

MENA-OECD Working Group on Integrity and Civil Service: Integrity through Risk Management and Control

29 March 2017, OECD Conference Centre, Paris, France

On the occasion of the 2017 Integrity Week, a meeting of the MENA-OECD Working Group was held on 29 March 2017 in Paris, France. Chaired by Morocco, Spain and Turkey, the Working Group brings together stakeholders from the MENA region responsible for risk management and control to share their experiences and explore the concepts and tools for a sound and effective integrity risk management, also in the context of public infrastructure projects.



RESULTS OF THE MEETING

Building on more than ten years of experience and aligned with the Sustainable Development Goals, the MENA - OECD Governance Programme received a new mandate for 2016 - 2020 to leverage the power of the regional networks and provide implementation assistance in crucial areas of integrity and fighting corruption. In light of the new mandate, the Working Group meeting primarily addressed the need for strengthening the discussion on institutionalising effective fraud risk management policies and practices in the Middle East and North Africa.

Workshop results include the following:

- providing a platform for deepening the debate on the role of a robust internal control system and effective risk management in strengthening integrity in the public sector;
- encouraging the regional exchange of good practices, experiences and insights on corruption risk management policies;
- identifying common integrity risks in the context of public infrastructure, as well as potential response tools and mechanisms related to improvements to risk management and control.

PARTICIPATION

The meeting was launched by the OECD Deputy Secretary-General Douglas Franz, who welcomed the audience, consisting of government officials and policy practitioners responsible for risk management and control in the public sector in MENA and OECD countries.

Participating countries included Jordan, Lebanon, Morocco, Palestinian Authority, Saudi Arabia, Qatar and Tunisia. A range of MENA public sector entities was represented by the attendees, such as State Audit Institutions, National



Anti-Corruption Commissions, Administrative Control and Transparency Authorities and Ministries of Finance, Economy, Commerce, Public Service and Modernisation of Administration. They were supported in the discussions by international peers and experts from Belgium, Brazil, France, Poland and Switzerland.

SESSIONS HIGHLIGHTS

In the sessions, as part of the workshop of the MENA-OECD Governance Programme *Integrity through Risk Management and Control*, insightful presentations and lively discussions were held on how government entities can better institutionalise risk management and control. The meeting provided participants with valuable tools and practices that could be used to mainstream fraud and corruption risk management in public sector entities, and in particular, in procurement and infrastructure development. Through the discussions and presentations, the delegates also identified concrete approaches for addressing implementation gaps—such as the importance of embedding and institutionalising risk management and control and applying change management paradigms to enhance management buy-in of internal control systems. In this context, barriers to change and the role of senior management in the change management process were also highlighted. In addition, the workshop explored the vital importance of open communication, transparency and collaboration—within government, as well as between the public and private sectors—for enhancing integrity and combatting fraud and corruption in the MENA Region. The delegates raised the issue of tackling corruption-related challenges in areas where public and private sector activities overlap, along with potential solutions for overcoming them.



Mr. Kamel Ayadi (President of the High Committee of Administrative and Financial Control of Tunisia), Ambassador José Ignacio Wert (Spain & Co-Chair of the MENA-OECD Governance Programme) and Ambassador Erdem Basci (Turkey Permanent Representative to the OECD, Turkey, Co-Chair of the MENA-OECD Competitiveness Programme) shared some closing remarks.