

**MENA GOOD GOVERNANCE FOR DEVELOPMENT (GFD) INITIATIVE**

**AGENDA**

**MANAGING THE PERFORMANCE AND REINFORCING THE INTEGRITY  
OF CIVIL SERVANTS**

**REGIONAL HIGH-LEVEL CAPACITY BUILDING SEMINAR**

**24 – 25 MAY 2007**

**CHAIRS OF GfD WORKING GROUP I:**

**H.E. Mr. Rachid Talbi El Alami**, Minister of State for Economic and General Affairs, Morocco

**H.E. Mr. Mohamed Boussaid**, Minister of Public Sectors Modernisation, Morocco

**CO-CHAIRS of GfD WORKING GROUP I:**

**H.E. Mr. Fernando Ballester**, Ambassador, Permanent Representative of Spain to the OECD, Spain

**H.E. Mr. Mr. Emin Zararsız**, Acting Undersecretary of State, Prime Ministry, Turkey

**WEDNESDAY, 23 MAY 2007**

Afternoon	<b>Arrival of participants</b>
20.00 – 21.00	Welcome cocktail at the Golden Tulip Farah Hotel

**THURSDAY, 24 MAY 2007**

8.45 – 9.00	<i>Registration of participants</i>
9.00 – 9.30	<b>OPENING SESSION</b>
	<p><b>Welcome and opening remarks by the chairs and co-chairs of GfD Working Group 1:</b></p> <ul style="list-style-type: none"> <li>• H.E. Mr. Mohamed Boussaid, Minister of Public Sectors Modernisation, Morocco;</li> <li>• H.E. Mr. Monkid Mestassi, Secretary General, Ministry of State for Economic and General Affairs, Morocco;</li> <li>• H.E. Mr. Luis Tejada Chacón, Deputy Permanent Representative, Permanent Delegation of Spain to the OECD;</li> <li>• H.E. Mr. Ömer Atalar, Ethics Board for the Public Service, Turkey;</li> </ul> <p><b>Objectives of the seminar:</b></p> <ul style="list-style-type: none"> <li>• Ms. Odile Sallard, Director, Public Governance and Territorial Development Directorate, OECD;</li> </ul>
9.30 – 9.40	<i>Short coffee break</i>
9.40 – 11.30	<b>SESSION 1: TERM CONTRACTS IN THE CIVIL SERVICE</b>
	<p>The objective of this session is to give participants the opportunity to exchange their knowledge and experiences regarding the chances and risks of introducing contractual elements in career-based systems and the managerial reforms linked to the use of term contracts in the civil service.</p> <p><b>Chances and risks</b></p> <p>The introduction of contractual elements in traditional career-based systems can be an effective tool to increase the performance and the flexibility of the civil service. However there are also important risks associated with the use of contractual staff, including the loss of institutional memory, patronage and politicisation in the management of contractual staff.</p> <p><b>Managing contractual staff</b></p> <p>The introduction of term contracts in the civil service requires a number of reforms. They include defining the employment regime for contractual staff (which usually differs from the employment regime of civil servants) and defining who is in charge of managing the contractual staff. In many OECD countries, the introduction of contractual staff has been closely linked to the delegation of HR responsibilities from the central HR body to ministries and agencies (administrative and financial control, recruitment, length of contracts etc.). This has entailed a need to strengthen the capacities of HR units in line-ministries and agencies.</p>

	<p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>Mr. Mohamed Aliat, Director of the Civil Service, Ministry for Public Sector Modernisation, Morocco;</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>Egypt: The Egyptian reform approach towards introducing contractual staff in the civil service (15 min); <i>Presentation: Mr. Abdel Raouf Hamouda, Head of the Central Department for the Minister's Office, Ministry of State for Administrative Development, Egypt;</i></li> <li>West Bank/ Gaza: Challenges in establishing the framework for a coherent and apolitical civil service: opportunities and risks of contractualisation (15 min); <i>Presentation: Mr. Mazen Asad, Project Manager, Support of Public Administration and Civil Service Reform, Birzeit University-Center for Continuing Education, Abraj Alwataneyyah Building-Albireh, West Bank/ Gaza;</i></li> <li>Sweden: Advantages and disadvantages of career-based vs. position-based systems (15 min); <i>Presentation: Mr. Knut Rexed, Former Chair of the OECD Public Employment and Management Working Party, Rexed &amp; Spörndly, Sweden;</i></li> <li>France: The French experience with the introduction of contractual staff in the civil service (15 min) <i>Presentation: Ms.Véronique Roblin, General Directorate of Administration and Civil Service, France;</i></li> </ul>
<b>SESSION 1: TERM CONTRACTS IN THE CIVIL SERVICE (CONTINUED)</b>	
	<p><b>Lead Respondents (3-5 minutes each):</b></p> <ul style="list-style-type: none"> <li>Ms. Fadhila Dridi, Director, General Directorate of the Civil Service, Prime Ministry, Tunisia;</li> <li>Ms. Ilse Vanhoutteghem, HRM-Topmanagement, General Directorate for Human Resources, Federal Public Service for Staff and Organisation, Ministry of Public Service, Belgium;</li> <li>Mr. Samer Hankir, Policy Analyst, Office of the Minister of State for Administrative Reform (OMSAR), Lebanon;</li> </ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>What are the chances and risks of introducing contractual staff in a career-based system (chances: performance incentives, flexibility, possibility of reducing the wage bill in the long term / risks: loss of institutional memory, resentment between contractual staff and permanent staff, patronage, politicisation etc.)?</li> <li>For which professional groups can contractual arrangements be particularly useful (managerial staff / public sector-specific professionals / technical experts / unqualified staff)?</li> <li>Can term contracts be used as an effective means of attracting private sector expertise to the public sector?</li> <li>Which employment regime for contractual staff? Should it be based on the employment regime of civil servants and on the labour law for private sector employees?</li> <li>Which responsibilities for managing contractual staff should be attributed to the central HR body and which to line-ministries / agencies? How to manage the delegation process of HR competencies and the required capacity building at the ministry / agency level?</li> </ul>
11.30 – 11.45	<i>Coffee Break</i>

11.45 – 13.15	<b>SESSION 2: MANAGING THE PERFORMANCE OF SENIOR CIVIL SERVANTS</b>
	<p>Senior civil servants have a particularly important role in managing performance. On the one hand, they are themselves responsible for improving the performance management system. On the other hand, the management of their own performance is crucial for attaining organisational objectives. In particular, the use of term contracts that are linked to specific positions can create strong performance incentives for senior civil servants within a career-based system. The objective of this session is to give participants the opportunity to exchange their knowledge and experiences regarding performance management of senior civil servants.</p> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• Mr. Knut Rexed, Former Chair of the OECD Public Employment and Management Working Party, Rexed &amp; Spörndly, Sweden</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Lebanon: The new recruitment system and the use of term contracts for senior civil servants (15 min); <i>Presentation by Mr. Samer Hankir, Policy Analyst, Office of the Minister of State for Administrative Reform (OMSAR), Lebanon;</i></li> <li>• Belgium: The experience of Belgium with the mandate system for senior civil servants (15 min); <i>Presentation by Ms. Ilse Vanhoutteghem, HRM-Topmanagement, General Directorate for Human Resources, Federal Public Service for Staff and Organisation, Ministry of Public Service, Belgium;</i></li> </ul> <p><b>Lead Respondents (3-5 minutes each):</b></p> <ul style="list-style-type: none"> <li>• Mr. Ebrahim Abdel Rahman Kamal, Director, Employee Relations and Occupational Safety, Civil Service Bureau, Bahrain;</li> <li>• Mr. Mohamed Aliat, Director of the Civil Service, Ministry for Public Sector Modernisation, Morocco;</li> <li>• Mr. Mazen Asad, Project Manager, Support of Public Administration and Civil Service Reform, Birzeit University-Center for Continuing Education, Abraj Alwataneyyah Building-Albireh, West Bank / Gaza;</li> </ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>• How can the performance be stimulated through a “mandate system” for senior civil servants, using term contracts for a specific position?</li> <li>• How to set performance targets of senior civil servants (complexity / relating to process, inputs, outputs, efficiency, and productivity)? How to ensure the alignment of organisational objectives and individual objectives?</li> <li>• What can be the unintended consequences of results-based management? How can they be avoided?</li> </ul>
13.15 – 14.30	<i>Lunch</i>

14.30 – 16.00	<b>SESSION 3 : PERFORMANCE EVALUATION SYSTEMS</b>
	<p>Effective performance evaluation of civil servants and the link between performance evaluation results and incentives such as promotion and pay is essential for reinforcing the merit principal in the civil service. The objective of this session is to give participants the opportunity to exchange their knowledge and experiences regarding performance evaluation systems for civil servants and performance incentives.</p> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• Ms. Rabha Zeidguy, Director for Administrative Reform, Ministry for Modernisation of the Public Sectors, Morocco;</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Morocco: The new performance evaluation system for civil servants: benefits and challenges for implementation (10 min); <i>Presentation by Ms. Rabha Zeidguy, Director for Administrative Reform, Ministry for Modernisation of the Public Sectors, Morocco;</i></li> <li>• Bahrain: The Competency-based performance management system in the Civil Service of Bahrain (10 min); <i>Presentation by Mr. Ebrahim Abdel Rahman Kamal, Director, Employee Relations and Occupational Safety, Civil Service Bureau, Bahrain;</i></li> <li>• Tunisia: Evaluation and performance measures for senior civil servants (10 min); <i>Presentation by Ms. Fadhila Dridi, Director, General Directorate of the Civil Service, Prime Ministry, Tunisia;</i></li> </ul> <p><b>Lead Respondents (3-5 minutes each):</b></p> <ul style="list-style-type: none"> <li>• Mr. Abdel Raouf Hamouda, Head of the Central Department for the Minister's Office, Ministry of State for Administrative Development, Egypt;</li> <li>• Mr. Nabil Abdo Shamsan, Deputy Minister for Civil Service, Yemen;</li> <li>• Ms. Ilse Vanhoutteghem, HRM-Topmanagement, General Directorate for Human Resources, Federal Public Service for Staff and Organisation, Ministry of Public Service, Belgium;</li> </ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>• Which performance evaluation criteria are used? How does the evaluation process work? How important is the dialogue with superiors?</li> <li>• How to manage the introduction of a new performance evaluation system in order to ensure its effective implementation in the concerned ministries and agencies?</li> <li>• How are the results of the performance evaluation used? Are they linked to pay? How are they taken into account in promotion decisions?</li> </ul>
16.00 – 16.30	<i>Coffee Break</i>

16.30 – 18.00	<b>SESSION 4: PROMOTION SYSTEMS</b>
	<p>Promotion can be a very effective performance incentive. Weakening the seniority principle and reinforcing the merit principle in promoting civil servants is a key challenge for many Arab countries. The objective of this session is to give participants the opportunity to exchange their knowledge and experiences regarding the promotion systems in the civil service.</p> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• Mr. Samer Hankir, Policy Analyst, Office of the Minister of State for Administrative Reform (OMSAR), Lebanon;</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Morocco : The promotion system in the Moroccan civil service (10 min); <i>Presentation by Mr. Mohamed Aliat, Director of Civil Service, Ministry for Public Sectors Modernisation, Morocco;</i></li> <li>• United Arab Emirates: Promotion as a performance incentive in the United Arab Emirates (10 min); <i>Presentation by Mr. Khalifa Salem Al Suweidi, Manager, HR and Finance Department, Ministry of Development for Government Sector, United Arab Emirates;</i></li> </ul> <p><b>Lead Respondents (3-5 minutes each):</b></p> <ul style="list-style-type: none"> <li>• Mr. Ali Hassan Al Jawey, Manager, Administration Regulation, United Arab Emirates;</li> <li>• Mr Abdel-Rahman El-Khatib, Executive Privatization Commission, Jordan;</li> <li>• Ms. Véronique Roblin, General Directorate of Administration and Civil Service, France;</li> </ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>• How to weaken the principle of seniority and strengthen the merit principle in the promotion of civil servants?</li> <li>• How to find a balance between posts that are open to external competitive recruitment and posts open to internal promotion only?</li> <li>• Which methods are used to evaluate the aptitude of candidates for being promoted to a certain position (performance evaluation results, composition of the selection committee, tests)?</li> </ul>
19.30	<i>Dinner Invitation</i>

9:00 – 11:00	<b>SESSION 5: IDENTIFYING CONFLICT OF INTERESTS IN THE PUBLIC SERVICE</b>
	<p>The objective of this session is to identify and understand <i>conflict of interest</i> situations in the public administration.</p> <p>Conflict of interest arises when public officials have to make decisions at work that may affect their private interest. It occurs for example in privately held business interests or outside employment cases, in which the interests of one job contradict another; or high-valued gifts that may influence public decisions.</p> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>• Mr. János Bertók, Principal Administrator, Public Governance and Territorial Development Directorate, OECD;</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• OECD Secretariat: Presentation of the OECD countries' experience in identifying and managing conflict of interest in the public service (20 min); <i>Presentation: Mr. János Bertók, Principal Administrator, Public Governance and Territorial Development Directorate, OECD;</i></li> <li>• Turkey: What measures to manage conflict of interest in the public sector? (15 min) <i>Presentation: Mr. Ömer Atalar, Ethics Board, Turkey;</i></li> </ul> <p><b>Lead Respondents (3-5 minutes each):</b></p> <ul style="list-style-type: none"> <li>• Mr. Ebrahim Abdel Rahman Kamal, Director, Employee Relations and Occupational Safety, Civil Service Bureau, Bahrain;</li> <li>• Mr. Samer Hankir, Policy Analyst, Office of the Minister of State for Administrative Reform (OMSAR), Lebanon;</li> <li>• Ms. Véronique Roblin, General Directorate of Administration and Civil Service, France;</li> </ul> <p><b>Open discussion</b></p>
11.00 – 11.30	<i>Coffee Break</i>

11:30 – 13:30	<b>SESSION 6: MANAGING CONFLICT OF INTEREST IN THE PUBLIC SERVICE WHAT SOLUTIONS?</b>
	<p>It is important to take a forward-looking approach to identify the conflict of interest situations <i>before</i> they become corruption cases, in order to maintain public trust vis-à-vis government decisions and actions. Building trust in government contains thus the measures to be put in place in order to prevent and manage conflict of interest in the public sector.</p> <p>This session aims at identifying measures and solutions (e.g. legislation, institutional framework, practical tools, implementing mechanisms, etc.) which could successfully prevent, resolve or manage conflict of interest situations in the public service, building on the experience of OECD countries.</p> <p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>Mr. Naser Al Sane, Vice Chair, Global Organisation of Parliamentarians Against Corruption;</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>GOPAC: Conflict of interest regulation for parliamentarians (15 min); <i>Presentation: Mr. Naser Al Sane, Vice Chair, Global Organization of Parliamentarians Against Corruption;</i></li> <li>France: Examples of institutional measures to prevent, resolve or manage conflict of interest situations (15 min); <i>Presentation: Mr. Dominique Bocquet, French DAC (Development Assistance Committee) Delegate;</i></li> </ul> <p><b>Lead Respondents (3-5 minutes each):</b></p> <ul style="list-style-type: none"> <li>Ms. Fadhila Dridi, Director, General Directorate of the Civil Service, Prime Ministry, Tunisia;</li> <li>M. Khalid Elyaakoubi, Chief of the Ethics Service, Ministry for Modernisation of the Public Sectors, Morocco;</li> <li>Mr. Mazen Asad, Project Manager, Support of Public Administration and Civil Service Reform, Birzeit University-Center for Continuing Education, Abraj Alwataneyyah Building-Albireh, West Bank / Gaza;</li> </ul> <p><b>Open discussion</b></p>
13:30 – 15:00	<i>Lunch</i>
15:00 – 17:00	<b>CLOSING SESSION: DISCUSSION OF THE FUTURE PROGRAMME OF WORK AND WRAP UP BY THE CHAIR AND CO-CHAIR</b>
	<p><b>Moderator:</b></p> <ul style="list-style-type: none"> <li>H.E. Mr. Azzeddine Diouri, Secretary General, Ministry of Public Sectors Modernisation, Morocco;</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>OECD Secretariat: Towards Government at a Glance; <i>Presentation: Mr. Jürgen Blum, Administrator, Public Governance and Territorial Development Directorate, OECD;</i></li> </ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>Which elements should be envisaged for the future programme of work of GfD Working Group 1 (regional activities, peer-advice projects at the national level, tools and instruments)? Which would provide the highest value-added to Arab countries' national reform agendas?</li> <li>Government at a Glance: What is the rationale for obtaining better measures of institutional arrangements and activities on human resources management practices and integrity from your country's perspective? What are the priority areas of interests for obtaining better government data? How could the preparation and collection of this data be managed realistically in the GfD process?</li> </ul>