MENA-OECD
Governance Programme

Activity Report
2019-2020
& Programme of Work

OECD
BETTER POLICIES FOR BETTER LIVES

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

OECD Review of Risk Management Policies in Morocco

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

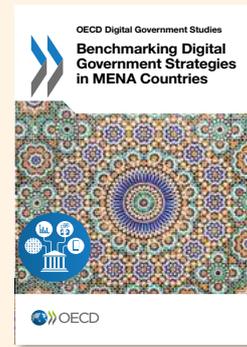**Integrated Governance for Coherent Implementation of the SDGs in Egypt**

Guide des marchés publics: République algérienne démocratique et populaire

Good Governance in Egypt: Legislative Drafting Manual for Better Policy

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

Benchmarking Digital Government Strategies in MENA Countries

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

Women's Political Participation in Jordan

Open Government Scan of Lebanon

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)

SELECTED OUTCOMES WITH THE SUPPORT OF THE MENA–OECD GOVERNANCE PROGRAMME

TUNISIA

- Published the draft budget online and introduced performance-based budgeting
- Implements an operational guide for 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
- Tunisia's High Commission for Public Procurement (HAICOP) adopted its own National Strategy for Risk Management in Public Procurement

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
- The Ministry of Youth is in the process of creating a Monitoring and Evaluation Unit as recommended by the OECD report "Building government capacity to empower youth in Jordan"
- The Ministry of Youth adopted the National Youth Strategy 2019-25 which draws on OECD recommendations

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 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.

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

CONTENTS

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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.

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.

FOCUS ON SIX KEY AREAS

MACHINERY OF GOVERNMENT

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

OPEN & CLEAN GOVERNMENT

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

RULE OF LAW

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

OPENNESS
TRANSPARENCY
PARTICIPATION
TRUST

GENDER EQUALITY

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

LOCAL GOVERNANCE

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

YOUTH EMPOWERMENT

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

THE MENA-OECD GOVERNANCE PROGRAMME'S STRUCTURE

MENA Co-chair (Tunisia)
MS. HASNA BEN SLIMANE
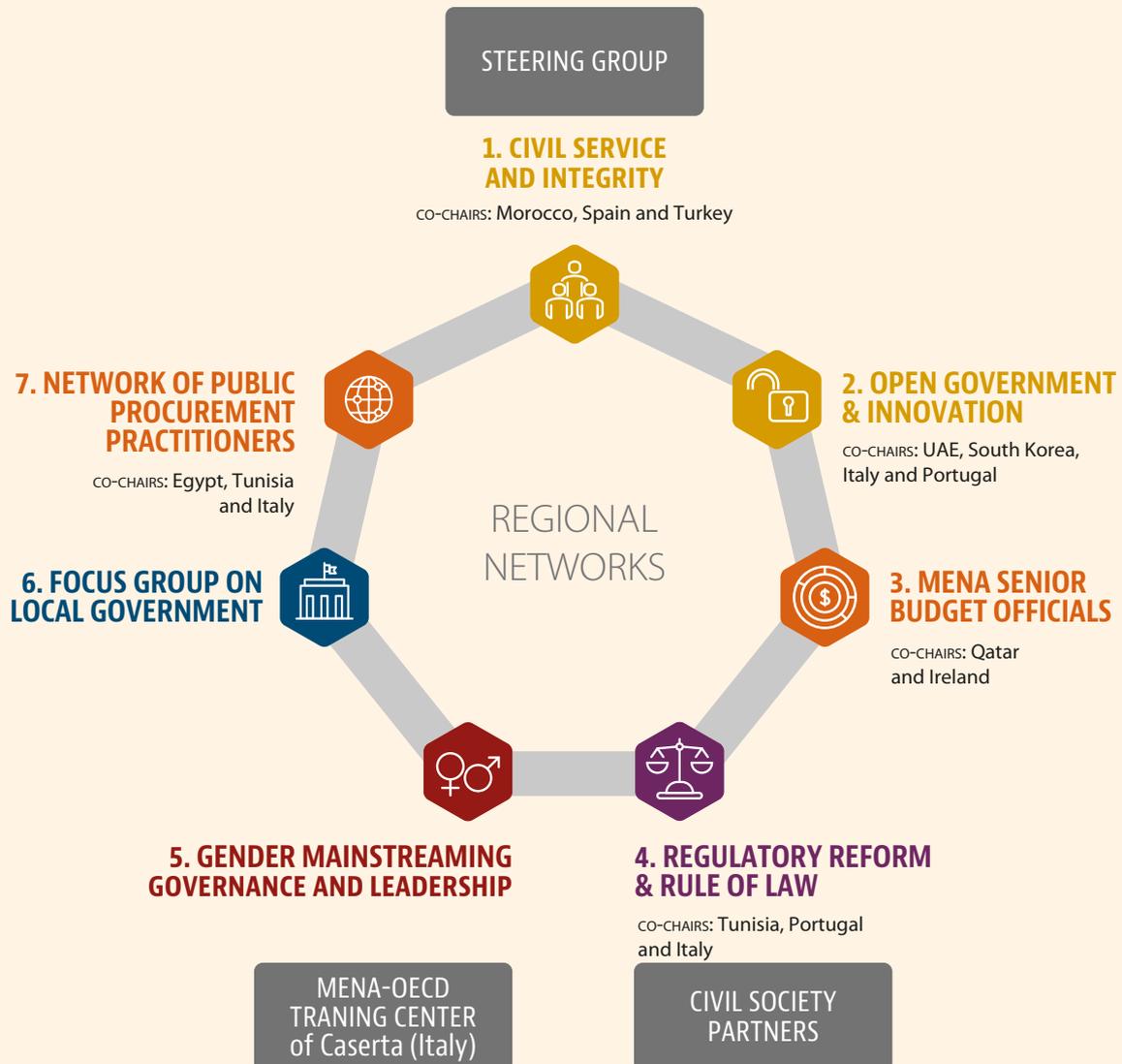Minister to the Head of Government
in charge of Civil Service, Tunisia

OECD Co-chair (Italy)
MR. ANTONIO BERNARDINI
Ambassador, Permanent Representative
of Italy to the OECD

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

STEERING GROUP

**1. CIVIL SERVICE
AND INTEGRITY**
CO-CHAIRS: Morocco, Spain and Turkey

**7. NETWORK OF PUBLIC
PROCUREMENT
PRACTITIONERS**
CO-CHAIRS: Egypt, Tunisia
and Italy

**2. OPEN GOVERNMENT
& INNOVATION**
CO-CHAIRS: UAE, South Korea,
Italy and Portugal

REGIONAL
NETWORKS

**6. FOCUS GROUP ON
LOCAL GOVERNMENT**

**3. MENA SENIOR
BUDGET OFFICIALS**
CO-CHAIRS: Qatar
and Ireland

**5. GENDER MAINSTREAMING
GOVERNANCE AND LEADERSHIP**

**4. REGULATORY REFORM
& RULE OF LAW**
CO-CHAIRS: Tunisia, Portugal
and Italy

**MENA-OECD
TRANING CENTER
of Caserta (Italy)**

**CIVIL SOCIETY
PARTNERS**

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 Gurria, 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,

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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.

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

thus reaching prosperity for all and building trust in government.

- 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 co-

operation 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

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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.

● 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

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

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.

2

Regional policy dialogue,
regional projects
and regional reports

OPEN AND CLEAN GOVERNMENT

**MENA-OECD WORKING GROUP
ON CIVIL SERVICE AND INTEGRITY**

MENA-OECD Working Group on Civil Service and Integrity (WGI), co-chaired by Morocco, 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 organized 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 virtually on 23 July to identify key recommendations and lessons learnt about public sector integrity in times of crisis. Exchanges focused on the importance of adopting both short and long-term measures to address enhanced corruption risks during crises, focusing on procurement strategies, the resources of internal audit functions, and integrity strategies in public organisations, among others, and to empower citizens to act as watchdogs.
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*". 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 of presenting information in a user-friendly language and format.

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.

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.

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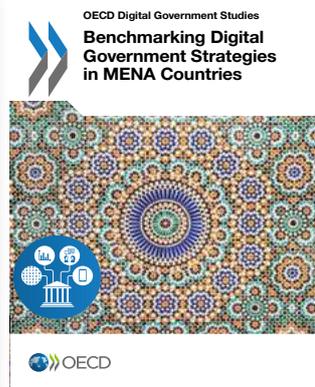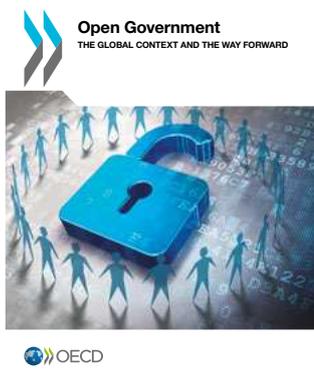
OPEN AND CLEAN GOVERNMENT

MENA-OECD WORKING GROUP II 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.

In preparation for the **15th Annual Meeting** planned for 2021, the MENA-OECD WG II on Open and Innovative Government met remotely on a working call on July 7, 2020. The purpose of the meeting was to discuss the progress, challenges, and opportunities of citizen participation for better service design and delivery. Delegates emphasised that the COVID-19 pandemic has provided invaluable lessons and opportunities to develop the role of digital technologies and data to innovate and engage citizens for collaborative policy making and service design and delivery. Likewise, delegates provided suggestions for priorities for the 15th Annual Meeting, including service design and delivery, public sector innovation, data governance and interoperability, and citizen participation.

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. 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.

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

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.

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.

EFFICIENT MACHINERY OF GOVERNMENT

⬆ *11ᵗʰ meeting of the Middle East and North Africa Senior Budget Officials, 18-19 July 2019, Caserta, Italy.*

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 2020 MENA-SBO Network meeting took place virtually on 20 October and was organised jointly with the MENA-OECD Training Centre of Caserta. The meeting was attended by eight MENA and OECD countries as well as representatives from international organisations. It was an opportunity to present and discuss key findings from the OECD report on the COVID-19 crisis in MENA countries. Participants also shared an assessment of their national budgeting and accounting systems' resilience in the face of the pandemic and how countries were able to adapt to the demands and pressures of emergency spending.

The 2019 meeting took place on 18-19 July in Caserta, Italy and brought together representatives from twelve MENA and OECD countries. It was an opportunity to discuss how public budgeting can advance positive gender, youth and societal outcomes as well as the Sustainable Development Goals. The OECD presented the 2015 OECD Recommendation on Gender Equality in Public Life as a tool for governments to integrate gender equality in the various domains of public policy. The focus of discussions was on gender budgeting as a tool to achieve concrete outcomes. Based on the OECD publication on Gender Budgeting in OECD countries, participants discussed emerging trends across OECD countries and lessons learned from "early" champions including Canada, Iceland and Austria.

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.

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

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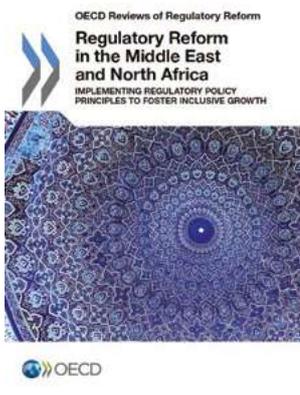
The Working Group on Regulatory Reform and Rule of Law (WG IV) is chaired by Tunisia, Italy and Portugal.

The 2020 annual meeting entitled "*Impact of Covid-19 on the Rule of Law: Rule-making and Access to Justice in times of crisis*" took place virtually on **22 June 2020**. The webinar brought together more than 80 participants from 23 MENA and OECD countries and multilateral agencies and generated a peer-to-peer dialogue about the impact of the COVID-19 pandemic outbreak on the Rule of Law in their countries. It also enabled the exchange of lessons learnt to stay compliant with the Rule of Law in times of crisis, in light of the good practices identified by the OECD Note on Regulatory Quality and COVID-19, the OECD Policy Brief on the Impact of COVID-19 on Access to Justice, as well as the OECD's criteria for people-centred justice services. The meeting provided strategic guidance to the MENA-OECD Governance Programme, as it will feed into the new mandate of the Programme for 2021-2025 to be able to deliver on countries' respective needs and priorities.

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.

EFFICIENT MACHINERY OF GOVERNMENT

MENA-OECD PUBLIC PROCUREMENT NETWORK

The MENA-OECD Network on Public Procurement, currently co-chaired by Egypt, Tunisia, 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.

The 2020 meeting of the MENA-OECD Network on Public Procurement took place on 21 January in Tunis and was co-chaired by Egypt and Tunisia. It targeted key policy makers and leading procurement experts in the region bringing together more than thirty participants from the MENA region (Algeria, Egypt, Jordan, Lebanon, Morocco and Tunisia) and international and partner organisations (OECDSIGMA, the European Bank for Reconstruction and Development-EBRD, the African Development Bank- AfDB, and the Islamic Development Bank- IsDB). Participants contributed to shape the dialogue and share their own experiences, successes, challenges and insights.

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.

KEY OUTCOMES IN 2019-2020

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

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.

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

GENDER EQUALITY

MENA-OECD PLATFORM ON GENDER MAINSTREAMING, GOVERNANCE AND LEADERSHIP

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 2019 MENA-OECD regional dialogue took place on 12 July in Tunis. It focused on "Advancing gender equality in public life" and was also the concluding seminar of G7 Deauville Partnership MENA Transition Fund regional project on "Promoting Women's Participation in Parliaments and Policy-Making".

Participants included Tunisian parliamentarians and representatives of the parliamentary secretariat, relevant ministries, civil society, academia, UNDP and the parliamentary network of the World Bank and the IMF. Based on the findings from the forthcoming OECD report on women's political participation in Tunisia, the seminar focused on 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.

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 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.*
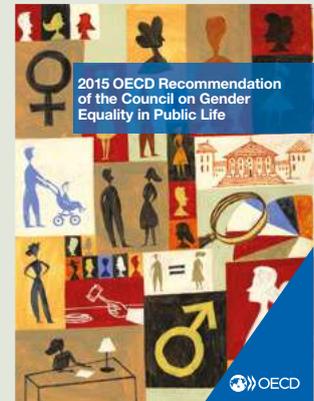
PROGRAMME OF WORK 2021-2022

- 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.

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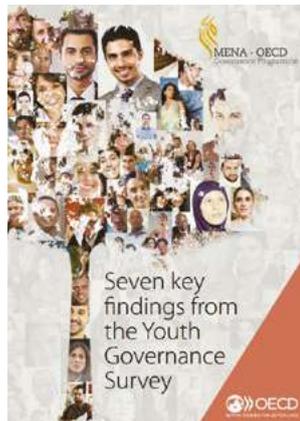
By taking a comparative approach across MENA countries, the paper identifies common trends in the governance of youth policy and youth engagement across the region. For each finding, it presents good practices and lessons learned from OECD countries based on the OECD Youth Stocktaking report "Engaging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

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 Tunis.

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

The conference took stock of the efforts undertaken by MENA countries to implement national youth policies and engage young people in public life, with a focus at the local level. Innovative formats, such as the "Meet the Minister/ Parliamentarian" session, allowed young people to exchange directly with government officials, members of parliament and a mayor on ways to improve youth participation and

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 EMPOWERMENT

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. 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

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

YOUTH EMPOWERMENT

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.

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".

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

YOUTH EMPOWERMENT

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

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.

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).

Middle East Mediterranean Summer Summit organised by the Universita della Svizzera Italiana on 15-25 August 2019 in Lugano, Switzerland: The OECD participated in the session "Strengthening compliance with democratic norms" to discuss the role of organised youth in fostering public integrity. Several participants from Jordan attended the Summit.

The OECD presented its findings during the annual regional meeting of the OECD Economic Resilience Task Force "Helping youth build the future", which was organised by the German Federal Ministry for Economic Cooperation and Development on 2 December 2019 in Berlin. The meeting, co-chaired by BMZ, the Ministry of Economy and Trade of Lebanon and the Islamic Development Bank, focused on the main challenges young men and women are facing in conflict transformation and fragile contexts.

The OECD is a member to the Youth Development Working Group (YDWG), chaired by the Islamic Development Bank. The group was set up in 2019 to discuss youth-focused initiatives and programmes led by international organisations and multilateral development banks to create synergies and share lessons learned. On 10 November 2020, the YDWG organised a webinar on the challenges that COVID-19 poses to the world's youth population and to reflect upon impactful programmes run by its members. The OECD participated in the African Leadership Institute's virtual workshop on 4 May 2020 during the session:"Building platforms for young governance and political contributions". Moreover, the OECD presented in the African Union Youth

YOUTH EMPOWERMENT

Envoy consultation webinar "Youth & Digital Gap" on 3 June 2020. During these events, the OECD shared findings from the OECD Policy Paper "Youth & Covid-19: Response, recovery and resilience", which presents the results from a survey conducted among youth-led organisations worldwide, including in Jordan, Morocco and Tunisia, on how they have helped to mitigate the crisis
The programme organised a brownbag lunch with EUISS and the Arab Research and Advocacy Bureau on "A look into the future of the MENA region: The Arab Future Survey, Youth and COVID-19" on 21 January 2021 to discuss the main results of the forthcoming Arab Future Survey.

COOPERATION WITH MED DIALOGUES AND ISPI

MED-ISPI seminar "Youth and COVID-19: Leaving No One Behind" on 15 September 2020: The virtual panel with Marina Sereni, Deputy Minister for Foreign Affairs and International Cooperation, Italy, Antonio Bernadini, Ambassador of Italy to the OECD, and OECD Deputy Secretary Jeffrey Schlagenhauf discussed how the COVID-19 crisis is affecting the future trajectories of young people and governments in the MENA region. The OECD presented findings from its policy paper "Youth and COVID-19: Response, Recovery and Resilience".

The seminar took place following the participation of OECD in the MED Dialogues 2020, which launched the ''Youth Forum Contest – Ideas and Project at work''. The contest provided an opportunity for youth from the Mediterranean region to present their initiatives to address the COVID-19 crisis in the MENA region to a high-level audience in the areas of culture and education, civil society, health, food and water security, employment and entrepreneurship, and urban innovation. The panel, joined by OECD experts, selected two initiatives, which will receive financial support to ensure their implementation.
On 7 December 2019, the OECD presented the regional comparative report "Youth Empowerment in the MENA region" (preliminary version) with findings from Jordan, Lebanon, Mauritania, Morocco, Tunisia, Palestinian Authority, Qatar and S audi Arabia in the MED Dialogue in Rome. The report explores how governments across the MENA region can: 1) support youth in their transition to adult life; 2) strengthen youth trust, participation in public life and representation in state institutions; and 3) address key challenges such as high unemployment, youth not in employment, education or training, poverty and social exclusion. Representatives from Jordan participated in the event as speakers and participants.

"Leaving No One Behind'' Virtual panel, 15 September 2020, Zoom

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 2020

- 22 June 2020 – Meeting of the MENA-OECD Working Group IV on Rule of Law and Regulatory Policy;

- 23 July 2020 – Meeting of the MENA-OECD Working Group on Civil Service and Integrity;

- 20 October 2020 – Meeting of the MENA-OECD Senior Budget Officials annual meeting (MENA SBO);

- 9 December 2020 – High-level webinar on Ensuring the Resilience and Continuity of Critical Infrastructures and Services.

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 proofed 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.

3% NO IMPROVEMENT

33% IMPROVEMENT

64% SIGNIFICANT IMPROVEMENT

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

2019 STEERING GROUP MEETING OF THE MENA-OECD INITIATIVE AND MENA-OECD DAYS

The Steering Group Meeting of the MENA-OECD Initiative on Governance and Competitiveness for Development gathered the co-chairs of the Initiative as well as key stakeholders for the annual strategic reflection on the Initiative in Tunis.

The meeting was an opportunity for participants to share their views on the strategic priorities of the MENA-OECD Initiative for 2020 and pave the road to the renewal of its fifth mandate for 2021-25. The meeting also was an opportunity to take stock of progress achieved in the implementation of the 2016-20 mandate, with a special focus on impact and results.

On this occasion, the Steering Group Meeting was organised in the context of the MENA-OECD Days, which included a number of high-level discussions and the technical roundtables of several Working Groups and Networks. The meeting was opened by Tunisia, the EU and Turkey as co-chairs of the Initiative and high-level representatives from the OECD. The high-level event gathered over 200 participants from 23 MENA economies and OECD member countries.

The Governance Programme organised several high-level regional dialogue meetings including:

- The Civil Society Partners meeting to strengthen the voice of civil society organisations in the OECD's work with the MENA region to deepen its impact (17 June 2019, Tunis).

- A Citizen Cabinet made up of citizens and civil society representatives present their vision on how to harness digital technologies for shared prosperity (17 June 2019, Tunis).

- A Ted Talk on "Talents are spread over the world, opportunities are not" to explore public governance responses for more inclusive societies that create conditions for the political and economic participation of vulnerable and marginalised groups (19 June 2019, Tunis).

- A Regional Dialogue event on "Governance of critical risks, a strategic investment for the future" to discuss how different countries and institutions are strengthening their risk governance across its various dimensions from institutional design, to inclusiveness, transparency and accountability (19 June 2019, Tunis).

Conférence Ted « Les talents sont dispersés à travers le monde, les opportunités ne le sont pas », 19 juin 2019.

3

Country projects
for national reforms
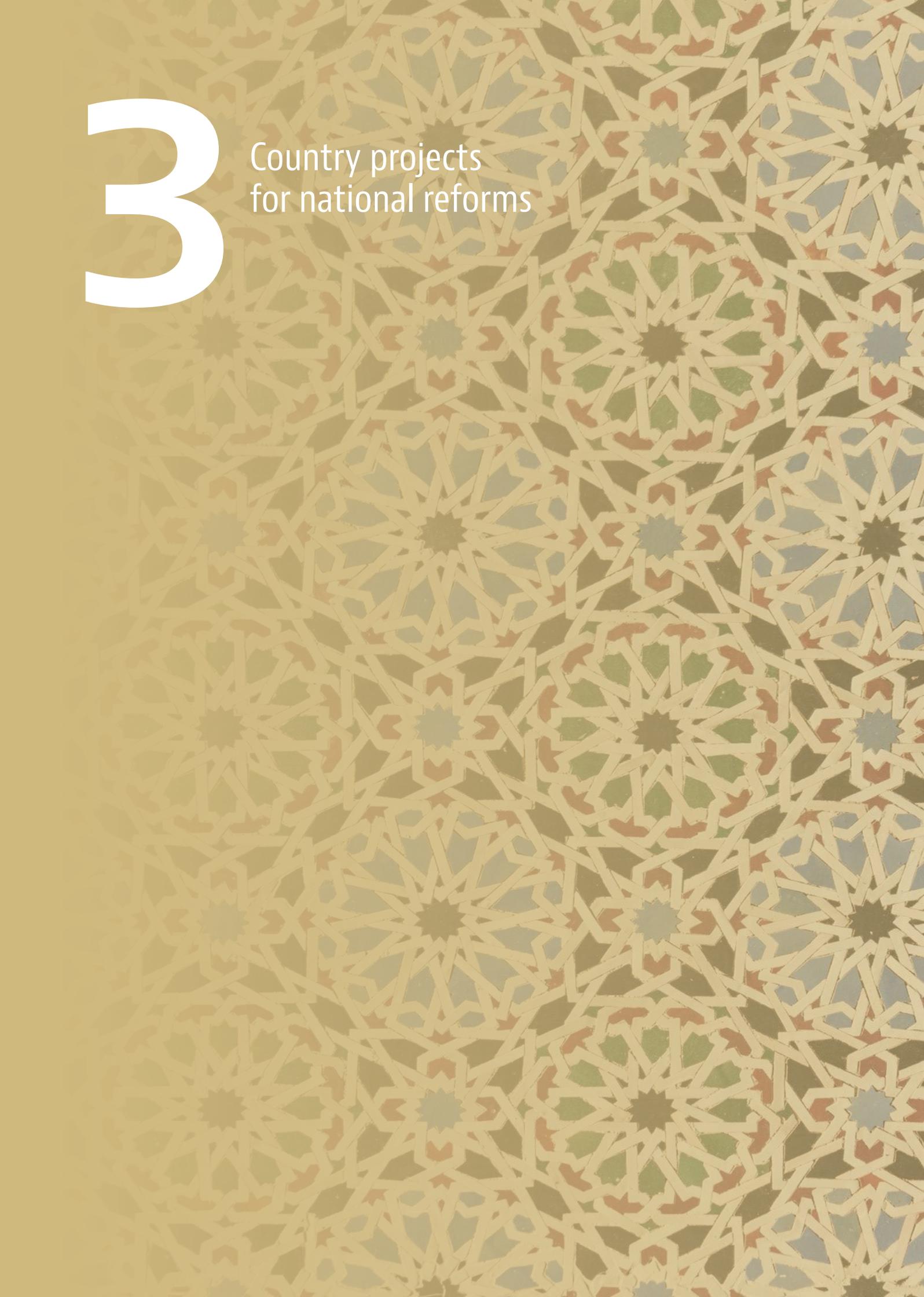
▪ OPEN GOVERNMENT: REGIONAL PROJECTS

STRATEGIC SUPPORT TO THE OPEN GOVERNMENT AGENDA AND IMPLEMENTATION OF ACCESS TO INFORMATION LAWS
IN JORDAN, LEBANON, MOROCCO AND TUNISIA

Across the MENA region, governments are faced with growing challenges and increased instability, including persistently low levels of public trust, rising economic and financial volatility, and social fragmentation into increasingly polarised groups. Meanwhile, citizens are becoming more vocal, particularly given the amplifying effect of digital technologies, and their expectations for a more transparent and accountable public sector and better public services are growing. By leveraging new ways of thinking, working, and delivering, policymakers are now in a unique position to affect positive change in society through adopting open, innovative, and digital approaches to government.

Building on two decades of experience in the region, the MENA-OECD Open Government Project provides support to Jordan, Lebanon, Morocco, and Tunisia in the design and implementation of their open government policies through a strategic mix of analytic support, capacity building, and international events that convene key stakeholders in sharing good practices. In doing so, the OECD seeks to support core governance principles of transparency, integrity, accountability, and participation as well as related digital and innovation initiatives to improve outcomes across the full spectrum of public policy.

This work is financed by a variety of sources, including in Tunisia by the U.S. Middle East Partnership Initiative (MEPI) and the UK Foreign, Commonwealth and Development Office; in Lebanon by MEPI, Germany's Foreign Office, the Italian Ministry of Foreign Affairs and International Co-operation, and the Italian Agency for Development Co-operation; 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.

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. As such, the OECD serves as a strategic partner for Jordan by supporting the government's commitments made in its Open Government Partnership (OGP) National Action Plans (NAPs). Since its inception, the project contributed to the elaboration and implementation of the 3rd and 4th OGP National Actions Plans, the latter of which was the most inclusive and participatory in Jordan's history. The OECD also facilitated the creation of the Open Government Unit (OGU) within the Ministry of Planning and International Cooperation (MoPIC) in early 2018, which has allowed for a more systemic coordination of the national open government agenda, including the implementation of the 4th OGP NAP commitments.

In line with its current OGP commitments, the OECD has supported the government of Jordan in developing clear procedures and standards for public bodies subject to the access to information (ATI) law, including three protocols for classifying, enforcing, and managing information. On the demand side of ATI, the OECD is conducting a diagnostic report, in conjunction with the Centre for Defending Freedom of Journalists (CDFJ), to analyse the quality of information provided by ministries responding to information requests. The project also provided technical assistance for the Ministry of Digital Economy and Entrepreneurship (MoDEE) and the Joint Committee on Open Government Data to develop a procedural framework for classifying, measuring, and evaluating the quality of open government datasets, which was adopted by the Council of Ministers in late 2020. Currently, the OECD is in the process of elaborating an analysis, in conjunction with Lawyers Without Borders (LWB), on the necessary legislative and regulatory frameworks for the Office of the Government Coordinator for Human Rights to receive complaints related to human rights violations. In addition to its support for Jordan's OGP National Action Plan commitments, the OECD is conducting a global Survey on Open Government, which will serve as a basis for capacity building activities and a series of national dialogues, which will help inform the consultation process of Jordan's 5th OGP NAP.

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.

NEXT STEPS

● Provision of technical assistance for implementing the 4th OGP National Action Plan and support for

OPEN GOVERNMENT: REGIONAL PROJECTS

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

the consultation process to elaborate the 5th OGP National Action Plan.

- Capacity building activities to develop an awareness action plan to enhance the knowledge of key target groups on Jordan's Access to Information Law.

- Capacity building workshops for government officials on the implementation of the procedural framework for classifying, measuring, and evaluating the quality of Open Government Datasets.

- Elaboration of a report on the complaints received by the Office of the Government Coordinator for Human Rights, in conjunction with Lawyers Without Borders (LWB).

- Completion of the Survey on Open Government, which will monitor the implementation of the OECD Recommendation of the Council on Open Government.

LEBANON

While the operating context has been challenging—including a severe financial crisis, the coronavirus pandemic, and the catastrophic explosion in the port of Beirut— successive Lebanese governments have taken steps to establish a national open government agenda. In particular, Lebanon has recently adopted a robust legal framework to support Open Government efforts, including a National Action Plan and Implementation Decree to provide clarification on the 2017 "Right to Access to Information Law," a law on "Fighting Corruption in the Public Sector," as well as a "National Anti-Corruption Strategy 2020-2025,"

which includes the establishment and activation of the National Anti-Corruption Institution. Most recently, Lebanon has approved a "Law on Asset and Interest Declaration and the Fight against Illicit Enrichment," which brings Lebanon closer to meeting OGP Minimum Eligibility Requirements. In this context, the OECD was able to work with international partners and the government to develop a National Action Plan for the implementation of the Right to Access to Information law. Since its adoption, the government has conducted preliminary trainings and activities within the framework of this plan, which have led to the nomination of the first accredited access to information officials in the country. In addition, the OECD is supporting the development of an ATI handbook, which seeks to inform public officials of what information they are responsible to proactively disclose and how to adequately respond to ATI requests in line with the law. At the same time, the OECD has helped the government develop Terms of Reference for Lebanon's first Access to Information e-portal based on good practices from OECD member and partner countries. Building on this progress, Lebanon has committed to continue its joint work with the OECD in pursuit of an open government agenda for eventual adherence to the OECD Council Recommendation on Open Government.

NEXT STEPS

- Development of a strategic action plan in cooperation with the government to eventually adhere to the OECD Recommendation on Open Government as well as becoming eligible to join the Open Government Partnership (OGP).

OPEN GOVERNMENT: REGIONAL PROJECTS

- Launch of the Access to Information Guide for Public Officials and training of government focal points, media, and CSOs on the ATI legislation.
- Development and launch of Lebanon's Access to Information e-Portal, which will support proactive disclosure and demand-driven access to information requests.

MOROCCO

Morocco has undertaken important steps to pursue its open government agenda and has implemented its 1st Open Government Action Plan (2018-2020). In doing so, the government set up a multi-stakeholder committee to oversee the Open Government reforms and launched a platform to monitor the implementation process. In addition, Morocco approved a note on the general orientation for digital development of the country during the period 2020-2025, including priorities for a citizen-driven digital administration. More recently, Morocco has worked to design its 2nd Open Government Partnership National Action Plan with the support of the OECD, through 10 co-creation workshops led by Civil Society Organisations, a public consultation and a communication campaign geared towards citizens, civil society and administrators. In order to better align existing strategies and initiatives and provide a holistic and long term vision of the OG agenda of the country, Morocco committed to further work on a whole of government approach of OG reforms. To support these efforts, the OECD launched the Open Government Scan process of Morocco as a first step towards the development of an Open Government Strategy. Over the period, Morocco has likewise made significant progress in the implementation of its ATI law adopted in March 2018, which came fully into force in March 2020. With the support of the OECD, the national portal on access to information (chafafiya.ma) was officially launched on March 13, 2020, as part of the Transparency platform, which serves as a one-stop shop that enables citizens to make access to information requests to any public administration. The OECD also supported the development of a video to reach a wider audience and organised a training of trainers for information officers of territorial communes in July 2020. To further support these efforts, the OECD is providing dedicated support to strengthen the capacities of the recent Moroccan Access to Information Commission (CDAI) through a comparative analysis led by local experts on the practical functioning of relevant ATI commissions. Once finished, this analysis will eventually lead to the development of operational recommendations and an international cooperation strategy. The OECD is also supporting the CDAI in the promotion of the right of access to information among civil society actors through a large survey on their perception of this right as well as the protection of personal data in order to further build an operational action plan.

NEXT STEPS

- Development of an Open Government Scan and joint-design of a whole-of-government Open Government Strategy.
- Implementation of the mandate of Morocco's Access to Information Commission and support to civil society, journalists, and citizens on the effective use of the ATI law.
- Roundtables to support the protection and promotion of the Civic Space as an enabler for open government.
- Elaboration and implementation of the 2nd Open Government National Action Plan.
- Completion of the Survey on Open Government, which will serve as an international benchmarking exercise to monitor the implementation of the OECD Council Recommendation on Open Government (2017).

TUNISIA

Following the implementation of OECD recommendations, Tunisia became eligible and joined the Open Government Partnership (OGP) on January 14, 2014, as the second country in the MENA region. Since then, the OECD has accompanied Tunisia in engaging citizens in public consultation processes and drafting and implementing its OGP Action Plans, most recently supporting the launch of the consultation phase

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

OPEN GOVERNMENT: REGIONAL PROJECTS

for the 4th OGP National Action Plan in October 2020. This process has involved the participation of a wide variety of stakeholders, including independent institutions and CSOs, thus promoting the move towards an open state. In 2019, Tunisia formally adhered to the OECD Council Recommendation on Open Government. Most recently, the OECD supported Tunisia to launch the process of developing the first-ever national strategy for open government and a civic space scan. Both initiatives were launched in November 2020 at a joint event co-chaired by the Ministers of civil service and of relations with independent institutions and civil society—making Tunisia the first country in the region to embark in a national open government strategy and a civic space scan.

The OECD has likewise provided assistance in the implementation of the recently-approved Access to Information law, including support for the training of more than 600 officials in Bizerte, La Marsa, Sfax, Monastir, Tozeur, Nabeul, Djerba, Hammamet, Monastir, Tabarka and Gabes. In addition, 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. Likewise, a comparative report on Access to Information Commissions in OECD countries and selected MENA countries was developed to provide hands-on recommendations to Tunisia's newly established Commission. Moreover, a guide jointly developed by OECD and Article19 was launched to provide 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, while a specific session for journalists was held in October 2019.

NEXT STEPS

- Support Tunisia to develop its national strategy on open government as well as to conduct a Civic Space Scan, the first in the region.
- Provide technical advice to finalise and implement the 4th OGP National Action Plan.
- Build the capacity of officials at all levels to implement the Access to Information law and support the Access to Information Commission to effectively monitor proactive disclosure.
- Encourage the use of the ATI law by CSOs, citizens, and the media.
- Completion of the Survey on Open Government, which will serve as an international benchmarking exercise to monitor the implementation of the OECD Recommendation of the Council on Open Government (2017).

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

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

JORDAN

The OECD has been working closely with the Government of Jordan to pursue open government reforms at all levels of government and with all segments of society in the context of its decentralization reform. The current engagement supports the Jordanian public administration in its efforts to enhance coordination between the different levels of Government as well as promote more open, inclusive and participatory policy-making and public service delivery at the subnational level. The OECD has recently published a review "Engaging Citizens in Jordan's Local Government Needs Assessment Process" as well as a study on "Supporting Open Government Principles and Practices at the Local Level in Jordan." In addition, the Municipalities of Karak and Salt joined the OGP Local Programme to scale the implementation of open government reforms at the local level.

LEBANON

The OECD recently completed an Open Government Scan of Lebanon, which included an analysis of open government laws, institutions, and practices at both the national and municipal levels. The municipalities of Byblos and Shweir were selected for inclusion in the Scan as they have displayed considerable commitment to transparency, integrity, accountability, and stakeholder participation efforts. Based on the findings, the OECD developed a set of recommendations to align the current open government practices of these municipalities with OECD standards, to increase their impact, as well to disseminate their best practices and lessons learned with other Lebanese municipalities.

OPEN GOVERNMENT AT THE LOCAL LEVEL

MOROCCO

In November 2019, the OECD published an Open Government Review of the municipality of Salé which analyses its institutional, legal and policy framework and practices against the Recommendation of the Council of the OECD on Open Government. This report provides recommendations to develop a strategic and coherent approach to open government reforms and disseminates existing good practices in Salé. This report was developed with the help of peers from Canada and France who shared their experiences. In addition, the region of Tanger-Tetouan-Al Hoceima joined the Open Government Partnership's Local Initiative.

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.

KEY ACHIEVEMENTS

- Jordan is revising its local administration law with support of OECD recommendations and the municipalities of Salt and Karak joined the OGP's Local Initiative.
- The Moroccan region of Tanger-Tetouan-Al Hoceima joined the Open Government Partnership's Local Initiative.
- Tunisia adopted legal framework for citizen charters and is piloting them at local level.

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

PUBLIC COMMUNICATION AND MEDIA FOR A MORE OPEN GOVERNMENT IN THE MENA REGION

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 integrity, and is a prerequisite for citizens to participate in public life and hold their government to account. In addition, evolutions in traditional media markets, the rise of social media, and the increasingly complex challenge of mis- and disinformation are changing how the government and citizens interact.

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 open government principles. During phase I (2016 – 2018) of this cooperation, the OECD helped establish and train 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 on improving the role of communication at the national level in both countries. The second phase of this project (2019-2020) scaled the remit of activities to Jordan and Lebanon, supported the implementation of key recommendations from phase I, and expanded the focus of activities in Morocco and Tunisia at

the local level. As new requests for support emerged in all beneficiary countries, given the COVID-19 pandemic, the project was extended until April 2021.

JORDAN

The OECD supported Jordan in its efforts to restructure and professionalise the public communication function and implement the National Executive Plan on Media and Information Literacy. Following a peer review in 2019, the OECD surveyed 14 line-ministries to inform the development of the Citizens' Voice Review (forthcoming in 2021). The report will provide an analysis and recommendations on public communication and media ecosystems, as well as their contribution to transparency and participation. An online validation workshop with 20 members of the network of public communicators followed on September 24, 2020. Two workshops were also organized on December 8 and 9, 2020 to strengthen capacities of public communicators on messaging, strategy development, media relations and digital presence, benefitting from good practices from German peers. In parallel, the OECD partnered with the Jordan Media Institute to deliver training sessions, equipping 45 young journalists and CSOs with skills to identify misinformation.

OPEN GOVERNMENT: REGIONAL PROJECTS

LEBANON

The OECD is similarly supporting the Lebanese government to institutionalise and professionalise its public communication function. Having held a peer review mission in September 2019, the Secretariat gathered eight survey responses and qualitative insights from a validation meeting with the network of public communicators. These form the basis of the report Citizens' Voice in Lebanon (forthcoming in 2021), which identifies challenges and recommendations in the areas of public communication's governance and structures, the application of core competencies, and the linkage with national open government objectives. In parallel, the Secretariat has partnered with the Issam Fares Institute at the American University of Beirut to build the capacities of 12 young individuals in investigative journalism, which has increased in importance following the August explosion in the port of Beirut.


MOROCCO

Based on a key recommendation of phase I, Morocco's first guide on public communication was developed and disseminated to the Moroccan network of public communicators. The OECD also developed a scan analyzing public communication in the regions of Beni Mellal and Tangier, based on a questionnaire and a peer review mission that took place in the fall of 2020. Overall, the activities strengthened relations between public communicators at the national level, and a study of the impact of recommendations formulated in 2019 among ten ministerial departments underlined positive evolutions, including in terms of internal guidance, protocols to respond to crises, and measuring the impact of communication.

TUNISIA

Similar to the activities in Morocco, the second phase of the Citizens' Voice project in Tunisia shifted from a national-level focus to a local one. Phase II saw the selection of 11 municipalities to pilot key provisions of Tunisia's third OGP National Action Plan and participate in activities relating to public communication. This new phase was kicked off in November 2019 with a peer review mission in Sousse, which added insights to a survey of the eleven municipalities. This was the basis for the OECD scan on public communication at the local level, launched in December 2020, which included recommendations for how municipalities can strengthen their communication and develop a more direct dialogue with their citizens. The municipalities also took part in a series of capacity building activities.
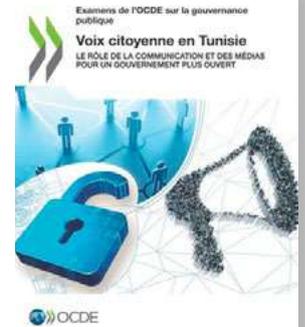
REGIONAL

A quiz entitled "Public communication: Government to youth, do you copy?" was launched in October 2020 to strengthen communication between youth and public authorities in the MENA region. It raised awareness about the importance of tailoring public communication activities to young people's needs and media habits, and by highlighting key means for youth to interact with the administration and engage in public life. Following an extensive social media campaign, 270 responses were received. Key figures of the quiz, main lessons learned and challenges raised by the respondents will be shared during upcoming regional conferences.

NEXT STEPS

- Launch and dissemination of the Jordan and Lebanon "Citizens' Voice: Public Communication and Media for an Open Government" Reviews and the Scan "Citizens' Voice in Morocco: Public Communication for a more Open Government at the Regional Level."

- Organisation of capacity building activities in Morocco and Lebanon.

- Conduct activities with the networks of public communicators in all beneficiary countries.

- Organisation of an international dissemination conference on public communication and media for a more open government in the MENA Region.

- Development of an assessment and recommendations for the "Haggak Tiraf" counter disinformation platform in Jordan.

- Development of disinformation Guidelines for public communicators in the MENA Region.

▪ 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 engagemnt" (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.

93 youth (18-25) from across Jordan's 12 governorates were trained in an Inception Training in July 2019 and in a series of three "Active Citizenship Camps" in Amman, Aqaba and Jerash in September and October 2019. The Ministry of Youth and OECD jointly selected six youth-led social action projects, which have received up to 1500 JOD of seed funding to support their implementation. The initiatives have been

implemented between March 2020 and January 2021 across seven governorates and cover initiatives in the field of agriculture, media literacy, arts, environmental protection, entrepreneurship and medical support. The successful initiatives trained more than 800 youth, supported more than 110 youth in kick-starting their own business and reached around 5000 people through social media and community-based awareness campaigns.

The Programme discussed the key findings from the forthcoming Jordan Youth Governance Review with the Minister of Youth and UK Ambassador, Edward Oakden, Ambassador of Italy, Fabio Cassese, and the Ambassador of Switzerland, Lukas Gasser, in a roundtable meeting entitled "Building government capacity to empower youth in Jordan" on 5 March 2020 in Amman. Among others, the report recommends the Ministry of Youth to create a monitoring and evaluation unit and to strengthen the capacities of its staff in project management and communication. UNESCO, UNFPA, UNDP, USAID, the Norwegian Refugee Council, UNICEF Regional Office and other international and national development organisations attended the meeting.

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

The Ministry of Youth (MoY) and OECD organised a capacity building training programme for selected MoY employees between 29 November and 10 December 2020 in Amman, which was attended by the Minister of Youth, Mohammad Al-Nabulsi, and Secretary General, Hussein Al-Jbour. The training delivered on the findings and policy recommendations as set out in the OECD Key Findings Paper "Building government capacity to empower youth in Jordan.

The 6-day training and 6-day remote coaching programme trained 17 employees from different directorates and governorates on project management, proposal writing and communication. According to the evaluation, the share of correct answers to a knowledge-based questionnaire increased to 83% after completion. During the training, the participants elaborated a project proposal on "Rule of law and good citizenship", which sets out a holistic programme to support the implementation of Pillar 5 of Jordan's National Youth Strategy 2019-25.

Capacity Building Training for Ministry of Youth Staff on Project Management and Communication, 10 December 2020, Amman

MOROCCO

In 2018 , work meetings were organised with the Youth Directorate of MYS along with line ministries (e.g. Health, Employment) in order to present and complete the OECD questionnaire developed to collect data on the governance of youth affairs in MENA countries. The responses to the questionnaire feed the analysis on governance frameworks for youth policies in Morocco and contribute to the evidence base of the OECD Morocco Youth Review.

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

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

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.

A workshop on "Participatory approaches for youth action at the local level" was organised jointly with UNESCO in Salé on 18 December 2018. The workshop aimed at strengthening the capacities of young Moroccan men and women to enable them to better participate in local public life. It gathered representatives from the municipality of Salé, youth associations, university students, along with a peer from the municipality of Gaia, Portugal and an expert in citizen participation.

Guide «Soutenir la participation des jeunes dans la vie publique locale à Salé, Maroc»

Building on the discussions held in December, the OECD developed a "Practical Guide to support participation of youth from Salé in local public life". The document features an overall presentation of the opportunities, assets and challenges existing in Salé when it comes to involving youth in local decision-making, a compilation of good practices from OECD countries, and key recommendations for the municipality to conduct a "youth concertation". The guide was presented during a workshop on "Public communication and media for open government" in July 2019. The event gathered people, including representatives from the municipality of Salé, youth associations, university students, along with a peer from the municipality of Gaia, Portugal and an expert in citizen participation. The objective of the workshop was two-fold: to present the main findings of the

YOUTH EMPOWERMENT: REGIONAL PROJECTS

Guide and to give the opportunity to discuss the translation of its recommendations into concrete actions for youth stakeholders and their vision of Salé in 2025. The participants provided excellent feedback from the discussions, which laid the first stone for a potential forthcoming concertation of young people in Salé.

⊕ *Presentation of OECD preliminary recommendations of the Morocco Youth Governance Review, 16 December 2020*

On 16 December 2020, the Ministry of Youth and the OECD organised a webinar to present the preliminary recommendations of the Morocco Youth Governance Review. The webinar was attended by H.E. Minister Othman El Ferdaous and brought together representatives of Morocco's central and local public authorities, civil society and international organisations working on youth in Morocco.

The final version of the review will be launched during the Regional Youth Conference (Q2 2021). The recommendations developed in the review aim to support the efforts of Moroccan youth stakeholders in elaborating and implementing public policies and services that are responsive to young people's priorities and needs.

⊕ *Panel to open the discussion in the 2018 MedUni event.*

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.

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 youngparticipants 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.

⊕ *Participants in the 2018 MedUni event in Tunis.*

· TUNISIA
GOOD GOVERNANCE AND ANTI-CORRUPTION

The aim of the project was 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 4 key areas.

1- CREATE RESPONSIVENESS FOR CITIZENS

Tunisian citizens perceive corruption as the 3rd main problem in the country after unemployment and the management of the economy, but 59% of Tunisians believe they can make a difference in the fight against corruption. 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 assisted 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 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 Tunisian government issued a decree that made the adoption of citizen charters mandatory for all public authorities in direct contact with the public (Decree No. 2018-1067 of 25 December 2018) and a circular (Circular 17 of 5 August 2019) presenting the methodology to develop citizen charters.

The project cooperated with 65 local civil society organisations in the development, support and monitoring of the citizen charters' commitments. Around two-thirds of

commitments were implemented within a year. This led to concrete improvements for citizens:

- Waste collection in Tozeur now takes place every 2 days, compared to every 4-5 days previously;
- Waiting time for each of the 29 services of the Sahloul hospital in Sousse displayed in the waiting hall;
- Increase in local tax collection by the municipality of Béja in 2019 compared to 2018.

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.

The OECD supported replication of the charters in other three additional municipalities and services: the Charles Nicolle Hospital in Tunis, the Chamber of the Administrative Tribunal in Sidi Bouzid and the regional hospital in Tataouine.

These dialogue, watchdog and complaint mechanisms empower citizens to hold service providers accountable and close the feedback loop.

2- CREATE CONNECTIONS IN THE ADMINISTRATION

Through better coordination of access to information actors
Tunisia adopted a new law guaranteeing access to information in 2016. A steering group was created, gathering representatives from the Presidency of the Government, the Independent Access to Information Commission (INAI), and a 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, opened by Tunisian Minister for Civil Service, the Modernisation of Administration and Public Policies, Kamel Morjane, and President of INAI, Imed Hazgui, and is currently being disseminated to all public administrations subjected to the provisions of the law.

Through better governance coordination
Many institutions are working on fighting corruption in Tunisia. Overlaps in their competences and lack of

GOOD GOVERNANCE AND ANTI-CORRUPTION

coordination among them undermine the efficiency of the anti-corruption structure as a whole. Governance units were created in Tunisia in 2016 in each ministry, governorate, capital municipality and state-owned enterprise to coordinate integrity efforts, including the application of good governance principles, the monitoring of compliance with codes of ethics, and the prevention and follow-up of corruption cases.

The OECD supported the creation of a network of over 80 governance units representatives. It helped strengthen the harmonisation of their functions, the efficient implementation of their mandate and coordination among the units through a common capacity-building programme and a procedural guide. This created greater coordination between governance and anti-corruption actors and helped governance units to effectively implement their mandate.

Through better public auditing

The 2014 OECD review of Tunisia's control and audit system stressed that audit recommendations rarely resulted in the expected change since there is no mechanism to monitor their implementation. The OECD supported the High Committee for Administrative and Financial Affairs (HCCAF) in testing and adopting a new and more efficient method for the follow-up of audit recommendations: the proximity follow-up approach. Since 2017, the approach was applied to 166 audit reports and, as a result, the percentage of addressed audit recommendations increased from 43% to over 80%. The OECD also supported 124 public controllers from three general control bodies (the general control body for Civil Service, for Finance and for state property and land affairs) to apply risk-based auditing. This method allows selecting high-risk areas prone to corruption and thus making the best use of limited time and human resources.
In addition, the OECD supported 110 ministerial inspectorates to adopt more efficient and harmonised working methods in line with international standards thanks to a methodological guide, a training programme and the development of a Code of Ethics.
This increased the capacity of public audit actors to detect fraud and enhanced the effectiveness of their missions.

3- CREATE PROSPERITY THROUGH A BUSINESS-ENABLING ENVIRONMENT

Through better public procurement

SMEs represent an estimated 90% of Tunisian companies and 65% of employment, but only 17% of public contracts are awarded to SMEs. A number of barriers limit SME's access to procurement opportunities and it has been found that e-procurement is an effective tool to alleviate these barriers in procurement access.

The OECD supported the High Authority for Public Procurement (HAICOP) to strengthen the uptake of Tunisia's

e-procurement platform TUNEPS through continuous capacity building for public buyers, public suppliers and 100 SMEs.

Through risk management in public procurement

An estimated 25% of the volume of public contracts is lost by the State to corruption. To reduce vulnerabilities to corruption, the OECD supported HAICOP in the development of a risk management strategy for public procurement. Five large-scale public buyers were accompanied in the implementation of this strategy and the development of the necessary tailored risk management tools and 200 public officials were trained on applying risk management in public procurement.

Through access to coaching in the post-creation phase

SMEs are the backbone of Tunisia's economy but 80% of SMEs in Tunisia fail in the five first years after creation, compared to 50% internationally. Therefore, the OECD assisted 34 staff members from the Bank Financing Small and Medium Enterprises (BFPME) to create a team of "post-creation" coaches in Tunis and its 24 regional offices, building their capacities to support SMEs overcoming the challenges of the early development stages.

Through better access to justice services

The OECD conducted a diagnostic of SMEs' needs and obstacles in accessing public services. The report highlighted that SMEs struggled to access justice services in particular, which hindered their success and growth. The project provided capacity building to 42 reception personnel of all 15 chambers of the Administrative Tribunal to improve information and orientation of citizens and SMEs. Furthermore, the project helped to unify the procedures to file an appeal and to apply for legal aid at the Administrative Tribunal. Citizens and SMEs have now an official document at their disposal, which describes the necessary steps and required documents to file an appeal and to apply for legal aid, in a simple and easy-accessible language.

4- CREATE MORE INCLUSIVENESS THROUGH YOUTH EMPOWERMENT

The Youth Policy Shapers Programme (YPS) was implemented jointly with the Ministry of Youth and Sports and the Ministry of Local Affairs and the Environment. The YPS supported young men and women (18-35 years) across Tunisia in the design and implementation of social action projects for local and community development in the

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six pilot municipalities.

Around 100 youth participated in the launching and inception training in February 2020. In Phase 2, three trainings were organised in Cebalet Ouled Asker, Ghomrassen and Sidi El Heni in February 2020. In the trainings led by youth workers and experts from the United Kingdom and Tunisia, participants acquired skills in objective setting, leadership, budget management, communication, resource planning, pitching and exchange ideas with local authorities and civil society. In Phase 3, 10 out of 59 initiatives submitted were selected to receive seed funding in support of their implementation. The initiative covered a wide range of sectors from recycling, environmental protection, culture, local governance and sports.

⊕ *H.E. Louise De Sousa, Ambassador of the United Kingdom to Tunisia, and H.E. Kamel Deguiche, Tunisian Minister of Youth, Sports and Professional Integration, Tunis, September 2020*

SUPPORTING VULNERABLE GROUPS AND THE CONTINUITY OF LOCAL AND CRITICAL SERVICES DURING THE COVID-19 PANDEMIC

The aim of the project "Supporting vulnerable groups and the continuity of local and critical services during the COVID-19 pandemic" is to contribute to stability and prosperity in Tunisia by helping the Government of Tunisia meet the expectations of its citizens and address new and old challenges by promoting an inclusive, equitable and responsive governance in the context of the COVID-19 crisis. Financed by the UK Foreign and Commonwealth Office for the period August 2020 – March 2021, the project has contributed to supporting vulnerable groups in six municipalities (Sidi Ali Ben Aoun and Cebalet Ouled Asker in Sidi Bouzid, Enfidha and Sidi El Heni in Sousse, and Ghomrassen and Bir Lahmer in Tataouine), around 3 key areas:

1. Better social protection services;

2. Better continuity of and access to critical local public services;

3. Better procurement and delivery of critical goods, services and assistance.

BETTER SOCIAL PROTECTION

For at-risk children and youth
In partnership with the Ministry of Social Affairs, social workers from the Centres for Defence and Social Integration in Sousse, Sidi Bouzid and Tataouine became better equipped to support at-risk children and youth through coaching on the implementation of conflict and health-sensitive measures.

For women victims of domestic, sexual and gender-based violence
In coordination with the Ministry of Women, Family and Seniors, in consultation with the relevant stakeholders

(including, among others, the Ministry of Health, Ministry of Justice, Ministry of Interior, the Pharmacies Association, and civil society organisations), and based on good practices from OECD countries, the project supported Tunisia in selecting and implementing a new emergency contact mechanism for survivors/victims of intimate partner violence (IPV) in Sousse, Sidi Bouzid and Tataouine. In addition, the project assisted the operationalisation of the newly created regional coordination bodies for the fight against GBV, helped identify their core responsibilities and missions, and strengthened their capacities to ensure effective support services for women victims of violence.

For rural women
The project supported the Ministry of Social Affairs in its efforts to improve the governance and access of social security coverage for rural women, identifying weaknesses in the design and implementation of the system, collecting original survey data on rural women in Sousse, Sidi Bouzid and Tataouine, and working with the various partners to improve the management of the social security system for rural women.

BETTER CONTINUITY OF AND ACCESS TO CRITICAL LOCAL PUBLIC SERVICES

In waste collection
The COVID-19 pandemic, and resulting preventive sanitary measures such as confinement and curfews, has compromised the continuity of essential local public services, such as waste collection. Waste management is however critical to prevent health risks and the further spread of the virus. Working with the Ministry of Local Affairs and the Environment (MALE), an epidemiological

SUPPORTING VULNERABLE GROUPS AND THE CONTINUITY OF LOCAL AND CRITICAL SERVICES DURING THE COVID-19 PANDEMIC

study and business continuity plans for municipal waste collection services were developed to ensure the continuity of the service during the COVID-19 pandemic. Waste collectors from the six pilot municipalities also received PPE and were trained on the implementation of sanitary measures to sustain this effort.

In public communication and digital services

In cooperation with the Presidency of Government and the MALE, municipal staff from the priority municipalities were coached on practical public communication tools and techniques to ensure a more open, transparent and inclusive local government, in particular for municipal projects and initiatives aimed at citizens and vulnerable groups. The project also supported municipal staff in elaborating communication strategies for the municipality to strengthen local transparency and citizen engagement.

In inter-stakeholder coordination

The project worked with the MALE to strengthen local-central coordination around municipal development through the creation of a digital platform facilitating the identification and funding of municipal development projects by the MALE. Municipal staff, elected officials, local civil society and regional commissioners in charge of social affairs in Sousse, Sidi Bouzid and Tataouine governorates were also coached on dialogue and coordination tools for more efficient local coordination mechanisms.

BETTER PROCUREMENT AND DELIVERY OF CRITICAL GOODS, SERVICES AND ASSISTANCE

Public procurement of critical goods and services

In partnership with the High Authority for Public Procurement (HAICOP), the project strengthened the procurement practices and system of two pilot entities, the regional Sahloul hospital in Sousse and the Tunisian National Water Company (SONEDE), to help them face the COVID-19 crisis and reinforce the resilience of their procurement systems, in particular through tailored coaching on emergency public procurement

strategies. The project also supported the creation of two e-learning modules to support suppliers on the use of the e-procurement platform TUNEPS which ensures transparency and competitiveness of public procurement. In coordination with MALE and the priority municipalities, dedicated coaching sessions strengthened citizens and civil society organisations' knowledge on public procurement principles.

Citizen Feedback for better local service delivery

The project worked with the Presidency of the Government to empower citizens and ensure the responsiveness of local public services to their needs by supporting the creation of a citizen charter in each of the six priority municipalities. These voluntary public commitments, made by service providers to uphold standards of quality and transparency, are a tool for citizens to exercise their watchdog role and hold service providers accountable. After jointly identifying a pilot local service, through a participatory approach with civil society organisations (CSOs), each municipality has developed its own specific citizen charter, which are then implemented and monitored in partnership with local CSOs and citizens. Local CSOs in each governorate were trained to monitor the charters and cooperate with the municipality on their implementation. In addition, a digital platform was created to help citizens monitor the implementation of sanitary measures in local services. A third feedback mechanisms was established through the coaching of local CSOs to elaborate and conduct surveys on citizens satisfaction with regard to the quality of local public services and procurement.

Civil society support to the most vulnerable

Local civil society has a key role to play in providing and delivering vital assistance to the most marginalised people. In partnership with the MALE, the project provided technical coaching on project development and management as well as support to local CSOs initiatives supporting vulnerable groups in the face of COVID-19 in each of the six priority municipalities.

TECHNICAL ASSISTANCE TO BFPME AND OTHER AUTHORITIES TO MITIGATE THE IMPACT OF COVID 19

The aim of the project "Technical assistance to BFPME and other authorities to mitigate the impact of COVID 19" is to strengthen the capacity of the Financing Bank for Small and Medium-Sized Enterprises (BFPME) and other public support organisations to provide non-financial services to support a sustainable recovery from the COVID-19 economic recession.

Financed by the UK Foreign and Commonwealth Office for the period August 2020 – March 2021, the project strengthened the governance and coaching capacity of the BFPME in terms of evidence-base, skills and tools, allowing them to support their clients in the development and implementation of tailor-made recovery plans.

▪ MOROCCO
SUPPORTING THE MODERNISATION 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.
Following the launch event in April 2018, several workshops and a peer dialogue were organised to identify the challenges faced by local authorities, foster an exchange between local and central authorities and prepare hands-on recommendations based on good practices across OECD member countries together with experts from Ireland,

France, Scotland and Spain.
The review was presented during a roundtable in December 2019 gathering representatives of the Ministry of Interior, the DCGL, the Department of Administrative Reform, Tangier-Tetouan-Al Hoceima region, Spanish Embassy and AECID and other Moroccan counterparts.
It provides key findings and recommendations to local and regional authorities on three identified priorities:

- Administrative simplification;
- Human resources management;
- Citizen participation.

The new phase of the project (2021-2022), supported by AECID, aims at promoting good practices of dialogue with citizens and young people to accelerate local governance reforms and improve the engagement of citizens and especially young people in the planning and delivery of public services in municipalities of the northern region of Morocco.

⊕ *Roundtable and presentation of the review at the Ministry of Interior 12 December 2019, Rabat*

MOROCCO – COUNTRY PROGRAMME

During the first phase of the Morocco Country Programme (2015-2018), 16 strategic actions were carried out in support of Morocco's national development objectives with the majority in the public governance field. Cooperation between the Public Governance Directorate and Morocco focused on five pillars: Integrity and the fight against corruption, institutional support to the Head of Government, strengthening of local institutions, risk management and digital government.

The implementation of the second phase of the Country Programme, signed in June 2019, kicked off at the beginning of 2021. It is aims to support the implementation of the policy recommendations formulated during the first phase of the programme and provide a strategic assessment of Morocco's public governance arrangements. The country programme also aims to support Morocco's ambitions in further getting closer to OECD instruments.
In line with the priorities identified by the Moroccan authorities, governance projects notably include:

- A public administration review (with a particular focus on gender, budget, human resources and integrity issues), accompanied by two capacity building programs supporting the implementation of OECD recommendations adopted by Morocco on digital government and integrity;

- Three capacity building projects on the digitalisation of the judicial system, risk management and the reinforcement of strategic performance and communication capacities of the Head of Government services to support the implementation of the OECD recommendations adopted by Morocco and the coherence of public policies with the organization's norms and standards.

⊕ *On 25 June 2019, the OECD Secretary-General Angel Gurría and the Morocco Head of Government, Saad Dine El Otmani signed the second phase of the Morocco Country Programme.*

▪ JORDAN

**G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND**

SUPPORTING DECENTRALIZATION EFFORTS BY PROMOTING GOOD GOVERNANCE AND OPEN GOVERNMENT (2016–2020)

Since 2015, the Government of Jordan embarked on an ambitious process to decentralize power to the sub-national level in an effort to place citizens at the heart of policies and services. To support these efforts, the OECD has provided policy advice and capacity building assistance to the government under the "Supporting Decentralization Efforts by Promoting Good Governance and Open Government" project. Financed by the MENA Transition Fund, the project has supported the efforts of the government of Jordan to assess the implementation and impact of the 2015 Decentralization laws, the related challenges faced by governorates and municipalities, as well as the interaction across different levels of government. The project also supported Jordan's efforts to promote more open, inclusive and participatory policy-making and public service delivery at the subnational level.

As part of this support, the OECD launched a comprehensive review in December 2020, titled "Engaging citizens in Jordan's Local Government Needs Assessment Process," during a high-level National Dialogue event, organized by the OECD in close collaboration with the Ministry of Planning and International Cooperation and Al Hayat RASED. Building on earlier analytics, the report analyses the main gaps in the current needs assessment process to develop Local Development Plans and Budget in a more participatory manner. Together with the OECD report "Supporting Open Government Principles and Practices at the Local Level in Jordan," this work will help Jordan foster a culture of open government across levels of the administration and engage all stakeholders beyond the usual suspects.

During the launch, the Government of Jordan underlined the relevance and timeliness of these analytics, embraced its recommendations, and reiterated the high-level commitment to scale implementation efforts moving forward. The event also provided a platform for meaningful discussions with 70+ representatives from key line ministries, mayors, members of executive and governorate councils as well as civil society representatives on how to make this historic reform a reality. It was also the first meeting of its kind to convene local stakeholders in the framework of OGP local activities, where the Mayors of Salt and Karak raised awareness around activities and the way forward.

In addition to the launch of the two reports, the OECD also conducted a series of capacity building workshops for public servants and civil society with the aim of building technical capacities to mainstream transparency, integrity, accountability, and stakeholder participation initiatives sub nationally. Notably, the OECD provided technical assistance to subnational actors in six Governorates across Jordan. The OECD reached over 250 government and civil society stakeholders through 7 workshops on themes such as future scenarios of local administration, methodologies for building development solutions and civic participation.
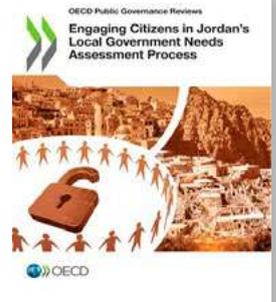
Report launch of "Engaging Citizens in Jordan's Local Government Needs Assessment Process," during a high-level National Dialogue event, organized by the OECD in close collaboration with the Ministry of Planning and International Cooperation and Al Hayat RASED.

▪ 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 particularly 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 in 2021 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 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

KEY ACHIEVEMENTS

- 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 (African Development Bank).

- 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.

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.

TOWARDS CHILD-FRIENDLY JUSTICE SYSTEM IN EGYPT

Funded by the Swiss Development Cooperation agency, the OECD engaged with Egypt in December 2020 to strengthen the child justice system ensuring child protection in line with international standards, the SDGs and the Egyptian National Child Strategy.

The project aims to enable a child friendly environment and pathways through the justice system by building the capacities of the child-justice stakeholders and by improving the governance and coordination mechanisms among key stakeholders (National Council for Childhood and Motherhood, Ministry of Justice…).

The project will be implemented from 2020 to 2023 and includes:

- High level policy dialogues with policymakers involved in the child justice system;

- Seminars, capacity building and trainings for the child-justice stakeholders;

- A mapping analysis as well as a roadmap with country specific good practices guidelines.

MAINSTREAMING, ACCELERATION AND POLICY SUPPORT ON THE IMPLEMENTATION OF THE SDGS (MAPS)

In the context of Egypt Vision 2030, the OECD, in collaboration with the UNDP, UNFPA and UNICEF, has provided support to the implementation of SDGs as part of the UN's Mainstreaming, Acceleration and Policy Support (MAPS) Engagement with the Government of Egypt.

The OECD has conducted a series of face-to-face meetings with high-level officials from Egypt's centre of government as well as with line ministries, and undertaken an assessment of the existing institutional arrangements governing the implementation of the SDGs. The findings resulting from the assessment have been discussed and validated during a high-level roundtable organised by the OECD in September 2018 and a ministerial debrief which took place in October 2019.

The OECD support has focused on strengthening the capacity of government entities to plan, co-ordinate, monitor and evaluate the implementation of the SDGs in Egypt. In particular, vertical and horizontal co-ordination, monitoring and evaluation systems, policy coherence, stakeholder engagement, quality and disaggregated data and performance indicators are identified among key

accelerators for SDG implementation.
The findings and recommendations of MAPS Engagement feed into the OECD Paper ''Integrated Governance for Coherent Implementation of the SDGs in Egypt" and were presented at the UN High Level Political Forum in July 2020. The paper provides good practices from OECD and MENA countries and proposes practical guidance to support Egypt's ongoing efforts towards effectively implementing the SDGs.

High-Level Roundtable Meeting on the Institutional Arrangements for SDG Implementation, Cairo, Egypt, 20 September 2019

▪ YEMEN

G7 DEAUVILLE PARTNERSHIP – MENA TRANSITION FUND

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

This MENA Transition Fund project (2014-2021) 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.

In partnership with UNDP, a workshop was organised 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.

On 23 September 2019, a workshop was organised with the president of the Supreme Court of Yemen, the General Prosecutor and two women judges. The workshop included good practices and lessons learned in the field of rule of law in conflict and post-conflict countries. Another workshop was organised on 23 September to identify the main challenges and opportunities in establishing a Forensic Medicine Center in Yemen.

Furthermore the workshop provided advice on the structure of such a centre and elaborated a list of the basic material needed to start operating.

⊕ *Online workshops with Yemeni judiciary, 6-7 October 2020*

On 6-7 October 2020, the OECD organised two workshops to respectively discuss the development of a dialogue on the future structure of the Judiciary in Yemen and to strengthen integrity and accountability in this area. The high-level workshops were attended by Judge Hamoud Al-Hitar, President of the Supreme Court, H.E. Abdelkarim Baabbad, Deputy Minister in charge of Courts, Yemeni judges and academia, along with international experts on judicial ethics and dialogue in conflict context.

⊕ *Judge Hamoud Al-Hitar, President of the Supreme Court of Yemen, Judge Ekram El-Aidarousi, judge of the Supreme Court, Judge Hala Alqershi, member of the High Committee of Supervision of Elections, OECD Secretariat., Dead Sea, Jordan, 23 September 2019.*

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).

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 are organized 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. On 25 February 2020, the OECD organised a high-level

⊕ 1st OECD Training Programme for the Government of Yemen on Building Institutional Capacities, Zoom, 25-28 January 2021

consultation and capacity building event in the Headquarters of the Islamic Development Bank (IsDB) in Jeddah, Kingdom of Saudi Arabia (KSA). The meeting gathered members of the Government of Yemen, including the Minister of Local Administration, the Minister of National Dialogue, the Deputy Minister of Planning and International Cooperation, the Deputy Minister of Finance, representatives Yemeni public service providers, along with the EUD, World Bank, UNDP, the IsDB and the OECD. The meeting allowed for the Government of Yemen to officially endorse the outline of the forthcoming Strategic Framework document, validate the main findings of the surveys conducted by the OECD, and validate the training programmes for the central level.

On 25-28 January 2021, the OECD organised an online training programme for 20 mid-senior managers from the Government of Yemen (Presidency, Ministry of Planning and International Cooperation, Ministry of Civil Service, Ministry of Local Administration, Ministry of Finance, Ministry of Public Works and Housing, Social Fund for Development, Public Works Programme) to form a task force within the central government on modern techniques of good governance for coordination mechanisms, voice and oversight mechanisms to deliver basic public services. With the support of three experts from Tunisia, Egypt and Palestinian Authority, the programme enabled participants to identify, use, and train on tools of good governance for Yemen during and after conflict. In this framework, two additional training programmes will be organised with the Task Force in 2021.

⊕ High-level Consultation Round with the Government of Yemen, World Bank, IsDB and OECD, Jeddah, KSA, 25 February 2020.

▪ **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.

PROJECT TO SUPPORT THE PALESTINIAN AUTHORITY TO ENHANCE GOVERNANCE AND THE RULE OF LAW (2020-2024)

The overall objective of this EU-funded project (started in October 2020) is to support the PA and contribute to achieving a more effective, transparent and participatory policy- and law-making process set in a clear normative framework, and thus enhance citizens and businesses trust in their government's action. More particularly, the project will aim at enhancing the capacity of law and policy-makers to:

● Produce clear, effective and transparent primary and secondary legislation;

● Use efficient public consultation mechanisms as part of the policy development process;

● Develop (and improve) online tools providing access to adopted and draft legislation.

This project is implemented taking into consideration the COVID-19 pandemic and the need to develop and adopt effective and tailored policies addressing the challenges related to this crisis (e.g. limit contagion, assist the population and most vulnerable groups). The first meeting of the project Steering Committee was organized online on 3 March 2021 with the project's key stakeholders which agreed on the Action Plan for the first year of the project.

▪ 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.

EVIDENCE-BASED DECISION MAKING IN REGULATORY POLICY

The OECD Regulatory Policy Division has engaged with the Government of Abu Dhabi, United Arab Emirates, on various projects to support evidence-based decision making in regulatory policy. These projects originate from a central commitment to support evidence-based regulatory policy making in the emirate, with a focus on measuring regulatory impacts on businesses, environment and society.

The first project began in 2018 with the Abu Dhabi Department of Health (DOH), which regulates the health care sector in Abu Dhabi. This project sought to support the implementation of good regulatory practices at the DOH, with a focus on regulatory impact assessments and the establishment of the Strategy Department as the regulatory oversight body. The project produced an assessment of the state of play and action plan to support the practical implementation of these goals. The report was presented in a digital workshop in October 2020 to connect the findings with the broader strategic vision of enhancing regulatory performance in the Abu Dhabi health sector. A Phase 2 project will follow up on this action plan with assistance on developing guidance, strengthening policy development, reducing administrative burdens, and mainstreaming regulatory reform in Abu Dhabi.

Second, starting in 2020, the OECD has been supporting the Competitiveness Office of Abu Dhabi (COAD) inside the Department of Economic Development (DED) on a project to develop a methodology for measuring regulatory compliance costs in Abu Dhabi. COAD plays a key role in economic development by coordinating with various government entities to develop and facilitate the business environment, monitor competitiveness and submit necessary proposals. This project seeks to understand the current state of administrative burden and compliance cost measurement in the Emirate and to assist COAD in designing a methodology for measuring such costs, supported by workshops and practical case studies to test the methodology. The project will deliver these outputs by mid-2021.

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

· KINGDOM OF SAUDI ARABIA
LEGAL REFORM STRATEGY AND BETTER REGULATION REFORMS

In 2020, the Regulatory Policy Division worked with the Royal Court of the Kingdom of Saudi Arabia to support its legal reform strategy, which includes better regulation reforms. The project is being implemented together with the World Bank. The first phase of the project focused on providing an international baseline for good regulatory management systems and advising on appropriate regulatory tools to underpin the legal reform strategy.

· LEBANON
BRINGING GOVERNMENT CLOSER TO CITIZENS

The Government of Lebanon understands the value of digital government to champion a more efficient, innovative, open, transparent, inclusive and resilient public sector that delivers value to its people. This is demonstrated by its long experience and strong political will in strategising and implementing the transition from e-government to digital government. However, chronic problems rooted in siloed and uncoordinated policy efforts and the country's political, economic and social instability have impacted the government's ability to carry out digitalisation of the public sector effectively and efficiently.

At the request of the Office of the Minister of State for Administrative Reform (OMSAR) and under the framework of the MENA-OECD Programme with the support of the Italian Agency for Development Cooperation (AICS), the OECD prepared a Digital Government Study of Lebanon: "Digital Government in Lebanon: Governance for coherent and sustainable policy implementation". The Study aims to support the Government of Lebanon, especially OMSAR, in driving its public sector digitalisation efforts. It demonstrates that the Government of Lebanon has much room for improvement in its digital transformation journey towards being a digitally mature government with a strong digitally-enabled economy and society. Italy and Portugal served as peer reviewers of the OECD Working Party of Senior Digital Government Officials (E-Leaders) for the Study. The Study also builds on the analytical framework provided by the OECD Recommendation of the Council on Digital Government Strategies and the OECD E-Leaders Handbook on Governance.

In addition to completing the Digital Government Review, the OECD also conducted an Open Government Scan of Lebanon in 2020, with support from the Italian Ministry of Foreign Affairs and International Co-operation and the Italian Agency for Development Co-operation. This report comes as successive Lebanese governments have taken steps towards a national open government agenda, and have expressed interest in undertaking the reforms necessary to adhere to the OECD Recommendation on Open Government. Critical milestones in this effort include the recent adoption of core legislation ensuring the Right to Access to Information, a National Anti-Corruption Strategy, and a Law on Asset and Interest Declaration. At the same time, the Office of the Minister of State for Administrative Reform (OMSAR), has taken the lead role in promoting and co-coordinating open government initiatives, including setting-up a technical open government team uniting a variety of policy areas.

Against this background, the OECD Open Government Scan of Lebanon aims to support the government's efforts to build more transparent, participatory, and accountable institutions that can restore citizens' trust and promote inclusive growth. It analyses priority areas of reform in line with the 2017 OECD Recommendation of the Council on Open Government and provides concrete suggestions for further embedding the principles and practices of open government in policy-making cycles and evaluating their impacts. Ultimately, this analysis can serve as the foundation to define and pursue a whole-of-government vision for a more open government in Lebanon.
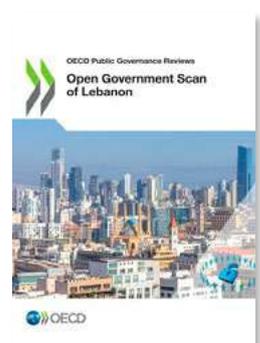
NEXT STEPS

- Supporting Lebanon to become closer to the OECD Recommendation of the Council on Digital Government Strategies (2014), especially on governance and co-ordination.
- Validating and rolling out the digital transformation policy, securing effective implementation through a clear and solid institutional mandate of OMSAR, strong horizontal co-operation and strategic policy levers.
- Formal launch of the Digital Government Review and Open Government Scan in 2021.

4 Annexes

PUBLICATIONS 2019-20

2019

Soutenir la participation des jeunes dans la vie publique locale à Salé, Maroc : Guide pratique (French)

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

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

The Right to Access Information in Lebanon: Citizens' Guide (English, Arabic)

The Right to Access Information in Tunisia: Citizens' Guide (English, Arabic)

Access to Information in Tunisia: Guide for Public Servants (Arabic)

The Right to Access Information in Morocco: Citizens' Guide (French, Arabic)

Using Risk Assessment in Multi-year Performance Audit Planning (English)

Améliorer l'accès des PME aux marchés publics en Tunisie : La voie à suivre (French)

Stratégie de Management des Risques dans les Marchés Publics en Tunisie (French)

Revue du système de passation des marchés publics en Algérie: Vers un système efficient, ouvert et inclusif (French)

Guide sur l'intégrité dans les marchés publics au Maroc (French)

La modernisation de l'administration locale dans la région de Tanger-Tétouan- Al Hoceima (French)

Bonne gouvernance au niveau local pour accroitre la transparence & la redevabilité dans la prestation de services: expériences de Tunisie & d'ailleurs (French)

Good governance and anti-corruption in Tunisia: Project highlights (English, French)

Good governance in Egypt: Legislative drafting manual for better policy (English)

Institutions guaranteeing access to information in OECD and MENA countries (English, French)

Le Gouvernement ouvert à la Marsa, Sayada et Sfax en Tunisie (English, French)

Open Government in Salé in Morocco (English, French)

Engaging young people in open government: A communication guide (English)

Youth Empowerment in Jordan, Morocco and Tunisia (English)

2020

Engaging Citizens in Jordan's Local Government Needs Assessment Process, (English)

Environmental democracy in Morocco

Good Regulatory Practices within the Department of Health in Abu Dhabi

Guide méthodologique de l'inspecteur administratif et financier en Tunisie (French, Arabic)

Code d'éthique de l'inspecteur administratif, financier et technique en Tunisie (French)

Guide pratique des cellules de gouvernance (French, Arabic)

Demande d'aide juridictionnelle devant le tribunal administratif (French, Arabic)

Évaluation des plateformes numériques de participation citoyenne en Tunisie (French)

Présenter une requête de première instance devant le tribunal administratif (French, Arabic)

Improving the E-procurement Environment in Tunisia: Supporting vulnerable groups in gaining better access to TUNEPS (French)

Integrated Governance for Coherent Implementation of the SDGs in Egypt, OECD Working Papers on Public Governance, No. 35 (English)

Guide des marchés publics: République algérienne démocratique et populaire (French)

Key Findings from the Jordan Youth Governance Review - Building government capacity to empower youth in Jordan

Supporting Open Government at the local level in Jordan (English)

Voix Citoyenne en Tunisie : la communication au service du gouvernement ouvert au niveau local (French, Arabic)

Open Government Scan of Lebanon (English)

PUBLICATIONS 2019-20

FORCHCOMING

Review of draft key performance indicators to measure Vision 2030 Strategy in Saudi Arabia

Jordan Youth Governance Review - Building government capacity to empower youth in Jordan

Tunisia Youth Governance Review - La Gouvernance des Affaires de la Jeunesse en Tunisie

Morrocan Youth Governance Review - L'inclusion de la Jeunesse au Maroc : vers une gouvernance améliorée

MENA Youth Governance Report

Guide on participatory approaches for Moroccan youth at the national level

Guide pratique de la communication publique au Maroc

Voix Citoyenne au Maroc : Scan de la communication au service du gouvernement ouvert au niveau local

Citizens' Voice in Jordan: The role of communication and media for a more open government

Citizens' Voice in Lebanon: The role of communication and media for a more open government

MENA disinformation report (title tbc)

Assessment of Jordan's counter disinformation platform "Haggak Tiraf" (title tbc)

Open Government Scan of Lebanon

Digital Government in Lebanon: Governance for coherent and sustainable policy implementation

Open Government Review of JordanGuide sur le Management des Risques dans les Marchés Publics en Tunisie

Report on access to information fees in Morocco, Lebanon and Tunisia

The economic and social impact of open government – policy recommendations for the Arab Countries (with ESCWA)

Open government scans of Morocco and of Tunisia

Civic space scan of Tunisia

Digital Transformation of Justice of Morocco

Supporting Open Government at the Local Level in Jordan

CALENDAR OF EVENTS

2020

Regional events

MENA-OECD Public Procurement Network, 21-22 January, Tunis

MENA-OECD Governance Programme consultation meeting, 8 April, online

MENA-OECD Regional Webinar on Youth and COVID-19: Response, Recovery and Resilience in the MENA region, 7 May 2020

MENA-OECD Working Group on Regulatory Reform and the Rule of Law (WGIV), 22 June, online

MENA-OECD Working Call of the Working Group on Open and Innovative Government (WGII), 7 July, online

MENA-OECD Working Group on Civil Service and Integrity (WGI), 23 July, online MED-OECD Virtual Panel Youth and COVID-19: leaving no one behind, 15 September, online

MENA Senior Budget Officials Network (MENA-SBO, WGIII), 20 October, online

High-level webinar on Ensuring the Resilience and Continuity of Critical Infrastructures and Services: Learning from the COVID-19 crisis, 9 December, online

Country events

Training on risk management in public procurement with the Ministry of Equipment, 13-15 January, Tunis

Capacity building event on the role of Decentralization in achieving Transparency, Accountability and Political Participation, 4-16 January, Madaba, Jordan

National conference to launch the report on the assessment of digital platforms for citizen participation, 15 January, Tunis

Training on e-procurement for businesses owned by vulnerable groups, 16 January, Tunis

Training of Trainers on the use of the e-procurement platform "TUNEPS" for public entities, 20-24 and 27-31 January, Tunis

Information mission for the Youth Policy Shapers Programme, 22-24 January, Tunisia

Capacity building event on the role of Decentralization in achieving Transparency, Accountability and Political Participation, 26-29 January, Al-Zarwaa, Jordan

CALENDAR OF EVENTS

Training sessions on user reception, orientation and communication in Tataouine's public regional hospital, 27-31 January, Tunisia

Second phase of the training programme for officials of the BFPME to support the development of a coaching service for SMEs, 28-31 January, Tunis

Training session on user reception, orientation and communication in Tataouine' s local employment office, 3-4 February, Tunisia

Training on risk management in public procurement for the Tunisian National Railway Company (SNCFT), 3-6 February, Tunis

Workshop with government officials to present EU and OECD good practices policymaking with SIGMA on 3-6 February 2020 in Ramallah, Palestinian Authority.

Third training of trainers on the use of the e-procurement platform "TUNEPS" for public entities, 4-5 Febuary, Tunis

Meeting of the Open Government Steering Committee of Morocco, 12 February, Rabat

Fourth training of trainers on the use of the e-procurement platform "TUNEPS" for public entities, 5-7 and 19-21 February, Tunis

Third and fourth capacity-building workshop for ministerial inspection units on planning, monitoring and follow-up of inspection missions, 5-7 and 19-21 February, Tunis

Launching conference of the "Youth Policy Shapers" Programme and first general training for the 100 selected "Youth Policy Shapers", 7-8 February, Sousse, Tunisia

Training on access to information for local authorities, 7-8 February, Tabarka Tunisia

Coaching workshop for the 100 selected "Youth Policy Shapers" in each of the six pilot municipalities, 10-16 February, Tunisia

Training on risk management in public procurement for the Ministry of Transport, 11-14 February, Tunis

Training for judges on the use of digital tools to accelerate the drafting of decisions, 17-18 February, Tunis

Fourth phase of the training for heads of governance units on the reporting phase of corruption prevention and integrity promotion in the public sector, 17-20 February, Tunis

Training on access to information for local authorities, 18 February, Gabes Tunisia

Capacity building event on the role of Decentralization in achieving Transparency, Accountability and Political Participation, 20 – 22 February, Aqabam, Jordan.

Second training of the "Youth Policy Shapers" Programme for selected youth initiatives at the local level in Sidi Bouzid, Tataouine and Sousse, 18-19, 21-22, and 24-25 February, Tunisia

High-level Consultation round and capacity building with the Government of Yemen, Islamic Development Bank HQ, 25 February, Jeddah, KSA

Training sessions on open government principles and tools for 4 municipalities in Sidi Bouzid, 25-28 February, Sidi Bouzid, Tunisia

Pilot phase for the development of a coaching service for SMEs by the BFPME, 1- 18 March, Tunisia

Training on open government principles and tools for 4 municipalities in the Sidi Bouzid governorate, 2-3 March, Tunisia

Training on risk management in public procurement for the Ministry of Agriculture, 3-6 March, Tunis

Training for public communicators at the local level in Tunisia, 4 March 2020, Tunis

Ceremony with the Minister of Youth to announce the selected initiatives in the framework of the Local Youth Ambassadors Programme, 4 March 2020, Amman

Roundtable meeting "Building government capacity to empower youth in Jordan" to present and discuss the key findings from OECD's Jordan Youth Review, 5 March, Amman

Contribution to the HCCAF annual conference on auditing, inspection missions and citizens' expectations, 10-11 March, Tunis

Launching of the Moroccan Transparency Platform (for Access To Information Requests), 13 March 2020

Coaching sessions on open government principles and tools in the Sidi Bouzid governorate, 16-17 March, Tunisia

Training on risk management in public procurement for the National Electricity and Gas Company (STEG), 16-19 March, Tunis

Online consultation meetings with government, donors and CSOs on digital platforms for citizen participation, 27-29 May, Tunisia

Online exchange on access to information platforms between Tunisia and Morocco, 2 July

Meeting of the network of public communicators in Lebanon, 2 July 2020, Beirut

CALENDAR OF EVENTS

Online meeting of the network of public communicators in Morocco to launch the National Public Communication Guide, 9 July

Train-the-trainers exercise to engage CSOs in the policy cycle, 18-20 July, 2020, Amman, Jordan

Launch event of the youth and media literacy Programme in Jordan, 1 August

Capacity building event on the role of Decentralization in achieving Transparency, Accountability and Political Participation, 9-11 August, Aqaba, Jordan.

Capacity building event on the role of Decentralization in achieving Transparency, Accountability and Political Participation, 16-18 August, Aqaba, Jordan.

Presentation of the project "Supporting vulnerable groups and the continuity of local and critical services during the COVID-19 pandemic" with the mayors from the 6 priority municipalities in Tunisia, 17-18 September, online

Official award ceremony for the 10 selected youth-led initiatives of the Youth Policy Shapers Programme (YPS) with the Tunisian Minister of Youth and the UK Ambassador to Tunisia, 24 September, Tunis

Advisory meeting on the citizen charters with 5 mayors in Tunis to introduce the OECD's experience with citizen charters in Tunisia, 24 September, online

Validation workshop with public communicators in Jordan, 24 September 2020, Amman

OG Co-creation workshops in Moroccan regions, October-December

Workshops: Reinforcing the Rule of Law: Developing the capacities of the Judiciary in Yemen, 6-7 October, Zoom

Reducing Administrative Burden in Abu Dhabi project launch with the Competitiveness Office of Abu Dhabi, 8 October, online

First capacity building seminar on Youth and Media Literacy in Jordan, 11th – 15th October, Amman.

Online launch of consultations for the 4th OGP National Action Plan, 12 October, Tunisia

Department of Health Abu Dhabi – OECD webinar on Enhancing Regulatory Performance in Abu Dhabi's Health Sector, 13 October, online

Consultations with civil society in the 6 priority municipalities on citizen charters in Tunisia, 13-31 October

Training of trainers for activities on public communication for open government in the 6 priority municipalities in Tunisia, 26-30 October, online

Second capacity building seminar on Youth and Media Literacy in Jordan, 18 - 22nd October, Amman.

Third capacity building seminar on Youth and Media Literacy in Jordan, 25 - 28th October, Amman

Morocco Peer review on public communication at the local level with Tangiers and Beni Mellal, October-November 2020, online

Online high-level launch of the development of the national strategy on open government and of the civic space scan, 12 November, Tunisia

Kick-off of the training sessions on public communication for open government in the 6 priority municipalities in Tunisia, 16 November

A series of digital strategy meetings with the Royal Court and the World Bank, presenting and discussing OECD's research, analysis and findings, November-December 2020, online

Capacity-building programme on project management, proposal writing and communication for selected MoY employees with the Minister of Youth. 29 November – 10 December, Amman

Capacity building event for subnational public officials on the role of open government at the local level, 29 November – 1 December, Irbid, Jordan

Launch of the development of the digital platform to strengthen central/local coordination and facilitate the identification and funding of municipal development projects, 1 December, Tunis

Coaching on public communication for the municipal staff of Sidi El Heni, 3-5 December, Sidi El Heni, Tunisia

Capacity building event for subnational public officials on the role of open government at the local level, 6-8 December, Zarqa, Jordan.

Public Communication Skills Training for Government Spokespeople, messaging and Strategy development, 8 December, Amman

Public Communication Skills Training for Government Spokespeople, media engagement and digital presence, 9 December, Amman

Conference on the Integrity, Transparency and Accountability Policies, Theory and Practice on 9 December 2020, virtual

Coaching on public communication for the municipal staff of Enfidha, 9 December, Enfidha, Tunisia

CALENDAR OF EVENTS

·Training programme on Investigative Journalism for young Lebanese journalists (part of the Citizen's Voice project in Lebanon), 11 December 2020 – 29 January 2021, online.

Coaching session on the implementation of sanitary measures for the municipal waste collectors of Ghomrassen, 14-15 December, Ghomrassen, Tunisia

Coaching sessions for local CSOs on Citizen Charters monitoring in Tunisia, 14-18 December, various locations, Tunisia

Dialogue Event in Jordan, 15 and 16 December, Amman, Jordan

Webinar to present OECD preliminary recommendations from the Morocco Youth Governance Review with the Minister of Youth, representatives of CSOs and International partners, 16 December, online

Coaching session on the implementation of sanitary measures for the municipal waste collectors of Bir Lahmer, 17-18 December, Bir Lahmer, Tunisia

Event with the Tunisian Ministry of Women, Family, Children and Seniors on alarm mechanisms for survivors/victims of gender-based violence with peers from OECD countries, 18 December, online

Capacity building event for subnational public officials on the role of open government at the local level, 20-22 December, Madaba, Jordan

Coaching of the members of Sousse's Instance de Coordination Régionale for the fight against GBV on gender-based violence and the law 58 of 2017, 23-24 December, Sousse, Tunisia

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), 20 March, Paris

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

MENA-OECD Initiative Advisory Board meeting, 16 April, Paris

G7 Summit of the Two Shores: Malta Forum on Youth, Education and Mobility, 29 April, Valletta

Friends of MENA meeting, 29 May, Paris.

MENA Citizen Cabinet as part of the MENA-OECD days, 17 June, Tunis

MENA-OECD Initiative Steering Group Meeting, 18 June, Tunis

Ted X style regional dialogue on vulnerable and marginalized groups as part of the MENA-OECD days, 19 June, Tunis

MENA-OECD Regional dialogue on Risk Management as part of the MENA-OECD days, 19 June, Tunis

Regional Dialogue on Advancing Gender Equality in Public Life, MENA-OECD Women in Government Platform, 12 July, Tunis

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

Middle East Mediterranean Summer Summit hosted by the Universita della Svizzera, 15-25 August, Lugano

"Helping youth build their future", MENA-OECD Economic Resilience Task Force (ERTF) annual meeting, 2 December, Berlin

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

CALENDAR OF EVENTS

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

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

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

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

Training on access to information for the deconcentrated administrations of Nabeul and 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

2 workshops to present report findings with the Department of Health and to support to the implementation of good regulatory practice on 24 April and 26-27 June, 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

Launch of the Local Youth Ambassadors Programme with the Minister of Youth and Secretary General of the Ministry of Youth, 29 April, Amman,

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

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

Training of public procurement officials, IMF Training Centre on 24-27 June, Kuwait.

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

Signature of the MoU for the second phase of Morocco Country Programme (2019-2022), 25 June 2019, Paris

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

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

Local Youth Ambassadors Programme Inception Training with the Secretary General of the Ministry of Youth and 93 youth, aged 18-25 years, from all 12 governorates, 12-13 July, Amman

Workshop on e-procurement with HAICOP, contracting authorities and suppliers, 15-17 July, Tunis

Capacity-building workshop for inspectors and auditors, 22-24 July, Tunis

Launching conference of the 3rd phase of proximity-follow up missions, 24 July, Tunis

First phase of a train the trainers programme for auditors and controllers to support the dissemination of public auditing principles, 29 July – 1 August, Tunis

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

Capacity building workshops for 103 government officials from 35 government entities on open government data, 25-28 August, Amman, Jordan

Training sessions for governance units at the local level on transparency, integrity and prevention of corruption, 9-12 September, Tunis

Workshop to support the BFPME's post-creation services for SMEs, 17-20 September, Tunis

Two Workshops with Judicial Stakeholders on reinforcing the Rule of Law on 23 September 2019 to develop the capacities of the judiciary in Yemen.

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

Training on patient reception and orientation in hospitals, 24 - 28 September, Sousse, Tunisia

CALENDAR OF EVENTS

Training sessions for the Administrative Tribunal in Tunis and its 12 regional Chambers to improve the reception of citizens and businesses, 24 and 26 September, Tunis and Sidi Bouzid, Tunisia

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

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

Local Youth Ambassadors Programme training workshops with the Secretary General of the Ministry of Youth and 20-30 youth, aged 18-25 years, 28-29 September, Amman

Workshop with the BFPME to assess SMEs' needs in the post-creation phase, 30 September – 4 October, Tunis

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

Local Youth Ambassadors Programme training workshops with the Secretary General of the Ministry of Youth and 20-30 youth, aged 18-25 years, 4-5 October, Aqaba, Jordan

Workshop on inclusiveness and access of vulnerable groups to e-procurement in Sousse, 7-8 October, Sousse, Tunisia

Workshop with the BFPME to discuss its positioning within the Tunisian landscape of support to SMEs, 16-18 October, Tunis

Local Youth Ambassadors Programme training workshops with the Secretary General of the Ministry of Youth and 20-30 youth, aged 18-25 years, 18-19 October, Jerash, Jordan

Second phase of the training of trainers programme to support the dissemination of public auditing principles, 21 - 24 October, Tunis

Bi-annual stakeholder meeting for the Good Governance and Anti-Corruption in Tunisia project, 25 October, Tunis

Training session on user reception, orientation and communication in Charles Nicolle hospital, 25 October, Tunis

Workshop to share preliminary findings on the assessment of digital platforms for citizen participation, 30 October, Tunis

Second phase of the training for heads of governance units on new working tools, 29 October – 1 November, Tunis

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

Workshop with PMO, October, Rabat

Training sessions on user reception, orientation and communication in Charles Nicolle hospital, 1-2, 15-16, 22-23, 29-30 November, Tunis

National conference on citizen charters for an improved citizen-state interface and better public services, 26 November, Tunis

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, Amman

Peer review on public communications and media in Tunisia, November, 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

Training on e-procurement for businesses owned by vulnerable groups, 4, 5 and 19 December, Tunis

Training sessions on user reception, orientation and communication in Charles Nicolle hospital, 7-8, 14-15, 21-22 December, Tunis

Participation to the INLUCC Annual Anti-Corruption Congress, 8-9 December, Tunis

Second capacity-building workshop for ministerial inspection units on planning, monitoring and follow-up of inspection' missions, 9-11 December, Tunis

First phase of the training programme for officials of the BFPME to support the development of a coaching service for SMEs, 9-12 December, Tunis

Third phase of the training for heads of governance units to promote good governance and anti-corruption in the public sector, 10-13 December, Tunis

Roundtable and presentation of the "Modernisation of local administration in Tangier-Tetouan-Al Hoceima region" review, 12 December, Rabat

Training on Access to Information, December, Tunis

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

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

DONORS 2016-2020

REGIONAL PROGRAMME

Spain

USA

Italy

Abu Dhabi and Federal
Government of UAE

Qatar

Kuwait

DONORS 2016–2020

COUNTRY PROJECT

Germany	United Kingdom	European Union	Saudi Arabia
MEPI/US	MENA Transition Fund G7 Deauville Partnership	Italy	Abu Dhabi and Federal Government of UAE
Spain	Switzerland	Morocco	Qatar
Oman			

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