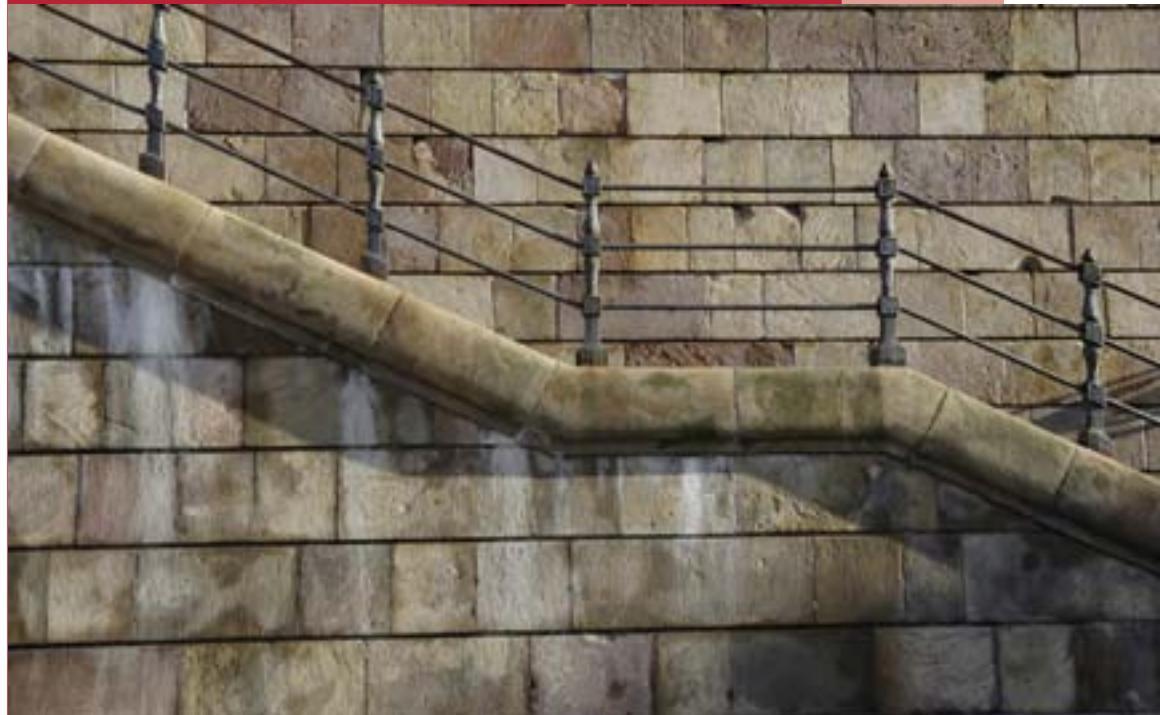


Forward thinking

Contributing to the Middle East public sector

*A publication by
Middle East Public Sector
Institute*

November, 2010



The challenge...

After more than a decade of unprecedented prosperity and growth, the middle east faces a social, economic and political climate of choices and change. More than ever before, these exceptional challenges require exceptional thinking from a broader base of contributors in order to confront and solve the issue brought on by a shrinking economy and severe budget constraints.

Pricewaterhousecoopers (pwc) has a long history of addressing the complex issues faced by public and private sector organisations. Together with others, we contribute this practical experience and insight to the debate, enabling a collaborative exchange and helping to inform the policy agenda on the development and delivery of real solutions.

Our forward thinking - middle east programme provides a platform for this new thinking by bringing together politicians, policy makers and shapers, market experts and practitioners to share knowledge and provide new insight on the most pressing challenges being faced in the public sector today and in the future.

The programme...

Innovation in the public sphere

Why is innovation essential for middle east governments?

Innovation is about change. In fact the term «innovation in governance» denotes the creation and implementation of change with the purpose of generating public value. This concept emphasizes that

Governments should focus on assuming a new role- one in which they strive to serve citizens in an efficient and effective manner- through efficient utilization of resources, facilitate investment and economic activity, regulate transactions and enforce the rule of law thus evolving in tandem with the paradigm shift in the function of government from a provider to a regulator and facilitator of change.

Dealing with public sector debt

What are the consequences of the new fiscal reality?

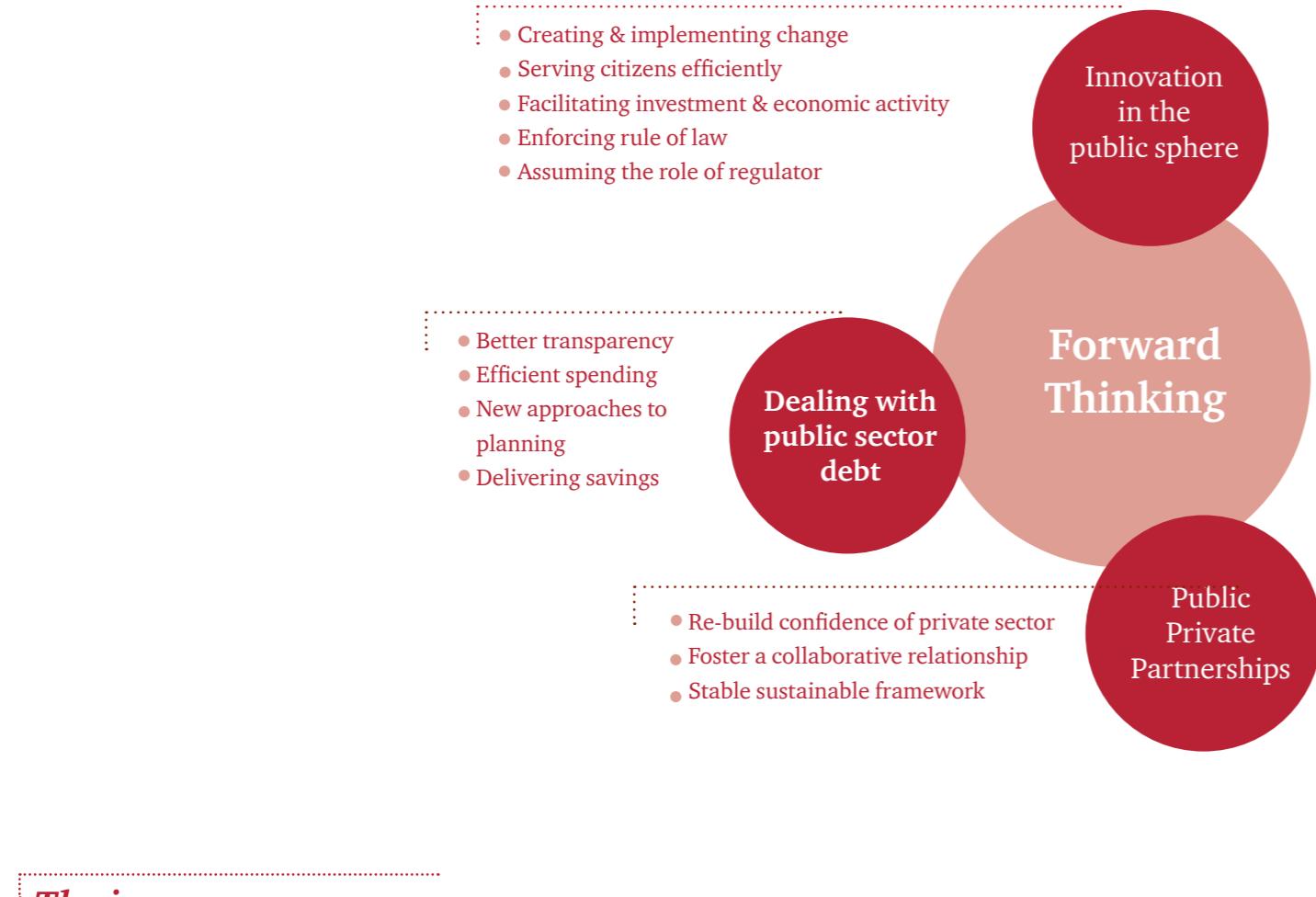
The rising public sector debt in some middle eastern economies hinders their ability to provide services in essential areas such as education and healthcare, while the recent financial crisis may have exacerbated the problem; corruption, inefficient spending of public funds, and limited and intermittent public sector reform and development may

have been the quintessential culprits. Therefore, in this new fiscal reality, dealing with public sector debt will require new approaches to planning, spending, delivering savings and taxation.

Public private partnerships

Why is it important and what are the challenges?

Governments in the middle east need to continue to re-build the confidence of the private sector and foster a smooth and collaborative relationship, which is the source of future growth and revenue (through taxes and charges). There is a need for authentic leadership and vision as well as policies and mechanisms for collaboration which are appropriate for today's globalised economy, whereby a stable and sustainable framework is provided within which the private sector will continue to invest strategically and sustainably in the various areas of the economy.



The issues...

There are certain questions that need to be addressed; to face this era...

- How can *middle east governments* manage in *the economic downturn*?
- How will *public sector debt* be dealt with?
- Is *innovation in the public sector* really possible?
- How do we create *public private partnerships*?
- *What do we need* from our governments *in this era*?
- How will governments better *facilitate economic activity*?

Contacts

Yasar Jarrar, **Partner**
*Leader / Middle East Government
Advisory*

+971 4 3043040
Yasar.Jarrar@ae.pwc.com

Amani Al-Hindawi Ayoubi, **Director**
PwC Middle East Public Sector Institute

+962 6 5001300
Amani.Al-Hindawi@jo.pwc.com

© 2010 PwC Middle East Public Sector Institute. PricewaterhouseCoopers. All rights reserved.

“PricewaterhouseCoopers” and “PwC” refer to the network of member Arms of PricewaterhouseCoopers International Limited (PwCIL). Each member Arm is a separate legal entity and does not act as agent of PwCIL or any other member Arm.

Established in the region for over 30 years, PricewaterhouseCoopers' Middle East network covers 13 jurisdictions: Bahrain, Iraq, Jordan, Egypt, Kuwait, Lebanon, Libya, Oman, Palestine, Qatar, Saudi Arabia, Syria, the United Arab Emirates, and has over 2000 people.

Complementing our depth of industry expertise and breadth of skills is our sound knowledge of local business environments and governments across the Middle East.

PricewaterhouseCoopers' Government and Public Sector practice has been helping government and public sector organisations regionally and internationally for many years. We work with organisations across sectors as diverse as health, education, transport, home affairs, criminal justice, local governments, housing, social welfare, defense and international development. Our Government and Public Sector practice comprises now more than 1300 people, who combine deep specialist expertise with a genuine understanding of the public sector.

