



**ECONOMIC AND SOCIAL
COUNCIL**

Distr.
LIMITED
E/ESCWA/ECRI/2012/WG.1/Report
27 December 2012
ORIGINAL: ENGLISH

Economic and Social Commission for Western Asia (ESCWA)



THE WORLD BANK

REPORT

EXPERT GROUP MEETING ON GOOD GOVERNANCE AND THE ESTABLISHMENT OF THE INSTITUTION-BASED STATE CAIRO, 8-10 SEPTEMBER 2012

Summary

The Expert Group Meeting on Good Governance and the Establishment of the Institution-Based State was held in Cairo, 8-10 September 2012, and was organized by the Economic and Social Commission for Western Asia (ESCWA), the United Nations Development Programme, the Arab Administrative Development Organization of the League of Arab States, the Organisation for Economic Co-operation and Development, Transparency International and the World Bank.

The development of good governance practices at the State level has proven to be a very demanding endeavour in the Arab region. Good governance is not a free standing phenomenon, but one that lives in an endogenous relationship with participation, transparency, responsiveness, inclusiveness and accountability. It is crucial to introduce good governance practices as a means to facilitate the development and reform of the public sector.

To ensure the establishment of a transparent, cohesive and efficient public sector, several different areas need to be developed and strengthened. Administrative procedures and processes must be simplified, the delivery of basic services during times of transition and political instability must be strengthened and the involvement of civil society in the public sector needs further development.

Participants made a number of recommendations pertinent to ESCWA member countries that are currently witnessing a drive for reform and transition towards a more democratic form of governance. They highlighted the need to move forward on mainstreaming good governance practices within public sector institutions, the private sector and civil society organizations. This report summarizes the deliberations of the meeting and relates the main ideas related to attaining good governance and establishing institution-based States.

CONTENTS

	<i>Paragraphs</i>	<i>Page</i>
Introduction	1-8	3
<i>Chapter</i>		
I. RECOMMENDATIONS	9	4
II. TOPICS OF DISCUSSION	10-31	5
III. OBJECTIVES	32	8
IV. ORGANIZATION OF WORK	33-36	8
A. Venue and date.....	33	8
B. Attendance	34	8
C. Opening.....	35	8
D. Agenda	36	9
<i>Annex.</i> List of participants		10

Introduction

1. Governance is a complex concept that has multiple layers with profound implications on development and stability. Common elements of the basic definition of good governance include the emergence and conduct of capable, productive and efficient State institutions. Good governance encompasses the exercise of authority, the selection and the management of government, rule of law, provision of publicly supported goals and services including citizen's safety, accountable public institutions, public participation and the rights and obligations of citizens.
2. In the Arab region, the expectations of the general public regarding the performance and deliverables of the public sector, including the delivery of services at the national and local levels, have risen drastically. The most pressing challenges include the need to modernize and simplify outdated administrative practices and fight corruption and waste within the public sector.
3. Those challenges have been the subject of governance-centered debate in the region as exemplified by the sixteenth Arab Summit held in Tunis in 2004 and the conference on Good Governance for Development in the Arab Countries held at the Dead Sea in 2005. In addition, an increasing number of Arab countries have become signatories to the United Nations Convention against Corruption (UNCAC).*
4. The good governance deficit, including corruption and an underperforming public sector, has negative ramifications on development. Arab countries exhibit sharp disparities in per capita income, health and education and in their overall achievement of the Millennium Development Goals (MDGs). Many Arab countries have attained economic growth over the past two decades, but that progress has not adequately trickled down to the people. That situation continues to be a major source of instability for the region, as shown most recently by the events of 2011.
5. The emerging consensus, however, stresses that responding to the current developmental challenges will require concerted efforts to establish and strengthen transparent and accountable governance systems. In the context of the 2011 uprisings, academics and practitioners alike have had to revise their existing perceptions of governance in the region. Indeed, in a number of countries, Arab citizenry and their representatives are currently renegotiating their social contract. The process of accountability plays a key role in the relationship between the State and the citizen, placing them on an equal footing in terms of the mandate of the State to get things done and be responsive to needs of citizens. In development parlance, the obligations of the State are the supply side of governance. Accountability, by contrast, implies the right, but also the obligation of citizen's groups, civil society and private firms to remain vigilant and engaged and to demand better service provision from their leaders. The obligations of citizens are often called the demand side of governance. Therefore, good governance is not a free standing phenomenon. It is the result of an endogenous relationship between States and citizens, characterized by participation, transparency, responsiveness, inclusiveness and accountability.
6. Those principles have also been explored through the lens of private sector involvement in public life. The successful design and implementation of development policies and programmes and the provision of an efficient, cost-effective and responsive public sector would create a sustained environment to facilitate the emergence of a strong and vibrant private sector and a civil society that are able to address development challenges in the region.
7. In the light of the socioeconomic and political development challenges in the region, in addition to conflict and political instability in some countries, the development of good governance practices at the State level has proven to be a very demanding endeavour. In the region, countries affected by instability have also

* Arab countries that are States Parties to UNCAC are: Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Qatar, Tunisia, the United Arab Emirates and Yemen. Saudi Arabia, the Sudan and the Syrian Arab Republic have signed the Convention but have yet to become States Parties.

suffered a depletion of physical and human resources and stagnation if not regression in public administration management practices.

8. Reform and improvement initiatives have been launched in a number of countries, but the interference of interest groups that aimed to capitalize on resources for communal or narrow political interests, which were not necessarily compatible with the national or common interests of the country, had a significant impact on those efforts. Hence, it is crucial to introduce good governance practices as a developmental means, which would facilitate the development and reform of the public sector. Thus, simplifying administrative procedures and processes, delivering basic services during times of conflict and political instability and involving civil society in the public sector are areas that need to be developed and strengthened in order to ensure the establishment of a transparent, cohesive and efficient public sector.

I. RECOMMENDATIONS

9. The meeting concluded with a number of recommendations for governance practitioners, decision makers within governments and multilateral organizations such as the World Bank, the Organisation for Economic Co-operation and Development (OECD) and the United Nations, including the Economic and Social Commission for Western Asia (ESCWA) and the United Nations Development Programme (UNDP). Participants made the following recommendations, organized by theme.

- (a) *Challenges and best practice in advancing good governance reform in the Arab region*
 - (i) Review the institutional architecture of the State to balance the distribution of power and strengthen oversight mechanisms;
 - (ii) Reduce the politicization of public sector reform and civil service, especially the processes related to restructuring, employment and exclusion for reasons unrelated to efficiency or integrity;
 - (iii) Enhance the role of legislative bodies, such as parliaments, in promoting good governance in cooperation with specialized regulatory systems, and enhance the accountability mechanisms of such systems.
- (b) *The role of civil society in enhancing good governance*
 - (i) Consolidate media freedom and competition tools, which require transparency and accountability, to enhance the role of civil society organizations (CSOs);
 - (ii) Disseminate information on the general budget, in terms of availability and accessibility, to allow more effective allocation of available resources in the light of strong pressures exerted by interest groups;
 - (iii) Facilitate the participation of civil society in legislative reforms, which, if effectively implemented, would support rule of law. To be effective, CSOs must have legal protection;
 - (iv) Emphasize the role of whistle-blowers to detect corrupt practices and inefficiency, and provide protection mechanisms through local legislation to prevent discrimination or retaliation against them;
 - (v) Adopt the “Code of Arab Conduct” for good governance as a reference to adjust institution performance and achieve the pillars of good governance.
- (c) *Anti-corruption and transparency in public services*
 - (i) Draw upon religious and ethical values, in addition to the use of education and the media in consolidating those values among civil servants and the public, to contribute to the creation of an anti-corruption environment;

- (ii) Act decisively on corruption to prevent it from becoming further entrenched, from fostering the emergence of new patronage networks and driving countries into instability and violence;
- (iii) Launch more initiatives between the League of Arab States and the United Nations in that field with reference to the methodologies proposed to address corruption in sectors that deliver basic public services;
- (iv) Implement the 2003 UNCAC fully in the 15 Arab countries that have ratified the Convention and urge those that have not ratified it yet to do so as soon as possible;
- (v) Expand the work of the Arab Anti-Corruption and Integrity Network and deepen its cooperation with the League of Arab States, especially the Arab Administrative Development Organization.

(d) *Public governance and better economic performance*

Recognize that good governance reforms will inevitably strengthen the private sector, particularly small and medium enterprises (SMEs). Consultation and engagement between public and private sectors are strongly encouraged to achieve better economic performance.

(e) *Challenges and best practice in advancing public sector reform in the Arab region*

- (i) Promote greater transparency, particularly budget transparency. Make the budget more comprehensive and involve parliaments in budget formulation. Expand the role and independence of audit institutions and other accountability mechanisms;
- (ii) Support the capacity of Arab Governments to formulate and apply the rule of law and anti-corruption legislation through the assistance of regional and multilateral organizations, particularly in countries that seek to build a new system of governance.

(f) *Measuring good governance progress*

- (i) Develop good governance indicators through regional and international dialogue to be able to monitor progress on governance reform;
- (ii) Increase the use of scorecards in accordance with good governance perceptions, oriented to specific events and activities such as municipalities, health services, water and education;
- (iii) Develop and implement guiding principles for the internal and external evaluation of public and private institutions;
- (iv) Release a periodic publication on good governance perceptions in all countries, similar to Corruption Perceptions reports issued by Transparency International, reports on progress towards the Millennium Development Goals and other international reports;
- (v) Establish a regional forum to monitor progress in governance reforms. Organizations based in the region should start a systematic discussion on this matter with Arab Governments.

II. TOPICS OF DISCUSSION

10. During deliberations, participants emphasized that although revolutions change regimes, it is the practice of good governance that needs to be advanced within State administrations so that countries do not fall into a recurrent cycle of revolutions. Good governance needs to be included in any redrafting of the constitution.

11. The Arab governance system should focus on human beings and shared values to ensure that participation in the decision-making process is solidly based on information, sound principles and shared values.

12. There was a perception among some participants that the Arab world lacked operators or executors who have the necessary skills to implement ideas.

13. Participants emphasized that taking part in the decision-making process needs to be firmly embedded within good governance principles that in turn need to take firm root within homes and schools to become part of the general culture.

14. Participants noted that to achieve good governance, challenges must be confronted, including threats to democracy, sustainable development, rule of law, the welfare of citizens, health and the environment. Transnational organized crime and all illegal practices that constitute a threat to security, integrity of the State and a decent living must be overcome.

15. It was noted that many Arab States are facing the challenges of instability, the depletion of their financial and human resources and the deterioration of public management. Those challenges impose a dire need for good governance at the country level. In that regard, the participants recognized that the agendas of different interest groups, whether tribal, racial, ethnic, sectarian or political, may contradict national interests and complicate reform and development initiatives and undermine trust between citizens and governments.

16. Participants agreed that achieving transitional justice and rule of law, offering basic services at times of transition and instability and including the private sector and civil society in the development process require the highest levels of transparency and accountability within the public sector. The public sector must develop its ability to respond to citizens' needs efficiently. In turn, accountable public institutions would improve financial and economic administration, enhance auditing and statistics capacity and improve human resources and public services (health, education, energy, and so on).

Challenges and best practice in advancing good governance reform in the Arab region

17. Participants observed that recent regional events have strongly emphasized the inadequacy of the previous social contract in which governments were not accountable and narrow power networks resulted in a "bad governance trap". Thus, participants maintained that the inability of the government to meet the basic needs of citizens increases their vulnerability to economic, social and health risks.

18. An enabling environment for viable reform requires political stability. Societies must combat sectarianism and narrow power networks and prevent marginalization and exclusion.

The role of civil society in enhancing good governance

19. Participants agreed that CSOs play an active role in promoting good governance practices, namely in combating corruption, influencing public policies and mobilizing and managing resources that promote transparency within the government and its various administrations. Whistle-blowers were seen as strengthening the accountability and transparency of the political system, including rule of law. Whistle-blowers were also described as putting pressures on legislatures and governments through increasing public awareness, and public awareness enhances the role of CSOs in combating corruption.

20. It was argued that successful experiences and practices in countries that underwent political and economic transitions have shown the need for social charters that support the establishment of the rule of law and open governments based on the principles of transparency and accountability. Those conventions reflect the social consensus of the citizens, which should be strongly supported by civil society.

Anti-corruption and transparency in public services

21. There was consensus that overcoming current development challenges, including achieving MDGs, requires the establishment of transparent, accountable and participatory governance systems.

22. The adoption and implementation of adequate governance measures in different sectors was discussed as a means to reduce the risk of corruption. It was also seen as a means to ensure that scarce resources are allocated properly and that performance improves, which would enhance quality of life, reinforce State legitimacy and strengthen citizen trust in government.

23. Participants recognized that success in reducing corruption in public service delivery depends on the active engagement of various stakeholders, and in particular, government officials must cooperate with non-governmental stakeholders such as the business community and civil society.

Public governance and better economic performance

24. Boosting sustainable economic development is strongly tied to good governance practices and depends on an enabling environment that enhances business in accordance with efficient and sound regulatory practices.

25. Participants agreed that an efficient regulatory management system leads to significant economic benefits in terms of open and fair competition, innovation and entrepreneurship. However, regulation can become excessive and burdensome for businesses. Inconsistent and discretionary implementation of regulations coupled with barriers to markets and competition could create an uneven playing field that encourages the emergence of preferential opportunities for interest groups. This in turn can discourage investment and reduce the national economic potential.

Challenges and best practice in advancing public sector reform in the Arab region

26. Poor governance and preferential treatment of politically connected individuals also limits economic opportunities for many, creating a perception of exclusion and lack of a level playing field. Moreover, citizens consider corruption and conflict of interest to be at the heart of the governance issues in the region. While most countries in the region have ratified UNCAC, there is often a considerable gap between the legal framework for fighting corruption and its actual implementation.

27. Discussions tackled public sector reform efforts and ways to increase their efficiency. It was noted that such efforts remain weak in Arab countries and that reform programmes are not systematic or stable, lacking a comprehensive strategy. There was concern about the lack of methodology and well-established concepts in many Arab countries, which is a reflection in the imbalanced relationship between citizens and States.

28. Legal reform was seen as an important component of good governance, with civil affairs, human rights and the rights of women identified as priorities. Interventions reflected the need for new laws to facilitate nation-wide economy management, protect private investment and privatization of public enterprises, while respecting and implementing international agreements. The existing gap between regulations and their implementation was noted; the latter requiring innovative mechanisms supported by new tools of knowledge and skills, such as mainstreaming integrity, transparency and accountability.

29. Participants highlighted the need for strong systems to enhance due process between the public and private sector officials, including codes of conduct, rules of financial disclosure, inspection and information availability.

30. Experts maintained that government accountability towards the citizens or the parliaments in the Arab region was weak by international standards. Executives enjoy vast control over political discourse and policymaking, and there are limited checks and balances.

Measuring good governance progress

31. A number of speakers focused on the governance deficit in the region, pointing out that such governance indices as Global Integrity indicate that the Arab region lags behind other parts of the world on many governance dimensions. The gaps are particularly pronounced in transparency, participation and social accountability. As a consequence, overall government accountability is weak. Moreover, existing mechanisms to monitor progress on governance reform, particularly in countries undergoing transition, remain inadequate. There is a need to advance the regional debate on the best modality to monitor progress in good governance through an indigenous and scientific process that is de-politicized and objective.

III. OBJECTIVES

32. The objectives of the meeting were as follows:

(a) Present concepts and experiences of good governance practices in development, transition, conflict mitigation and peacebuilding in the Arab region;

(b) Assess and build on past experience as a means to institutionalize good governance practices;

(c) Highlight challenges and constraints at the national and regional levels that hinder the achievements of good governance;

(d) Articulate pragmatic interventions to enhance future good governance practices in the region;

(e) Examine national and regional policies that would facilitate collaboration between international, public and civic entities to support good governance practices.

IV. ORGANIZATION OF WORK

A. VENUE AND DATE

33. The Expert Group Meeting on Good Governance and the Establishment of the Institution-Based State was held at the Intercontinental Citystars Hotel in Cairo on 8-10 September 2012.

B. ATTENDANCE

34. The meeting brought together a wide range of multilateral organizations, including the World Bank, UNDP, OECD and Transparency International in addition to experts in the field of good governance, development and peacebuilding. Participants included civil servants from Arab countries, ministries of planning and national economy, and parliamentary committees along with representatives of the following entities: chambers of commerce and unions of business people; national and regional funds; academic and research centers; and the public and the private sectors. The list of participants is annexed to the present report.

C. OPENING

35. The meeting opened by Mr. Nabil Al Arabi, Secretary General of the League of Arab States, who underscored the need to review the charter of the League by introducing the concepts of Human Rights and Democracy.

D. AGENDA

36. There were seven panels of experts that deliberated on the following themes:
- (a) Challenges and best practice in advancing good governance reform in the Arab region;
 - (b) The role of civil society in enhancing good governance;
 - (c) Managing transition: anti-corruption and transparency in public services;
 - (d) Public governance and better economic performance;
 - (e) Challenges and best practice in advancing public sector reform in the Arab region;
 - (f) Measuring good governance progress.

Annex*

LIST OF PARTICIPANTS

A. ARAB COUNTRIES

Algeria

Ms. Huda Kebaia
Ministry of Justice

Bahrain

Mr. Rashid bin Abdulrahman Al Khalifa
Permanent Mission of the Kingdom of Bahrain

Ms. Fatima Ahmed Al Buainain
Embassy of Bahrain

Mr. Adil Haji Ebrahim Mohammed
Civil Service Bureau

Mr. Malallah Jaafar Hamadi
Director of the Legislation - Legislation and Legal
Ifta

Mr. Jawaher Adel Abdul Rahman
Body of Legislation and Legal Ifta

Mr. Salem bin Saif Al Harbi
Permanent Mission of the Arab Republic of Egypt

Egypt

Mr. Mohamed Badr
Ministry of Tourism

Ms. Nafisa Mahmood Hashim Manseb
First Deputy Minister - Head of Housing and
Utilities

Ms. Amal Fikri Abdul Basit
Head of Central Administration - Ministry of
Housing

Mr. Ahmed Mekki
Minister of Justice

Mr. Mohammed Yousef Mohammed Shaheen
Ministry of Education

Ms. Nafisa Abdel Nour Abdelkarim Jundi
Educational Administration Agent at the Ministry
of Education

Ms. Azza Khalil Abdo Ismail
Cabinet of the Ministry of Education

Mr. Ahmad Samir
Ministry of State for Administrative Development

Mr. Ahmad kamal
Ministry of State for Administrative Development

Ms. Ghada Labib
Ministry of State for Administrative Development

Ms. Alaa Kotob
Ministry of State for Administrative Development

Ms. Ghada Mousa
Ministry of State for Administrative Development

Ms. Mona Ghali
Supervisor Adviser Central Administration of the
Affairs of the Minister's Office - Ministry of
State for Administrative Development

Mr. Ashraf Abdel Wahab
Commissioner of the Terms of Reference and the
Minister of State for Administrative
Development

Ms. Amani Issawi
Ministry of State for Administrative Development

Mr. Hussein Abdul Muttalib Alasrj
First Economic researcher and Administrative
Manager at the Ministry of Industry and Foreign
Trade

Mr. Muhammad Fikri Gerana
Ministry of Civil Aviation

Ms. Adela Mohamed Abdelaziz
Advisor and Supervisor of the General
Administration and Ministerial Committees

* Issued as submitted.

Iraq

Mr. Abbas Fadel Muhammad
Permanent Representation of the Republic of Iraq
Egypt

Mr. Bassem Bahauddin
Permanent Representation of the Republic of Iraq

Mr. Samir Ramadan Hassan
Permanent Representation of the Republic of Iraq

Mr. Khalid Abazer Attiyah
Member of Council of Representatives

Mr. Yasser Saleh Majeed
Councilor of Council of Representatives

Ms. Safaa Addin Al Safi
Ministry of State for Parliamentary Affairs

Mr. Moataz Faisal Khazaal
Ministry of State for Parliamentary Affairs

Mr. Hamed Ibrahim Abdul Karim
Ministry of State for Parliamentary Affairs

Mr. Sabah Sadiq Jafar
Ministry of State for Parliamentary Affairs

Mr. Mohammed Farhoud Mackie
Ministry of State for Parliamentary Affairs

Mr. Talal Mahmoud Helal
Ministry of Environment

Mr. Tahseen Makki Hussain
Ministry of Environment

Mr. Alaa Makki Abd Razzaq
House of Representatives

Mr. Mohamed Saad Abd Karim
House of Representatives

Mr. Moukdad Abdel Latif Hussein
Ministry of State for Provincial Affairs

Mr. Taher Mohammed Mayeh
Ministry of State for Provincial Affairs

Mr. Samir Abdul Razak Hussein
Ministry of Transport

Mr. Diaan Majid Hussain
Ministry of Industry and Minerals

Mr. Munqith Abd-Jabbar Jassim
Ministry of Industry and Minerals

Mr. Jafar Sadiq Jafar
Director of the Minister's Office/Ministry of
Tourism and Antiquities

Mr. Nasser Ghanim Murad
Director General of the Department of
Administrative and Financial Affairs/Ministry
of Tourism and Antiquities

Mr. Iyad Hassan Abdul Hamza
Director General of the Department of
Administrative and Financial Affairs/Ministry
of Tourism and Antiquities

Mr. Hamoud al-Yacoubi
Ministry of Tourism and Antiquities

Mr. Badr Mohammed Hassan
Ministry of Tourism and Antiquities

Mr. Loay Taleb Shaker
Ministry of Tourism and Antiquities

Ms. Hatouf Abdul Razak Ahmad
Ministry of Water Resources

Mr. Wartan Warish Asadour
Ministry of Water Resources

Mr. Saad Abd-Sahib Abdul Hadi
Ministry of Water Resources

Ms. Zainab Yazal Jabr
Ministry of Water Resources

Mr. Ahmed Sebbar Nayef
Ministry of Water Resources

Mr. Hatem Abdel Karim Mohammed
Ministry of Water Resources

Mr. Mohammed Dhari Jassim
Ministry of Water Resources

Mr. Flaih Abd Hassan Sawadi
Inspector General - Ministry of Foreign Affairs

Mr. Bsem Hattab Altoomeh
Head of the Economic Department - Ministry of
Foreign Affairs

Jordan

Mr. Shehata Sharida
Premiership

Kuwait

Mr. Khaled Abdul Jalil Yassin Majid
Ministry of Defense

Mr. Fahad Ali Shula
Undersecretary of the Ministry - Department of
Expropriation

Mr. Hassan Mohammed Mirza
Central Administration of Statistics

Mr. Hamad Mohammed Jassim Al-Muhanna
Deputy Chief Engineer First Area - General
Organization for Housing Welfare

Mr. Abdullah Issa Alnoms
Deputy Director-General for Censorship - General
Organization for Housing Welfare

Mr. Mohammed Jassim Mohammed Banon
Vice president of Architects of the Second Zone -
General Organization for Housing Welfare

Mr. Walid Fadel crucial Obaid
Director of the Technical Office - General
Organization for Housing Welfare

Mr. Abdulaziz Majed Al Majed
Undersecretary of the Ministry of Justice

Mr. Zakaria Abdullah Ansari
Director of International Relations - Ministry of
Justice

Mr. Saleh Abdul Karim Almkima
Director of the Minister's Office - Ministry of
Justice

Mr. Abdullah Sorour Al-Mutairi
Ministry of Finance

Mr. Saleh Ahmed Sarawi
Ministry of Finance

Lebanon

Mr. Naser Kasrawi
Office of the Minister of State for Administrative
Development Affairs

Libya

Mr. Ali Abdel-Hafiz Ibrahim Beheiri
Agent - Ministry of Housing and Utilities

Mr. Hashim Saad Touati Aelchenakih
Advisor - Ministry of Housing and Utilities

Mr. Sami Al Saeh Al Fizyaoui
Ministry of Communications and Transport

Ms. Aziza Abdullah Maagaf
Ministry of Communications and Transport

Mr. Mohamed Ibrahim Kafkoun
Ministry of Communications and Transport

Mr. Ali Abdel-Hafiz Ibrahim Beheiri
Ministry of Housing and Utilities

Mr. Abdel Basset Ibrahim bin Nasser Aljuhaoa
Ministry of Defense

Mr. Abdel Nabi Jamaa Abu Gherara
Ministry of Oil and Gas

Mr. Taher Amer Issa
Ministry of Oil and Gas

Mr. Ahmed Ibrahim Hassan
Ministry of Oil and Gas

Morocco

Mr. Mohammed Chaib
Ministry of Public Administration Modernization

Mr. Ahmed La Momri
Ministry of Public Sector Modernization

Mr. Abdel Kader Al Bawakheri
Head of Legislation

Mr. Majed Lahlouh
Ministry of Agriculture and Fisheries

Mauritania

Mr. Aslamou Weld Al Mahgoub
Director of Programming and Media
Modernization

Mr. Osman Weld Sidi
Ministry of Public and modernization of
Administration

Oman

Mr. Kamal Al Nakib
Ministry of Higher Education

Palestine

Mr. Fawaz Abousr
Council of Ministers

Mr. Walid El Nahal
Council of Ministers

Mr. Mousa Abu Zaid
Minister - President of the General Personnel
Council

Mr. Wajdi Ziad Fayek Abdel Halim
General Personnel Council

Mr. Lotfi Khalid Mustafa Samhan
General Personnel Council

Mr. Amer Shaheen
Director of Legal Affairs in the Office of the
Palestinian Presidency

Mr. Fawaz Khaled Namik Al Elmi
Director General of Administrative Development
and Good Governance

Saudi Arabia

Ms. Munira Abdullah Mansour Asiri
Department of Education in Jeddah

Mr. Fawaz bin Mohammed al-Fawaz
Ministry of Civil Service

Mr. Abdul Rahman bin Abdul Mohsen Al-Qadir
Deputy Minister of Civil Service

Mr. Abdul Aziz bin Abdul Rahman Khunain
Director of the Office of the Minister of Civil
Service

Mr. Salim Besbas
Secretary of State to the Ministry of Finance

Tunisia

Mr. Fares Basrouf
Premiership

Ms. Najat Basha Makawi
Ministry of State Property and Real Estate Affairs

Ms. Najwa Khrayef
Director-General for Economic, Financial and
Social Affairs

Mr. Habib Al Aouni
Permanent Mission of the Republic of Tunisia

United Arab Emirates

Mr. Mohammed bin Dalmouk
Ministry of the Interior

Mr. Abdullah Abdul Rahman
General Headquarters of Dubai Police

Mr. Mursi Muhammad Yunus
Department of Economic Development

Mr. Ahmed Mamdouh Hassan
National Bank of Abu Dhabi, Egypt Branch

Mr. Khaled al-Yahya
Dubai School of Government Administration

Mr. Abdul Quddus Abdul Razzaq Obaidli
Ministry of the Interior

Yemen

Mr. Nasser Ahmed Al Baham
Ministry of Planning and International
Cooperation

Mr. Mohammed Saeed al-Saadi
Ministry of Planning and International
Cooperation

Yemen (continued)

Dr. Abdullah Yahya Alqbiyare
Ministry of Education

Mr. Abdullah Ghabari
Ministry of Education

Mr. Mansour Ali Bjach
Director of the Office Ambassador -Permanent
Yemeni Commissary

Mr. Abdul Salam Ahmed Zlaa
Undersecretary of the Ministry of Local
Administration

Mr. Al Khodor Ali Alkafish
Ministry of Transport

B. UNITED NATIONS

Department of Economic and Social Affairs
(DESA)

Ms. Elia Armstrong

Economic Commission for Africa (ECA)

Mr. Valerio Bosco

Economic and Social Commission for Western
Asia (ESCWA)

Mr. Vito Intini

Mr. Tarik Alami

Mr. Youssef Chaitani

Mr. Kamal El-Sayad

Mr. Yasser Rafie Mostafa

United Nations Development Programme
(UNDP)

Mr. Arkan El-Seblani

Mr. Imad Mehanna

Mr. Elias Ramouz

Ms. Friderike Eggert

Mr. Saleh Ababneh

Mr. Geoff Prewitt

Ms. Dana Malhas

Mr. Marwan Abisamra

Ms. Nina Kolybashkina

Ms. Mitra Motleg

World Bank

Mr. Kaylan Al Shayef
Yemen

Mr. Guenter Heidenhof

C. INTERGOVERNMENTAL ORGANIZATIONS

Organisation for Economic Co-operation and
Development (OECD)

Mr. Martin Forst

Mr. Faisal Naru

Ms. Zsuzanna Lonti

D. NON-GOVERNMENTAL ORGANIZATIONS

Transparency International

Mr. Jermyn Brooks
Ms. Arwa Hassan

Mr. Amir Obeid
Mr. Manfredo Marroquin

E. OTHER ORGANIZATIONS

Nile Center for Economic and Strategic Studies

Mr. Abd Khaliq Farouq
Director
Egypt

Arab Academy for Science, Technology and Maritime Transport

Mr. Wael Dwaidar
Egypt

Egyptian Company for Electricity Transmission

Mr. Mustafa Abu Salem
Egypt

Mr. Bashir El Nasr Shishtawi
Egypt

Mr. Iraqi Abdul Hamid Fadhil
Egypt

Mr. Mohamed Mohamed Osman Salim
Egypt

Mr. Ismail Ahmed Abdel Razek
Egypt

Mr. Gamal Abdel Sameeh Mitwalli
Egypt

Ms. Azza Abdel Monem Bakr
Egypt

Ms. Salah Mahmoud Bahnasi Shahin
Egypt

Ms. Tahani Abdul Majeed Abdullah
Egypt

Ms. Morhan Albert Zarif
Egypt

Egypt Air

Ms. Mona Rachwan
Egypt

Arab Society Taxes

Mr. Mohammed Tarek Sharif
Vice President
Egypt

Committee on Industry Device National Telecom Regulatory Authority

Mr. Abdel Rahman Al Sawi
Chairman
Egypt

Center for International Justice

Mr. Ahmed Alsnajafly
Egypt

Ms. Sahar Higab
Egypt

Mr. Wassim Ahmad
Egypt

Al Rachid Bank

Mr. Hussein Ali Qassem
Iraq

General Electric Company

Mr. Ismail Mukhtar Muhammad Abouchaalh
Libya

Mr. Abdel Salam Abou Mahara
Libya

Local institution of Local Water and Sanitation

Mr. Shaher Youssef Naaman Alathouri
Libya

Financial and administrative control System

Mr. Saeed bin Amer bin Masood Elmejrfa
Oman

Mr. Isa bin Ahmed bin Saeed Shammas
Oman

Mr. Salim bin Khalfan bin Suleiman Al Nabhani
Oman

Qatar Chamber

Ms. Remy Rowhani
Director General
Qatar

Mr. Saleh Hamad Al Sharqi
Qatar

Qatar Equestrian Federation

Mr. Khalid bin Safar Al-Hajri
Director General
Qatar

Mr. Walid Moussa
Qatar

Saudi Electricity Company

Mr. Hisham Hamdan Al Omer
Saudi Arabia

Transparency Forum

Mr. Mustafa bin Abdul Jalil Hubab
Saudi Arabia

Princess Anoud Foundation

Mr. Youssef bin Othman Alhuzeim
Director General
Saudi Arabia

Public Institution for Railways

Mr. Mohammed bin Saleh Al-Qarni
Saudi Arabia

Embassy of the Sudan

Mr. Husein Al Al Amin Al Fadel
Deputy Chief of Mission
Egypt

Ms. Mariam Imam Yahya Din
Assistant Economic Advisor

Agent Development and Planning Programs Sector

Mr. Abdullah Hassan Al-Shater
Yemen

Office of the General Personnel

Mr. Mahmoud Shahin
Vice President
Egypt

Ministry of Information

Mr. Muhammad Shahir Hassan al-Qurashi
Undersecretary

Government Accountability Project

Mr. Fawwaz Mustafa
Egypt

Mr. Mohsen Hilal
Egypt

F. ACADEMIA

Umm AlBawaki University

Mr. Mabrouk Sahli
Algeria

Annaba University

Ms. Houda Azzaz
Algeria

State Oum El Bouaghi

Mr. Bilal Khroufi
Algeria

National High School of Management and Governance

Mr. Breish Abdelkader
Algeria

Blida University

Mr. Mansouri Al Zain
Algeria

Warqala University

Mr. Bin Nasser Boutayeb
Algeria

Moaskar University

Mr. Sabeti Al-Habib
Algeria

Mr. Ben Abbou Jilali
Algeria

Khamis Malyana University

Ms. Manna Alaljh
Algeria

University of Beni Suef

Mr. Amin Ahmed Lotfi
President
Egypt

Nahda University

Mr. Sadik Afifi
President
Egypt

Assiut University

Mr. Ali Sadik Mohammed
Egypt

Menoufia University

Mr. Mustafa Mahmoud Mustafa Abu Bakr
Egypt

Al Kadisiyya University

Mr. Habib Ammar Al Madani
Iraq

Al Kufa University

Mr. Hakem Muhsin Muhammad
Iraq

Babel University

Mr. Abdel Azim Rahif Al Soultani
Iraq

Baghdad University

Mr. Mustafa Jalil Ibrahim
Iraq

Faculty of Education - University of Baghdad

Ms. Mona Haidar Abdul-Jabbar al-Tai
Iraq

Diyala University

Mr. Khalifa Ibrahim Odeh-Tamimi
Iraq

Dohuk University - Faculty of Administration and
Economics

Mr. Darman Suleiman Sadeq
Iraq

Dujla University

Mr. Raed Abdul El Kholok Abdullah
Iraq

Tikrit University

Mr. Ahmed Ali Hussein
Iraq

Mr. Siham Hussein Abdul Rahman
Iraq

Mr. Saddam Mohamed Mahmoud
Iraq

Mr. Adnan Karim Farhad
Iraq

Mr. Ali Ibrahim Hussein
Iraq

Mr. Ghassan Feisal Abd
Iraq

Mr. Qasim Ahmed Handal
Iraq

Mr. Hashim Fares Abdoun
Iraq

Mr. Menem Ahmed Khudair
Iraq

College of Business and Economics - University of Tikrit

Mr. Mohamed Hussein Manhal
Iraq

Mr. Hashim Fawzi al-Abadi
Iraq

Mr. Naji Abd Sattar
Iraq

Mr. Ali Razak Abedi
Iraq

Omar Mukhtar University

Mr. Omar Abdel nabi Omar
Libya

Zaytouna University

Mr. Aldwyne Mohamed Ahmed el-Sheikh
Libya

Tripoli University

Mr. Mustafa Ali Ijmali
Libya

Naser University

Mr. Ibrahim Abdel Aziz Salim Ben Achour
Libya

University of Marqab

Mr. Maatouk Ali Aoun
Libya

Dammam University

Mr. Abdul Aziz bin Abdul Hadi Al Mansouri
Saudi Arabia

Alzaiim Alzhari University

Ms. Fatima Omar Aqub Ali
The Sudan

Dilling University

Mr. Awatif Abdullah Abdul Hamid
The Sudan

Mr. Awatif Abdullah Abdul Hamid
The Sudan

Shanda University

Mr. Ehab Abdullah Abbas Saad
The Sudan

Mr. Khaled Abdel Aziz Hassan Mohamed
The Sudan

Sudan University

Mr. Ikram Mohamed Ahmed
The Sudan

Mr. Tayeb Hussein Mahmoud
The Sudan

Police Sciences Academy of Sharjah

Mr. Sarhan Hassan Al Moaini
United Arab Emirates

Ibb University

Mr. Akram Mohammed Ali Alwashla
Yemen

Naser University

Mr. Muhammad Ali Ezzedine
Yemen

Sana'a University

Mr. Fouad Salahi
Yemen

G. EXPERTS

Ms. Ithar Ahmad
International Affairs Specialist
Egypt

Mr. Hazem Beblawi
Former Finance Minister
Egypt

Mr. Fahmy Howeidi
Writer and thinker
Egypt

Mr. Farouk Jweideh
Poet and thinker
Egypt

Ms. Rouwaida Abdel Hamid Ahmad
Poet and thinker
Egypt

Mr. Domenico Casalino
CEO - Consip
Italy

Ms. Angela Russo
Consip
Iraq

Mr. Mowaffaq Yafi
Chairman of Experts Chartered Accountants
Lebanon

Mr. Khader al-Din ibn Sultan
Former legal advisor to the Council of Ministers
Tunisia