



# 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

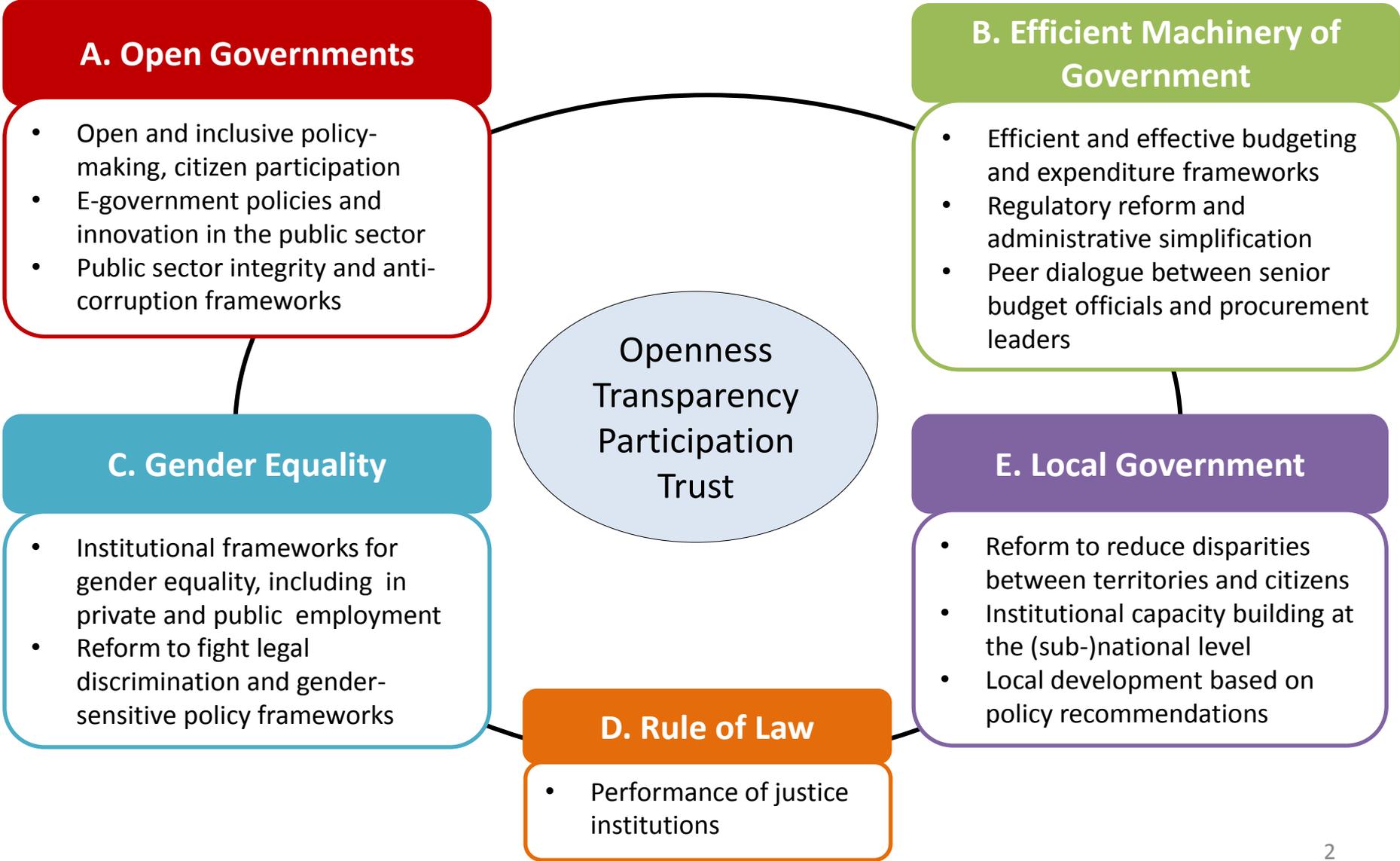
**Steering Group of the MENA-OECD Initiative**

**5 February 2015**

**Ms. Miriam Allam**

**Policy Analyst/Economist, MENA-OECD Governance Programme**

# Focus on Five Key Areas



# The MENA-OECD Governance Programme's Governance Structure

## MENA Co-chair (Morocco)

H.E. Mr. Mohamed MOUBDII

Minister Delegate to the Head of Government in charge of the civil service and the modernisation of the administration



## OECD Co-chair (Spain)

H.E. Mr. Ricardo DIEZ-HOCHLEITNER

Ambassador, Permanent Representative of Spain to the OECD



### Steering Group

A. Integrity and Civil Service

G. Network of Public Procurement Practitioners

F. Focus Group on Local Government

E. Gender Focus Group "Women in Government Platform"

D. Regulatory Reform

B. Open Government and Innovation

C. MENA Senior Budget Officials

### Regional Networks

*MENA-OECD Training Centre of Caserta (Italy)*

### Regional partners

Arab Administrative Development Organization (ARADO)

Center of Arab Woman for Training and Research (CAWTAR)

Middle East Partnership Initiative (MEPI)

GIFT-MENA

GCC

### Internat. partners

OGP

Anna Lindh Foundation

European Commission

IMF

Union for the Mediterranean

UNDP

World Bank

## MENA-OECD Working Group on Civil Service and Integrity (WG I)

By uniting policy practitioners from the MENA region and OECD countries engaged in promoting integrity and preventing corruption, WG I acts as the leading network to promote regional dialogue on public governance reform for integrity, innovative anti-corruption strategies and institutions.



Annual meeting of WG I on 20 March 2014 in Paris

Implementing the Steering Group conclusions in Rabat 2013, WG I is currently engaged in a regional policy dialogue on the:

- 1) Alignment and integration of anti-corruption and open government strategies
- 2) Application of corruption prevention tools: Asset declaration and codes of conduct
- 3) Engagement and role of independent institutions in promoting integrity

### Chair

Morocco

### Co-Chairs

Turkey

Spain

### Key Outcomes

- By using the political momentum for open government reforms, governments should exploit synergies in anti-corruption and open government strategies
- Anti-corruption tools should be developed in an inclusive manner and build on effective enforcement mechanisms
- Independent anti-corruption agencies and Ombudsmen can act as crucial intermediaries between governments and citizens to promote integrity

### Next Steps

- OECD was invited to conduct a regional study on integrity
- Youth issues shall be integrated in WG I
- Next WG I meeting: March 2015 during the OECD Integrity Week

## 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 ICT, such as e-government, m-government and open data, for more open, accountable and participatory governance.



Annual meeting of WG II on  
9 February 2014 in Dubai

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

- 1) Elaboration of a strategic activity plan: How can open and innovative policies support youth inclusion and improve service delivery tailored to their specific needs?
- 2) Assessment of current e-government and ICTs policies and initiatives against the new principles of the OECD Recommendations on Digital Government Strategies

### Chair

Dubai

### Co-Chairs

South Korea

Italy

### Key Outcomes

- Open Government policies: should meet citizens/business demands, apply a whole-of-government approach and be coordinated horizontally
- Open data: critical element in supporting economic growth, improving public services, and promoting transparency and accountability
- Innovation: considering context allows innovative practices to align with regional priorities

### Next Steps

- Drafting of the regional study *“Benchmarking Digital Government Strategies in the MENA Countries”*
- Next WG II meeting: 8 February 2015, Dubai

## MENA 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.



7<sup>th</sup> annual MENA-SBO meeting  
in December 2014 in Abu Dhabi

The MENA-SBO is the leading regional forum of budget directors to:

- 1) Gather OECD and MENA delegates and international experts (IMF, World Bank)
- 2) Discuss priorities in budgeting and public financial management reform (e.g. expenditure prioritisation, performance budgeting and medium term expenditure frameworks)

**Chair**

Abu Dhabi

**Co-Chairs**

Sweden

**Key Outcomes**

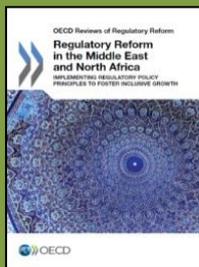
- The new *OECD Principles on Budgetary Governance* were highlighted as a useful tool to create the multi-pronged framework needed for good public financial management (PFM)
- Each participating country had the opportunity to present its latest budgeting developments, challenges, and opportunities; this provided insight that was highly welcomed by participants

**Next Steps**

- Hosting of the 2015 MENA-SBO by the Qatar Ministry of Finance in Doha
- Increased collaboration with the region to spread OECD best practice and help build PFM capacity (e.g. through topical meetings / seminars)

### 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 (2009) and the OECD Recommendations on Regulatory Policy (2012)

#### Chair

Tunisia

#### Co-Chairs

France

Italy

#### Main Findings

- MENA countries implement reforms for greater regulatory transparency but explicit policies for a government-wide approach are lacking
- MENA countries lack systematic reviews of existing regulations
- Training and capacity-building is largely provided on an *ad hoc* basis

#### Recommendations

- Design a consistent whole-of government regulatory policy
- Adopt legislative drafting standards across government; develop a strategy for reducing high administrative burdens
- Design a central institutional mechanism within government

## MENA-OECD Network on Public Procurement

The MENA-OECD Network on Public Procurement assists MENA countries in designing and implementing effective reform to modernise procurement systems for greater integrity, transparency, effectiveness and value for money.

### Stocktaking report of MENA countries procurement systems (in progress)



- 1) Identifies whether and to what degree reforms have been undertaken and measures progress against OECD Principles for Enhancing Integrity in Public Procurement
- 2) Identifies common challenges that will inspire activities to support MENA countries in implementing modern, transparent and effective public procurement systems
- 3) Results from the initial survey were compiled into a draft report, and MENA countries are invited to continue sharing updates at Network meetings and workshops

### Initial Stocktaking Results

Special provisions among the MENA countries surveyed to encourage the participation of SMEs, encourage national enterprises, and encourage green procurement.

	Encourage SMEs Participation	Encourage National Enterprises Participation	Encourage Green Procurement
<b>Egypt</b>	Yes	Yes	No
<b>Jordan</b>	No	Yes	No
<b>Libya</b>	No	No	No
<b>Morocco</b>	Yes	Yes	Yes
<b>Tunisia</b>	Yes	Yes	No
<b>Yemen</b>	No	Yes	Yes

# MENA-OECD Gender Focus Group “Women in Government Platform”



Participants of the seminar

### The main objectives of the focus group in 2014:

- 1) Identifying and addressing strategic challenges faced by MENA countries in closing remaining gender gaps
- 2) Generating dialogue and exchange of good practices in eliminating gender-based discrimination in laws and policy-making
- 3) Discussing and promoting necessary conditions for women’s empowerment in public life

### The seminar on 17-18 Nov in Amman:

- brought together over 100 government senior officials, gender experts and key representatives from civil society organizations from MENA and OECD countries
- was organised in cooperation with the Arab Administrative Development Organization (ARADO) under the patronage of Her Majesty Queen Rania Al Abdullah of the Hashemite Kingdom of Jordan
- benefited from the support of Centre of Arab Women for Training and Research (CAWTAR) and the Spanish Agency for International Development Cooperation (AECID)

### Conclusions

- Inclusive legal reforms are required both on national and local levels
- Fostering gender equality across the MENA region will contribute to social and economic well-being of citizens
- Advancing gender diversity in public life contributes to trust in government and in public institutions in the MENA region
- Developing capacities across the public sector is crucial to enable change
- Developing inclusive and gender-responsive policies is necessary for economic growth and requires a whole-of-government approach
- Removing reservations on CEDAW is vital for advancing gender equality in the region

### 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

#### Achievements

- Establishment of an OECD stream of work on Justice (justice performance, access to justice and ADRs)
- OECD Trust Strategy, including trust in justice institutions
- Inclusion of justice data in 2013 Governance at a Glance

#### Next steps

- 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
- OECD meeting "*Fostering inclusive growth and trust in justice institutions: Access, Performance and Alternatives*", Nov 2014

## 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.



### The MENA-OECD Open Government Project Tunisia – Case Studies on Local Governments (Sfax, Gabés)

- 1) Assessment of the implementation of open government policies on the local level
- 2) Peer review with representatives from Bilbao (Spain) and Milan (Italy)

### Main Findings

- Tunisia's centralised governance structure has been limiting citizen participation, transparency and accountability mechanisms
- Tunisia's transition is hampered by the split between the capital and the rural southern areas
- Distributing responsibility across levels of government and stakeholders is a way to capitalise on the demands of the revolution

### Benefits of Open Government

- Generate trust to facilitate collaboration between public officials, private sector and NGOs in Sfax;
- Improve environmental sustainability and protect local jobs in Gabés

### Recent Project

The OECD conducted a case study of Ajloun and Zarqa municipality in Jordan (May 2014) and will conduct another in Tangier and Fez, Morocco (2015).

# Multilateral Initiatives

## MENA-OECD Open Government Project

The global movement towards open and innovative governments has been an important driver for MENA countries to establish more responsive, participatory and accountable relationships towards citizens.



- 1) In line with the G7-Deauville Partnership mandate, the OECD assists Jordan, Libya, Morocco, Tunisia and the Palestinian Authority in reviewing and assessing institutions, policies and practices supporting the implementation of Open Government principles
- 2) At the OGP Summit in London 2013, the OECD was confirmed as an official Multilateral Partner Organisation of the OGP

Whole of government coordination

Budget transparency

Integrity

Citizen participation

ICT for OG

### Implementation tools

- Access to international policy instruments
- Capacity building and implementation assistance
- Policy dialogue
- Policy analyses and recommendations

### Next Steps

- **Tunisia:** Implement open government initiatives (OGP Action Plan) with citizens
- **Morocco:** Pass a law that guarantees access to information
- **Jordan:** Implement the 2<sup>nd</sup> OGP Action Plan
- **PA:** Implement policies to join the OGP



## MENA-OECD Open Government Project

With the support of OECD analysis and training, MENA countries are designing and implementing open government policies and are engaging in a dialogue with civil society.



### 1<sup>st</sup> International Forum on Open Government, 30 September 2014 in Paris

- 1) Foster an international policy dialogue and enhance the use of open government to promote economic prosperity
- 2) Explore new areas of open government such as youth, rule of law, local government and open data and shape the OECD's future agenda

### Key Outcomes

- 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

### Next Steps

- Strengthening the centre of government to coordinate open government policies
- Developing open government policies at the local level
- Enhancing the capacity to effectively engage citizens and civil society
- Addressing youth and gender issues and the use of ICTs

# Country Projects

**Tunisia I:**

*Promote Integrity and Transparency in Public Governance*

**Tunisia II:**

*Effective Governance to Consolidate Political Transition and Promote Economic Prosperity*

**Morocco:**

*Fight corruption and engage citizens*



# Country Projects

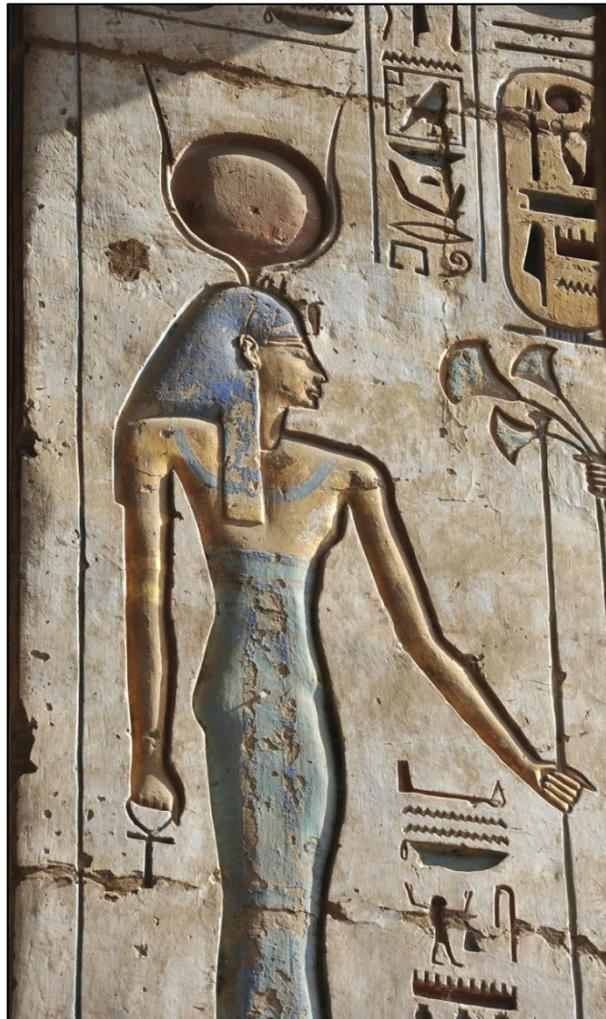
**Yemen:** Reinforcing the rule of law –  
Developing the capacities of the judiciary

MENA Transition Fund Project



**Egypt:** Strengthening the rule of law –  
Effective and transparent delivery of justice  
and rule-making

MENA Transition Fund Project



**Palestinian Authority:**  
Building State-Institutions

