THE OECD’S OPEN GOVERNMENT WORK
KEY OBSERVATIONS FOR THE MENA REGION

Beirut, 25 September 2018

Karine Badr
Policy Analyst/ Project Co-ordinator
Public Governance Directorate
OECD Open Government Theory of Change

Policy Principles
- Transparency
- Integrity
- Accountability
- Participation

Policies and policy catalysts
- HR Management
- Digital Government / ICTs
- Innovation
- Public communication

Policy Outcomes
Intermediate:
- Quality of public services

Long-term:
- Quality of Democracy
- Inclusive Growth
- Trust in Government
- Rule of Law

Cross Sector/Ministry
Multiple levels
Government
The scope of the OECD Open Government Project
Global Report: The global context and the way forward

• Findings based on the 2015 OECD Survey on Open Government Coordination and Citizen Participation in the Policy Cycle

• Analysis based on evidence submitted by 53 countries including OECD countries and non-members from Latin America and the Caribbean, MENA, Central Europe and South East Asia.

• 3 MENA countries featured (Jordan, Morocco and Tunisia)
Morocco is the first MENA and non-OECD country to adhere to the Recommendation.
**Definition**: “A culture of governance that promotes the principles of transparency, integrity, accountability and stakeholder participation in support of democracy and inclusive growth.”

<table>
<thead>
<tr>
<th>Enabling Environment</th>
<th>Implementation Framework</th>
<th>Way Ahead</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provisions 1, 2, 3, 7, 8 focusing on the policy and legal framework</td>
<td>• Provisions 4, 5, 6, 9 focusing on coordination; monitoring, evaluation, communication, innovation and digital government</td>
<td>• Provision 10: Open State</td>
</tr>
</tbody>
</table>
From Recommendation to Action
**Measuring Open Government**

<table>
<thead>
<tr>
<th>INPUT</th>
<th>PROCESS</th>
<th>OUTCOME</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ELEMENTS OF DIRECT SUPPORT TO OG STRATEGIES &amp; INITIATIVES</strong></td>
<td><strong>INSTITUTIONAL COORDINATION</strong></td>
<td><strong>COLLABORATION WITH NON-GOV STAKEHOLDERS</strong></td>
<td><strong>CHANGES IN GOVERNMENT PRACTICE</strong></td>
</tr>
<tr>
<td>• Policy / Strategy/ OG definitions</td>
<td>• Coordination inside central government</td>
<td>• Participation &amp; co-creation mechanisms</td>
<td>• Increased collaboration between levels and branches of government in designing and implementing OG agenda</td>
</tr>
<tr>
<td>• Clear mandate &amp; responsibilities</td>
<td>• Coordination between branches of government</td>
<td>• Involvement of diverse stakeholders</td>
<td>• Increased transparency of government processes, including digitally enabled</td>
</tr>
<tr>
<td>• Allocated budgets</td>
<td>• Coordination between levels of government (subnational)</td>
<td>• Promotion of OG literacy in society</td>
<td>• Increased and more diverse stakeholder participation,</td>
</tr>
<tr>
<td>• Dedicated HR</td>
<td>• Monitoring and evaluation mechanisms</td>
<td>• Communication &amp; accountability of OG initiatives</td>
<td>• Increased open, useful and reusable government-held data</td>
</tr>
</tbody>
</table>

**IMPACT**
- Increased relevance of OG agenda in national and subnational strategies
- Greater effectiveness of policies due to stakeholder input to policy making and public service processes
Our work in MENA

The MENA-OECD Governance Programme: A strategic partnership between MENA and OECD countries to share knowledge and expertise & disseminate standards and principles of good governance

- Supported adherence of Morocco, Tunisia, and Jordan to the Open Government Partnership (OGP)
- Implementation support for National Action Plans & OG initiatives
A selection of MENA OG publications

OECD e-Government Studies
EGYPT

OECD Public Governance Reviews
Open Government in Morocco

OECD Public Governance Reviews
Open Government in Tunisia

Open Government Reforms of the Palestinian Authority

Open Government Reforms of the Lebanese Authority

Examens de l’OCDE sur la gouvernance publique

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

Voix Citoyenne en Tunisie:
LE RÔLE DE LA COMMUNICATION ET DES MÉDIAS
POUR UN GOUVERNEMENT PLUS OUVERT

Soon to be launched

Unpublished
MENA – OECD Working Group II on Open and Innovative Government

• A platform promoting regional exchange and dialogue between MENA and OECD high-level public officials **since 2005**.

• Chaired by the UAE and co-chaired by Korea & Italy

• **13th Annual Meeting** (*Dubai, Feb 2018*).

• **Joint Meeting with ECSWA** (2017)

• **Driving the OG agenda**:  
  - Providing evidence based analysis on what works and what doesn’t  
  - Sharing best practices and identifying solutions  
  - Bringing new topics on board such as open government at the local level, public communication etc.
Key challenges for OG in MENA

• Political crises and insecurity means **competing priorities** for governance reforms
• Weak/slow **implementation** of existing legal frameworks (due to weak institutional setting, low priority in political agenda etc) coupled with mounting citizen **frustration**
Is there an office responsible for horizontal coordination of open government initiatives?

Does your country have a single national Open Government Strategy?

- Yes, 77% for OECD and 100% for MENA.
- No, 23% for OECD and 0% for MENA.

- Yes, 50% for OECD and 77% for MENA.
- No, but open government initiatives are integrated in other strategies, 50% for OECD and 23% for MENA.
- No, 0% for OECD and 100% for MENA.
What are the national policy objectives that your Government intends to achieve by implementing open government initiatives?

- Improve the transparency of the public sector: 100%
- Improve the accountability of the public sector: 67%
- Generate economic growth: 33%
- Improve the effectiveness of the public sector: 9%
- Increase citizens’ trust in public institutions: 67%
- Improve citizen participation in policymaking: 67%
- Prevent and fight corruption: 67%

MENA countries

OECD member countries
What are the main challenges in implementing Open Government initiatives?

a) Absence of a national open government strategy
b) Lack of or insufficient coordination among main public stakeholders
c) Lack of or insufficient communication/awareness of the benefits of open government reforms among public officials
d) Lack of or inappropriate implementation mechanisms (e.g. lack of appropriate management tools)
e) Lack of or insufficient financial resources
f) Lack of or insufficient human resources
g) Lack of or insufficient capacities in the civil service
h) Lack of or insufficient capacities of non-governmental stakeholders involved
i) Insufficient number of non-governmental stakeholders (NGOs and private sector) involved
j) Lack of trust (between government and citizens / NGOs)
k) General resistance to change/reforms in the public sector
l) Culture of secrecy, lack of open government culture in the public sector
m) No particular challenges in implementing open government policies and initiatives
n) Other. Please specify:
Use of digital tools for engagement in MENA countries

Responses from: Egypt, Jordan, Lebanon, Morocco, Tunisia and the United Arab Emirates
Does your Government have an overarching document for participation?
What are the 3 main objectives of your communication strategy? Results for OECD countries

- Communicate government actions: 50%
- Coordinate communication strategy: 20%
- Promote work of government: 10%

In less than 20% of OECD countries, 16% in Morocco, 8% in Tunisia.

Participation as a priority of communication strategies?
Key opportunities for OG in MENA

- **Constitutional reforms**
  - ATI
  - Participation
  - Effective service delivery

- **Decentralisation reforms**
  - Increased accountability
  - Bottom-up approach
  - Inter-institutional dialogue

- **OGP Platform**
  - High visibility
  - Effective platform for collaboration with CSOs

- **Post-Arab Spring**
  - Anti-corruption reforms
  - Foundations for a thriving civil society
Thank you!

For more information:

http://www.oecd.org/gov/open-government.htm

Karine.BADR@oecd.org

#OECDOG