

MENA-OECD Governance Programme



# Integrity through Risk Management and Control

Meeting

## AGENDA

**29 March 2017, 09:00 – 18:00**

OECD Conference Centre  
2, rue André Pascal 75116  
Paris, France



## Background

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The Organisation for Economic Co-operation and Development (OECD) is supporting the MENA region in enhancing good governance and safeguarding integrity. Beginning in 2016, as part of the MENA-OECD Governance Initiative, OECD conducted a survey and a series of workshops as part of the project, “Supporting Corruption Risk Mapping for Effective Integrity Reforms in MENA Countries,” supported by the U.S. Department of State. These activities led to insights on the challenges facing the MENA region in terms of promoting integrity and accountability through an effective internal control system. The issues, findings and recommendations for overcoming challenges were collected into a comprehensive report (forthcoming in 2017).

The project has offered a platform for an interactive exchange of views on the development and implementation of sound internal control systems in the MENA region. Leading anti-corruption and audit bodies of selected MENA economies came together with international experts during regional workshops to examine the state of internal control systems in their governments, and identify areas of improvement.

Continuing with this effort, OECD is taking a closer look at selected issues raised to further develop concrete practices and tools for managing the risk of fraud and corruption in MENA governments. In particular, the project aims to apply and explore these practices in the context of public infrastructure projects, recognising the complex and high-risk nature of such endeavours for governments. The perspective will focus on strengthening integrity in this area through improvements to risk management and control. Towards this end, OECD will organise with MENA partners 2 workshops in 2017 as well as a summary diagnostic report on the issue, which will highlight leading practices, examples from the MENA region and suggested areas for further improvement.

## The MENA-OECD Working Group on Integrity and Civil service (WG1)

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The Working Group on Civil Service and Integrity of the MENA-OECD Governance Programme brings together policy practitioners from MENA and OECD countries to engage in promoting integrity and preventing corruption. It is the leading network to promote a regional dialogue to exchange best practices in the area of civil service reform for integrity, innovative anti-corruption policies and institutions. The Working Group cooperates closely together with ACINET (Arab Anti-Corruption and Integrity Network). Building on more than ten years of experience and aligned with the Sustainable Development Goals, the MENA-OECD Governance Programme received a new mandate for 2016-2020 to leverage the power of the regional networks and provide implementation assistance in crucial areas of integrity and fighting corruption.

## Objectives for the Workshop

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The workshop will gather relevant stakeholders from the MENA region responsible for risk management and control. The workshop will also engage national experts and international peers to share their experiences and explore concrete practices for effectively managing integrity risks in government. Presentations and dialogue aim to achieve the following objectives, emphasising their application to public infrastructure:

- Identify and share leading practices for institutionalising effective fraud/corruption risk management policies and practices, including addressing the challenge of management ownership (i.e. the first line of defence).
- Improve understanding of common integrity risks related to public infrastructure across the projects cycle, as well as potential response mechanisms.

The conference will target government officials and practitioners in charge of, or with expertise in, risk management and control in the public sector, particularly as it relates to public infrastructure projects.

## Background Documents

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OECD (2017), [“OECD Recommendation on Public Integrity”](#)

OECD (2016), [“Integrity Framework for Public Investment”](#)

OECD (2015), [“G20/OECD Principles of Corporate Governance”](#)

OECD (2015), [“OECD Recommendation on Public Procurement”](#)

OECD (2013), [“Integrity Scan of Tunisia”](#)

OECD (2010), [“Anti-corruption Ethics and Compliance Handbook for Business”](#)

OECD (2010), [“Good Practice Guidance on Internal Controls, Ethics, and Compliance”](#)

# Overview of MENA-OECD Events on 29 March 2017

09h00-09h30	<b>PLENARY OPENING</b> <i>Auditorium</i>	
09h30-16h00	<b>MENA-OECD GOVERNANCE PROGRAMME AND WORKING GROUP ON CIVIL SERVICE &amp; INTEGRITY</b>  <i>“Integrity through Risk Management and Control”</i>  <i>Conference Room CC 13</i>	<b>MENA-OECD BUSINESS INTEGRITY NETWORK</b>  <i>“Business Associations and the Fight against Corruption in the Middle East and North Africa”</i>  <i>Auditorium</i>
16h00-17h30	<b>JOINT SESSION</b>  <i>“Strengthening engagement across sectors: drawing lessons from the public and private sectors for safeguarding integrity”</i> <i>Conference Room CC 13</i>	
17h30-18h00	<b>CLOSING</b>  <i>Conference Room CC 13</i>	
18h00-20h00	<b>COCKTAIL, TBD</b>	

Contact information		
<b>OECD-MENA Governance Programme</b>		
<b>Mr. Gavin Ugale</b> Portfolio Manager/Policy Analyst, Public Sector Integrity, OECD E : <a href="mailto:Gavin.Ugale@oecd.org">Gavin.Ugale@oecd.org</a>	<b>Ms. Miriam Allam</b> Head of MENA Governance Programme, Governance Reviews and Partnerships, OECD E : <a href="mailto:Miriam.ALLAM@OECD.org">Miriam.ALLAM@OECD.org</a>	<b>Ms. Pauline Alexandrov</b> Assistant, Public Sector Integrity, OECD E : <a href="mailto:Pauline.ALEXANDROV@oecd.org">Pauline.ALEXANDROV@oecd.org</a>
<b>OECD-MENA Competitiveness Programme</b>		
<b>Ms. Nicola Ehlermann</b> Head, MENA-OECD Competitiveness Programme, Global Relations Secretariat, OECD E : <a href="mailto:Nicola.Ehlermann@oecd.org">Nicola.Ehlermann@oecd.org</a>	<b>Ms. Chema Triki</b> Policy Analyst, Middle East and Africa Division, Global Relations Secretariat, OECD E : <a href="mailto:Chema.Triki@oecd.org">Chema.Triki@oecd.org</a>	<b>Mr. Mathieu Miranda</b> Assistant, Middle East and Africa Division, Global Relations Secretariat, OECD E : <a href="mailto:Mathieu.Miranda@oecd.org">Mathieu.Miranda@oecd.org</a>

## «Detailed Agenda for MENA-OECD Governance Programme: Integrity through Risk Management»

29 March 2017 ♦ OECD Conference Centre / Conference Room CC13 and Auditorium

**08h30–09h00 Registration (Outside of Auditorium)**

**09h00–09h30 Plenary Opening**

*Auditorium* **Mr. Douglas Frantz**, Deputy Secretary-General, OECD

**09h30–11h00 SESSION 1: From frameworks to implementation: mainstreaming fraud and corruption risk management practices and tools**

*Conference Room CC13*

*Law, policies and frameworks in the public sector offer high-level principles and recommend general activities for effective management of integrity risks, but often lack the specificity for understanding the “how to” of effective risk management and control, drawing from examples relevant to infrastructure and procurement. This session will highlight the major challenges for mainstreaming key elements of effective fraud and corruption risk management within an organisation, from high-level commitment to effective monitoring and evaluation. This session will help participants to further understand the maturity of these efforts in their own countries to implement fraud and corruption risk management activities, and identify top priorities for improvements. Key questions covered in this session include:*

- *What are the major challenges that government entities face in implementing an effective fraud and corruption risk management framework (for example, garnering high level commitment and implementing effective monitoring and evaluation)?*
- *How can public sector entities in MENA assess their maturity level and identify top priorities for improving fraud and corruption risk management framework?*
- *What are some practical tools and practices that could be used to mainstream fraud and corruption risk management in public sector entities, and in particular, in procurement and infrastructure development?*

**Chair: Mr. Gavin Ugale**, Policy Analyst, OECD

- **Ms. Isabella Arndorfer**, Internal Audit Manager, Bank for International Settlements, Switzerland
- **Mr. Koen Albers**, Head of Internal Audit, Port of Antwerp, Vice-President of the Association of Certified Fraud Examiners of Belgium

**11h00–11h30 Coffee break**

**11h30–12h45 SESSION 2 – Applying change management principles and practices to shift paradigms, improve ownership and foster progress in institutionalising risk management and control**

*Conference Room CC13*

*This session hones in on a key change, institutional development and partnership related aspects of institutionalising risk management and control in the public sector for greater integrity. Management ownership is one of the essential success factors needed for the practical implementation of risk management and control and for successful reform processes. The session will apply concepts of change management to conceive and successfully implement reform processes involving multiple stakeholders and foster integrated institutional development encompassing embedded risk management and internal control systems in the public sector. Participants will be guided through a thought process of “where we are now” and “where we want*

to go” with respect to enhancing (broad-based) support and systemic incentives in favour of integrity and value for money, while building the 1st and 2nd lines of defence. The session will be partly facilitated to allow for some first interactive dialogue and provide the building blocks for a guided application (in working session 3) of key change management principles and practices to building a culture of integrity, value for money and effective internal control systems. Key questions covered in this session include:

- How can public sector entities in MENA assess their current level of maturity versus their desired level of maturity with regards to their internal control and risk management framework?
- What are the key change management principles and practices that would assist an organisation with institutionalising risk management and internal control?
- What are the barriers to change that public sector entities might face as they seek to implement a risk management and control framework and build a culture of integrity?
- What is the role of senior management in the change management process and in the ongoing implementation and monitoring of the internal control and risk management framework?

**Chair: Mr. Abdellatif Bennani**, Advisor to the First President, Court of Accounts, Morocco

- **Mr. Karim Bani**, Advisor of Public Service, Presidency of the Government, Tunisia
- **Mr. Patrick Stoop**, Managing Partner of Stoop Consulting, Belgium

12h45–14h15

Lunch Break

14h15–15h40

**WORKING SESSION 3 – Group discussion and reporting back: Pathways of change for strengthening integrity in public infrastructure projects and building the lines of defence in risk management and internal control.**

Conference Room  
CC13

*In this session, participants will break out in small groups (5 to 6 participants) to: discuss challenges, share their experiences and insights, further explore the concepts and tools from Session 3 to understand the particular dynamics of change and conceive a pathway of change with articulate concrete actions they can take. Each group shall focus on a specific topic, while keeping the (systemic) connection with other topics in mind. The following topics could be addressed (other topics possible based on discussion in session 2): system-based approaches and innovations that sustainably foster transparency, integrity and value for money in public infrastructure projects. Promoting management ownership over risk management and control and building the 1st and 2nd lines of defence in their institutions, and institutionalising key elements of fraud and corruption risk management frameworks. Key questions covered in this session include:*

- How can public sector entities in MENA strengthen management ownership over risk management and control and build the 1st and 2nd lines of defence in their institutions?
- How can public sector entities better institutionalise key elements of fraud and corruption risk management frameworks?
- What are system-based approaches and innovations that sustainably foster transparency, integrity and value for money in public infrastructure projects?

Facilitated by **Mr. Patrick Stoop**, Managing Partner of Stoop Consulting, Belgium

15h40–16h00

Coffee break

16h00–17h30

**SESSION 4 (joint session with Business Integrity Network) – Raising the Bar on Integrity: Opportunities for Public-Private Dialogue**

Conference Room  
CC13

*Both public and private sectors face similar challenges in safeguarding integrity, particularly in areas where their activities overlap, and therefore opportunities exist for enhanced public-private dialogue and sharing best practices. In the public sector, improved coordination, more robust frameworks, enhanced oversight and effective use of tools like risk assessments, are all part of the solution to strengthen integrity. Similarly, businesses need to enhance their coordination through platforms that enable them to collectively engage in the fight against corruption, such as Business associations, and have effective internal control and risk management. This session will bring together the public and private perspectives, as well as those of various oversight and audit bodies, in order to determine the multi-faceted roles of institutions charged with fighting corruption and how they can work together more effectively.*

- *What can the public sector learn from the private sector— such as lessons from its efforts in combatting corruption through robust frameworks, enhanced oversight and effective use of tools like risk assessments?*
- *What can the private sector learn from the public sector—such as lessons from its oversight arrangements and coordinated efforts to combat corruption?*
- *What are the challenges for fighting corruption in areas where public and private sector activities overlap, such as procurement and infrastructure?*
- *What are the solutions for overcoming these challenges?*

**Co-Chairs: Ms. Miriam Allam**, Head of MENA Governance Programme and **Ms. Nicola Ehlermann**, Head of the MENA-OECD Competitiveness Programme, OECD

- **Mr. Abdellatif Mouatadid**, Director, Central Authority for the Prevention of Corruption (Instance Centrale de Prévention de la Corruption, ICPC), Morocco
- **Ms. Amina Figuigui**, Vice Chair, Ethics Commission, General Confederation of Moroccan Enterprises, Morocco
- **Ms. Anna Kompanek**, Director for multi-regional Programs, Center for International Private Enterprise

17h30–18h00

**Joint Closing**

Conference  
Room CC13

*This session will allow for a summary of the interventions as well as discussions and guidance on the program of work of the Working Group I, framed in the broader context of the Tunis Declaration endorsed at the MENA Ministerial meeting held on October 2016.*

- **Mr. Kamel Ayadi**, President of the High Committee of Administrative and Financial Control of Tunisia
- **H.E. Mr. José Ignacio Wert**, Ambassador, Permanent Representative to the OECD, Spain, Co-Chair of the MENA-OECD Governance Programme
- **H.E. Mr. Erdem Basci**, Ambassador, Permanent Representative to the OECD, Turkey, Co-Chair of the MENA-OECD Competitiveness Programme

18h00

**Cocktail** (offered by the OECD)