

General Assembly and 7th Annual Conference
of the GIFT-MENA Network

Governance, Fragility, and Sustainable Development



Agenda

Paris, France, 12 -14 October 2016

The GIFT-MENA¹ network of civil service training schools and institutes is organizing its annual conference in Paris in **celebration of its tenth anniversary** and in acknowledgement of France's continued support to the development of institutional cooperation across the Mediterranean.

For this particular year, discussions will be inspired by the latest regional and international challenges of governance, fragility and sustainable development facing the region and its neighbors across the Mediterranean. They will be centered on what is currently needed to build the capacity to govern and to engage effectively in achieving the Sustainable Development Goals at the horizon 2030.

Drawing on the conclusions and on the priorities identified during the discussions, the conference will be an opportunity for members and partners of the GIFT-MENA network to draw a roadmap for the future of the initiative.

Schedule of Meetings

- **October 12th: General Assembly** of the GIFT-MENA Network that will gather heads and senior representatives of member institutions and schools of government as well as regional and international partners.
- **October 13th:** Inauguration of the **Annual Conference** by the Minister of State for Development and Francophonie of France, Mr. André VALLINI, held at the Pierre Mendes-France conference center in Paris.
- **October 14th:** Closing of the Annual Conference.

Ministers, policymakers and senior staff in government, schools presidents and directors of training and human resources management, representatives of Development Funds and multilateral cooperation agencies, as well as international and regional experts in governance and State modernization are expected to attend this event.

“ Dans ce monde voué à l'innovation, à la création d'idées et du savoir, la performance d'une nation et le bien-être de ses citoyens sont enracinés dans les facultés d'apprendre et d'innover.

Gibran Khalil Gibran, Mon Liban, ed. Mille et Une Nuits

¹The Governance Institutes Forum for Training in the Middle East and North Africa.

Context and Background

1 The GIFT-MENA Network is celebrating its tenth anniversary in an unstable context, characterized by conflicts and an escalation of violence that are threatening the unity and territorial integrity of many countries in the MENA region. The past five years have witnessed the increasing fragilization of States and a rising tide of tribalism and ethnic solidarities transcending national boundaries. Today, the regional dynamics are spreading throughout the region as well as to Europe.

2 No state has been able to fully mitigate the consequences of the ongoing conflicts. Although some middle-income countries have absorbed the shocks more successfully than others, the region's macro-economic indicators have generally suffered as a result of the chaotic climate.

Development indicators are drawing a worrying picture: growth levels declined to 2.8% between 2012 and 2014², against 5.6% during the previous decade; job creation remains insufficient; economic vulnerability is increasing, driven by rising debt ratios and twin deficits. Furthermore, public resources are confiscated by small segments of the population; public services are unequally provided; governments remain perceived as highly corrupt³, while the well-being index stalled at 4.8 throughout the 2010-2012 period⁴, ranking among the world's lowest scores.

Oil exporting countries were not spared from the ordeal. The budgetary

surplus of about 5.4% of GDP recorded in 2013 was substituted with a deficit of 9.8% in 2015 in the GCC countries, with an even larger deficit in Algeria. These upheavals have triggered deliberations on financial and fiscal governance reforms, with Saudi Arabia's 2030 Vision figuring as an example.

3 The structural imbalances that have sparked the outbreak of the Arab revolutions remain far from being atoned for. The 2015 Arab opinion index reported a further deterioration in that aspect, with 59% of polltakers expressing negative views with the outcomes of the "Arab springs"⁵.

4 The erosion of the social contract and the fragility of post-conflict societies are putting more pressure on governments to revise their economic growth and governance models: re-shuffling political and sustainable development priorities in favor of better economic and social integration, and strengthening social resilience are perceived as key factors that would restore social cohesion and put the region back on the track of development.

5 Today, more than ever, the rising question is: "How shall states operate in an era of increasing interdependence and the growing power of non-state actors"? Starting to provide answers to this dilemma entails acknowledging a major paradigm shift. While excessive State

power, centralization, and Jacobinism-inspired models have been identified as the root causes of conflict in the past, contemporary challenges appear to stem more from increased state fragility.

6 This new reality on the ground is providing States and public administrations with an increasingly important role to play as drivers of national prosperity and development. They are expected to consolidate their capacity to govern, to build the future and to make sound public policy choices.

7 States are hence called upon to radically revisit their roles, to join the collective effort to reconstruct public governance on sturdy grounds, to embrace the digital era and the principles of Open Data, to prioritize youth employment and women integration in both the public and private sectors, and finally, to capitalize on sound human resources management policies and practices.

8 More globally, development actors are called upon to discuss the future, terms and governance of financing for development. Throughout the past ten years, Official Development Aid (ODA) has constituted one of the most reliable sources of development financing, especially for fragile and less developed countries. In today's context, ODA, along with Foreign Direct Investment (FDA), have both declined considerably. What measures shall be undertaken

²Inequality, Uprising and Conflicts in the Arab World, The World Bank (October 2015).

³According to Transparency International, in 2013 and despite the Arab Spring, the governments in place were considered as more corrupt than their predecessors. Citizens estimated that policies undertaken were undermining their freedoms with no improvements in living standards, and underlined the importance of favoritism and nepotism ("Wasta" in Arabic) 20.

⁴Nadereh Chamlou, The economics of Happiness and Anger in North Africa, World Institute for Development Economics Research, Working Paper, 2014.

⁵<http://english.dohainstitute.org/content/cb12264b-1eca-402b-926a-5d068ac60011>



and which cooperation frameworks shall be promoted to make fragile and in-conflict countries less dependent on donors for their human development, stabilization and reconstruction? How can we reap the benefits of South-South and triangular cooperation?

9 While recent OECD reports insist on the untapped potentials existing within fragile States, optimistic initiatives cannot be sustained without solid public institutions that stand at the core of the peace-building process.

10 Within this context, the 7th conference of the GIFT-MENA network offers a unique meeting time for actors of change in governments, society and development organizations operating in MENA countries to analyze the root causes of conflicts and their implications, to put forth successful Arab and triangular initiatives, and to discuss in-depth future perspectives for reinforcing fragile States, building resilience and engage on the path towards sustainable development.

Issues of civil service modernization, financial governance, open governments, cooperation development, partnership-building and human resources development will be explored, to support the MENA region successfully achieve the Sustainable Development Goals set for 2030.

The GIFT-MENA meeting and annual conference will be held in Paris in the framework of a series of international events hosted by the French city, to promote the 2030 Agenda for Sustainable Development, namely the COP21 and the upcoming Summit of the Open Government Partnership.

Conference Objectives and Methodology

1 Engage the dialogue on development priorities, democratic governance and civil service in the MENA region, discuss strategies for backing recovery in fragile states, and reflect on the role of schools of public administration in an evolving panorama.

2 Facilitate partnership-building between schools of government, donor institutions, and other stakeholders, in an effort to support actors of the South address short and long-term challenges of peace, stability, inclusion, diversity and resilience.

3 To rethink the role, scope and future of the GIFT-MENA network.

The two-day conference will feature keynote presentations by world-leading experts and practitioners highlighting new trends and international good practices, relevant country experiences, as well as successful triangular and multilateral cooperation initiatives. Each panel/session will be “co-sponsored”, in terms of content, by a French, international or a regional organization.

The working languages of the conference are Arabic, French and English. Simultaneous interpretation will be provided.

Deliverables

1 A **three-year institutional development plan** agreed upon by the network’s members. This plan will outline a strategic medium and long-term vision for the network, in line with the change of context.

2 The signature of bilateral or multilateral **cooperation agreements** between members of the network or between members and partners, in order to reinforce institutional cooperation.

3 The **Declaration of Civil Service Schools and Institutes in the MENA region**, presenting the strategic orientations of the network’s members and partners and their vision as to the network’s role in strengthening public administration and proposing a successful model of regional cooperation (South-South, regional and Euro-Mediterranean).

4 A new version of the **Directory of government training schools and institutes**, a communication and networking tool developed jointly by the GIFT-MENA network and the Mediterranean Forum of Public Service.

5 The **GIFT-MENA Working Paper Series**, documenting and disseminating successful regional experiences of public administration reform in the MENA region.

6 **The future of Civil Service - A Mediterranean Outlook:** In a series of interviews with directors of schools of civil service, this publication provides an overview of the challenges faced by public administrations across Mediterranean countries. It focuses in particular on the reforms to be conducted to accompany political, economic and social transformations as well as thoughts on the meaning and prospects of State action and the role of government training schools and institutes.

Agenda

Wednesday October 12, 2016

9:00 - 17:00

General Assembly of the GIFT-MENA Network (Closed meeting - on invitation)

The General Assembly brings together heads and senior representatives of civil service training schools and institutes in the MENA region, as well as HR and training directors and representatives of partner organizations.

The meeting is dedicated to discuss the future of the network, to develop further its role, positioning, governance and institutional structure as well as offer of services, and to draw recommendations and a medium-term action plan for the future.

18:00 Networking cocktail

Thursday October 13, 2016

Annual Conference (Open to the public - on registration)

9:00 - 9:30 Welcoming of participants and registration at the Pierre Mendes-France Conference Center

9:30 - 10:15 Opening ceremony

Official and Ministerial Opening Speeches

Lamia MOUBAYED BISSAT, President of the Steering Committee of the GIFT-MENA network, Director of the Institut des Finances Basil Fuleihan, Lebanon.

Mohamed MOUBDI, Minister of Civil Service and Administrative Modernization of Morocco and host of the Annual Conference 2015.

André VALLINI, Minister of State for Development and Francophonie, France.

10:15 - 11:15

Ministerial panel

The ministers of civil service and of administrative reform from France and a number of MENA countries will address current political, economic and social challenges facing the region as well as incumbent risks and future prospects.

11:15 - 11:30

Signature of Cooperation agreements

11:30 - 12:00 Official Photo and Coffee Break

■ 12:00 - 13:30 Plenary session

State Fragility and Resilience



Development in the MENA region is characterized today by conflicts, instability, volatility and poor governance.

This panel will discuss policy orientations and implications of the States capacity to govern in a moving context. It shall address the question: "How can countries escape the trap of chronic fragility?"

Panelists are expected to share good practices and policy advice to be given careful attention by Arab governments and the development community at large to strengthen resilience and secure peace, stability and sustainable development to the region.

Discussion Questions

- What are the root causes of conflict and fragility in the MENA region? Is institutional development a cornerstone of peace and stability?
- What characterizes State-Society relations in vulnerable and fragile communities and in countries experiencing crises and conflicts? What impact has the rise of non-state actors in the region? What can be done to optimize these relationships?
- What public governance mechanisms are to be established to consolidate peace-building and lay the foundations for a permanent transition towards resilience and stability? What is the role of local governments and political leaders in promoting good governance and rule of law as a way of strengthening state-institutions, preventing conflict and building confidence between the state and society?
- Do cooperation models such as networks have a role to play in generating dialogue and pave the way for better regional exchange and integration?
- What will be the role of Europe and international partners?

Guest Speakers

Valentina CALDERON MEJIA, First Economic Affairs Officer, UN-Economic and Social Commission for Western Asia (ESCWA).

Elisabeth CLAVERIE DE SAINT MARTIN, Deputy Director for Sustainable Development, Ministry of Foreign Affairs and International Development, France.

Dlawa ALA'ALDEEN, President of the Middle East Research Institute.

Sébastien MOSNERON-DUPIN, Director General of Expertise France.

Chairperson

Sonia Ben CHEIKH, Director General of the National Training Center for Leaders in the Health Sector, Tunisia.

13:30 - 14:30 Lunch

1

■ 14:45 - 16:15 Round table discussions



Round table discussion 1: Meeting the Challenge of Transparency and Financial Governance

Sound public financial governance and management have become a top priority for citizens.

Governments today are called upon to stand at the forefront of financial reforms and steer the wheel of private and public finance governance to guarantee financial stability, improve market financing and strengthen macroeconomic resilience and the financial well-being of societies.

Discussion Questions

- Why is it crucial that states abide by principles of financial transparency and reporting?
- How can financial responsibility, crisis prevention, and management systems be reinforced?
- To what extent shall national policies be aligned to international practices?
- What coordination mechanisms can be established between the public administration and private finance actors?
- What are the financial competencies and qualifications of the future? Shall we devise new approaches to training?
- What is the contribution of learning networks to accompany the development of required skills and profiles?

Guest Speakers

Samia MSADEK, Director of the Governance Global Practice, The World Bank (to be confirmed).

Jean-François VERDIER, General Inspector of Finance, France.

Muthanna JAWAD, Director General of the Accounting and Financial Training Center, Ministry of Finance, Iraq.

Alan EDWARDS, Chair of CIPFA Development, Chartered Institute of Public Finance and Accountancy, CIPFA.

Jean-Christophe DONNELLIER, Inter-ministerial Delegate for International Technical Cooperation and Chairman of the Board of Expertise France.

Chairperson

Hakim FIRADI, Adjunct to the Director of Administrative and General Affairs - Director of the Institute of Finance, Ministry of Economy and Finance, Morocco.

2

Round table discussion 2: Development Aid and Building the resilience of Public Administration in fragile contexts



The crises and conflicts that have erupted in the past ten years across the MENA region have eroded the institutional capacity of States at many levels.

Development partners increasingly share the conviction that development aid should be further focused on strengthening the State's institutional capacities in order to ensure both its sustainability and resilience to crisis.

This round table will be the occasion to present the latest strategic orientations and modus operandi of development aid partners in support of core public administration functions and human capital development.

Discussion Questions

- Should development aid conduct "business as usual" at times of crisis? Are the available financing options able to meet new developmental challenges? Are emergency financial funds effective levers of change?
- How can we improve both the quantity and quality of development co-operation to fragile states, especially in the least developed states which depend upon it the most?
- What roles for South-South and triangular cooperation models alongside non-traditional donors?
- What role can networks play in this new landscape? What added value can they bring to development cooperation, especially in the MENA region?

Guest Speakers

Marie-Hélène LOISON, Director of the Mediterranean and Middle East Department, Agenda Française de Développement, France.

Inma PEREZ ROCHA, Centre of Thematic Expertise on Public Administration Reform at DG NEAR, European Union Commission.

Taghreed BADAWOUD, Director of International Relations, Arab Organization for Administrative Development.

Nathalie PILHES, Deputy to the Ambassador to the Mediterranean, Ministry of Foreign Affairs and International Development, France.

Chairperson

Tarik ALAMI, Chief of Emerging and Conflict-related Issues Division, UN-Economic and Social Commission for Western Asia (ESCWA).

3

Round table discussion 3: Going digital: Are Arab states ready for Open Data?



The digital revolution is transforming our world, facilitating access to information, helping developing countries take advantage of these new opportunities, enabling inclusion and innovation and giving citizens the occasion to learn, understand and voice their opinion.

G20 countries are expected to reap by 2020 more than 13,000 billion Euros from the opportunities that the Open Data will have provided. But Open Data is not only an economic development lever. It allows as well for a more effective fight against tax evasion and the financing of terrorism, and paves the way for a democratic globalization with a larger involvement of citizens in the decision-making process.

Discussion Questions

- What environment can allow the State to reap the benefits of the digital revolution, in terms of growth, job creation and public service delivery?
- To what extent will Open Data help carry out comparative studies in pursuit of better public policy choices?
What is the added value for public institutions?
- Lessons learned and good practices for countries of the MENA region
- Will the digital transition have an impact on schools of government and their offer of training services? How can they accompany the democratization of the digital era?
- To which extent can networks of civil service schools foster this openness?

Guest Speakers

Laure LUCCHESI, Director of Etalab, Secretariat-General for State Modernization, France.

Barbara-Chiara UBALDI, Senior Project Manager for “Digital Government and Open Data”, Public Governance and Territorial Development Directorate, OECD.

Ahmad Kamal CHAABAN, Executive Director, National Management Institute, Egypt.

Chairperson

Awatif ABDEL RAHIM OTHMAN, Director of Risk Management at the Ministry of Finance and National Economy, Sudan.

■ 16:15 - 16:45 Roundtable results and recommendations

Presentation of round table results and recommendations

20:00 Dinner invitation by the CNFPT



Friday October 14, 2016

Annual Conference (Open to the public - on registration)

9:00 - 9:15 Launching of works

9:15 - 10:45 Plenary session

Will the State Meet the Youth and their Aspirations?



DGAFP
DIRECTION GÉNÉRALE DE L'EMPLOI ET DE LA FORMATION PROFESSIONNELLE

In Morocco, 60% of young graduates seek to join the public sector, while only 19.3% aim to pursue employment in the private sector.⁶ In Jordan, at the height of the 2004-2008 economic growth phase, almost 42% of all the jobs created were in the public sector.⁷ Yet regardless of their career choices, the current job market in Arab states is suffering from the bad economic performance and of structural deficiencies that have raised it at the top priority list of decision-makers.

Discussion Questions

- In a volatile environment, where will Arab youth find jobs now that the public sector is not hiring?
- How can private entrepreneurship be encouraged when civil service employment remains the most attractive option, mobilizing on average 30% of the working population; a share that may reach 70% in countries like Lybia?
- How can we better recruit, train and retain young talents and invest their skills in serving the State?
- What is the opportunity cost of weak women participation and integration to the labor market?

Guest Speakers

Samir AITA, President of the Circle of Arab Economists, Former Director of the Arab Editions of "Le Monde Diplomatique".

Robert BLOTEVOGEL, International Monetary Fund Resident Representative for Tunisia.

Abdel Moneim Mohamad AL TAYEB, President of the Academy of Economic and Financial Studies, Sudan.

Delphine BORIONE, Deputy Secretary General for Social and Civil Affairs, Union for the Mediterranean.

Caroline KRYKWINSKY, Deputy Director for Inter-ministerial HR Policies, Directorate-General of Administration and Civil Service, France.

Chairperson

Mousa HASAN, Chairman of the General Personnel Council, Palestine.

10:45 - 11:15 Coffee Break

⁶"National Socio-educational Survey ", undertaken in 2015 with the participation of 5'236 high schoolers by the group "L'Étudiant Marocain", in partnership with regional educational and training academies (Aref) and the HEM Business School.
<http://www.acteurspublics.com/2016/03/23/60-des-bacheliers-marocains-s-imaginent-fonctionnaires>

⁷ETF (European Training Foundation), *Employment policies in Jordan*, ETF, Torino, 2014c.
www.etf.europa.eu/web.nsf/pages/Employment_policies_Jordan

■ 11:30 - 12:45 Closing plenary session

Public Administration and the new Sustainable Development Goals: Paving the way for the future of the GIFT-MENA network



This session will focus on the capacity of MENA States to achieve the Sustainable Development Goals by 2030, especially in fragile states and post-conflict environments. What can public administration do to improve the capacity of government to invent solutions that will keep pace with the increasing complexity of the challenges we are facing as a society? In the midst of change and instability, what shall be the role and agenda of a learning network of civil service schools such as the GIFT-MENA network?

Discussion Questions

- How can public administration continue rallying civil servants around common goals and “values” of public service, such as diversity, exemplarity, cohesion, and commitment?
- What are the profiles and competencies needed to work in government in the next 20 to 30 years?
- How can civil service schools reinforce their positioning to contribute to the policy dialogue and enhance governance and innovation?
- What roadmap for the GIFT-MENA network ten years after its creation and in light of the changing context?

Guest Speakers

John-Mary KAUZYA, Chief, Public Administration Capacity Branch, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs.

Thierry LE GOFF, Director-General of the Directorate-General of Administration and Civil Service, France.

Badr MALALLAH, Director-General of the Arab Planning Institute, Kuwait.

Nathalie LOISEAU, Director-General of the National School of Administration, France.

Vincent POTIER, Director-General of the National Center for Territorial Civil Service and coordinator of the Mediterranean Forum of Public Service.

Chairperson

Lamia MOUBAYED BISSAT, Director of the Institut des Finances Basil Fuleihan, Lebanon.

■ 12:45 - 13:00 Conference concluding remarks

Karim BITAR, Director of Research at IRIS, Specialist of the Middle East and of US Foreign Policy.

Declaration of the schools and Institutes of the GIFT MENA Network

Ahmad LAAMOUNRI, Secretary General of the Ministry of Civil Service and Administration Modernization, Morocco, and Member of the Steering Committee of the GIFT-MENA Network.

■ 13:00 - 13:30 Closing Address

François ROMANEIX, Director of the Cabinet of the Minister of Civil Service, France.

13:30 - 15:00 Lunch

15:00 Visit of the “Institut du Monde Arabe” - Paris (*Departure from the PMF Center*).

Our Speakers at a Glance

Opening speeches



Lamia MOUBAYED BISSAT
President of the Steering Committee of the GIFT-MENA network, Director of the Institut des Finances Basil Fuleihan, Lebanon

Mohamed MOUBDI
Minister of Civil Service and Administrative Modernization of Morocco and host of the Annual Conference 2015

André VALLINI
Minister of State for Development and Francophonie, France

Plenary session I



Sonia Ben CHEIKH
Director of the National Training Center for Leaders in the Health Sector, Tunisia

Valentina CALDERON MEJIA
First Economic Affairs Officer, UN-Economic and Social Commission for Western Asia (ESCWA)

Elisabeth CLAVERIE DE SAINT MARTIN
Deputy Director for Sustainable Development, Ministry of Foreign Affairs and International Development, France

Dlamer ALA'ALDEEN
President of the Middle East Research Institute

Sébastien MOSNERON-DUPIN
Director General of Expertise France

Plenary session 2



Mousa HASAN
Chairman of the General Personnel Council, Palestine

Samir AITA
President of the Circle of Arab Economists, Former Director of the Arab Editions of "Le Monde Diplomatique"

Robert BLOTEVOGEL
International Monetary Fund Resident Representative for Tunisia

Abdel Moneim Mohamad AL TAYEB
President of the Academy of Economic and Financial Studies, Sudan

Delphine BORIONE
Deputy Secretary General for Social and Civil Affairs, Union for the Mediterranean

Caroline KRYKWINSKY
Deputy Director of the Inter-ministerial HR Policies, Directorate General of Administration and Civil Service, France

Closing plenary session



Lamia MOUBAYED BISSAT
Director of the Institut des Finances Basil Fuleihan, Lebanon

John-Mary KAUZYA
Chief, Public Administration Capacity Branch, Division for Public Administration and Development Management, United Nations Department of Economic and Social Affairs

Thierry LE GOFF
Director General of the Directorate-General of Administration and Civil Service, France

Badr MALALLAH
Director General of the Arab Planning Institute, Kuwait

Nathalie LOISEAU
Director General of the National School of Administration, France

Vincent POTIER
Director General of the National Center for Territorial Civil Service, France

Round table discussion 1



Hakim FIRADI
Adjunct to the Director of Administrative and General Affairs - Director of the Institute of Finance, Bank Ministry of Economy and Finance, Morocco



Samia MSADEK
Director of the Governance Global Practice, The World Bank



Jean-François VERDIER
General Inspector of Finance, France



Muthanna JAWAD
Director General of the Accounting and Financial Training Center, Ministry of Finance, Iraq



Alan EDWARDS
Chair of CIPFA Development, Chartered Institute of Public Finance and Accountancy, CIPFA



Jean-Christophe DONNELLIER
Inter-ministerial Delegate for International Technical Cooperation and Chairman of the Board of Expertise France

Round table discussion 2



Tarik ALAMI
Chief of Emerging and Conflict-related Issues Division, UN-Economic and Social Commission for Western Asia (ESCWA)



Marie-Hélène LOISON
Director of the Mediterranean and Middle East Department, Agenda Française de Développement, France



Inma PEREZ ROCHA
Centre of Thematic Expertise on Public Administration Reform at DG NEAR, European Union Commission



Taghreed BADAWOUD
Director of International Relations, Arab Organization for Administrative Development



Nathalie PILHES
Deputy to the Ambassador to the Mediterranean, Ministry of Foreign Affairs and International Development, France

Round table discussion 3



Awatif ABDEL RAHIM OTHMAN
Director of Risk Management at the Ministry of Finance and National Economy, Sudan



Laure LUCCHESI
Deputy Director of Etalab, Secretariat-General for State Modernization, France



Barbara-Chiara UBALDI
Senior Project Manager for "Digital Government and Open Data", Public Governance and Territorial Development Directorate, OECD



Ahmad Kamal CHAABAN
Executive Director, National Management Institute, Egypt

Concluding remarks



Karim BITAR
Director of Research at IRIS, Specialist of the Middle East and of US Foreign Policy



Ahmad LAAMOUR
Secretary General of the Ministry of Civil Service and Administration Modernization, Morocco, and Member of the Steering Committee of the GIFT-MENA



François ROMANEIX
Director of the Cabinet of the Minister of Civil Service, France

Organizers and Partners

The General Directorate of Administration and Civil Service (DGAFP)



The DGAFP plays an executive and steering role at the heart of the French civil service. Recognized as a hub of excellence in legal expertise, it leads the design and implementation of public administration HR and capacity-building policies. The DGAFP also drives the inter-ministerial dialogue on social issues, particularly in what relates to wage negotiations and the valuation of public employment. A partner since 2009, the DGAFP actively supports the GIFT-MENA network.

Expertise France



Expertise France is the French agency for international technical expertise. It promotes French public expertise to support the production of public policies in line with the institutional, economic, social and environmental challenges faced by partner countries. It is a key actor of French cooperation foreign policy, development aid and economic diplomacy. It implements technical cooperation projects based on the transfer of know-how among practitioners in an effort to answer the needs of partner countries. Expertise France, via ADETEF, has accompanied and supported the GIFT-MENA network since its inception in 2006. It hosted the first General Assembly in 2008 in Paris, on the occasion of which members ratified the network's Charter and Bylaws. It also managed the grant awarded by the French Treasury to the GIFT-MENA network in 2010.

The Ministry of Foreign Affairs and International Development (MAEDI) - France



The Ministry of Foreign Affairs and International Development (MAEDI) of France is in charge of setting broad foreign policy orientations, of implementing France's foreign policy, of coordinating international relations, and of protecting French interests abroad.

The National Center for Territorial Civil Service (CNFPT)



The CNFPT is in charge of the professional training of the personnel of local and regional authorities. It pilots, on behalf of the French Network of Civil Service Training Schools, the "Mediterranean Forum of Public Service", and is a partner of the GIFT-MENA network since 2014.

The Arab Planning Institute (API)

The API is a non-profit regional organization, established in 1966, whose primary mission is to advance the cause of economic and social development in the Arab countries through national capacity building, research, institutional support & consultancy, expert-group meetings and publications. The Arab Planning Institute is a partner of the GIFT-MENA network since its inception in 2006. It has contributed to the organization of many annual conferences and hosted the 2014 edition.



The United Nations Economic and Social Commission for Western Asia (ESCWA)

The ESCWA was established in 1973 and is one of five United Nations Regional Commissions. The mandate of ESCWA is to support economic and social development in 18 member States and to strengthen cooperation among them.



The Institute of Finance Basil Fuleihan, Lebanon

The Institute is a civil service learning center operating under the tutelage of the Lebanese Minister of Finance. It contributes to national capacity development in public financial management through training, research and publications. It also facilitates access to economic and financial information. With its expertise and in-depth knowledge of countries in the region, the Institute serves as a platform for regional and international cooperation. It hosts the Secretariat of the GIFT-MENA network of civil service training schools and is a regional training center for the World Customs Organization (WCO).



In collaboration with



The GIFT-MENA Network

GIFT-MENA is a consortium of schools and institutes specialized in the training of government civil servants in the MENA region. The network includes as well regional and international organizations. It acts as an exchange platform and serves as a networking hub in a collective effort to document and disseminate successful regional experiences and knowledge in capacity development. Its main areas of focus relate to public finance management and state modernization. Institut des Finances Basil Fuleihan (Lebanon) hosts the secretariat of the network.

Past Meetings and Conferences - 2006-2016

Year	Theme	Partners	Venue
2006	Launching meeting	Institut des Finances Basil Fuleihan World Bank Institute Association of Lebanese Banks Université Saint-Joseph	Beirut
2008	GIFT-MENA First General Assembly Leadership in MENA	World Bank Institute ADETEF ENA France	Paris
2009	Civil Service: Challenges of Competence and Confidence Building	ADETEF Ministry of Foreign Affairs of France ESCWA	Beirut
2010	Public Financial Management in MENA: Reforming for Results at a Time of Crisis	Arab Planning Institute ADETEF World Bank	Beirut
2011	Rethinking Training in the Public Sector	ADETEF EU-SIGMA Fransabank	Beirut
2012	Training and Cooperation for Change in the MENA region	National School of Finance of Tunisia ADETEF	Tunis
2014	Human Capital Formation in the Public Sector and the Challenge of building the State in times of crisis	Arab Planning Institute ADETEF	Kuwait
2015	Governance, State-Building and the Rule of Law	Ministry for Public Service and the Modernization of the Administration - Morocco Expertise France Arab Planning Institute Governance Pole of the Embassy of France in Morocco Economic and Social Commission for Western Asia (ESCWA)	Morocco
2016	Governance, Fragility and Sustainable Development	Directorate General of Administration and Civil Service - France Expertise France Ministry of Foreign Affairs and International Development National Center of Territorial Civil Service Arab Planning Institute Economic and Social Commission for Western Asia (ESCWA). The ESCWA has taken part to GIFT-MENA annual events since 2012	Paris