

Initiative on Good Governance for Development (GfD) in the Arab Countries:

Structure of Activities:

The six themes of the Initiative require a work programme the activities of which are structured to take into consideration the commitment and capacity of each country.

Each theme will have:

- A regional structure through the work of *Thematic Coordinators* as well as
- Individual country focus through the *National Work Groups* to be established for each theme in each committed Arab country.

National Coordination Committee

Each government will establish a *National Coordination Committee* whose members would be carefully selected and appointed by the highest executive authority. The instrument for establishing this Committee would clearly define its authority for coordinating and overseeing all activities under the Programme.

Thematic Focal Points

Governments will also nominate *Thematic Focal Points* for each theme; these persons are usually the leaders of the working groups.

Thematic Coordinators will work closely on a regular basis with their respective Focal Points across the region to facilitate the implementation of activities that will be jointly designed. Countries will vary in their priorities and issues to be discussed; it is not therefore expected that all countries would work on all themes and in the same degree of attention as the others.

To support the Thematic Coordinators and the Work Groups at individual country level, UNDP-POGAR and OECD¹ agreed to equally share the responsibility for Programme implementation.

- Themes I-III are the responsibility of OECD, and
- Themes IV-VI are those of UNDP-POGAR.

Steering Committee

The six Arab *Thematic Coordinators* and their OECD partner countries will constitute the Initiative *Steering Committee* to be chaired by the sponsoring Arab country (as may

¹ OECD and UNDP-POGAR will work closely with the respective countries and with their OECD partners. They will provide the necessary guidance and possibly supplementary technical expertise, as may be needed. They will both endeavor to ensure the effective implementation of planned activities and together will act as a catalyst to support their respective Arab countries in their national and regional work. They will also undertake an active campaign for resource mobilization to provide an uninterrupted flow of funds necessary for successful programme implementation.

be designated as indicated above)². The Steering Committee will hold *two* meetings per year during the first year and only one meeting in subsequent years. Other meetings may be held if circumstances warrant. Members of the Technical Secretariat (as indicated below) will attend those meetings and keep minutes of proceedings and decisions.

Initiative Conference

The ***Initiative Conference*** is composed of all Arab countries and their OECD partners as well as the countries or institutions that would provide funding to implement the Programme of activities. The Conference may be held annually, though for practical purposes and funding, it may hold a meeting at the end of the *second year* of implementation to assess overall progress as well as at the end of the third for evaluation and decision regarding future action.

However, the Sponsoring Country may, in lieu of the physical meeting, keep all countries fully informed through an *Annual Implementation Report* to which all committed Arab countries and their OECD partners would be requested to make their comments. Such comments would be given serious and immediate attention and the Report may be amended accordingly before it is published on the websites of UNDP and OECD. This does not obviate the need for a Conference meeting at the end of the three-year implementation period.

Technical Secretariat

The OECD and UNDP-POGAR teams will constitute the ***Technical Secretariat*** of the Initiative with the sponsoring country (Jordan at present) acting as Chair. The Chair may move from Jordan to another country in consultation between Jordan and the country desiring to assume the overall responsibility for implementation and monitoring progress. This is a strategy of burden sharing.

The OECD and UNDP Teams will maintain continuous contact and mutual consultation and will keep the Steering Committee fully informed of their activities. The Technical Secretariat will hold *two* formal meetings per year; it may hold other meetings if both teams deem it necessary. In the spirit of cooperation, decision will be made by general consensus. Minutes of meetings and agreements reached would be prepared and endorsed by the heads of the OECD and UNDP teams and will be submitted to the Chair.

Work Method:

Work will be based on country ownership and demand; this is critical for ensuring effective implementation and for facilitating the peer review process. The Thematic Coordinators will start working with *willing and committed countries*; they will identify their priority areas and will set the implementation agenda. However this agenda and the pace of its implementation may vary from one country to another, depending on internal circumstances. In the meantime, the Work Groups in each country, while guided by the Thematic Coordinators, will plan their own work and will be assisted by their National

² The Sponsoring Country may be represented by its Minister of Civil Service and Administrative Development (with varying titles).

Coordination Committee and by the technical expertise to be provided by the OECD partner country and by OECD and UNDP (each being responsible for specific countries)³.

Countries requesting specific technical assistance will prepare the necessary terms of reference, define the profile of the expertise required and indicate the duration for which such expertise is required. They would communicate such requests directly to their respective OECD counterpart country, (specific focal points for daily contact will have been identified for each theme) with a copy to either the OECD or UNDP-POGAR depending on the theme.

Care would be given in the formulation of the terms of reference to ensure that the right person shall be chosen. This requires advance planning; spur of the moment requests will make it difficult to obtain the right person for the job at hand. In certain cases, Arab countries may therefore, seek the assistance of their OECD counterpart country to prepare the very terms of reference of the needed expertise.

Thematic Coordinators are expected to keep close contact with committed Arab countries and would follow up the activities of their respective National Work Group as well as provide guidance when needed. It is also expected that the Thematic Coordinators would meet twice a year with their focal points, possibly in addition to the Minister/s responsible for the theme. This will bring the number of regional meetings for all themes to 6-7 throughout the three-year implementation period.

The National Coordination Committee (NCC) will work closely with the Work Groups to prepare *Country annual plans*. These should define the objectives of activities, their content, expected outcomes and feasible benchmarks against which work progress is measured and evaluated. The NCC will be responsible for coordinating the work of all groups to avoid duplication of activities and create synergy of all efforts under the Programme. It is expected to hold regular meetings with its different Work Groups and keep minutes of each meeting to maintain an updated institutional memory. The NCC will also keep close contact with the Technical Secretariat and present semi-annual regular reports on work progress. The NCC will also present a national report at the Initiative Conference meeting to inform of progress achieved and difficulties met during implementation.

³ OECD is responsible for cooperation with the following Thematic Coordinators: Egypt, Dubai and Morocco. UNDP-POGAR is responsible for cooperation with the following Thematic Coordinators: Jordan, Lebanon and Tunisia. [This also covers the work of National Working Groups of all themes.](#)