



Arab African Advisers
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Governance Observer

Monthly newsletter that brings in best practice on governance with a focus on Arab and African countries experiences



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Capacity Development

The task of cutting world poverty in half is not happening fast enough. As the deadline for reaching the millennium Development Goals (MDGs) approaches, the delivery of poverty reduction plans has stalled in too many countries, often due to limited capacity to address poverty effectively.

Among countries with well-designed and funded poverty reduction plans, the ability to reduce poverty is still being hindered by in-country leadership and knowledge gaps, a shortage of technical and managerial know-how, and difficulties retaining talented staff in an environment with few incentives. A recurring challenge is insufficient capacity to implement the laws, regulations and policies necessary to put development strategies into action. These problems are being compounded by external shocks including the food crisis, climate change and the global economic crisis.

Nurturing and strengthening the capacity of developing nations to plan long-term, as well as acting swiftly in crises, are essential to reduce poverty and withstand global shocks.

Without investing in the capacity to negotiate, plan, manage and deliver, nations lack the foundation they need to develop. Filling those gaps – developing that capacity – is the "how" of making poverty reduction and development work.

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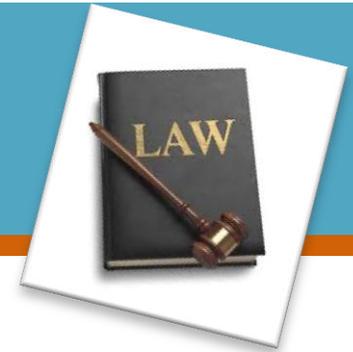


Mark Your Calendar!

Transparency International launches its 19th annual Corruption Perceptions Index on 3 December 2013, www.transparency.org

["Integrity and the Crisis: How to Earn back the Trust of Young People?"](#) Joint Conference by Transparency International and the OECD, Paris, France, 9 December 2013.

Legislative Updates



Egypt: Protest Law No. 107/2013

Presidential Decree Law No. 107/2013 concerning organizing the right to assembly, parades, and peaceful demonstrations, which was known as Protest Law, was issued in November 2013. The controversial law sets out controls for organizing assemblies, parades and peaceful demonstrations. According to the Law a prior approval is required from security authorities, 3 days before the event. This period is only 24 hours if the assembly or parade is related to elections. The security chief in the area of the assembly could deny approval if there is evidence that it jeopardizes public safety and security provided that organizers

are notified at least 24 hours before the event. Penalties for violating provisions of the Law range from detention to imprisonment in a maximum-security prison that could reach up to 7 years in addition to a fine up to a maximum of EGP300,000 or either penalty. The Cabinet shall issue necessary decisions to implement the Law provisions.

Botswana Health Bill

The President has signed the Public Health Bill into an Act of Parliament in September 2013. The Act, which has been described by opposition as draconian, provides that HIV testing can be done without one's consent. It gives medical practitioners and dentists the

right to require HIV testing before undertaking non-urgent medical or dental procedures. Furthermore, the Act provides that one may be taken to court for refusing to be tested for HIV/AIDS or for failing to disclose their status to their partner. A court order may be issued imposing restrictions or requiring that the person, who violates the provisions of the Act, be isolated and detained, at a place and in the manner specified in the order for a period not exceeding 28 days. In making an order, the court shall take into account several issues including the method of HIV transmission and the seriousness of the risk of the person infecting other persons.

Facts & Figures



- Since 1990, Africa has been losing 20,000 professionals annually.
- Economic Commission for Africa (ECA) estimates that between 1960 and 1989, some 127,000 highly qualified African professionals left the continent.
- Ethiopia lost 75% of its skilled workforce between 1980-91.
- To fill the human resource gap created by brain drain, Africa employs up to 150,000 expatriate professionals at a cost of US\$4 billion a year; and 35% of total ODA to Africa is spent on expatriate professionals.
- Thirty-eight of the 47 sub-Saharan African countries fall short of the minimum World Health Organization (WHO) standard of 20 physicians per 100,000 people.
- There are more African scientists and engineers in the USA than in the entire continent.
- UNESCO launched a Pilot Capacity-Building Programme in 2012; 32 specialists from 25

African countries were selected through a competitive selection process (200 applications received). The specialists, of whom 40% are women, received training on policy approaches to cultural and creative industries development as well as on convention mechanisms such as quadrennial periodic reporting.



Building Monitoring and Evaluation Capacity in the Republic of Yemen

This note disseminates key lessons learned from a World Bank–financed project in the Republic of Yemen, “Monitoring and Evaluation of the Poverty Reduction Strategy Paper and Reform Programs,” which established and operationalized a Poverty Reduction Strategy Monitoring Unit.

The approaches used, such as a study tour to Uganda, focused international training sessions, and the successful work on improving and minimizing the number of indicators, provide some lessons learned for other countries seeking to build M&E capacity. Policy makers learned from Uganda’s good practices of connecting accountability with resource allocation and of the importance of a strong and independent statistics office. The Republic of Yemen’s experience also illustrates the value of having a powerful M&E champion to support such a significant initiative. Finally, the inclusion of civil society organizations in the planning process and in M&E outputs, especially on the central level and on policy matters, increased popular support and was an important factor in building M&E capacity.

Following the World Bank’s re-engagement with the Republic of Yemen in January 2012, an Interim Strategy Note (ISN)¹, covering the period FY2013–14, was presented to the World Bank’s Board of Directors in November 2012. The time frame of the ISN was planned to match that of the current transition government in the Republic of Yemen, expected to continue through 2014. The ISN framework is oriented around three main principles: (i) intensifying participation and inclusion, especially among women and young people; (ii) strengthening institutional capacity, governance, transparency, and accountability;

and (iii) enhancing the operational flexibility of the World Bank–supported program. Strengthening institutional capacity is essential to the development/redevelopment of the Republic of Yemen’s M&E program.

The transitional government has prepared a development program for the next two years, called the Transitional Program for Stabilization and Development. The program includes several short-term emergency priorities, such as security stabilization, peaceful power transfer, and humanitarian needs. Medium-term priorities include economic growth sectors, basic infrastructure, social protection, and good governance/state building. A joint donor group is working with the authorities on this program to assist during the fragile transition stage.

The objectives of the World Bank–funded project were, and still are, very relevant to the issues facing the Republic of Yemen. Although the topic of M&E had been raised for several years before grant approval, implementation of M&E-related policies and activities had not yet taken place. During the process of building M&E capacity, it became clear that more cooperation with the NSO was needed. Line ministries occasionally complained of data issues between themselves and the NSO, including a lack of access to NSO data, or, duplicative and inconsistent results. This led to some delays in data gathering and reporting. To address this issue, a Cabinet resolution was passed in 2010 (Cabinet Resolution No. 314) to

reinforce and frame the involvement of the NSO in the development of the M&E process between [Ministry of Planning & International Cooperation] MOPIC, the line ministries, and other agencies. Implementation of this resolution is in progress, though arguably at a slow pace. The government does not yet have a centralized online system that links the statistics office and line ministries to the M&E Unit to allow for regular updating of all indicators. The Republic of Yemen also has a statistical master plan to be implemented by the NSO, which brings some coordination challenges.

As the official state statistical agency, the NSO is key to many, if not most, of the monitoring indicators. Although the infrastructure for a monitoring system has been established within MOPIC, the practical measures of identifying indicators and implementing a system for systematic M&E have not advanced further. After the grant closed, the next step was to be implementation of the M&E master plan. However, shortly after grant closing, social unrest began, stalling further progress, which serves to illustrate the additional challenges faced in fragile and conflict-affected country settings.

(<http://documents.worldbank.org/EXT/POVERTY/Reform/336091134545100025/Annex/Reform/314.pdf>)

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UNDP's Response

As a trusted multilateral partner serving 166 countries around the world, UNDP uses its global presence and experience to help nations strengthen their institutions.

As state institutions in Afghanistan and Mozambique consider how to operate more effectively, as local governments in Indonesia and Serbia invest in better managerial capacity, and as civil services in Tanzania and Bangladesh seek to motivate their staff, UNDP is called on for advice and support.

UNDP researches, develops, champions and provides evidence-based capacity development approaches, methodologies and innovations. Customizing its advice and support based on the priorities of and requests from partner countries, UNDP works through a systematic capacity development process (illustrated [below]) to help analyze what capacity exists, pin-point what can be strengthened, and advise on policy and investment choices that protect, retain and grow national capacity.

Levers of change

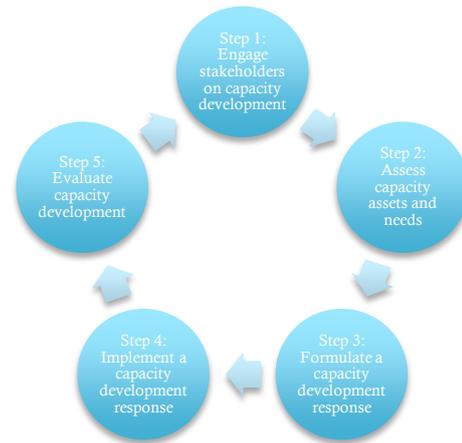
UNDP focuses on four "levers of capacity change", proven to strengthen national institutions:

1. **Institutional arrangements** – including better business processes, human resource management practices, evaluation mechanisms, and monetary and non-monetary incentive mechanisms;
2. **Leadership** – including leadership skills development, coaching and mentoring programmes and strategies to manage risks, transitions and succession planning;
3. **Knowledge** – including education reforms, training and learning methodologies, "brain gain" strategies, peer learning and sharing technical solutions between countries – or "south-south" solutions; and
4. **Accountability** – including accountability systems, independent monitoring and evaluation mechanisms and citizen's participation and access to information.

UNDP designs, monitors and evaluates capacity development investments in the areas of democratic governance, environment and energy, crisis prevention and recovery, and poverty reduction.

Our overall aims are to:

- Strengthen countries' ability to conduct capacity assessments, formulate and implement capacity development interventions and evaluate results;
- Improve national capacity to manage and coordinate aid and other development finance to reach the MDGs;
- Increase the number of countries that have integrated capacity development strategies into their national and local development plans;
- Leverage cross-country solutions; and
- Support funding mechanisms that help provide short-term training, coaching and incentives while investing in long-term reforms.



UNDP's five-step approach to capacity development

Capacity development in action

Liberia, Rwanda, Sierra Leone and Ethiopia are among the African countries investing in **national capacity development to underpin long-term development**. For example, UNDP supported the Liberian Government to create a national capacity development strategy based on the country's poverty reduction strategy. It looks at how key entities such as ministries are able to define and fulfill their mandates and how their human resource strategies manage and support talented staff.

UNDP is also working with countries to ensure that development aid is used effectively, based on the principles of **national ownership, harmonization, alignment, managing for results and mutual accountability**. For example, the Government of Tanzania invited UNDP to partner with development Gateway Foundation to introduce an online aid information management system. This system now tracks official development assistance and links it to MDGS-related results, thereby enhancing national capacity to track and oversee aid flows and promote transparency and accountability.

UNDP helps to develop the **capacities of non-state entities to be more effective in delivering services** like clean water and electricity to local communities. In **Namibia**, UNDP helped Government to develop guidelines on how local governments and the private sector could share responsibilities in delivering municipal public services. UNDP helped the government to identify the capacity gaps and to reframe the roles, rights, responsibilities and incentives of all involved in a public-private partnership.

Capacity development is built on and sustained by partnership. UNDP drives a common UN approach to capacity development and works with other multilateral, regional and bilateral agencies. For example, in partnership with the Danish Development Corporation, UNDP created the UN Procurement Capacity Development Centre to share public procurement expertise and foster transparency for **Ethiopia, Jordan, Papua New Guinea and Sierra Leone**. Other partners with whom UNDP works include New partnership for Africa's Development, the Asian Institute of Technology, the Council of Europe and Arab League of States.

<http://www.undp.org/content/dam/undp/library/corporate/fast-facts/english/FF-Capacity-Development.pdf>

Governments Falter in Fight to Curb Corruption

A majority of people in 34 African countries condemn their governments' anti-corruption efforts, according to Afrobarometer surveys of more than 51,000 people between October 2011 and June 2013. The finding is just one conclusion of the Afrobarometer report, "Governments Falter in Fight to Curb Corruption: The people give most a failing grade", released Wednesday, Nov. 13 in Dakar.

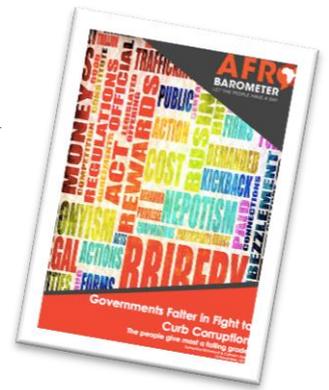
Fifty-six percent of survey participants said their governments have done a "fairly" or "very bad" job of fighting corruption, while just 35% say their governments have done this "fairly" or "very well". For the 16 countries surveyed since 2002, negative ratings have increased from 46% to 54% with only five countries showing a decline in these negative ratings over the last decade.

The negative ratings surface despite the fact that eradicating corruption and improving governance in Africa have been priorities for most major international organizations and many political leaders since the mid-1990s.

Key Findings:

- More than 5 in every 10 people (56%) say their governments are doing a poor job of fighting corruption. In the 16 countries surveyed over the past decade, negative ratings have increased by 8 points since 2002.
- Police attract the highest ratings of corruption across the 34 countries, with 43% of people saying that "most" or "all" of them are involved in corruption. Negative perceptions are highest in Nigeria (78%), Kenya (69%) and Sierra Leone (69%).
- One in three respondents (30%) report paying a bribe at least once in the past year either to obtain a service or avoid a problem, ranging from a low of just 4% among Batswana [*sic*] to 63% of Sierra Leoneans.
- The poor pay bribes more often than do better off citizens. Almost one in five people (18%) who had gone without enough food to eat one or more times in the past year had paid a bribe to a government official in the past year to obtain medical treatment, compared with just 12% among those who never went without food.
- Experience of poverty is also linked to higher perceived levels of corruption, especially in the justice sector. Almost half the people (46%) who go without enough food to eat one or more times a year rate "most" or "all" of the police to be corrupt, compared to 39% among those who never go without food. And 31% of the poorest perceive judges and magistrates to be corrupt, compared to 24% among better off citizens.

(Afrobarometer press release 14 November 2013, http://www.afrobarometer.org/files/documents/press_release/ab_r5_pr8.pdf; the report "Governments Falter in Fight to Curb Corruption: The people give most a failing grade" published by Afrobarometer is available at: http://www.afrobarometer.org/files/documents/policy_brief/ab_r5_policybriefno4.pdf)



Tender Opportunities

FY 2014 Funding Opportunity for NGO programs benefiting refugees from Syria in Jordan, Lebanon, and Iraq

Bureau of Population, Refugees, and Migration will prioritize funding for proposed NGO activities that fall within the UN Regional Response Plan or can demonstrate close alignment with the strategic priorities in the UN Regional Response Plan and meet the Bureau's priorities for refugees from Syria.

Proposal due date: 27 December 2013

Legal Consultant for Burundi Credit Bureau Project

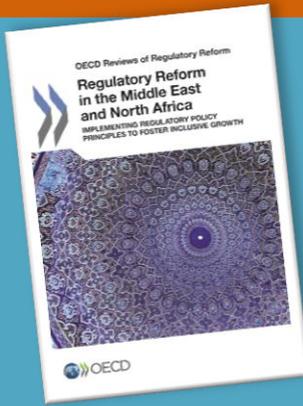
IFC is supporting the Central Bank of the Republic of Burundi (BRB), in the development of a private credit reporting system, as part of a broader plan to develop Burundi's financial market infrastructure. To this end, IFC would like to conduct a legal assessment and requires the services of a legal consultancy firm to evaluate the current legal framework, with IFC's assistance draft credit reporting regulation for Republic of Burundi and make the necessary recommendations about the compliance of the proposed law with the national legislation.

Expression of interest deadline: 9 December 2013

Senegal: Consumer Awareness Campaign

The World Bank seeks to design a consumer awareness campaign and implementation plan to increase awareness and use of solar powered lighting solutions, with a focus on Lighting Africa approved solar lanterns, in Senegal. The consumer awareness campaign will be based on innovative consumer awareness materials developed under the Lighting Africa program but yet to be rolled out. The consultant will deliver a consumer awareness campaign design that outlines the targeting, mix of materials, financial considerations, and timeline for the roll-out of a consumer awareness campaign that meets partner and client Government needs.

Expression of interest deadline: 10 December 2013



OECD Launches “Regulatory Reform in the Middle East and North Africa – Implementing Regulatory Policy Principles to Foster Inclusive Growth”

The implementation of regulatory policy principles is a driver for change to support transparency, accountability and participation in the MENA region. By assessing the current regulatory environment against the 2009 Regional Charter for Regulatory Quality and the 2012 OECD Recommendation of the Council on Regulatory Policy and Governance, the OECD actively supports MENA’s transition towards more efficient and effective governance arrangements.

The OECD Review of Regulatory Reform in the Middle East and North Africa - Implementing Regulatory Policy Principles to Foster Inclusive Growth, which was launched on 12 November 2013 at the OECD in Paris, assesses progress in the implementation of regulatory policy within the region. Regulatory governance in the MENA region is an increasing priority for encouraging and enabling sustainable development and inclusive growth. The report reflects on the developments and highlights good practices from Bahrain, Egypt, Jordan, Lebanon, Mauritania, Morocco, the Palestinian Authority and Tunisia. It concludes by providing recommendations to MENA countries, especially those in transition, to help them build the required institutions, systems, policies and capacities to produce a better regulatory environment needed to deliver sustainable development and equitable growth whilst ensuring public participation and accountability.

Access the online version of the report for free on OECD iLibrary (www.oecd-ilibrary.org/governance/regulatory-reform-in-the-middle-east-and-north-africa_97934434432-en)

Find out about the OECD approach to regulatory reform on OECD Insights Blog (<http://oecdinsights.org/2013/11/12/why-should-the-middle-east-and-north-africa-care-about-regulatory-reform>)

More interested in the results at a glance? Have a look at the OECD flyer (http://www.oecd.org/governance/regulatory-policy/MENAReport_Flyer.pdf)

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