



MENA-OECD
Governance Programme

Activity Report
2018-2019
& Programme of Work

KEY PUBLICATIONS

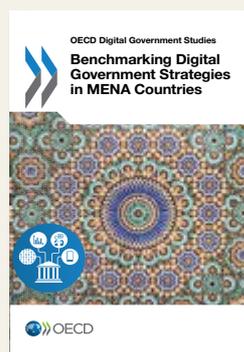
Scan the QR code to read the reports



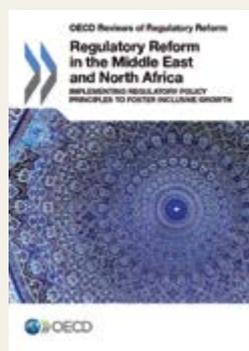
Institutions Guaranteeing Access to Information in OECD & MENA countries



7 Key Findings from the Youth Governance Survey



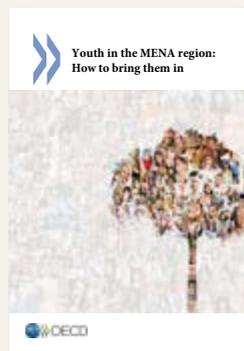
Benchmarking Digital Government Strategies in MENA Countries



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



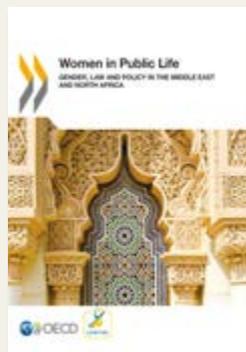
Internal Control and Risk Management for Public Sector Integrity in the Middle East and North Africa



Youth in the MENA region: How to Bring Them In



Stocktaking Report on MENA Public Procurement Systems



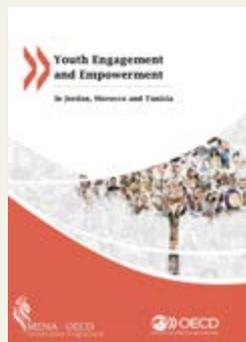
Women in Public Life: Gender, Law and Policy in the Middle East and North Africa



Voix Citoyenne en Tunisie: Le rôle de la communication et des médias pour un gouvernement plus ouvert



Voix Citoyenne au Maroc: Le rôle de la communication et des médias pour un gouvernement plus ouvert



Youth Engagement and Empowerment in Jordan, Morocco and Tunisia



Le Gouvernement Ouvert à La Marsa, Sayada et Sfax en Tunisie



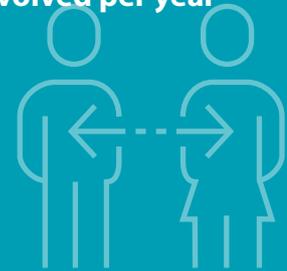
Good Governance in Egypt: Legislative Drafting Manual for Better Policy

The MENA-OECD Governance Programme in numbers

18
Participating MENA countries

12
Regional dialogues

150+
OECD peers from PGC and RPC bodies involved per year



2-3
Activities per week

3,300+
Attendees in 2018-19

2,500+
Trained participants



Digital Government Review of Morocco: Laying the Foundations for the Digital Transformation of the Public Sector

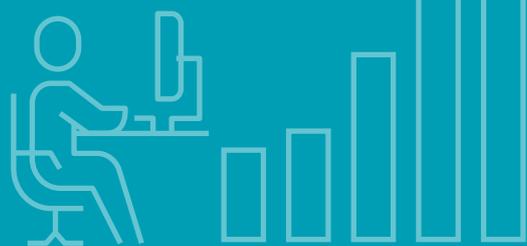


18
Publications in 2018-19

1,000+
Report downloads per year

11%
increase in website traffic in 2018-19

15,000+
Gov Twitter followers
4,000+ increase since 2016



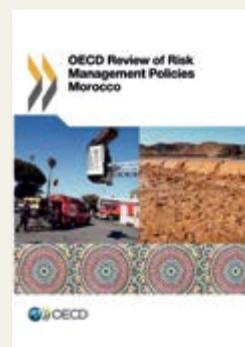
Women's Political Participation in Egypt: Barriers, Opportunities and Gender Sensitivity of Select Political Institutions



Women's Political Participation in Jordan



Diagnostic d'intégrité au Maroc: Mettre en oeuvre des politiques d'intégrité pour renforcer la confiance



OECD Review of Risk Management Policies in Morocco



OUTCOMES OF THE MENA-OECD GOVERNANCE PROGRAMME



OPEN & CLEAN GOVERNMENT

743 CSOs, citizens and public officials trained

13 policy recommendations and reports produced

3 regional peer dialogues



LOCAL GOVERNANCE

155 sub-national authorities trained

4 practical tools developed

1 regional peer dialogue



GENDER EQUALITY

365 women candidates trained in running for public office

6 practical tools developed

4 regional peer dialogues



RULE OF LAW

143 stakeholders in justice institutions trained

9 practical tools developed

2 regional peer dialogues



MACHINERY OF GOVERNMENT

1083 budget, audit and procurement officials trained

7 practical tools developed

4 regional peer dialogues



YOUTH EMPOWERMENT

50 youth stakeholders trained

2 practical tools developed

2 regional peer dialogues

Tunisia



- Published the draft budget online and introduced performance-based budgeting
- Implements an operational guide for 640+ public institutions to operationalise the access to information law
- Issued a decree on citizen charters making the adoption of citizen charters obligatory for public authorities and mandates an annual self-assessment
- Created five pilot local youth councils
- Trained 86 female candidates through the Governance Programme, of which 30% were elected in 2018.

UAE



- Created a Gender Balance Council and a Public Sector Innovation Centre
- Adopted the first gender equal pay and wage legislation

Morocco



- Adopted the first strategic plan and creation of quality assurance unit by the Supreme Audit Institution
- Supported the introduction of 57 by-laws for the implementation of the Organic Law for the Regionalisation Avancée reform

Jordan



- Published draft laws online for public consultation
- Created an Open Government Unit at the Ministry of Planning and International Co-operation
- Launched a new initiative to support young people in designing and implementing their own initiatives through local youth centres

Egypt



- Implemented a regulatory policy unit (Errada) and developed the first Egyptian legislative drafting manual, adopted by the Ministry of Justice.

Palestinian Authority



- Adopted and implemented policy tools such as the Code of Conduct for 30.000 public officials, the e-government strategy and improve the legislative process



THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

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

policy **financial** Open capacity **trust** building consultation
recommendations **Government** implementation **youth**
gender **Participation** **Civil** management **Citizen** **information**
transparency **society** accountability **OECD** **integrity** **local**
partnership declaration **dialogue** **Government** **asset**
analysts innovative **budget** **MENA** projects

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The MENA-OECD Governance Programme

A STRATEGIC PARTNERSHIP

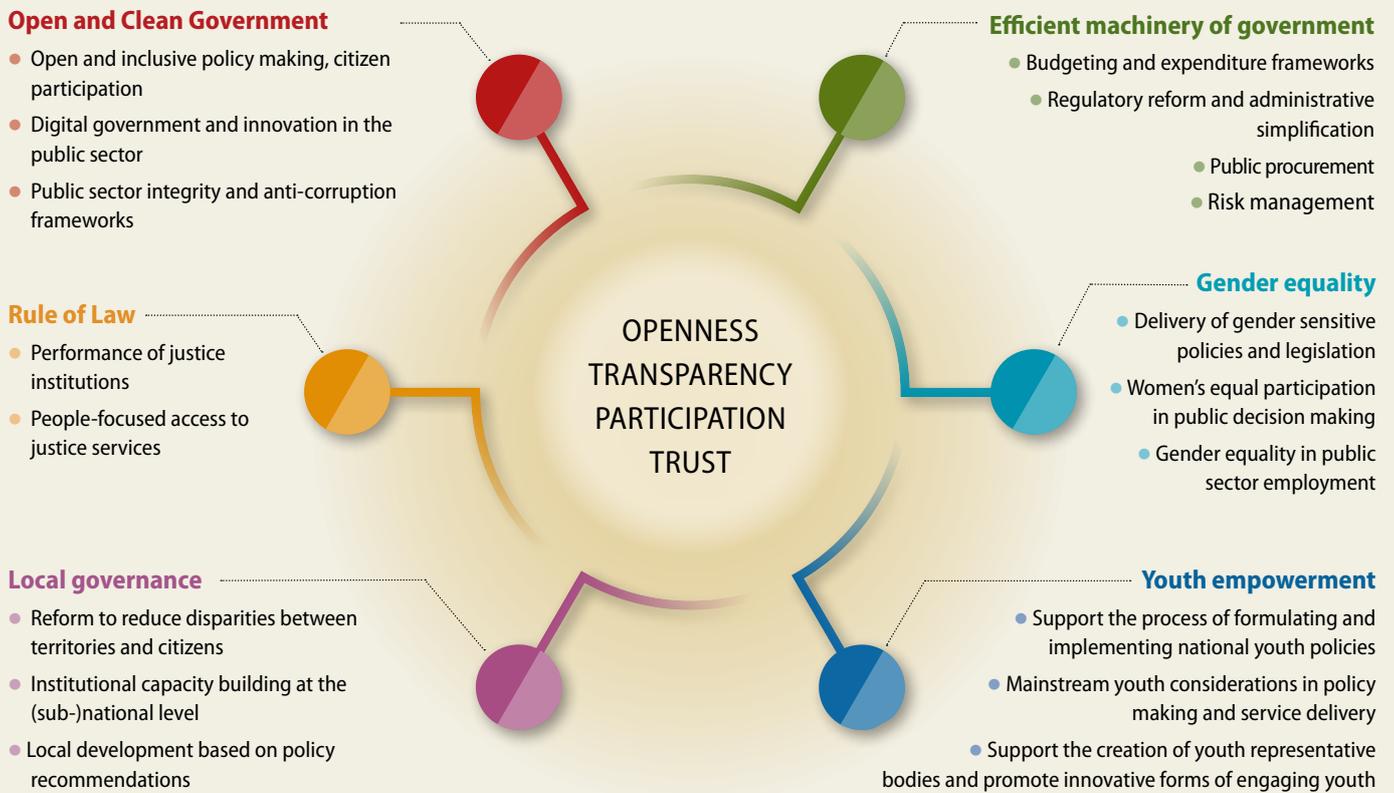
The MENA-OECD Governance Programme is a strategic partnership between MENA and OECD countries to share knowledge and expertise, with a view of disseminating standards and principles of good governance that support the ongoing process of reform in the MENA region.

The Programme strengthens collaboration with the most relevant multilateral initiatives currently underway in the region. In particular, the Programme supports the implementation of the G7 Deauville Partnership and assists governments in meeting the eligibility criteria to become a member of the Open Government Partnership.

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

By drawing on its network of peer experts and policy-makers, the MENA-OECD Governance Programme brings together high-level practitioners from MENA and OECD countries. Through constantly exchanging best practices, providing capacity building seminars and implementation support, the MENA-OECD Governance Programme helps foster a more social and economic development in the region.

FOCUS ON SIX KEY AREAS



THE MENA-OECD GOVERNANCE PROGRAMME'S STRUCTURE



MENA-OECD MINISTERIAL CONFERENCE ON GOVERNANCE AND COMPETITIVENESS – TUNIS, 4 OCTOBER 2016

BETTER POLICIES FOR INCLUSIVE GROWTH AND ECONOMIC INTEGRATION IN THE MENA REGION

The **2016 MENA-OECD Ministerial Conference** was held on the 4th of October in Tunis, Tunisia. Bringing together ministers of international co-operation, trade, investment and public governance, the conference provided a platform to discuss strategic responses to common challenges in the region and explore ways to boost inclusive growth, employment and better integration both at the regional and international level.

In the presence of the Tunisian Head of Government, Youssef Chahed and the OECD Secretary-General Angel Gurría, the Conference marked the handover of the MENA-OECD Initiative chairmanship from Morocco to Tunisia and endorsed the new mandate of the MENA-OECD Initiative on Governance and Competitiveness for Development for 2016-2020.

The Ministerial Conference and Forum was attended by **500 participants**, including **36 official delegations**, as well as representatives from **civil society, the private sector, trade unions**, international organisations and financial institutions. **14 MENA countries** were represented at ministerial and high official level and **22 OECD member countries** attended at minister, state secretary and ambassador level. High-level delegations included ministers of international co-operation, investment, economy and public governance.

TUNIS DECLARATION

WE, governments of the Middle East and North Africa (MENA) and OECD member countries, participating in the MENA-OECD Ministerial Conference on Governance and Competitiveness in Tunis on 4 October 2016:¹

CONSIDERING that:

- Since the last MENA-OECD Ministerial Conference in Marrakech in November 2009, the MENA region has experienced political, social and economic changes of historical importance. Citizens from the MENA region have called for better economic opportunities and more accountable institutions. Some countries have started ambitious reforms, voted new constitutions, and established new social contracts inspired by the aspiration to build fairer societies and an efficient and sustainable economic model. Other countries of the region are experiencing significant and protracted crises related to conflict and fragility and deteriorating economic development.

- In a context of weak global growth and regional instability, the MENA region is facing economic, social, political, humanitarian and security **challenges** that need to be addressed through mutual values of collaboration, economic integration and collective commitment for shared prosperity, as laid out in the Sustainable Development Goals (SDGs).
- The need to regain stability and lay the foundations for more open economies and more inclusive development models calls for **concerted action** to exploit the immense potential of the region and ensure its fruitful integration into the global economy. Economic policies pursuing growth also need to lead to **inclusion** and social equity, ensuring prosperity for all.
- Introducing higher levels of efficiency and **productivity** is essential to promote growth. To this end countries have to work with determination in a number of policy areas from a whole-of-government perspective. MENA governments must implement ambitious reforms to improve the business environment and enhance international trade and investment, as well as their positive impact for economies and societies.
- The active participation of **women** in public life and their economic empowerment is critical for the future of the MENA region. The significant achievements in education have not been translated into economic participation of women comparable to other regions of the world. This is a considerable burden for the potential of the region. Unlocking the women's capacities to contribute to political and economic life is therefore a key priority for the MENA-OECD Initiative.
- **Youth** represents one of the biggest assets in the MENA region. At the same time offering decent jobs and a bright future is a considerable policy challenge. Better policies are needed to improve their livelihoods, foster their participation in the policy-making process, and ensure that economic opportunities and employment are accessible for all.
- Open, inclusive, innovative and resilient public sectors are crucial to create **public value** and deliver inclusive growth policies that benefit all segments of society. Effective and accountable government institutions and processes, as well as **integrity, transparency** and effective **anti-corruption** policies are critical to increase the quality and accessibility of **public services** which is fundamental to achieve opportunities for citizens and business, thus reaching prosperity for all and building trust in government.

1. Algeria, Austria, Bahrain, Belgium, Canada, Czech Republic, Denmark, Egypt, France, Germany, Hungary, Iraq, Ireland, Italy, Japan, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Netherlands, Palestinian Authority, Poland, Portugal, Saudi Arabia, Slovenia, Spain, Sweden, Switzerland, Tunisia, Turkey, United Arab Emirates, United Kingdom, United States of America, Yemen, and the European Union.

- The reform agenda should include a **territorial dimension** to ensure that economic and institutional development reaches all regions and local communities. Effective decentralization can increase social and economic inclusion and good governance. Territorial policies are needed to reduce regional economic disparities and promote local development, which in turns is a key driver of national competitiveness. Increasing local, regional and global integration will require improving inter-connectivity, investing in infrastructure, and reducing barriers across the regions.
- The **private sector** is underdeveloped in the MENA region, and has not reached all its potential. The private sector can be a powerful factor of stabilisation and development and its role needs to be enhanced in the MENA region to provide jobs, foster economic diversification, address the urgent needs of infrastructure development and achieve more resilient, inclusive, green and sustainable economies.
- Ongoing conflicts in Syria, Iraq, Libya and Yemen among others are not only harming the local population but also have a negative impact across the region, and require adequate policy responses on a multilateral basis. The **refugee crisis** emphasised the links between OECD and MENA economies even further and hence calls for a co-ordinated response. Insecurity and **fragility** call for a strong economic and social agenda that provides access to jobs and public services, building blocks for stability.
- Affirming the importance of close **collaboration** with other international and regional organisations and financial institutions, as well as strong donors' coordination to address daunting needs, including reconstruction of conflict-affected states, and scarcity of resources.
- Appreciating the vision set out in the proposed OECD Action Plan on Sustainable Development Goals, and the role that the OECD can play in providing high quality and coherent public policy advice grounded in evidence; we encourage the MENA-OECD Initiative to support the implementation of the Sustainable Development Goals in the region.

DECLARE that:

- The MENA-OECD Initiative on Governance and Competitiveness for Development is a valued vehicle for advancing a reform agenda in the region building on international standards and best practices.
- The achievements of more than 10 years of deep cooperation allow to set up an ambitious programme of work, to which the MENA countries will adhere and contribute to shape, to meet the higher quality standards

in policy making in view of promoting inclusive growth and economic integration.

COMMIT to pursue and strengthen the MENA-OECD Initiative:

- Reaffirming the principles of the Initiative based on partnership, ownership, joint chairmanship, peer learning, demand-driven consultative and participatory processes, and reciprocal commitment.
- Mandating the Steering Group and the Advisory Board of the Initiative to provide strategic guidance and evaluate the progress of the Initiative to reach its objectives.
- Reaffirming the importance of competitiveness and public governance as key leavers for socio-economic development in the region, welcoming the achievements of both pillars of the Initiative and call for their co-ordinated and coherent continuation during the new mandate.
- Welcoming in particular the Deauville Compact on Economic Governance, agreed under the G7/Deauville Presidency of Germany, providing a framework for key policy objectives to promote good governance and sound business climate.
- Underlining the importance of promoting closer intraregional cooperation.
- Underlining the importance and reaffirming the continuous support of the MENA Transition Fund of the G7 Deauville Partnership, in particular with regard to its regional projects promoting inclusive economic governance, competitiveness and integration.
- Acknowledging the Action Plan for Financial Inclusion adopted at the G7 Deauville Partnership Conference on Responsible Financial Inclusion for Social Inclusion and Stability.
- Underlining the need to foster alliances between state, private sector and civil society actors in order to promote economic governance and competitiveness leading to job creation.
- Underlining the importance of enhanced dialogue and continuous exchange with Civil Society in MENA countries.
- Recognising the importance of the participation of civil society and private sector in the MENA-OECD dialogue, welcoming the contribution of the MENA-OECD Civil Society Advisory Board and the MENA-OECD Business Advisory Board to the implementation of the programme of work.

MENA-OECD MINISTERIAL CONFERENCE ON GOVERNANCE AND COMPETITIVENESS – TUNIS, 4 OCTOBER 2016

- Recognising the relevance of OECD instruments to provide guidance and inspiration to governments across the world, inviting the MENA countries to adhere to those that correspond to their priorities and areas of work, and welcoming the significant increase of adherences.
- Underlining the importance of the link between the MENA-OECD working groups and networks and the OECD committees and welcoming the participation of several MENA countries in these committees as invitees, participants and associates.
- Welcoming the participation of MENA countries in other OECD initiatives such as the Programme for International Student Assessment (PISA) and Base erosion and profit shifting (BEPS), ensuring common strategic vision, and inviting the OECD Secretariat to inform the Steering Group of the MENA-OECD Initiative about the progress of these programmes and their contribution to the competitiveness and governance agendas.
- Welcoming the Country Programme of Morocco and inviting Morocco to share its experience with other countries through the MENA-OECD Initiative.
- Calling on all OECD and MENA countries to contribute to the effective implementation of the Paris Agreement on Climate Change, and welcoming the holding of the upcoming United Nations Framework Convention on Climate Change (COP 22) in Marrakech in November 2016.
- Encouraging the OECD to work with regional and international partners to strengthen economic resilience and stability in the MENA region and to assist MENA countries, notably Jordan and Lebanon, in devising public policies to deal with the recent unprecedented refugee crises and in building resilient institutions through sustained reform.

ANNEX: MENA-OECD GOVERNANCE PROGRAMME

We recognise the need for a holistic approach to strengthening public governance frameworks that are capable of creating public value and delivering inclusive growth, build trust in government and deliver quality public services to all segments of society. Over the last ten years, the Programme has achieved impact by promoting open, inclusive and transparent government with a focus on increasing the participation of citizens and businesses, women and youth in public life, promoting an efficient and accountable machinery of government by fostering whole of government approach that aligns vision, incentives and delivery mechanisms across the policy-making cycle, strengthening coordination and delivery capacity across the different levels of government in the context of decentralisation reform in some MENA economies and fostering public sector integrity and fighting corruption and reinforcing the rule of law. We resolve to strengthen leadership of the Centres of Government, upgrading public financial management, public sector innovation, modernise the governance of digitalisation, water, infrastructure, regulation and public procurement systems, internal control and risk-management at both local and central level and provide support to ongoing local governance and decentralisation reforms.

We mandate the MENA-OECD Governance Programme to deepen policy dialogue and provide strategic advice and implementation support through its well established structure of regional working groups and networks as well as country-specific projects. The following innovations are suggested to ensure that the Programme's support will achieve sustainable impact in line with the demand of MENA economies:

-
-
- A **Youth Initiative** (Youth Day) will be launched to highlight and share good practices of joint-up approaches by public officials and youth to address the priority challenges faced by the young generation.
 - The Programme will **reinforce its cooperation with GCC countries** and continue to strengthen its partnership with the UAE in the framework of the UAE Government Summit.
 - The Working Group IV on Public Service Delivery, Public Private Partnerships and Regulatory Reform will be transformed into the **Working Group on Regulatory Reform and the Rule of Law** to reflect the importance of a holistic approach to strengthening the rule of law including legislative frameworks and institutions. The **Regional Charter for Regulatory Quality**, endorsed during the Ministerial Conference of the MENA-OECD Initiative on 23 November 2009 in Marrakesh, has been updated and endorsed to account for the latest innovations in improving regulatory governance.
 - The Programme will develop approaches to support MENA economies in building governance frameworks at national and regional level that can operate in a **fragile and/or conflict-affected state** context and address the current **refugee crisis**.
 - The Programme will promote a comprehensive strategy for MENA economies to build public sector integrity with a whole-of-government and whole-of-society approach, including **coherent and comprehensive integrity systems and culture of integrity** as well as an **effective accountability mechanism** through public participation in the policy-making process, internal control and regulatory oversight.
 - The critical role played by **independent institutions and parliaments** to provide access to information, increase transparency and accountability as part of MENA economies' national open government agendas will be acknowledged by including them and media more systematically in the regional dialogue and country-specific activities;
- With a view to the tools and methods deployed by the Programme, we welcome:**
- The increasing engagement of MENA economies in the Public Governance Committee (PGC), Regulatory Policy Committee (RPC) and Regional Policy Development Committee (RDPC) which has resulted in regular reporting exercises on the part of MENA economies and the participation of OECD peers in analytical reviews and the design and implementation of MENA economies' reform agendas.
 - The impact OECD tools and methods have generated in collecting evidence and providing strategic policy advice and implementation support and invite the OECD to continue producing regional comparative reports, including the MENA-OECD Civil Society Advisory Board and providing training through the MENA-OECD Governance Programme Training Centre of Caserta.
 - The Programme's efforts to "go national" to enhance the usefulness and relevance of OECD recommendations in support of policy design and implementation at the national level, and grounding the exchange of good practices in the regional policy dialogue of various networks of the MENA-OECD Governance Programme and the related OECD Committees.



Regional policy dialogue,
regional projects and
regional reports

OPEN AND CLEAN GOVERNMENT

MENA-OECD WORKING GROUP ON INTEGRITY AND CIVIL SERVICE

The Working Group on Civil Service and Integrity (WGI), chaired by Morocco and co-chaired by Spain and Turkey, brings together policy practitioners from MENA and OECD countries to engage in promoting integrity and preventing corruption. It is one of the leading networks to promote regional dialogue and exchange best practices in the area of civil service reform for integrity, and for anti-corruption policies. The WG I meeting is organised back to back to the OECD Integrity Week since 2013.



of presenting information in a user-friendly language and format.

In 2018, drawing on the regional report “Youth in the MENA region: How to bring them in?”, the Working Group met on 27 March to discuss the impact of corruption on young people and the public policies needed to strengthen youth capacities to fight corruption. Participants underlined that young people need to be empowered to drive positive change as watchdogs and be able to hold government to account.

KEY OUTCOMES IN 2018-2019

- MENA countries have undertaken efforts to improve communication with civil society and increase transparency to strengthen integrity and combat fraud and corruption.
- The implementation of access to information laws and integrity reform remains a challenge. Partnerships with independent institutions are an untapped potential to raise awareness and deliver impact.
- Young people can be important agents of change in the fight against corruption. Creating an environment in which youth are aware of their rights and existing safeguards to report corruption is critical.

PROGRAMME OF WORK

- Develop indicators to evaluate the progress in the implementation of access to information laws and integrity reforms.
- Support mediators and ombudsmen in strengthening integrity within the civil service
- Provide opportunities for peer-to-peer dialogue between youth on ways to tackle corruption.

In 2019, the Working Group meeting of 20 March focused on access to information and the role it plays in enhancing transparency and integrity. It featured the launch of the preliminary version of the regional report “*Institutions guaranteeing access to information: OECD and MENA countries*”. The discussions focused on the important role played by independent institutions for an effective implementation of the right to access to information and the importance



Meeting of the Working Group on Civil Service and Integrity, 20 March 2019, Paris.

OPEN AND CLEAN GOVERNMENT



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

MENA-OECD WORKING GROUP ON OPEN AND INNOVATIVE GOVERNMENT

The MENA-OECD Working Group on Open and Innovative Government (WG II) is chaired by the United Arab Emirates and co-chaired by Italy, South Korea and Portugal.

The 14th annual meeting was hosted by the Portuguese Mint and Official Printing Office and the Agency for Administrative Modernisation on 28-29 January 2019 in Lisbon. Maria Manuel Leitão Marques, Minister of the Presidency and of Administrative Modernisation, opened the event by highlighting that innovation should be at the service of the public administration to increase its transparency and responsiveness to citizens' demands. In different thematic sessions, participants explored how to approach public sector innovation systematically, build digital platforms for participation and transparency and encourage the digital transformation of the public sector more broadly. The meeting ended with a study tour to Portugal's Mint and Official Printing Office, LabX – Portugal's innovation lab, and the citizen-shop, a one-stop shop for services.

The 13th annual meeting took place on 13 February



2018 in Dubai with opening speeches delivered by the co-chairs of the Working Group, Mr. Majed Sultan Al Mesmar, Deputy Director General, Telecommunications Regulatory and Mr. Heon-Jun Kim, Ministry of Interior and Safety, Korea. In a keynote speech, Mr. Mohamed Ben Abdokader, Minister of Reform of the Administration and Civil Service of Morocco, stressed the commitment of Morocco to adhere to the OECD Recommendation on Open Government. Participants discussed the role of the OECD Recommendation on Open Government as a benchmark to support countries in moving closer to international standards in the area of openness, transparency, accountability and citizen participation. Moreover, the OECD Secretariat presented the findings of the regional report “Embracing Innovation in Government: Global Trends 2018” and invited the participants to engage in a dialogue about the digital transformation of the public sector, public sector innovation and system thinking with peers from South Korea and the United States. A study visit to the UAE’s Centre of Digital Innovation exposed the participants to new ways of strengthening digital government capacities.

KEY OUTCOMES IN 2018-2019

- Morocco adhered to the OECD Open Government Recommendation in 2018. Tunisia has requested to adhere in 2019 and the request is pending approval.
- Paying special attention to under-represented groups is critical for governments to win back trust and be inclusive in engaging citizens and delivering services.
- Embracing the full potential of open, digital and innovative policy-making often requires a broader cultural and organisational transformation within the public administration.

PROGRAMME OF WORK

- Support MENA countries in moving closer to the OECD Recommendations on Open Government, Digital Government Strategies and the Draft Declaration on Public Innovation.
- Move towards co-creation, user-centred approaches and institutionalise innovation, openness and digital solutions.
- Support MENA countries in making effective use of emerging technologies to transform the public administration, measure impact and build the needed capacities.

EFFICIENT MACHINERY OF GOVERNMENT



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

MENA-OECD SENIOR BUDGET OFFICIALS NETWORK

The MENA-OECD Senior Budget Officials Network (MENA-BO / WG III) is chaired by Qatar and Ireland. Activities of the network include knowledge sharing between MENA and OECD peers in areas such as implementing fiscal consolidation strategies, result-oriented budgeting and budget transparency as well regular presentations of OECD recommendations and guidance (e.g. OECD Budget Transparency Toolkit).

The **2017 meeting took place on 5-6 December** in Doha and was attended by representatives from nine MENA countries and territories, four OECD countries, the World Bank and the IMF. In the field of public financial management, the OECD has also engaged in a partnership

since 2016 with the Qatar Institute for Public Finances for delivering regional seminars and workshops. The seminars aim at building capacity in a large range of areas, including performance management, treasury functions, macro-fiscal forecasting and capital budgeting.

KEY OUTCOMES IN 2018-2019

Thirteen participating countries shared their latest budgeting developments and insights:

- Delegates discussed principles for performance budgeting and long-term forecasting of government revenue and expenditures that can help to ensure fiscal discipline in time of fiscal consolidation;
- Delegates engaged in a dialogue about the findings from the OECD publication: 'Gender Budgeting in OECD Countries', which explores the merits and challenges associated with different leadership and co-ordination models for gender mainstreaming and gender budgeting across OECD countries.

PROGRAMME OF WORK

- Increase collaboration with the region to spread OECD best practice and help build PFM capacity (e.g. through topical meetings / seminars)
- Continue knowledge sharing between OECD and MENA peers to improve the efficiency and transparency of budgeting and public financial management processes.



SCAN TO READ
THE REPORT



EFFICIENT MACHINERY OF GOVERNMENT



Ms Anabela Pedroso, State Secretary of Justice, Portugal with Mr Zouheir Ben Tanfous, Legal Counsel, Presidency of Government, Co-chair, Tunisia and Ms Tatyana Teplova, Head, Gender and Justice for Inclusiveness, OECD Public Governance Directorate on 28 March 2019 in Lisbon. IV

MENA-OECD WORKING GROUP ON REGULATORY REFORM AND RULE OF LAW

The Working Group on Regulatory Reform and Rule of Law (WG IV) is chaired by Tunisia, Italy and Portugal.

The 2019 annual meeting entitled “Towards People-centred Justice and Legal Empowerment in MENA countries” took place within the Global OECD Policy Roundtable on Equal Access to Justice on **28 March 2019 in Lisbon**. Among others, the agenda focus on access to justice of marginalized and vulnerable groups in the MENA region, including women, youth and children, and digital justice. It also called for the update of the OECD Report (2013) on “Regulatory Reform in the Middle East and North Africa: Implementing Regulatory Policy Principles to Foster Inclusive

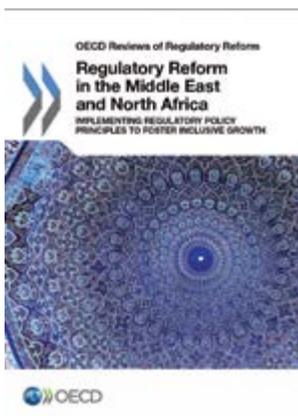
Growth” to take account of the progress and reflect changing regulatory policy environment in the countries of the MENA region.

KEY OUTCOMES IN 2018-2019

- Justice services should be designed and delivered with a focus on the needs of citizens and businesses;
- MENA countries implement reforms for greater regulatory quality and transparency but challenges remain and are often related to delays in consultation, lack of impact analyses, or unsystematic ex-post evaluations;
- Institutional capacities need to be reinforced for the implementation of quality regulation.

PROGRAMME OF WORK

- Broaden the scope of Working Group IV to address the challenges faced by marginalized groups, including women, youth and children
- Deepen the exchange of good practices and learning in using technology to provide justice services
- Promote alignment of regulatory reforms with the implementation of the goals of the Deauville Partnership and its compact for economic governance, and to the achievement of the UN's Sustainable Development Goals



SCAN TO READ THE REPORT



EFFICIENT MACHINERY OF GOVERNMENT

MENA-OECD PUBLIC PROCUREMENT NETWORK

The MENA-OECD Network on Public Procurement, currently co-chaired

by Egypt and Italy, was launched in 2012 with the objective of sharing international and regional good practices, identifying needs for support and enhancing the regional dialogue on public procurement.

In 2018, the workshops of the Network took place on **25-28 June in Kuwait** with the support of the IMF-CEF centre. 34 participants from 14 countries attended the event to discuss how to move public procurement systems towards a more strategic and efficient use, under the following thematic areas: risk management, market research, award criteria, efficiency tools, achieving broader policy objectives, the use of data and E-procurement. Besides the OECD public procurement team, international experts from the EBRD and the Islamic Development Bank shared their knowledge and insights.

The 2018 meeting of the MENA-OECD Network on Public Procurement took place on 20-21 November in Caserta, Italy, in partnership with the MENA-OECD Governance Programme Centre. The event targeted key policy makers and leading

procurement experts in the region bringing together more than eighteen participants from the MENA region (Algeria, Egypt, Lebanon, Morocco and Tunisia), OECD countries (Italy) and international and partner organisations (the OECD, SIGMA and the African Development Bank).

The meeting provided an occasion for a policy dialogue in the public procurement field, in particular about institutional arrangements and set-up; efficiency tools and centralisation strategies; E-procurement and the use of data; risk management; control mechanisms, complementary policy objectives and remedies system.

KEY OUTCOMES IN 2018-2019

- Enhanced regional dialogue on public procurement reform
- Shared understanding of international good practices for current and future procurement reforms

PROGRAMME OF WORK

- Support capacity building of public procurement officials based on the principles of the 2015 OECD Recommendation on Public Procurement.



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

GENDER EQUALITY

MENA-OECD WOMEN IN GOVERNMENT PLATFORM

Reinforcing gender policies in the Middle East and North Africa (MENA) is critical for the political, social and economic empowerment of women and the promotion of good governance. Since 2009, the MENA-OECD Women in Government Platform, co-chaired by CAWTAR and Spain, provides a regional forum to exchange good practices and lessons learned.

The high-level conference took place on 10-11 July 2018 in Rabat, Morocco and was jointly organised by the Moroccan Ministry for Family, Solidarity, Equality and Social Development and the MENA-OECD Governance Programme.

The two-day regional dialogue aimed to discuss:

- Women’s political participation at the national and local levels and in rural areas
- Experiences and testimonies of elected women
- Aligning legislative and constitutional frameworks

- Combating violence and stereotypes to reinforce women’s political leadership
- The role of media and civil society in supporting women’s representation.

The conference gathered more than 130 participants, including parliamentarians and high level representatives from Morocco, Egypt, Jordan and Tunisia, the ambassadors of Spain, Italy, Mexico, Chile and Egypt to Morocco, local councillors, members of academia, civil society organizations and other stakeholders from MENA and OECD countries working on advancing women’s rights in public life.

The summit represented the 3rd annual regional dialogue of the OECD’s MENA Transition Fund Project “Promoting Women in Parliaments and Policy-making” and featured the launch of the OECD assessment reports of Morocco, Jordan and Egypt on gender-sensitive practices within parliaments and women’s political participation at the central and local levels.



GENDER EQUALITY



REGIONAL REPORT: GENDER, LAW AND PUBLIC POLICIES – TRENDS IN THE MIDDLE EAST AND NORTH AFRICA

Reinforcing gender policies in the Middle East and North Africa. The “OECD-CAWTAR Report on Gender, Law and Public Policies: Trends in the Middle East and North Africa” is the first regional comparison of its kind focusing on multiple aspects of gender equality from a public governance perspective.

The report highlights the trends in legal reforms to eliminate gender-based discrimination and foster compliance with CEDAW. It also analyses the impact of public policies, institutions and laws on economic and public participation of women in the region, investigates how women’s access to top-decision making posts in the legislature, judiciary and public sector can be enabled and how gender-sensitive policies and the collection of gender-disaggregated data can be reinforced.

THE OECD POLICY IMPLEMENTATION TOOLKIT ON GENDER IN GOVERNANCE

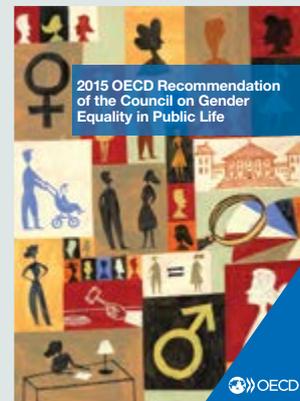
The OECD has produced a policy implementation Toolkit on Gender in Governance to provide countries with concrete guidelines in the implementation of the 2015 OECD Recommendation on Gender Equality in Public Life. The Toolkit aims to unpack the provisions of the Recommendation, indicating priorities, assessment questions, key actions and pitfalls to avoid, and providing compelling good practice examples for each topic. It is intended to be a living document, also available online, where member countries and strategic partners, such as the MENA region, can contribute and get inspired by good practices, insights and lessons learnt. The *OECD Toolkit for Mainstreaming & Implementing Gender Equality* was launched in Paris on the 8th of March 2018 by OECD Chief of Staff and Sherpa to the G20, Ms Gabriela Ramos.

RECOMMENDATION OF THE COUNCIL ON GENDER EQUALITY IN PUBLIC LIFE

On 14 December 2015 the OECD adopted the *Recommendation of the Council on Gender Equality in Public Life* which will pave the way for member and non-member countries of the OECD to strengthen their institutional capacities for effective implementation of

gender equality and mainstreaming initiatives in public life. It will also support countries in enabling women’s equal access to public leadership opportunities -- including in parliaments, as well as in the executive, judiciary and in public administrations.

The Recommendation builds on the OECD-CAWTAR report *Women in Public Life: Gender, Law and Policy in the Middle East and North Africa*.



PROGRAMME OF WORK

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

YOUTH EMPOWERMENT

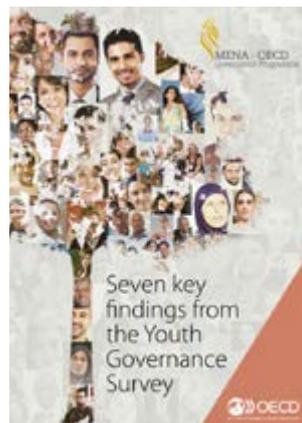
HIGHLIGHTS BROCHURE: 7 KEY FINDINGS FROM THE YOUTH GOVERNANCE SURVEY

The highlights brochure presents the preliminary findings from a large-scale survey which was answered by 7 MENA countries (Jordan, Lebanon, Mauritania, Morocco, Palestinian Authority, Qatar and Tunisia).

It explores the opportunities for young people to engage in public life and analyses the efforts undertaken by governments and public administrations to deliver policies and services that are responsive to their specific needs from a public governance perspective.

The analysis builds on the OECD analytical framework building on five pillars:

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



By taking a comparative approach across MENA countries, the paper identifies common trends in the governance of youth policy and youth engagement across the region. For each finding, it presents good practices and lessons learned from OECD countries based on the OECD Youth Stocktaking report “Engaging and empowering youth in OECD countries – How to bridge the ‘governance gap’” and presents a number of strategic policy recommendations.



2018 REGIONAL YOUTH CONFERENCE: “YOUTHINK ABOUT IT!” IN TUNIS

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

Under the High Patronage of the Head of Government, Ms. Sonia Ben Cheikh, Minister of Youth and Sport in Tunisia, Mr. Abdelkaddous Saadaoui, Secretary of State for Youth, Mr. Chokri Terzi, Advisor to the Tunisian Head of Government in charge of Youth, and Mr. Thabet Al-Nabulsi, Secretary General of the Ministry of Youth in Jordan, delivered opening remarks. Ms. Carole McQueen, Ambassador of Canada to Tunisia, spoke on behalf of G7 countries.

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

The OECD presented the findings of the OECD Youth Stocktaking report and working paper “Seven key findings from the Youth Governance Survey” which gathers data on the tools used by governments across seven MENA countries to deliver youth-responsive policies and services.

YOUTH EMPOWERMENT



Participants underlined the importance of comparative evidence in this area and encouraged the OECD to explore further what works and what does not.

With around 160 participants from Ministries of Youth and line ministries, MPs, elected local officials, the conference brought together young people from 7 MENA countries (Jordan, Lebanon, Morocco, Palestinian Authority, Qatar, Tunisia, UAE) and 4 OECD member countries (France, Norway, Portugal, UK). Representatives from various UN agencies, EU, World Bank, GIZ, USAID, AECID, NRC, Democracy Reporting and Search for Common Grounds attended the event. Canada, the Netherlands and Hungary participated at Ambassador level, along with the Honorary Consul of Mexico in Tunisia.

Back to back to the main event, the OECD organised a reflection group on effective governance responses to include young migrants and refugees in social, economic and public life. Composed of members of the Tunisian

parliament, the Norwegian Refugee Council and UNDP, the reflection group encouraged the OECD to carry out a stocktaking exercise with important host countries in the MENA region.

SUMMIT OF THE TWO SHORES

The OECD presented its work on youth empowerment in MENA countries in the Malta Forum on Youth Education and Mobility, held on 24 April 2019 in Valletta. The Forum was organised in preparation of the Summit of the Two Shores which will be hosted by the French President on 23-24 June 2019 in Marseille and gather Heads of State and Government from the 5+5 Western Mediterranean Dialogue countries alongside the EU, Germany and representatives of Mediterranean organisations, international institutions and civil society. This Malta Forum gathered more than 200 representatives of international organisations and civil society and provided the space to discuss innovative projects to empower young people in the region. It resulted in a strong call for a regional approach to youth empowerment across Mediterranean countries.



Opening of the Malta Forum by Hon. Carmelo Abela, Minister for Foreign Affairs and Trade Promotion of Malta, April 25, Valletta, Malta

YOUTH EMPOWERMENT

PARIS PEACE FORUM

The Governance Programme was selected as project partner for the Paris Peace Forum and invited to present at a high-level panel on the role of youth in building peace and stability on 13 November 2018 in Paris. Under the theme “Fleshing out 2250: A Role for Youth in Global Stability”, the Programme discussed factors increasing the risks of fragility, such as poverty, corruption and inequality, and the importance of inclusive institutions in addressing the root causes of violent conflicts and instability. Members of the panel included representatives from the Queen Rania Foundation for Education and Development, Aga Khan Foundation, UNDP and a youth-led local organization working on peace-building and development in the Central African Republic.

Based on the findings of the OECD Youth Stocktaking report and its work across MENA countries, the Programme presented governance tools to engage and empower youth in building lasting peace (e.g. cross-cutting youth strategies, creation of consultative bodies for youth at local and regional levels, creation of an enabling environment based on openness, transparency and accountability).

WORLD GOVERNMENT SUMMIT

As a strategic partner of the World Government Summit in Dubai, the OECD has hosted and participated in various events to advance the youth empowerment agenda across the MENA region. Alongside the UAE Minister of State of Youth, Ms. Shamma Al Mazrui, OECD Secretary General Angel Gurría launched the Youth Circle Rising up to the Challenge: Youth and the Future of Government” on 11 February 2018. The event brought together around 60 Young Arab Pioneers – young entrepreneurs, economists, social activists, scientists and digital innovators – to discuss how they can link up with governments to ensure that policies and services are delivered through a “youth lens”.

PRESENTATION IN REGIONAL AND INTERNATIONAL EVENTS

In the framework of the 6th Mediterranean University on Youth and Global Citizenship, the Programme participated in the meeting “Enhancing the Quadrilogue approach in the Euro-Mediterranean Youth cooperation”, organised by the North-South Centre of the Council of Europe, on 11 May 2018 in Tunis alongside international partners (World Bank, Youth Advisory Council to the Council of Europe, the European External Action Service, the European Youth Forum, and representatives from civil society). The meeting identified activities of joint interest and opportunities for cooperation across the Mediterranean on the youth empowerment agenda.



Ms. Miriam Allam, Head of MENA-OECD Governance Programme presenting the work on youth empowerment.



Shamma bint Suhail bin Faris Al Mazrui, UAE Minister of State for Youth Affairs during the WGS meeting in Dubai.

The Programme further presented the findings from the 7 Key Findings report in the MENA Evidence Symposium on Adolescents and Youth, organised on 25 September in Beirut, in a programming workshop organised by the Norwegian Refugee Council on 11 October in Amman and at the UNESCO Partner Forum on Youth Empowerment for Peace on 11 September in Paris.

It also reinforced its cooperation with the French Conseil d’Orientation des Politiques de Jeunesse (CoJ) in Paris by attending working group meetings on 15 February 2018 and 1 March 2019 together with the Directorate of Youth, Popular Education and Community Life to exchange good practices and lessons learned in applying governance tools for youth-responsive policy making (clause impact jeunesse).

MENA-OECD GOVERNANCE PROGRAMME'S TRAINING CENTRE OF CASERTA



The Training Centre of Caserta is a joint effort of the MENA-OECD Governance Programme and the Italian National School of Public Administration. The Training Centre provides capacity- building activities to enhance good governance reforms with a view to harness their intrinsic value while maximizing their socio-economic impacts in key areas of the public sector, such as, procurement and access to public markets, government information and knowledge economy, regulatory policy and administrative simplification for a better business environment.

Key events hosted by the Training Centre of Caserta in 2018 - 19

- 8-11 May 2018 – Study visit for parliamentarians, elected officials and public offers from Jordan and Morocco in the framework of the MENA Transition Fund regional project “Promoting Women’s Participation in Parliaments and Policy-Making”.
- 20-23 June 2018 – Public Sector Innovation seminar in cooperation with the Prime Minister’s Office of Tunisia.
- 20-21 November 2018 – Meeting of the MENA-OECD Network on Public Procurement.
- 18-19 July 2019 – Meeting of the MENA Senior Budget Officials Network (Working Group III).

TRAININGS

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

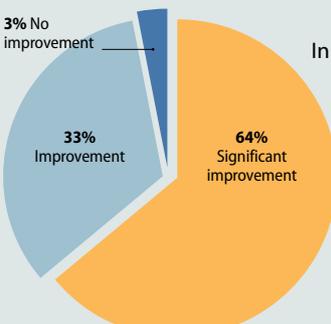
METHODS

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

IMPACT EVALUATION OF THE CENTRE'S ACTIVITIES

In order to evaluate the efficiency of the activities carried out by the MENA-OECD Centre, in terms of impact on the participants’ professional contexts, a broad survey was conducted, aiming to investigate to what extent the actors (specifically public managers and civil servants) would put in practice the information and expertise acquired during the training sessions and apply them to their own professional field.

The surveys have proved that participants have been able to demonstrate through specific examples how the skills acquired during the training activities have improved their organizational skills, time allotment and capacity building management, in the various national contexts.



In general, the participants stress that their skills have been significantly improved (64%) or improved (33%) by the training activities.



Country projects for
national reforms

• OPEN GOVERNMENT: REGIONAL PROJECTS

STRATEGIC SUPPORT TO THE OPEN GOVERNMENT AGENDA AND IMPLEMENTATION OF ACCESS TO INFORMATION LAWS

IN JORDAN, LEBANON, MOROCCO AND TUNISIA

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

TUNISIA

Following the implementation of OECD recommendations, Tunisia became eligible and joined the Open Government Partnership (OGP) on 14 January 2014, as the second country in the MENA region. Tunisia has requested to adhere to the OECD Recommendation in 2019 and the request is pending approval.

The OECD has accompanied Tunisia in engaging citizens in public consultation processes and drafting and implementing its OGP Action Plans, supporting the launching of the consultation phase for the 3rd OGP Action plan on 14 March 2018 with the participation of a wide variety of stakeholders including independent institutions and parliament, thus promoting the move towards an open state. This process was accompanied by a dedicated communication plan elaborated with the support of the OECD. In order to ensure that communication also reaches more marginalised groups, "Engaging young people in open

government: A communication guide" was prepared. In November 2018, with the support of the Programme, the government launched the 3rd OGP Action Plan. A workshop for public officials, civil society and academia was held on 21-22 June 2018 in Caserta to discuss public sector innovation and the creation of dedicated networks in Tunisia.

The Programme further supported the implementation of the 2016 adopted access to information law. More than 400 officials attended seven trainings held in Bizerte, La Marsa, Sfax, Monastir, Tozeur, Nabeul and Djerba to raise awareness among local public officials of the implications of the law (scope, the new rights it gives to citizens, exceptions and how to answer ATI request). To support this process, the OECD drafted a Guide on Access to Information dedicated to public officials in cooperation with the World Bank, the Tunisian government, and the Access to Information Commission. A comparative report on Access to Information Commissions in OECD countries and selected MENA countries (Jordan, Morocco, Lebanon and Tunisia) provides hands-on recommendations to Tunisia's newly established Commission. Moreover, a guide jointly developed by OECD and Article19 provides hands-on advice for civil society, journalists and citizens to apply the law in practice and submit access to information requests. Trainings on the guide for civil society organisations were organised in February and June 2018.

Next steps

The project will continue to focus on:

- Building the capacity of public officials at all levels to implement the ATI law
- Supporting the ATI Commission to effectively implement its mandate
- Encouraging the use of the ATI law by CSOs, citizens and the media

MOROCCO

Morocco undertook important steps towards implementing open government reforms in 2018, with the adoption of a law guaranteeing access to information in February, joining the OGP in April and adhering to the OECD Recommendation on Open Government. These efforts were further consolidated with the adoption of the 1st OGP Action Plan, the creation of an Open Government Steering Group based on an open call for civil society members and the creation of the Access to Information Commission.



Launch event of the consultation phase for Tunisia's 3rd OGP Action Plan on 14 March 2018 in Tunis,

OPEN GOVERNMENT: REGIONAL PROJECTS



International conference, organised by the Government of Morocco and OECD, on Open Government and Access to Information on 13 March 2019 in Rabat.

The Programme accompanied Morocco throughout the reform process, providing support to the elaboration of a dedicated communication plan on open government, and several high-level events to widely disseminate the concept and build political buy-in. The panel ‘Open and Digital Government for SDG16’ in the framework of the UN Public Service Forum on 22 June 2018 in Marrakesh was attended by Minister Benabdelkader and representatives from Spain, Tunisia, France and Germany to discuss how open government initiatives can strengthen and renew democratic governance and their contributions to SDG16. Celebrating the coming into force of the access to information law, the OECD and the government of Morocco organised an international conference on 13 March 2019 bringing together more than 400 participants from 13 countries including Ministers from Morocco, Lebanon, Mali Spain and the CEO of the OGP. Lively discussions focused on open data, civil society participation, the role of the media and access to information.

To provide support to the implementation of reforms, the OECD has provided support on the role of civil society in multi-stakeholder forum (19 November 2018) and participated in an event on the role of civil society for accessing information on 23 November 2018, bringing together a coalition of CSOs committed to ATI. The latter served to identify priorities to implement Morocco’s law. A guide on making access to information requests for citizens is currently being elaborated as well as video clips and flyers for civil society to raise awareness.

Next steps

The OECD continues to support this process in the following areas:

- Implementation of the mandate of Morocco’s Access to Information Commission
- Effective use of the ATI law by civil society, journalists and citizens

OPEN GOVERNMENT: REGIONAL PROJECTS

- Communication Plan, developed by the sub-commission responsible for communication, to disseminate the values of open government
- Capacities of the administration and civil society in the implementation of OG reforms
- Implementation of the Open Government National Action Plan
- Public participation in decision-making in the environment field
- Conditions for multi-level implementation of open government reforms

LEBANON

Lebanon undertook an important reform towards greater transparency with the adoption of a law guaranteeing access to information in 2017. The new government committed to strengthening openness, participation practices and accountability. The Programme is supporting this process by providing advice to the government on open government, its principles and governance. In addition, the OECD accompanies Lebanon in the implementation of its access to information law (ATI).

The Office of the Minister of State for Administrative Reform (OMSAR), with the support of the OECD and UNDP, is elaborating a national action plan to implement the ATI plan, with the aim of creating comprehensive framework including a variety of stakeholders. In parallel, in cooperation with Gherbal Initiative, a guide for citizens is developed to advise on the submission of access to information requests. The guide explains in a non-technical way how access to information request can be made, to whom, what can be done in case they are rejected and how the information obtained can be used. A training and consultation event with civil society actors took place on 20 February 2019 in Beirut. The objective was to receive civil society's input on their knowledge and challenges with the law to include it in the guide and train them on the use of the law. Two peers from Open Knowledge Foundation Germany, a CSO organising an access to information platform, and Correctiv, an investigative media entity, shared their experience.

Next steps

The OECD continues to support this process in the following areas:

- Supporting Lebanon to become closer to the OECD Recommendation on Open Government
- Finalising and implementing the national action plan on

the implementation of the ATI Law

- Building capacity of public officials, CSOs and the media to use the ATI Law.

JORDAN

As a founding member of the MENA-OECD Governance Programme, Jordan has been working closely with the OECD to reform its public sector in line with OECD principles and practices. The OECD serves as a strategic partner for Jordan over the lifetime of the project (2017-2021) by providing the Government of Jordan with analysis and technical assistance on the creation and implementation of its OGP National Action Plans, as well as to encourage participatory approaches more broadly to promote trust, social inclusion and prosperous and democratic communities. The project was launched in Amman, on 28 February 2017, and is financed by the MENA Transition Fund of the G7 Deauville Partnership.

In early 2018, the OECD supported the creation of the Open Government Unit within the Ministry of Planning and International Co-operation. The unit was launched on May 2018 by the then Minister H.E Imad N. Fakhoury. The creation of the unit has allowed for a systematic co-ordination of the national open government agenda in Jordan and facilitate a whole-of-government approach. In order to build the capacity of this new unit, the OECD supported capacity building of public officials through their attendance to a series of international conferences, including the OGP 2018 and 2019 Global Summits in Tbilisi and Ottawa, respectively.



H.E. Dr. Mary Kamel Kawar, Former Minister of MoPIC, launching of the 4th OGP National Action Plan in Amman, Jordan, 17th of March 2019.

OPEN GOVERNMENT: REGIONAL PROJECTS

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

OPEN GOVERNMENT AT THE LOCAL LEVEL TUNISIA, LEBANON, MOROCCO AND JORDAN

The project also supported the completion of commitments under the country's third OGP National Action Plan, as well as an inclusive process for the development of the fourth. The fourth National Action Plan was launched at a high-level event by the former Minister of Planning and International Co-operation, H.E. Dr. Mary Kamel Kawar on 17 March 2019. The event benefited from the participation of several Ministers, Ambassadors, civil society organisations, as well as extensive media coverage.

Municipalities are the place where citizens and policies meet, they thus play an essential role in promoting more open governments, in line with the ongoing decentralisation processes in some countries in the region.

TUNISIA

The OECD conducted an Open Government Review of the municipalities of La Marsa, Sayada and Sfax. The review provides recommendations to implement the provisions of Article 139 of the Constitution and the ongoing decentralization process which stipulate that local governments should apply the principles of participatory democracy and open governance. Bringing together stakeholders from the three municipalities, civil society, central government and peers from the cities of Madrid and Salé in Morocco, a workshop was organised on 13 March 2019 to present preliminary recommendations and discuss how the municipal level can become more involved in Tunisia's open government agenda. Participants welcomed the innovative practices of the three municipalities and suggested to include commitments designed specifically for the municipal level in the 3rd OGP Action Plan.

LEBANON

The project "Bringing government closer to citizens" is supporting open government at the local level, with work in selected municipalities that involves an open government scan and aid in developing a pilot project of citizen participation.

A peer review mission took place in February 2019 in Shweir, one of the municipalities, to interview the mayor, council and key members of civil society. A capacity building seminar and workshop took place from 15-17 May 2019 in Shweir to help the municipality understand what is needed to commission, design and organise a deliberative citizen

engagement process. The workshop benefitted from the presence of three experts from OECD countries. The mayor, councillors, civil servants and a couple of citizens participated in the three-day workshop.

MOROCCO

The municipality of Salé, its mayor and local civil society are committed to design and implement practices that support openness, participation and accountability. As a pilot project, the OECD conducted an Open Government Review of Salé analysing its institutional, legal and policy framework and practices against the Recommendation of the Council of the OECD on Open Government.

The Review provides recommendations to develop a strategic approach to open government reforms and disseminates existing good practices in Salé. The preliminary results were presented and discussed at a conference on 25 April 2018 with the municipality, civil society and the Ministry of Reform of the Administration and Civil Service. A workshop kicked off a reflection about a dedicated open government strategy for the city of Salé. Peer experts from Canada and France shared their experiences.

JORDAN

Following the approval of the Municipality and Decentralization Laws by Parliament in 2015, Jordan is revamping the role of its sub-national levels of

IMPACT

- Morocco and Tunisia drafted communication plans to accompany their open government efforts
- Morocco joined the OGP
- Morocco adhered to the OECD Open Government Recommendation
- Morocco adopted an access to information law
- Tunisia has requested to adhere in 2019 and the request is pending approval.
- Tunisia launched its 3rd OGP Action Plan
- Jordan drafted its 4th OGP Action Plan in a participatory manner

OPEN GOVERNMENT AND CITIZENS' VOICE JORDAN, LEBANON, MOROCCO AND TUNISIA

government. The reforms were designed to allow for greater local influence and community involvement in development planning, as well as more opportunities for citizens to contribute to, and benefit from, more inclusive local development.

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

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

PUBLIC COMMUNICATION AND MEDIA FOR A MORE OPEN GOVERNMENT

Building on data collected through the public communication survey distributed to ministries in both countries, the OECD organized a peer-review mission in Tunisia (on 7-10 November 2017) and Morocco (on 21-23 March 2018). The purpose of the peer reviews was to conduct qualitative interviews to learn more about the legal, policy and institutional framework for public communication and media in each country. Discussions took place with stakeholders from government and civil society, and benefitted from best practice sharing from British, German and Italian peers.

These insights, together with the survey responses, formed the basis to draft a comprehensive report for each country. The reports cover the evolution of public communication structures in Morocco and Tunisia, as well as the extent to which current strategies, structures, resources and channels, including social media, contribute to the further

opening of the government. The publications also provide an assessment of the key enablers and challenges to Morocco and Tunisia's media ecosystems in terms of access to information, local and community media as well as online media, disinformation and hate speech. Building on these findings, the reports also provide action-oriented recommendations on how public communication can promote the principles of transparency and participation in the country.

Furthermore, the OECD organized an event in Morocco (on 10 October 2018) and Tunisia (on 23 October 2018) to launch and discuss the main findings of each report. In close coordination with the Ministry of Reform and Public Administration (MRAFP), the event in Morocco featured high-level interventions from the Minister of the MRAFP, the German and US embassies. In addition to presenting the main findings of the report, the discussions focused on how public communication can support access to information, measuring and evaluating public communication initiatives, and making use of internet and communication technologies (ICTs) to improve strategic communication. Similarly, the event in Tunis, with support from the Presidency of the Government and the National Access to Information Commission (INAI), was an opportunity to explore synergies between communication and newly appointed access to information officers. In addition, the event allowed participants to discuss in more detail the role of local media as well as possible policy responses to disinformation.

In parallel, the OECD supported the recently established networks of public communicators in Morocco and Tunisia through a series of capacity building activities. On 14-15 May 2018, the OECD held a workshop in Tunis to raise the awareness of more than 20 members of the network of public communicators on the challenges and opportunities brought by the implementation of the access to information legal framework in the country. Moreover, the OECD organized a workshop on 1-2 October 2018 in Rabat to develop the first ever guide on public communication in Morocco.

FUTURE PROGRAMME OF WORK

As part of phase II (2019 - 2020) of the Giving Citizens Voice project, the OECD will support the contribution of public communication and the media ecosystem to open government principles in Jordan, Lebanon, Morocco and Tunisia. The project will expand the remit of activities to Jordan and Lebanon by analysing the state of public communication and media governance in each country, and supporting the creation of networks of public communicators. Building on the impact achieved during phase I, the project will also expand the scope of

activities to support public communication at the local level in Morocco and Tunisia, as well as support the implementation of selected recommendations from the reports. The project will enable capacity building and best practice sharing among public officials through workshops and a regional conference covering relevant themes such as communicating with youth, building resilience to disinformation and coordination across levels of government.



• GENDER EQUALITY: REGIONAL PROJECT

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

TOWARDS INCLUSIVE AND OPEN GOVERNMENTS: PROMOTING WOMEN'S PARTICIPATION IN PARLIAMENTS AND POLICY-MAKING

JORDAN, EGYPT, MOROCCO AND TUNISIA

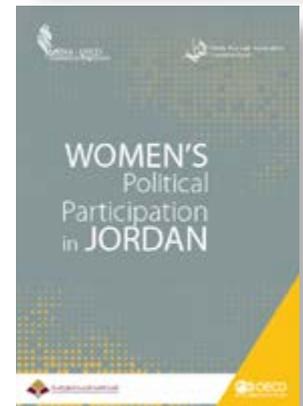
THE PROJECT is financed by the MENA Transition Fund of the G7 Deauville Partnership and supports the efforts of Egypt, Jordan, Morocco and Tunisia to leverage open government policies, mainstream a gender perspective in parliamentary operations and maximise women's integration in public life and policy-making processes.

Within a three-year programme framework (2015- 2018 in Egypt, Jordan and Morocco, and 2016-2019 in Tunisia), this project has delivered actions to strengthen women's access to decision making, while working to increase the capacity of female electoral candidates at the national and local levels as well as to improve public consultation capacity of parliaments and women's CSOs across law-making processes.

JORDAN

OECD hosted advisory sessions on "Making Parliament work for Men and Women," for over 20 Jordanian parliamentarians and members of Jordan's parliamentary secretariat back to back with the fact-finding mission on 28-29 March 2018. The training material for the advisory sessions on internal workplace and parliamentary processes as well as gender-sensitive law-making has previously been developed and tested by the OECD. It has been adapted to the Jordanian context and covers the following topics:

- Conducting gender analysis for draft legislation & use of gender-sensitive language



GENDER EQUALITY: REGIONAL PROJECT



Participants in the training event in March 2018

- Gender-sensitive election administration and good practices to promote women's political participation
- Work-life balance policies, including arrangements for parliamentary sitting times
- Anti-harassment and anti-discrimination policies in parliament

The sessions were facilitated by Ms. Meg Munn, former British Member of Parliament and Minister for Gender Equality in the United Kingdom, as well as attended by peers from Tunisia, Egypt and Belgium.

To complement the advisory sessions, the OECD hosted public consultation sessions, which took place on 3 May 2018 in Amman for around 15 participants. The sessions were peer-led and facilitated by Dominique Ollivier, President of Montreal's Office for Public Consultation. Senator Sawsan Majali provided a presentation on the gender analysis her committee undertook for proposed amendments to the Labour Law as a concrete example.

The final version of the report "Women's Political Participation in Jordan" was presented at the Regional Conference in Morocco on 10-11 July 2018. It is based on interviews held with Members of Parliament, members of the parliamentary secretariat, political party heads, academia, international organizations, civil society, and the Ministry for Political and Parliamentary Affairs.

TUNISIA

Following a first Training of Trainers (TOT) workshop in 2017, the Programme organised a second workshop on 3-4 February 2018 to further customize and finalize the OECD training modules and equip a network of Tunisian trainers to train women candidates to run for local elections.

The OECD organised a first round of trainings on 3-4 March 2018 in Kairouan and 10-11 March 2018 in Tunis for over 250 women candidates running for the local elections. In cooperation with the association "Tunisian Institute for Democracy & Development", further training sessions were organized in Béja on 7-8 April 2018, in Sfax on 12-13 April 2018 and in Nabeul on 14-15 April 2018.

From the 315 trained candidates, 97 were able to win a seat in the local elections of 6 May, which equals an election rate of 31%. Detailed outcomes are listed below:

- Kairouan: 31 candidates elected out of 108 trained candidates 28,7% election rate
- Tunis: 27 candidates elected out of 86 trained candidates 31,4% election rate
- Béja: 24 candidates elected out of 49 trained candidates 49% election rate.
- Sfax: 17 candidates elected out of 43 trained candidates 39,5% election rate
- Nabeul: 10 candidates elected out of 29 trained candidates 34,5% election rate



Trained candidates upon their successful participation in the trainings

GENDER EQUALITY: REGIONAL PROJECT

One of the trained candidates was elected mayor in the Jbeniana municipality.

In collaboration with the Tunisian Parliament, the Programme also organised advisory and public consultation sessions on 18-19 March 2019 in Tunis. These events gathered about 30 Tunisian MPs and parliamentarians from OECD countries. The sessions focused on the gender-sensitivity of parliament as an institution, rule-maker and workplace, and consisted of a series of presentations, peer interventions, group exercises and open discussions on topic such as the use of a gender-lens within civil society consultations, gender analysis for draft legislation and work-life balance policies (e.g. arrangements for parliamentary sitting times).

EGYPT

The public consultation sessions took place on 5-6 May 2018 in Cairo and were peer-led and facilitated by Dominique Ollivier, President of Montreal's Office for Public Consultation. Sessions were held in small groups in order to provide ample time for discussion and group exercises. On the 5th of May, 15 female MPs participated, on the 6th of May 10 representatives from CSOs and women's associations joined the sessions. Dr. Heba Hagres, Member of Egypt's House of Representatives, provided a good practice example of the public consultations efforts undertaken to pass the Law on Disabilities and on 6 May, MP Manal Maher, having a strong background working with civil society before becoming a member of parliament, highlighted the ways in which civil society had successfully worked with policy-makers to advance draft legislation (e.g. on Female Genital Mutilation) and raise public awareness. Both sessions honed in on harmonizing Egypt's Personal Status Laws with international standards and Egypt's ratification of CEDAW and the best methods for hosting public consultation on such sensitive topics.

MOROCCO

To complement the public consultation session that took place on 11 and 12 July 2017, the OECD organised advisory sessions for parliamentarians, members of the secretariat and local councillors jointly with the Ministry of Family, Solidarity, Equality and Social Development (MFSESD) on 12-13 July 2018, back-to-back to the Regional Conference. The training material for the advisory sessions on internal workplace and parliamentary processes as well as gender-sensitive law-making has previously been developed and tested by the OECD and was adapted to the Moroccan context to cover the following topics:

- Conducting gender analysis for draft legislation & use of gender-sensitive language
- Gender-sensitive election administration and good practices to promote women's political participation
- Work-life balance policies, including arrangements for parliamentary sitting times
- Anti-harassment and anti-discrimination policies in parliament

The sessions were facilitated by Ms. Meg Munn, former British Member of Parliament and Minister for Gender Equality in the United Kingdom, and provided the opportunity to exchange experiences with parliamentarians from Jordan, Tunisia and Egypt.

STUDY VISIT

With members of parliament and local council members from Morocco and Jordan, the Programme organised a study visit on 8-11 May 2018 to Rome. The study visit was hosted by the Italian Government, the OECD Secretariat in Paris and the MENA-OECD Governance Programme's Training Centre of Caserta. Delegates had the opportunity to learn from the Italian experience, especially in regards to negotiation, passage and implementation of key legislation, such as the 2006 National Code of Equal Opportunities between Men and Women that harmonized eleven laws on equal opportunities into one.

Site visits and meetings included the Italian Chamber of Deputies, Senate, the Presidency of the Council of Ministers, Telefono Rosa Association — the key government association supporting women suffering domestic violence, Casa Internazionale Delle Donne (International Women's House), and Differenza Donna Association — an anti-violence women's shelter.

A second study visit is expected to take place in June 2019.

• YOUTH EMPOWERMENT: REGIONAL PROJECTS

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

STRENGTHENING YOUTH ENGAGEMENT IN PUBLIC LIFE

JORDAN, MOROCCO AND TUNISIA

YOUNG MEN AND WOMEN make up more than a quarter of the population in many MENA countries, with growing demographic pressure and unemployment rates that exceed those in all other regions of the world. The pattern of limited access to social, economic and political opportunities puts MENA youth at a significant risk of exclusion from contributing to and benefiting from the social and economic development of their countries.

The project “Youth in Public Life: Towards open and inclusive youth engagement” (2016- 19), funded by the MENA Transition Fund of the G7 Deauville Partnership, supports the efforts of Tunisia, Morocco and Jordan to give young men and women a voice in policy- making and public life.

In collaboration with the Ministries of Youth, line ministries, parliament, local governments, NGOs, foundations, universities, civil society and youth associations, OECD’s support is focused on three areas:

1. Supporting the process of formulating and implementing National Youth Strategies to overcome the fragmented delivery of youth policy and services;
2. Scaling up the institutional and legal framework to foster youth engagement and representation in public life at the central and sub-national level (e.g. youth-representative bodies);
3. Promoting innovative forms to engage young men and women in decision-making and help mainstream young people’s demands in public policies.

Based on OECD policy recommendations and opportunities for regional dialogue, the project provides hands-on implementation support in line with the strategic priorities in each project country.

JORDAN:

The Programme organised the kick-off event for the Local Youth Ambassadors Programme (LYAP) on 29 April 2019 at Al Hussein Youth City in Amman. The LYAP was launched in the presence of Mr. Mohammad Abu-Rumman, Minister of Youth and Culture in Jordan, Mr. Thabet Al-Nabulsi, Secretary General of the Ministry of Youth and Ms. Sophie Bel from the Embassy of France to Jordan.

Based on a competitive procedure, the selected youth will act as local ambassadors and implement their own activities through innovative peer-to-peer approaches, hence involving up to 500 young people in the preparation and implementation of these activities. In line with the strategic vision of the Ministry of Youth, the Local Youth Ambassadors Programme will equip young people with the skills and competencies to design and implement their own activities through local youth centres. By placing young people in the driver’s seat, the Programme will encourage a bottom-up approach to the identification of local youth needs and make young people agents of positive change in their communities.



➤ Mohammad Abu-Rumman, Minister of Youth and Culture in Jordan, presenting the Local Youth Ambassadors Programme on 29 April 2019 in Amman.



➤ Moath Al-Akaylah, Youth Work Coordinator at Al Tafileh, delivering the keynote speech on 29 April in Amman.

YOUTH EMPOWERMENT: REGIONAL PROJECTS

Moreover, the Programme advanced in the collection of data for the Youth Review of Jordan that is expected to be launched in the regional conference in late 2019 in Jordan. Preliminary findings were presented and discussed with the Steering Committee of the project on 31 July 2018, and strategic discussions with the Secretary General of the Ministry of Youth in September 2018 and March 2019.

The Programme continued to reinforce donor collaboration in the field of youth and co-organised a meeting on 13 September 2018 with representatives from the Danish Arab Partnership Programme, World Bank, UNICEF Regional Office, UNDP, USAID, Norwegian Refugee Council and UK FCO, among others.

MOROCCO

In 2018, work meetings were organised with the Youth Directorate of the MYS along with line ministries (e.g. Health,



Workshops on participatory approaches for youth engagement at local level in Salé, 18 December 2018.

Employment) in order to present and complete the OECD questionnaire. The results of the questionnaires will feed the analysis on governance frameworks for youth policies in Morocco, the preliminary results of which were presented in 2017.

On 19 November 2018, the project's Steering Committee met in Rabat to discuss the preliminary findings and next steps. The meeting was followed by a seminar on local governance for youth policies. The objective of the seminar was to support the Government in strengthening horizontal and vertical coordination of youth institutions in Morocco and to showcase regional and local initiatives that integrate youth needs and enhance their participation. On 18 December, the OECD and UNESCO jointly organised in Salé a workshop on participatory approaches for youth action at the local level. The discussions allowed the elaboration of operational recommendations to foster youth engagement at the municipal level, building on the existing citizen participation efforts undertaken by the city of Salé. A practical guide is currently being developed to present the main challenges, opportunities and recommendations in enhancing youth public engagement at the local level. The document will also present good practices and experiences from OECD and MENA countries.

TUNISIA

Special advisory sessions were held on 6 August and 1 October 2018 to discuss the concrete projects of the Sectorial Vision for youth 2018-2020 of the Ministry of Youth and identify the role of each line ministry in its implementation.



Participants in the 2018 MedUni event in Tunis.

YOUTH EMPOWERMENT: REGIONAL PROJECTS

In the framework of the 6th edition of the Mediterranean University on youth and citizenship, in coordination with the North-South Centre of the Council of Europe and the Tunisian observatory of Youth, the workshop “Strengthening participatory approaches to local governance” was organised on 8-11 May 2018, in Tunis. Opened by Mr. Habib Koubaa, Director General for Governance and newly elected municipal councillor, and Ms. Imen Belhedi, director of the Tunisian Observatory of Youth, the workshop gathered young participants from

Tunisia, Morocco, Jordan, Portugal, Spain and Slovenia, and a peer from UK, to discuss mechanisms and tools to foster youth participation at the local level. Representatives from the national and local councils of Slovenia, Spain and Portugal shared their experiences, and participants were sensitised to the key principles of Open Government and the tools that can strengthen their participation such as participatory decision-making, representation, transparency, responsibility, accountability.



Panel to open the discussion in the 2018 MedUni event.

• TUNISIA

GOOD GOVERNANCE AND ANTI-CORRUPTION

THE AIM OF THE PROJECT is to contribute to stability and prosperity in Tunisia by accompanying the Government of Tunisia to fulfil the commitments on good governance of the London Anti-Corruption Conference and the Carthage Agreement: Improving good governance and anti-corruption to support a better business and investment climate.

Financed by the UK Foreign Office for the period June 2017-March 2020, the project adopts a multi-channel approach with a focus on 3 key areas:

1. Creating responsiveness: improving the citizen-public interface.
2. Creating connections: making preventive systems more effective.
3. Creating prosperity: improving business integrity, transparency and standards.

IMPROVING THE CITIZEN-PUBLIC INTERFACE

Following discussions with relevant stakeholders and fact-finding missions, three public services were selected as pilots: tax collection in Béja, health facilities in Sousse, and waste management in Tozeur.

The OECD conducted corruption vulnerability scans in each pilot service in order to identify specific processes prone to corruption. The OECD is now assisting the three municipalities in implementing some of the recommendations identified in the scans to improve the quality, transparency, and integrity of their public services.

The project team also helped the three public services elaborate citizen charters or voluntary public commitments made by service providers to uphold standards of quality and transparency. Charters are a tool for citizens to exercise their watchdog function and to hold service providers accountable in the delivery of services. The OECD is now disseminating the charters and is working to replicate them in other municipalities and services.

The preliminary results of the scan reports and the first drafts of the citizen charters were presented during a national conference on 25 March 2019, chaired by Tunisian Minister for Civil Service, the Modernisation of Administration and Public Policies, Kamel Morjane, and UK Ambassador Louise De Sousa. A report “Good governance at the local level to improve transparency and accountability in public service delivery: experiences from Tunisia and elsewhere” presents other local and international good practices in local governance which Tunisian municipalities can adapt and replicate.

IMPROVING GOVERNANCE COORDINATION AND PUBLIC AUDITING

The project focused on promoting greater coordination between access to information actors. A steering group was created, gathering representatives from the Presidency of the Government, the Independent Access to Information Commission (INAI), and Article 19 – a local CSO - to elaborate jointly a guide, which will serve as a working tool for officials in charge of access to information. The guide was officially presented at a national conference on 28 March 2019 and is currently being disseminated to all public administrations subjected to the provisions of the law.



Coordination was also strengthened between governance units, which are entities present in central and local public institutions in charge of promoting good governance and anti-corruption principles. A workshop organised on 11-12 March 2019 gathered over 120 representatives of governance units was the first large-scale meeting between central and local unit members. The OECD is working on creating a network of governance units to improve coordination and their capacities.

At the level of public audit, the project focused on improving audit processes through targeted capacity building support to Tunisian controllers in audit report drafting, risk-based audit planning and the follow-up of audit recommendations.

A series of workshops were conducted between July and November 2018 to train 124 controllers on these topics. A report “Using risk assessment in multi-year performance audit planning” provides guidance on how to effectively conduct audit planning. In 2019, the OECD provides training and capacity building to inspectors in an effort to help modernise the institutional arrangements and operational methods of the ministerial inspection units. A two-day workshop was organised on 13-14 March 2019 to present good practices in terms of public inspection and identify the needs and priorities of Tunisian inspectors.



IMPROVING LOCAL PUBLIC SERVICES FOR A BETTER BUSINESS ENABLING ENVIRONMENT AND MORE TRANSPARENCY IN PUBLIC PROCUREMENT

A series of fact-finding missions and a survey were conducted throughout 2017 and 2018 to collect data on SMEs' needs and obstacles in accessing public services. The OECD delivered a diagnostic based on this data to help the public administration better tailor its services to the actual needs of SMEs.

The diagnostic also helped identify services in need of support. In 2019, the project supports newly-created SMEs' access to financing through its support to the Bank Financing Small and Medium Enterprises (BFPME) and on improving SMEs' reception and access to justice services in collaboration with the Administrative Tribunal, the regional administrative Chambers, and the Ministry of Finance. In March 2019, short-term missions were conducted to provide guidance to those institutions on how to improve the information and orientation of SMEs on justice services as well as the communication between the Administrative Tribunal and the Ministry of Finance in order to help reduce delays in addressing fiscal disputes with SMEs. The OECD also supported changes in working methods and tools within the High Authority for Public Procurement (HAICOP).

It assisted HAICOP in developing a risk management strategy to better identify and address categories of risks threatening the public procurement system. The strategy was officially launched during a national conference on 15 March 2019 and the HAICOP committed to integrate it in its legal framework. . Between October 2018 and March 2019, a series of training workshops were organised on risk management processes and tools in the public procurement cycle for 115 public officials from the HAICOP and 5 pilot entities (the Ministry of Equipment, the Ministry of Transport, the Ministry of Agriculture, the National Railway Company (SNCF) and the Electricity and Gas Company (STEG)) The adoption of risk management within the public procurement system will make it more efficient and transparent, and thus more accessible to businesses. A benchmark report "Improving SMEs' access to public procurement in Tunisia: the way forward" provides a comprehensive overview of the challenges SMEs face in accessing public procurement as well as recommendations to remedy them.



WOMEN'S ACCESS TO DECISION-MAKING IN THE PUBLIC ADMINISTRATION AT ALL LEVELS AND LOCAL ELECTED COUNCILS

THE PROJECT "Women's access to decision making in the public administration at all levels and local elected councils in Tunisia" is supported financially and technically by AECIDSpain Based on fact-finding missions in 2017, the OECD launched two reports on women's access to decision-making in the public administration and their participation in local politics in June 2018. The first report is complemented by an in-depth analysis of two pilot administrations, the Ministry of Finance and the Ministry of Agriculture, Water Resources and Fisheries, in order to identify barriers to women's participation going beyond discrimination in laws and provisions but looking at the concrete implementation, cultural barriers and the potentially different impact of provisions on choices made by women and men. The second report provides an in-depth analysis for two pilot local councils, Tunis and Kairouan, to assess existing and emerging barriers to women's participation in decision-making at the local level.



• MOROCCO

SUPPORTING THE MODERNIZATION OF LOCAL ADMINISTRATION

The project supports the regions of Tanger-Tétouan-AlHoceima in the implementation of reforms initiated by the 2011 Constitution and the 2015 process of advanced regionalisation with the General Directorate of Local Authorities (Ministry of Interior). It is financially supported by the Spanish Agency for International Development Cooperation (AECID).

The project supports local authorities in delivering more effective, transparent and inclusive services and programmes. It focuses on three main areas:

- Human resource management
- Administrative simplification
- Citizen participation

In April 2018, the Programme organised a launch event and workshop which brought together project stakeholders to

identify the challenges faced by local authorities in the selected regions and foster an exchange between local authorities and the Ministry of the Interior and Ministry of Administration and Civil Service Reform at central level. The event was instrumental in identifying synergies with the activities of AECID in Morocco and the cooperation project.

In July 2018, a peer dialogue with experts from Ireland and Spain was organised to prepare an initial diagnosis of the challenges for the effective, transparent and accountable operation of local administrations. As a follow up, on the basis of the diagnosis prepared in 2018, the Programme held a workshop in Tangier to prepare hands-on recommendations based on good practices across OECD member countries together with experts from Spain, Scotland and France.

The final report is expected to be launched in September 2019 and will be disseminated across central and local stakeholders in Morocco.



➤ Opening of the working session with Mr. Khaled Safir, Director General Local Government



➤ Workshop on local administrative modernisation in Tangier, April 2019

MOROCCO – COUNTRY PROGRAMME

The OECD and the Government of the Kingdom of Morocco signed a Memorandum of Understanding on 15 June 2015 of a two-year Country Programme. Over the last three years, the MENA-OECD Governance Programme has supported Morocco’s reform agenda by providing technical assistance in the following areas:

- Integrity Scan
- Institutional support to the Head of Government services
- Strengthening governance institutions to promote socio-

economic development in Morocco

- Morocco-OECD Dialogue on Territorial Development and regionalisation avancée
- OECD Review of Risk Management
- OECD Digital Government Review.

A second phase of the Morocco Country Programme is currently discussed and is expected to be approved in the second half of 2019.

• JORDAN

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

SUPPORT DECENTRALIZATION EFFORTS BY PROMOTING GOOD GOVERNANCE AND OPEN GOVERNMENT

The project, entitled “Support Jordan’s ongoing decentralization efforts by promoting good governance and open government policies and practices with a focus on municipalities” (2016-2020) (see below), is supporting the efforts of the government to assess the implementation and impact of the new laws, the related challenges faced by governorates and municipalities, as well as the interaction across different levels of government. The project also supports Jordan’s efforts to promote more open, inclusive and participatory policy-making and public service delivery at the subnational level.

The project (2016-2020) supports Jordan’s efforts to enhance the coordination between the different levels of government, and to ultimately promote more open, inclusive and participatory policy-making and public service delivery at the level of governorates and municipalities. The project is financed by the MENA Transition Fund of the G7 Deauville Partnership.

In November 2018, high-level representatives from the Ministry of Planning and International Cooperation; Ministry of Interior; the Ajloun Governorate Council; and the Salt Municipality participated in a three-day study tour to Edinburgh, Scotland. The goal of the study tour was to highlight the Scottish experience with decentralisation and contribute to the Jordanian government’s process of dialogue and debate regarding the design of the institutional, legal and policy requirements for the ongoing reforms. Moreover, the study visit included discussions with representatives of national government and the Scottish Parliament that focused on how the national government implements citizen participation activities.

The OECD has also collected data from around the country on current practices, challenges and opportunities related to citizen engagement and the needs identification process at the local level. The information collected will help highlight the extent to which local needs are identified in a participatory manner and whether they are reflected in the budgeting and development planning processes. Project partners in the Ministry of Planning and International Cooperation (MOPIC) disseminated the questionnaire nationally.

As part of the data collection efforts to draft a review of citizen participation activities at the local level in Jordan, the OECD, working in close collaboration with MOPIC, conducted a fact-finding mission in February 2019. Meetings were held with stakeholders from the Balqa governorate, the Salt municipality and several ministries at the national level. This provided an occasion

to discuss in depth the challenges faced in terms of multi-level governance and stakeholder participation in Jordan, as well as to identify success stories and potential recommendations.

Building on discussions with Jordanian counterparts, the OECD conducted a workshop in March 2019 to present the preliminary findings of the decentralization assessment. The validation workshop was the opportunity to engage in discussions and validate the survey data with stakeholders from the national, governorate and municipal levels, as well as representatives from civil society. The OECD has identified main gaps in the needs assessment process, including those relevant to the governance and stakeholder participation aspects of the process in Jordan, and is in the process of drafting the final report. This review will be complemented by a guide highlighting open government initiatives and practices at the local level to help provide the government representatives at all levels with a practical set of definitions and cases to help inform their ongoing reforms.



Validation Workshop with stakeholders from civil society as well as public officials from the national, governorate and local level in Amman, Jordan on 27 March 2019.

PROGRAMME OF WORK

The OECD will continue to work with the Government of Jordan and civil society partners with a focus on open government at the local level. This will include the publication of an open government guide at the local level; the publication of a review of citizen participation activities at the local level in Jordan; and capacity building activities to help ensure that open government principles are embedded in the government reform process and to promote subnational level reforms.

• EGYPT

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

STRENGTHENING THE RULE OF LAW: ENHANCING EFFECTIVE AND TRANSPARENT DELIVERY OF JUSTICE AND RULE-MAKING

THE MENA TRANSITION FUND Project: “*Strengthening the Rule of Law: Effective and transparent delivery of justice and rule-making in Egypt*” is a joint partnership with the Ministry of Justice and Court of Cassation, in cooperation with the African Development Bank and OECD as Implementation Support Agencies.

The Project contributes to consolidating the rule of law and supporting an enabling business environment through (i) enhancing efficiency and effectiveness in the delivery of justice and (ii) strengthening transparency and public participation in the rule-making process.

The first objective addresses the need to improve the delivery of justice in the Court of Cassation. Under this framework, the OECD has provided advisory services, capacity-building and technical support on reforms needed to modernise the Court of Cassation; in particular to reduce case delays and improve the provision of judicial services to the public. The ongoing activities involve supporting the Court of Cassation in developing a Reform Action Plan, designing and implementing an automated case management system and building capacity of the Court of Cassation and its staff through targeted training and capacity-building activities. An expert panel was organised with international experts and judges of the Court of Cassation on 27 April 2019. The discussions contributed to the development of the OECD Report on the Egyptian Court of Cassation Reform Measures, which is based on background research, work meetings with the Court and two questionnaires completed by the Court. The meeting also laid the ground for the high-level international conference on the Reform Action Plan of the Court of Cassation, which will take place later in 2019 and will present the final version of the OECD Report.

The second objective is linked to the broader agenda of the government on ensuring greater transparency and access

OUTCOMES

- Mapping exercise of the current situation of judiciary in Egypt in relation to the capacities of the Ministry of Justice, tools and procedures.
- Support the elaboration of a Reform Action Plan for the Court of Cassation of Egypt.
- Assist the Ministry in developing an implementation plan to improve effective and transparent rule-making.
- Procurement of IT Hardware for archiving system in the Court of Cassation.
- Conduct capacity building seminars and workshops on legislative drafting and study visit on Implementing and coordinating draft laws (access to laws, amending existing laws, codification of laws, developing reports on legislation, enforcement, compliance and monitoring mechanism).
- Development of the Egyptian Legislative Drafting Manual.

to information and focuses on the processes, tools and skills to draft good legislation for transparent and effective rule-making in the Ministry of Justice. Within this framework, a Legislative Drafting Manual was developed together with the Egyptian Ministry of Justice and launched by the Minister of Justice during a high-level conference in Cairo on 16 July 2018, with participation of OECD Ambassadors. On 17 July 2018, a technical workshop was organised to introduce the Manual to Egyptian legal professionals, parliamentarians and civil servants working on drafting and reviewing legislation as a new, reliable tool for better regulation. The OECD also presented its publication “Legislation and good governance: The role of legislative drafting manuals” and organised three workshops to support the implementation of the Manual. The first workshop was held on 26 June 2018 and gathered key legislative drafting stakeholders from Ministry of Trade and Industry, ERRADA, Ministry of Parliamentary and Legislative Affairs, Ministry of International Cooperation and Ministry of Planning. The second workshop was organised with the participants from the Ministry of Justice on 27 June 2018 to discuss how to apply the Manual through a pilot exercise based on similar experiences in OECD countries. The third workshop on 28 June 2018 presented how legislative drafting manuals can contribute to sound regulation and good governance to the key stakeholders from the Arab Court of Investment.



Expert panel with international experts and judges of the Court of Cassation on 27 April 2019 in Cairo.

MAINSTREAMING, ACCELERATION AND POLICY SUPPORT ON THE IMPLEMENTATION OF THE SDGS AND RULE-MAKING

Within the context of Egypt Vision 2030, the OECD, in collaboration with the UN agencies, is currently providing support on the implementation of SDGs as part of the UN's Mainstreaming, Acceleration and Policy Support (MAPS) Engagement. In particular, the OECD has conducted a fact-finding exercise including a series of meetings with high-level stakeholders from Egypt's centre of government as well as with line ministries; and has undertaken an assessment on the existing institutional arrangements for the implementation of the SDGs. Following the fact-finding exercise, the OECD organised a "High-Level Roundtable Meeting on the Institutional Arrangements for SDG Implementation" in Cairo on 20 September 2019, which allowed for a dialogue with the government institutions and the UN agencies on the preliminary findings and recommendations of the OECD. In particular, the roundtable

meeting has focused on strengthening vertical and horizontal cross-government co-ordination; enhancing capacity and skills in line ministries and subnational authorities; increasing the availability of, and accessibility to, quality and disaggregated data and performance indicators; and optimising the use of key governance instruments and tools (i.e. results-based budgeting, stakeholder consultations and impact assessments).

The OECD has presented the findings of its assessment through a policy paper entitled "Integrated governance for coherent implementation of the SDGs in Egypt", which also provides good practices from OECD and MENA countries as well as a set of policy messages to strengthen institutional and decision-making arrangements in Egypt to effectively deliver on the SDGs.



• YEMEN

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

REINFORCING THE RULE OF LAW: DEVELOPING THE CAPACITIES OF THE JUDICIARY

THIS MENA TRANSITION FUND project (2014-2020) of the G7 Deauville Partnership, in co-operation with the Arab Fund for Economic and Social Development (AFESD), builds judicial capacity to improve integrity, the efficiency and effectiveness of the court system and access to justice.

The project focuses on: i) improving judicial capacity and integrity of the Ministry of Justice through workshops on institutional dialogue and judicial accountability; ii) enhancing judicial capacity and integrity for judges and prosecutors ; iii) improving institutional capacities in the Ministry of Justice. In this framework, a Strategic Guidance document will support the development of a short-term action plan to agree on the main priorities in a conflict context and anticipating a post-conflict setting. On this basis, a workshop was organised jointly with the United Nations Development Programme (UNDP) in Amman on 18 March 2019. The workshop included representatives from the Yemeni Government and Judiciary and allowed to agree on the structure, objectives and priorities of the Strategic Guidance document. This was also the opportunity to discuss the experience of UNDP in this area and to take

stock of lessons learned from other MENA and non-MENA countries.



📍 Judge Hamoud Al-Hitar, President of the Supreme Court of Yemen; Dr. Mohamed Al-Hawri, Deputy Minister of Planning and International Cooperation of Yemen; Mr. Mohammed Rajeh, Ministry of Justice of Yemen; Miriam Allam, Head of the MENA-OECD Governance Programme; Mr. Abdu Saif, Head of Management supporting Unit, UNDP, 18 March Amman

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

BUILDING INSTITUTIONAL CAPACITIES TO PREPARE FOR RECOVERY AND RECONSTRUCTION

Based on the cooperation framework developed with the Ministry of Planning and International Cooperation, a project “Building institutional capacities to prepare for recovery and re-construction in Yemen” was approved by the G7 Deauville Partnership Transition Fund in February 2018 and is jointly implemented by the OECD and the Islamic Development Bank (IsDB). ministerial inspectorates and public enterprises. The workshop provided a platform to present good practices and OECD member countries’ experiences from UK, Denmark, Australia, and Canada. It also allowed a reflection on how these could be applied to the Tunisian context. Three pilot experiences on following up on audit recommendations were launched in the sector of energy, health, and confiscated assets. These experiences are conducted with the support of local consultants, selected in coordination with the HCCAF. A guide on following up on audit recommendations has also been prepared in close cooperation with the HCCAF.

The project aims to support the Government of Yemen in building institutional capacities at the central and local level to design and implement policies, and to deliver basic public services. While the conflict in Yemen is ongoing, the project

focuses both on ensuring that Yemen continues to function as well as possible and on preparing the country for post-conflict recovery and reconstruction. This project is an opportunity for the G7 Deauville Partner countries and the international donor community to have a “ready-to-use” technical assistance arm at their disposal to help the Government of Yemen prepare for recovery and reconstruction, and to build the necessary institutional capacities for transition.

Capacity-building activities will be organised for central and local authorities around the three pillars of the project: i) institutional coordination at the central and local level; ii) voice and accountability ; iii) empowerment of regions. In parallel, a Strategic Framework document will be developed to provide key recommendations in these areas, tailored to current needs and anticipating a post-conflict situation.

• PALESTINIAN AUTHORITY

BUILDING TRANSPARENT, INCLUSIVE AND ACCOUNTABLE PUBLIC INSTITUTIONS



📍 MENA-OECD Governance Programme, intervening in the roundtable meeting, 1 April 2019 in Ramallah

THE GENERAL PERSONNEL COUNCIL MINISTERIAL ROUNDTABLE, RAMALLAH, 31 MARCH – 3 APRIL 2019

The 2019 General Personnel Council Ministerial Roundtable on 31 March – 3 April held in Ramallah brought together more than 100 participants from 32 countries. In light of continuous conflicts and increasing political instability in

some countries of the MENA region, the theme centered around the contribution of the SDGs towards strengthening good governance principles. Notably, it emphasized the need to address current challenges faced by several countries in the region amidst the implementation of ambitious reform agendas.



H.E Mr. Moussa Abu Zeid, Head of the General Personnel Council in the Palestinian Authority joined the opening panel and made a strong call for governments to further link SDG implementation to other reform initiatives, such as open government. Conference participants made a vocal call to the OECD Global Network of Schools of Governance to support the integration of OECD recommendations and good practices in the training curricula of their national schools. On this basis, potential areas for future support will continue to be discussed as part of the MENA-OECD Governance Programme, also building on the existing SDG Hub and with the President of the IIAS (Geert Bouckaert) and the Netherlands, host of the upcoming OECD Global Network meeting.

MENA-OECD INITIATIVE TO SUPPORT THE PALESTINIAN AUTHORITY (MIP)

In 2018-2019, the OECD supported the implementation of the code of conduct which was prepared with OECD assistance previously.

The Programme holds a long-standing collaboration with the Palestinian Authority (2009-13) through the MENA-OECD Initiative to Support the Palestinian Authority (MIP). Financed by the Government of Norway and anchored

in a solid institutional platform, the partnership was coordinated by the Ministry of Planning and Administrative Development. It provided assistance in the implementation of core public governance reforms:

1. Fighting corruption;
2. Strengthening the rule of law;
3. Improving public service delivery.

The project had over 50 activities implemented, numerous OECD peers involved and permanent on-the-ground assistance provided by a local senior field manager.

KEY ACHIEVEMENTS

- The PA Code of Conduct is aligned with OECD integrity standards.
- The Rule of Law manuals support a systematic introduction of consultation mechanism in the decision-making process.
- The e-government strategy is pioneering work to support better public service delivery.
- The Prime Minister announced the strategic objective of joining the Open Government Partnership (OGP).

• UNITED ARAB EMIRATES

STRATEGIC PARTNERSHIP IN THE WORLD GOVERNMENT SUMMIT



From right to left: OECD Secretary General Angel Gurría with Dr. Dan Kaniewski, Deputy Administrator of the Federal Emergency Management Agency (US), Brigadier General Adnan Al-Abbadi, Vice Chairman of the National Center for Security and Crisis Management (Jordan), H.E. Mariam Al Muhairi, Minister of State for Food Security (UAE), Ms. Hala El Said, Minister of Planning and Administrative Reform (Egypt), and OECD Director for Public Governance Marcos Bonturi during the 2019 Global Platform event.

THE OECD took a leading role during the 7th World Government Summit (WGS) held in Dubai on 10-12 February 2019. During the opening of the Summit, OECD Secretary General Angel Gurría explored how governments can new reap the benefits of new technologies, which are transforming our economies, governments and societies in complex, and often unpredictable ways. The OECD also co-organized a number of activities and pre-summit meetings i.e. a Global Platform on the governance of future risks, a gender circle on how to close gender gaps in decision-making posts, a panel on innovation in innovation in government. The OECD took part as well in the SGDs in Action series of activities on innovative solutions for implementing the SDGs and in the thematic discussions for measuring happiness, as well as in the panel on youth transition to adulthood.

In 2018 event, held in Dubai on 11-13 February, OECD Secretary General Angel Gurría spoke about the role of multilateralism and international cooperation amidst

growing public dissatisfaction with governments and increased backlash against international trade and technological advances. The OECD further organised a youth circle on the role of youth in promoting civic engagement, a gender circle on innovative gender budgeting, a Global Platform on disruptive technologies, and a Working Group on Open and Innovative Government. The OECD took part as well in the SGDs in Action series of activities on innovative solutions for implementing the SDGs and in the thematic discussions for measuring happiness.

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

KEY ACHIEVEMENTS

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



OECD Secretary General Angel Gurría on the occasion of opening the 2019 Global Platform.

THE GENDER BALANCE GUIDE: ACTIONS FOR UAE ORGANISATIONS

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

The high level political and governmental participation and support to this event enabled to create a momentum and to develop national ownership of this guide and its content, while also giving international visibility to gender equality achievements realized by the UAE, placing them within the framework of international standards and commitments.

The launch was followed by an inception workshop, which gathered Gender Balance Council officials and selected managers within the public and private sector. The objective of the 2 days training conducted by an OECD team of

experts on the use of the Guide was to engage participants in a discussion on gender balance and equality and how it can be applied within the workplace. The participants and the OECD experts worked on practical and concrete practices that clarify “what to do”, “how to do it”, and “how to make sure it is done successfully”. The UAE organisations that participated in this training are now equipped with tools and an implementation road map enabling them to translate national and international balance and equality requirements into practice and comply with the requirements of the Guide.



IMPACT

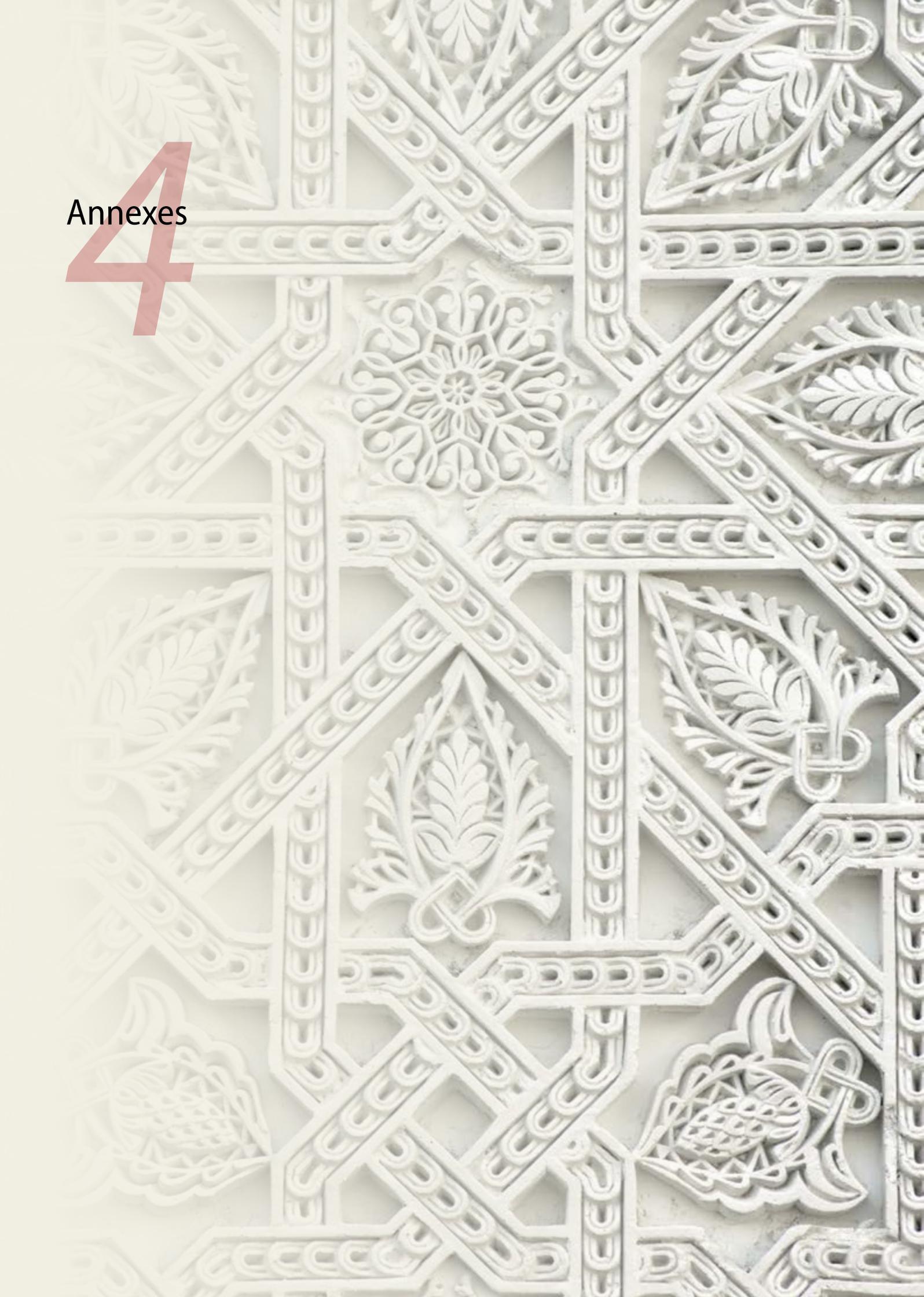
- Creation of a roadmap for managers and employees of UAE organisations to achieve gender balance, in order for their organisations to become gender champions.
- Provision of mechanisms that can be employed to accelerate more balanced representation within public and private organisations in the UAE, including leadership positions.



📍 Launch of the *Gender Balance Guide* by DSG **Mari Kiviniemi** and **H.E. Mona Al Marri**, Vice President of the UAE Gender Balance Council, in the presence of **H.H Sheikh Mohammed bin Rashid Al Maktoum**, the Vice President and Prime Minister of the United Arab Emirates (center), **H.E. Abdullah Nasser Lootah**, Director General of the Federal Competitiveness & Statistics Authority, **H.E. Shamsa Saleh**, Secretary-General of the UAE Gender Balance Council, **Tatyana Teplova**, Head of the OECD Gender Equality in Public Life Unit and **Roula Sylla**, Coordinator of the Gender in Governance Programme – MENA.

4

Annexes



PUBLICATIONS 2018-19

- OECD (2019) Bonne gouvernance au niveau local pour accroître la transparence & la redevabilité dans la prestation de services : expériences de Tunisie & d'ailleurs, OECD Publishing, Paris.
- OECD (2019), Good governance and anti-corruption in Tunisia: Project highlights, OECD Publishing, Paris.
- OECD (2019,) Good governance in Egypt: Legislative drafting manual for better policy, OECD Publishing, Paris (forthcoming).
- OECD (2019), Institutions guaranteeing access to information in OECD and MENA countries, OECD Publishing, Paris (forthcoming).
- OECD (2019), Le Gouvernement ouvert à la Marsa, Sayada et Sfax en Tunisie, OECD Publishing, Paris (forthcoming).
- OECD (2019), Open Government in Salé in Morocco, OECD Publishing, Paris (forthcoming).
- OECD (2019), Seven key findings from the Youth Governance Survey, OECD Publishing, Paris.
- OECD (2018), Diagnostic d'intégrité au Maroc: Mettre en œuvre des politiques d'intégrité pour renforcer la confiance, Examens de l'OCDE sur la gouvernance publique, OECD Publishing, Paris.
- OECD (2018), Digital Government Review of Morocco: Laying the foundations for the digital transformation of the public sector in Morocco, OECD Digital Government Studies, OECD Publishing, Paris.
- OECD (2018) La participation des femmes à la prise de décision dans l'administration publique en Tunisie, OECD Publishing, Paris.
- OECD (2018), La place des femmes dans la vie politique locale en Tunisie, OECD Publishing, Paris.
- OECD (2018), Regulatory Reform in the Middle East and North Africa: Implementing Regulatory Policy Principles to Foster Inclusive Growth, OECD Publishing, Paris.
- OECD (2018) Right to access to information in Tunisia, OECD Publishing, Paris.
- OECD (2018) Women's Political Participation in Egypt: barriers, opportunities and gender sensitivity of select political institutions
- OECD (2018) Women's Political Participation in Jordan, OECD Publishing, Paris.
- OECD (2018) Youth engagement and Empowerment in Jordan, Morocco and Tunisia, OECD Publishing, Paris.
- OECD (2018) Youth engagement in Public Life in Jordan, Morocco and Tunisia, Project Update Summer 2018, OECD Publishing, Paris.

CALENDAR OF EVENTS

2019

Regional Events:

- Working Group on Open and Innovative Government (WG II), 28-29 January, Lisbon
- Working Group on Civil Service and Integrity (WG I), 18 March, Paris
- Working Group on Regulatory Reform and Rule of Law (WG IV), 28 March, Lisbon
- Women in Government Platform, 1 July, Tunis (TBC)
- MENA Senior Budget Officials Network (MENA-SBO/WG III), 18-19 July, Caserta
- Public Procurement Network, November (tbc)
- Regional Youth Conference, November (tbc), Amman

Country Events:

- Workshop on the elaboration of an access to information guide for public officials, 30 January, Tunis
- Stocktaking meeting between stakeholders of the project "Good Governance and Anti-Corruption in Tunisia", 5 February, Tunis
- Workshop on risk-based approach to improve public procurement in Tunisian public institutions, 6-7 February, Tunis
- Inception mission: Support to the implementation of Good Regulatory Practice in Abu Dhabi's Department of Health, 19-21 February, Abu Dhabi
- Civil Society consultation on Access to Information, 20 February, Beirut
- Workshop to strengthen the role of governance units in promoting good governance and integrity, 11-12 March, Tunis
- International Morocco OECD Conference on Open Government and Access to Information, 13 March, Rabat
- National conference launching the risk management strategy in public procurement, 15 March, Tunis
- High-level launch of Jordan's 4th OGP National Action Plan, 17 March, Amman
- Workshop with Yemen judicial stakeholders, 18 March, Amman
- Advisory and Public Consultation sessions - MENA Transition Fund: "Towards inclusive growth: promoting women in Parliaments and policy-making in Tunisia", 18-19 March, Tunis

CALENDAR OF EVENTS

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

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

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

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

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

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

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

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

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

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

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

Launching conference of citizen charters, June, Tunis

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

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

Workshop on mobile communication, 20 June, Tunis

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

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

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

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

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

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

Stocktaking and coordination meeting of project stakeholders, July, Tunis

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

Training program for inspectors, July – December, Tunis

Training program for controllers, July – September, Tunis

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Workshop with PMO, October (tbc), Rabat

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

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

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

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

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

Access to Information workshop, Oct/Nov, Beirut

Access to Information workshop, Oct/Nov, Rabat

National anti-corruption congress, December, Tunis

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

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

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

Stocktaking and coordination meeting of project stakeholders, December, Tunis

Training on Access to Information, December, Tunis

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

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

2018

Regional Events:

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

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

Country Events:

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

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

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

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

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

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

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

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

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

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

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

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

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

CALENDAR OF EVENTS

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

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

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

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

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

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

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

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

Open Government in Salé, 25 April, Rabat

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

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

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

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

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

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

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

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

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

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

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

DONORS 2016-2019

REGIONAL PROGRAMME



Spain



USA



Italy



Abu Dhabi and Federal Government of UAE



Qatar

COUNTRY PROJECTS



Germany



United Kingdom



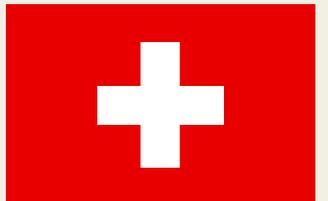
MEPI



MENA Transition Fund
G7 Deauville Partnership



Spain



Switzerland



European Union



Saudi Arabia



Italy

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