

## GIFT-MENA Steering Committee meeting

### Report of working sessions

Amman, Jordan, January 22-23, 2007

Venue: National Institute for Training

#### MEETING DESCRIPTION:

On January 22<sup>nd</sup> and 23<sup>rd</sup>, 2007, the Steering Committee of the MENA Governance Institutes Forum for Training (GIFT-MENA) met in Amman, Jordan. The objectives of the meeting were to:

- 1- Discuss progress of the work since the first meeting in Granada, Spain, in June 2006,
- 2- Decide on organizational aspects of GIFT-MENA,
- 3- Set a calendar of activities and agree on a work plan for the first semester of 2007.

The meeting was hosted by the *National Institute for Training in Amman*, Jordan. It was attended by GIFT-MENA steering committee members and by representatives of training institutes that have shown interest in joining the network (*List of participants, Appendix 1*).

#### BACKGROUND ON GIFT-MENA:

GIFT-MENA is a locally-driven initiative for knowledge-sharing on governance. It was launched in Beirut in March 2006 by the Institute of Finance of Lebanon and the World Bank Institute. The network brings together MENA schools and institutes specialized in training government civil servants. The Institute of Finance of Lebanon acts as the secretariat of the network.

GIFT-MENA main endeavor is to:

- 1- Strengthen the operational capacity and support the institutional development of its member institutions;
- 2- Provide access to high quality training modules on governance related topics, preferably in the Arabic language;
- 3- Promote networking and cooperation among member institutions, including exchange of trainers, trainees and training modules;
- 4- Act as a forum for the dissemination of best practices among its members.

#### PREVIOUS STEERING COMMITTEE MEETING AND WORK PROGRESS

GIFT-MENA steering committee already met once in Granada, Spain, from June 8 to 10, 2006. The meeting was organized and hosted by the Euro Arab Foundation for Higher Studies in Granada and the Spanish Cooperation Agency.

At the end of the meeting, the steering committee confirmed the designation of the Institute of Finance as the temporary Secretariat of the network. The following actions were agreed:

Activity	Partners in charge	Progress of work
<b>PILLAR I: Enhance operational capacity of member institutions</b>		
Organize two pilot Training of Trainers projects, one in Beirut and one in Amman.	<ul style="list-style-type: none"> <li>• IoF, Lebanon;</li> <li>• ADETEF, France;</li> <li>• NIT, Jordan.</li> </ul>	<ul style="list-style-type: none"> <li>• A pilot TOT was organized in Beirut, at the IOF, from June 12 to 16, 2006. It was co-animated by IOF and ADETEF trainers.</li> <li>• A coordination meeting, scheduled for July 14<sup>th</sup>, 2006 between the three stakeholders in Beirut, didn't take place due to the July war in Lebanon.</li> <li>• A TOT was conducted in December in Amman. It addressed future trainers of the Jordanian Ministry of Finance. It was run by IOF and ADETEF trainers.</li> </ul>

<b>PILLAR II: High quality training modules on governance related topics</b>		
Support curriculum development in governance.	<ul style="list-style-type: none"> <li>• WBI;</li> <li>• TIRI;</li> <li>• ENA Rabat;</li> <li>• ENA Tunis.</li> </ul>	<ul style="list-style-type: none"> <li>• Two Curriculum development workshops took place in Rabat, Morocco. They led to the signature of a Memorandum of Understanding between WBI and ENA Rabat.</li> <li>• In November 2006, a workshop for Modernization of the Administration was organized in Tunis.</li> </ul>
<b>PILLAR III: Promote networking and cooperation</b>		
Conduct a mapping of all training institutes and schools in MENA.	<ul style="list-style-type: none"> <li>• Euro Arab Management School;</li> <li>• University of Granada, Spain.</li> </ul>	<p>The mapping provided GIFT-MENA with:</p> <ul style="list-style-type: none"> <li>• A directory of institutions working in Capacity Building for Public Administrations in MENA;</li> <li>• Analytic index cards on <b>27</b> training institutions in MENA;</li> <li>• A list of potential GIFT-MENA new members.</li> </ul>
Finalize preliminary work and draft a work plan for the “Institutes Exchange Program”.	<ul style="list-style-type: none"> <li>• IoF, Lebanon</li> </ul>	<ul style="list-style-type: none"> <li>• IOF sent its needs assessment survey to more than 30 MENA training institutions and attracted 6 new members to the network;</li> <li>• A matrix of the results is being prepared. It will serve as reference to plan the “Exchange Program”.</li> </ul>
Exchange of trainees	<ul style="list-style-type: none"> <li>• ENA Tunis</li> <li>• NIT Jordan</li> </ul>	<ul style="list-style-type: none"> <li>• ENA Tunis sent during summer 2006 some of its trainees to NIT Jordan for a 2 months internship.</li> </ul>
<b>PILLAR IV : Institutional Set-up and Communication</b>		
Design various dissemination tools to promote GIFT-MENA.	<ul style="list-style-type: none"> <li>• Secretariat (IoF, Lebanon)</li> </ul>	<ul style="list-style-type: none"> <li>• A common PPT was developed and circulated among partners.</li> </ul>
Create a common web portal.	<ul style="list-style-type: none"> <li>• ARADO;</li> <li>• NISPAcee.</li> </ul>	<ul style="list-style-type: none"> <li>• Funds were not secured to cover the costs of technical developments. No progress was recorded.</li> </ul>
Presentations of the GIFT-MENA initiative	<ul style="list-style-type: none"> <li>• Steering committee</li> </ul>	<p>GIFT-MENA was presented at the following venues:</p> <ul style="list-style-type: none"> <li>• The Annual Conference of the International Association of Schools and Institutes of Administration (GIFT was represented by Ms. Chafika Agueznay, from ENA Morocco);</li> <li>• The European Group of Public Administration Annual Conference (GIFT was represented by Mr. Carlos Conde, from POLIBIUS network of faculties of public administrations, Spain).</li> </ul>

<b>PILLAR V: Resources Mobilization</b>		
Mobilize financial resources to implement the “Institutes Exchange Program”.	<ul style="list-style-type: none"> <li>• Steering committee</li> </ul>	<ul style="list-style-type: none"> <li>• IOF, NIT Jordan, ENA Rabat and ENA Tunis applied for a Ford Foundation Grant.</li> </ul>
Initiate contacts	<ul style="list-style-type: none"> <li>• ADETEF</li> <li>• IoF Lebanon</li> </ul>	<ul style="list-style-type: none"> <li>• Contacts were initiated with OECD in order to explore potential funding;</li> <li>• Contacts were also initiated with EC delegation.</li> </ul>

(Appendix 2, Presentation on “What have we done since Granada?”)

### **AMMAN’S MEETING:**

The GIFT-MENA second steering committee meeting took place in Amman, on January 22<sup>nd</sup> and 23<sup>rd</sup>, 2007. It was hosted by the National Institute for Training.

The opening session was chaired by H.E. Dr. Mohamed Thneibat, Jordanian Minister of Public Sector Development.

Opening remarks were conducted by Ms. Tatyana Leonova, Regional Coordinator for MENA at the World Bank Institute. Ms. Leonova introduced governance as a continuing process and a key element for successful economic development. She also clarified WBI’s new strategic focus on institutions, its role in promoting economic development through capacity building and knowledge sharing as well as its commitment to support the network, i.e. by providing expertise, contacts to donors as well as access to Trust Fund tenders.

The first working session focused on progress achieved since July 2006. It was chaired by Mr. Osama Jardat, Director of the National Institute for Training, Jordan.

Mr. Edouard Al Dahdah, Operations Officer at the World Bank Institute, introduced GIFT-MENA objectives and rationale to new comers.

Ms. Sabine Hatem, Training Assistant at Institute of Finance of Lebanon, briefed all participants on what the network has achieved since its first meeting in Granada.

Subsequently, an open discussion took place around each institution views, needs and priorities, in the framework of GIFT-MENA. The debate led the participants to modify the proposed agenda. They agreed on a new modus operandi to conduct the rest of the meeting.

Accordingly, the participants divided into 3 working groups (*Appendix 3*), each group focusing on a particular theme related to the network’s activity:

- Group 1 focused on the “Institutes Exchange Program”;
- Group 2 explored Curriculum Development alternatives in Governance related areas;
- Group 3 discussed GIFT-MENA internal structure and communication strategy.

On the second day, each working group presented its business plan to the rest of the participants in order to set the final work plan (*Appendix 4*) for the coming 6 months.

### **AMMAN’S OUTCOMES:**

GIFT-MENA steering committee agreed on implementing the below actions during the period January to July 2007.

The next Steering Committee meeting will be held in Rabat, Morocco, in July 2007, and would be hosted by ENA, Morocco. The Arab Planning Institute offered to host the meeting in January 2008 and ENA, France the one in July 2008.

Activity / Task	Objectives	Agreed actions
<b>PILLAR I: Enhance operational capacity of member institutions</b>		
Regional Training of Trainers	<ul style="list-style-type: none"> <li>Enhance training and technical skills of experienced trainers in GIFT-MENA member institutions.</li> </ul>	<ul style="list-style-type: none"> <li>The TOT will be held in Beirut, in June 07, at the IOF. It will convene 30 participants from GIFT-MENA member institutions. It will be co-animated by trainers from the IOF and ADETEF;</li> <li>The TOT will focus on “Budget Performance” issues. Participants are required to have a background in Public Finance;</li> <li>The IOF and ADETEF will join efforts in adapting the existing module on “Budget Performance” to the needs of a regional audience;</li> <li>WBI will review the final module;</li> <li>IOF will take care of the invitations and other logistical and organizational issues;</li> <li>WBI will seek funding to cover additional costs.</li> </ul>
<b>PILLAR II: High quality training modules on governance related topics</b>		
Develop a course on “Introduction to Public Governance in MENA”	<ul style="list-style-type: none"> <li>Provide the MENA countries with high quality training material on good governance;</li> <li>Develop a material suited to reflect the needs and expectations of the regional institutes;</li> <li>Facilitating best practices sharing in the region;</li> <li>Material will serve as a basis for future regional workshops.</li> </ul>	<ul style="list-style-type: none"> <li>The module will be developed by TIRI and WBI;</li> <li>ADETEF, ENA France and IOF will peer review the module;</li> <li>Final module will be translated to Arabic;</li> <li>The module will be paired with TOT workshops on “Public Governance in MENA”.</li> </ul>
Adapt the existing module on “Budget Performance” to MENA	<ul style="list-style-type: none"> <li>Provide exposure to best practices and sharing of experiences as incentives to implement budget reforms;</li> <li>Building staff capacities to support the Arab Governments financial management reforms.</li> </ul>	<ul style="list-style-type: none"> <li>The module has already been developed by ADETEF, in collaboration with Moroccan partners and tested in Moroccan ministries;</li> <li>ADETEF will work on adding critical case studies and best practices, relevant to MENA;</li> <li>The material will be submitted to WBI, TIRI, ENA France and IOF Lebanon for peer review.</li> <li>Final module will be translated to Arabic.</li> </ul>
<b>PILLAR III: Promote networking and cooperation</b>		
Launch the “Institutes Exchange Program” (Including exchange of trainers, trainees and modules, and study tours)	<ul style="list-style-type: none"> <li>Foster synergies and promote exchange of expertise through the exchange of training</li> </ul>	<ul style="list-style-type: none"> <li>Send the results of the needs assessment survey to all GIFT-MENA members;</li> <li>Secretariat will work on facilitating the bilateral cooperation until GIFT-MENA</li> </ul>

	<p>modules, trainers, experts in institutes' management, training technicians and others among the member institutions.</p>	<p>final website is online;</p> <ul style="list-style-type: none"> <li>• Secretariat and interested members will seek financial support to cover for the exchange program activities. Priority will be given in line with the results of the survey;</li> <li>• It is recommended to inform the Secretariat about any bilateral cooperation program undertaken by two or more GIFT-MENA members and to send a mission report to the Secretariat at the end of the program, for record database and to give the ability to members to capitalize on the exchange program.</li> </ul>
<b>PILLAR IV : Institutional Set-up and Communication</b>		
<p>Develop GIFT-MENA charter</p>	<ul style="list-style-type: none"> <li>• Develop a charter as a general agreement among network members used to run daily operations and clarify membership issues;</li> <li>• Present a flexible structure to manage network's operations;</li> <li>• Reflect GIFT-MENA spirit of exchange and cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Jean Dib El Hajj (IMTI, Lebanon) will submit, on behalf of working group 3, a detailed outline of the charter, in line with the decisions of the steering committee;</li> <li>• A first draft will be presented by Mr. Ludovic Morinière (ADETEF) and Ms. Isabelle Combarnous-Saulnier (ENA, France);</li> <li>• The draft will be reviewed by Ms. Ludmila Gajdosova (NISPAcee);</li> <li>• A copy will be sent to steering committee members for review;</li> <li>• The final version will be presented at the next steering committee for general approval.</li> </ul>
<p>Upgrade GIFT-MENA information tools</p>	<ul style="list-style-type: none"> <li>• Design marketing tools to promote GIFT-MENA;</li> <li>• Use standardized tools.</li> </ul>	<ul style="list-style-type: none"> <li>• The Power Point Presentation and the information brochure will be amended by the Secretariat;</li> <li>• They will be sent to steering committee for review and approval;</li> <li>• The brochure will be published in an electronic version only;</li> <li>• GIFT-MENA steering committee has recommended limiting the network's expansion until more concrete results are achieved; new members will be added to the e-mail distribution list. Decisions will be made on a case by case basis;</li> <li>• When a member wishes to market GIFT-MENA at a regional or international venue, it is recommended that he informs the Secretariat, for database record.</li> </ul>
<p>Launch GIFT-MENA web portal</p>	<ul style="list-style-type: none"> <li>• Create a portal as an open space for sharing learning materials, research and related technology tools.</li> </ul>	<ul style="list-style-type: none"> <li>• Until GIFT-MENA official portal is finalized and funding is secured to publish it online, a one-page public interface will be created on TIRI's web (<a href="http://www.tiriweb.tiri.org">www.tiriweb.tiri.org</a>). It will be managed</li> </ul>

		<p>by the Secretariat;</p> <ul style="list-style-type: none"> <li>• Development of the final web portal remains the charge of ARADO; It will benefit from NISPAcee technical assistance.</li> </ul>
Create tools for internal communication	<ul style="list-style-type: none"> <li>• Facilitate communication and documents sharing among steering committee members.</li> </ul>	<ul style="list-style-type: none"> <li>• A private interface will be created for each working group on TIRI's web;</li> <li>• A coordinator has been chosen for each working group: For WG1, Ms. Frauke Wiprich (WBI); For WG2, Ms. Sabine Hatem (IOF, Lebanon); and for WG3, Mr. Jean Dib El Hajj (IMTI, Lebanon);</li> <li>• The coordinator will be responsible for uploading available data related to his working group and give access to all working group members;</li> <li>• When a steering committee member is interested by joining a new working group, a request should be made to the working group coordinator;</li> <li>• GIFT-MENA mailing list will also be updated by the Secretariat and sent to all members.</li> </ul>
<b>PILLAR V: Resources Mobilization</b>		
Identification of potential donors	<ul style="list-style-type: none"> <li>• Identify interested donors and initiate contact to test funding availability.</li> </ul>	<ul style="list-style-type: none"> <li>• Funding GIFT-MENA activities will be the responsibility of each steering committee member;</li> <li>• WBI is ready to act as a focal point to support resource mobilization;</li> <li>• IOF and ADETEF will follow-up on OECD initiative;</li> <li>• IOF will follow-up on the Ford Foundation grant;</li> <li>• IOF and IMTI will initiate contacts with international organizations offices in Beirut to test funding opportunities (i.e. USAID, MEPI, etc.).</li> </ul>
Proposals writing	<ul style="list-style-type: none"> <li>• Submit proposals to international donors for resources mobilization.</li> </ul>	<ul style="list-style-type: none"> <li>• The IOF will submit proposals to fund the "Institutes Exchange program".</li> </ul>