



**Active
with the**

MIDDLE-EAST AND NORTH AFRICA





Angel Gurría,
OECD
Secretary-General

SUPPORTING SUSTAINED AND SYSTEMATIC REFORMS IN MENA: PUTTING PEOPLE BACK AT THE CENTRE OF THE TRANSITION.

More than two years after the beginning of the Arab Spring, in several countries the transition process remains complex and the socioeconomic environment continues to pose challenges for the successful implementation of reforms. The transition towards democratic and stable societies in the MENA region is a challenge not only for the MENA countries, but for the world as a whole. The international community therefore needs to provide more effective and sustained support to foster growth, restore trust and thus give citizens from MENA countries the tools they need to build their future prosperity.

Fostering growth means championing competitiveness in the reform agenda. There are remaining barriers which prevent a dynamic private sector from prospering, including obstacles to competition, a heavy role of the public sector, gaps in skills and low entrepreneurship. Delivering jobs is a daunting challenge in the light of the MENA region's young population, and the 2.8 million men and women who join the labour market every year. Restoring trust is essential to advancing reforms throughout the transition process. Fighting corruption and strengthening governance are crucial conditions for economic growth. But restoring trust also means addressing high inequalities and combating poverty, which affects around 40% of the total population in the region.

Through the MENA-OECD Initiative, the SIGMA programme and more recently the G8 Deauville Partnership, the OECD has been supporting countries in the region to strengthen public sector institutions and generate sustainable private sector-led growth. We are helping to enhance the capacity of our partners to foster foreign and domestic investment by strengthening their frameworks and creating a level playing-field to develop accountable, responsive and inclusive governance frameworks. By fighting corruption and preventing misconduct, MENA countries can enhance the rule of law and rebuild citizens' trust in government. We also support our partners to strengthen their capacity to mobilise domestic resources through more effective tax policy and more efficient tax administration, including by joining the Global Forum on Transparency and Exchange of Information for Tax Purposes and the Multilateral Convention on Mutual Administrative Assistance in Tax Matters.

We have been actively supporting efforts on SME facilitation in transition countries through the elaboration of the Deauville Partnership near-term action plans on SMEs, in consultation with international financial institutions. We have also developed a programme to assist transition countries meet eligibility for Open Government Partnership membership and implementation.

MENA societies are facing some of the greatest challenges in their recent history. The region's new Leaders are confronted with difficult policy choices. The OECD can help! We will continue to work with our MENA partners to promote open and transparent governance frameworks, inclusive and sustainable economic growth, and employment in the region. We are proud to be able to play a part in helping the new MENA Leaders fulfil the aspirations of their citizens through *"better policies for better lives"*.

Angel Gurría
OECD Secretary-General

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OECD WEEK

OECD Week combines the annual OECD Ministerial Meeting and Forum. The Forum, a public event, brings together ministers, business, labour, civil society and academia to share policies and ideas. It feeds into the Ministerial Meeting, where government leaders and ministers discuss issues on the global agenda.



*OECD WEEK 2012: Her Majesty Queen Rania Al Abdullah of Jordan;
Angel Gurría, Secretary-General of OECD.
OECD, Paris, France.*

During the 2012 Ministerial, ministers focused on policies for a sustainable - jobs-rich, green and equitable - economic recovery. In this context, they discussed ways to encourage gender equality so women can fulfil their potential. As the economy of one country depends on the economy of all, ministers also discussed the benefits of a more open trading system and looked to strengthen partnerships with developing countries and their relationship with the MENA region.

Tunisia and Morocco signed up to a series of international instruments in areas ranging from business integrity to international investment and green growth (see sections on business integrity, investment and green growth). Adherence to these instruments is an expression of a long-standing co-operation between countries in North Africa and the OECD.



OECD WEEK 2012: Signing ceremony with Tunisia and Morocco

(Left) Riahd Bettaieb, Minister of Investment and International Cooperation of Tunisia; Angel Gurría, Secretary-General of OECD.

(Right) Mohamed Najib Boulif, Minister Delegate to the Head of Government in charge of General Affairs and Governance, Morocco; Angel Gurría, Secretary-General of OECD.

At this year's OECD Week 2013, Saudi Arabia signed the Multilateral Convention on Mutual Administrative Assistance in Tax Matters (see section on tax policy).

REGIONAL PARTNERSHIPS AND PROGRAMMES



"The OECD has the experience to assist in the implementation of structural reforms in the MENA region. The Organisation is standing by to respond to requests for policy assistance from the new authorities.

With this in mind, we welcome the continuation of the MENA-OECD Initiative on Governance and Investment in particular within the framework of the Deauville Partnership."

Pascale Andreani

Ambassador, Permanent Representative of France to the OECD and Chair of the External Relations Committee

The OECD has been engaged with MENA countries for almost 10 years through the MENA-OECD Initiative on Governance and Investment for Development. Further engagements include the Deauville Partnership (DP), the EU-OECD Support for Improvement in Governance and Management (SIGMA), the Dialogue between the OECD Development Assistance Committee (DAC) and the Arab Co-ordinating Group Institutions (ACGI), as well as the Africa Partnership Forum (APF). This work has broadened OECD's knowledge of the region and helped to build networks of experts to ensure that the most important challenges for each of these countries are addressed.

The OECD's mandate in the MENA region, as defined by its Member countries, will further deepen the regional evidence-based policy dialogue, foster peer-to-peer learning, monitor and measure progress of reforms at the national level and provide implementation support. The OECD's activities are oriented to ensure impact on the ground and produce visible and measured results.



"We welcome the commitment and support of our partners in this transition phase and we particularly welcome the excellent relationship we have with the OECD. The recent signing of the co-operation agreement will help us consolidate our active and ongoing dialogue and effectively support the ongoing reform process. Tunisia will continue its transition towards being a genuine democracy with an inclusive, fair and equitable development model, based on good governance, transparency and citizen participation. We must meet this challenge for our martyrs, for the Tunisian people and the entire Arab world."

Ali Laarayedh

Head of the Tunisian Government



“The Organisation of the Islamic Cooperation (OIC) today stands as promoter of modernisation and moderation in Muslim societies. The Organisation advocates that Islam is compatible with democracy and human rights and provides the needed impetus to socioeconomic development. The acknowledgement by OIC of the nexus between upholding democracy, good governance and promotion of multi-sector economic transformation remain at the core of OIC’s cooperation with OECD. ”

Ekmeleddin Ihsanoğlu

Secretary-General of the Organisation for Islamic Cooperation

The OECD’s relations with international and regional organisations have also strengthened over the past years. As from 2000, the OECD has undertaken to conclude formal partnership agreements with a number of other organisations able to help bringing the OECD’s institutional and policy know-how to countries in the region. Many of these organisations participate in OECD Committees and contribute to the Committees’ work programmes. OECD Members’ expertise can directly benefit partner organisations’ own constituencies, while the OECD itself benefits from direct access to these constituencies through these organisations.

MENA-OECD INITIATIVE ON GOVERNANCE AND INVESTMENT FOR DEVELOPMENT

The MENA-OECD Initiative on Governance and Investment for Development is a regional effort, initiated and led by countries in the Middle East and North Africa.

It promotes broad reforms to enhance the investment climate, modernise governance structures and operations, strengthen regional and international partnerships, and promote sustainable economic growth throughout the MENA region. The Initiative adopts a double approach working in parallel on regional and country-specific levels.



"The Kingdom of Morocco is firmly committed to an irreversible process of institution-building, based on pluralism, participation and good governance. We believe that the MENA-OECD Initiative on Governance and Investment provides an adequate framework to strengthen this process and to enrich the components of a united and innovative society."

Mohamed Najib Boulif

Minister Delegate to the Head of Government
in charge of General Affairs and Governance,
Morocco



“With its development since 2005, the MENA/OECD Programme provides a solid and effective response to the demands of modern and democratic governance, as well as of economic and social progress to partner countries, especially after the Arab Spring, in one of the most crucial regions for the world’s present and future stability and well-being. Spain strongly supports this Programme which has favoured the sharing of OECD principles and practices with the MENA countries and calls to all OECD Member States to reinforce their co-operation within the framework of this Programme to the benefit of the whole region.”

Ricardo Díez-Hochleitner

Ambassador, Permanent Representative of Spain to the OECD and Co-Chair of the Governance Pillar of the MENA/OECD Programme

The **MENA-OECD Governance Programme** is a unique partnership between OECD countries and the MENA region aiming at building transparent, accountable, efficient, and participatory public governance. It fosters dialogue among policy makers and with representatives from civil society and the private sector to design and implement innovative governance reforms to promote good governance and inclusive growth. It offers a forum for regional policy exchange and is a centre of policy analysis, documenting regional trends and practices. Based on the regional work, policy recommendations are provided to country specific reform priorities in the MENA region to support the implementation of reforms in line with OECD good practices reinforcing development initiatives supported by international, regional and bilateral donors.

→ www.oecd.org/mena/governance

The key objective of the **MENA-OECD Investment Programme** is to mobilise investment – foreign, regional and domestic – as a driving force for inclusive economic growth and job creation. This partnership serves to share know-how on best practices and lessons learned in implementing investment reforms to enhance capacities of governments in the MENA region to design, implement and monitor investment policy reforms. Building on the OECD model of peer review, policy experts work closely together to design innovative solutions, tailored to the specific policy environments of each country.



“The emerging economies of the MENA region need growth rates of more than seven percent to absorb the unemployed and new entrants to labor force. A predictable business environment, robust framework conditions for investment and continued reform are needed to approach this level of growth. That, in turn, is also necessary to keep the legitimate aspirations of the Arab Spring for human rights, democracy and well-being alive. The MENA-OECD Program provides a modest but nevertheless important contribution to this strive.”

Anders Ahnlid

Ambassador, Permanent Representative of Sweden to the OECD and Co-Chair of the Investment Pillar of the MENA/OECD Programme

→ www.oecd.org/mena/investment

DEAUVILLE PARTNERSHIP (DP) WITH ARAB COUNTRIES IN TRANSITION



“Our over-arching theme for G8 and Deauville Presidencies is ‘open economies, inclusive growth’. Within these areas, the OECD is a leading provider of expertise on investment frameworks, SME policy and private sector reform, and promoting the economic participation of women and young people. We look forward to OECD support for our initiatives in these areas.”

Nick Bridge

Ambassador, UK Delegation to the OECD

The DP announced under the French Presidency of the G8 in 2011, supports the transition process in the Middle East and North Africa. It involves the G8 countries, and Arab Countries in Transition (Tunisia, Egypt, Jordan, Morocco, Libya and Yemen), Partner Countries (Kuwait, Qatar, Saudi Arabia, Turkey, the United Arab Emirates (UAE)) as well as International Financial Institutions (IFIs) and International Organisations. The Partnership, including through its Transition Fund, promotes economic stabilisation, job creation, transparency, accountability, and good governance, as well as trade and investment in the Arab Countries in Transition (TCs).

Since its inception, the OECD has been actively supporting the transition countries’ efforts to establish sustainable and economic growth through the promotion of job creation and good governance. Building on the expertise and networks of the MENA-OECD Initiative and the SIGMA programme, the OECD has organised policy dialogue, exchanged best practices, and assisted the TCs identify and in implement their priorities under the Partnership.

As an Implementation Support Agency in the Transition Fund, the OECD actively engages with the TCs to support the elaboration and implementation of technical co-operation projects to advance country-led policy and institutional reforms. It is currently supporting the implementation of a Public-Private Partnerships (PPPs) policy and the creation of an Investment Authority in Tunisia, and will assist in the establishment of an SME development strategy in Libya and in strengthening the employability of youth during Tunisia's transition to a green economy.

- www.state.gov/e/eb/ecosum/2012g8/deauville
- www.oecd.org/mena/thedeauvillepartnership.htm
- www.gov.uk/government/policies/working-for-peace-and-long-term-stability-in-the-middle-east-and-north-africa/supporting-pages/deauville-partnership



*Deauville Partnership Conference on "Building Open, Fair, and Transparent Government for Growth and Development"
Paris OECD Headquarters, France, April 2012*

EU-OECD SUPPORT FOR IMPROVEMENT IN GOVERNANCE AND MANAGEMENT (SIGMA)



SIGMA is a joint EU-OECD initiative that provides assistance to countries on strengthening public governance systems and public administration capacities. As part of its mandate in the European Neighbourhood, SIGMA currently works with Algeria, Egypt, Jordan, Lebanon, Morocco and Tunisia. SIGMA provides assistance in five key areas:

- civil service management and administrative legal framework,
- public finance and audit,
- public procurement,
- policy making and co-ordination, and
- public governance strategy and reform.

→ www.oecd.org/site/sigma



"Launched in the framework of the European Neighbourhood policy of the EU, the joint EU-OECD SIGMA programme gives essential support to our neighbours in carrying out reforms that lead to better public administration. Good public administration is a corner stone for achieving democratic and accountable governance. SIGMA's assistance focuses on setting up principles and structures for internal and external audit, establishing recourse to regulatory impact assessment, putting in place high standard public procurement and also enhancing the capacity of Parliaments to legislate. These are public goods whose benefits accrue to citizens of the countries concerned as well as to the international community as a whole."

Maria Francesca Spatolisano

Ambassador, EU Delegation to the OECD

DIALOGUE BETWEEN THE OECD DEVELOPMENT ASSISTANCE COMMITTEE (DAC) AND THE ARAB CO-ORDINATING GROUP INSTITUTIONS (ACGI)

In 2009, the OECD/DAC re-established dialogue with an important set of Arab donors, the Arab Co-ordinating Group Institutions (ACGI). The dialogue is being pursued through a working relationship between the political leaders on both sides (the DAC Chair and Head of the ACGI). It includes periodic consolidations, joint meetings and collaboration on various development co-operation issues. Activities have included a High-Level Partnership Dialogue in London in 2011, which focused on the situation in the Middle East and North Africa after the Arab Spring, as well as technical meetings and workshops.

In recent years, the OECD has organised four technical meetings with the ACGI or its members. They covered topics such as energy, poverty, food security and agriculture, as well as aid management and statistical reporting on Official Development Assistance (ODA) and non-ODA flows. This co-operation has resulted in several Arab donors reporting statistics on aid flows to the OECD.

→ www.oecd.org/dac/promotingdialoguebeyondthedac.htm

AFRICA PARTNERSHIP FORUM (APF)



The Mutual Review of Development Effectiveness in Africa: Promise & Performance 2013 (English, French)

The APF was established following the Evian G8 Summit as a way of broadening the existing dialogue between the G8 and the New Partnership for Africa's Development (NEPAD) to include other African institutions and Africa's major bilateral and multilateral development partners. The OECD participates in the APF together with other leading international organisations.

The APF's objective is to catalyse and support action on both sides of the partnership in support of Africa's development. The APF meets twice a year, one meeting focusing on the main political issues, the second on monitoring and evaluation of commitments. Meetings in 2012 and 2013 have focused on energy, illicit financial flows and transparency.

The OECD also hosts a Support Unit which acts with the NEPAD Agency as a joint Secretariat for the Forum. The Unit produces an annual joint report with UNECA monitoring the delivery of commitments and results achieved. The 2013 *Mutual Review of Development Effectiveness in Africa* covers four broad policy areas: sustainable economic growth, investment in people, good governance, and financing for development. Within these areas it looks at 18 individual topics, ranging from trade and agriculture, to education and health, political and economic governance, domestic resource mobilisation and official development assistance.

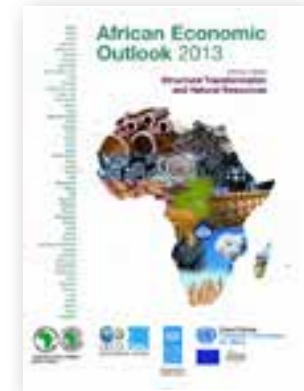
- www.mrde-africa.org
- www.africapartnershipforum.org

ECONOMIC OUTLOOK



In North Africa, where economic activity has been disrupted by the political upheavals, unemployment increased since 2011. Youth unemployment has long been a major problem in the region (as in many African countries) and contributed to the political unrest which led to the overthrow of governments in Tunisia, Egypt and Libya. Given Africa's rapidly growing population, the pressure on labour markets will continue in many African countries.

The African Economic Outlook (AEO) is an annual publication jointly prepared and published by the African Development Bank (AfDB), the OECD Development Centre, the United Nations Development Programme (UNDP) and the United Nations Economic Commission for Africa (UNECA). The report surveys and analyses the economic performance of African economies among them: Algeria, Egypt, Libya, Morocco and Tunisia. It provides information on a country-by-country basis on the short to medium-term prospects on the continent.



*African Economic Outlook 2013
Structural Transformation and
Natural Resources
(English, French)
ISBN 9789264200531*

→ www.africaneconomicoutlook.org

Each year, the AEO addresses a specific theme that focuses on a critical, but under-researched area of Africa's socio-economic development. The theme for 2012 was: "Promoting Youth Employment". The 2013 edition analyses the patterns and underlying drivers of structural change in Africa, and place a special emphasis on the role of natural resources and economic diversification in this process.

The International Economic Forum on Africa has become the most important annual event on Africa in Europe, convening business people, development co-operation professionals, researchers, civil society, students and journalists to engage with a panel of experts discussing the findings of the AEO.



*October 2012 – International Economic Forum on Africa
Panel on “Better Trainings and Skills adapted to Africa’s Development needs”
with Abdelwahab Maâtâr, Minister of Employment and Professional Training, Tunisia*

DEVELOPING INNOVATIVE AND SUSTAINABLE SOURCES OF GROWTH

GREEN GROWTH

The OECD is mainstreaming green growth in its national and multilateral policy surveillance exercises to provide policy advice that is targeted to the needs of individual countries. Green growth is integrated in OECD's sector- and issue-specific work to cover key areas such as energy (jointly with the IEA), food and agriculture, innovation, green investment, greening industry, green jobs, biodiversity, water and rural development.

Green growth is beginning to take root in North Africa and the Middle East. The Egyptian Exchange's Environment, Social and Governance Index was the first stock exchange sustainability index in the Africa and the Middle East region. In May 2012, Morocco and Tunisia adhered to the **Declaration on Green Growth**, which is now signed by 41 countries and the European Community. Over 2013-2014, on-going projects relevant to the MENA region will focus on i) green growth and development co-operation experience in a selection of specific theme areas, e.g. natural resource management, and ii) on climate change finance and development co-operation effectiveness.

The country *Economic Surveys*, *Environmental Performance Reviews*, *Innovation Reviews*, and *Investment Policy Reviews* by the OECD are increasingly addressing green growth issues, and cover a range emerging and developing economies as well as OECD countries.

→ www.oecd.org/eco/surveys

→ www.oecd.org/env/country-reviews

→ www.oecd.org/innovation/reviews

→ www.oecd.org/investment/countryreviews.htm



The **Green Growth Knowledge Platform (GGKP)** is a partnership between the Global Green Growth Institute, the OECD, UNEP, and the World Bank. The GGKP is a global network of researchers and development experts that identifies and addresses major knowledge gaps in green growth theory and practice. Through widespread consultation and world-class research, GGKP provides practitioners and policymakers with better tools to foster economic growth and implement sustainable development.



*Putting Green Growth at the Heart
of Development*
ISBN 9789264181120

The **Green Growth and Sustainable Development Forum (GG-SD)** is a new initiative aiming at strengthening the coherence of approaches to green growth and sustainable development across the work of the OECD. It enables delegates, experts, businesses and civil society to meet and exchange experiences, to identify key knowledge gaps, as well as policy tools and best practices that respond to specific national circumstances. The GG-SD Forum will continue to operate as a series of annual conferences or workshops, focusing each year on a different issue of relevance to several OECD Committees. This year's topic is "Encouraging and leveraging private investment for green infrastructure and technologies, including through innovation policies".

- www.greengrowthknowledge.org
- www.oecd.org/greengrowth/ggsdforum.htm
- www.oecd.org/dac/greengrowth

WATER

Managing scarce freshwater resources and ensuring access to water supply and sanitation is a significant challenge throughout the MENA region. OECD's *Environmental Outlook to 2050* projects that by 2050 almost the entire population of the Middle East and large shares of North Africa's population will be located in areas under severe water stress.

The OECD has worked with a number of countries, including those in the MENA region, to support National Policy Dialogues in order to assist water reform happen.

The **OECD Water Governance Initiative** is a multi-stakeholder taskforce, which engages the Global Water Partnership-Mediterranean and the Mediterranean Institute for Water. The Initiative aims to foster peer dialogue in support for better governance across north and south Mediterranean countries, including through country studies such as for Jordan, Tunisia, and Morocco. The OECD has also carried out assessments of private sector participation in the water sector in Egypt and Lebanon, while an assessment in Tunisia is currently underway.

→ www.oecd.org/water

→ www.oecd.org/env/watergovernanceprogramme.htm



OECD Environmental Outlook to 2050
(English, French)
ISBN 9789264122246



OECD Studies on Water: Meeting the Water Reform Challenge
ISBN 9789264170001

AGRICULTURE



Agricultural Policy Monitoring and Evaluation 2011
OECD Countries and Emerging Economies
(English, French)
ISBN 9789264106178

Agriculture in the Arab world is a quite diverse sector whose contribution to GDP ranges from more than 25% for Syria to less than 2 to 4% for Jordan and Libya. At the same time, most countries in the region tend to have an important rural population (30-60%) with few exceptions (less than 20% in Lebanon and Libya). With high population growth rates and limited areas of arable land and water resources the region is facing a clear challenge: how to ensure reliable access to nutritious sources of food.

While the region is a net importer of agricultural products, and is thus dependent on trade for its basic needs in cereals, cooking oil, sugar, etc, border protection for agricultural products remains high - at least twice as high as the developing country average.

Agricultural support policies reduce efficiency in agriculture, misallocate resources, and create social pressure as agriculture and rural areas have to buffer the increasing demands for employment. The OECD advises governments on moving toward policy instruments that are targeted and tailored to specific objectives, equitable and minimally production and trade distorting.

→ www.oecd.org/agriculture

The OECD and the Food and Agriculture Organization of the United Nations (FAO) publish annually the *OECD-FAO Agricultural Outlook*, which assesses agricultural trends in OECD and selected non-OECD countries. This report provides world market trends for biofuels, cereals, oilseeds, sugar, meats, fish and dairy products over the 2012-2021 period and contains an evaluation of recent developments, key issues and uncertainties in those commodity markets.

Egypt, Iran, Morocco and Tunisia are adherents to the OECD Agricultural Codes and Schemes. The Codes facilitate international trade through the simplification, harmonisation and implementation of globally agreed certification procedures.



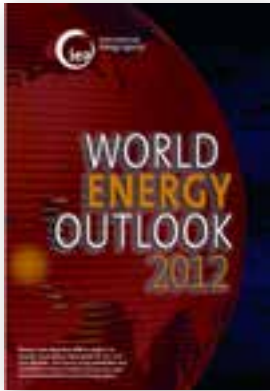
OECD-FAO *Agricultural Outlook* 2012-2021

(English, French)

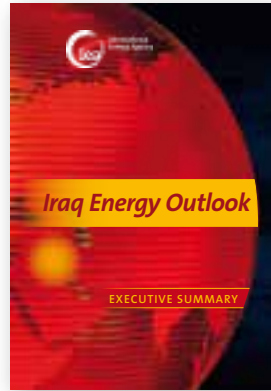
ISBN 9789264173026

→ www.agri-outlook.org

ENERGY



World Energy Outlook 2012
(English, Arabic – Executive
Summary only)
ISBN 9789264180840



Iraq Energy Outlook 2012
(English, Arabic)

The Middle East is home to some of the world's major oil and gas exporters, and the International Energy Agency's (IEA) engagement with the area has developed rapidly in recent years, particularly in the context of the "Producer-Consumer Dialogue". This began in earnest about 20 years ago with regular meetings at Ministerial or at expert level. Following the Riyadh Ministerial in 2000, the dialogue was formally established as the International Energy Forum (IEF). In 2004 the IEF Secretariat was created in Riyadh. The IEF meets at Ministerial level every two years. Every year a symposium is held in Riyadh to analyse and compare short-, medium – and long-term Energy Outlooks.

In 2012 the IEA's *World Energy Outlook* included a special section on Iraq. The report covers the whole of Iraq's energy sector from crude oil to electricity.

→ www.worldenergyoutlook.org

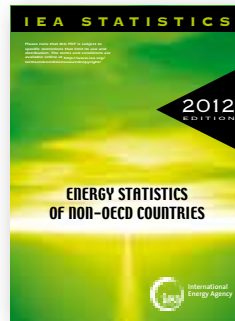
Energy Statistics: Oil and Gas Market

The publication *Energy Statistics of Non-OECD Countries 2012* contains data on energy supply and consumption in original units for coal, oil, natural gas, electricity, heat, renewable and waste for over 100 non-OECD countries, including MENA countries.

The *Medium-Term Oil Market Report 2012* provides detailed projections for oil supply at field level, crude quality trends, demand by product, refined product output and oil investments through 2017. It examines oil price formation, regulatory changes, OPEC dynamics and the future of spare capacity – while also reviewing the contribution of new supplies from deepwater, light tight oil, biofuel and natural gas liquids.

The *Medium-Term Gas Market Report 2012* reviews how gas markets in the Middle East and North Africa managed the challenges of the unrest.

→ www.iea.org



Energy Statistics of Non-OECD Countries 2012
ISBN 9789264174597



Medium-Term Oil Market Report 2012
ISBN 9789264188471



Medium-Term Gas Market Report 2012
ISBN 9789264177970

Renewable Energy



“In the view of the IEA, renewables are already an important part of the energy economy, and all our scenarios show that this role will significantly grow in a future energy system that is both more secure and sustainable.”

Maria van der Hoeven
IEA Executive Director

The challenge to satisfy global energy demand is significant - growth in energy production is consistently outstripped by the growth in energy demand, particularly in emerging economies. Furthermore fossil fuels – such as coal, oil and gas – currently provide more than 80% of the world’s primary energy supply. Urgent action is required to restructure our energy systems to support a more sustainable path especially in the MENA region.

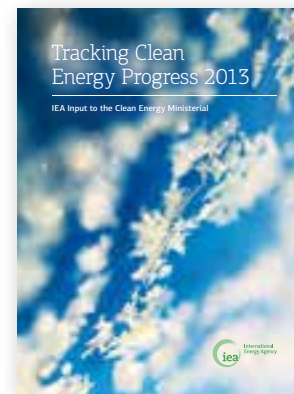
The IEA supports multilateral technology initiatives that are open to all countries worldwide, the private sector and international organisations. Participants in the IEA Implementing Agreements work on a range of technologies and activities aimed at broadening the knowledge base or building national capacities for example through project financing,

modelling or research information. Several MENA countries participate in these groups (Algeria, Egypt, Morocco, and the UAE), working alongside other experts to advance technologies in their countries.

Created by the G8 and IEA member countries in 2010, the **International Low-Carbon Energy Technology Platform** organises thematic dialogue workshops to bring together international, regional or national stakeholders with technology experts and publishes How2Guides to assist countries in developing and implementing energy technology roadmaps. In October 2012 the Platform, in conjunction with the IEA's Working Party on Renewable Energy, held a conference: "From Plans to Power Plants" where representatives from North African countries could discuss their renewable energy strategies with experts from the IEA, regional organisations and the private sector. In 2013 and 2014, the IEA plans to run more workshops in the area on renewable energy, smart grids and roadmapping.



Energy Technology Perspectives 2012
ISBN 9789264174887



Tracking Clean Energy Progress 2013

The IEA's biennial *Energy Technology Perspectives* lays out pathways to a sustainable energy system in 2050, and the latest *Tracking Clean Energy Progress 2013* shows that deployment of renewable energy needs to be even faster. The IEA conducts in-depth policy reviews of key non-member countries. In 2013, the review focuses on Morocco.

- www.iea.org/techagr
- www.iea.org/platform.asp

Investment in Renewable Energies in the MENA region



Renewable Energies in the Middle East and North Africa
Policies to Support Private Investment
ISBN 9789264183698

The MENA-OECD Task Force on Energy and Infrastructure was established in response to a mandate from the 2009 MENA-OECD Ministerial Conference to promote green investment in the region. Building on the OECD's Green Growth Strategy, the Task Force focuses on formulating policy recommendations to promote private investment in renewable energy in the MENA region, based on private sector views and experiences.

Aimed at policy makers in the MENA region, the publication *Renewable Energies in the Middle East and North Africa* makes the case for a stronger deployment of renewable energies in the region and identifies appropriate support policies to stimulate investment. An assessment of existing policy frameworks in the region and examples from OECD good practice are used as pointers to help guide policy makers in their choices.

→ www.oecd.org/daf/psd/renewable-energies-mena-2013.htm

SCIENCE, TECHNOLOGY AND INDUSTRY



OECD Science, Technology and Industry Outlook 2012

(English, French)

ISBN 9789264170322



OECD Internet Economy Outlook 2012

ISBN 9789264086456

Based on the latest information and indicators in science and innovation, the *OECD Science, Technology and Industry Outlook 2012* reviews key trends in STI policies, and performance in OECD countries and major emerging economies, including Egypt, and across a number of thematic areas.

The Internet and communications infrastructure is a key platform to conduct business, connect people and provide government services. During the uprising in Egypt in 2011, Internet and communications services were shut down for five days. The OECD estimated and published the direct costs for this at USD 90 million. This was the beginning of a new OECD project to measure the size of the Internet economy that culminated with the publication of the 2012 *Internet Economy Outlook*.

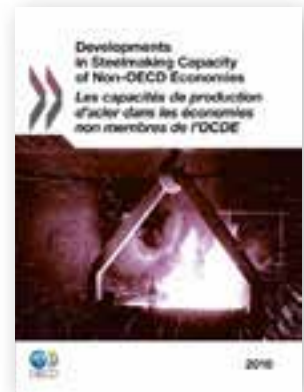
→ www.oecd.org/innovation

→ www.oecd.org/sti/interneteconomy

The Middle East has one of the world's fastest-growing steel industries. Steel demand in the region is expanding rapidly in response to buoyant construction activity and ongoing investments in oil and gas projects as well as downstream refining. Reflecting these trends, the region is investing heavily in new steelmaking capacity, particularly in projects involving natural-gas-based steel production to manufacture steel products used mainly in construction.

The Middle East plays an important role in the work of the OECD Steel Committee, a forum that brings together governments and industry stakeholders from major steel-producing countries to monitor policies and structural changes affecting the development of the global steel industry. Egypt partakes in the OECD steel discussions as a Participant in the Steel Committee and the Arab Iron and Steel Union often participates to inform the Committee about regional industry developments. The publication *Developments in Steelmaking Capacity of Non-OECD Economies* provides in-depth information on investment projects taking place in the Middle East steel industry, including the technologies invested in and their capacity for steel production. The analysis indicates that the region's steel industry will be capable of producing more than 56 million tonnes of steel by 2014, representing growth of 57% compared to the capacity level in 2011.

→ www.oecd.org/sti/ind/steel.htm



*Developments in Steelmaking
Capacity of Non-OECD Economies,
2013 Edition
ISBN 9789264110915
(forthcoming)*

TOURISM

Governments in both established and emerging tourism economies are becoming increasingly aware of tourism's important role as an economic driver, an export industry, and an engine for job creation.

In Egypt, direct and indirect impacts of tourism represented 11.3% of GDP in 2009-10 and 12.6% of total employment in 2009. Egypt plays an active role in OECD Tourism Committee activities and has contributed to the flagship publication, *OECD Tourism Trends and Policies*, in both 2010 and 2012. This biennial publication analyses the key policy reforms and developments to boost competitiveness and sustainability in tourism. It serves as an international reference and benchmark on how effectively countries are supporting growth in tourism, through thematic chapters and over 50 country-specific policy and statistical profiles. Morocco and Saudi Arabia will be invited to contribute to the 2014 edition of the publication.

→ www.oecd.org/cfe/tourism



OECD Tourism Trends and Policies 2012
(English, French)
ISBN 9789264177550



Green Innovation in Tourism Services
OECD Tourism Papers, 2013/01
(English and French)
DOI: <http://dx.doi.org/10.1787/5k4bxxkt1cjd2-en>

HEALTH



OECD Health Brochure

In recent years, Information and Communication Technologies (ICTs) have gained an increasing role as key enablers of health care reform that improve access to health services, quality of care, and health system productivity. Although ICTs represent a major shift from traditional practices, change is therefore fraught with difficulties. While the potential gains from greater use of these technologies have been apparent for years, indeed, it is fair to say that most countries are still facing major challenges in ICTs implementation and adoption. Their use in the health sector lags behind many other parts of the economy. As a result, there is an increasing need for reliable data and indicators to help governments design and evaluate ICT policies and strategies, compare their progress with other countries, and adopt solutions for meaningful and equitable use of these technologies.

The OECD monitors the health status, health care resources and health expenditure and financing, as well as indicators on the quality of care in OECD and non-OECD economies. It advises countries on policies to improve health-system efficiency through care co-ordination and the implementation of information technologies. The OECD also helps countries to design pharmaceutical policies and address future health workforce and long-term care needs. OECD's Health Database offers the most comprehensive source of comparable statistics on health and health systems across OECD countries. The OECD conducts Health Care Quality Reviews and Reviews of Health System Performance to benchmark countries' efforts and provide advice on reforms to improve their health system. A particular focus of OECD work is on the best ways to prevent disease, by tackling obesity and tobacco consumption.

→ www.oecd.org/health/health-brochure.pdf

→ www.oecd.org/health

EDUCATION

PISA (Programme for International Student Assessment) is an international study which began in the year 2000. It aims to evaluate education systems worldwide by testing the skills and knowledge of 15-year-old students in three key domains: reading, mathematics and science. Since the year 2000 over 70 countries and economies have participated in PISA, among them Dubai, Jordan, Tunisia, UAE and Qatar. A further country from the region, Lebanon, has confirmed its participation in PISA 2015. Participating helps countries benchmark progress in improving learning outcomes and see whether students are well-prepared for future challenges. It also assesses whether they can analyse, reason and communicate effectively, and whether they have the capacity to continue learning throughout life. www.oecd.org/pisa

Abu Dhabi has participated in two of the OECD's other education-related surveys: the **Teaching and Learning International Survey (TALIS)** and the feasibility study for the **Assessment of Higher Education Learning Outcomes (AHELO)**. Other participants in AHELO included Egypt and Kuwait. www.oecd.org/edu/talis, www.oecd.org/site/ahelo

The OECD invites stakeholders from MENA economies to participate in its Programme on the **Institutional Management in Higher Education (IMHE)**. Institutions from Bahrain, Lebanon, Qatar, Saudi Arabia and the United Arab Emirates are IMHE members, sharing best practices and ideas to meet common challenges through networks, studies and research. www.oecd.org/edu/imhe



PISA 2012 Assessment and Analytical Framework

*Mathematics, Reading, Science,
Problem Solving and Financial Literacy
(English, French)*

ISBN 9789264190528



Higher Education in Egypt
(English, Arabic)
ISBN 9789264084346



*Integrity of Public Education in Tunisia:
Restoring Trust*

The OECD provides tailored policy support through reviews of education policies and skills development in member and partner economies. In 2010, it partnered with the World Bank in a review on *Higher Education in Egypt*. The review's analysis and recommendations provide impetus for a major programme of structural and cultural reform of Egyptian higher education over the decade to 2020. Reviews of Egypt's compulsory education and vocational training systems are underway in 2013. Other reviews include a review of education policy in Abu Dhabi, published in 2012.

Public education constituted a major component of the OECD's work on integrity in Tunisia (see section on OECD CleanGovBiz Initiative). The OECD has provided

Tunisia with policy options to help build trust in the education system, for example by raising accountability among schools and teachers, and revisiting the organisation of access to the tertiary education sector.

→ www.oecd.org/edu

YOUTH EMPLOYMENT

In a region where half of the population is under 25 years of age, and 65% under 30, youth unemployment is among the highest in the world. The causes of youth unemployment are similar to those in OECD countries: skill mismatch, lack of co-ordination between job offers and job demand and challenges in transitioning from school to the workforce. A low female participation-rate of 27% is also a cause for concern.

The OECD collects and compiles employment statistics that allow for cross-country comparisons on labour market indicators, policies and institutions. It helps economies to formulate policies to boost employment by reforming labour markets and designing policies that promote economic growth and development. Also, OECD has prepared a major series of country reviews such as *Jobs for Youth* and *Learning for Jobs*.

→ www.oecd.org/employment/youth



Off to a Good Start? Jobs for Youth
(English, French)
ISBN 9789264096073



Learning for Jobs
(English, French)
ISBN 9789264082236



Towards an OECD Skills Strategy



*Better Skills, Better Jobs, Better Lives
A Strategic Approach to Skills Policies
(English, French)
ISBN 9789264177291*

The OECD Skills Strategy provides a strategic framework to help countries better understand how to invest in skills in a way to transform lives and drive the economy. It will assist in identifying the strengths and weaknesses of existing national skills pools and systems and will facilitate international benchmarking and the development of policies for improvement. In particular, the strategy provides the foundations upon which governments can work effectively with interested parties – national, local and regional governments, employers, employees, educational institutions and learners.

To underpin the OECD's work on skills with a strong evidence base, the OECD has launched a new Survey

on Adult Skills. First results will be published in the *OECD Skills Outlook* in October 2013. The Survey measures the knowledge and skills needed for individuals to participate in societies and for economies to prosper. The evidence from this survey will help countries better understand how education and training systems can nurture these skills.

→ www.oecd.org/edu/oecdskillsstrategy.htm



“The Islamic Development Bank Group place great value on its growing partnership with the OECD. The Deauville

Partnership has enabled IDB and the OECD to better conjugate their efforts to support the Arab countries in transition through joint programs targeting youth employment and SME development”.

Dr. Ahmad Mohamed Ali Al-Madani
President of the Islamic Development Bank Group

The OECD, together with the Islamic Development Bank, will assist Tunisia in its endeavour to strengthen the employability of Tunisian young generations through the definition of a comprehensive action plan for youth. In line with the goals of the National Employment Strategy, the action plan will set out practical policy guidelines conducive to the creation of an enabling environment where Tunisian youth can realise their work aspiration through the right skills mix needed to integrate themselves into the formal labour market.



Promoting Graduate Entrepreneurship in Tunisian Universities
OECD Local Economic and Employment Development (LEED)

businesses and develop more entrepreneurial mindsets. Its work includes setting out a road map for a Tunisian national graduate entrepreneurship strategy and university exchange platform on entrepreneurship teaching and support methods and good practices.

→ www.oecd.org/industry/entrepreneurshiptunisia.htm

MIGRATION



International Migration Outlook 2013
(English, French)
ISBN 9789264200159



Connecting with Emigrants: A Global Profile of Diasporas
(English, French)
ISBN 9789264177932

a broad range of demographic and labour market characteristics of immigrants living in OECD and some non-OECD countries. An update of the database to incorporate data from the 2010 census round is under way and will become available in 2014.

The recent global financial crisis, the onset of the Arab Spring and the famine in Africa have drawn added attention to migration, an issue closely linked to growing global interdependence and environmental factors. Contrary to widespread belief there is more south-south than south-north migration with respect to international migration. The OECD has published a number of studies not only showing the statistical data behind migration, but the impact migration policies have in social cohesion, the environment and economic growth of both sending and recipient countries.

The Database on Immigrants in OECD Countries (DIOC) provides comprehensive and comparative information on

The OECD organised with United Nations Population Fund (UNFPA) a conference on “mobilising migrants’ skills for development in the MENA region. Making the most out of young migrants skills” in Tunis in May 2013. This conference aimed to identify key strategies by public and private sectors in origin and destination countries that could enable the accumulation, enhancement, utilisation and mobilisation of skills, knowledge and competencies required by today and tomorrow’s labour markets.



Harnessing the skills of migrants and diasporas to foster development: policy options
 Publication in co-operation with the French Ministry of Foreign Affairs
 (English, French)



Tackling the Policy Challenges of Migration: Regulation, Integration, Development
 ISBN 9789264126312

→ www.oecd.org/migration

GENDER EQUALITY

The OECD Gender Initiative provides analysis on the barriers to gender equality in the “three E’s” (Education, Employment and Entrepreneurship).

The OECD’s Social Institutions and Gender Index (SIGI) measures discrimination against women for over 100 non-OECD countries, including MENA countries. The SIGI uses 14 unique indicators groups into five dimensions: Discriminatory Family Code, Restricted Physical Integrity, Son Bias, Restricted Resources and Entitlements, and Restricted Civil Liberties. While conventional indicators of gender inequality focus on outcomes such as employment and education, the SIGI is unique in focusing on underlying drivers of inequality such as discrimination in the family, violence against women and women’s restricted access to land.

The Gender, Institutions and Development Database (GID-DB) provides easy-access data for African countries including the overall SIGI rankings, scores for each SIGI dimension and the individual variables. The genderindex.org website contains detailed country profiles for each country, providing contextual analysis on discrimination against women.

→ www.genderindex.org



Final Report to the MCM 2013

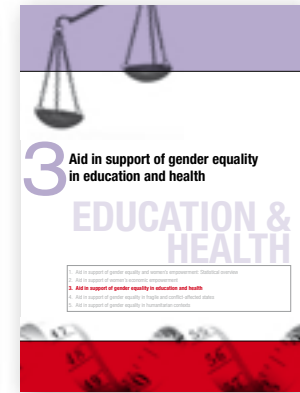
The OECD Development Assistance Committee Network on Gender Equality (GENDERNET) provides a platform for mutual learning and exchange on strengthening approaches to gender equality and women's empowerment in developing countries. It works with members to actively influence international processes, analyse and publish information about aid focused on gender equality, and identify practice that works. The members of the Development Assistance Committee provide data on aid in support of gender equality and women's empowerment to different sectors and regions, including to the Middle East and North Africa. GENDERNET seeks to strengthen partnerships to ensure that the post-2015 development agenda and other global processes address gender equality and women's empowerment. It supported the design of an indicator of the Busan Partnership's global monitoring framework that measures the share of countries with systems that track and make public allocations for gender equality and women's empowerment.

→ www.oecd.org/dac/gender-development

→ www.oecd.org/gender



*Closing the Gender Gap
(English, French)
ISBN 9789264179363*



*Aid in support of gender equality in
education and health*



*Women in Business
Policies to Support Women's
Entrepreneurship
Development in the MENA Region
ISBN 9789264179059*

The **OECD-MENA Women's Business Forum (WBF)** was established by the 2007 Ministerial **Declaration on Fostering Women's Entrepreneurship in the MENA Region** to promote women's economic participation.

The publication, *Women in Business: Policies to Support Women's Entrepreneurship Development in the MENA Region*, provides a comparative overview of approaches and measures to support women's entrepreneurship in 18 MENA economies.

A project on **Supporting women as economic actors during the transition period** was launched in 2013 to examine the impact of legal frameworks on women's economic activity and identify measures to promote women's economic integration. Over a period of 30 months, National Collectives established in each of the project countries (Algeria, Egypt, Jordan, Libya, Morocco, Tunisia) will assess existing domestic legal frameworks and their implementation, including through discussions with target groups such as entrepreneurs, the unemployed, and microcredit beneficiaries.

- ➔ www.oecd.org/mena/investment/womensbusinessforum.htm
- ➔ www.facebook.com/OECDMENAWomensBusinessForum

Addressing Gender Equality in Public Governance

Since 2009, the MENA-OECD Initiative supports the promotion of gender mainstreaming and gender equality policies in the region. It provides the tools, mechanisms and expert networks that support the integration of gender sensitive and gender-specific policies within the national reform agenda.

As a policy analysis centre, it develops analytical frameworks for gender sensitive public policy reviews and gender equality in public governance. Following a rigorous data collection phase, the forthcoming report on *Gender, Law and Public Policy: Trends in the Middle-East and North Africa* showcases international trends and best practice examples from MENA and OECD countries in these areas.



High level conference, "Women in Government: Engendering Public Policies in the MENA region" Granada, Spain

→ www.oecd.org/mena/governance/womeningovernmentengenderingpublicpoliciesinthemenaregion.htm

MOBILISING RESOURCES

INVESTMENT POLICY



*Policy Framework for Investment
A Review of Good Practices
(English, French)
ISBN 9789264025868*

The OECD works to enhance the contribution of international investment to growth and sustainable development worldwide by advancing investment policy reform and international co-operation. Mobilising investment, through the development of a sound environment, is a driving force for economic growth and job creation in the MENA region.

The OECD Policy Framework for Investment is the most comprehensive and systematic approach for improving investment conditions ever developed. It covers 10 policy areas and addresses some 82 questions to governments to help them design and implement policy reform to create a truly attractive, robust and competitive environment for domestic and foreign investment.

→ www.oecd.org/investment/pfitoolkit

Egypt (2007), Morocco (2009), Tunisia (2012) and Jordan (2013) are adherents to the **Declaration on International Investment and Multinational Enterprises**. This is a policy commitment by adhering governments to provide an open and transparent environment for international investment and to encourage positive contributions by MNEs to economic and social progress.

The Declaration covers four fields, which adherents discuss and review periodically within the platform of the OECD Investment Committee: responsible business conduct by MNEs; national treatment of foreign investors; minimising the imposition of conflicting requirements on MNEs; and making measures to incentivise foreign and domestic investment as transparent as possible.



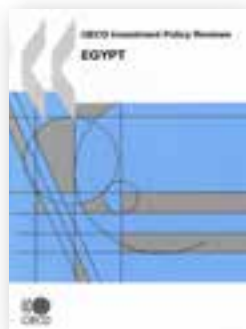
“Over the past years, Jordan has experienced a solid structural transformation based on three pillars; security and political reform, social inclusion and investment confidence policies. Our adherence to the OECD Declaration on International Investment and Multinational Enterprises is very timely and the task of making this adherence a meaningful process for our country and the business community has only just begun. We are committed to make an important contribution toward the success and effectiveness of this achievement”.

Dr. Hatem Halawani Al-Tamimi

Minister of Industry, Trade and Supply
And Minister of Communications and
Information Technology, Jordan

Investment Policy Reviews

For each adherent, the OECD conducts Investment Policy Reviews (IPRs) in co-operation with the government. OECD IPRs include overviews of investment trends, list investment restrictions, analyse investment policies, promotion and facilitation and other related areas such as trade policy, competition policy, infrastructure, human resource development, financial sector development, responsible business conduct, anti-corruption, investment policies in support of green growth.



OECD Investment Policy Reviews:
Egypt
(English, French)
ISBN 9789264034617



OECD Investment Policy Reviews:
Morocco
(English, French)
ISBN 9789264079601



OECD Investment Policy Reviews:
Tunisia
(English, French)
ISBN 9789264179165



OECD Investment Policy Review:
Jordan
ISBN 9789264202269

Investment Reform

The OECD, together with the African Development Bank and the International Finance Corporation, will assist the Tunisian authorities in implementing a new law on PPPs and a new investment code in order to increase transparency, openness and predictability for investors. The partner organisations will help Tunisia design and implement reforms aimed at strengthening the legal and institutional framework for PPP development, streamlining investment promotion activities and better coordinating investment policy.

www.oecd.org/daf/inv/investment-policy/oecdtoassisttunisiaininvestmentreformandinfrastructureprojects.htm



5 March 2013 - Mustapha Ben Jaafar, President of the National Constituent Assembly of Tunisia and Angel Gurría, Secretary-General of the OECD

Investment Security in the Mediterranean (ISMED)



The ISMED Support Programme seeks to increase private infrastructure investment in the Southern Mediterranean by advising governments on reducing the legal risk of specific projects, conducting public-private policy dialogue on broader legal framework improvements, and informing potential investors of available guarantee instruments. It is currently developing a risk mitigation instruments database, that will provide detailed information on available guarantee and other investment security instruments. www.oecd.org/daf/psd/ismed.htm

ENTREPRENEURSHIP AND SME POLICY

Promoting SME exports



4 October 2012 - (Left/right) Angel Gurría, Secretary-General of the OCDE and Ekmeleddin Ihsanoglu, Secretary-General of the Organisation for Islamic Cooperation.

Governments around the world, including in the MENA region, are seeking to encourage SMEs to internationalise and export as a part of their strategies for growth. The OECD recently completed a study on "Promoting the SMEs Exports in the OIC Member Countries", upon the request of the Standing Committee for Economic and Commercial Cooperation of the Organization of Islamic Cooperation (COMCEC).



Promoting the SMEs Exports in the OIC Member Countries
COMCEC Coordination Office

The study addresses the challenges and opportunities – including for intra-OIC trade – for SME internationalisation in OIC countries in MENA, Asia and Sub-Saharan Africa, and examines the export promotion policies in place in those countries.

Financing SMEs

MENA economies are stepping up efforts to provide a more enabling business environment and to promote entrepreneurship and SME development. Access to finance for micro and small companies remains difficult. Moving beyond microfinance to longer-term financial products and services remains a major challenge and is critical to achieving greater growth. The OECD monitors closely the situation of SMEs' access to finance around the world. *Financing SMEs and Entrepreneurs 2013: An OECD Scoreboard* analyses trends in access to financing over 2007-2011 in 25 countries, based on annual and quarterly data from central banks and national statistical agencies. Participation in this exercise is free of charge and is open to all MENA countries.

High growth enterprises

High growth enterprises are increasingly becoming the centre of attention of policy makers and researchers due to their important role in job creation and economic growth. However, most of the research on this topic has focused on OECD countries and a few emerging economies, and evidence for the MENA region is limited. A recent OECD report on *New Entrepreneurs and High Performance Enterprises in MENA* addresses this information gap by focusing on young and high growth enterprises in the region as important drivers of economic change, job creation and competition.

www.oecd.org/mena/investment/smepolicyentrepreneurshipandhumancapitaldevelopment.htm

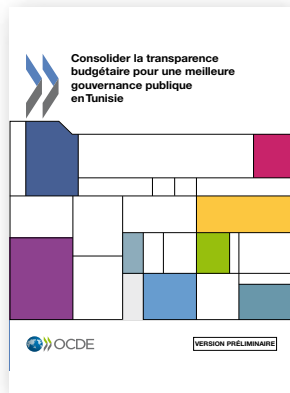


Financing SMEs and Entrepreneurs 2013 An OECD Scoreboard
ISBN 9789264190467



New Entrepreneurs and High Performance Enterprises in the Middle East and North Africa
ISBN 9789264100251

PUBLIC FINANCIAL MANAGEMENT



Consolider la transparence budgétaire pour une meilleure gouvernance publique en Tunisie

Efficient, transparent and participative management of public funds are urgently needed to fight corruption, use state resources effectively and rebuild citizen's trust in the state. Reforming the budget system to implement budget transparency, citizens' participation in the budget process and strategic management of the budget are thus at the heart of the public governance reforms undertaken in the MENA region.

The **MENA Senior Budget Officials Network** in particular is a cutting edge platform that brings together officials and practitioners from MENA and OECD countries and promotes south-south dialogue and south-north co-operation on budget transparency and accountability. During its last meeting in Tunis in 2012, how to reinforce the role of parliaments in the budget process, foster fiscal transparency and implement performance budgeting, was at the heart of the debate.

In addition to regional policy dialogue, Tunisia is receiving in-depth support in reforming its budget system in line with the current process of democratic transition and implement transparent public financial management.

→ www.oecd.org/governance/budgeting

TAX POLICY

The OECD works with MENA countries to help improve their tax systems and strengthen their tax administrations through four main streams:

- Elaborating comprehensive reviews of a country's tax system** to assist governments in their tax reforms; e.g. tax incentives for investment, tax policies to encourage labour market participation, tax provisions to encourage training and skills upgrading.
- Facilitating regional policy dialogue.** For example, under the International Tax Dialogue framework, the OECD is joining efforts with other international organisations to foster regional dialogue on tax and governance issues. The 2013 ITD Global Conference on "Tax and Intergovernmental Relations" will be held on 3-5 December in Marrakech (Morocco).
- Organising multilateral capacity building** events on tax policy and administration topics. A new programme developed specifically for MENA countries has been launched in 2013 at the OECD-Ankara Multilateral Tax Centre with the support of the Turkish Government. Two events will be held in 2013, on Effectiveness and Efficiency of Tax



"UAE is the first non OECD member to engage into strategic partnership with OECD and GF to provide a series of incremental seminars for MENA countries to respond to their needs for expertise in taxation and exchange of information. "

H.E. Obaid Humaid Al Tayer
Minister of State for Financial Affairs, UAE



Global Forum on Transparency and Exchange of Information for Tax Purposes Peer Reviews: United Arab Emirates
ISBN 9789264178236

Administration: Organisation, Management and Technology. (8-12 April 2013); and on Tax Incentives and Investment: Monitoring, Estimating and Reporting tax expenditures, (21-25 October 2013). MENA countries are also invited to six additional regular events at the OECD-Ankara MTC in 2013 on international tax issues including tax treaties and transfer pricing, tax policy and tax administration.

- **Through Global frameworks:** As members of the **Global Forum on Transparency and Exchange of Information for Tax Purposes**, Bahrain, Morocco, Qatar, Saudi Arabia, Tunisia and UAE contribute on equal footing to the development of common rules for all actors involved in the area of transparency and exchange of information.

These and some other MENA countries also contribute to the OECD work on taxation through their participation in the Task Force on Tax and Development and the Global Fora on VAT, Transfer Pricing and Tax Treaties.

- ➔ www.itdweb.org
- ➔ www.oecd.org/tax/transparency
- ➔ www.oecd.org/tax/globalrelations

Exchange of Tax Information

With taxpayers increasingly operating worldwide, tax authorities are moving from bilateral to multilateral co-operation and from exchange of information on request to other forms of co-operation such as automatic exchange of information. The Convention on Mutual Administrative Assistance in Tax Matters provides a comprehensive multilateral framework for such co-operation and complements other initiatives, such as the standardised multilateral automatic exchange model being developed by the OECD and its G20 partners and efforts underway in the European Union to improve automatic exchange.

Tunisia and recently Morocco and Saudi Arabia signed the amended Convention.



16 July 2012- *Hammedi Jebali Prime Minister of Tunisia and Angel Gurría, Secretary-General of the OECD.*



21 May 2013- *Angel Gurría, Secretary-General of the OECD and Chakib Benmoussa, Ambassador of Morocco to France.*



29 May 2013 - *Ibrahim Mohamed Al-Mofleh, Director General of the Department of Zakat and Income Tax, Saudi Arabia, Angel Gurría, Secretary-General of the OECD and Sigbjørn Johnsen, Minister of Finance, Norway.*

➔ www.oecd.org/tax/exchange-of-tax-information

TRADE POLICY AND GLOBAL VALUE CHAINS

International production, trade and investment are increasingly organised within global value chains (GVCs) in which the different stages of the production process are located across different countries. Today, trade in intermediate inputs makes up over 50% of goods and 70% of services trade. As a result, GVCs challenge how we understand globalisation and raise questions about how policies in a broad range of areas should be developed.

Most recently, the OECD-WTO Trade in Value Added (TiVA) database was developed to measure trade in value added terms to generate new insights about the commercial relations among economies and the process of value creation.

Integration into world markets for goods, services and ideas has proven to be a potent recipe contributing to growth and better employment outcomes.

- <http://oe.cd/gvc>
- <http://oe.cd/tiva>
- www.oecd.org/trade
- www.oecd.org/site/tadicite/regionalconferences.htm



*Interconnected Economies
Benefiting from Global Value Chains*
ISBN 9789264183865



*Staying Competitive in the Global
Economy: Moving up the Value Chain*
ISBN 9789264046306

Aid for Trade

There is general consensus that strong links exist between trade, economic growth and poverty reduction. The MENA region is weakly linked to the global economy and remains largely an exporter of natural resources. Where there are supply-side capacity constraints or where trade-related infrastructure is lacking, it can be difficult for the region to turn trade opportunities into trade flows. The Aid-for-Trade Initiative was launched to address these problems.

The 2013 publication *Aid for trade in action* contributes to a better understanding of the impact of aid on trade and development. Managing aid for trade and development results provides a tool for making these efforts more effective. *Aid for trade at a glance 2013: Linking to value chains* put a spotlight on what works in aid for trade, what does not and where improvements are needed.

→ www.oecd.org/development/aft



Aid for trade at a glance 2013: Linking to value chains
ISBN 9789264201538



Aid for trade in action
ISBN 9789264201446

GOVERNANCE AND REGIONAL DEVELOPMENT

CLEANGOVBIZ INITIATIVE



"The commitment of the new Tunisia to the fight against corruption and to the promotion of integrity and good governance is unwavering. After the signing of the Declaration on Propriety, Integrity and Transparency and the adherence to the Global Forum on Transparency and Exchange of Information for Tax Purposes, Tunisia became the first country to launch an integrity scan within OECD's CleanGovBiz Initiative. Our co-operation with the OECD is an important asset in our integrity and transparency approach which we want to be participatory and sustainable in order to meet the demands of our people."

Abderrahmane Ladgham

Minister Delegate to the Head of Government in charge of Governance and Anticorruption, Tunisia

The OECD has been a global leader in the fight against corruption for many years. There is an increasing need for a co-ordinated approach to target tax evasion, bribery and bid rigging. This is why the OECD has developed an organisation-wide Initiative: CleanGovBiz. This Initiative supports governments to reinforce their fight against corruption and engage with civil society and the private sector to promote real change towards integrity.

The CleanGovBiz Initiative draws together existing integrity and anti-corruption tools and provides user-friendly guidance to strengthen their implementation in its *Toolkit for Integrity*. Based on the toolkit, Integrity Scans help governments assess the strengths and weaknesses of their legal, administrative and economic framework regarding integrity and the fight against corruption. Its aim is to identify priority reforms to reinforce healthy governance systems and prevent, detect and prosecute corruption.

Integrity Scan



21 June 2013, Ali Laarayedh – Head of the Tunisian Government, at the presentation of the Integrity Scan report.

The first Integrity Scan was conducted in Tunisia. The final report, which was the result of a 10 month collective effort, was presented in June 2013. It was based on a self-assessment provided by the Government of Tunisia as well as on information from consultations with representatives of the private sector, civil society and international organisations. The report aims to support the Tunisian government in the development and implementation of priority reforms to strengthen its national strategy against corruption and promote a culture of integrity.



Scan d'intégrité Tunisie, Intégrité en pratique



CleanGovBiz Brochure



CleanGovBiz Leaflet

→ www.oecd.org/cleangovbiz

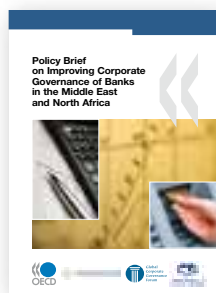
CORPORATE GOVERNANCE

The OECD has established a regional Working Group on Corporate Governance to exchange country experiences with introducing good governance policies. Under the umbrella of this working group, specific regional Taskforces to consider policy challenges related to listed companies, state-owned enterprises and banks were established.

The Group has also supported individual countries' reform efforts, including in Morocco, Egypt, Tunisia and Saudi Arabia. For instance, a number of corporate governance codes in the region were inspired by the OECD Principles for Corporate Governance and the OECD Guidelines on Corporate Governance of State-Owned Enterprises.



OECD Guidelines on Corporate Governance of State-Owned Enterprises
(English, French)
ISBN 9264009426



Policy Brief on Improving Corporate Governance of Banks in MENA



OECD Principles of Corporate Governance
(English, French, Arabic)
ISBN 9789264015975



Towards New Arrangements for State Ownership in MENA
(English, Arabic)
ISBN 9789264110908

➔ www.oecd.org/daf/ca

COMPETITION

Competition policy enhances growth and improves living standards for all members of society. Competition in MENA countries can be weak because of monopolies protected by regulation or political influence. These countries need effective competition legislation, strong enforcement institutions, and pro-competitive structural reforms.

The forthcoming OECD report on Egypt's Competition Law and Policy, reviews the first five years of the competition regime up to 2011. It examines strengths and weaknesses, and sets out policy options and a roadmap for legislative reform. OECD peer reviews and tools to promote pro-competitive regulatory reform can assist MENA countries to overcome economic challenges and improve growth.

→ www.oecd.org/competition



*Competition Assessment Toolkit
(English, French, Arabic)*



*Guidelines for Fighting Bid
Rigging in Public Procurement
(English, French, Arabic)*



*Competition Law and Policy
in Egypt
(English, Arabic)
(forthcoming)*

BUSINESS INTEGRITY

Corruption is one of the main obstacles to private sector development and foreign investments in the MENA region. The OECD fights bribery in international business to strengthen development, reduce poverty and bolster confidence in markets.

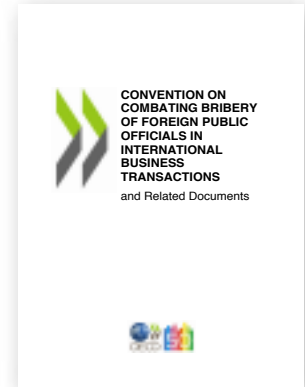
The **MENA-OECD Business Integrity Network** provides a framework for raising awareness about the risk of bribery among governments and business sector partners, and for developing practical approaches for promoting business integrity in the region. The Network brings together representatives of governments and businesses from all MENA countries as well as partners from OECD members and other international organisations.

www.oecd.org/mena/investment/strengtheningintegrityinbusinessinarabcountriesibacprogramme.htm

→ www.oecd.org/daf/anti-bribery



OECD Guidelines for Multinational Enterprises
(English, French)
ISBN 9789264115286



Convention on Combating Bribery of Foreign Public Officials in International Business Transactions and Related Documents
(English, French, Arabic)

PUBLIC SECTOR INTEGRITY

The MENA-OECD Initiative is supporting MENA governments to implement anti-corruption reforms through regional policy dialogue and country specific projects in particular in the fields of procurement, conflict of interest, code of conduct and asset declaration. In this framework, the MENA-OECD Network on Public Procurement established in 2012, is a milestone to bring procurement officials from the MENA region and from OECD countries together to foster good practises in modernising public procurement through knowledge sharing.

Further achievements in 2012 include a first global assessment of the Tunisia's Integrity Framework, providing initial recommendations to the government. Currently, the Programme is providing country tailored support to Tunisia, Morocco and the Palestinian Authority helping them to build their legal frameworks on conflicts of interest, develop codes of conduct for public officials, set up effective asset declaration systems and strengthen their institutions responsible for the fight against corruption. To reinforce the impact of the Programme's work, the OECD and UNDP are collaborating, within the context of UNDP's Regional Project on Anti-Corruption and Integrity In the Arab Countries (ACIAC).



*OECD Integrity Review of Tunisia
The Public Sector Framework
(English, French)
ISBN 9789264194168*

- ➔ www.oecd.org/gov/ethics/integrityframework
- ➔ www.oecd.org/corruption/ethics

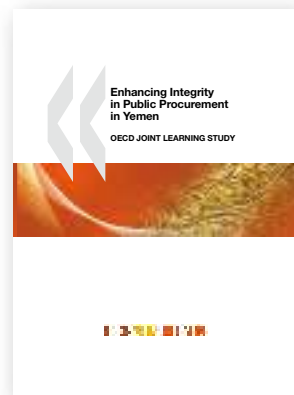
The OECD's **Joint Learning Studies (JLS)** provide policy recommendations based on the experience of peers on how to fight corruption and to build citizens' trust in government.



Improving Transparency within Government Procurement Procedures in Iraq



Implementing a Code of Conduct for the Public Sector in Jordan



Enhancing Integrity in Public Procurement in Yemen



Maroc: Revues de Gouvernance Publique Les mécanismes de collecte de l'information sur la corruption

→ www.oecd.org/gov/ethics/jls

OPEN AND INNOVATIVE GOVERNMENT

In response to demands from both citizens and policy makers, through the MENA-OECD Open Government Project and the Working Group on Open and Innovative Government, the OECD has actively sought to build partnerships between them by offering a forum to share experiences and promote peer learning. Innovative practices are in fact at the core of public sector reforms in both MENA and OECD countries. They allow for greater engagement of national stakeholders in the policy making cycle and for a more effective and efficient design and delivery of public services to citizens and business.

The OECD is working with Morocco, Tunisia and Libya to implement open government reforms in view of becoming members of the Open Government Partnership (OGP), while supporting Jordan to implement its OGP Action Plan. Examples of this successful collaboration include: the support the OECD is currently providing to Tunisian institutions to better co-ordinate the implementation of their on-going open government reforms; the strengthening of Morocco integrity frameworks to effectively fight corruption; and the technical assistance provided to Jordan to harvest the benefits of open government and new technologies for local development.



*Open Government
Fostering Dialogue with Civil Society
ISBN 9789264099838*

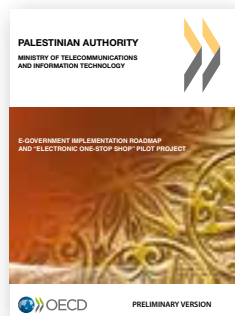
→ www.opengovpartnership.org

E-Government

A new perspective for the use of ICTs and e-government is in the making. E-government is expected to improve the function of public administration and its relationship to the public. Nonetheless, participation, engagement, as well as transparency and trust in the government are considered as key issues of the e-government. ITC offers an array of tools to meet the promise of e-government. OECD is helping countries in adapting their public sector governance arrangements to the changing needs of modern society.



Palestinian Authority:
E-Government Policy
Document (forthcoming)



Palestinian Authority:
E-Government Implementation
Roadmap (forthcoming)



OECD e-Government Studies:
Egypt 2012
ISBN 9789264178786



"We value our co-operation with the OECD. Having public governance policy dialogues, best practices and evaluations like the e-government peer review of Egypt makes us in a better position to meet our citizens aspirations."

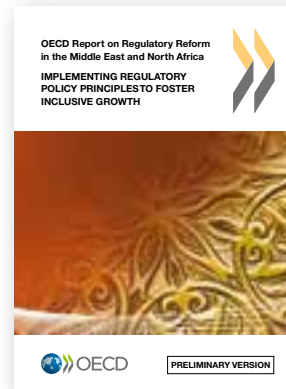
Dr. Ahmed S. Elrafie
Minister of State for Administrative
Development, Egypt

REGULATORY REFORM

Good regulation levels the playing field for greater equality and opportunities for economic and social development. Regulatory policy tools such as consultations in the rule-making process, impact assessments, and administrative burden reduction programmes can help to deliver effective regulations – providing the right feedback without being captured by vested interests.

The MENA-OECD Initiative has set in place tools and processes to support MENA countries in the implementation of regulatory policy principles. For example, it has created a regional network on regulatory reform, directed the Regional Charter for Regulatory Quality, created a Regional Training Centre for Regulatory Quality and implemented various peer-reviews and country specific projects to support the regulatory reform process in MENA countries. An up-to-date practitioners' guide on regulatory consultation, adapted to the needs of MENA countries, has been issued in 2013 with ad-hoc implementation support for an open and transparent rule-making process.

→ www.oecd.org/gov/regulatory-policy



OECD Report on Regulatory Reform in the Middle East and North Africa 2013: Implementing Regulatory Policy Principles to Foster Inclusive Growth



Regulatory Consultation 2013: A MENA-OECD Practitioners' Guide for Engaging Stakeholders in the Rule-Making Process

REGIONAL DEVELOPMENT



*OECD Regional Outlook 2011
Building Resilient Regions for Stronger
Economies
ISBN 9789264111707*

Regional Development Policy supports sustainable growth and the reduction of income disparities among people. Regional Development Policy aims at co-ordinating sectoral strategies and improving the delivery of public goods and services to citizens and firms across the country. It promotes civic engagement and participation. For these reasons the OECD is currently supporting the introduction of a territorial approach in MENA countries.

Through the **MENA-OECD Focus Group on Territorial Development** and building on the expertise and know-how of the OECD Territorial Policy Development Committee, the OECD aims to facilitate and co-ordinate international policy dialogue and the sharing of good practices in the following two ways: undertaking Territorial Reviews in the MENA Region, including in sub-national levels and cities; facilitating the participation of MENA countries in the Territorial Development Policy Committee (TDPC) and related Working Parties (WP) on Urban Development, Rural Development, and Territorial Indicators.

→ www.oecd.org/gov/regional-policy

MEASURING PROGRESS

MEASURING PROGRESS TOWARDS GREEN GROWTH

Under the auspices of the GGKP, a joint report was recently launched on “*Moving towards a Common Approach on Green Growth Indicators*” by OECD, GGGI, UNEP and the World Bank. It is a good example of international co-operation towards harmonised metrics in support of green growth. This framework will help to support green growth policies, facilitate co-operation with the private sector towards integrated reporting, inform civil society, and strengthen an evidence-based decision making process.



Moving towards a Common Approach on Green Growth Indicators



Towards Green Growth: Monitoring Progress (English, French)
ISBN 9789264111349

The *Towards Green Growth: Monitoring Progress* report lays out a conceptual framework for measuring progress and proposes a list of 25 green growth indicators. The online Green Growth Indicators Database brings together all data needed for monitoring progress towards green growth to support policy making and inform the public at large.

➔ www.oecd.org/greengrowth

MEASURING WELL-BEING



OECD Guidelines on Measuring Subjective Well-being
ISBN 789264191648

Being able to measure people's quality of life is fundamental when assessing the progress of societies. There is now widespread acknowledgement that measuring subjective well-being is an essential part of measuring quality of life alongside other social and economic dimensions. As a first step to improving the measures of quality of life, the OECD has produced Guidelines which provide advice on the collection and use of measures of subjective well-being. These Guidelines have been produced as part of the OECD Better Life Initiative, a pioneering project, with the objective to measure society's progress across eleven domains of well-being, ranging from jobs, health and housing, through to civic engagement and the environment.

Furthermore, the OECD, in partnership with the High Commission for Planning of Morocco, the Partnership in Statistics for Development in the 21st Century (PARIS21), the African Development Bank (AfDB) and the United Nations Economic Commission for Africa (UNECA), jointly organised the African Conference on Measuring Well-Being and Fostering the Progress of Societies on 19-21 April 2012 in Rabat. The main outcome of the Conference was the creation of the 'Wikiprogress Africa Network', a regional well-being network which aims 'to provide for knowledge sharing on measuring progress in an Africa context'.

- www.wikiprogress.org
- www.oecd.org/betterlifeinitiative
- www.oecd.org/statistics/guidelines-on-measuring-subjective-well-being

MEASURING THE IMPACT OF DEVELOPMENT POLICIES

Aid Effectiveness

In advance of the 4th High-Level Forum on Aid Effectiveness in Busan, Korea, in 2011, the ACGI developed a “Statement of Resolve” that underlined their support for the aid effectiveness principles promoted by the OECD/DAC. They subsequently endorsed the Busan Partnership Agreement. OECD, jointly with the United Nations Development Programme (UNDP), is providing light secretarial support to the Global Partnership for Effective Development Co-operation, which emerged from the Busan Partnership Agreement. It brings together a wide range of countries and non-state actors with a stake in development to ensure the effectiveness and impact of all forms of development co-operation. Working together to advance the effectiveness of development co-operation and contribute to the work of the Global Partnership is an important part of ongoing dialogue between the DAC and ACGI. To maintain and deepen this dialogue, further consultations are now being discussed, including a new High Level Partnership Dialogue, possibly in 2014.



*Better Aid - Aid Effectiveness 2011
Progress in Implementing the Paris
Declaration
(English, French)
ISBN 9789264125490*

- www.oecd.org/dac/dac-global-relations
- www.oecd.org/dac/effectiveness

Evaluation of Development Programmes

Robust, independent evaluation of development programmes provides information about what works, what does not and why. This learning contributes to making public policies more effective at achieving positive impacts. In the context of development co-operation, evaluation helps hold both donors and partner country governments accountable for results. As a platform for evaluation learning and co-ordination, the DAC Evaluation Network develops shared norms and standards and facilitates knowledge sharing. Members also work with regional partners in the MENA region to help strengthen national capacities for evaluation and support collaborative evaluations. For example, France and Morocco recently worked together to evaluate international support for the management of national parks.



Evaluating Peacebuilding Activities in Settings of Conflict and Fragility
Improving Learning for Results
(English, French forthcoming,
Arabic forthcoming)
ISBN 9789264106796



DAC Guidelines and Reference Series
Quality Standards for Development Evaluation
(English, French, Arabic)
ISBN 9789264083905



Glossary of Key Terms in Evaluation and Results Based Management
(English, French, Arabic)

To browse evaluations of development co-operation activities in the MENA region, visit the DAC Evaluation Resource Centre:

➔ www.oecd.org/derec

➔ www.oecd.org/dac/evaluation

STATISTICAL CAPACITY BUILDING



The OECD hosts the Secretariat of the Partnership in Statistics for Development in the 21st Century (PARIS21), which supports MENA countries in the development of their statistical capacity. Its assistance is centred on helping countries to design, implement, and monitor National Strategies for the Development of Statistics (NSDS). Activities include methodological guidance on NSDS processes, advocacy, and facilitation of co-ordination with national, regional, and international partners.

PARIS21 also provides support for the mainstreaming of statistics into high level policy discussions (e.g., integrating statistical development into national development policies) and conducts annual surveys of technical and financial support to statistics in all developing countries through the Partner Report on Support to Statistics (PRESS).

PARIS21 also implements the Accelerated Data Program with the World Bank, which has been instrumental in making survey microdata accessible to users in Algeria, Egypt, Jordan, Mauritania, Morocco, the Palestinian Authority, and Tunisia. Technical and human capacity has been built within relevant national institutions.

→ www.paris21.org

ANNEXES

PARTICIPATION IN REGIONAL PARTNERSHIPS AND PROGRAMMES

Africa Partnership Forum	Algeria, Egypt, Libya, Tunisia
African Competition Forum	Algeria, Egypt, Morocco, Tunisia
African Economic Outlook	Algeria, Djibouti, Egypt, Libya, Morocco, Tunisia
African Tax Administration Forum	Egypt, Mauritania, Morocco
Centre for African Public Debt Management and Bond Markets	Morocco
Deauville Partnership with Arab Countries in Transition	Transition countries: Egypt, Tunisia, Jordan, Morocco, Libya. Other non-OECD partners: Kuwait, Qatar; Russian Federation, Saudi Arabia, the United Arab Emirates
Dialogue between the OECD Development Assistance Committee (DAC) and the Arab Co-ordinating Group Institutions (ACGI)	Kuwait, Qatar, Saudi Arabia, United Arab Emirates
MENA-OECD Initiative on Governance and Investment for Development	Algeria, Bahrain, Egypt, Djibouti, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, Yemen
Multilateral Tax Centre Ankara	Egypt, Jordan, Kuwait, Morocco, Palestinian Authority, Saudi Arabia, Syria, Tunisia
NEPAD-OECD Africa Investment Initiative	Egypt, Mauritania, Morocco, Tunisia (countries to undergo or having undergone investment reviews; all AU members and Morocco participate).
Support for Improvement in Governance and Management (SIGMA)	Algeria, Egypt, Jordan, Lebanon, Morocco, Tunisia

PARTICIPATION IN OECD BODIES

Board of Participating Countries of the Teaching and Learning International Survey (TALIS)	United Arab Emirates (Abu Dhabi)
Committee for Information, Computer and Communications Policy	Egypt
Committee on Consumer Policy	Egypt
Competition Committee	Egypt
Global Forum on Transparency and Exchange of Information for Tax purposes	Bahrain, Mauritania, Morocco, Qatar, Saudi Arabia, Tunisia, United Arab Emirates
Governing Board of the Development Centre	Egypt, Morocco
Investment Committee (Working Party)	Egypt, Morocco, Tunisia
Public Governance Committee	Egypt, Morocco
Steel Committee	Egypt
Territorial Development Policy Committee	Morocco
Tourism Committee	Egypt

ADHERENCE TO OECD INSTRUMENTS

Council Recommendation on Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas	Morocco
Declaration Bologna Charter on SME Policies	Egypt, Morocco, Tunisia
Declaration for the Future of the Internet Economy (Seoul Declaration)	Egypt
Declaration on Fostering the Growth of Innovative and Internationally Competitive SMEs (Istanbul declaration)	Algeria, Egypt, Jordan, Morocco, Tunisia
Declaration on International Investment and Multinational Enterprises	Egypt, Morocco, Tunisia
Declaration on Propriety, Integrity and Transparency in the Conduct of International Business and Finance	Morocco, Tunisia
Green Growth Declaration	Morocco, Tunisia
Multilateral Convention on Mutual Administrative Assistance in Tax Matters as amended by the 2010 Protocol	Morocco, Saudi Arabia, Tunisia
OECD Fruits and Vegetables Scheme	Morocco
OECD Seed Schemes	Egypt, Iran, Morocco, Tunisia
Paris Declaration on Aid Effectiveness	Egypt, Iraq, Jordan, Kuwait, Morocco, Palestinian Authority, Saudi Arabia, Syria, Tunisia, Yemen

OECD iLibrary

OECD iLibrary provides access to publications from the OECD, the International Energy Agency (IEA), the Nuclear Energy Agency (NEA) and the International Transport Forum (ITF), OECD Development Centre, PISA (Programme for International Student Assessment) and International Transport Forum (ITF) since 1998.

OECD iLibrary is available 24 hours a day, 7 days a week and provides unlimited multi-user access to 1000 journal issues, 2900 working papers, 2500 multi-lingual summaries, 6200 e-books titles, 14 000 tables and graphs, 21 000 chapters and articles, and 390 complete databases with more than 4 billion data points.

→ www.oecdilibrary.org

OECD Books in Arabic



PISA 2009 Results: What Students Know and Can Do

ISBN 9789264188716



Overcoming Barriers to Administrative Simplification Strategies Guidance for Policy Makers

ISBN 9789264084599



Reviews of National Policies for Education: Higher Education in Egypt 2010

ISBN 9789264084407



Progress in Public Management in the Middle East and North Africa: Case Studies on Policy Reform

ISBN 9789264082069



OECD Principles of Corporate Governance

ISBN 9789264064959



DAC Guidelines and Reference Series: Quality Standards for Development Evaluation

ISBN 9789264167100



Towards New Arrangements for State Ownership in MENA

ISBN 9789264176072

Further OECD Publications in Arabic



Competition Assessment Toolkit



Iraq Energy Outlook



Guidelines for Fighting Bid Rigging in Public Procurement



World Energy Outlook 2012



**Competition Law and Policy in Egypt
(forthcoming)**



Glossary of Key Terms in Evaluation and Results Based Management



Convention on Combating Bribery of Foreign Public Officials in International Business Transactions and Related Documents

The Organisation for Economic Co-operation and Development (OECD) is an international organisation helping governments tackle the economic, social and governance challenges of a globalised economy. It provides a setting where governments can compare policy experiences, seek answers to common problems, identify good practice and work to co-ordinate domestic and international policies.

The OECD member countries are: Australia, Austria, Belgium, Canada, Chile, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Israel, Italy, Japan, Korea, Luxembourg, Mexico, the Netherlands, New Zealand, Norway, Poland, Portugal, the Slovak Republic, Slovenia, Spain, Sweden, Switzerland, Turkey, the United Kingdom and the United States of America.

The Global Relations Secretariat (GRS) helps coordinate the OECD's relations with non member countries and with other international organisations.

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