

# GIFT-MENA NETWORK GENERAL ASSEMBLY

## REPORT

MENA-Governance Institutes Forum for Training (GIFT-MENA)

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## SUMMARY

The first General Assembly of the Network of Training Schools and Institutes in the MENA region (GIFT-MENA Network)<sup>1</sup> was held from June 4 to 6, 2008 at the Pierre Mendès-France conference center, at the French Ministries of Economy and Finance.

The meeting brought together 30 participants. The audience was composed of directors and senior officers of training schools and institutes in the MENA region as well as representatives of a number of European, regional and international organizations, in addition to experts from French public service training schools.

Participants represented 22 institutions, 10 Arab countries<sup>2</sup> and 5 donor and international organizations.

The main achievements of the General Assembly were the (1) ratification of the GIFT-MENA convention and bylaws, (2) the election of the first official steering committee, (3) the agreement on the annual membership fees and the (4) validation of the network activity plan and funding strategy.

This first General Assembly was jointly organized by:

1. The Institute of Finance of Lebanon - Basil Fuleihan Institute, GIFT-MENA Network Secretariat;
2. The ADETEF - Agency for International Cooperation of the French MINEFE;
3. The National School of Administration of France (ENA), and
4. The World Bank Institute.



### **A REGIONAL PARTNERSHIP AT THE SERVICE OF TRAINING AND INSTITUTIONAL DEVELOPMENT**

GIFT-MENA: The Governance Institutes Forum for Training in the Middle East and North Africa is a consortium of schools and institutes specialized in the training of government civil servants in the MENA region.

It is a locally-driven initiative that was launched in Beirut on March 2006 by the Institute of Finance of Lebanon, Basil Fuleihan Institute for Economy and Finance and was supported by the ADETEF and the World Bank. It aims at promoting exchange and cooperation among its members to support institutional development and governance reform in the region.

GIFT-MENA brings together around 30 member institutions from the MENA region and Europe. The Institute of Finance of Lebanon-Basil Fuleihan Institute-houses the secretariat of the GIFT-MENA network.

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<sup>1</sup> Governance Institutes Forum for Training in the Middle East and North Africa.

<sup>2</sup> Algeria, Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Palestine, Tunis and the United Arab Emirates.

## BACKGROUND

After a trial period of 18 months, the first General Assembly aimed at launching the activities of the network on a more institutional and solid base and at developing a common and strategic vision for expansion.

As of the year 2006, the GIFT-MENA network has worked towards regional integration by supporting the:

- 1- Exchange of expertise, including: the organization of workshops on "Budget Reform as a tool for State Modernization", the organization of regional Train the Trainers programs addressed to a number of Ministries from the Maghreb and Arab World<sup>3</sup>, the exchange of trainees between Schools and Institutes and the provision of training services to capacity building projects implemented in Iraq.
- 2- Exchanges of modules, including: the organization of workshops to develop training modules on topics of public governance and the development of applied curricula on budget performance and public sector governance.
- 3- Exchange of information, including: training needs assessment for MENA training schools and institutes, development of a web portal as a platform for the dissemination of knowledge on governance and public performance; publication of a directory of public service training schools and institutes in MENA.

By highlighting potential and/or existing synergies between neighboring countries facing common challenges and by coordinating the work of public service training operators in the MENA region, GIFT-MENA has supported the development of an efficient model of South-South cooperation.

Throughout its programs, GIFT-MENA was also consistent with the orientations of Euro-Mediterranean policies and projects that support the commitment of the European Union to the values of state of law, good governance and sustainable development. GIFT-MENA dynamics as well falls within the vision of the "Union for the Mediterranean" initiative launched by the French President of Republic, Mr. Nicolas Sarkozy. In line with concurrent developments, GIFT-MENA offers a reliable and flexible tool to enhance cooperation and concrete partnerships to serve the interests of Euro- Mediterranean countries.

## OBJECTIVES

The General Assembly offered a platform to:

- Discuss the network's mission, operational and funding modalities and ratify its bylaws and charter;
- Discuss the challenges and opportunities of linking existing knowledge hubs in the region for the promotion of good governance and best practices;
- Set a roadmap for GIFT-MENA activities for 2008-2010.

The agenda was also designed to enable members to benefit from the French capacity building expertise as a benchmark for innovation in capacity building, training re-engineering and accompanying State reforms.

In addition, the meeting gave the network members the opportunity to:

1. Meet their colleagues, network and build strong institutional relationships;
2. Exchange experiences on training, capacity building and career development issues; and
3. Discover France's professional and cultural faces, namely by visiting one of France's main financial schools, the National School of Treasury.

<sup>3</sup> A regional training of trainers (TOT) on Budget Performance carried out as the Network's first official activity. It convened about 20 directors, professional trainers and officers from training institutes and ministries of Finance of 5 MENA member countries: Egypt, Jordan, Lebanon, Morocco and Tunis

*Appendix 1: General Assembly agenda.*

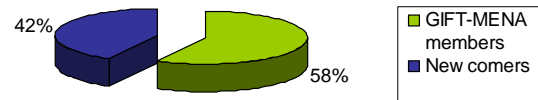
**AUDIENCE**

The first general assembly was attended by 30 participants representing directors and senior officers of training schools and institutes in the MENA region as well as representatives of a number of European, regional and international organizations.

Participants represented 22 institutions, 10 Arab countries<sup>4</sup> and 5 donor and international organizations.

*Appendix 2: List of participants*

**GIFT-MENA members**



**OPENING CEREMONY**

The opening ceremony, held on June 4, 2008, was attended by:

- Ms. Michèle Geandreau-Massaloux, in charge of training, higher education and research and representing the "Union for the Mediterranean" mission, under the flagship of the Presidency of the French Republic;
- Mr. Daniel Morel, President of ADETEF;
- Mr. Jean-Eric Aubert, Head of World Bank Paris and Marseilles Offices;
- Mr. Philippe Bastelica, Director of International Relations at the French National School of Administration;
- Ms. Lamia El Moubayed Bissat, Director of the Institute of Finance of Lebanon - Basil Fuleihan Institute;
- GIFT-MENA members and a number of representatives of French Public Service Training Schools.

Ms. Geandreau-Massaloux introduced the "Union for the Mediterranean" initiative as a project relaying on three main pillars: (1) Co-ownership; (2) Cultural diversity and (3) Shared governance. She highlighted the key role played by national agencies in carrying the project. As per Ms. Geandreau-Massaloux, it will be the commitment of MENA countries that will determine the success of such a partnership.

Mr. Morel reiterated ADETEF's support to capacity-building in the MENA region in general and to the GIFT-MENA initiative in particular. He explained how ADETEF and the Institute of Finance of Lebanon have developed in the last couple of years a successful model of cooperation partnership to support the establishment of training institutes in a number of MENA ministries of Finance, namely Jordan, Morocco and Palestine; a model to be replicated.

Mr. Aubert highlighted the innovative character of GIFT-MENA that resides in its dynamism, capacity of self-management and flexibility to adapt its products and programs to local cultures and needs. He also positioned GIFT-MENA at the heart of WB current involvement in the Arab countries and the new European Union initiative, known as the "Union for the Mediterranean".

Mr. Bastelica stressed on the major role of networking in providing to existing actions and partnerships an interactive and multilateral framework. He laid emphasis on the significant advantages that can be achieved through coherent efforts undertaken by members and that include: creating pools of resources, creating and disseminating knowledge, sharing expertise,

<sup>4</sup> Algeria, Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Palestine, Tunis and the United Arab Emirates.



1. A committee composed of representatives of the National School of Administration of France, the Ministry of Economy and Finance of Morocco and the ADETEF was formed to set standards and peer-review the e-learning module. Any interested network member is also welcome to join the committee.

#### **Directory of Public Service Training Schools and Institutes in the MENA region–Edition1**

- Ms. Sabine Hatem, GIFT-MENA network Secretary, presented the directory to the audience, explaining its usefulness as a communication tool that facilitates exchange and sharing of experiences among GIFT-MENA members. She also exposed the difficulty faced in its compilation.
- **Outcomes:**
  1. Members will provide the Secretariat with their remarks on Directory's content by June 16, 2008 and will circulate it among the training schools and institutes that provide training for the public sector in their respective countries.

#### **GIFT-MENA Convention and Bylaws**

- Ms. Ludmila Gajdosova, Director of NISPACEE network, presented the draft convention and bylaw constituting GIFT-MENA legal framework.
- Main debates included: voting rights,; distinguishing between members and associate members; housing of the secretariat, executive duties of the Secretariat; election of the Steering committee and number of committee members,; role of the Steering Committee,; frequency of the organization of General Assemblies.
- **Outcomes:**
  1. Members present at the General Assembly agreed upon the final version and ratified the GIFT-MENA Convention and Bylaws.
  2. The Convention and Bylaws will be translated to Arabic and French and sent to members for information and record.
  3. Based on the ratified documents, the first official GIFT-MENA steering committee was elected. It is composed of: (1) Mr. Osama Jardat, representing the National Institute of Training of Jordan; (2) Ms. Lamia El Moubayed Bissat, representing the Institute of Finance of Lebanon-Basil Fuleihan Institute; (3) Mr. Ahmed Laamoumri, representing the Ministry of Economy and Finance of Morocco; (4) Mr. Ashraf Almimi, representing the National Institute of Administration of Palestine and (5). Mr. Tarek Hatem, representing the Dubai School of Government of the United Arab Emirates.
  4. The new steering committee will be convened in October 2008 to a meeting in Beirut.

### **SHARING THE FRENCH EXPERIENCE: TRAINING REENGINEERING AND TECHNICAL ASSISTANCE IN PUBLIC FINANCIAL MANAGEMENT TO MENA COUNTRIES**

Two sessions were dedicated to presenting the French public service training model as well as the bilateral partnerships developed by French public sector stakeholders to support capacity-building in the MENA region.

Ms. Michèle Féjóz, representative of senior recruitment at the directorate of HR Management at the General Secretariat of the French Ministries of Economy and Finance introduced the traditional recruitment and training model adopted by the French civil service. She also clearly explained how this model was reengineered to accompany reforms implementation and the latest orientations towards performance management. Ms. Féjóz highlighted the key role played by senior public officials and managers in designing training content. She also presented the twinning project provided to the Jordanian Ministry of Industry and Trade aiming at reforming its human resources department mission, structure and management organization in an effort to better accompany ongoing reforms.

Ms. Claire Paulard-Lanapats, Deputy Director at the Institute of Public Management and Economic Development (IGPDE) exposed the new training curricula that have emerged following the budget reform implemented in France since 2001. The new programs focused on issues resulting from the new budget framework, performance management and public procurement. They included mass awareness workshops, professional training programs as well as a structured training offer addressed to managers. She highlighted that training was delivered not only to the ministry's staff but also to core staff in charge of budget issues in all line ministries.

Ms. Marie-Odile Degond, Director of the National Centre for Professional Training of the French Ministries of Economy and Finance shared, as a case study, a successful partnership model developed by her centre and the Algerian School of Kolea.

Mr. Ludovic Morinière, Head of Human Resources Development Department at ADETEF presented the role of ADETEF in providing technical assistance to MENA operators and reinforcing their institutional capacity in training related areas. The services offered by ADETEF include the mobilization of expertise (through audits, diagnosis, trainings, etc.), networking, bilateral cooperation and partnering through call for tenders as well as twinning initiatives, explaining that ADETEF's fields of expertise involve public finance and governance.

Mr. Christian Levert, Expert in training and developing pedagogic tools at ADETEF, exposed trilingual learning tools developed by ADETEF for facilitating knowledge sharing on topics of common interest (i.e. telephone skills, performance budgeting, anti-corruption strategies and tools, local governance, etc.) to several stakeholders, including MENA operators.

Mr. André Agid, CEO of GAYA, showed to participants a prototype system of Training Resources Management that could serve for automating their training procedures. The system is being developed for the Palestinian Ministry of Finance which will serve as a pilot project.

Mr. Eric Roty, in charge of International Relations at the Directorate General of Civil Service, introduced the "Conférence Additionnelle" organized by the European Public Administrations Network (EUPAN). The conference aims at promoting cooperation in public administration area, sharing experiences and best practices and opening the network to EU neighbouring countries.

### **Training Management System**

- Following the presentations of the French training and technical assistance model, Mr. Ludovic Morinière, expressed ADETEF's willingness to share the Training Management System with all interested MENA public service training institutions, based on an open source technical platform to be easily and cost-effectively implemented by all GIFT-MENA members.



- **Outcomes:**

A committee composed of representatives of the Institute of Finance of Lebanon-Basil Fuleihan Institute, the Superior Institute of Administration of Morocco, the National Institute of Administration of Palestine and the Arab Planning Institute was formed to set standards and peer-review the developed system.

**GIFT-MENA Financial Resources**

- The Secretariat shared with members the networks' unaudited financial statements for the three consecutive fiscal years, respectively 2006, 2007, and 2008, as well as the Secretariat Operational Costs (*Appendixes 3 and 4*).
- Several scenarios were suggested and discussed in regard to annual membership fees.

<b>GIFT-MENA Executive Secretariat Funding Scenarios</b>						
	Scenario 1: Fund 30% of Secretariat Operational Costs (USD 16,000)		Scenario 2: Fund 50% of Secretariat Operational Costs (USD 27,000)		Scenario 3: Fund 60% of Secretariat Operational Costs (USD 32,000)	
<b>Annual Membership Fees for Institutional Members</b>	<b>USD</b>	<b>600</b>	<b>USD</b>	<b>1,000</b>	<b>USD</b>	<b>1,200</b>
<b>Annual Membership Fees for Associate Members</b>	<b>USD</b>	<b>1,000</b>	<b>USD</b>	<b>1,700</b>	<b>USD</b>	<b>2,000</b>
<b>Hypothetic: Total Secretariat Expenses</b>		<b>61,000</b>	<b>Amount Funded by the Secretariat</b>		<b>32,200</b>	
<b>Hypothetic: Institutional Members Contribution = 0.8 Associate Members Contribution</b>						
<b>Hypothetic: 15 Institutional Members and 7 Associate Members</b>						

- Recommendations included adding income generating activities to the GIFT-MENA resources mobilization strategy.

- **Outcomes:**

1. Members agreed to set annual membership fees as follows:

<b>Institutional Members</b>	<b>Associate Members</b>
USD 1,000	USD 1,700

2. A bank account will be established by the GIFT-MENA Secretariat, namely the Institute of Finance of Lebanon-Basil Fuleihan Institute.
3. Once the bank account is functional, notification will be sent to GIFT-MENA members to proceed with the payment of membership fees for fiscal year 2009.

**BUILDING A SUCCESSFUL NETWORK OF TRAINING INSTITUTIONS AND INSTITUTES: THE COMMONWEALTH EXPERIENCE**

Mr. Roy Rodriguez, Head of Office of the Deputy Secretary General and Mr. Alastair Rabagliati, Program Coordinator at the Governance and Institutional Development Division of the Commonwealth Secretariat, shared with the audience the Commonwealth experience in building networks that serve public sector development.

Speakers have jointly presented the development model adopted by the Commonwealth Fund for Technical Cooperation (CFTC) to support the establishment of networks.

Commonwealth's action is based on 4 "development philosophies":

1. South-South cooperation as the best way to strengthen public sector institutions;
2. Provision of technical cooperation through the exchange of ideas and best practices and the creation of "communities of practice" to help bring about effective change;
3. Recognition of country ownership by providing support on demand only;
4. Taking account of gender issues in both design and implementation of development programs.

Commonwealth's action focuses on developing training institutions which are the key to skills enhancement and thus to economic and social development.

To contribute to firmly establishing the institutions as bodies fully capable of action as national or regional centers of excellence, the Commonwealth Secretariat provides seed money to support the development and delivery of new courses and the networking of institutions (including joint training programs, faculty exchanges, study visits and sharing of training materials).

The Commonwealth also helps in twinning networks with developed country institutions and acts as a catalyst for the establishment of regional networks.

They also shared some of the most important lessons learned such as:

1. Limit the Secretariat's active involvement to the formative years;
2. Permit networks to lead and develop initiatives by themselves;
3. Concentrate on providing advice and supporting specific initiatives;
4. Provide tangible outcomes that can be sustained over many years;
5. Urge the network to achieve value added in order to ensure its survival and to seek financial viability;
6. Focus on small networks, more likely to be able to find their niche and independent source of income.

**Donors' support to GIFT-MENA activities - Meeting for Organizers, Donors and Steering Committee Members**

- Meeting's objectives: Mobilize contacts and resources to strengthen the network activities and provide it with a sustainable vision and action.
- The necessity to provide the network with a strategic focus and a political anchorage.
- The necessity to secure and allocate funds for the following products and programs:
  - GIFT-MENA Exchange Program;
  - Train the Trainer program on Performance Budgeting (Part II)
  - Train the Trainer Program on Public Sector Governance;
  - The Performance Budgeting Glossary (in collaboration with OECD);

- Steering Committee Meetings;
- Secretariat operational costs.
- **Outcomes:**
  1. Steering committee members have designated the focal points to coordinate the 3 main axis (1) membership development, (2) fundraising and (3) business development.

Focal Area	Focal Point
<b>Membership Development</b>	Mr. Karim Darwish
<b>Fundraising (in Gulf countries)</b>	Mr. Tarek Hatem
<b>Fundraising (in Europe)</b>	Mr. Ludovic Morinière
<b>Proposals development</b>	Mr. Ashraf Almimi
<b>Strategy development</b>	Mr. Christopher Politis

2. The Secretariat will update and provide the steering committee in general and each focal point in particular with the following documents:
  - The list and key contacts of international donors that have expressed interest or might be interested in contributing to GIFT-MENA programs;
  - A list of current members with their contact information;
  - Previously developed proposals.
3. The Secretariat will also be sending regular business activity reports to all members and partners.
4. A workshop aiming at developing GIFT-MENA strategic vision will be organized back to back with next steering committee meeting that will be held in Beirut, in October 2008.
5. The OECD (represented by Mr. Carlos Conde) is developing an Arabic version of the Performance Budgeting glossary that will be made available to GIFT-MENA members.
6. OECD has also expressed interest in collaborating with GIFT-MENA through partnerships and exchange of experts for capacity-building projects.
7. The World Bank will keep considering Trust Funds and Call for Proposals to fund content development programs as well as pilot programs that serve South-South cooperation or MENA sub-regional cooperation.

**APPENDIXES**

**Appendix 1: General Assembly agenda**

**Wednesday, June 4, 2008**

*Pierre Mendès-France Conference Centre  
Ministry of Finance – 139, Bercy Street, Paris 75012*

8:00 – 9:00	<b>Registration and Welcome coffee</b>
9:00 – 10 :00	<p><b>Opening Ceremony</b></p> <ol style="list-style-type: none"> <li>Welcome speech by Mr. Daniel Morel, President of GIP-ADETEF</li> <li>Opening speech by Ms. Michèle Geandreau-Massaloux, in charge of Professional Training, Higher education and Research for the project "Union for the Mediterranean", Presidency of the French Republic.</li> <li>Opening speech by Ms. Ritva Reinikka, Director of Social and Economic Development for the Middle East and North Africa Region at the World Bank.</li> <li>Speech by Mr. Philippe Bastelica, Director of International Relations, National School of Administration, France.</li> <li>Speech by Ms. Lamia El Moubayed Bissat, Director of the Institute of Finance, Basil Fuleihan Institute for Economy and Finance, Lebanon.</li> </ol>
10:00 – 10:15	<b>Coffee break</b>
10:15 – 12:45	<p><b>Session 1 : GIFT-MENA Rationale and review of activities and initiatives launched since 2006</b></p> <p><b>Moderator:</b> Mr. Osama Jaradat, Director General of the National Institute for Training, Jordan</p> <p><b>Objective:</b> launch the activities of the network on common ground by submitting a progress report to all members.</p> <p>Lay common ground for the network activities by submitting a progress report to all members; Introduce the network to the new members; Present the network's financial and administrative statements of activity; Discuss products and tailor them to members' expectations and needs.</p> <ol style="list-style-type: none"> <li>Review of last steering committee meeting decisions – Mr. Osama Jaradat, Director General of the National Institute for Training, Jordan</li> <li>Discussion of main initiatives for 2007-2008: <ul style="list-style-type: none"> <li>✓ Presentation of the activities and challenges encountered during the period 2006-2008 by the GIFT-MENA Secretariat– Ms. Sabine Hatem, network secretary.</li> <li>✓ GIFT-MENA website – Mr. Nicholas Meyer, World Bank, Paris Country Office.</li> <li>✓ E-learning training module on Performance Budgeting – Mr. Benoît Chevauchez, ADETEF and World Bank Expert and Mr. Ahmed Laamoumri, Director of the training division at the Ministry of Finance and privatization of Morocco</li> <li>✓ Introductory training module on Public Sector Governance – Mr. Edouard Al Dahdah, expert at the World Bank Institute</li> <li>✓ Directory of Public Service Training Schools and Institutes in the MENA region – Ms. Sabine Hatem, network Secretary.</li> </ul> </li> </ol>
13:00 – 14:30	<b>Lunch – Le Cercle – Bercy, Colbert Building, Ministry of Finance- (hosted by ADETEF)-</b>
14:45 – 16:30	<p><b>Continuation of session 1</b></p> <p><b>Moderator:</b> Mr. Jean Dib Hajj, Director of the International Management and Training Institute IMTI – Lebanon.</p> <p><b>Objective:</b> Discuss GIFT-MENA bylaws and charter and integrate final comments, in preparation for their ratification by all members.</p>

	<p>1. Presentation and discussion of bylaws and charter – Ms. Ludmila Gajdosova, Director of NISPACEE network.</p>
<p>16:30 – 17 :30</p>	<p><b>Session 2: Successful Networking: lessons learned from the Commonwealth experience</b> <b>Moderator:</b> Ms. Isabelle Combarnous- Chief of the Africa and Middle East department of the National School of Administration -France <b>Objective:</b> Realize the advantages and the importance of networking in the framework of knowledge economy and State modernization and understand the laying challenges.</p> <p>1. Presentation of a similar network managed by the Commonwealth – Mr. Roy Rodriguez, Head of the Office of the Deputy Secretary-General.</p>
<p>20:00</p>	<p><b>Dinner– La Barge</b>, 5 Port de la Rapée, 75012 Paris. <i>(hosted by the National School of Administration)</i></p>

**Thursday, June 5, 2008**

*Pierre Mendès-France Conference Centre  
Ministry of Finance – 139, Bercy Street, Paris 75012*

<p>9:00 – 10:30</p>	<p><b>Session 3: Reengineering training and linking training to performance: the French experience</b> <b>Moderator:</b> Ms. Chafika Agueznay, Director of the Administrative Research Center, the National School of Administration of Morocco. <b>Objective:</b> Expose the participants to the French capacity building expertise as a benchmark for innovation in capacity building of civil servants, Highlight recent reforms in training and reorganization accompanying the on-going public management reforms; Draw on training as a necessary component for the improvement of public service performance; Link training to the development of skills and career development; Set-up the institutional, legal and professional framework for training in the public sector.</p> <p>1. The French model of training – Ms. Michèle Féjóz, representative of senior recruitment at the directorate of HR Management at the General Secretariat of the Ministries for Economy, Industry and Employment and for the Budget, Public Accounts and the Civil Service.</p> <p>2. Training to support the French budget reform – Ms. Claire Paulard-Lanapats, Deputy Director at the Institute of Public Management and Economic Development (IGPDE), the training centre of the Ministries for Economy, Industry and Employment and for the Budget, Public Accounts and the Civil Service.</p> <p>3. Presentation on the partnership between the Algerian School of Koléa and the Recruitment and Training Directorate – Ms. Marie-Odile Degond, Director of the National Center for Professional Training of the Ministries for Economy, Industry and Employment and for the Budget, Public Accounts and the Civil Service.</p>
<p>10:30 – 11:00</p>	<p><b>Coffee-Break</b></p>
<p>11:00 – 12:45</p>	<p><b>Session 4: Capacity building in Financial Management: the French Technical assistance in the MENA region</b> <b>Moderator:</b> Mr. Ahmed Laamoumri, Director of the training division at the Ministry of Finance and privatization of Morocco <b>Objective:</b> Discuss the challenges of international technical assistance in modernizing public institutions and State policies; Expose participants to successful experiences in development and co-funding of capacity-building and learning tools in support of State reforms.</p> <p>1. The ADETEF Experience – Mr. Ludovic Morinière, Head of Human Resources Development Department at the ADETEF</p> <p>2. Learning tools developed by ADETEF– Mr. Christian Levert, Expert in training and pedagogic tools at the ADETEF</p> <p>3. Training Resources Management System – Mr. André Agid, CEO of GAYA</p>

4. The Additional Conference: A cooperation initiative in civil service between EU member States and neighbouring countries – Mr. Eric Roty, in charge of International relations at the Directorate General of Civil Service.

12:45 – 14:15

**Lunch – Le Club-Bercy, Colbert Building, Ministry of Finance-** *(hosted by ADETEF)-*

14:30 – 17:00

**Session 5: Designing a strategic vision for the GIFT-MENA network**

**Moderator:** Mr. Roy Rodriguez, Head of the Office of the Deputy Secretary-General of the Commonwealth.

**Objective:** Devise a strategic and common vision for the network's development; Set a roadmap and allocate responsibilities among members for 2008-2010, in an effort to foster all stakeholders' involvement and participation to GIFT-MENA activities, adapt the network's programs to their needs and allow them to benefit to the maximum extent possible of the advantages of networking.

1. Presentation of GIFT-MENA strategic prospects, added-value and up-coming challenges;
2. Group work on selected activities;
3. Working Group restitution;
4. Validation of 2008-2010 action plan and tasks distribution.

17:00 – 17:30

**Ratification of GIFT-MENA bylaws and charter and group photo**

18:00 – 20:00

**Cocktail – Pierre Mendès-France Conference Centre** *(Hosted by ADETEF)*

**Friday, June 6, 2008**

10:00 – 13:00

**Donors' support to GIFT-MENA activities**

*For Organizers, Donors and steering committee members*

**Chairperson:** Ms. Lamia El Moubayed Bissat, Director of the Institute of Finance, Basil Fuleihan Institute for Economy and Finance, Lebanon

**Moderator:** Mr. Karim Darwish, Head of External Relations at the Arab Planning Institute of Kuwait.

**Objective:** Secure necessary resources for the execution of the implementation of GIFT-MENA action plan for 2008-2010 to ensure the network's sustainability and associate international organizations to the network.

**Free Lunch**

14:00 – 17:00

**Field visit to the ENT - National School of Treasury (Noisy-le-Grand)**

*Gathering for departure at the "Cour d'honneur" of the Ministry of Finance at 1:30 P.M.*

**Objective:** Get exposed to the experience of training school affiliated to the French Ministry of Finance in customizing its training curricula to public management reform; Raise awareness on the key role played by training schools and institutes in reforming the administration and managing change; Promote innovations in capacity-building methods and tools; Foster cooperation with French training schools.

- Presentation of ENT's mission and activities;
- Reforming training curricula and modules;
- Guided tour of ENT premises.

**Appendix 2: List of participants**

**Institutional Members / MENA**

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**Appendix 3: Unaudited financial accounts for fiscal years 2006, 2007 and 2008**

GIFT-MENA Financial Statement FY 2006

Start Date	End Date	Activity	Total	Details	Amount financed by Secretariat	Amount financed partner/member	Sponsor / Partner (s)
14-Mar-06	16-Mar-06	Forum of training Schools and Institutes	USD 18,085	Including: - accomodation - food and beverage - transportation - room rental - sound and multimedia equipment - translation - stationary - graphic material - misc expenses	USD 13,098	USD 4,987	- WB-French TF (USD 4,043) - ABL Lebanon (USD 944)
	May-06	Governance Technical Curriculum Development Workshop - Morocco - I	USD 12,000	Including: - consulting services (International consultant) - misc expenses		USD 15,000	- WB-French TF (USD 12,000)
May-06	Jul-06	Training needs assesment survey	USD 1,500	Including: - designing of questionnaire - posting and telecommunications	USD 1,500		
8-Jun-06	10-Jun-06	Steering Committee Meeting in Granada Spain	USD 25,400	Including: - travel - accomodation - food and beverage - room rental - stationary - misc expenses	USD 1,000	USD 24,400	- WB-French TF (USD 14,400) - National Institute of Public Administration of Spain (USD 3,000) - Euro Arab Foundation for Higher Studies - Spain (USD 7,000)
12-Jun-06	15-Jun-06	Training of Trainers - Beirut	USD 6,300	Including: - trainers and experts' fees - preparation of training material - food and beverage - local transportation - room rental - sound and multimedia equipment - stationary - misc expenses	USD 3,500	USD 2,800	- ADETEF (USD 2,800)
	Jul-06	Governance Technical Curriculum Development Workshop - Morocco - II	USD 12,000	Including: - consulting services (International consultant) - misc expenses		USD 15,000	- WB-French TF (USD 12,000)
Jul-06	Nov-06	Mapping of training institutions in MENA	USD 7,500	Including: - consulting services - secretarial and editing services - misc expenses	USD 1,500	USD 6,000	- Euro Arab Foundation for Higher Studies - Spain (USD 6,000)

**GIFT-MENA Financial Statement FY 2007**

Start Date	End Date	Activity	Total	Details	Amount financed by Secretariat	Amount financed partner/member	Sponsor / Partner (s)
22-Jan-07	23-Jan-07	<b>Steering Committee Meeting in Amman-Jordan</b>	USD 16,280	Including: - travel - accomodation - food and beverage - room rental - stationary - misc expenses	USD 2,000	USD 14,280	- WBI (USD 9,280) - NIT Jordan (USD 5,000)
	Feb-07	<b>GIFT-MENA Graphic Identity</b>	USD 250	Including: - design of logo		USD 250	- WBI - TF (USD 250)
	Feb-07	<b>GIFT-MENA brochure</b>	USD 1,262	Including: - design and layout - printing		USD 1,262	- WBI - TF (USD 1,262)
	Feb-07	<b>GIFT-MENA Graphic Material</b>	USD 1,005	Including: - design and printing of stickers - design and printing of paper folders		USD 1,005	- WBI- TF (USD 1,005)
27-Jun-07	30-Jun-07	<b>Regional Train the Trainers on Performance Budgeting - Morocco</b>	USD 32,052	Including: - trainers and experts' fees - preparation of training material - travel - accomodation - food and beverage - transportation - room rental - sound and multimedia equipment - translation - stationary - graphic material - misc expenses	USD 2,500	USD 29,552	- Ministry of Finance and Privatization (USD 2,400) - WB (USD 27,152)
	Jul-07	<b>Governance Technical Curriculum Development Workshop - Morocco - III</b>	USD 12,000	Including: - consulting services (International consultant) - misc expenses		USD 12,000	- WB (USD 12,000)
		<b>WB IRC Team</b>	USD 38,000	Including: - staff time - travel		USD 38,000	N.B: Other partners' staff time and travel was not calculated
<b>Total FY 07</b>			<b>USD 88,849</b>		USD 50,849	USD 84,349	

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June 4-6, 2008 - France

GIFT-MENA Financial Statement FY 2008

Start Date	End Date	Activity	Total	Details	Amount financed by Secretariat	Amount financed partner/member	Sponsor / Partner (s)
Jan-08	May-08	GIFT-MENA charter and bylaws	USD 4,550	Including: - consulting services (international consultant)		USD 4,550	- WB - Spanish TF (USD 4,550)
Jan-08	May-08	GIFT-MENA website	USD 20,000	Including: - consulting services - development of technical specifications - development of platform		USD 20,000	- WB multimedia team staff time (USD 20,000)
Feb-08	Jul-08	Development of an e-learning training module on Performance Budgeting	USD 55,200	Including: - consulting services (international consultant) - content development - development of multimedia and technical platform - testing		USD 55,200	- Ministry of Economy and Finance of Morocco (USD 11,200) - WB - Spanish TF (USD 10,000) - WB multimedia team staff time (USD 44,000)  N.B: The platform developed by the Moroccan MoF can be used for other courses
Feb-08	?	Development of a training module on Public Sector Governance	USD 20,000	Including: - consulting services (international consultant) - content development		USD 20,000	- WB - Spanish TF (USD 20,000)
Mar-08	Jun-08	Directory of Public Service Training Institutes in MENA	USD 5,000	Including: - consulting services (national editor) - design and layout - printing		USD 5,000	- WB - Spanish TF (USD 5,000)
Jun-08	Nov-08	Guide of Budget Reform and Performance in Arabic	USD 7,500	Including: - consulting services (national consultant) - content development - peer review - design and layout - printing - distribution	USD 1,500	USD 6,000	- WB - Spanish TF (USD 6,000)
4-Jun-08	6-Jun-08	GIFT-MENA General Assembly - Paris	USD 48,500	Including: - accommodation - food and beverage - transportation & travel - room rental - sound and multimedia equipment - translation - stationary - graphic material - misc expenses	USD 3,000	USD 45,500	- ADETEF (USD 26,000) - WB - French TF (USD 15,000) - ENA France (USD 4500)
		<b>WB IRC Team</b>	USD 75,000	Including: - staff time - travel		USD 75,000	N.B: Other partners' staff time and travel was not calculated
<b>Total FY 08</b>			USD 211,200		USD 4,500	USD 206,700	



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**Appendix 4: Secretariat Annual Operational Costs**

GIFT-MENA Executive Secretariat		
Category	Number of Units	Total in USD
Staff time	12	35,000
Consumables (stationary, office supplies, etc.)	12	2,200
Services (Communications, : Telecommunications and internet connection; Post and Courier fees)	12	6,200
Premises: Office space, rental, maintenance and Equipment: PC, softwares, etc.	12	7,000
Design and Printing (annual report, etc.)	1	2,500
Audit	1	2,000
Banking and other misc expenses	Lumpsum	1,000
SUB TOTAL		55,900
<i>Unforeseen expenses (+ 10%)</i>		5590
<b>TOTAL</b>		<b>61,490</b>