



## MIDDLE EAST AND NORTH AFRICA GOVERNANCE NEWS & NOTES

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### A NOTE FROM THE PUBLISHER

#### On Governance and the Knowledge Economy

**I**

t is increasingly taken as a given that we live in a “knowledge economy,” in which global competitiveness depends in large measure upon the ability of governments to foster the generation and application of knowledge for economic growth. Many studies of the “East Asian Miracle,” for example, cite the importance of heavy investments in education to the rapid growth of newly industrializing economies. As product cycles shrink and competition becomes more global, proximity to “knowledge frontiers” and the capacity to foster and encourage innovation becomes ever more important, as does the ability to rapidly adapt and modify existing technologies to new uses.

By whatever matrices innovation and knowledge generation is measured, it is clear that MENA faces some significant challenges. A recent survey of the quality of universities placed four MENA universities within the top 500 globally, with the highest one ranking 338. Another survey of trends in mathematics and science revealed that MENA countries lag considerably behind U.S. average scores, which themselves fall well behind the East Asian (and occasionally East European) countries that lead in these rankings. While some may quibble with the methodologies applied in such surveys, few would argue that the current ability of MENA countries to foster and utilize scientific and managerial knowledge is satisfactory.

In recognition of this fact, a number of MENA countries are moving proactively to improve their ability to foster knowledge and innovation for development. Furthermore, a number have recognized the critical linkage between innovation in the private sector and innovation in the public sector. This edition of *Governance News & Notes* explores the linkage between governance and innovation, particularly with regard to countries in the Gulf Cooperation Council. Our Governance Newsmaker Interview features Tarik Yousef, Dean of Dubai’s new School of Government, whose dual mission involves both training civil servants from within the United Arab Emirates and beyond as well as distilling the lessons of Dubai and helping to bring them to other countries of the Arab world. An article on Qatar looks at its efforts to create a “Knowledge City” that will help to encourage innovation and dissemination throughout Qatari society as a whole.



Two other articles explore efforts to capture and disseminate knowledge of governance and public sector reforms drawn from throughout the region. Edouard al-Dahdah discusses the Governance Institutes for Training (GIFT-MENA) initiative, which seeks to enhance regional knowledge exchanges among institutes and think tanks dealing with governance and public sector reform. Another (and admittedly parochial) article discusses the collaborative effort between the World Bank and the Dubai School of Government to prepare case studies that capture interesting and innovative reform efforts drawn from throughout the MENA region. We are always on the lookout for more cases, and would encourage our readers to let us know of any particularly interesting examples.

*Robert P. Beschel Jr.  
Lead Public Sector Specialist  
MENA Vice Presidency, World Bank*

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## GOVERNANCE NEWSMAKER INTERVIEW: DR. TARIK M. YOUSEF, FOUNDING DEAN OF THE DUBAI SCHOOL OF GOVERNMENT

BY RAMI G. KHOURI

### Public Policy Knowledge Production: Dubai's Next Frontier?



DUBAI: Dubai and other hyper-growth cities in the Gulf region have led the way for the Arab world in public sector innovation, urban growth and service delivery in several sectors recently -- but with a glaring gap in the production of knowledge and research. That may be changing, with the ongoing massive investments in higher education, cultural centers, museums and research institutes, especially in the UAE and Qatar.

New institutions like the Dubai School of Government (DSG) are still in their early stages of development, but they have already made their mark in at least three ways, according to DSG Dean Dr. Tarik Yousef: they are generating relevant research on public policy issues that decision-makers can use; they have started to entice highly skilled Arab professors and researchers to return from the West; and, they have launched plans to document public policy and governance in a fast-changing Arab world, so that students and policy-makers alike can learn from both the successes and weaknesses of this generation's fast-growth experience.

"When it comes to documented knowledge about governance and public administration in the Arab world, we don't have a body of literature -- knowledge, stories, cases, practices -- that has been documented, distilled, and disseminated, and that deals with various aspects of governance in the Arab world, whether public administration, public sector service delivery, or even political participation and democratization," Dean Yousef said in an interview in Dubai in mid-November.

"We don't have that knowledge, we've never managed it, because we haven't distilled it - we never wrote about it. This is why one of our mandates is the capacity to think, analyze, write, document, and disseminate this knowledge; that's what knowledge management is to me."

DSG has entered into a partnership with the World Bank to help plug one crucial gap in this field by generating case studies on public sector management and governance in the Middle East and North Africa. Developing a local capacity to research and write concise case studies is an immediate goal of DSG, focusing on Dubai, the UAE and other regions in the Middle East.

"Dubai has a stable, functioning government, in terms of its efficiency, effectiveness, goal-orientation, and use of Key Performance Indicators (KPIs). But who started this, why did they start it, how does it manifest itself across sectors, across entities, how has it evolved? That is something nobody has taken the time to write down. We don't know what the story of Dubai is about and how its

experience became replicated over time. We don't have a body of knowledge out there that tells us what happened," Yousef said.

Sound knowledge management in DSG's view requires a combination of at least four elements: serious, sustained research that is policy-relevant; developing a long-term teaching and training capacity (both MA's and executive education); generating case studies and other experience-based knowledge that is needed for serious learning and policy assessment; and, contributing to wider public policy discussions through lectures, media activities, publishing texts, and other means that are still new to traditional Arab political cultures.

"When I started some three years ago, the first thing I noticed was that we had neither the trained people nor the accepted tradition of precise, policy-relevant research and analysis that aims at knowledge generation, preservation, documentation and dissemination," he explained.



"What material was out there – such as on democratization, inclusiveness or public participation – was largely informed and driven by debates and literature from abroad, with very little work done on what we have done in our societies. This is why our approach focuses on building indigenous capacity for long-term, sustainable output."

DSG's partnerships with the World Bank and Harvard University are among several others it has forged with like-minded institutions around the

region that also seek to systematically study public policy-making, such as the American University of Beirut and other think tanks and research centers.

"Collaborating within the Middle East is of paramount importance, especially when resources and capacity are limited," he notes. Partnerships with leading international institutions help to both speed up capacity-building and establish early benchmarks of excellence against which local institutions can measure themselves.

Pitfalls are as obvious as the fast progress being made, he also admits, including moving carefully in sensitive political arenas, or growing so fast that quality is sacrificed.

#### Dr. Tarik M. Yousef

- Founding Dean of the Dubai School of Government
- Senior Fellow in the Wolfensohn Center for Development at the Brookings Institution
- Senior Fellow at the Belfer Center for Science and International Affairs at Harvard University's Kennedy School of Government
- Associate Professor of Economics in the School of Foreign Service, Georgetown University
- Sheikh Sabah Al Salem Al Sabah Professor of Arab Studies at the Center for Contemporary Arab Studies
- Ph.D. in Economics from Harvard University
- Economist at the Middle East Department of the IMF
- Visiting Professor in the Middle East and North Africa (MENA) region of the World Bank
- Senior Advisor for the Millennium Project at the United Nations.

"Our Arab societies are not as open as they should be, not as open as others, and not as open, I think, as the demands and aspirations of their citizens require," he said.

"Governments are still very sensitive about discussing government policy in public. They

are still very sensitive about analysis, especially critical analysis of what they do. That, to me, is a long-term project that requires commitment, and the right approach. We have to tell governments in the Arab world that we are not here to shame or insult them, but to help inform their policy, to help inform the public, to help refine and assess national development and decision-making. If we can demonstrate that commitment, which is the real test for an institution, I think we can make progress in alleviating these concerns and in lessening their

spontaneous tendency to always want to close the debate or to remove it from the public space. This is a project in the making that we have to fight for deliberately, patiently, but also quite aggressively.”

Excessively fast growth in the production and dissemination of knowledge should be shielded from the hazards that other sectors of society have recently suffered during the global economic slowdown, Yousef said.

“Fast growth has its dangers. We counter these by building in systems of institutional management and quality control – right from the beginning. You have to hold people accountable, and ensure that rules and regulations and procedures are adhered to, and establish criteria that are enforced. At the end of the year, every year, I’m going to ask you: How many public events did you have? How many papers did you present? And I’m going to give you a score based on exactly what you did.”

Key Performance Indicators are central to DSG strategy, which Yousef describes as, “forcing everybody to be held accountable to the standards they had established for themselves at the beginning of the year. This is not easy to do, it’s tedious. In the final analysis, you need to have a mechanism to gauge what you do so that you achieve excellence and impact. Because the problem with these types of institutions is, you can do everything that you are doing, and make no difference, and have little or no impact.”

What does Yousef see as his and DSG’s single most important achievement to date?

“Without doubt, the biggest vote of confidence that we have received today, and for me, personally, the biggest accomplishment of my life, has been our ability to attract talented Arab professors and researchers to return to this region from abroad [editor’s note: including himself, from his previous position as a faculty member at Georgetown University]. It has not been easy. For researchers and faculty, the most important incentive you can give them is time and space to think, research, write, attend

conferences, and be creative. These are the kind of things that matter to people.”

### **GIFT-MENA, AN INNOVATIVE PARTNERSHIP FOR KNOWLEDGE MANAGEMENT IN GOVERNANCE IN THE MIDDLE EAST AND NORTH AFRICA**

**BY EDOUARD AL-DAHDAH**



Over the past several years, most countries in the Middle East

and North Africa (MENA) region have engaged in some measure of reforms aiming at modernizing their public sector governance in areas as diverse as budget reform, tax and customs administration, civil service modernization and the legal and institutional framework to combat corruption, among others. The implementation of these reforms has considerably strained the capacity of the mid-level civil servants in charge of carrying out these reforms on a day-to-day basis, but it has also created new demands for the re-training of these civil servants and the upgrading of their skills. A new market for training and knowledge sharing has therefore emerged in the Middle East and North Africa region, with European countries supplying most of the training so far, through bilateral cooperation agreements.

Despite a strong demand and significant physical investment in training and capacity building, MENA countries still face significant challenges in aligning their training capacity with their specific reform needs. Outdated training methodologies and limited learning resources in the Arabic language are largely to blame, but so is the lack of new training curricula, and the poor cooperation between countries with similar reform agendas and administrative systems. These constraints are compounded by rapidly evolving needs and demands for reforms at a regional level, better aligned assistance strategies from donor institutions, and the MENA region’s embracing of international treaties and conventions with strong governance reform implications (e.g., the World Trade Organization agreements, the United Nations Convention against Corruption). The existence within the region of a small yet expanding

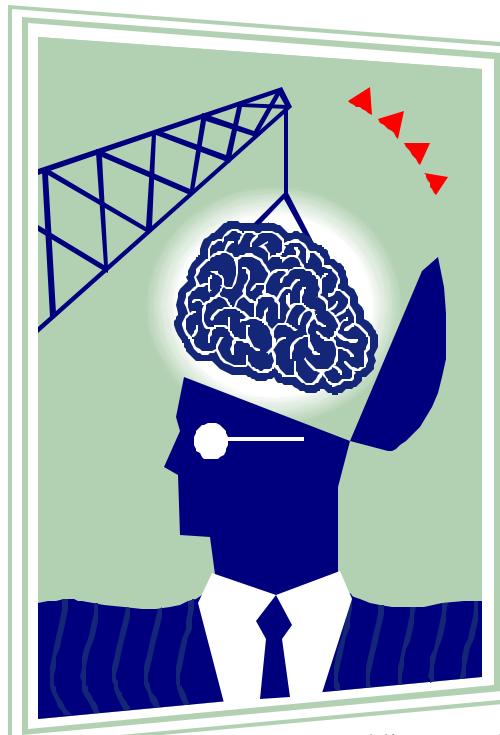
pool of successful reform experiences waiting to be disseminated makes the needs for a new approach to training and knowledge management all the more pressing.

Such is the rationale behind the launch by the World Bank Institute ([www.worldbank.org/wbi](http://www.worldbank.org/wbi)) and Lebanon's Institute of Finance ([www.ifc.org.lb](http://www.ifc.org.lb)) of the Governance Institutes Forum for Training (GIFT-MENA), in March 2006. This regional consortium for the creation and the dissemination of knowledge on public sector governance brings together schools and institutes of public administration specializing in the training of government civil servants in the Middle East and North Africa region (MENA). The secretariat of GIFT-MENA rotates among its members and is currently housed in Lebanon's Institute of Finance for the period of 2008-2012.

The mission of GIFT-MENA is to create the capacity prerequisites for public sector governance reforms across the MENA region. Its immediate objectives of GIFT-MENA are: (1) strengthening the institutional capacity of its member institutions; (2) promoting networking and cooperation among member institutions, including the regular exchange of trainers, trainees and training programs; (3) acting as a platform for the dissemination of good practices in public sector governance reform among its members; and (4) providing sustained access to specialized, high quality, custom-tailored curricula in the area of public sector governance, with special emphasis on content in the Arabic and French languages.

One of the most important achievements of the GIFT-MENA network to date was the organization of a large Training of Trainers workshop on Performance Based Budgeting in Rabat, Morocco from June 26 to June 30 2007.

Thirty representatives from eight GIFT-MENA member countries attended the workshop. The main trainer was a leading French Public Financial Management specialist, Benoit Chevauchez, but trainers from Lebanese and Tunisian GIFT-MENA members also took part in the delivery of the training. A comprehensive training curriculum was developed by Chevauchez with another leading Public Financial Management Specialist and retired World Bank staff, Pierre Demangel. The full set of training tools compiled for this event, including an annotated bibliography of key reading materials, CD-ROMs with training materials, articles and publications, video excerpts from relevant conferences and workshops on performance based budgets, case studies, PPT presentations, etc. can be accessed at: [www.giftmena.org](http://www.giftmena.org) (under 'modules'). The curriculum provided an overview of the basic principles of Performance Based Budget (PBB) and Medium Term Expenditure Framework (MTEF), and incorporated international best practices as well as cases studies drawing on experiences from the MENA region.



These materials are currently being used as a basis for developing an e-learning training course on Performance Based Budgeting. The training division of the Moroccan Ministry of Finance (soon to house the new Moroccan Institute of Finance) is taking the lead in developing this e-learning course with support from the World Bank Institute's Governance and Multimedia units. The online course is aimed at enhancing the knowledge and skills of participants on Performance based budgets, and raising their awareness of the importance of moving towards an output-based approach to budgeting and

public expenditure management among mid-level public officials within the MENA region. The course will be rolled out in French speaking MENA and African countries by June 2009, and will be

subsequently translated into the Arabic language. Another course currently being developed by GIFT-MENA is called “Introduction to Governance for junior civil servant in the Middle East and North Africa”, also with the support of the World Bank Institute.

Some of the members of GIFT-MENA in the MENA region are: the Institute of Finance of Lebanon; the training division of the Ministry of Finance of Morocco; the Arab Administrative Development Organization of the League of Arab States, based in Egypt; the National Institute for Training of Jordan; the Arab Planning Institute of Kuwait, the Dubai School of Government in the United Arab Emirates, the Institute of Finance of Yemen; the National School of Administration of Tunisia; the National School of Administration of Morocco; and the National Institute of Administration of Syria. A selected number of civil service training centers, schools of public administration, university networks, research institutes and advocacy NGOs from France, the United Kingdom, Spain and Germany, as well as the World Bank Institute have observer status. Please visit [www.giftmena.org](http://www.giftmena.org) to learn more about GIFT-MENA, its programs, and member institutions.

## THE KNOWLEDGE BASED ECONOMY AND GOOD GOVERNANCE IN QATAR

BY MAY WAZZAN

The shift towards a knowledge-based economy (KBE) not only raises policy implications for major sectors such as education, research, labor markets and information and communication technology (ICT); it also implies the need for holistic restructuring of economic, social and institutional regimes. Cultivating the structural links between knowledge generation and knowledge use requires a considerable effort on the part of a transparent and efficient government. The governments of successful knowledge economies are those that are able to serve as a role model in upholding their performance and credibility. Another imperative element of good governance is the free flow and accessibility of information. Done properly, nations can achieve a “virtuous cycle,” in which good

governance serves as a vital prerequisite for a KBE, and movement towards a KBE can create new opportunities for the further improvement of governance.

### Good Governance for Qatar’s KBE

The Government of Qatar has declared its intent to transform the country into a KBE as part of its effort towards economic diversification. Higher authorities have recently embraced the more ambitious and challenging ‘Innovative Society’ alternative of the KBE, whereas formally they had relied on the ‘Enclave’ alternative. The later is based on purchasing knowledge, technology and human capital from foreign sources. The ‘Innovative Society’ alternative is based on indigenously transforming the country into an attractive entrepreneurial and innovative hub by creating local knowledge. The need for public sector reform implied by the chosen alternative goes beyond traditional reform packages. It involves novel, mutual and quick decision making, well governed and transparent institutional arrangements at every level, trust-based relationships and the mobilization of a true participatory approach.

The General Secretariat for Developmental Planning (GSDP) is responsible for the country’s national vision and recently for the KBE vision. However, there is a wide spectrum of stakeholders, including Ministries, the Planning Council, the Qatar Foundation, and Qatar University. Since Qatar’s KBE vision originates from the top, the government has taken upon itself responsibility for truly mobilizing the wide spectrum of stakeholders towards a coordinated KBE track. In achieving this objective, Qatar is blessed in being able to avoid the tight budget constraints that would handicap many other countries. Yet it faces a number of challenges similar to other GCC countries, including the ‘golden cage’ which offers nationals job security in the public sector. Qatar’s KBE vision has also been criticized at times for being merely political rhetoric.

With regard to a number of traditional governance indicators, Qatar scores higher than the MENA region average. While regulatory quality, government effectiveness, rule of law, control of corruption and political stability show relatively

strong scores. Qatar has consistently ranked higher than all other Arab countries on Transparency International's Corruption Perceptions Index. Unfortunately, freedom of press and accountability—issues that are at the core of an effective knowledge economy--are weaker areas.

### *Education City*

An example of a KBE initiative in Qatar is the Education City set up by Qatar Foundation. The Education City is a nonprofit enterprise founded by the Emir of Qatar and dedicated to promoting education and research in the country. The campus houses top international institutions, think tanks and a science and technology park and is a manifestation of the Triple Helix of university-industry-government model. The Qatar Foundation has strategically selected the universities that opened shop in EC and offers them comprehensive financing. The commitment of EC's tenants to the overall KBE vision of Qatar determines whether the local multiplier effects and knowledge spillovers within the education city are sustained and absorbed by the wider society. The role of the government is indispensable in sending out signals that create incentives for investment in human capital development, innovation, research and entrepreneurship and ensuring that this kind of investment is rewarded. Moreover, the clear and transparent institutional arrangements between all the parties involved facilitates achievement of the Education City's mission—that firms, academic institutions, civil society organizations and government bodies move forward cohesively as a KBE driver.

### **Qatar's KBE to Feed into Good Governance Practices**

Since the shift towards a KBE strengthens a country's capacity to disseminate knowledge, it also serves as an opportunity to strengthen governance. Qatar is aware of the importance of issues such as good governance and civil society. H.H Sheikha Moza, the wife of the Emir and a prominent public figure, is a forceful advocate of good governance for Qatar's development. Active in Qatar's education reform, she often speaks of how the vision for Qatar's education system will feed positively into the

social and political system and the quality of the nation's civil society.

Albeit scattered and still evolving, KBE efforts in the area of governance are not lacking. For instance, e-governance initiatives in Qatar, which are a component of its KBE efforts, are often praised. In fact, the country has moved up 9 positions between 2005 and 2008 with respect to its e-government readiness index. The Qatari e-government strategy does not stop at digitalizing government services and launching a government portal, but it aims at maintaining an efficient information and knowledge dissemination process. Moreover, as a fine step towards increased transparency, Qatar joined the IMF's General Data Dissemination System (GDDS) in 2006.

Another strong point for Qatar is the role that Al-Jazeera satellite TV channel plays in facilitating the flow of information and the development of civil society in Qatar. Moreover, Education City, the flagship project of Qatar's KBE, hosts RAND-Qatar Policy institute which is collaborative venture between Qatar Foundation and the international RAND Corporation. It aims at improving the policy and decision making process through research and advocates sharing its work by utilizing the media and providing open access publications. Another thought worth considering is the affect that Education City, which houses both international and local institutions as well as international and diverse individuals, can have on tolerance and cultural and religious pluralism in the country. Both civil society and the media can play an important role in pushing forward the policy dialogue and the KBE vision in Qatar.

Qatar's KBE vision, especially if supported by a powerful communication dimension, can both achieve its objectives and feed directly into improving governance practices in the country. As host to the 2001 WTO agreements, this year's Corruption-free Asia conference and the sponsor of the Al-Jazeera, the State of Qatar is visible. This puts pressure on the government to maintain its credibility, both internationally and in the face of its citizens. The KBE vision and the spillovers it will have within the country serves as a good chance to do so.

## THE WORLD BANK & DUBAI SCHOOL OF GOVERNMENT GOVERNANCE CASE-STUDY PROGRAM IN MENA

BY LIDA BTEDDINI

In collaboration with the Dubai School of Government, the World Bank has developed a program to draft case studies of interesting governance reforms throughout the MENA region. In a fashion similar to that pursued by leading business and public policy schools, the goal of these cases is to capture important indigenous examples of public sector reform so that MENA countries can learn from each other's experience—both successful and less so. The overarching goal of these case studies is to provide insight into the motivation behind reform, the content of these reform agendas and the way in which these reforms were implemented. In particular, these assessments seek to go beyond the “what” of reforms and understand more about “how” they were implemented. How was support mobilized for change? How was opposition convinced, co-opted or neutralized? What aspects of these agendas went well, and which struggled? What lessons can other reformers draw from them?

The case study program is part of a larger knowledge-sharing agenda, which aims to (i) promote activities that encourage the sharing of knowledge on governance issues in MENA and highlight better development outcomes, and; (ii) build the capacity of country and regional knowledge institutions focusing on governance to ensure the sustainability of knowledge creation and knowledge-sharing activities.<sup>1</sup> While most case studies focus on examples of successful governance reform in the region, a few help to shed light on instances where such reform is met with constraints preventing its successful implementation. The following are a few examples of such studies:

**The Cairo One-Stop-Shop (OSS):** In 2004, Cairo's General Authority on Free Zones and Investments

(GAFI) experienced a significant and dynamic transformation in efficiency under the leadership of Minister of Investment, Dr. Mahmoud Mohieldin, and the newly appointed GAFI chairman, Dr. Ziad Bahaa al-Din. At the same time, Egypt underwent a political reshuffle after a period of slow economic growth and a generally low degree of business confidence during the five-year term of the previous Prime Minister. A new government was formed, which helped to bring about an environment conducive to significant and much-needed reform. This case study analyzes the remaking of the Cairo One-Stop-Shop under Dr. Bahaa al-Din, and the various factors that helped to bring about a successful change of the status-quo.

Volume 1, Issue 1 of *MENA Governance News & Notes* includes a spotlight on institutional reform within Egypt, as well as a Governance Newsmaker Interview with Minister of Investment, Dr. Mahmoud Mohieldin. This issue can be accessed at: <http://go.worldbank.org/1PQQT25N50>.

For more detailed information about Egypt's Reforms, the Cairo OSS case studies are available at: <http://go.worldbank.org/IGG1RW6BF0>.

**Reforms in Public Financial Management in West Bank & Gaza:** On the verge of a fiscal crisis, Dr. Salam Fayyad was appointed as Minister of Finance for the Palestinian Authority (PA) in June 2002, and was met with the challenge of helping lead the PA out of its economic crisis. Embarking upon one of the most successful and far-reaching Public Financial Management (PFM) Reform Programs in the MENA region, Dr. Fayyad adopted a strategy that sought to tackle a number of key structural aspects of the PFM system. This case study provides in-depth perspectives from leaders who help championed reforms in WBG and addresses crucial questions regarding how such reforms were initiated and taken forward under a complicated domestic and international environment.

This case study has been featured in our last issue of *MENA Governance News & Notes*. For access to this issue, please visit:

<http://go.worldbank.org/KUADJI5N90>.

<sup>1</sup> More information on the World Bank's Knowledge-Sharing Program in MENA is available at: <http://go.worldbank.org/CC2GOS8S00>

For more detailed information about PFM reforms in West Bank & Gaza, you can access the full case study at: <http://go.worldbank.org/C9COQMFS80>

**Morocco's Voluntary Retirement Program (VRP) of 2005:** Confronted with concerns of chronic overstaffing and unsustainable wage bills, the Government of Morocco (GoM) implemented the first Voluntary Retirement Program in 2004, as part of a larger Public Administration Reform Program (PARP) aimed at highlighting and addressing major structural constraints to efficient public sector management. An initial effort to introduce a VRP program in 2004 failed to meet its objectives of downsizing the central government by nearly 35,000 civil servants over a three to four year period. This failure can be attributed to several factors, ranging from the lack of an enticing incentive package, a limited target population, taxation of severance packages, and an unsuccessful information campaign. In 2005, a revamped VRP II program addressed crucial problems that led to the unsuccessful implementation of VRP I. This case study examines the success of the second VRP program undertaken by the GoM and assesses how earlier failures were addressed. It provides a comprehensive analysis on its quantitative and qualitative results, as well as its role in the broader public sector reform agenda, and can be used as an example of a successful VRP program for other countries facing similar problems.

**Improving Cabinet Decision-making: The Case of Jordan:** Key public policy challenges faced Jordan in 2003, ranging from issues related to managing external economic shocks resulting from the Iraq war, regional instability with internal social and political repercussions, the rise of oil prices, and decisions on significant measures such as the elimination of food subsidies as a way to reduce government debt, and job creation to address unemployment and poverty. Concerned that Jordan's cabinet decision-making apparatus was not providing adequate support for effective policy choice, Cabinet embarked upon a series of important reforms. In October 2003, Minister of Administrative Development, Fawwaz al Zub'i, was tasked to lead Jordan's public sector reform agenda. At the onset of the reform program, significant strides were made towards reaching some important reform objectives.

However, the public sector reform agenda eventually encountered significant challenges and ultimately fell short of expectations. This case study delves into the dynamics of various factors that prevented a successful reform agenda in Jordan and also provides valuable technical lessons that can be drawn upon and applied to future reforms of the institutions and procedures for policymaking.

To help expand the comprehensiveness of our case-study program, the World Bank and Dubai School of Government welcome recommendations for the identification of case studies on governance reforms and suggestions for further analytical work in the field of governance and public management.

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## UPCOMING EVENTS AND ACTIVITIES

- **January 15 & 29, 2009:** Workshop on Tunisian Guide of Best Practices for Corporate Governance. Tunis, Tunisia. Workshops will discuss the new guidelines, released by the IACE in June 2008, and will be oriented to boards of directors in large enterprises as well as family-owned businesses. [lwafi@cipe.org](mailto:lwafi@cipe.org) and [www.cipe.org](http://www.cipe.org)
- **Early 2009 (TBA): Education Reform – Building Human Capital. El Salam Concorde Hotel. Dubai, UAE.** A unique two-day executive education program offered by the Dubai School of Government and The Harris School of Public Policy Studies at the University of Chicago. This distinctive course will focus on the internal and external factors linked to students' success at schools, as well as the public policies needed to improve education and build human capital. [www.execed.dsg.ae](http://www.execed.dsg.ae)
- **January 25-27, 2009: The Global Competitiveness Forum (GCF), Riyadh, Saudi Arabia.** An annual meeting of top business executives, international policy leaders, and academics who share an interest in human resources development, international trade, and knowledge based industries, among other issues. [governor@sagia.gov.sa](mailto:governor@sagia.gov.sa) and [www.transparency.org](http://www.transparency.org)
- **January 27-28, 2009: C5's 4th Advanced International Anti-Corruption Conference, Frankfurt, Germany.** This conference will bring together Compliance Officers, General Counsel and Internal Auditors of multinational companies to network and hear from leading anti-corruption experts and regulators on the latest developments and emerging best practices the global business community has to share. [s.jenkins@C5-online.com](mailto:s.jenkins@C5-online.com) and [www.c5-online.com](http://www.c5-online.com)
- **February 16-18, 2009: Extractive Industries Transparency Initiative (EITI). Doha, Qatar.** This is an opportunity for stakeholders and supporters - governments, civil society organizations, companies, investors and development organizations - to take stock of the benefits and progress of the EITI. [pvalverde@eitransparency.org](mailto:pvalverde@eitransparency.org) and [www.transparency.org](http://www.transparency.org)

## NOTEWORTHY LINKS

World Bank MENA Governance Website:  
<http://www.worldbank.org/mena-governance>

World Bank General Governance Website:  
<http://www.worldbank.org/governance>

The Dubai School of Government Website :  
[www.dsg.ae](http://www.dsg.ae)

The GIFT-MENA Initiative:  
[www.giftmena.org](http://www.giftmena.org)

The Arab Thought Foundation  
[www.arabthought.org](http://www.arabthought.org)



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**FOR FURTHER READING**

2007 Trends in International Mathematics and Science Study, <http://nces.ed.gov/pubs2009/2009001.pdf>

M. A. Abramson and I. D. Littman, Innovation (Rowman & Littlefield: Maryland, 2002)

M. H. Moore, Creating Public Value: Strategic Management in Government (Harvard University Press: Cambridge, 2002)

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