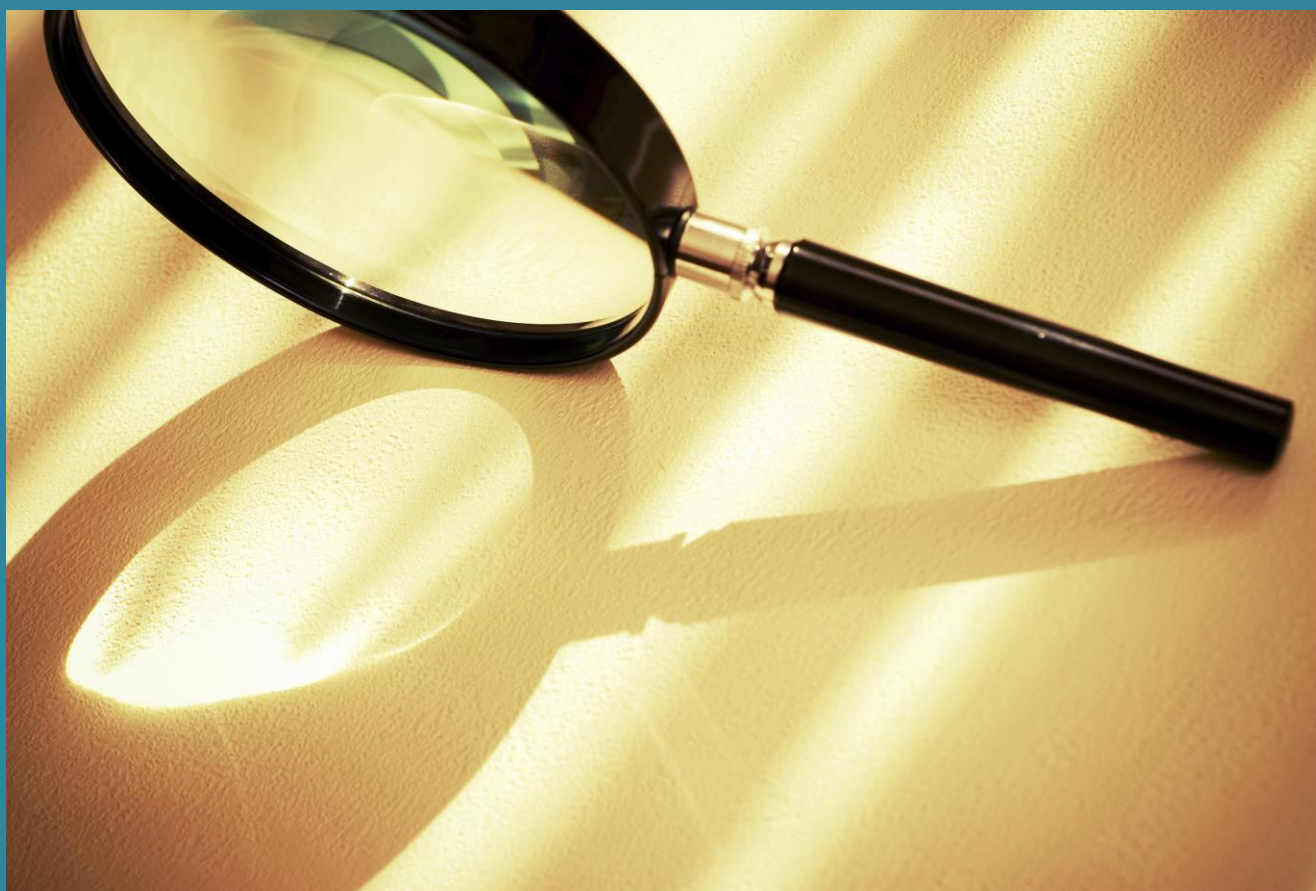


# Strengthening institutional capacity to enhance public-sector integrity and citizens' engagement in Morocco

Strengthening the *Instance Centrale de Prévention de la Corruption*  
and the *Institution du Médiateur du Royaume*



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## Project Report

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## Project Description

The project supports the Institution du Médiateur du Royaume (IMR) and l'Instance Centrale de Prévention de la Corruption (ICPC) in carrying out their newly-created constitutionally-framed mandates by assessing their institutional, legal and regulatory frameworks and management practices from an international comparative perspective, and building senior-staff capacity to manage their institutions efficiently and effectively, provide quality services to Moroccan citizens and engage and consult with them and CSOs, in line with OECD principles and best practices.

## Project Achievements

The project has strengthened the capacity of key stakeholders to promote integrity in equipping them with tools and expertise and enhancing their cooperation with government and civil society actors. Based on an in-depth understanding of the respective capacities of the ICPC and IMR, the overall framework for integrity and citizen participation and the challenges these institutions are confronted with, multiple activities were undertaken improving the capacities of Morocco's institutions to promote public sector integrity and citizens engagement.

- ✚ Moroccan stakeholders received advice how to address policy challenges in line with OECD best practices and innovative approaches, based on the OECD Review.
- ✚ The ICPC is now better prepared to take up its new power of investigating corruption, as the institution understands what investigation entails, is aware about the needed capacities to conduct corruption investigations and has engaged in a dialogue with other relevant stakeholders.
- ✚ The IMR received training on strategic planning and is currently drafting its own plan, supporting the Institution to better focus its work and achieve greater impact.
- ✚ Thanks to the convening power of the OECD the ICPC and IMR set up a joint Committee to enhance their collaboration, taking advantage of respective resources and expertise to give more strength to their recommendations, to better involve citizens and to enhance their presence in Morocco's regions.
- ✚ Various Moroccan stakeholders, including civil society, government and independent institutions reached a consensus to establish a joint integrity portal based on the OECD's Terms of Reference.
- ✚ Communication and cooperation among the different Moroccan integrity stakeholders has been improved with the help of the Guide on Communication and Cooperation.
- ✚ Through the OECD support, the ICPC and IMR have been included in Morocco's Open Government Steering Committee enhancing their ability to promote integrity, civic engagement and to incorporate their activities in the future OGP Action Plan.
- ✚ The OECD has successfully integrated Moroccan actors in regional networks and policy dialogue with peers from OECD as well as MENA countries, including policy exchange on integrity, anti-corruption, public governance and open government empowering them to better implement their mandates.

**OECD Review "Reinforcing public sector integrity in Morocco: consolidating institutional capacity to improve good governance and anti-corruption" (2015) (available in French)**

The Review analyses the legal, policy and institutional framework for integrity in Morocco with a focus on the ICPC and IMR. It provides concrete recommendations to enhance good governance and integrity in Morocco based on best practices from OECD countries. The Review benefitted from the input of peers, notably the Office of the Comptroller General of Brazil and the Defenseur del Pueblo of Spain.



**Promoting integrity in Morocco through successful communication and cooperation: A Guide for strategy and Practice" (2015) (available in French and Arabic)**

The Guide gives hands-on recommendations for Moroccan actors to improve inter-institutional communication and cooperation as well as engagement of citizens. It provides recommendations to enhance the overall framework for integrity and suggest concrete actions to enhance communication and cooperation to promote an integrity culture, create partnerships and enhance communication means. Examples from OECD countries serve as an inspiration for Moroccan actors.

**Terms of Reference for an online portal on integrity (2015) (available in French and Arabic)**

These Terms of Reference (ToR) are the outcome of a public consultation to enhance the use of ICTs to promote integrity and fight corruption. They reflect the consensus of Moroccan stakeholders – representatives of government, independent institutions and civil society - to join forces in the use of ICTs. The ToR set out how a joint portal on integrity could look like. This includes its objectives, its development and evaluation, the guiding principles for the portal, its governing structure as well as its general content and users.



# Capacity Building Seminars

## Seminar “*Investigating Corruption*” 11-12 September 2013, Rabat

The seminar gave a broad introduction to the different steps and aspects of corruption investigation. It was a response to the provisions of the new Moroccan constitution mandating the future ICPC to conduct investigations on corruption. With the support of a former investigator from the Metropolitan Police in the UK and a Bosnian investigative journalist the following topics were addressed: how to ensure ethics and transparency during the investigative process, how to verify information, how to protect witnesses, treat evidence and coordinate among the different institutions involved. Participants discussed the implications of adding investigation to the mandate of ICPC and identified skills and processes that will need to be in place to ensure the success of the reformed ICPC.

## Seminar “*Strategic Planning*” 25 March 2014, Rabat

The seminar with the IMR responded to their need to draft their own strategic action plan, which will direct the institutions work in line with its new mandate. The Protecteur du Citoyen Quebec shared hands-on examples of how to elaborate a strategy involving all staff members and reaching out to external stakeholders. An Expert from the Federal Public Service P&O Belgium elaborated with the IMR how to establish a performance management system and risk management to ensure accountability of the strategic plan.



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## Seminar “*Inter-institutional Cooperation*” 17 September 2014, Rabat

The objective of the seminar was to identify concrete means to improve the communication and cooperation between the ICPC and the IMR in order jointly formulate recommendations on good governance and simplification of administrative procedures. The discussions were inspired by the experience of Kenya’s Commission on Administrative Justice.

## Seminar “*The intervention of independent institutions at the local level*” 20 January 2015, Casablanca

The seminar’s aim was to discuss the OECD Review’s recommendations to strengthen the impact of the ICPC and IMR and to deepen their cooperation activities. Participants developed cooperation measures between the ICPC and IMR at the local level to improve their presence in all regions and discussed strategies to better collaborate with local authorities, based on peer experiences from Lithuania’s Seimas Ombudsman and Catalonia’s Anti-Fraud Office.



## Capacity Building Seminars



### Seminar “An inclusive approach to promote good governance” 21 January 2015, Casablanca

The seminar aimed to enhance the engagement of citizens and civil society in the activities of the ICPC and IMR, both at the national and local level to increase their impact. With the support of Brazil’s Office of the Comptroller General, Catalonia’s Anti-Fraud Office and the UK’s Democratic Society participants discussed how to strengthen engagement, in particular in taking advantage of new technologies such as social media.

### Partnering with the Training Seminars of the AOM and AOMF

The OECD was a partner in the Seminar on *The role of Ombudsman institutions in simplifying administrative procedures and access to public services* on 22-24 October 2013 in Rabat organized in collaboration with the Association of Mediterranean Ombudsman and in the Seminar on *Strategic planning and performance management* on 1-3 December 2014 in Rabat organized in collaboration with the Association of Ombudsman of the Francophonie. Sharing experiences with peers, the IMR staff enhanced its capacities in strategic planning and administrative simplification.

## Participation in Morocco’s Open Government Efforts

The Government of Morocco has committed to implement open government reforms and join the Open Government Partnership once eligible. Thus, it aims to enhance transparency and the engagement of citizens to improve public governance, prevent and fight corruption and find innovative approaches to socio-economic challenges. The project supported the inclusion of the IPCC and IMR in Morocco’s Open Government Steering Committee, which in addition to government representatives includes civil society. On 8-9 April 2014 the ICPC and IMR became official members, strengthening their voice to promote open government and enabling them to take better advantage of their special position in the governance system to promote dialogue between government and civil society. In addition, their activities and efforts can be included in Morocco’s Open Government Agenda and eventually in Morocco’s OGP Action Plan. Morocco is one of the view pioneer countries that has given its independent institutions a prevalent position in open government.



# Policy Dialogue

Moroccan public officials and civil society representatives participated in various meetings of OECD networks on integrity and good governance as well as in seminars to share their experiences and built capacities.

## **Annual OGP Summit London and the OECD side-event on Open Government in the MENA region, 31 October- 1 November 2013, London.**

MENA Ministers and Civil Society discussed at the OGP Summit in 2013 and formed a community of open government practitioners to promote transparent and inclusive policy making in the region.



## **Meeting of the MENA-OECD Working Group I on Civil Service and Integrity, 20 March 2014, Paris**

The meeting of the MENA-OECD Working Group on Civil Service featured a session on the role of independent institutions in the fight against corruption. Both the ICPC and the IMR presented their experience and engaged in a discussion with their peers from Jordan and Tunisia. Equally civil society from the region participated in the event.



## **International Forum on Open Government, 30 September 2014, Paris.**

The Forum with the participation of open government champions from around the world was the occasion to exchange innovative ideas on how to create open and responsive governments, explore new open government topics such as youth, local development and the rule of law and launch the OECD Open Government Review Morocco.

## **Meeting of the MENA-OECD Working Group I on Civil Service and Integrity on *The role of parliamentarians and independent institutions to fight corruption and build trust in the MENA region*, 24 March 2015, Paris.**

The meeting was the occasion to present the efforts of the ICPC and IMR's collaboration and to discuss the role of independent institutions to fight corruption and engage citizens in this undertaking.



# Policy Dialogue

- ✚ 4<sup>th</sup> Conference of the Arab Anti-Corruption and Integrity Network *“Reconciling Hopes with Realities in the Fight against Corruption: Paving the Way for Innovation”* organised by UNDP in cooperation with the OECD, 14-16 April 2013, Beirut.
- ✚ 47<sup>th</sup> Public Governance Committee Symposium on *“Trust in Government for better policies outcomes”*, 25-26 April 2013, Paris.
- ✚ 3<sup>rd</sup> Annual High-Level Anti-Corruption Conference for G20 Governments and Business, jointly organised by the OECD, the Russian Presidency of the G20 and supported by UNODC, 25-26 April 2013, Paris.
- ✚ OECD Forum on Transparency and Integrity in Lobbying, 27-28 June 2013, Paris.
- ✚ Meeting of the MENA-OECD Network on Public Procurement, 8-9 October 2013, Rabat.
- ✚ High Level Conference on *“The Role of Open Government in Promoting Trust”*, 24 October 2013, Ramallah.
- ✚ 48<sup>th</sup> Public Governance Committee, 12-13 November 2013, Paris.
- ✚ Public Integrity Network on *“Restoring trust in government: Addressing money and influence in public decision making”*, 14-15 November 2013, Paris.
- ✚ Steering Group Meeting of the MENA-OECD Initiative, 3 December 2013, Rabat.
- ✚ Public-Private dialogue to promote integrity in the MENA Region, 20 March 2014, Paris.
- ✚ OECD Integrity Week, 17-21 March 2014, Paris
- ✚ Regional Seminar on Strategic Planning, 24 March 2014, Rabat.
- ✚ 49<sup>th</sup> session of the Public Governance Committee, 1-2 April 2014, Paris.
- ✚ High level Conference on *Women’s Leadership in Public Life: Fostering Diversity for Inclusive Growth*, 2 - 4 April 2014, Paris.
- ✚ *Presentation of the OECD Open Government Review Morocco*, 8 April 2014, Rabat.
- ✚ Seminar on *Citizen Participation and OGP Action Plan Drafting*, 9 April 2014, Rabat.
- ✚ Meeting of the Public Sector Integrity Network on *“Are Integrity Systems up to the Challenges of the 21st century?”*, 16-17 June 2014, Paris.
- ✚ *Fostering Inclusive Growth and Trust in Justice Institutions: Access, Performance and Alternatives*, 12 November 2014, Paris.
- ✚ High-Level Seminar on *Gender, Law and Public Policy: Trends in the Middle East and North Africa*, 17-18 November 2014, Amman.
- ✚ Forum on *Financing Democracy and Averting Policy Capture*, 3-4 December 2014, Paris.
- ✚ Symposium on *Good Practices regarding Anti-Corruption among Providers of Development Cooperation*, 11-12 December 2014, Paris.
- ✚ Meeting of Morocco’s Open Government Steering Committee, 23 January 2015, Rabat.
- ✚ Idea Factory on *Inclusive policies for young men and women*, 4 February 2015, Paris.
- ✚ Meeting of the Steering Committee of the MENA-OECD Initiative, 5 February 2015, Paris.
- ✚ OECD Integrity Week on *Curbing Corruption - Investing in Growth*, 23-26 March 2015, Paris.

## Public Consultation

### Promoting integrity in Morocco through successful communication, 18 September 2014, Rabat.

The ICPC/IMR and OECD co-organised a public consultation which was opened by the Presidents of both institutions, Mr. Benzakour and Mr. Abouddrar, the OECD and the United Kingdom, to discuss how integrity efforts can be better coordinated and communicated in Morocco. Thus, the consultation assembled Moroccan representatives from ministries, independent institutions, civil society and the media. The second part of the consultation was dedicated to gather ideas on how to improve Morocco's online presence in the area of integrity. Participants, in discussion with a peer from Switzerland, agreed that it would be most useful and have the greatest impact to establish a joint portal, with government and civil society to submit complaints and receive information on integrity.



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## National Conference

### "The role of independent institutions to promote good governance", 22 January 2015, Rabat.

To present the final works of this two year project the OECD with the ICPC and IMR co-organised a national conference bringing together more than 200 government officials, representatives from independent institutions and civil society. The conference was opened by the UK Ambassador to Morocco, the Secretary General of the ICPC and the IMR and the OECD who presented the preliminary "OECD Review: Reinforcing public sector integrity in Morocco", a "Guide on Communication and Cooperation" and the "Terms of Reference for an integrity online portal". Peers from Lithuania's Seimas Ombudsman, Slovenia's Commission for the Prevention of Corruption, Brazil's Office of the Comptroller General, Catalonia's Anti-Fraud Office, South Korea's Anti-Corruption and Civil Rights Commission and the OGP Support Unit shared their experiences in the following areas: the role of independent institutions in open government;



communication and engagement of citizens to fight corruption; the legal, institutional and policy framework required for independent institutions to work effectively. The conference reaffirmed the crucial role independent institutions play to promote public sector reforms in line with good governance principles.