

Delivering Policy Tools for Reform

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♦ ABOUT US ♦

The Organisation for Economic Co-operation and Development (OECD) comprises 30 member states working with more than 100 other countries in order to raise living standards and to promote worldwide economic growth and development.

Launched in 2004, the OECD Initiative on Governance and Investment for Development in the Middle East and North Africa is a regional programme designed to enhance economic growth and public sector modernisation in the region by building capacity for reform design, implementation and monitoring in the areas of public governance and investment policies. The Initiative consists of two pillars: the Governance and the Investment Programme.

The Governance Programme supports public governance reform in view of global social and economic development objectives. It is directed towards helping MENA countries strengthen their capacity to govern by improving policy-making systems and the performance of public institutions.

The Investment Programme helps accelerate economic reforms to achieve sustainable economic growth and employment. By involving both public and private sectors, the Investment Programme supports reform prioritization and implementation, and designs business climate development strategies targeting country-specific needs.

This newsletter provides information about reform trends in the MENA region and recent activities of the OECD Initiative on Governance and Investment for Development in the Middle East and North Africa.

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FOSTERING PUBLIC POLICY EVALUATION PRACTICES IN MENA COUNTRIES



In order to share good practices and reinforce regional and international co-operation between MENA and OECD countries, the MENA-OECD Governance Programme organised a regional workshop on public policy evaluation on 23-24 March 2010 in Rabat. The workshop brought together officials, policy-makers, practitioners and researchers from MENA and OECD countries, as well as from international organisations, to debate on public policy evaluation.

This workshop highlighted the need of increasing national capacities to evaluate policies to ensure effective impact of policy reform efforts in MENA countries, as an important gap in policy evaluation is widely acknowledged. Participants in the workshop emphasized also the requirement of professionalizing policy-making and improving links between strategic planning and policy evaluation, in particular, 1) coordination across the institutions involved in public policy evaluation; 2) harmonizing methods and reaching international standards, while considering local contexts; 3) measuring government activities through reliable indicators; and 4) reinforcing the active participation of civil society and citizens in public policy evaluation processes.

The difficulties of policy evaluation also emerged during the discussions, such as lack of coordination between different stakeholders, suspicion towards evaluation and the necessity of a cultural change. Significant efforts are required to overcome these difficulties. Multilateral collaboration, exchange of good practices and peer advice was recognized as a necessary instrument to achieve progress. The role of the newly launched Regional Center for Public Policy Evaluation (RCPPE), hosted by the government of Morocco, could be instrumental in improving regional capacities.

BUILDING A CLEANER PUBLIC SECTOR

The Foreign Relations Department of the Prime Ministry, the Council of Ethics for Public Service of the Government of Turkey and the OECD jointly organised the MENA Regional Conference on Integrity "Building a Cleaner Public Sector" on 26-27 October 2009.

The Regional Conference, held in Istanbul, discussed the challenges and impact of reforms to enhance integrity and prevent corruption in the context of a global crisis. In order to identify joint responses and good practices, the conference gathered networks of governments, private sector and civil society representatives of MENA and OECD countries.



Recognising the importance of building policy dialogue on peer reviewed evidence, the participants discussed the OECD's Joint Learning Study (JLS) methodology. Preliminary results of ongoing studies were presented, including the JLS on Enhancing Integrity in Public Procurement in Yemen, the JLS on the Implementation of the Code of Conduct in the Public Sector in Jordan and the JLS on the Central Authority for Corruption Prevention in Morocco.

Participants reached consensus on three main elements for building a sound integrity management: 1) implementing integrity policies in a systemic manner and embedding them in an enabling governance environment 2) involving all stakeholders in policy making 3) adopting a balanced approach between bottom-up and top-down approaches in order to ensure the political support necessary to push forward reforms and the involvement of the operational and middle-management. Capacity development and training were recognised as a prerequisite for this involvement.

Messages extracted from the conference served as input for discussions of major governance meetings, including the OECD-MENA Ministerial meeting of public governance and investment Ministers (held on

23 November 2009 in Marrakesh). Upcoming governance events will also build on these discussions in particular The Eleventh Annual Conference on Arab Management “The Government Role in the Implementation of the National Strategy in Fighting Against Corruption” co-organised by the OECD, the Arab Administrative Development Organization (ARADO) and the Arab Anti Corruption Organization, scheduled on 3-5 July 2010 in Cairo, Egypt.

REGIONAL CENTER FOR IMPROVING REGULATORY POLICY

The Fifth Special Session of the Working Party on Regulatory Management and Reform was held on 4 November 2009 in Paris. The meeting offered a unique opportunity for policy dialogue between Arab and OECD countries on regulatory reform and administrative simplification issues.



Participants underlined the importance of high-quality public services and sound regulatory frameworks for ensuring well-functioning markets, balanced economic growth and competitiveness. The participants also agreed that the Regional Charter on Regulatory Quality can be an instrument to provide guidance to MENA countries to improve regulatory policy and integrate principles into policy reform agendas in their relevant countries.

Back-to-back to the Special Session, a training course on tools to measure administrative burdens presenting the Dutch and Belgium experiences took place on 3 November 2009. During the training session participants discussed the Standard Cost Model and implementation tools for administrative simplification.

To promote the implementation of the Regional Charter, Tunisia, the chair of the Working IV on Regulatory Reform of the MENA-OECD Governance Programme, has committed itself to creating a Regional Centre for Expertise in Regulatory Quality (RCERQ). The RCERQ aims to support innovative approaches to regulation and policy coherence using impact analysis, facilitate regional regulatory cooperation, focus regulatory policy on the needs of citizens and businesses and develop participatory governance. To this end, the RCERQ delivers capacity building activities to a regional network of regulators on key

subject areas of regulatory impact analysis and public consultation processes, law drafting, multilingual law-drafting and electronic processing of legal data.

A delegation from the Tunisian Centre d'Études Juridiques et Judiciaires met with Dutch experts at a Study Visit from 1-5 March 2010 in The Hague. The purpose of this Study Visit, hosted and co-organised by The European Academy for Law and Legislation (EALL), was to help the RCERQ in developing a coherent programme of work and preparing the first activities.

SHARING GOOD PRACTICES ONLINE: DISTANCE LEARNING FOR A MORE INNOVATIVE PUBLIC SECTOR

During the Ministerial Conference of 23 November 2009 in Marrakesh, Italy and the OECD invited MENA and OECD countries to join the new Distance Learning for Innovative Public Sector Programme (DL4iPS) aimed to provide high-quality on line training courses to public sectors officials of the MENA region. This Programme will enable Arab countries to benefit from international good practices in various fields of national public sector, with a specific focus on reform and innovation.



The first Steering Committee meeting of the DL4iPS Programme was held in Rome on 19 March 2010 in the presence of several Arab countries, Italy and the OECD. The DL4iPS Programme is a regional activity of the MENA-OECD Governance Programme and its goals

are in line with its thematic priority concerning the development of human capital, as stated in the Declaration of the 2009 MENA-OECD Ministerial Conference. Three working groups are now active on the issues of Content, Technical Aspects and Promotion of the Initiative. The launching of the first on line course is expected to be in June 2010.

MINISTERS OF FINANCE PREPARE THE RETURN TO FISCAL STABILITY

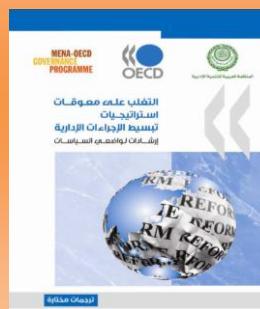
The Senior Budget Officials (SBO) network held its second annual meeting in Doha, Qatar, to focus on how budget offices have dealt with the economic and financial crisis.

Held on 4-5 November 2009, this meeting also brought to the table the ways in which these budget offices have had to transform themselves to manage the crisis and its policy responses, how they were evolving in their organizations and strategies to exit the crisis, to regain fiscal sustainability and to draw lessons from the turmoil in order to build mechanisms to prevent its recurrence.

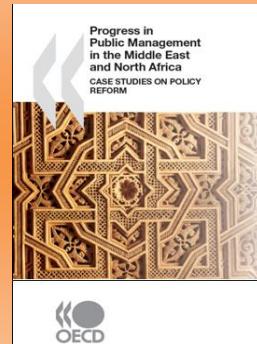
Presentations and discussions showed some important uniformity between countries within MENA and from OECD in the priorities effectively pursued to face up to the crisis. First and foremost, all countries attempted to minimize the social impacts of the crisis: maintaining income and employment for the middle class and even more for less favoured segments of the population was everywhere the first goal of policy responses. This was the case even in situations where very fast and costly salvage operations had to be conducted for the financial sector. Discussions revealed that this unanimous imperative of dealing energetically with the social impacts of the crisis was not considered inimical to public finance reforms underway in many MENA countries but as a necessary perspective to insure the legitimacy and success of those reforms in the medium term.

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Overcoming Burdens to Administrative Simplification,
MENA-OECD Governance Programme
(Translated into Arabic by ARADO).



MENA Progress Report



SUPPORTING INTEGRATION OF WOMEN IN MENA ECONOMIES

The OECD-MENA Women's Business Forum (OECD-MENA WBF)—which includes women leaders in business, government and civil society from MENA and OECD countries—met on 29 March 2010 in Tunis to brainstorm on innovative ways to support the expansion of women-led businesses in countries of the Middle East and North Africa. Participants highlighted the need to improve knowledge and data collection on the environment in which women entrepreneurs in the MENA region operate and to develop actionable solutions to support business creation and growth by women. An interactive web platform will facilitate information-sharing, training and mentoring.

The meeting was organised with the support of the World Association of Women Entrepreneurs (FCEM). It brought together participants from MENA and OECD countries, as well as representatives of the Centre of Arab Women for Training and Research (CAWTAR) and Vital Voices. It opened with a video message from Ambassador Melanne Verveer, U.S. Ambassador-at-Large for Global Women's Issues, who expressed the United States' support of the OECD-MENA WBF.

On April 28, the OECD's Washington DC Center hosted a briefing about the activities of the OECD-MENA WBF back-to-back with the Presidential Summit on Entrepreneurship.



to promote young enterprises in the MENA region, including a publication of a collection of good policy practices and entrepreneurial testimonials, incorporating MENA economies into the OECD Entrepreneur Indicators digest, and continuing with regional benchmarking exercises to monitor SME and entrepreneurship development in the region.

The meeting brought together distinguished Tunisian speakers including H.E. Mohamed Nouri Jouini, Minister of Development and International Cooperation; H.E. Mohamed Agrebi, Minister of Employment and Vocational Training; and H.E. Mr. Abdelhamid Triki, Secretary of State to the Ministry of International Cooperation and Development.

The donor community and financial institutions in attendance at the meeting agreed on the need to link financial assistance with technical assistance. Furthermore, delegates agreed that the plethora of donor initiatives in the region must be coordinated in order to best benefit SMEs, which often are unable to receive sufficient information on available support mechanisms. One idea was to create one-stop-shops for SMEs to access information on company registration, accompaniment and financial programmes. The next meeting of the Working Group will be held in October 2010.

and international organisations and specialists from OECD countries engaged in an interactive discussion and knowledge-sharing exercise on integrity challenges in the private sector and related international standards and best practices.

At the meeting's conclusion, participants underscored that the principle of integrity in the private sector is a key component of effective national anti-corruption systems, and a prerequisite for stronger, fairer and cleaner economies. They also underlined that strengthening integrity in the private sector relies on transparent and accountable governance in both the public and private spheres. Governments were encouraged to fully enforce existing anti-corruption measures and to implement long-term and comprehensive anti-corruption strategies. At the same time, the private sector was called upon to play a more active role in the fight against corruption. The UNDP and the OECD will continue to work together to support these efforts and complement the work of existing regional networks such as ACINET and MENA Responsible Business Conduct Forum.

LAUNCH OF MENA CENTRE FOR COMPETITIVENESS

To support MENA countries in their efforts to ramp up the competitiveness of their economies, OECD, ITCEQ (the Tunisian Institute for Competitiveness) together with representatives of national competitiveness councils from 11 MENA countries and partnering international organisations (African Development Bank, European Investment Bank and the World Bank) jointly launched a new MENA Centre for Competitiveness on 31 March 2010 in Tunis, Tunisia.

The Centre's key objectives will be to assist countries in sharing and harmonising competitiveness policies and approaches, build skills through workshops and training activities, and facilitate access to information related to competitiveness. The Centre will be governed by an Advisory Board consisting of representatives from all member countries and participating international organisations.

Its key deliverables will be a yearly MENA Report on Policies for Sustainable Competitiveness; Tanafusiya (Arabic for Competitiveness), a unified database of indicators related to competitiveness; and a programme of training sessions related to competitiveness measurement.

The MENA Report on Policies for Sustainable Competitiveness is a yearly report providing a unified framework for assessing the competitiveness of MENA countries in a harmonised format.



POLICIES TO SUPPORT YOUNG ENTERPRISES IN THE MENA REGION

On the occasion of the 4th meeting of the MENA-OECD Working Group on SMEs, Entrepreneurship and Human Capital Development, policy-makers, business and civil society gathered in Tunis on 29-30 March 2010 to discuss key outputs to take forward the recommendations in the Marrakech Declaration where MENA Ministers reiterated their firm commitment to further promote entrepreneurship and SME development. Key conclusions emerging from the Working Group include the development of concrete projects

STRENGTHENING PRIVATE SECTOR INTEGRITY IN ARAB COUNTRIES

H.E. Sheikh Mohammad Bin Essa Al Khalifa, the Chief Executive of the Bahraini Economic Board, opened the regional workshop on "Strengthening Integrity in the Private Sector in Arab Countries", held in Manama (Kingdom of Bahrain) on 16-17 March 2010. The workshop was jointly organised by the MENA-OECD Investment Programme, UNDP Bahrain, and UNDP's Programme on Governance in the Arab Region (POGAR) and hosted by the MENA Centre for Investment. The meeting brought together public officials as well as private sector and civil society representatives from Bahrain, Egypt, Iraq, Jordan, Lebanon and Saudi Arabia. Together with the Chair of the Arab Anti-Corruption & Integrity Network (ACINET), representatives of various regional

The Tanafusiya database will become a repository for all relevant data concerning competitiveness in the region, centralising data that is already available in various databases (such as OECD, World Bank, UN, national sources, etc.) as well as primary data.

The training programme will focus the development and harmonisation of measurement methodologies. Experts from OECD countries will help bring cutting edge know-how in these areas.

MENA REGIONAL CENTRES SIGN MOU

Two regional centres supported by the MENA-OECD Investment Programme—the Bahrain-based MENA Centre for Investment and the Egypt-based Responsible Business Conduct Forum Secretariat—have signed a Memorandum of Understanding to formalise their co-operation. This is an important step to further anchor the MENA-OECD Investment Programme in the region and to support regional ownership and operations of key Programme functions.



The MENA Centre for Investment acts as a regional hub for dialogue between MENA investment authorities and the OECD headquarters in Paris and serves as a regional focal point for the Investment Programme. The Responsible Business Conduct Forum Secretariat is supported by the Egyptian Corporate Responsibility Center (ECRC) and regularly brings together governments, business associations and civil society to engage in a dialogue on the most pressing issues regarding responsible business conduct in the MENA region.

CAPACITY-BUILDING PROGRAMME WITH IRAQ INTENSIFIES

A programme to support Iraq in developing and implementing a sound economic framework for investment was launched by the MENA-OECD Investment Programme in 2007, at the request of the Government of Iraq and in the broader framework of the International Compact for Iraq. After two years of productive co-operation, demand for support in capacity-building has continued to increase and the Programme has initiated a number of training programmes to provide policy-makers with hands-on training workshops covering a range of investment-

related issues. Beyond the March event on public procurement mentioned previously, other workshops of note include:

One-stop-shops for business licensing: Key issues facing one stop shops (OSS) for business registration and licensing—communication about OSS services, assistance to investors seeking land, and co-ordination with line ministries and other stakeholders—were the focus of a training workshop organised in collaboration with the Investment Development Authority of Lebanon. It covered OSS best practices and featured case studies presented by OSS officials from Iraq, Lebanon, Egypt and Portugal.

Infrastructure: Infrastructure projects, , will be the focus of the second meeting of the Working Group on Infrastructure Finance held in Paris in late April. Leading projects were analysed and debated by the international experts, drawn primarily from development banks and guarantee agencies. The objective of this group of experts is to help Iraqi officials build credible financing proposals around the soundest options. The Working Group was created in November 2009 at the Conference on Infrastructure Finance in Iraq. It mobilizes 13 Iraqi ministries and agencies and has top-level support from the Office of the Deputy Prime Minister for Infrastructure.

EFFECTIVE INVESTMENT POLICIES FOR LIFTING MENA REGION OUT OF CRISIS

Sixty participants from MENA and OECD governments met in Amman, Jordan, on 15-16 February 2010, to discuss investment strategies to lift the MENA region out of the crisis and boost foreign direct investment flows. The meeting of the Working Group 1, entitled "Strengthening Investment Policies beyond the Crisis", was held under the patronage of H.E. Eng. Amer Hadidi, Minister of Industry and Trade, and organised in co-operation with the Jordan Investment Board.

The meeting was opened by Mr. Issa Gammooh, Acting CEO of the Jordan Investment Board and H.E. Takeshi Yagi, Minister and Deputy Permanent Representative from the Permanent Delegation of Japan to the OECD.

The two days of expert presentations and interactive discussions focused on specific issues such as: how regional investment frameworks can be strengthened to better protect intra-regional investors; how investment promotion agencies can create more attractive investment strategies; ways to assess investment promotion policies through the OECD's Business Climate Development Strategy (BCDS) tool, and how to design economic zones for effective investment promotion.



Delegates decided on several outcomes of the meeting, in particular to:

- Pursue analysis of ways to strengthen regional investment frameworks, by expanding a stocktaking analysis on the evolution of international investment agreements in the MENA region, and integrating examples from other regions;
- Continue monitoring national and regional investment policies and promotion activities, in particular through continuous country progress analysis and a joint-learning exercise on investment policies and promotion using the BCDS tool;
- Pursue analysis on how to design effective economic zones through best practice examples and provide technical advice and assistance on economic zone development.

EGYPT LAUNCHES CORPORATE SUSTAINABILITY INDEX

In March 2010, Egypt launched a new index to help listed companies improve reporting on key elements relating to responsible business behaviour. The S&P-EGX ESG index was constructed by the Egyptian Institute of Directors (EIoD), and the Egyptian Stock Exchange (EGX) using methodology developed by Standard and Poor's, a US rating agency. The index employs a unique and innovative methodology that quantifies a company's practices with regard to environmental, social and corporate governance responsibility. The MENA-OECD Investment Programme is involved in the work of the EIoD through the Responsible Business Conduct Forum, the secretariat of which is based in Cairo and hosted by the EIoD.

The Egyptian index is the first of its kind in MENA, and may come to serve as a model for other countries of the region to improve their corporate governance practices. The Programme will partner with the EIoD to support regional efforts in this regard by compiling a series of case studies from both OECD and MENA companies to showcase best practices in the implementation of responsible business conduct.

MENA-OECD Initiative Insights:

Key Outcomes of the 2009 MENA-OECD Ministerial Conference, Governance Forum and Business Forum



MENA-OECD MINISTERIAL CONFERENCE

“MOVING BEYOND THE CRISIS: BUSINESS AND CITIZENS AT THE CENTRE OF POLICY RESPONSES”

Prior to the onset of the global economic and financial crisis, the Middle East and North Africa (MENA) region was already facing important socio-economic challenges. A rapidly-growing population, for example, means that MENA labour markets will need to grow by 6-7% per year to generate the estimated 40 million new jobs that are needed over the next decade to accommodate new entrants.

Although the global crisis has had comparatively less of an effect on the MENA region than on other parts of the world, its repercussions are now being increasingly felt. A major downward trend could weaken MENA countries' capacity to attain the levels of growth needed to generate much-needed job opportunities and to meet the demands of a population in search of increasingly higher levels of welfare.

To find concrete policy solutions to these challenges, MENA and OECD Ministers, along with representatives from business and civil society, came together at the **MENA-OECD Ministerial Conference in Marrakesh on 23 November 2009**, hosted by the Government of the Kingdom of Morocco. Ministers' deliberations focused on two key reform areas: strengthening the region's business climate and increasing the capacity of MENA governments to deliver effective and sound public services.

At the close of the Conference, Ministers from 16 MENA and 22 OECD countries, together with the European Union, adopted the *Marrakech Declaration on Investment and Governance*, which defines a roadmap for action and reform for the MENA-OECD Initiative over the coming years. In the Declaration, countries commit to maintain open markets for trade and investment, promote public governance reforms, invest further in education, enhance transparency and fight corruption.



KEY OUTCOMES OF THE MINISTERIAL CONFERENCE:

- ✓ *Adoption of the Marrakech Ministerial Declaration on Investment and Governance;*
- ✓ *Adoption of Action Plans on Women's Employment and Entrepreneurship; Programme of Work on Gender Policies, and on Responsible Business Conduct;*
- ✓ *Adoption of the Regional Charter for Quality in Regulation;*
- ✓ *Support of the work of the Gender Focus Group and approval of the Programme of Work to build capacities for successful gender policies;*
- ✓ *Launch of new initiatives: the MENA-OECD Business Council, the MENA 100 Business Plan Competition, the Focus Group on Green Growth and Territorial Development;*
- ✓ *The MENA-OECD Initiative will increasingly address the rule of law component of governance as a precondition for development for citizens and businesses;*
- ✓ *Adherence of Morocco to the OECD Declaration on International Investment and Multinational Enterprises;*
- ✓ *Regional policy recommendations and guidelines to enhance the investment climate and public governance reforms.*

MENA-OECD MINISTERIAL CONFERENCE EVENTS

MEETING GOVERNANCE CHALLENGES FOR A STRONGER, CLEANER & FAIRER ECONOMY



In order to support national reform through joint learning and to develop further effective mechanisms for regional and international cooperation, the MENA-OECD Governance Programme held a Forum on 22 November 2009 in Marrakesh. Opened by OECD Secretary General Angel Gurría, Mr. Renato Brunetta, Minister for Public Administration and Innovation in Italy, and Mr. Mohamed Abbou, Minister Delegate to the Prime Minister in charge of Public Sector Modernisation in Morocco, the workshop was organised around two important themes: “making governments effective in delivering sustainable and inclusive economic growth”, and “emerging challenges for successful policy implementation, involving local authorities, civil society and the media”.

The Forum offered an opportunity for policy-makers, experts, and representatives from civil society and media to debate on governance for economic recovery and sustainable growth. It took into consideration the needs of citizens, programmes of public administration, the demands of society, and environmental challenges. New strategic issues for MENA countries were raised, such as water management, spoken about by Mr. Josep Puxeu Rocamora, Secretary of State for Rural Affairs and Water in Spain.

The forum played a key role in facilitating the policy dialog between MENA countries and OECD committees, as Ms. Katja Holkeri and Mr. Jeroen Nijland, respectively chairs of the Public Governance Committee and the Regulatory Policy Committee actively participated in the workshop. The forum enriched the discussions of the Ministerial Conference the following day, and contributed to the strategic planning of the MENA-OECD Governance Programme and the renewal of its programme of work.

HARNESSING THE POTENTIAL OF THE PRIVATE SECTOR FOR GROWTH IN MENA

Organised in co-operation with the General Confederation of Businesses of Morocco (CGEM), the 2009 Business Forum and Women Business Leaders Summit of the MENA-OECD Investment Programme brought together over 400 high-level representatives from both the private and public sectors to discuss how to move the region beyond the crisis through effective business climate reform.

Opened by OECD Secretary General Angel Gurría and US Ambassador-at-Large for Global Women’s Issues, Melanne Verveer, the event provided an open forum for discussion amongst high-level economic actors to brainstorm on ways the region can further activate high-potential economic actors, such as women and entrepreneurs, and create frameworks that enable businesses to generate long-term growth. Panels focused on key topics such as: tackling obstacles to women’s employment and entrepreneurship in the MENA region; the role of responsible business conduct in the sustainable development of companies and societies; lessons learned by business from the crisis; and the ways in which MENA governments can harness those lessons to build a stronger future.



The Forum resulted in the endorsement of a Business Statement and the Action Plan on Women’s Employment and Entrepreneurship, which was delivered to Ministers at the Ministerial Conference the following day. The OECD Secretary-General also launched the MENA-OECD Business Council, which will be a privileged channel for dialogue between MENA and OECD businesses. The meeting concluded with the presentation of the winners of the MENA 100 Business Plan Competition by Chief Executive of the Bahrain Economic Development Board, H.E. Sheikh Mohammed bin Essa Al-Khalifa (www.mena100.org).

MOROCCO JOINS THE OECD DECLARATION ON INTERNATIONAL INVESTMENT AND MULTINATIONAL ENTERPRISES

On the occasion of the Ministerial Conference, Morocco joined the 30 OECD member countries and 11 non-member countries in signing the *OECD Declaration on International Investment and Multinational Enterprises*. Morocco is the second Arab country after Egypt to have adhered to the Declaration. The Declaration expresses a policy commitment by governments to support an open environment for international investors and encourage responsible investment by multinational companies as a means to promote prosperity and growth.

STRENGTHENING COOPERATION BETWEEN JORDAN AND MOROCCO



The Ministerial Conference of the MENA-OECD 2009 in Marrakesh was an opportunity to reinforce the ongoing co-operation between the Government of Morocco and the Government of Jordan. In this regard, a Memorandum of Understanding (MoU) in the field of Public Administration Modernisation was signed between the Moroccan Ministry of Public Sector Modernisation and the Jordanian Ministry of Public Sector Reform. This co-operation illustrates the two countries' awareness of the importance of the role of public administration in socio-economic development. The MoU covers several areas of public governance, including the exchange of experiences in the modernisation of public administration, the organisation of joint training sessions; and sharing information, documentation, studies, and publications in the field of

| **For more information about the MENA-OECD Ministerial, see:**

www.oecd.org/mena/ministerial2009