



# THE MENA-OECD GOVERNANCE PROGRAMME

**Share knowledge and expertise to  
modernise public governance**

**Disseminate standards and principles of  
good governance**

**Support the reform process in the MENA  
region**



## **THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT**

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The OECD is a unique forum where the governments of 35 democracies work together to address the economic, social and environmental challenges of globalisation. The OECD is at the forefront of efforts to understand and to help governments respond to new developments and concerns, such as corporate governance, the information economy and the challenges of an ageing population. The Organisation provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.





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# The MENA-OECD Governance Programme

# MENA-OECD GOVERNANCE PROGRAMME

## A STRATEGIC PARTNERSHIP

**The MENA-OECD Governance Programme is a strategic partnership between MENA and OECD countries to share knowledge and expertise, with a view of disseminating standards and principles of good governance. The Programme closely co-operates with national institutions, regional and international organisations, universities, bilateral donor agencies, and representatives of the civil society.**

The Programme strengthens collaboration with the most relevant multilateral initiatives currently underway in the region. In particular, the Programme supports the implementation of the G7 Deauville Partnership (Governance Pillar) and assists MENA countries in meeting the eligibility criteria to become a member of the Open Government Partnership. Through these initiatives, the MENA-OECD Governance Programme acts as a leading advocate of managing the ongoing transition process in MENA countries.

The Programme provides a sustainable structure for regional policy dialogue as well as for country specific projects. The projects correspond to the commitment of MENA governments to implement public sector reforms in view of unlocking social and economic development and growing expectation among citizens to benefit from quality public services, inclusive policy making and transparency.

By drawing on its network of peer experts and policy-makers, the MENA-OECD Governance Programme brings together high-level practitioners from MENA and OECD countries. Through constantly exchanging best practices, providing capacity building seminars and implementation support, the MENA-OECD Governance Programme helps foster a more social and economic development in the region.

# FOCUS ON SIX KEY AREAS

## Open government

- Open and inclusive policy making, citizen participation
- Digital government and innovation in the public sector
- Public sector integrity and anti-corruption frameworks

## Rule of Law

- Performance of justice institutions
- People-focused access to justice services

## Local governance

- Reform to reduce disparities between territories and citizens
- Institutional capacity building at the (sub-)national level
- Local development based on policy recommendations

## Efficient machinery of government

- Efficient and effective budgeting and expenditure frameworks
  - Regulatory reform and administrative simplification
- Peer dialogue between senior budget officials and procurement leaders

## Gender equality

- Institutional frameworks for gender equality
- Delivery of gender sensitive policies and legislation
- Women's equal participation in public decision making
- Gender equality in public sector employment

## Youth engagement

- Support the process of formulating and implementing national youth policies
- Scale up the institutional and legal framework for youth engagement
- Promote innovative forms of engaging youth to mainstream their concerns in public policies and service delivery

OPENNESS  
TRANSPARENCY  
PARTICIPATION  
TRUST



# Regional policy dialogue and regional report



# Open government

## MENA-OECD WORKING GROUP ON CIVIL SERVICE AND INTEGRITY (WGI)

The Working Group on civil service and integrity (WG I) acts as one of the leading network of the MENA-OECD Governance Programme to promote regional dialogue on public governance reform for integrity innovative anti-corruption strategies and institutions in the Middle East and North Africa.

### “Supporting Corruption Risk Mapping for Effective Integrity Reforms in MENA countries”

The Working Group meeting is organised back to back to the OECD Integrity Week since 2013. The 2016 meeting of the Working Group launched the regional project focusing on the key elements of the internal control and risk management systems as levers to enhance integrity and tackle corruption, by uniting policy practitioners from the MENA region and OECD countries engaged in promoting integrity and preventing corruption.

#### Chair:

Morocco

#### Co-Chairs:

Spain

Turkey

#### KEY OUTCOMES IN 2016

- Integrity and ethical values are the ground for robust Internal Control frameworks providing assurance over the achievement of public institutions' objectives.
- MENA countries should focus on developing tailor-made corruption risk management frameworks as a valuable tool for developing effective integrity and anti-corruption reforms.
- Internal control and risk management processes must be integrated within day-to-day activities, focusing on high-risk corruption areas.
- A risk-based approach to managing corruption risks and developing effective anti-corruption controls is a key element in addressing the rising citizens' expectations and effectively manage existing resources.

#### PROGRAMME OF WORK

- Regional report: Based on contributions and input from participating countries as well as responses collected through the survey, meetings and desk-research the OECD Secretariat will pursue the stock-taking exercise through a regional study on internal control and audit – scheduled to be finalised by the end of 2016.
- Regional workshops (Fall 2016): The preliminary findings of this regional study will be discussed with participating MENA countries and peers with long field experience in this area, at further regional workshops scheduled to take place in fall 2016.

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# Open government

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⦿ Ministers and high-level officials from the MENA countries, OECD, UNDP-ACINET, International experts and peers, OECD Headquarters, Paris.



# Open government

## **MENA-OECD WORKING GROUP ON OPEN AND INNOVATIVE GOVERNMENT (WG II)**

Technological innovations bear the potential of redefining the relationship between governments and citizens. WG II supports MENA countries in exploiting the potential of open government, digital government and innovation policies for more accountable and participatory governance and responsive public sectors.

Delivering on the Steering Group conclusions, WG II is working in the following thematic areas:

1. Benchmarking MENA countries' implementation of open government and citizen participation policies in the framework of the OECD Open Government Report;
2. Assessing current e-government and ICTs policies and initiatives against the new principles of the OECD Recommendation on Digital Government Strategies.
3. Supporting youth participation in policymaking, particularly at the local level through the use of new technologies.

### **Chair:**

Dubai

### **Co-Chairs:**

Italy

South Korea

### **KEY OUTCOMES IN 2016**

- Open Government policies: should meet the demands of citizens and business, contribute to national policy goals, and be measured against concrete outcomes.
- Open data: critical element in supporting economic growth, improving public services, promoting transparency and accountability.
- Innovation: considering context allows innovative practices to be aligned with regional priorities.

### **PROGRAMME OF WORK**

- Promote the implementation of the recommendations of the regional study "Benchmarking Digital Government Strategies in the MENA Countries".
- Review MENA government's engagement with citizens and the move towards an Open State.
- Address youth concerns through the use of open government and digital government approaches.

# Open government



📍 11th Meeting of Working Group II on Open and Innovative Government, 7 February 2016, Dubai.



# Efficient machinery of government

## MENA-OECD SENIOR BUDGET OFFICIALS NETWORK (MENA-SBO / WG III)

Public budgets are key policy documents to reconcile policy objectives and are thus subject to special requirements with regard to transparency and accountability. The MENA-SBO is a unique forum for exchanging best practice to modernise governance structures and operations for more efficient, transparent and participatory budgeting and public financial management processes.



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REPORT



### Chair:

Kuwait

### Co-Chair:

Germany

### KEY OUTCOMES IN 2016

- The OECD Recommendation on Budgetary Governance and budget tools such as medium-term expenditure frameworks, forecasting capacities and public spending control can help to ensure fiscal discipline ex ante and ex post and facilitate assessment of budget-related decisions. These budget tools are also very relevant in oil-exporting countries that are currently experiencing a sharp decrease in revenue.
- Participating countries discussed lessons from the OECD's report on The State of Public Finances 2015, Strategies for Budgetary Consolidation and Reform in OECD Countries, and shared their latest budgeting developments and insights, including on-going reforms for better evaluating the performance of public spending.

### PROGRAMME OF WORK

- Increased collaboration with the region to spread OECD best practice and help build PFM capacity (e.g. through topical meetings / seminars).
- Continue knowledge sharing between OECD and MENA peers for improving the efficiency and transparency of budgeting and public financial management processes.

## Efficient machinery of government



📍 MENA-SBO in Doha on 14-15 December 2015.



# Efficient machinery of government

## MENA-OECD WORKING GROUP ON REGULATORY REFORM (WG IV)

Enhancing the regulatory environment through systematic consultation, the use of regulatory processes and tools and reviews of the stock of legislation is a common concern of MENA countries. WG IV promotes a forum for MENA countries and international experts to exchange on good practices in regulatory reform.

The OECD Review of Regulatory Reform in the Middle East and North Africa (2013):

1. Assesses the implementation of OECD regulatory policy principles, strategies and institutional arrangements to manage regulatory reform in eight MENA countries.
2. Introduces tools to increase transparency and ensure good quality of new regulations.
3. Provides recommendations based on the *Regional Charter for Regulatory Quality* (2016) and the *OECD Recommendations on Regulatory Policy* (2012).

### Chair:

Tunisia

### Co-Chairs:

France

Italy

### KEY OUTCOMES IN 2016

- MENA countries implement reforms for greater regulatory quality and transparency but challenges remain and are often related to delays in consultation, the lack of impact analyses, or unsystematic ex-post evaluations.
- MENA countries are committed to develop legislative frameworks and consultation mechanisms in order to allow citizens to be well-informed according to their rights and contribute usefully to the decision-making process.
- Institutional capacities need to be reinforced for the implementation of quality regulation.

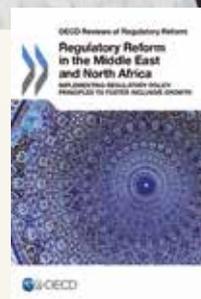
### PROGRAMME OF WORK

- Adopt legislative drafting standards across government; develop a strategy for reducing high administrative burdens.
- Align regulatory reforms with the implementation of the goals of the Deauville Partnership and its compact for economic governance, and to the achievement of the UN's Sustainable Development Goals.
- Present the updated Regional Charter for Regulatory Quality (2016) at the MENA-OECD Ministerial Conference on 4 October 2016 in Tunis.
- Broaden the scope of Working Group IV to address the challenges faced by the region in establishing legal certainty and predictability.

# Efficient machinery of government



Participants at the 9th annual meeting of Working Group IV of the MENA-OCDE Governance Programme: "Better Regulations for Better Lives", March 17-18, 2016



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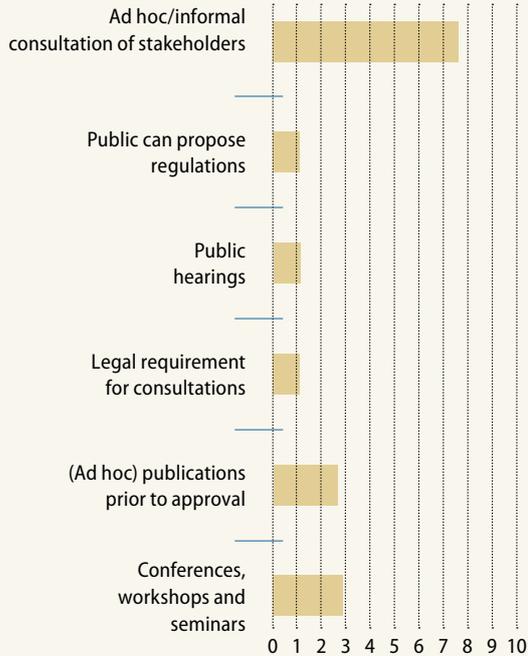




# Efficient machinery of government

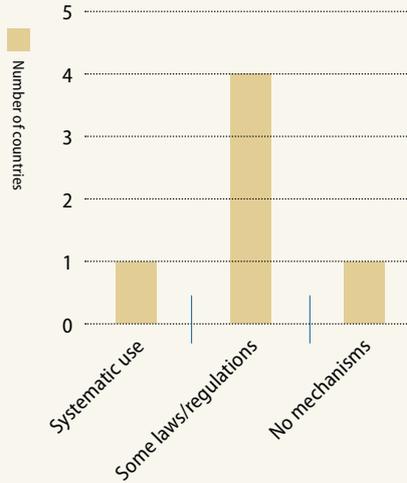
## WHAT DO WE LEARN FROM THE REPORT?

### Consultation procedures



Data based on the Report (Total: 8 countries)

### Ex-ante impact assessments



Data based on the Report (Total: 6 countries)



# Efficient machinery of government

## MENA-OECD NETWORK ON PUBLIC PROCUREMENT

The MENA-OECD network on public procurement was launched in 2012 with the objective to share good public procurement practices, identify needs for support in this area but also to enhance the regional dialogue based on the 12 integrated principles of the OECD Recommendation on Public Procurement:



As mentioned in the Recommendation, capacity and the professionalization of the public procurement workforce have a strong impact on the efficiency of the public procurement system.

As in many OECD countries, it has been identified in the “2015 stocktaking report on MENA public procurement systems” as a real issue and a top priority for improvement and reform.

### Main areas for improvement and/or possible reforms to address public procurement challenges, as identified by six MENA countries

Improvements and/or reforms per country	Egypt	Jordan	Libya	Morocco	Tunisia	Yemen
Enhancing transparency in procurement		●	●	●	●	●
Improving the professionalisation of the public procurement function	●	●	●	●	●	●
Preventing and detecting irregularities and corruption in procurement		●	●	●	●	
Strengthening accountability and control mechanisms		●	●	●	●	●
Support government policy goals		●	●	●	●	

Given the central role of capacity, the OECD elaborated a “Roadmap: on how to develop a Procurement Capacity Strategy” targeting the MENA region, which presents steps and templates designed to guide countries on developing a professionalised, capable public procurement workforce to enhance public procurement systems.



## Gender equality

### MENA-OECD GENDER FOCUS GROUP “WOMEN IN GOVERNMENT PLATFORM”

Women play a critical role in demanding openness, social justice and equal access to opportunities. The MENA-OECD Gender Focus Group promotes legal equality as well as equality of opportunity and political voice.



#### MAIN FINDINGS

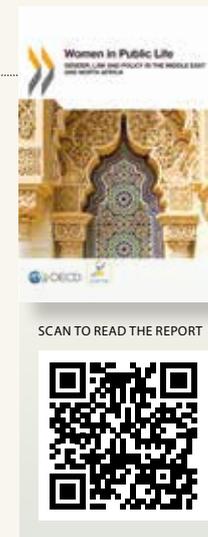
- Almost all countries ratified the Convention on Elimination of All Forms of Discrimination against Women but reservations on key articles prevail.
- While gender equality strategies and institutions to promote women's empowerment exist, they are unevenly integrated in the policy process.
- Women have experienced advances in access to decision-making posts, still mobility restrictions and discrimination in labour laws remain.

The report on *Gender, Law and Public Policies: Trends in the Middle East and North Africa* (2014) provides recommendations on:

1. How to bridge the gender gap:  
Eliminating gender-based discrimination.
2. Strengthening institutional frameworks for promoting gender equality.
3. Enabling women's access to decision making posts in the public sector.

#### RECOMMENDATIONS

- Amend legal frameworks to remove gender-based discriminations and strengthen accountability mechanisms.
- Integrate international standards in gender equality strategies; strengthen capacities, mandates and coordination of institutions.
- Strengthen policies related to work-life balance and equal access; address social barriers and traditional gender stereotypes.

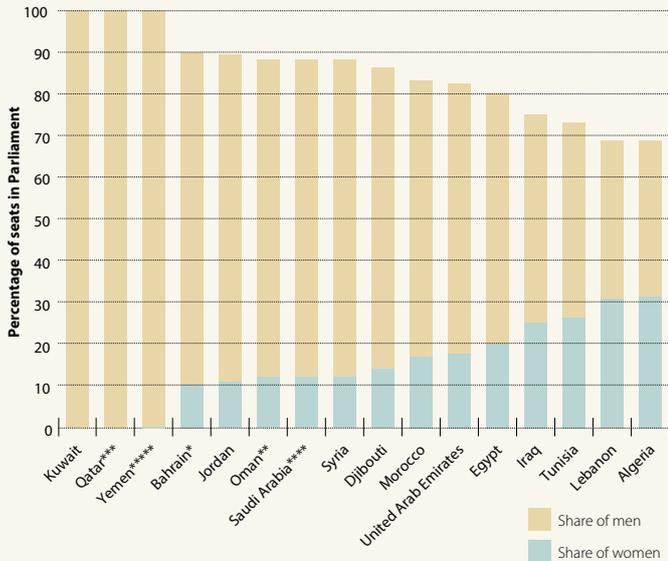


# Gender equality



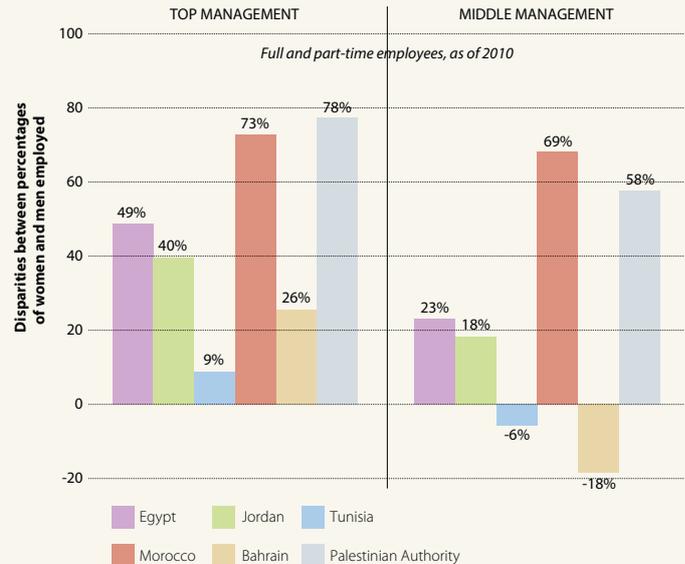
## WHAT DO WE LEARN FROM THE REPORT?

### Significant disparities prevail with regard to female representation in MENA countries' legislatures



Notes: \*Bahrain had no elections between 1975 and 2002; \*\*Oman had partial suffrage in 1994 and universal suffrage in 2003; \*\*\*Qatar only has women's suffrage for municipal elections, \*\*\*\* Saudi Arabia has announced suffrage for 2015; \*\*\*\*\* The data for Yemen is according to the year of suffrage for the Democratic Republic of Yemen. The Arab Republic of Yemen had women's suffrage in 1970.

### Disparities between men and women increase as one climbs the organisational ladder





# Youth engagement

## REGIONAL REPORT: YOUTH IN THE MENA REGION – HOW TO BRING THEM IN

Young men and women in the Middle East and North Africa (MENA) region face the highest youth unemployment levels in the world and express lower levels of trust in government than their parents. With the share of youth (aged 15-29) exceeding 30% of the working-age population in most countries, MENA countries need to urgently develop and implement strategies focused on fully engaging youth in the economy, society and public life. So far, young people have only limited opportunities to influence policy making, and many lack adequate access to decent employment, quality education and affordable healthcare.

The report is the first of its kind to apply a “youth lens” to public governance arrangements. It argues that governments can use open government tools to foster inclusive policy-making with a view to raising their voice in shaping policies and involving them in governance processes. With youth on board, governments are more likely to deliver public services that are tailored to their specific needs and more accessible for vulnerable sub-groups such as young women and youth from rural backgrounds.



SCAN TO  
READ THE  
REPORT

### MAIN FINDINGS

- Young men and women are playing a marginal role in shaping policies.
- Their considerations are poorly mainstreamed and co-ordinated across ministries, departments and agencies.
- Previous efforts to implement national youth policies were unsuccessful due to the lack of clarity in responsibilities, limited capacities for co-ordination and the absence of effective accountability mechanisms.

### RECOMMENDATIONS

- MENA governments can use open government tools such as access to information, citizen engagement and digital technologies to promote youth engagement.
- MENA governments can integrate youth in governance processes from which they are typically excluded, such as the allocation of public budgets, to mainstream youth considerations across the whole of government and improve the lives of the younger generation.

## Local governance

### FOCUS GROUP ON LOCAL GOVERNMENT

Regions are the place where citizens and policies meet. The *Focus Group on Local Government* assists MENA countries in assessing and strengthening the capacities of public institutions on the local level and citizens' ability to participate in the decision-making process.

### OPEN GOVERNMENT AT THE LOCAL LEVEL

Many countries in the MENA region have recognised the importance of local governance and are currently reforming their overall governance system to promote better service delivery at the local level.

The turn towards more decentralised governance frameworks in countries such as Morocco, Tunisia, Jordan and Egypt, will give more responsibilities and discretionary power to local authorities and provide opportunities such as:

- an inclusive approach to policy making and public service delivery
- the ability to identify local needs and investment opportunities
- capacity to promote trust and social capital



In this context, the OECD engages with local communities to enable them to engage successfully with citizens and all levels of government.

In the framework of its Open Government work, the OECD is contributing to build local governments that are that are transparent, accountable and accessible.



## Rule of Law

### REINFORCING RULE OF LAW FOR ECONOMIC AND SOCIAL DEVELOPMENT

MENA countries have expressed a strong demand for OECD assistance in reinforcing Rule of Law principles for economic and social development. The MENA-OECD Governance Programme delivers on this demand through its country projects with Egypt and Yemen and capacity building programmes to increase respect for the rule of law and elevate citizens' confidence in the integrity of the judiciary system and of other public institutions.

In line with the objectives of the G7 Deauville Partnership, MENA Transition Fund, the Rule of Law pillar assists MENA countries in:

1. Increasing the efficiency and public trust in the judicial bodies and court system.
2. Improving legal security for citizens and businesses.
3. Fostering trust in government and promoting social and economic performance.



### PROGRAMME OF WORK

- Building an institutional framework to reinforce the Rule of Law component in the MENA-OECD Governance Programme.
- Capacity building programmes to enhance the independence, autonomy and efficiency of the judiciary in MENA countries, improve access to justice and increase public trust (e.g. Introduction to legislative drafting, Cairo, April 2015).



# Country projects for national reforms

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# MENA-OECD Open Government project

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## MENA-OECD OPEN GOVERNMENT PROJECT

- The OECD assists MENA countries in reviewing and assessing institutions, policies and practices supporting the implementation of Open Government principles.
- With the support of the OECD, MENA countries are engaging in a dialogue with civil society.
- The OECD supports the integration of MENA countries in the global open government movement.
- At the OGP Summit in London 2013, the OECD was confirmed as an official Multilateral Partner Organisation of the OGP.
- Peer Learning between the MENA Region, OECD countries, Latin America and South East Asia through the respective OECD Open Government Networks.
- OECD comparative study on Open Government and Citizen Engagement: identifying common trends and challenges with the participation of Jordan, Morocco and Tunisia.



## OECD INTERNATIONAL FORUM ON OPEN GOVERNMENT

- Foster and international policy dialogue and shape the future open government agenda:
  - **1st Forum:** 30 September 2014.
  - **2nd Forum:** 7-9 December 2016 back to back with the OGP Summit.

### KEY OUTCOMES IN 2016

- OECD Open Government Reviews of Morocco and Tunisia.
- Tunisia joined the OGP in January 2014.
- Countries established mixed Steering Committees to guide their open government agenda and Civil Society Organisations created OGP Networks.
- Training in the areas of ATI, civic engagement, integrity and budget transparency.

### PROGRAMME OF WORK

- Support the drafting and implementation of OGP Action Plans.
- Bringing Open Government to the Local Level.
- Supporting the implementation of Access to Information laws.
- Ensuring the participation of youth in policy making.
- Harnessing ICT for open government policies.

# MENA-OECD Governance Programme's Training Centre of Caserta



The MENA-OECD Governance Programme Centre of Caserta has been established in September 2012 by The Italian National School of Administration (SNA) and the Organisation for Economic Co-operation and Development (OECD) with the mission of developing training courses to support the public administrations of the Arab countries and to promote initiatives for capacity building in order to pursue efficiency and effectiveness of the public sector and Good Governance. These activities also aim to strengthen the role that high-level and highly skilled policy makers and practitioners will play in the development and implementation of these improved policies.

Themes	Methods
<ul style="list-style-type: none"><li>● The role of the Centre of Government (COG) in designing and implementing public sector reforms;</li><li>● Policy impacts for inclusive growth</li><li>● Citizen-centred approaches to legal and justice services;</li><li>● Whole of society resilience to critical risks;</li><li>● Evaluation frameworks to support inclusive growth policies;</li><li>● Gender equality in public life;</li><li>● Open government and inclusive policy making;</li><li>● Civil service effectiveness;</li><li>● Data driven public sector;</li><li>● “What works” approaches to policy design and service delivery;</li><li>● Public sector productivity;</li><li>● Integrity strategy for policy makers;</li><li>● Effective design and delivery of infrastructure.</li></ul>	<ul style="list-style-type: none"><li>● High quality international training</li><li>● Policy dialogue, peer exchange and network building</li><li>● Study visits</li></ul>

## COUNTRY PROJECTS – TUNISIA: IMPLEMENTING INTEGRITY TOOLS AND MECHANISMS TO INCREASE GOOD GOVERNANCE

### THE PROJECT

The Tunisian government called the MENA-OECD Governance Programme to support its ongoing reforms in the field of integrity and good governance. This new collaboration journey (2015-2016) builds on previous sustainable periods during which the OECD helped assessing, evaluating and identifying the main gaps in the Tunisian integrity's and good governance foundation, and proposed concrete recommendation. In order to Implement Integrity Tools and Mechanisms to Increase Good Governance in Tunisia as recommended by the OECD, the government asked the support in two main areas:

- 1) the ethics and values of the public sector in order to change the administration culture.
- 2) The internal control and the risk management as necessary systems of governments operations that help increasing the performance, effectiveness and efficiency of operations, the reliability of financial reporting and the compliance with laws, regulations and policies.



🕒 Train-the-Trainer programme for the Code of Conduct, February 2016, Tunis.

🕒 The task force and the steering committee working session – The Pilot project of the Ministry of Agriculture on Internal control, March 2016.

## ACTIONS

- With OECD peer-to-peer support and good practice advice, the Tunisian government developed a strategy of the implementation of the code of conduct.
- The OECD organised train-the-trainers programmes at the central level and for 10 governorates at the local and regional level.
- The OECD supported the Tunisian administration in having an inclusive discussion including divers stakeholders on the foundations of integrity.
- The OECD supported the Ministry of Agriculture initiating its first pilot project that consists on implementing an internal control and risk management system for its pay roll procedure.

## IMPACT

- The Tunisian government and the ministry of public service, governance and fighting corruption, launched a national campaign on the values and necessary change of the administrative culture. This resulted in the development of a sustainable training environment for the CoC.
- Sustainable training environment for the CoC has been developed.
- A first internal control and risk management system is implemented by the ministry of Agriculture.
- The ministry of Agriculture is applying the first pilot project on its regional and local entities.
- The ministry of finance is also applying the methodology of the OECD in order to initiate internal control systems within the ministry.

## COUNTRY PROJECTS – TUNISIA: EFFECTIVE GOVERNANCE TO CONSOLIDATE POLITICAL TRANSITION AND PROMOTE ECONOMIC PROSPERITY

### THE PROJECT

In line with the priorities of the Tunisian government to build effective institutions for political stability and inclusive growth, this project financed by the German Transformation Partnership, builds on the OECD's assessment of the Tunisian budget cycle and the recommendations provided to increase budget transparency, efficiency and accountability.

The previous phase of the project (2013-2014) successfully supported Tunisia to publish its first Executive Budget Proposal and Citizen Budget, which allowed it to join the Open Government Partnership in January 2014.

1) the ethics and values of the public sector in order to change the administration culture.

2) The internal control and the risk management as necessary systems of governments operations that help increasing the performance, effectiveness and efficiency of operations, the reliability of financial reporting and the compliance with laws, regulations and policies.

The current phase (2014-2016) assists Tunisia efforts in increasing transparency and accountability, rebuilding citizens' trust, and promoting inclusive development, through supporting:

- 1°) Performance-based budgeting, multiannual budgeting and financial management at the local level.
- 2°) Local and multi-level governance frameworks.



📍 Minister of Finance opens the Seminar , 11 May 2015, Tunis

## ACTIONS

### 1°) Performance-based budgeting

- Thematic OECD studies on: a) Leverage the reform process to fully operationalise performance-based budgeting; b) Effectively link multi-annual budgeting and economic planning; c) Upgrade capacities for public control and audit frameworks at local level.
- Regional dialogue: a.o. MENA-OECD Senior Budget Officials Network; Working Party of Senior Budget Officials (SBO).
- Series of capacity building activities: to disseminate recommendations and provide a space for implementation assistance and consultation among all stakeholders from government, civil society, academia and the private sector.

### 2°) Local governance

- Capacity building and policy dialogue seminars to disseminate best practices to foster regional development and promote good governance at the local level.
- A policy paper to identify priority areas for reform.
- Invited to the OECD Regional Development Policy Committee.

## IMPACT

- OECD assistance has encouraged a greater and more regular implication of the parliament in the implementation of the budget reform process through a regular exchange of information and participation in OECD activities.
- With the participation of the Secretary of State for local government and the Secretary of State for development, civil society and parliament, the OECD has fostered an inclusive approach to move forward in the implementation of decentralisation reform.
- A study visit to Berlin allowed Tunisian officials from the central and local governments to exchange on the relationship between different levels of government, and the competencies of local authorities in administrative and financial management, public service delivery and implementation of inclusive public policies.
- This project is fully aligned with the objectives of the “Compact on Economic Governance” of the Deauville Partnership elaborated under the German G7 Presidency: it provides a practical example for translating the Compact’s objectives into reality and impact, such as increasing transparency and efficiency in public budgeting, building an attractive environment for investment, and involving the public and civil society in these processes.

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## COUNTRY PROJECTS – TUNISIA: STRENGTHENING WOMEN'S ACCESS TO DECISION MAKING IN THE PUBLIC ADMINISTRATION AT ALL LEVELS AND LOCAL ELECTED COUNCILS

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### THE PROJECT

Women's full involvement in decision-making and agenda-setting are crucial for adequately reflecting priorities and needs of all members of society in public policies, programmes, laws, regulations and institutions.

Tunisia has shown some of the most sizeable gains in the MENA region and women have made progress in parliamentary elections subsequent to the implementation of a parity law in the new constitution that led to a parity guarantee. Women are also well represented in public administration

more generally and they account for 53% of middle management positions. Yet this rate tends to greatly decrease while climbing in the hierarchy and to the top positions.

At the local level, despite notions of decentralised power, women's political empowerment and leadership remain significantly low (both in the executive and elected councils). It is crucial to address these challenges, namely at the local level, as they are much closer to citizens and can provide targeted solutions to citizens' needs.

Therefore, in line with the strategic priorities of Tunisia and with the financial and technical support of AECID - Spain, the OECD will help the current efforts of the country in strengthening women's access to decision making in the public administration at all levels of government and in local elected councils (2016-2017). Recognising that increasing women's participation in local elected bodies may contribute to strengthening their chance of joining the political executive and rise to top levels of administration, the two streams of work will be developed jointly in view of ensuring a system-wide approach to gender equality in public life.

#### ACTIONS

- Carry out an aggregated assessment of the current situation in the Tunisian public administration and local elected councils focusing on the overall gender-sensitive human resources management policies, institutional frameworks and policies to promote gender balance and work-life balance in the public sector, and gender-responsive processes in local elected bodies.
- Complete the assessment by an in-depth analysis of selected two pilot ministries as well as two local elected councils to pinpoint the practical challenges.
- Organise advisory sessions and policy dialogue to promote exchange of good practices and lessons learned.

#### IMPACT

- Progress towards adherence of Tunisia to the OECD Recommendation on Gender Equality in Public Life
- Increased awareness within the executive, at national and local levels, of gaps and opportunities characterizing women access to decision making, as well as gender-sensitive programming and policy making.
- Increased awareness within the executive, at national and local levels, of mechanisms and tools to embed gender considerations in public programming and policy making, strengthen equal representation of men and women at all levels of the public administration, as well as equal access to decision making

## COUNTRY PROJECTS – MOROCCO: FIGHT CORRUPTION AND ENGAGE CITIZENS

### THE PROJECT

The project supports the *Institution du Médiateur du Royaume* and *l'Instance Centrale de Prévention de la Corruption* (ICPC) in carrying out their new constitution mandate. It is financed by the UK Arab Partnership Programme Fund.

The project supports public institutions in implementing reforms and reinforcing capacities to provide quality services to Moroccan citizens.



### ACTIONS

The project provides:

- A review of the institutional, legal and regulatory frameworks and management practices of the *Institution du Médiateur* and *ICPC*.
- Capacity-building activities.
- Citizen participation and communication measures.
- Support to the *iCpC* and the *institution du Médiateur du royaume* at the local level.

### IMPACT

- Independent institutions became key members of the Open Government Steering Committee strengthening their role for good governance.
- The *ICPC* and the *IMR* set up a common committee to jointly promote integrity and good governance.
- The *ICPC* and *IMR* set up cooperation agreements with civil society in Tangier and Casablanca to reinforce integrity at the local level.
- The two institutions are developing a national integrity portal to provide one-stop shop gateway on the issue.

## COUNTRY PROJECTS – MOROCCO: EMPOWERING LOCAL INSTITUTIONS

### THE PROJECT

With the new Constitution of 2011 and the process of “advanced regionalisation”, Morocco has recently engaged in a reform process that will confer more responsibilities to local authorities and improve participation of citizens to local public policies. In this context, the OECD is accompanying the strengthening of public institutions capacities at

the different levels of government to enable them to take up their new responsibilities. The Project also includes working with the Supreme Audit Institution.

The project supports public institutions in implementing reforms and reinforcing capacities to provide quality services to Moroccan citizens.



### ACTIONS

- Foster public service delivery at local level.
- Enhance citizen's participation in the management of local public affairs.
- Strengthening of local authorities capacities.

### IMPACT

- The dissemination and acknowledgment of the institutional and legislative framework of the advanced regionalisation process among local authorities in 3 regions (Rabat-Salé-Kénitra, Marrakech-Safi, Tanger-Tétouan-Al Hoceima).
- 200 representatives from the regions and municipalities participated to 3 different workshops.
- The identification of Moroccan good practices of local governance and sharing of OECD expertise and experiences to support the efficiency and inclusiveness of local public policies.
- The implementation of an assessment process of local needs to help local authorities to ensure their mandate and new missions.

## COUNTRY PROJECTS – MOROCCO: STRENGTHENING THE CAPACITIES OF MOROCCO'S CENTRE OF GOVERNMENT

### THE PROJECT

This project aims at optimizing the effectiveness, the efficiency and the relevance of Morocco's Centre of government through assistance in the achievement of strategic objectives for the development of the country, the strengthening of public governance and the improvement of institutional capacities. This Project also includes e-gov review, integrity scan, risk-management, territorial development review.

➔ **Abdelilah Benkirane**, Head of Government of the Kingdom of Morocco and **Angel Gurría**, Secretary-General of the OECD, at the signing of the Morocco Country Programme agreement in June 2015.



### ACTIONS

- Capacity building seminars for chiefs of staff on OECD best practices and how to implement them in Morocco.
- A report highlighting main experiences and discussions that could be useful for Morocco's reforming process.

### IMPACT

- Identification of Morocco' CoG main challenges for reforms through an extensive questionnaire.
- Bilateral cooperation initiated between Morocco and Spain's CoG especially in the areas of governmental coordination and steering of reforms (January 2016).
- A comparative analysis of lessons learned from CoG reforms in OECD countries on internal management, steering of governmental missions and monitoring of governmental policy.

## COUNTRY PROJECTS – MOROCCO: STRENGTHENING WOMEN'S ACCESS TO JUSTICE

The OECD implemented a project to reinforce women's access to justice in Morocco. This project aimed to strengthen the institutional capacities of the Listening Centres for Women Victims of Violence (non-governmental organisation), so that they can effectively interact with the Ministry of Solidarity, Women, Family and Social Development, as well as other Moroccan public bodies, to place the issue of gender-based violence at the forefront of the policy-making.



**Reference Guide** (Cahier des Charges), which aims at presenting minimum operating standards for the organisation, coordination, management, monitoring and evaluation of these centres.

**Information and Good Practices Guide**, detailing good practices, benchmarks and recommendations from OECD Member and non-Member countries.



SCAN TO READ  
THE REPORTS

### ACTION

- Supported the efforts of the Government of Morocco in tackling violence against women by promoting women's equal access to justice.
- Held a 2-day long capacity building seminar for the directors and listening staff of the centres, as well as representatives from relevant administrations. Around 80 staff from the centres and 20 representatives of ministries attended this seminar.

### IMPACT

- Raised awareness among the public administration on the importance of tackling violence against women.
- Strengthened the institutional and coordination capacities of the staff in listening and judicial orientation centres for women victims of violence.
- Improved the capacities of the centres to better inform women victims of violence on access to justice, thus allowing them to get protected.

## COUNTRY PROJECTS – PALESTINIAN AUTHORITY: BUILDING INSTITUTIONS

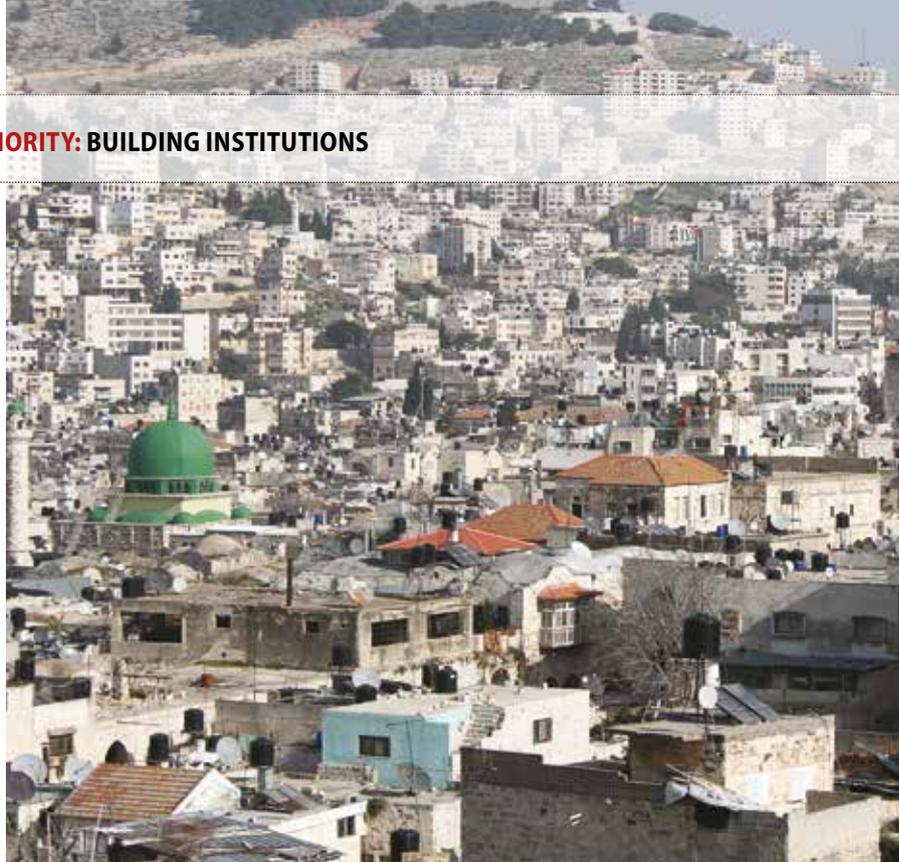
### KEY ACHIEVEMENTS

1. The PA Code of Conduct is aligned with OECD integrity standards.
2. The Rule of Law manuals support a systematic introduction of consultation mechanism in the decision-making process.
3. The e-government strategy is pioneering work to support better public service delivery.
4. The Prime Minister announced the strategic objective of joining the Open Government Partnership (OGP).

### THE PROJECT

Since 2009, the OECD is engaged in a partnership with the Palestinian Authority, the MENA-OECD Initiative to Support the Palestinian Authority (MIP), to assist in the implementation of core public governance reforms:

1. Fighting corruption.
2. Strengthening the rule of law.
3. Improving public service delivery.



The partnership is financed by the Government of Norway and anchored in a solid institutional platform, coordinated by the Ministry of Planning and Administrative Development.

The project is fully operational with over 50 activities implemented, numerous OECD peers involved and permanent on-the-ground assistance provided by a local senior field manager.

## COUNTRY PROJECTS – UNITED ARAB EMIRATES

The OECD was invited as a strategic partner to the 4th Government Summit 2016 in Dubai to open a new chapter of its successful collaboration with the UAE. As a strategic partner to the Summit series since 2013, the OECD has delivered various key-note speeches by OECD Deputy Secretary-Generals, panel discussion papers, and pre-summit meetings of the Working Group on Innovative and Open Government.



### ACTIONS

- Launch of the Global Platform “Governance of the Future” a forum to discuss the future of governance in the framework of the Government Summit. The Platform was launched by the OECD Secretary General Mr. Gurría and Ms. Ohood Al Roumi, the newly appointed minister of state for happiness of the United Arab Emirates.
- Organise an Ambassadors meeting hosted by the Spanish Ambassador with all OECD Ambassadors to the UAE to present the work of the MENA-OECD Governance Programme, the priorities for its 4th mandate and to discuss the priorities of OECD countries to work with the UAE.



◉ The OECD Secretary-General, Angel Gurría, at the World Government Summit, 8-10 February 2016, Dubai.

## COUNTRY PROJECTS – EGYPT, JORDAN, MOROCCO AND TUNISIA: TOWARDS INCLUSIVE AND OPEN GOVERNMENTS: PROMOTING WOMEN'S PARTICIPATION IN PARLIAMENTS AND POLICY MAKING

### THE PROJECT

This MENA Transition Fund multi-country project of the G7 Deauville Partnership will support the efforts of Egypt, Jordan, Morocco and Tunisia to leverage open government policies, mainstream gender perspective in parliamentary operations and maximise women's integration in public life and policymaking processes. In particular, within a three-year programme framework (2015- 2018 in Egypt, Jordan and Morocco, and 2016-2019 in Tunisia) this Transition Fund project will conduct actions to strengthen key institutions' analysis of challenges and opportunities characterizing women's access to decision making, while working to increase capacity of female electoral candidates at the national and local levels and to improve the public consultation capacity of parliaments and women's CSOs across law-making processes. Strengthening gender equality in public life supports realizing representative legislatures which operates and deliver to the public in a transparent, equitable and gender-sensitive manner, thus enhancing trust in governments and benefit for both men and women.

### ACTIONS

- Conduct country-based assessments of the existing opportunities and the current challenges faced by women candidates in Tunisia, Morocco, Jordan and Egypt.
- Conduct capacity building for female candidates to parliamentary and local elections while aiming to strengthen their skills in terms of leadership, communication and public consultation, while also increasing their understanding of electoral frameworks and parliamentary practices, and enhancing peer-to-peer support and mentoring mechanisms.
- Map and analyse parliamentary electoral and workplace operations, processes and policy frameworks through a gender lens, including in selected local election councils.
- Provide policy recommendations to improve gender sensitive parliamentary practices and procedures, and strategies to prevent, identify and address political harassment and violence experienced by women when in public office.
- Conduct yearly regional policy dialogues on women's political participation in the MENA region with the aim of exchanging good practices while building on the existing MENA - OECD Women in Government Platform, which includes representatives of governments, parliaments, courts and civil society, as well as the Global Network of Women Parliamentarians.
- Conduct advisory sessions to strengthen capacities of both Parliament and civil society to effectively engage with each other in the law drafting process. This activity will contribute to the development of country specific guidelines for public consultation on gender issues, including a policy on information, dissemination, dialogue and engagement.

## COUNTRY PROJECTS – EGYPT, JORDAN, MOROCCO AND TUNISIA: TOWARDS INCLUSIVE AND OPEN GOVERNMENTS: PROMOTING WOMEN'S PARTICIPATION IN PARLIAMENTS AND POLICY MAKING

### IMPACT

- Increased understanding by key stakeholders (national gender quality institutions, MPs, CSOs) of challenges and opportunities characterizing women's access to public decision making, including in relation to existing electoral frameworks, work-life balance and to violence against women running for/holding office.
- Increased knowledge by parliamentarians of gender sensitive practices for policy and law making, with a focus on good practices at the national, regional and global level.
- Increased capacity within a pool of female candidates to effectively run for national and local elections.
- Increased ability of women in politics to liaise for peer-to-peer support, mentoring and women's caucuses on gender-sensitive policy agendas.
- Increased capacity of parliamentarians and CSOs to engage in public consultation processes for the purpose of including gender considerations within policy and law making processes.



“Promoting women in Parliaments and Policy-making,” 4-6 May 2016, Amman, under Jordan's Parliamentary Dome, within the *Global Summit: Women in Politics, Fast Forward* and in co-ordination with the Jordanian Parliament and WIP.

## COUNTRY PROJECTS – JORDAN, MOROCCO AND TUNISIA: YOUTH IN PUBLIC LIFE: TOWARDS OPEN AND INCLUSIVE YOUTH ENGAGEMENT

### THE PROJECT

Young men and women make up more than a quarter of the population in many MENA countries, with growing demographic pressure and unemployment rates that exceed those in all other regions of the world. The pattern of restricted access to social, economic and political opportunities puts MENA youth at a significant risk of lasting exclusion from a successful transition to adulthood and developing a genuine sense of citizenship.

The OECD provides country-specific support and opportunities for regional policy dialogue to allow for the exchange of good practices and mutual learning experiences between government officials, policy practitioners, youth associations and activists from MENA and OECD countries.

OECD support will draw on the insights the Programme has gained through its work on open

and inclusive governance, gender equality and participatory governance at the local level. It will contribute to OECD's work on investing in youth for economic growth, social cohesion and well-being.

### ACTIONS

- Support in the formulation and implementation of national integrated youth policies.
- Support in scaling up the institutional and legal framework for youth engagement in representative youth bodies (e.g. National/local youth councils) and Parliament.
- Support in promoting new and innovative forms of youth engagement (e.g. digital technologies; youth participatory budgeting, etc.).



OECD Deputy Chief of Staff, Juan Yermo, with project partners from Jordan, Morocco and Tunisia, and the OECD Secretariat at the first coordination meeting, 15 September 2016, OECD Headquarters, Paris.

## COUNTRY PROJECTS – JORDAN: PROMOTING GOOD GOVERNANCE AT THE LOCAL LEVEL

### THE PROJECT

Jordan is undertaking significant efforts to guarantee an efficient and effective public sector and promote good governance, despite the numerous challenges the country is facing due to the international context. Following the approval of the new Municipality and Decentralisation Laws by Parliament, and their subsequent ratification by Royal Decree, Jordan is currently revamping the role of its sub-national levels by re-allocating competencies to institutions in the municipalities

to allow greater development and community involvement in the decision-making process, more opportunities for citizens to participate in decision-making, citizens to contribute and benefit from more sustainable local development and a more equal distribution of economic benefits.

Imad N. Fakhoury, Minister of Planning and International Cooperation, delivering the welcome remarks in the launching conference on 16 May 2016 in Amman.



### ACTIONS

- Assessing the current governance arrangements in the country
- Understanding the impact that new laws will have on governance policies
- Building the necessary capacities to promote inclusive and effective policy-making and public service delivery

### IMPACT

- Enhanced coordination among the ministries with a key stake in the decentralisation reform through the formation of a Steering Committee
- More inclusive process through the creation of the Network of Civil Society Organisations for Open Government at the Local Level in Jordan which will act as a national platform to promote the systematic engagement of citizens in the formulation and implementation of public policies and services at the sub-national level
- The Implementation Framework for the Decentralisation Bill, which will outline the mechanisms to translate the new legal framework into effective implementation, will benefit from policy advice and a review of international good practices

## COUNTRY PROJECTS – EGYPT: STRENGTHENING THE RULE OF LAW – EFFECTIVE AND TRANSPARENT DELIVERY OF JUSTICE AND RULE-MAKING

### THE PROJECT

This MENA Transition Fund project of the G7 Deauville Partnership is a joint-cooperation with the African Development Bank, which supports:

1. Efficiency and effectiveness in the delivery of justice.
2. Transparency and public participation in the rule-making process.



📍 Study visit of the Judges from the Court of Cassation of Egypt, 9 May 2016, OECD Headquarters, Paris.

### ACTIONS

- 1°) Court of Cassation
  - Implementation of a reform action plan.
  - Technical assistance to design an integrated modern automated court management system.
  - Dissemination to stakeholders, dialogue with private and NGO sector.
- 2°) Ministry of Justice
  - Implementation of a legislative drafting guide, based on OECD recommendation and good practices Capacity building to improve transparent rule-making.

### IMPACT

- 1°) Court of Cassation
  - Automation of the court underway; reduction of the case backlog expected.
- 2°) Ministry of Justice
  - Implementation of legislative drafting manual to support a coherent drafting policy and transparency in the rule-making process.

## COUNTRY PROJECTS – **YEMEN: REINFORCING THE RULE OF LAW – DEVELOPING THE CAPACITIES OF THE JUDICIARY**

### KEY ACHIEVEMENTS

1. Inauguration of the project at ministerial level.
2. Completion of the peer review assessment for the judiciary in Yemen.
3. Consensus on the action plan to build capacities in the judiciary. Study visit to the Netherlands Forensic Institute and seminar on Code of Conduct.

### THE PROJECT

This MENA Transition Fund project of the G7 Deauville Partnership builds judicial capacity to improve integrity, the efficiency and effectiveness of the court system and access to justice. It will provide technical assistance for the Government of Yemen in the implementation of the 2013 Action Plan within the framework of the strategy prepared by the Ministry of Justice (MoJ) in coordination with the Ministry of Planning and International Cooperation.

The project addresses four components:



1. Assessing and peer reviewing the capacities of judiciary.
2. Enhancing judicial capacity and integrity, such as through “train-the-trainers” programmes for judges and a code of conduct for judges and prosecutors.
3. Improving the judicial infrastructure and institutional capacities in the MoJ.
4. Improving court management and access to justice.

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## Forthcoming highlights

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4 October 2016: Launching and High Level Panel on Gender Equality, Tunis.

12-13 October 2016: MENA Senior Budget Officials (SBO) Annual Meeting, Kuwait City.

November 2016: Moroccan Court of Audit: Launch of publication (Joint Learning Study), Rabat.

22 November 2016: Seminar on the preliminary findings of the strategic assessment report on Jordan, Amman.

November 2016: Seminar on the central level: Strengthening women's access to decision making in the public administration at all levels and local elected councils, Tunis.

November 2016: Launching of the Transition Fund youth project: "Tunisian Youth in Public Life: Towards open and inclusive youth engagement", Tunis.

December 2016: Launching of the project on access to information and data re-use, Tunis.

7-9 December 2016: Global Forum on Open Government 2016, OECD Headquarters, Paris.

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## Selected publications

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OECD (2016), *Youth in the MENA region: How to bring them in*

OECD (2016), *Open Government in Tunisia* (also available in French)

OECD (2015), *Open Government in Morocco* (also available in French and Arabic)

OECD (2014), *Women in Public Life: Gender, Law and Policy in the MENA*, OECD Publishing, Paris.

OECD (2016), *Renforcer l'intégrité du secteur public au Maroc*, OECD Publishing, Paris.

OECD (2016), *The implementation of the Palestinian Code of Conduct: Strengthening Ethics and Contributing to Institution-Building*, OECD Publishing, Paris.

OECD (2016), *Le contrôle interne et la gestion des risques pour renforcer la gouvernance en Tunisie*, Paris.

OECD forthcoming (2016), *La gestion budgétaire par objectifs en Tunisie : pour une meilleure gouvernance publique*, Paris

OECD forthcoming (2016), *Le contrôle des finances publiques au niveau local en Tunisie : pour une nouvelle gouvernance locale*, Paris.

OECD forthcoming (2016), *Le cadre de dépenses à moyen terme en Tunisie : pour une meilleure planification budgétaire*, Paris.

OECD (2016), *Benchmarking digital government strategies in MENA countries* (preliminary version), Paris.

# The MENA-OECD Governance Programme's structure



MENA Co-chair (Tunisia)  
**H.E. Mr ABID EL BRIKI**  
 Minister of Public Service  
 and Good Governance



OECD Co-chair (Spain)  
**H.E. Mr JOSÉ IGNACIO WERT**  
 Ambassador, Permanent  
 Representative of Spain  
 to the OECD



## Regional partners

Arab Administrative  
 Development Organization  
 (ARADO)

Center of Arab Woman  
 for Training and Research  
 (CAWTAR)

GCC

GIFT-MENA

Middle East Partnership  
 Initiative (MEPI)

## International partners

Anna Lindh Foundation

European Commission

IMF

Open Government  
 Partnership

Union for the  
 Mediterranean

UNDP

World Bank



# Donors 2013-2016

## REGIONAL PROGRAMME



Spain



Turkey



USA



Italy



South Korea



France



Abu Dhabi and Federal Government of UAE



Qatar

## COUNTRY PROJECTS



Germany



United Kingdom



MEPI



MENA Transition Fund  
G7 Deauville Partnership



Norway

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# Notes

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