qatar will describe “Technical Considerations in Establishing an MTEF in Qatar”;
- **Mr. Seung Hyun HONG**, Head, Center for Fiscal Analysis, Korean Institute of Public Finance (KIPF), Korea;
- **Ms. Su’ad YOUSIF**, Senior Economist, Department of Finance, Abu Dhabi, United Arab Emirates;
- **Mr. Ahmed AL-EDWAN**, Advisor, General Budget Department, Jordan.

### **10:30 – 11:00    *Coffee Break***

### **11:00 – 12:00    Session 6 - Country presentation: Enhancing budget performance in Qatar**

The country presentation will allow for a more in-depth examination of Qatar’s budgeting process. It will touch on the full budget cycle (formulation, approval, execution, accounting and audit), as well as highlight continuing reforms, in particular around the use of performance budgeting and establishing a medium term expenditure framework.

This session will be chaired by **Mr. Mårten BLIX**, Director, Budget Department, Ministry of Finance, Sweden. Following a lead presentation by **Shaikh Saoud AL THANI**, Director, Budget Department, Ministry of Finance, Qatar, the floor will be opened to delegates for questions and discussion.

**12:00 – 13:00** **Session 7 - Wrap-up session**

- **Development of OECD Principles on Budgetary Governance**
- **Discussion of future work**
- **Concluding remarks by Chairman and OECD Secretariat**

This session is designed to update participants on current and future projects by the OECD in the field of budgeting and public expenditures. In particular, the OECD is currently developing high-level principles on good budgetary governance drawing on the analysis and experiences of the OECD Working Party of Senior Budget Officials (SBO) and its associated networks. The perspective of MENA SBO delegates will be important in taking this work forward. Delegates are asked to provide feedback on the draft OECD Principles on Budgetary Governance to be sent in advance of the meeting, and to indicate their direction and emphasis for the coming year's work.

**13:00 – 14:30** ***Luncheon***

## PRACTICAL INFORMATION

### Registration

All Delegates must complete the Meeting Registration Form and return it to the OECD Secretariat (email: [helene.leconte-lucas@oecd.org](mailto:helene.leconte-lucas@oecd.org)) before Sunday, 17 November 2012.

### Entry Visas

Delegates are responsible for completing the necessary formalities for entry into Qatar. Our hosts have kindly offered to assist in facilitating the visa process for travelling to Qatar. To obtain the delegate's visa, please request a "participant information card" and send it with a copy of your passport as soon as possible to Mr. Moataz El-Sayed ([melsayed@mof.gov.qa](mailto:melsayed@mof.gov.qa); +974-4446-1902). **Please note that the visa procedure takes up to two weeks.**

### Airport Transport

To facilitate Delegates stay in Qatar, the Organizers have arranged for transport to and from the airport for all Delegates who have sent in their arrival and departure details in advance. Delegates who have not sent in arrival and departure details are responsible for their own transport.

### Meeting Location

The meeting will take place in at the Sharq Village and Spa Hotel in Doha, Qatar.

### Accommodations

Please contact the hotel directly to make reservations. Rooms are limited and reservations should be made as soon as possible to guarantee the special rates. The Qatari Ministry of Finance has made arrangements with special rates of 850 Qatari Riyal (173 €) for a single room and 950 Qatari Riyal (193 €) for a double room at the meeting venue:

#### ***Sharq Village and Spa Hotel***

Doha, Qatar

<http://www.sharqvillage.com>

Telephone: +974-442566-66

Fax: +974-442566-60

Email: [Mohammed.saad@ritzcarlton.com](mailto:Mohammed.saad@ritzcarlton.com).

### Simultaneous Translation

Simultaneous translation between Arabic, French, and English will be available throughout the meeting.

### Welcome Reception

All delegates (and spouses) are invited to a Welcome Reception on the eve of the meeting, Sunday, 24 November at 18:00 in the Sharq Village and Spa Hotel.

### Gala Dinner

Following the conclusion of the first day of the meeting, Monday, 25 November, all Delegates (and spouses) are invited to a visit of the Souq Waqif (Old Souq) and to a Gala Dinner. An announcement will be made during the meeting regarding the venue and transportation.

**PREVIOUS MEETINGS OF THE  
MIDDLE EAST AND NORTH AFRICA SENIOR BUDGET OFFICIALS**

**5<sup>th</sup> Annual Meeting**

15-16 November 2012

Tunis, Tunisia

**4<sup>th</sup> Annual Meeting**

21-22 September 2011

Beirut, Lebanon

**3<sup>rd</sup> Annual Meeting**

31 October – 1 November 2010

Dubai, United Arab Emirates

**2<sup>nd</sup> Annual Meeting**

4-5 November 2009

Doha, Qatar

**1<sup>st</sup> Annual Meeting**

24-25 November 2008

Cairo, Egypt

**Launch Meeting**

20 May 2007

Istanbul, Turkey