



# MENA-OECD Governance Programme 2018-2019

**Share knowledge and expertise to modernise public governance**  
**Disseminate standards and principles of good governance**  
**Support the reform process in the MENA region**



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

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The 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 36 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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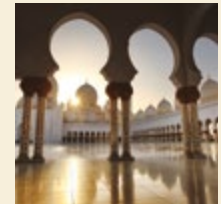
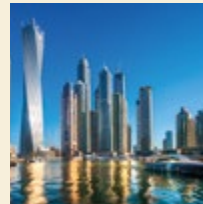
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# The MENA-OECD Governance Programme



# MENA-OECD Governance Programme - A STRATEGIC PARTNERSHIP

**The MENA-OECD Governance Programme is a strategic partnership between MENA and OECD countries to share knowledge and expertise, with a view of disseminating standards and principles of good governance 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 highlevel practitioners from MENA and OECD countries.

Through constantly exchanging best practices, providing capacity building seminars and implementation support, the MENAOECD Governance Programme helps foster a more social and economic development in the region.

## Focus on six key areas

### Open and Clean Government

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

### Rule of Law

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

### Local governance

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

### Efficient machinery of government

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

### Gender equality

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

### Youth empowerment

- 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

OPENNESS  
TRANSPARENCY  
PARTICIPATION  
TRUST



# Regional policy dialogue and regional report

# 2



# 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 innovative anti-corruption policies and institutions.

The WGI meeting is organised back to back to the OECD Integrity Week since 2013. In 2018, drawing on the regional report “Youth in the MENA

region: How to bring them in?”, the Working Group discussed the impact of corruption on young people and the public policies needed to strengthen youth capacities to fight corruption. In 2019, the Working Group meeting focused on access to information and the role it plays in enhancing transparency and integrity. It also featured the launch of the preliminary version of the regional report “Institutions guaranteeing access to information: OECD and MENA countries”.

### Chair:

Morocco

### Co-Chairs:

Spain

Turkey

### KEY OUTCOMES IN 2018-2019

- 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.
- Effective implementation of access to information and integrity reforms remains a challenge and independent institutions can play an essential role in this context.
- Young people can be important agents of change in the fight against corruption and efforts should be made to raise awareness of the role they can play and reinforce their capacities.

### PROGRAMME OF WORK

- Support mediators and ombudsmen in strengthening integrity within the civil service
- Develop indicators to better follow-up on the implementation of access to information and integrity reforms.
- Provide a peer-to-peer dialogue on youth and anti-corruption.



# Open government



Meeting of the Working Group on Civil Service and Integrity, 20 March 2019, 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. It is exploring how innovation and digital tools can improve participatory mechanisms in the framework



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of open government initiatives; how access to information laws can be effectively implemented in the region and how to improve institutional communication. Through regional exchange, benchmarking and study visits it explores how to improve citizen-centred policies and services. Its meetings have been hosted in the framework of the World Government Summit and by the government of Portugal.

### Chair:

UAE

### Co-Chairs:

South Korea  
Italy  
Portugal

### KEY OUTCOMES IN 2018-2019

- 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.

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## Open government

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14th Meeting of the Working Group on Open and Innovative Government, 28-29 January 2019, Lisbon, Portugal.



# Efficient machinery of government

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

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



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### Chair:

Qatar

### Co-Chairs:

Germany

### KEY OUTCOMES IN 2018-2019

- 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:**

Portugal

Italy

### **KEY OUTCOMES IN 2018-2019**

- 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 marginalized and vulnerable groups in the MENA region, including women, youth and children as a priority topic.
- Deepen the exchange of good practices and learning in using technology to provide justice services.

# Efficient machinery of government



Annual meeting of the MENA-OECD Working Group on Regulatory Reform and the Rule of Law with **Ms Anabela Pedroso**, State Secretary of Justice, Portugal; **Mr Zouheir Ben Tanfous**, Legal Counsel, Presidency of Government, Co-chair, Tunisia; and **Ms Tatyana Teplova**, Head, Gender and Justice for Inclusiveness, Public Governance Directorate, OECD on 28 March 2019 in Lisbon.



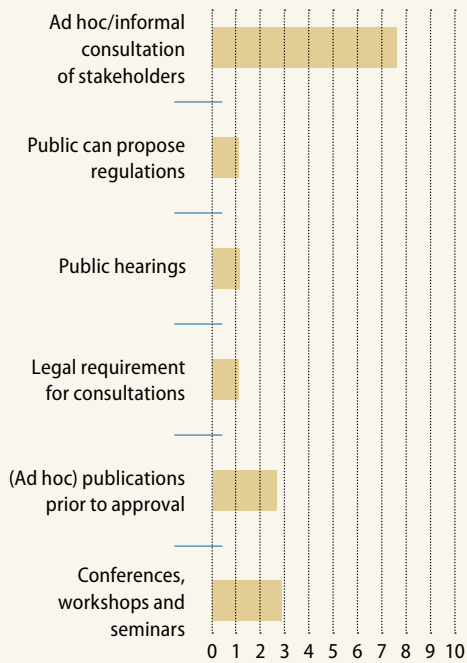
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# Efficient machinery of government

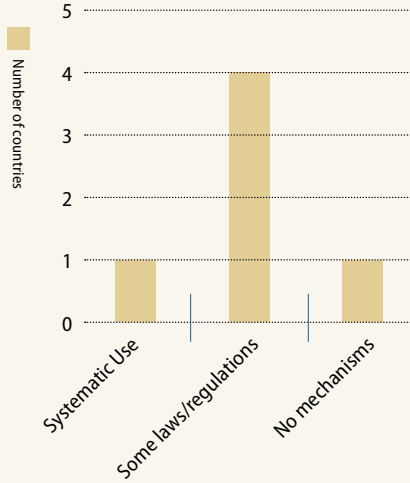
## WHAT DO WE LEARN FROM THE REPORT?

### Consultation procedures



Data based on the Report (Total: 8 countries)

### Ex-ante impact assessments



Data based on the Report (Total: 6 countries)





# Efficient machinery of government

## MENA-OECD NETWORK ON PUBLIC PROCUREMENT

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



As 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.



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Participants at the MENA-OECD Network on Public Procurement, 20-21 November 2018, Caserta Italy .

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.

**The 2018 meeting** of the MENA-OECD Network on Public Procurement took place on 20-21 November in Caserta, Italy, in partnership with the MENA-OECD Governance Programme Centre. The event targeted key policy makers and leading procurement experts in the region bringing together more than eighteen participants from the MENA region (Algeria, Egypt, Lebanon, Morocco and Tunisia), OECD countries (Italy) and international and partner organisations (the OECD, SIGMA and the African Development Bank).

# 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 decisionmaking posts in the public sector.



Available in Arabic  
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### KEY OUTCOMES IN 2018-2019

- A number of countries have enacted important legislation to support women's empowerment and eliminate violence against women;
- While many MENA countries have a ministerial portfolio on women's empowerment, it will be important to strengthen institutional approaches, resources and capacities within the public administration to ensure progress on gender equality;
- The 2015 OECD Recommendation on Gender Equality in Public Life can help support achievement of women's empowerment goals of countries in the MENA region.

### PROGRAMME OF WORK

- Supporting MENA countries in integrating the provisions of the 2015 OECD Recommendation on Gender Equality in Public Life;
- Strengthen institutions, regulatory frameworks and coordination capacities to prevent and tackle violence against women;
- Strengthen policies to allow equal access to decision-making positions for both women and men;
- Continue to promote and encourage knowledge transfer and policy dialogue between MENA and OECD countries to combat existing barriers and foster higher political participation of women.



## Gender equality

### **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,



High-level regional conference in Morocco “*Women’s leadership and political participation*” in Rabat, 10-11 July 2018.

drawing on the 2015 OECD Recommendation on Gender Equality in Public Life and experiences from MENA and OECD countries.

### **2018 REGIONAL CONFERENCE IN MOROCCO “WOMEN’S LEADERSHIP AND POLITICAL PARTICIPATION”**

The high-level conference took place on 10-11 July 2018 in Rabat, Morocco and was jointly organised by the Moroccan Ministry for Family, Solidarity, Equality and Social Development and the MENA-OECD Governance Programme. The conference gathered more than 130 participants, including parliamentarians and high-level representatives from Morocco, Egypt, Jordan and Tunisia. The female parliamentarians and councillors shared various obstacles they faced while running for elections, such as the lack of financial resources, lack of trust from a predominantly male electorate, and negative stereotypes affecting how the public perceived their abilities. Strong emphasis was put on the imperative to fight against such stereotypes, and more generally to end all forms of violence and discrimination against women.

The next edition of the Regional Conference of the “Women in Government Platform” will take place in Tunisia in July 2019.

# Youth Engagement

## 7 KEY FINDINGS FROM THE YOUTH GOVERNANCE SURVEY

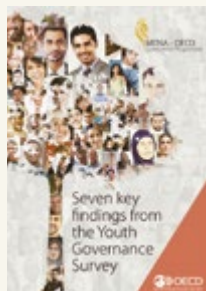
The highlights brochure presents the preliminary findings from a large-scale survey which was answered by 7 MENA countries (Jordan, Lebanon, Mauritania, Morocco, Palestinian Authority, Qatar and Tunisia). It explores the opportunities for young people to engage in public life and analyses the efforts undertaken by governments and public administrations to deliver policies and services that are responsive to their specific needs from a public governance perspective.

- Whole-of-government approach to youth policy
- Institutional capacities and coordination
- Tools to mainstream youth concerns in policy making and service delivery
- Youth engagement in public life and representation in state institutions
- Legal frameworks and minimum age requirements

The paper identifies common trends in the governance of youth policy and youth engagement across the region, presents good practices and lessons learned from OECD



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AVAILABLE IN FRENCH SINCE SEPTEMBER 2017

countries based on the OECD Youth Stocktaking report “Engaging and empowering youth in OECD countries – How to bridge the ‘governance gap’” and presents a number of strategic policy recommendations.

## KEY OUTCOMES IN 2018-2019

- 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.



## Youth Engagement

### REGIONAL YOUTH CONFERENCE 2018, TUNISIA

The second regional youth conference was organised in cooperation with the Presidency of the Government and the Ministry of Youth Affairs and Sport on 27-28 November 2018 in Tunis.

Under the High Patronage of the Head of Government, Ms. Sonia Ben Cheikh, Minister of Youth and Sport in Tunisia, Mr. Abdelkaddous Saadaoui, Secretary of State for Youth, Mr. Chokri Terzi, Advisor to the Tunisian Head of Government in charge of Youth, and Mr. Thabet Al-Nabulsi, Secretary General of the Ministry of Youth in Jordan, delivered opening remarks.

Ms. Carole McQueen, Ambassador of Canada to Tunisia, spoke on behalf of G7 countries. The conference took stock of the efforts undertaken by MENA countries to implement national youth policies and engage young

people in public life, with a focus at the local level. Innovative formats, such as the “Meet the Minister/Parliamentarian” session, allowed young people to exchange directly with government officials, members of parliament and a mayor on ways to improve youth participation and representation in policy-making. Through the Youth TEDx Talk, young pioneers from, Jordan, Lebanon, Morocco and Tunisia presented their youth empowerment initiatives.





## 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

# 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 & network building
- Study visits
- Round tables, seminars and modules





# 3 Country projects for national reforms

# Strategic support to the open government agenda and implementation of access to information laws in Jordan, Lebanon, Morocco and Tunisia

## THE MENA-OECD OPEN GOVERNMENT PROJECT

The MENA-OECD Open Government Project currently supports Jordan, Lebanon, Morocco and Tunisia to design and implement open government policies in consultation with their citizens and to implement access to information legislation. The project in Tunisia is financed by the U.S. Middle East Partnership Initiative (MEPI), in Lebanon by MEPI and Germany's Foreign Office, in Morocco by MEPI and the MENA Transition Fund of the G7 Deauville Partnership and in Jordan by the MENA Transition Fund of the G7 Deauville Partnership.



## KEY OUTCOMES IN 2018-2019

- Tunisia (2014) and Morocco (2018) joined the OGP and are implementing OGP Action Plans including commitments on ATI
- Tunisia (2014), Lebanon (2017) and Morocco (2018) approved ATI Laws and are establishing related Commissions (Tunisia in 2017 and Morocco in 2019).
- Citizens and civil society are using the ATI law and the public administration is putting in place related procedures

## PROGRAMME OF WORK

- Elaboration of guides on how to access information for citizens
- A train-the-trainers programme for public officials at national and local levels in Tunisia
- Dissemination events for civil society and the media on the use of the law
- A comparative study of ATI Commissions in OECD and MENA countries

## COUNTRY PROJECTS – JORDAN, LEBANON, MOROCCO AND TUNISIA : GIVING CITIZENS VOICE PROJECT

### THE PROJECT

OPEN GOVERNMENT reforms aim to strengthen transparency and the participation of citizens in policy making, thereby promoting trust in government and helping to ensure policies respond to actual needs. As identified in the OECD Recommendation of the Council on Open Government, communication is a key element in promoting open government principles, as it strengthens transparency and helps inform citizens about reforms and encourages their participation in public life. In addition, changes brought by evolutions in traditional media markets and the rise of social media are changing the way citizens and governments interact, further affecting government efforts to promote open government principles.

In the framework of the Transformation partnership with the financial support of the Federal Foreign Office of Germany, the OECD has been accompanying countries in the region since 2016 to promote strategic public communication that support the open government principles of transparency, integrity, accountability and stakeholder participation. Through this cooperation, the OECD helped establish a network of public communicators at the national level in Morocco, and strengthened the activities of the existing network in Tunisia. The project also produced analysis and recommendations for each government respectively and carried out a series of capacity building activities. The second phase of this project will expand the remit

of activities to Jordan and Lebanon, and it will focus on activities in Morocco and Tunisia at the local level.



### ACTIONS

- Published the Morocco and Tunisia Citizens' Voice reports, including a set of action-oriented recommendations towards promoting the contribution of public communication to open government principles.
- Established the first network of public communicators in Morocco and supported the expansion of the related network in Tunisia, to share good practices, challenges and lessons learned.
- Held a series of national and regional capacity building activities, enabling the exchange of good practices and lessons learned.

### IMPACT

- The project created a platform for policy dialogue on pressing issues surrounding public communication and the media.
- The capacity of 50 representatives of ministries and public entities from both countries was increased, featuring a high representation of women (50%).
- The governments of Morocco and Tunisia were able to identify and prioritise a series of reforms in support of citizen voice, and senior officials were committed and empowered to shape these reforms based on the good practices and evidence-informed recommendations provided in the reports.

## 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 commitments on 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, change management 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

- Improving the citizen-state relationship through better public service delivery for citizens at the local level and effective watchdog and complaint mechanisms.
- Increasing coordination between key governance and integrity actors and improving audit and follow-up on audit recommendations.
- Improving public service delivery for SMEs at the local level and SMEs access to public procurement opportunities.

### ACTIONS

- Support the implementation of recommendations of corruption vulnerability scans to improve local public service delivery
- Support the dissemination of citizen charters which stipulate quality commitments of service providers and build CSOs' capacity to monitor these commitments
- Capacity building activities for governance units to increase the cross-sectional integration of good governance and anti-corruption principles in public institutions.
- Support the follow-up on audit recommendations and capacity building activities for inspectors.
- Improve SMEs orientation on and access to justice services and to financing opportunities at the local level.
- On-site support to integrate risk management in public procurement operations in all public institutions

## 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.

### 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, worklife 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.



📍 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**.

### 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 : 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 responsibilities to local authorities which is expected to improve citizen engagement at the local level.

- In this context, between 2015 and 2017 the OECD has accompanied in strengthening public institution capacities at different levels of government to enable their new responsibilities.
- Since 2018, a second phase project has allowed to support more specifically the region of Tanger-Tétouan-AL Hoceima in their ongoing reforms on HR management, administrative simplification and citizen participation.



### ACTIONS

- Peer-review process of the local administration reform in the region of Tanger-Tetouan-AlHoceima
- Support to policy dialogue between local authorities and with the central government and civil society
- Co-design of recommendations for reforms

### IMPACT

- Improved coordination between levels of government (central, regional, local) to carry out the reform
- Built capacities of local authorities (efficiency, flexibility, transparency and inclusiveness).
- Supported citizen's participation at local level.
- Improved co-design of public service delivery at local level.

## 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 was 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.

## COUNTRY PROJECTS – UNITED ARAB EMIRATES

### THE PROJECT

The OECD took a leading role at the 7th World Government Summit (WGS) held in Dubai on 10-12 February 2019. During the plenary session marking the opening of the Summit, OECD Secretary General Angel Gurría explored in a plenary session how governments can reap the benefits of new technologies, which are transforming our economies, governments and societies in complex, and often unpredictable ways.

The OECD also co-organized a number of activities and pre-summit meetings i.e. a Global Platform on the governance of future risks, a gender circle on how to close gender gaps in decision-making posts, a panel on innovation in innovation in government. The OECD took part as well in the SDGs in Action series of activities on innovative solutions for implementing the SDGs and in the thematic discussions for measuring happiness, as well as in the panel on youth transition to adulthood.

The World Government Summit is a 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 Future Risks” focused on how countries and institutions are strengthening their risk governance across various dimensions - from institutional design, to inclusiveness, transparency and accountability - to better respond to the challenges of disaster risk management.
- The third edition of the “Embracing Innovation in Government: Global Trends 2019”, authored by OPSI in partnership with the UAE’s Mohammed Bin Rashid Centre for Government Innovation (MBRCGI), draws a global review of the ways governments are transforming their operations and improving the lives of their people through innovation, based on the analysis of 542 innovations from 84 countries.
- The gender circle explored the role of government tools, such as gender budgeting, inclusive procurement and behavioural insight approaches, in promoting gender balance and shifting underlying norms and attitudes that affect gender equality in the workplace and equal access to decision-making.



📍 The OECD Secretary-General **Angel Gurría** at the World Government Summit 10-12 February 2019, Dubai.



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

### THE PROJECT

The OECD supports the UAE to improve gendersensitive 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:

On 19 September 2017, the Deputy-Secretary General of the OECD Mari Kiviniemi launched the Gender Balance Guide: actions for UAE organisations, in Dubai, in the presence of H.H Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates (UAE).



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.

🕒 Training of women candidates to local elections held in Sfax, Tunisia on 12-13 April 2018

### 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.
- Annual Study Visit that aims to promote dialogue and exchange good practices among parliamentarians and local council members from OECD and MENA project countries.

## 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: 97 women candidates targeted by the OECD training seminar won seats in the 2018 municipal elections in Tunisia.
- 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.



🔗 **Lia Quartapelle**, Member of the Italian Chamber of Deputies speaks at the advisory and consultation sessions held in Tunis, Tunisia on 18-19 March 2019.

## 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 nongovernmental 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.



### 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 a youth national integrated policy is in the process of being adopted. A guide for youth participation at local level is being developed for the city of Salé.
- 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 second regional youth conference “**YouThink about it!**” was organised in cooperation with the Presidency of the Government and the Ministry of Youth Affairs and Sport on 27-28 November 2018 in Tunis.

## 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 project (2016-2020) 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.



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



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### ACTIONS

- Assessing the current governance arrangements in the country.
- Understanding the impact that new laws will have on governance policies and citizen participation.
- Drafting an Open government guide at the local level.
- Drafting a report assessing open government practices at the local level, in particular on the needs assessment process in Jordan.
- 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 four years (2017-2021) 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

- Identify best practices and lessons learned to support the implementation of the country's fourth National Action Plan;
- Analyse the open government agenda of Jordan including the progress made with the OGP, based on the 2017 OECD Recommendation of the Council on Open Government;
- 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 apply effective collaboration and communication capacities in the development and implementation of the country's National Action Plans, as well as promote citizen participation initiatives more broadly.

## 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 Government National Action Plan, building an appropriate governance framework with NGOs and civil society, increasing awareness within the executive at national and local level and mainstream Open Government throughout public policies. At the same time, the project will support Morocco in joining the Open Government 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.

📍 International Morocco-OECD Conference – Open Government and Access to Information, 13-14 March 2019, Rabat



### 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

### IMPACT

- Line ministries will be strengthened to implement in close coordination the objectives of the OG action plan and they will develop a common understanding of the challenges that require Open Government 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 rulemaking process.



Expert panel meeting with the judges of the Court of Cassation of Egypt, 27 April 2019, Cairo, Egypt

	<b>Court of Cassation</b>	<b>Ministry of Justice</b>
<b>Actions</b>	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
<b>Impact</b>	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 (2014-2020) 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 support for the Government of Yemen in the implementation of a Strategic Guidance document within the framework of the strategy prepared by the Ministry of Justice in coordination with the Ministry of Planning and International Cooperation.

	Preparation of a strategic guidance document for Yemeni judicial institutions
<b>Actions</b>	Deliver capacity-building activities to enhance capacity, integrity and infrastructure of the Ministry of Justice, judges and prosecutors
<b>Impact</b>	Improved dialogue, integrity and capacity for the Yemeni judicial institutions in a conflict and post-conflict setting

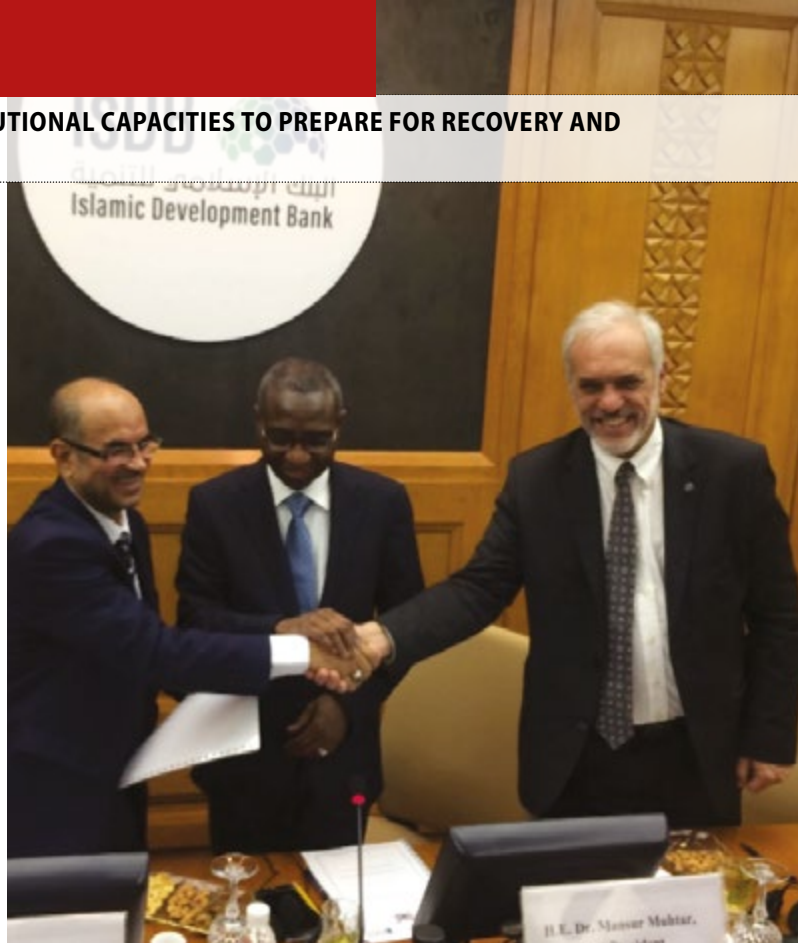


## COUNTRY PROJECTS – YEMEN : BUILDING INSTITUTIONAL CAPACITIES TO PREPARE FOR RECOVERY AND RE-CONSTRUCTION IN YEMEN

### THE PROJECT

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 is 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.

Actions	Development of a Strategic Framework document for the Government of Yemen
	Capacity-building and piloting programmes for central and local institutions on coordination capacities, voice and accountability mechanisms, and empowerment of regions
Impact	Support institutional setting and immediate delivery of basic public services
	Prepare the ground for institution-building by acting upon key challenges in a post-conflict scenario



Dr. Mohamed Saeed Al-Sadi, Yemen Minister of Planning and International Co-operation, Dr. Mansur Muhtar, Vice President of the Islamic Development Bank and Mr. Marcos Bonturi, Director of Public Governance at the OECD on 10 July 2018, Jeddah

## COUNTRY PROJECTS – **LEBANON** : BRINGING GOVERNMENT CLOSER TO CITIZENS

### THE PROJECT

Supported by the Italian Agency for Development Cooperation (AICS), this project will support both open government at the local level and digital government as key components to achieving public governance reform. At the local level, selected municipalities, will be assisted in developing an open government strategy to set priorities and guide their work, establish partnerships with local networks of CSOs dedicated to the promotion of the principles of transparency, accountability, and citizen participation at the local level, and develop a one-stop shop for public engagement. Effective implementation of these recommendations will be supported through capacity building activities. Finally, the results and good practices from Lebanon will be disseminated at the regional and global levels to support the dissemination of open government practices to other municipalities.



📍 Citizen Participation Workshop, Shweir Municipality, Lebanon, 17 May 2019

<b>Actions</b>	Supporting the national government in its open government reforms
	OECD scan of open government practices in municipalities
	Capacity building activities in selected municipalities to improve good governance and strengthen democracy
	Create an Open Government CSOs Network
	National dissemination conferences
	Digital Government Review of Lebanon
<b>Impact</b>	Provide action oriented proposals and capacity building to support sound digital transformation of the public sector
	Support national government in adhering to the OECD Recommendation on Open Government and join the OGP
	Strengthen capacities of municipalities to develop open government strategies and design advanced citizen participation processes
	Support a digital transformation of the public sector to promote social wellbeing and unleash productivity of Lebanese economy

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## Publications 2019

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OECD (2019) Bonne gouvernance au niveau local pour accroître la transparence & la redevabilité dans la prestation de services : expériences de Tunisie & d'ailleurs, OECD Publishing, Paris.

OECD (2019), Good governance and anti-corruption in Tunisia: Project highlights, OECD Publishing, Paris.

OECD (2019), Good governance in Egypt: Legislative drafting manual for better policy, OECD Publishing, Paris (forthcoming).

OECD (2019), Institutions guaranteeing access to information in OECD and MENA countries, OECD Publishing, Paris (forthcoming).

OECD (2019), Le Gouvernement ouvert à la Marsa, Sayada et Sfax en Tunisie, OECD Publishing, Paris (forthcoming).

OECD (2019), Open Government in Salé in Morocco, OECD Publishing, Paris (forthcoming).

OECD (2019), Seven key findings from the Youth Governance Survey, OECD Publishing, Paris.

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## Forthcoming Highlights

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### 2019

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#### Regional Events:

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Working Group on Open and Innovative Government (WG II), 28-29 January, Lisbon

Working Group on Civil Service and Integrity (WG I), 18 March, Paris

Working Group on Regulatory Reform and Rule of Law (WG IV), 28 March, Lisbon

Women in Government Platform, 1 July, Tunis (TBC)

MENA Senior Budget Officials Network (MENA-SBO/WG III), 18-19 July, Caserta

Public Procurement Network, November (tbc)

Regional Youth Conference, November (tbc), Amman

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#### Country Events:

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Workshop on the elaboration of an access to information guide for public officials, 30 January, Tunis

Stocktaking meeting between stakeholders of the project "Good Governance and Anti-Corruption in Tunisia", 5 February, Tunis

Workshop on risk-based approach to improve public procurement in Tunisian public institutions, 6-7 February, Tunis

Inception mission: Support to the implementation of Good Regulatory Practice in Abu Dhabi's Department of Health, 19-21 February, Abu Dhabi

Civil Society consultation on Access to Information, 20 February, Beirut

Workshop to strengthen the role of governance units in promoting good governance and integrity, 11-12 March, Tunis

International Morocco OECD Conference on Open Government and Access to Information, 13 March, Rabat

National conference launching the risk management strategy in public procurement, 15 March, Tunis

High-level launch of Jordan's 4th OGP National Action Plan, 17 March, Amman

Workshop with Yemen judicial stakeholders, 18 March, Amman

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## Forthcoming Highlights

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Advisory and Public Consultation sessions - MENA Transition Fund: "Towards inclusive growth: promoting women in Parliaments and policy-making in Tunisia", 18-19 March, Tunis

National conference to improve citizen-public service interface at the local level, 25 March, Tunis

Workshop to validate the main findings and recommendations for the Open Government at the Local Level review of Jordan, 27 March, Amman

National conference presenting the guide on access to information for public officials, 28 March, Tunis

Training on access to information for the deconcentrated administrations of Nabeul and Zaghuan, 1-2 April, Tunis

Workshops with the ADAA to discuss draft indicators to measure Vision 2030 of the Kingdom of Saudi Arabia, 1-12 April, Paris

MENA-OECD Initiative on Governance and Competitiveness for Development Advisory Board Meeting, 16 April, Paris

Expert mission + workshop: Support to the implementation of good regulatory practice in Abu Dhabi's Department of Health, 24-25 April, Abu Dhabi

Workshop on the modernisation of local administration, 25-26 April, Tangier

Expert Panel Meeting on the Egyptian Court of Cassation Reform Measures, 27 April, Cairo

Workshops with the ADAA to discuss draft indicators to measure Vision 2030 of the Kingdom of Saudi Arabia, 29 April – 2 May, Riyadh

Local Youth Ambassadors Programme kick-off event, 29 April, Amman

Launching conference of citizen charters, June, Tunis

Workshop on local youth participation (MedUni), 10-13 June, Hammamet

Workshop with the ADAA to discuss topics related to performance management in the Kingdom of Saudi Arabia, 17-18 June, Paris

Workshop on mobile communication, 20 June, Tunis

Study Visit - MENA Transition Fund: "Towards inclusive growth: promoting women in Parliaments and policy-making in Tunisia", 24-28 June, Rome

Launching Conference of the Lebanon-OECD Cooperation, 24 June, Beirut

Consultation Session on the draft national action plan on access to information, 25 June, Beirut

Fact finding mission on Digital Government, 25-26 June, Beirut

Workshop – Leveraging public communication towards a more open government in Jordan, June 26 (tbc), Amman

Public consultations on the access and user-friendliness of the online public procurement platform "TUNEPS", June - September, Tunis and selected regions

Stocktaking and coordination meeting of project stakeholders, July, Tunis

Training program for governance units, July-November, Tunis and selected regions

Training program for inspectors, July – December, Tunis

Training program for controllers, July – September, Tunis

Workshop on youth participation at local level, 2 July, Salé (Morocco)

Training for the Open Government Implementation Committee, 3 July, Rabat

1st training workshop- Local Youth Ambassadors Programme, 5-6 July (tbc), Amman

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## Forthcoming Highlights

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MENA Senior Budget Officials (MENA-SBO) Network - Budgeting for Societal Outcomes: Gender, Youth and SDGs Budgeting, 18-19 July, Caserta

Meet your Government Official meetings across 12 governorates in Jordan and Petra-Local Youth Ambassadors Programme, July (tbc), Jordan

Workshop - Vers l'élaboration d'un guide sur la communication publique au Maroc, July (tbc), Rabat

Peer-review on the implementation of the OG OECD recommendation, September, Rabat

Launching of the publication "modernization of local administration in the region of Tanger-Tetouan-AlHoceima", September, Rabat

Active citizenship camps at local level – Local Youth Ambassadors Programme, September (tbc), Jordan

Training program for advisors of the BFPME on SMEs' development, September – December, Tunis and selected regions

High-level launch of the "Citizen Voice: Enhancing Open Government through Effective Public Communication and Strong Media Ecosystems" project in Jordan, September (tbc), Amman

Workshop in the framework of the international access to information day, 28 September, Rabat (tbc)

Towards a Road map for Public Communications in Lebanon, September (tbc), Beirut

Training of CSOs on the monitoring of recommendations of corruption vulnerability scans, October, Béja, Sousse, Tozeur

Validation workshop of the preliminary findings for the Open Government Scan in Jordan, October (tbc), Amman

Workshop with PMO, October (tbc), Rabat

Workshop on the implementation of the new Moroccan youth strategy, October (tbc), Rabat

Peer review on public communications and media in Jordan, November (tbc), Amman

Workshop - Launching of the open government at the local level review of Jordan, November (tbc), Amman

Peer review on public communications and media in Tunisia, November (tbc), Tunis

Workshop on public communication and peer review, Oct/Nov, Tunis

Access to Information workshop, Oct/Nov, Beirut

Access to Information workshop, Oct/Nov, Rabat

National anti-corruption congress, December, Tunis

Annual Congress of the High Committee for Administrative and Financial Control on audit and control, 5 December, Tunis

Launching conference of a procedural guide for governance units, December, Tunis

Information day on BFPMEs accompanying services for newly created SMEs, December, Tunis

Stocktaking and coordination meeting of project stakeholders, December, Tunis

Training on Access to Information, December, Tunis

High-Level International Conference on the Reform Action Plan of the Egyptian Court of Cassation, Q3-Q4 (tbc), Cairo

High-Level Presentation of the MAPS Engagement on the Implementation of the SDGs in Egypt, Q3-Q4 (tbc), Cairo

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## Forthcoming Highlights

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### 2018

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#### Regional Events:

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Training Course on “Strengthening Integrity and Anti-Corruption Capacities” at the IMF training center, 8-11 January, Kuwait

Advisory Board of the MENA-OECD Initiative on Governance and Competitiveness, 23 January, Paris

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#### Country Events:

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Technical Workshop “Treading the Path for the Digital Transformation of Morocco”, 25 January, Rabat, Morocco

Workshop on Senior Civil Service for Morocco, 29-31 January, Rabat, Morocco

Training of Trainers to build capacities of women candidates for the local elections, 3-4 February, Tunis, Tunisia

Launch of the Public Procurement Project “Renforcement des capacités dans le domaine des Marchés Publiques in Algeria” 6 February, Algiers, Algeria Participation in the World Government Summit, 10-12 February, Dubai, UAE

13th Annual Meeting of the Working Group 2 on Open and Innovative Government, 13 February, Dubai, UAE

Seminar and workshop on simplification and dematerialisation of administrative procedures, 13-14 February, Algiers, Algeria

Workshop on Risk management in Public Procurement with HAICOP, 19 February, Tunis, Tunisia

Workshop on enhancing SMEs access to public procurement for public entities and for SMEs, 20 February, Tunis, Tunisia

Workshop on Risk Management Principles for Auditors and Inspectors, 20-21 February, Tunis Tunisia Workshop on Performance Audit Approaches and Methodologies, 22 February, Tunis Tunisia

Consultation meeting to discuss the training programme “Youth engagement at local level in Jordan” in the framework of the MENA TF Youth Project, 21 February, Amman, Jordan

Open Government in La Marsa, Sayada and Sfax City: Presentation of the OECD Report, 13 March, Tunis, Tunisia

Open Government in Tunisia: Launching the consultation for the 3rd OGP Action Plan 14 March, Tunis, Tunisia

Drafting an Open Government Communication Plan Tunisia 15 March, Tunis, Tunisia

Train the trainers on access to information for officials from the local government (Governorates of Gabes, Tataouine and Mednine), 8-9 March, Djerba, Tunisia

Training of women candidates running for local elections, 3-4 March in Kairouan and 10-11 March in Tunis, Kairouan, Tunisia

Two Advisory Sessions to test the findings of the assessment of women candidates running for local elections, 5 March in Kairouan and 12 March in Tunis, Tunisia

Working meetings at local level with voluntary public services for the development of the corruption scan (Souss, Beja, Tozeur, 12 March 2018 tbc)

Fact-finding mission at the local level for a preliminary diagnosis of Tunisian SMEs experience in accessing public services and dispute resolution mechanisms (Tunis, Sousse, Beja), 12-16 March 2018 (TBC), Tunisia



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## Forthcoming Highlights

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Steering Group Meeting of the MENA-OECD Initiative on Governance and Competitiveness, 19 March, Paris

Citizens'Voice peer-review mission, Rabat, 21-23 March

Drafting an Open Government Communication Plan Morocco, 24 April, Rabat

Open Government in Salé, 25 April, Rabat

Workshop with the Tunisian network of public communicators on the challenges and opportunities brought by the implementation of the access to information legal framework in the country, 14-15 May, Tunis.

Creation of the Open Government Unit in MoPIC in May 2018, Jordan

"Open and Digital Government for SDG16" in the framework of the UN Public Sector Forum, 22 June, Marrakech

Supported the participation of the Jordanian delegation to the OGP 2018 Global Summit, 17-19 July, Tbilisi, Georgia

Workshop to develop the first ever guide on public communication in Morocco, 1-2 October, Rabat

Workshop to present the main findings and recommendations of the Morocco Citizens'Voice report, 10 October, Rabat

Best Practices for PPPs Management, Doha, Qatar - 17-18 October 2018

Workshop to present the main findings and recommendations of the Tunisia Citizens'Voice report, 23 October, Tunis

Study visit for high-level government representatives of Jordan to learn about good practices from the Scottish Government in the areas of decentralization, good governance, and open government, 21-25 October, Edinburgh, Scotland.

Access to Information: From the law to implementation, 23 November, Rabat

Launching of the 3rd OGP Action Plan, 22 November, Tunis

# The MENA-OECD Governance Programme's Structure



MENA Co-chair (Tunisia)  
**MR. RIADH MOAKHER**  
 Secretary General of the Government,  
 Tunisia



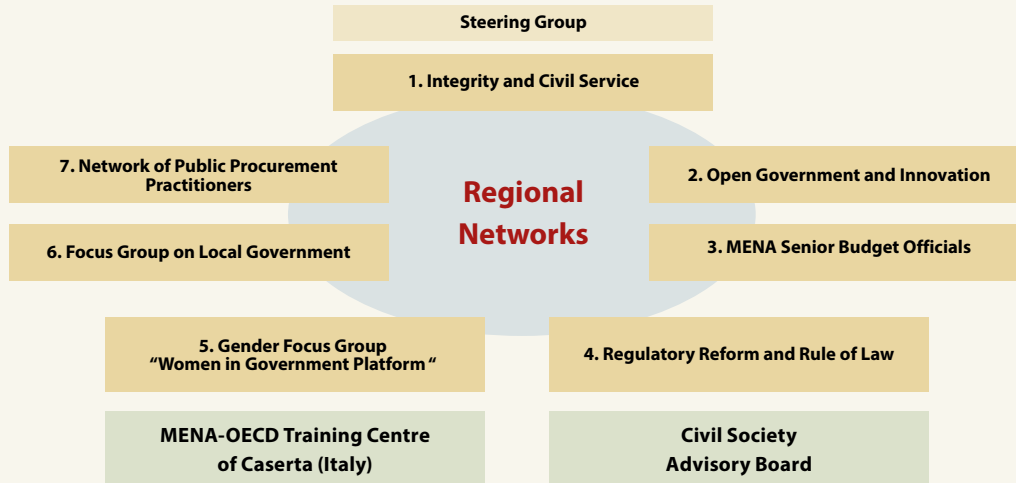
OECD Co-chair (EU)  
**MR. RUPERT SCHLEGELMILCH**  
 Ambassador, Permanent  
 Representative of  
 the EU to the OECD

## Regional partners

- Islamic Development Bank (IDB)
- African Development Bank (AfDB)
- Arab Fund for Economic and Social Development (AFESD)
- Centre Africain De Formation Et De Recherche Administrative Pour Développement (CAFRAD)

## International partners

- European Commission
- UN agencies (UNDP, UNESCO, UNICEF, ESCWA etc.)
- World Bank
- IMF
- Open Government Partnership (OGP)
- Union for the Mediterranean (UfM)
- International Institute of Administrative Sciences (IIAS)
- Anna Lindh Foundation



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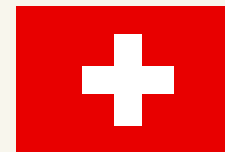
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**MENA-OECD**  
Governance Programme

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