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

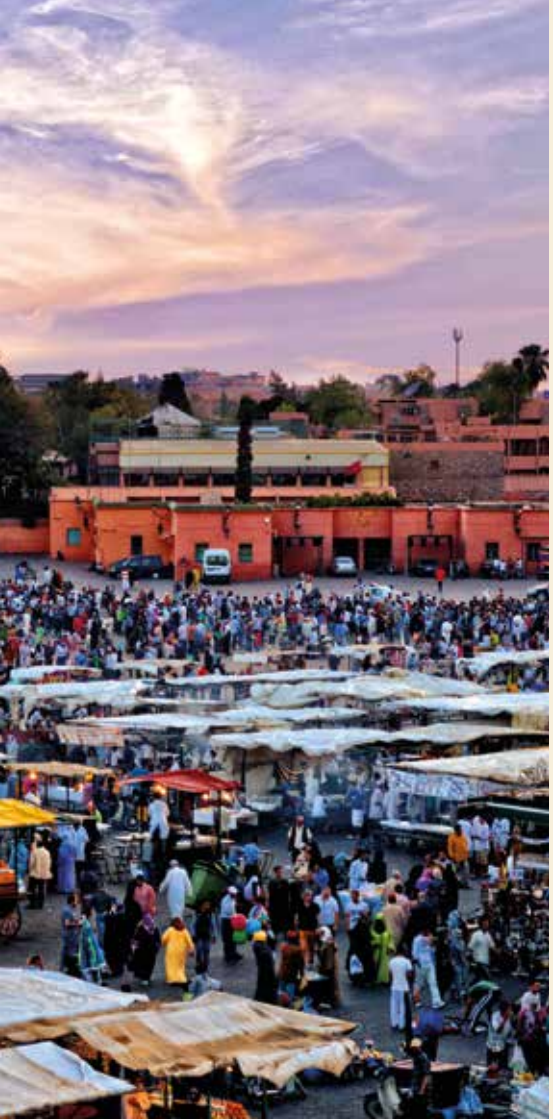
OECD

BETTER POLICIES FOR BETTER LIVES

BETTER POLICIES FOR BETTER LIVES

THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

The Organisation for Economic Co-operation and Development (OECD) is an international body that promotes policies to improve the economic and social well-being of people around the world. It is made up of 35 member countries, a secretariat in Paris, and a committee, drawn from experts from government and other fields, for each work area covered by the organisation. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems. We collaborate with governments to understand what drives economic, social and environmental change. We measure productivity and global flows of trade and investment.



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1 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 that support the ongoing process of reform in the MENA region.

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 and assists governments in meeting the eligibility criteria to become a member of the Open Government Partnership.

Through these initiatives, the Programme acts as a leading advocate of managing ongoing public governance reforms in the MENA region. The Programme provides a sustainable structure for regional policy dialogue as well as for country specific projects. These projects correspond to the commitment of MENA governments to implement public sector reforms in view of unlocking social and economic development and of meeting citizens' growing expectations in terms of quality 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 and Innovative Government

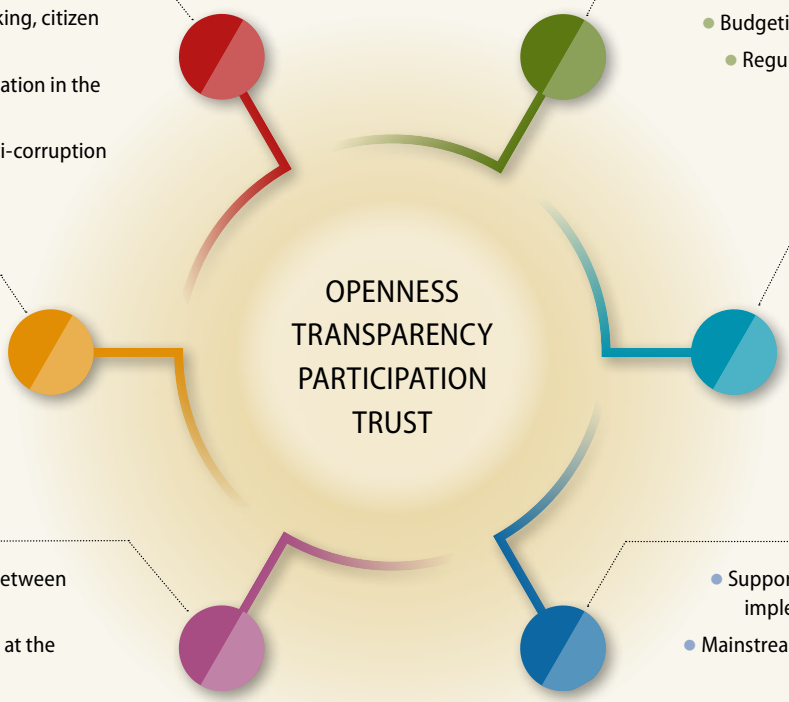
- Open and inclusive policy making, citizen participation
- Digital government and innovation in the public sector
- Public sector integrity and anti-corruption frameworks

Efficient machinery of government

- Budgeting and expenditure frameworks
- Regulatory reform and administrative simplification
- Public procurement

Rule of Law

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



Gender equality

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

Local governance

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

Youth engagement

- Support the process of formulating and implementing national youth policies
- Mainstream youth considerations in policy making and service delivery
- Support the creation of youth representative bodies and promote innovative forms of engaging youth

2 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 (WGI) brings together policy practitioners from MENA and OECD countries to promote regional dialogue and exchange best practices in the area of civil service reform for integrity and for anti-corruption policies.

The WG I meeting is organised back to back to the OECD Integrity Week since 2013. In 2016, the Working Group launched a regional project on the key elements of internal control and risk management systems that can act as levers to enhance integrity and tackle corruption. Following a survey and a series of workshops as part of a project, supported by the U.S. Department of State, recommendations for overcoming challenges were summarised into a comprehensive report *"Internal Control and Risk Management for Public Integrity in the Middle East and North Africa"*. In 2017, the Working Group met on 29 March to discuss practices and tools for managing the risk of fraud and corruption, with a focus on public infrastructure projects in a joint session with the Business Integrity Network.

Chair:
Morocco

Co-Chairs:
Spain
Turkey

KEY OUTCOMES IN 2017–2018

- Embedding and institutionalising risk management and control and applying change management paradigms to enhance management buy-in of internal control systems is key to address implementation gaps.
- Barriers to change and the role of senior management in the change management process are essential.
- 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 should become a priority.

PROGRAMME OF WORK

- Promote the implementaiton of the regional report on internal control and corruption risk management.
- Provide a peer-to-peer dialogue on youth and anti-corruption.
- Support independent institutitions and implementation of policy tools to fight corruption.

Open government

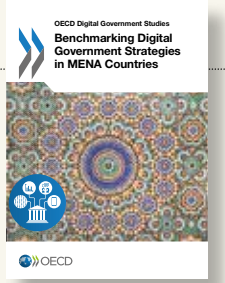
SCAN TO READ THE REPORT

Risk Management and Audit for Safeguarding Integrity, 27 March 2017, Paris, OECD Headquarters.

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.



SCAN TO READ THE REPORT

The WG II meeting is organised within the framework of the World Government Summit since 2013 and held its 13th Annual Meeting on 13 February 2018. It is exploring how innovation and digital tools can improve participatory mechanisms in the framework of open government initiatives; how access to information laws can be effectively implemented in the region and how to improve institutional communication.

Chair:
UAE

Co-Chairs:
South Korea
Italy

KEY OUTCOMES IN 2017–2018

- The OECD Recommendation on Open Government helps MENA countries design and implement successful open government reforms by identifying a clear, actionable, evidence-based, and common framework for the governance of open government.
- Institutional communication is a key pillar for reform.
- Recognising the strategic importance of using and managing data can transform public governance and service delivery.
- Public sector innovation can support the thinking of how policies are designed and delivered.

PROGRAMME OF WORK

- Supporting MENA countries in coming closer to the OECD Recommendation on Open Government.
- Implementing the recommendations of the Benchmarking report assessing ICT policies and initiatives against the OECD Recommendation on Digital Government strategies.
- Supporting the creation of a culture of public sector innovation.

Open government

13th Meeting of the Working Group on Open and Innovative Government, 13 February 2018, Dubai, UAE.

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.

SCAN TO READ THE REPORT

Chair:
Qatar

Co-Chair:
Germany

KEY OUTCOMES IN 2017–2018

- 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

10th Annual Meeting of Middle East and North Africa Senior Budget Officials, 6 December 2017, Doha

Efficient machinery of government

MENA-OECD WORKING GROUP ON REGULATORY REFORM AND RULE OF LAW (WG IV)

The Working Group IV promotes a forum for MENA countries and international experts to exchange on good practices in regulatory reform and the rule of law.

The WG IV directed the OECD Review of Regulatory Reform in the Middle East and North Africa which:

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 2017–2018

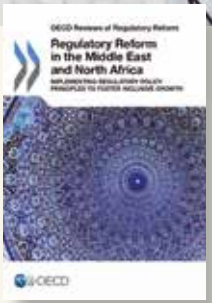
- MENA countries implement reforms for greater regulatory quality and transparency but challenges remain and are often related to delays in consultation, the lack of impact analyses, or unsystematic ex-post evaluations.
- MENA countries are committed to develop legislative frameworks and consultation 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 G7 Deauville Partnership and its compact for economic governance, and to the achievement of the UN's Sustainable Development Goals.
- 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

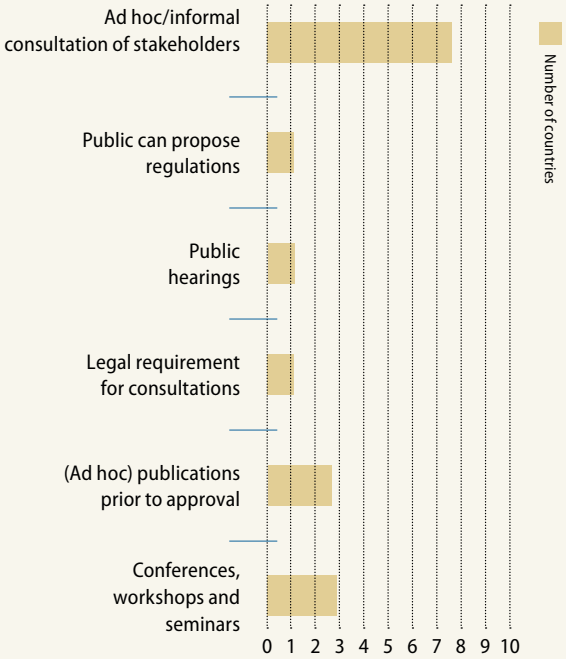


SCAN TO READ THE REPORT

Efficient machinery of government

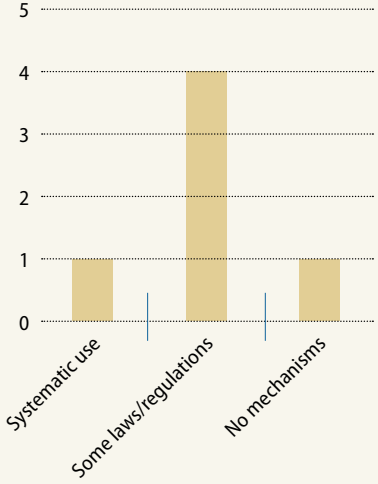
WHAT DO WE LEARN FROM THE REPORT?

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 in many OECD countries, capacity building has been identified in the "2016 stocktaking report on MENA public procurement systems" as a real issue and a top priority for improvement and reform.

SCAN TO READ THE REPORT

Participants at the MENA-OECD Network on Public Procurement, 2-5 October 2017, Kuwait.

The OECD "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.

In 2017, the MENA-OECD network on Public Procurement met in Kuwait (2-5 October) with the support of the IMF-CEF centre. More than 35 participants from 11 countries attended this event where were discussed topics of high interest for the region such as e-procurement, SMEs access to public procurement and competition. International experts from South Korea, Austria, the EBRD and SIGMA joined the discussions.

Rule of Law

REINFORCING RULE OF LAW FOR ECONOMIC AND SOCIAL DEVELOPMENT

MENA countries have expressed a 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, addressing the challenges in establishing legal certainty and predictability, and therefore fostering inclusive growth and good governance.

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.

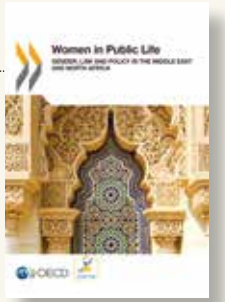
Gender equality

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.

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.



Available in Arabic

SCAN TO READ THE REPORT

KEY OUTCOMES IN 2017-2018

- 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, however, mobility restrictions and discrimination in labour laws still remain.

PROGRAMME OF WORK

- 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.

ANNUAL REGIONAL CONFERENCES OF "WOMEN IN GOVERNMENT PLATFORM"

The annual regional conference brings together representatives of governments, parliaments, local councils, academia, civil society organizations and other stakeholders from MENA and OECD countries. It provides opportunities to take stock of major trends and good practices in enabling equal access to politics for women and men, drawing on the 2015 OECD Recommendation on Gender Equality in Public Life and experiences from MENA and OECD countries.

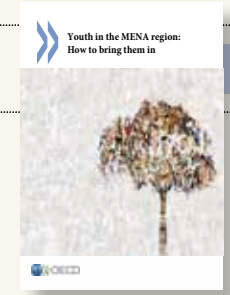
High- level opening of the Regional Conference "Breaking Barriers: Towards Equality between women and men in politics" in the presence of **Mari Kiviniemi,** Deputy Secretary General of the OECD and **Dr Maya Morsy**, President of the National Council of Women Egypt, 19-20 November 2017, Cairo 2017.

2017 REGIONAL CONFERENCE IN EGYPT "BREAKING BARRIERS: TOWARDS EQUALITY BETWEEN WOMEN AND MEN IN POLITICS"

The 2017 Regional Conference took place on 19-20 November 2017 in Cairo, Egypt, gathering more than 200 high level participants from MENA and OECD countries. The Conference featured the launch of the National Council for Women Egypt/ OECD's assessment of Women's political participation in Egypt and its policy recommendations to remove existing and emerging barriers faced by women in Egypt. Participants of the conference highlighted the positive impact of recent legislative changes and the introduction of special measures such as quotas and reserved seats on women's representation in decision-making bodies in the MENA region.

The next edition of the Regional Conference of the "Women in Government Platform" will take place in Morocco in July 2018.

Youth engagement



SCAN TO READ THE REPORT

AVAILABLE IN FRENCH SINCE SEPTEMBER 2017

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.

KEY OUTCOMES IN 2017–2018

- Young people are civil society leaders, community workers and volunteers, however, their political participation through traditional channels remains weak.
- Efforts to create national/local youth councils are underway in some countries, however, there is a need to make them fully operational and inclusive.
- Some MENA countries are in the process of formulating or implementing national integrated youth policies. Previous efforts lacked clarity in responsibilities, limited capacities for co-ordination and effective accountability mechanisms.

PROGRAMME OF WORK

- Make use of open government tools to create a favourable environment for youth to access information, engage in public life and scrutinise government action.
- Fully operationalise youth representative bodies, strengthen face-to-face dialogue between local authorities and youth, use web-based consultation methods and social media to gather age-disaggregated data.
- Integrate youth in governance processes from which they are typically excluded, such as preventing corruption and allocating public budgets.

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.

LOCAL GOVERNANCE – A LEVER FOR SOCIO-ECONOMIC DEVELOPMENT

Local authorities are at the forefront of the State. They are a key player in promoting inclusive and sustainable economic development.

Their proximity with citizens and business puts them in a unique position:

- to identify local needs and investment opportunities;
- to engage with their constituency;
- to promote trust and better public services.

SUPPORTING LOCAL GOVERNANCE REFORMS

Many countries in the MENA region have recognised the importance of local governance and are currently reforming their overall governance system by allocating more responsibilities to governorates, regions and municipalities.

Efforts to empower the local and regional level, such as in Morocco, Tunisia, Jordan and Egypt, will give more responsibilities to local authorities.

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 helping to build local governments that are transparent, accountable and accessible.

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.

TRAININGS

- The role of the Centre of Government (COG) in designing and implementing public sector reforms;
- Policy impacts for inclusive growth;
- Citizen-centred approaches to legal and justice services;
- Strengthen resilience to critical risks across the whole of society;
- Evaluation frameworks to support inclusive growth policies;
- Gender equality in public life;
- Open government and inclusive policy making;
- Civil service effectiveness;
- Data driven public sector;
- "What works" approaches to policy design and service delivery;
- Public sector productivity;
- Integrity strategy for policy makers;
- Effective design and delivery of infrastructure.

METHODS

- High quality international training
- Policy dialogue, peer exchange and network building
- Study visits
- Round tables, seminars and modules

3 Country projects for national reforms

MENA-OECD Open Government project

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.

As an official partner organisation of the Open Government Partnership (OGP), the project supports since 2012 Morocco's and Tunisia's adherence and participation in the OGP while promoting a comprehensive and integrated approach to open government reforms, in line with the OECD Recommendation on Open Government.

It facilitates dialogue between civil society and the government and the design and implementation of open government policies in specific fields such as: access to information; the use of ICT and open data; youth engagement and coordination of open government policies.

Integration of MENA countries in the global open government movement through the participation in the OECD comparative report on Open Government and the OECD Forum on Open Government (2014 and 2016) is another objective of the project.

KEY OUTCOMES IN 2017–2018

- OECD Open Government Reviews of Morocco and Tunisia.
- Tunisia joined the OGP in 2014 and is implementing its 2nd OGP Action Plan (2016-2018)
- Tunisia approved one of the most progressive ATI laws in 2016, established an ATI Commission and Morocco approved an ATI law in 2018.
- 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.

COUNTRY PROJECTS – **TUNISIA:** IMPLEMENTING INTEGRITY TOOLS AND MECHANISMS

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 collaboration builds on previous periods during which the OECD helped assessing, evaluating and identifying the main gaps in the Tunisian integrity's and governance arrangements, 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) Internal control and risk management as necessary systems of government operations that help increase 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.

SCAN TO READ THE REPORT

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 first 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.

The second phase (2014-2016) assisted Tunisia's efforts in increasing transparency and accountability, rebuilding citizens' trust, and promoting inclusive development, by supporting:

1) Modernization of Public Financial Management through operationalizing Performance-Based Budgeting and implementing multiannual budgeting tools at the central level, and optimizing public financial control at the local level.

2) Reinforcing institutional capacities of the local government and enhancing multi-level governance frameworks.

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

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.

Former Minister of Finance opens the Seminar, 11 May 2015, Tunis.

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.
- 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.

COUNTRY PROJECTS – **TUNISIA: GOOD GOVERNANCE AND ANTI-CORRUPTION**

THE PROJECT

This project focuses on rebuilding citizens' trust and enhancing the business climate by accompanying the government of Tunisia to fulfil the commitmentson good governance of the London Anti-Corruption Conference and the Carthage Agreement.

The project is financed by the UK Foreign Office for the period June 2017-March 2020. The OECD will support Tunisian stakeholders by putting in place the appropriate tools, changemanagement practices, that promote good governance, prevent corruption and strengthen engagement with citizens and businesses.

The project focuses on 3 key areas:

1) Creating responsiveness: enhancing the quality and processes of three service areas at national level and in three pilot regions to create a responsive citizen-public service interface, reduce corruption risks, and build a watch-dog mechanism to empower citizens, civil society and media in the fight against corruption.

2) Creating connections: strengthen coordination, planning and communication abilities of key public audit and anti-corruption actors.

3) Creating prosperity: SMEs access to public service delivery and achieve Greater transparency in public procurement and promote SMEs development.

Conference with **Mr Alistair Burt**, Minister for the Middle East and Africa in the United Kingdom, **Mr Kamel Ayadi**, President of the HCCAF in Tunisia, and **Mr Rolf Alter**, Director of Public Governance in OECD, with the presence of the Secretary General of the Government and the Ambassador of UK in Tunisia, in Tunis on 3 May 2017.

EXPECTED IMPACT

- Raising awareness among citizens, improving public service delivery for citizens at the local level and developing watchdog and complaint mechanisms.
- Increasing coordination between different governance and integrity actors and improving audit and follow-up on audit recommendations.Improving public service delivery, dispute resolution and transparency measures within public procurement for SMEs.

ACTIONS

- Identification and dissemination of good practices of local governance that contribute to the fight against corruption. Scan of 3 public service delivery life cycles / Country-based and local assessments of the opportunities and challenges for public service delivery improvement.
- Dialogue on increasing coordination of all governance and integrity efforts.
- Building capacity activities follow-up on audit recommendations, audit performance and risk-based management.
- Country-based assessment of SME's experience with local public services and dispute resolution mechanisms.
- Country-based assessment on the access of SMEs to public procurement opportunities.
- Capacity building activities on risk management in public procurement.

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

THE PROJECT

Women's 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.

Therefore, in line with the strategic priorities of Tunisia and with the financial and technical support of AECID - Spain, the OECD is helping 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 strengthen 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.

Fact-finding mission to Tunis and Kairouan, 9-12 May 2017, Visit to the Ministry of Local Affairs and Environment in the presence of **Minister Riadh Mouakher**.

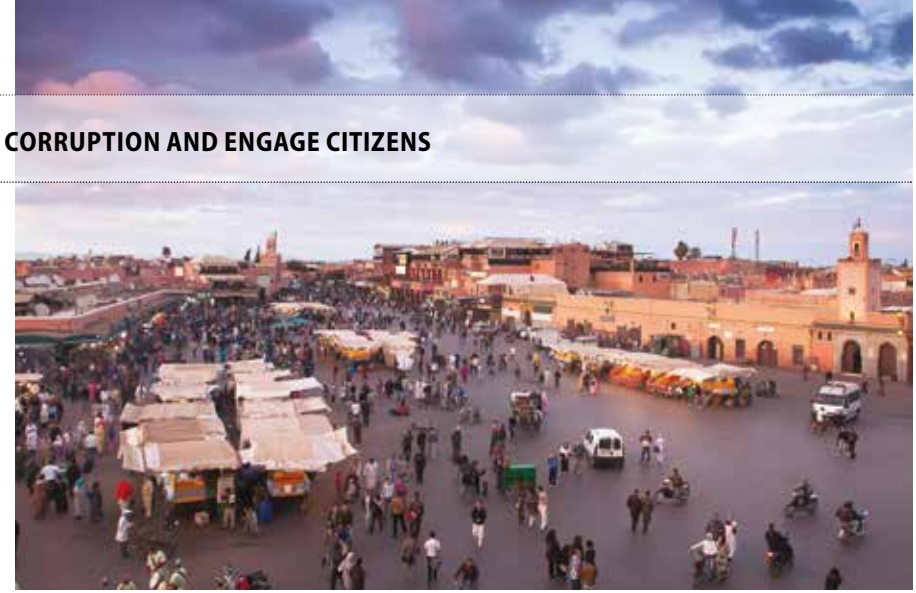
ACTIONS

- 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 equality, 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 – the Ministry of Finance and the Ministry of Agriculture, Water Resources and Fisheries - as well as two local elected councils – Tunis and Kairouan- 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's access to decision making and strengthen equal representation of men and women at all levels of the public administration.
- Increased awareness within the executive, at national and local levels, of mechanisms and tools to embed gender considerations in public programming and policy making.

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



THE PROJECT

The project (2015-2016) supported 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 endorses public institutions in implementing reforms and reinforcing capacities to provide quality services to Moroccan citizens.

ACTIONS

The project provided:

- 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 engaged in a reform process that has conferred more responsabilities to local authorities which is expected to improve citizen engagement at the local level.

In this context, the OECD has accompanied in strenghtening public institution capacities at different levels of government to enable their new responsabilities. The Project has also worked with the Supreme Audit Institution.

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

- Improved coordination between levels of government (central, regional, local) to carry out the reform of advanced regionalization.
- Built capacities of local authorities.
- Supported citizen's participation at local level.
- Improved coordination of public service delivery at local level.

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

THE PROJECT

This project aims to support Morocco's Centre of Government (CoG) 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.

Together with the Digital Governance review, the Integrity scan and Risk Management review, these governance projects are part of the Morocco country programme.

Opening of the high level workshop on Centre of Government's reforms by **M. Saâdeddine El Othmani**, Head of Government of Morocco and **M.Luiz de Mello**, OECD acting Director of public governance.

ACTIONS

- Study visits (Spain and Finland) and workshops on OECD countries' experiences on reforming Centre of Government.
- A summary highlighting main experiences and discussions to support Morocco's reforming process.

IMPACT

- Identification of Morocco's CoG main challenges for reforms.
- A comparative analysis of lessons learned from CoG reforms in OECD countries on internal management, steering and monitoring policy implementation.
- Moroccan's CoG is implementing reforms to enhance coordination and monitoring that have been identified during discussions and study visits.

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

ACTIONS

- Supported the efforts of the Government of Morocco in tackling violence against women by promoting women's equal access to justice.
- Capacity building seminar for the directors and listening staff of the centres, as well as representatives from relevant administrations.

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 – **MOROCCO AND TUNISIA: GIVING CITIZENS VOICE PROJECT**

THE PROJECT

Based on the demand of the governments of Morocco and Tunisia and financed by the German Federal Government, the OECD is implementing a project in both countries to strengthen citizen voice, a key driver of good governance. The OECD's work in this field suggests that the inter-linkages between media, open government and institutional communication have so far not yet been addressed systematically or sufficiently.

Indeed, the characteristics of a country's institutional communication approach as well as that of the "information and media ecosystem", which includes media governance (i.e. institutional, legal, policy and regulatory frameworks), the actors (such as traditional media companies, new social media, and citizen journalists), their interactions, as well as the media landscape more broadly (including media ownership and financing models), determine if institutional communication and media can act as key pillars for more transparency, participation and accountability.

The project will provide recommendations on how to strengthen citizen voice, including that of women and youth, by expanding the contribution of institutional communication and media for open government.

First meeting of the institutional communication networks in Tunis, Tunisia, on 12 May 2017 and Rabat, Morocco, on 14 June 2017.

ACTIONS

- Benchmark reports: will assess current practices in Morocco and Tunisia regarding institutional communication, citizen voice, access to information and the countries' respective media ecosystems, and benchmark them with good practices from OECD countries.
- Capacity building workshops: involving representatives from different levels of government, media organizations and CSOs to help link media and open government initiatives, and to ultimately strengthen citizen voice.
- Policy Dialogue Platforms: including all communication officers at the national level to facilitate transparent and participatory communication.
- International dissemination: to facilitate regional and international dissemination of the good practices identified by this project in both MENA and OECD countries.

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 encourage better public service delivery.
4. The Prime Minister announced the strategic objective of joining the Open Government Partnership (OGP).

THE PROJECT

From 2009 to 2013, the OECD wass 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 was financed by the Government of Norway and anchored in a solid institutional platform, coordinated by the Ministry of Planning and Administrative Development.

The project had over 50 activities implemented, numerous OECD peers involved and permanent on-the-ground assistance provided by a local senior field manager. In 2016-2018, the OECD supported the implementation of the code of conduct.

THE PROJECT

The OECD took a leading role at the 6th World Government Summit (WGS) held in Dubai on 11-13 February 2018. During the plenary session marking the opening of the Summit, OECD Secretary General Angel Gurría explored in a one on one the role of multilateralism and international cooperation amidst growing public dissatisfaction with governments and increased backlash against international trade and technological advances. The OECD also co-organized a number of activities and pre-summit meetings i.e. a youth circle on the role of youth in promoting civic engagement, a gender circle on gender budgeting, a Global Platform on disruptive technologies, and a Working Group on Open and Innovative Government. The OECD took part as well in the SGDs in Action series of activities on innovative solutions for implementing the SDGs and in the thematic discussions for measuring happiness.

The World Government Summit is a unique forum annually convening over 4000 participants to discuss and shape the future of government and public service delivery. The Summit explores the future of government in light of evolving technological advances and citizen expectations. The OECD has been a strategic partner of the World Government Summit since 2013, helping to define the key characteristics of the government of tomorrow.

ACTIONS

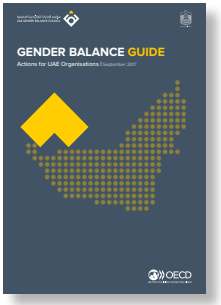
- The OECD Global Platform "Governance of the Future" focused on disruptive technologies and how cross-sector and multi-stakeholder collaboration can help address the challenges and opportunities such technologies can pose to governments.
- The second edition of the "Embracing Innovation in Government: Global Trends 2018", authored by OPSI in partnership with the UAE's Mohammed Bin Rashid Centre for Government Innovation (MBRCGI), contains in-depth case studies on 10 innovations to illustrate three key trends identified through the review.
- The Youth Circle brought together 100 Arab Youth Pioneers to identify solutions for strengthening youth engagement in public life. Pioneers discussed how their achievements can be linked up with governments to support their efforts in building inclusive and resilient economies.
- The panel explored how gender-responsive budgeting allows fiscal authorities to structure taxes and spending policies in ways that reduce gender disparities and promote gender equality.

The OECD Secretary-General **Angel Gurría** at the World Government Summit 11-13 February 2018, Dubai.

COUNTRY PROJECTS – **UNITED ARAB EMIRATES: THE GENDER BALANCE GUIDE: ACTIONS FOR UAE ORGANISATIONS**

THE PROJECT

The OECD supports the UAE to improve gender-sensitive policies and work environments. The Gender Balance Council, a federal entity that aims to encourage UAE's efforts to advance and enhance women's role as key partners in building the future of the country, is the national counterpart and the focal point for this project. On 19 September 2017, the Deputy-Secretary General of the OECD Mari Kiviniemi launched the Gender Balance Guide: Actions for UAE organisations, in Dubai with H.H Sheikh Mohammed bin Rashid Al Maktoum, the Vice President and Prime Minister of the United Arab Emirates.



SCAN TO READ THE REPORT

ACTIONS

- Create the Gender Balance Guide: Actions for UAE organisations, which serve as a tool for organisations across the United Arab Emirates (UAE) to help advance gender balance in the workplace. The five areas covered are: commitment and oversight, integrating gender into policies and programmes, promoting gender sensitive engagement of personnel, improving gender balance in leadership, and finally, gender sensitive communication.
- Launch of the Guide in a high-level event, in order to create a momentum and engage all relevant stakeholders at the highest level to ensure effective application of the Guide across the UAE organisations.
- Inception Workshop for the Public Administration and Private Sector managers on "what to do", "how to do it", and "how to make sure it is done successfully".

IMPACT

- Building awareness among managers and employees of what gender balance is and why it is important.
- Provide mechanisms that can be used to accelerate more balanced representation within public and private organisations in the UAE.
- Achieve a more balanced representation of women and men in the workplace, including in leadership positions.

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 supports the efforts of Egypt, Jordan, Morocco and Tunisia to leverage open government policies, mainstream gender perspective in parliamentary operations, and to maximise women's integration in public life and policy-making 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 is conducting actions to strengthen key institutions' analysis of challenges and opportunities characterizing women's access to decision making, while working towards increasing the capacity of female electoral candidates at the national and local level, as well as the improvement of public consultation capacity of parliaments and women's CSOs across law-making processes.

Capacity building of women candidates for the local elections in Jordan, 19-20 May 2017 in Amman, Jordan.

ACTIONS

- Country-based assessment of opportunities and challenges to women's political participation and of gender-sensitive practices in parliament in order to provide country-specific recommendations for gender equality in policy-making.
- Train-the-trainers workshops and capacity building seminars for women candidates running for parliamentary and local elections.
- Advisory sessions on parliamentary and internal workplace processes, e.g. strategies to prevent and address political harassment.
- Advisory sessions on public consultation for parliamentarians and civil society organisations to strengthen capacities to develop gender-sensitive legislation and take citizen's view into account.
- Annual regional policy dialogue on women's political participation in the MENA region, with the aim of exchanging good practices and lessons learned across and beyond the region.

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

IMPACT

- Capacity within a pool of female candidates to effectively run for national and local office: 23 women candidates targeted by the OECD training seminar won seats in Jordan's local elections in August 2017.
- Key stakeholders' understanding of challenges and opportunities characterising women's access to public decision making.
- Parliamentarian's knowledge of gender-sensitive practices for policy and law-making, with a focus on good practices at the national, regional and global level.
- Ability of women in politics to liaise for peer-to-peer support, mentoring and women's caucuses on gender-sensitive policy agendas.
- Capacity of parliamentarians and CSOs to engage in public consultation processes for the purpose of including gender considerations within policy -making.

Launch of the Advisory Sessions on public consultation by Bassima Hakkaoui, Minister Family, Solidarity, Equality and Social Development and Tatyana Teplova, Head of the OECD Gender Equality in Public Life Unit, 12-13 July 2017, in Rabat.

Capacity building of women candidates for the local elections, 3-4 March 2018 in Kairouan, Tunisia.

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

THE PROJECT

The project (2016-2019) supports Jordan, Morocco and Tunisia in strengthening public governance arrangements for young men and women to engage in public life and benefit from youth-responsive policy outcomes. In collaboration with the Ministries of Youth, line ministries, parliament, local governments, and youth-led non-governmental organisations, the OECD supports ongoing efforts to formulate and implement national youth strategies, operationalise national and local youth councils and explore innovative forms of engaging young people to mainstream their demands and needs across the whole of government. The project provides opportunities for regional policy dialogue and supports each country in translating country-specific policy recommendations on the ground.

SCAN TO READ THE REPORT

ACTIONS

- Support the formulation and implementation of national integrated youth strategies and the creation of youth-representative bodies.
- Present and discuss country-based assessments of the opportunities and challenges faced by young people to become active citizens and access youth-responsive public services.
- Provide technical assistance and hands-on implementation support at national and local level based on the preliminary findings of the country assessments.

IMPACT

- Jordan: Based on OECD recommendations, a training programme will be conducted in 2018 on the issue of "youth engagement at the local level" benefiting an expected total of 360 young people in local youth centres and local authorities.
- Morocco: Following initial OECD recommendations, discussions on how to strengthen the co-ordination and cooperation between the proposed national consultative youth council and regional and local councils was kick-started, and on a greater role of regional councils for the implementation of specific components of the national youth policies are underway.
- Tunisia: A short-term strategy (2018-2020) including inter-ministerial projects was developed. Based on OECD recommendations, a reform plan of youth houses (youth houses 2.0) was launched, with a pilot experience in a disadvantaged area in Tunis, and a Law on informal education of young people in youth houses is being drafted, with an inclusive approach.

The first regional conference "Bringing youth closer to public life" on 3-4 October 2017 in Rabat brought together high-level government officials, young elected officials and representatives from youth councils and youth associations from 5 MENA and 5 OECD member countries.

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

THE PROJECT

Following the approval of the new Municipality and Decentralization Laws in 2015, Jordan is revamping the role of its local and regional governments by re-allocating competencies to sub-national institutions. The goal is to allow greater development and community involvement in the decision making process, facilitate citizens' contributions to local development policies, and ensure greater public benefits from development policies and more equal distribution of economic benefits.

The three-year project (2016-2019) is supporting the government's efforts to assess the implementation and impact of the new laws, the related challenges faced by governorates and municipalities, as well as the interaction across the different levels of government. The project will also support Jordan's efforts to promote more open, inclusive and participatory policy-making and public service delivery at the sub-national level. The project is financed by the MENA Transition Fund of the G7 Deauville Partnership.

H.E. Santiago Cabanas Ansorena, H.E. Imad Fakhoury, Ms Mari Kiviniemi, H.E. David Bertolotti, Mr Shihadeh Abu Hdeib and **Dr Hamdi Al Qbeilat** at the launching conference of the OECD Strategic Assessment report, 27 February 2017.

SCAN TO READ THE REPORT

ACTIONS

- Assessing the current governance arrangements in the country.
- Understanding the impact that new laws will have on governance policies and citizen participation.
- Open government guide at the local level.
- Assessment of open government practices at the local level in 5 selected municipalities.
- 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.
- Effective implementation of the decentralization reforms, based on policy advice and international good practices, to ensure local budget and development needs are reflected in national development plans.

COUNTRY PROJECTS – **JORDAN:** SUPPORTING THE CO-ORDINATION AND IMPLEMENTATION OF JORDAN'S OPEN GOVERNMENT PARTNERSHIP (OGP) NATIONAL ACTION PLANS

THE PROJECT

As a founding member of the MENA-OECD Governance Programme, Jordan has been working closely with the OECD to reform its public sector in line with OECD principles and practices. The OECD has also assisted the country's creation of its third OGP Action Plan and is now supporting its implementation.

In this project, the OECD will serve as a strategic partner for Jordan over three years (2017-2020) by providing the Government of Jordan technical assistance to deliver on all commitments made in the Action Plan, as well as to encourage participatory approaches in its implementation. Ultimately, the project seeks to promote trust and social inclusion, as well as help develop prosperous and democratic communities. The project is financed by the MENA Transition Fund of the G7 Deauville Partnership.

ACTIONS

- Analyse and provide recommendations on how to coordinate and fulfil the requirements of the 2016-2018 OGP Action Plan and provide technical assistance based on that assessment;
- Identify best practices and lessons learned to support the design and implementation of the country's fourth National Action Plan;
- Support the open government co-ordination and implementation activities of the Ministry of Planning and International Co-operation;
- Provide capacity building activities directed at involving civil society organizations in the implementation and review of activities undertaken as part of the third National Action Plan.

IMPACT

- Line ministries will be better equipped to implement, in co-operation with the centre-of-government, the objectives of the OGP National Action Plan, as well as develop a common understanding of strengths and challenges that will be used to inform subsequent open government efforts.
- Successful implementation of open government initiatives will reinforce Jordan's public governance and open government agenda, while at the same time create a model of co-operation in the country and elsewhere.
- Ministries and offices will be able to respond to the responsibilities and complex interactions required to implement the third National Action Plan successfully, as well as apply effective collaboration and communication capacities in the development of the fourth National Action Plan.

COUNTRY PROJECTS – **MOROCCO: SUPPORTING OPEN GOVERNMENT REFORMS TO STRENGTHEN TRUST IN ADMINISTRATION IN MOROCCO**

THE PROJECT

The Project aims at improving public governance by promoting open policy making in Morocco.

The project will support Morocco in implementing the Open Governement National Action Plan, building an appropriate governance framework with NGOs and civil society, increasing awareness within the executive at national and local level and maintream Open Governement througout public policies. At the same time, the project will support Morocco in joining the Open Governement Partnership.

The project is financed by the G7 Deauville Partnership - MENA Transition Fund for the period September 2017-November 2020 and will be jointly implemented with the Ministry of Administrative Reform and Public Service.

ACTIONS

- Assist the Ministry of Administrative Reform and Public Service in the implementation of the National Open Government Action Plan;
- Support the Government in fostering a strong inter-institutional collaboration and communication capacities;
- Promote CSOs' engagement in open government reforms.
- The project is benefiting from OECD expertise and its Member countries' experience as well as good practices from the MENA region.
- The project is also benefiting from synergies from the OECD Global Project for Open Government, which supports countries around the world in their efforts to build more transparent and accountable governments.

IMPACT

- Line ministries will be strenghtened to implement in close coordination the objectives of the OG action plan and they will develop a commun understanding of the challenges that require Open Governement reforms at all levels of government.
- The implementation of OG reforms will allow to open up policy making to stakeholders through greater transparency and public participation.
- Morocco will meet international requirements to access the Open Government Partnership.

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.

	Court of Cassation	Ministry of Justice
Actions	Prepared and implemented of a Reform Action Plan	Prepared action plan for participatory rule-making
	Delivered capacity building seminars for the Court of Cassation on case management in close coordination with the EU	Delivered a dozen of capacity building activities for the Ministry of Justice, including study visits to Italy, Spain, France, the Netherlands and Canada
	Organised a study visit to France, Belgium and the Netherlands for senior judges from the Court	Development of a legislative drafting manual
	Development of a Communication Strategy	Capacity building in the Ministry of Justice to apply the manual
Impact	Ongoing automation of proceedings to provide better access to courts and judges	Improved and more coherent elaboration of laws and regulations
	Improved communication with internal and external stakeholders on the reform agenda of the Court	More transparent rule-making process

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

THE PROJECT

This MENA Transition Fund project (2014-2019) of the G7 Deauville Partnership, in co-operation with the Arab Fund, 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 the 2013 Action Plan within the framework of the strategy prepared by the Ministry of Justice in coordination with the Ministry of Planning and International Cooperation.

Based on the cooperation framework developed with the Ministry of Planning and International Cooperation, a project "Building institutional capacities to prepare for recovery and re-construction in Yemen" was approved by the G7 Deauville Partnership Transition Fund in February 2018 and will be jointly implemented by the OECD and the Islamic Development Bank (IsDB). The objective of this project is to support the Government of Yemen in building institutional capacities at the central and local level to prepare Yemen for recovery and reconstruction.

Forthcoming highlights

27 March 2018: Special Session on integrity and youth, with the MENA-OECD Working Group on Civil Service and Integrity, Paris, France

May 2018: Study visit for MENA parliamentarians, Rome, Italy

June 2018: MENA-OECD Working Group on Regulatory Policy and Rule of Law, Caserta, Italy (TBC)

21-22 June 2018: Open Government Conference co-organised with CAFRAD and the UN, Marrakech, Morocco

July 2018: MENA-OECD Women in Government Platform and regional conference "Women's participation in Parliaments and Policy-Making", Morocco

July, 2018: Regional Dialogue on Women in Politics, Rabat, Morocco (TBC)

Fall 2018: Regional Conference "Youth in Public Life: Towards open and inclusive youth engagement"

Fall/Winter 2018: Annual meeting of the MENA Senior Budget Officials (TBC)

November, 2018: MENA-OECD Public Procurement Network meeting, Caserta, Italy

10-12 February 2019: World Government Summit, Dubai, the United Arab Emirates

Selected publications

OECD (forthcoming), *Assessment of women's political participation. Egypt Country Report.* (also available in French and Arabic)

OECD (forthcoming), *Giving citizens voice in Morocco and Tunisia,* (also available in French)

OECD (forthcoming), *La place de la femme tunisienne dans la vie publique et politique: administrative et local,* Paris

OECD (forthcoming), *Report on Access to Information Commissions in OECD and MENA countries* (also available in French)

OECD (forthcoming), *Review of Youth Policy and Engagement in Jordan, Morocco and Tunisia,* Paris

OECD (2017), *Benchmarking digital government strategies in MENA countries*, Paris

OECD (2017), *Une meilleure performance pour une meilleure gouvernance publique en Tunisie: la Gestion Budgétaire par Objectifs,* Paris

OECD (2017), *Un meilleur contrôle pour une meilleure gouvernance locale en Tunisie: le contrôle des finances publiques au niveau local,* Paris

OECD (2017), *Une meilleure planification pour une meilleure gouvernance budgétaire en Tunisie: le Cadre de Dépenses à Moyen Terme,* Paris

OECD (2017), *Gender Balance Guide: Actions for UAE Organisations,* Paris

OECD (2017), *Towards a New Partnership with Citizens: Jordan's Decentralisation Reform,* Paris

OECD (2017), *Managing Corruption Risks and Strengthening Internal Control Systems in the Middle East and North Africa*, Paris

OECD (2016), *Stocktaking report on MENA Public Procurement Systems,* Paris

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

OECD (2016), *Open Government in Tunisia* (also available in French)
OECD (2016), *Renforcer l'intégrité du secteur public au Maroc*, Paris

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

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

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*, Paris

The MENA-OECD Governance Programme's structure

MENA Co-chair (Tunisia)
MR. KAMEL MORJANE
Minister of Public Administration, Tunisia

OECD Co-chair (EU)
MR. RUPERT SCHLEGELMILCH
Ambassador, Permanent Representative of the EU to the OECD

1. Integrity and Civil Service

7. Network of Public Procurement Practitioners

2. Open Government and Innovation

Regional Networks

6. Focus Group on Local Government

3. MENA Senior Budget Officials

5. Gender Focus Group "Women in Government Platform"

4. Regulatory Reform and Rule of Law

MENA-OECD Training Centre of Caserta (Italy)

Civil Society Advisory Board

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 2013-2018

REGIONAL PROGRAMME

- Spain
- Turkey
- USA
- Italy
- South Korea
- France
- Abu Dhabi and Federal Government of UAE
- Qatar

COUNTRY PROJECTS

- Germany
- United Kingdom
- MEPI
- Norway
- Spain
- MENA Transition Fund
  G7 Deauville Partnership
- Switzerland
- European Union
- Saudi Arabia
- Italy

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