



MENA-OECD  
Governance Programme

# MENA-OECD Governance Programme 2019-2020

Regional networks and Programme of Work 2021-2022



BETTER POLICIES FOR BETTER LIVES

## THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

The Organisation for Economic Co-operation and Development (OECD) is an international body that promotes policies to improve the economic and social well-being of people around the world. It is made up of 37 member countries, a secretariat in Paris, and a committee, drawn from experts from government and other fields, for each work area covered by the organisation. The OECD provides a forum in which governments can work together to share experiences and seek solutions to common problems. We collaborate with governments to understand what drives economic, social and environmental change. We measure productivity and global flows of trade and investment.





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## IMAGES



# 1

## 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.

The MENA-OECD Governance Programme cooperates closely with SIGMA. The SIGMA Programme, launched in 1992, is a joint initiative of the OECD and the European Union, principally financed by the EU, that since 2008 has helped strengthen public governance systems and the capacities of public administration in Algeria, Egypt, Jordan, Lebanon, Morocco, Palestinian Authority and Tunisia.

# THE MENA-OECD GOVERNANCE PROGRAMME

## IN NUMBERS (2016-2020)

**200+**

Activities to support public governance reform in the region

**15,000+**

Participants in trainings, workshops and conferences



**20K**

Followers on the official @OECDgov Twitter account

**60+**

Publications, including country studies and regional comparative assessments

**20+**

Policy initiatives based on the Programme's support

**25+**

Regional dialogue meetings organised



**18**

Participating MENA countries

**3 MENA**

Countries (Egypt, Morocco, Tunisia) with Participant Status in the Public governance Committee (PGC)

**3 OECD**

Public Governance Recommendations adopted by MENA countries

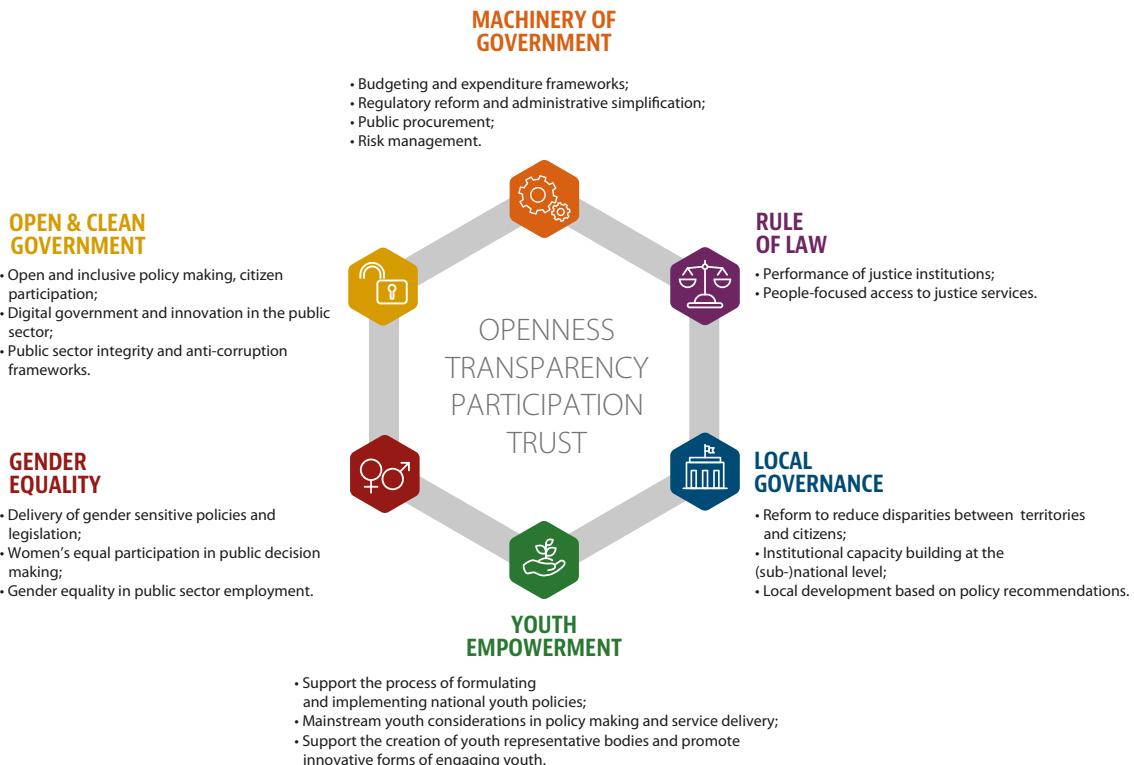
1- Governance of Critical Risks (Morocco and Tunisia)

2- Digital Government strategies (Morocco and Egypt)

3- Open Government (Morocco and Tunisia)



# FOCUS ON SIX KEY AREAS

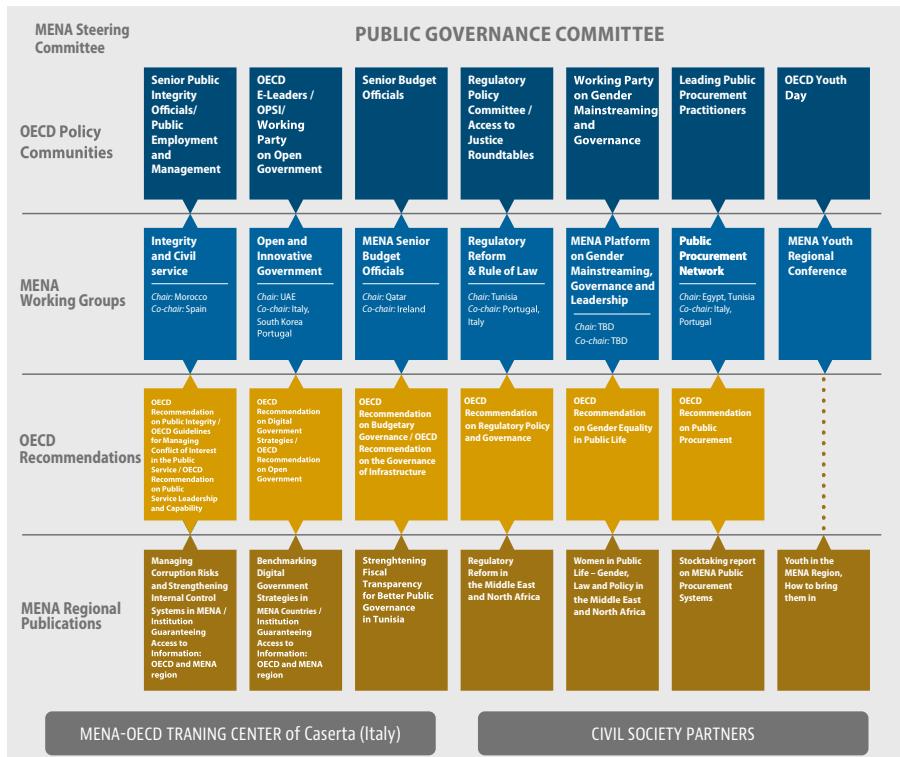


# 2

Regional policy dialogue,  
regional projects  
and regional reports

# THE MENA-OECD GOVERNANCE PROGRAMME INSTITUTIONAL STRUCTURE

The MENA-OECD Governance Programme Institutional Structure is based on regional working groups and networks. They provide a sustainable platform for sharing information, data and recent policy trends between policymakers and practitioners from MENA economies and OECD Members, international experts, and civil society. The inclusive approach promoted by these groups and networks allows for an open dialogue between key stakeholders on a national, regional and international level building mutual learning experiences that translated specific policy recommendations into effective reforms and directly supported improvements in the area of regional co-operation and integration between MENA economies. This structure is closely aligned with the OECD's committees, including the Public Governance Committee (PGC) and the Regulatory Policy Committee (RPC), their sub-bodies, policy communities and instruments.





# OPEN AND CLEAN GOVERNMENT

Chair:  
Morocco

Co-Chairs:  
Spain, Turkey

## MENA-OECD WORKING GROUP ON CIVIL SERVICE AND INTEGRITY (WGI)

The Working Group on Civil Service and Integrity (WGI) brings together policy practitioners from MENA and OECD countries to promote regional dialogue and exchange best practices in the area of civil service reform for integrity and for innovative anti-corruption policies and institutions. The WGI meeting is organised back to back to the OECD Integrity Week since 2013.

In 2020, drawing on the OECD Policy Brief on Public Integrity and COVID-19, the Working Group met to identify key recommendations

### KEY OUTCOMES IN 2019-2020

- The adoption of specific legislative tools and institutional mechanisms is necessary to adapt to emergencies and make sure that integrity, transparency and compliance with the rule of law within the public sector is maintained;
- 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.

and lessons learnt about public sector integrity in times of crisis. In 2019, the Working Group meeting focused on access to information and the role it plays in enhancing transparency and integrity. It also featured the launch of the preliminary version of the regional report “Institutions guaranteeing access to information: OECD and MENA”

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### PROGRAMME OF WORK 2021-2022

- Pursue regional dialogue on the impact of COVID-19 on the public sector integrity and provide data on measures adopted during and after the crisis;
- Promote public sector integrity in the design and implementation of COVID-19 recovery plans;
- 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.



# OPEN AND CLEAN GOVERNMENT



④ Meeting of the Working Group on Civil Service and Integrity, 20 March 2019, Paris, OECD Headquarters.



# OPEN AND CLEAN GOVERNMENT

Chair  
UAE

Co-Chairs  
South Korea, Italy,  
Portugal

## MENA-OECD WORKING GROUP ON OPEN AND INNOVATIVE GOVERNMENT (WG II)

Technological innovations bear the potential of redefining the relationship between governments and citizens. WG II supports MENA countries in exploiting the potential of open government, digital government and innovation policies for more accountable and participatory governance and responsive public sectors.

In 2020, the Working Group met in a working call format to discuss the progress, challenges and opportunities of citizen participation for better service design and delivery in preparation for the 15th Annual Meeting to be held in 2021. In 2019, participants to the Working Group meeting explored how to approach public sector

## KEY OUTCOMES IN 2019-2020

- The OECD Council Recommendation on Open Government was formally adhered to by Morocco (2018) and Tunisia (2019);
- Launch of Global E-Leaders Initiative (GELI) for more structured support of non-OECD member countries in their digital transformation of the public sector;;
- Ministers from 40 countries officially adopted the OECD Declaration on Public Sector Innovation on May 22, 2019.

innovation systematically, build digital platforms for participation and transparency, and encourage the digital transformation of the public sector more broadly.

## PROGRAMME OF WORK 2021-2022

- Support MENA countries in moving closer to the OECD Recommendations on Open Government, Digital Government Strategies, and the Declaration on Public Innovation;
- Finalize a joint OECD-ESCWA report on the socioeconomic impact of Open Government, which will include policy recommendations for MENA countries to encourage further reforms;
- Support MENA countries in making effective use of emerging technologies to transform the public administration, measure impact and build the needed capacities, especially in the post COVID-19 recovery phase;
- Promote exchange and dialogue on citizen-driven service design and delivery and innovative participation towards better economic and social outcomes, in particular in the design and implementation of the recovery reforms;
- Move towards co-creation, user-centred approaches and institutionalise innovation, openness and digital solutions.



# OPEN AND CLEAN GOVERNMENT

 **Open Government**  
THE GLOBAL CONTEXT AND THE WAY FORWARD



OECD



④ 14th Meeting of the Working Group on Open and Innovative Government, 28-29 January 2019, Lisbon, Portugal.

 **OECD Digital Government Studies**  
**Benchmarking Digital Government Strategies in MENA Countries**



OECD





# EFFICIENT MACHINERY OF GOVERNMENT

Chair  
Qatar

Co-Chairs  
Ireland

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

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

### KEY OUTCOMES IN 2019-2020

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.

In 2020, the MENA-SBO Network meeting was an opportunity to present and discuss the key findings from the OECD report on the COVID-19 crisis in MENA countries. In 2019, the Working Group meeting focused on how public budgeting can advance positive gender, youth and societal outcomes as well as the Sustainable Development Goals.

### PROGRAMME OF WORK 2021-2022

- Increase collaboration with the region to spread OECD best practice and help build public finance management 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;
- Promote sound public finance management in the design and implementation of COVID-19 recovery plans.



## EFFICIENT MACHINERY OF GOVERNMENT



④ 11<sup>th</sup> meeting of the Middle East and North Africa Senior Budget Officials, 18-19 July 2019, Caserta, Italy.



# EFFICIENT MACHINERY OF GOVERNMENT

Chair  
Tunisia

Co-Chairs  
Portugal, Italy

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

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

In 2020, the meeting generated a peer-to-peer dialogue about the impact of the COVID-19 pandemic outbreak on the Rule of Law and enabled the exchange of lessons learnt to stay compliant with Rule of Law in times of crisis, in light of the OECD Policy Briefs on Regulatory Quality and COVID-19 and the Impact of COVID-19 on Access to Justice.

### KEY OUTCOMES IN 2019-2020

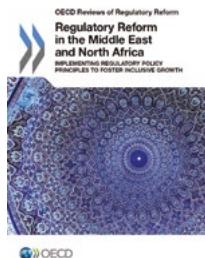
- Justice services should be designed and delivered with a focus on the needs of citizens and businesses;
- MENA countries implement reforms for greater regulatory quality and transparency but challenges remain and are often related to delays in consultation, lack of impact analyses, or unsystematic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

### PROGRAMME OF WORK 2021-2022

- 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;
- Promote the adoption of regulatory reform and rule of law in the design and implementation of COVID-19 recovery plans.



## EFFICIENT MACHINERY OF GOVERNMENT



④ 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



# EFFICIENT MACHINERY OF GOVERNMENT

**Chair**  
Egypt, Tunisia

**Co-Chairs**  
Italy

## MENA-OECD NETWORK ON PUBLIC PROCUREMENT

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

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

In 2020, the meeting took place in Tunis and targeted key policy-makers and leading procurement experts in the region to share the dialogue and share experiences, successes, challenges and insights for public procurement reform and systems.

### KEY OUTCOMES IN 2019-2020

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

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).

### PROGRAMME OF WORK 2021-2022

- Support capacity building of public procurement officials based on the principles of the 2015 OECD Recommendation on Public Procurement;
- Contribute to strengthening public procurement systems in the region to ensure the effective and efficient implementation of COVID-19 recovery plans.



## EFFICIENT MACHINERY OF GOVERNMENT



📍 *Meeting of the MENA-OECD Public Procurement Network, 21 January 2020, Tunis*



# RULE OF LAW

## REINFORCING RULE OF LAW FOR ECONOMIC AND SOCIAL DEVELOPMENT

MENA countries have expressed a demand for OECD assistance in reinforcing Rule of Law principles for economic and social development. The MENA-OECD Governance Programme delivers on this demand, through its projects with Egypt, Yemen, and the Palestinian Authority, and capacity building programmes, addressing the challenges in establishing legal certainty and predictability, and therefore fostering inclusive growth and good governance.

1. Increasing the efficiency and public trust in the judicial bodies and court system.
2. Improving legal security for citizens and businesses.
3. Fostering trust in government and promoting social and economic performance.

## PROGRAMME OF WORK 2021-2022

- Building an institutional framework to reinforce the Rule of Law component in the MENA-OECD Governance Programme;
- Capacity building programmes to enhance the independence, autonomy and efficiency of the judiciary in MENA countries, improve access to justice and increase trust.





# LOCAL GOVERNANCE

## FOCUS GROUP ON LOCAL GOVERNMENT

Regions are the place where citizens and policies meet. The Focus Group on Local Government assists MENA countries in assessing and strengthening the capacities of public institutions on the local level and citizens' ability to participate in the decision-making process.

## LOCAL GOVERNANCE – A LEVER FOR SOCIO-ECONOMIC DEVELOPMENT

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

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

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

## SUPPORTING LOCAL GOVERNANCE REFORMS

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

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

In this context, the OECD engages with local communities to enable them to engage successfully with citizens and all levels of government.

In the framework of its Open Government work, the OECD is helping to build local governments.





# GENDER EQUALITY

## MENA-OECD PLATFORM ON GENDER MAINSTREAMING, GOVERNANCE AND LEADERSHIP

Women play a critical role in demanding openness, social justice and equal access to opportunities. The MENA-OECD Gender Focus Group promotes legal equality as well as equality of opportunity and political voice.

In 2019, the Platform met in Tunis to discuss the success factors necessary for an effective electoral campaign, the tools for female candidates to finance their campaigns, ways to eliminate political violence and stereotypes against women during elections, and the role of the media and civil society in promoting women's political representation.

### KEY OUTCOMES IN 2019-2020

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

### PROGRAMME OF WORK 2021-2022

- 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 decisionmaking 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;
- Promote gender equality and mainstreaming in the design and implementation of COVID-19 recovery plans.



## GENDER EQUALITY





# YOUTH ENGAGEMENT

## 7 KEY FINDINGS FROM THE YOUTH GOVERNANCE SURVEY

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

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

### KEY OUTCOMES IN 2019-2020

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

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.

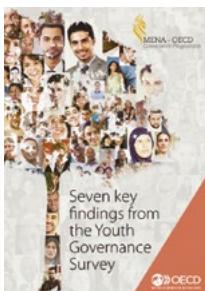
### PROGRAMME OF WORK 2021-2022

- Make use of open government tools to create a favourable environment for youth to access information, engage in public life and scrutinise government action;
- Fully operationalise youth representative bodies, strengthen face-to-face dialogue between local authorities and youth, use web-based consultation methods and social media to gather age-disaggregated data;
- Integrate youth in governance processes from which they are typically excluded, such as preventing corruption and allocating public budgets;
- Promote youth empowerment and participation in the design and implementation of COVID-19 recovery plans.



## YOUTH ENGAGEMENT

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.



# MENA-OECD GOVERNANCE PROGRAMME'S TRAINING CENTRE OF CASERTA



The MENA-OECD Governance Programme Centre of Caserta has been established in September 2012 by The Italian National School of Administration (SNA) and the Organisation for Economic Co-operation and Development (OECD) with the mission of developing training courses to support the public administrations of the Arab countries and to promote initiatives for capacity building in order to pursue efficiency and effectiveness of the public sector and Good Governance. These activities also aim to strengthen the role that high-level and highly skilled policy makers and practitioners will play in the development and implementation of these improved policies.

## TRAININGS

- The role of the Centre of Government (COG) in designing and implementing public sector reforms;
- Policy impacts for inclusive growth
- Citizen-centred approaches to legal and justice services;
- 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.

# THE MENA-OECD GOVERNANCE PROGRAMME'S STRUCTURE



## INTERNATIONAL PARTNERS

European Commission

UN agencies (UNDP, UNESCO, UNICEF, ESCWA etc.)

World Bank

IMF

Open Government Partnership (OGP)

Union for the Mediterranean (UfM)

International Institute  
of Administrative Sciences (IIAS)

Anna Lindh Foundation

## REGIONAL PARTNERS

Islamic Development Bank (IDB)

African Development Bank (AfDB)

Arab Fund for Economic  
and Social Development (AFESD)

Centre Africain De Formation Et De Recherche  
Administrative Pour Développement (CAFRAD)

ARADOO (league of Arab State)

Arab Planning Institute

## INTERNATIONAL PARTNERS

### STEERING GROUP

#### 1. CIVIL SERVICE & INTEGRITY

CO-CHAIRS: Morocco, Spain and Turkey



#### 7. NETWORK OF PUBLIC PROCUREMENT PRACTITIONERS

CO-CHAIRS: Egypt, Tunisia and Italy



#### 6. FOCUS GROUP ON LOCAL GOVERNMENT



### REGIONAL NETWORKS



#### 2. OPEN GOVERNMENT & INNOVATION

CO-CHAIRS: UAE, South Korea, Italy and Portugal



#### 3. MENA SENIOR BUDGET OFFICIALS

CO-CHAIRS: Qatar and Ireland



#### 5. GENDER MAINSTREAMING GOVERNANCE AND LEADERSHIP

MENA-OECD TRAINING CENTER  
of Caserta (Italy)



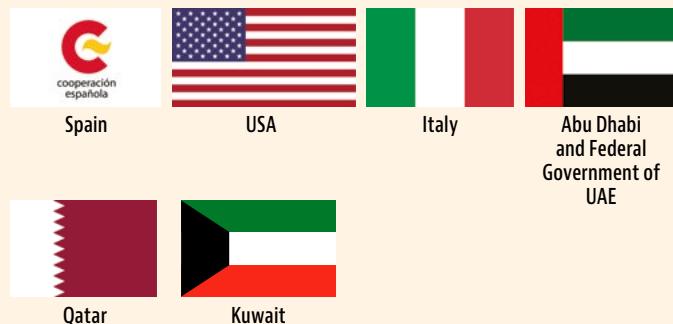
#### 4. REGULATORY REFORM & RULE OF LAW

CO-CHAIRS: Tunisia, Portugal and Italy



# DONORS 2016-2020

## REGIONAL PROGRAMME



## COUNTRY PROGRAMME





## Contact

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