



## **Good Governance for Development (GfD) in Arab Countries Initiative**

### **AGENDA**

#### **DOCUMENT I**

**FOR THE FIRST MEETING OF THE REGIONAL WORKING GROUP I:**

### **Civil Service and Integrity**

**Rabat, Morocco  
18 - 19 July 2005**

**CHAIR WORKING GROUP I:**

**Mr. Rachid Talbi El Alami**, State Minister for Economic and General Affaires, Morocco

**CO-CHAIRS WORKING GROUP I:**

**Mr. Fernando Ballester**, Ambassador, Permanent Delegate of Spain to the OECD, Spain

**Mr. Omer Dincer**, Undersecretary of State, Prime Ministry, Turkey

**SUNDAY, 17 JULY 2005**

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| <b>Afternoon</b>     | <b>Arrival of participants</b><br>A shuttle will be provided from Rabat Sale Airport to the Hotel Hilton. |
| <b>19.00 – 20.00</b> | <b>Welcome cocktail: Hotel Hilton, Rabat</b>  |

**MONDAY, 18 JULY 2005**

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| <b>9.00- 9.15</b>   | <b>Registration</b>   |
| <b>9.15 – 10.30</b> | <b>Opening</b>  |
|                     | <b>Opening remarks:</b> <ul style="list-style-type: none"><li>• <b>Mr. Rachid Talbi El Alami</b>, State Minister for Economic and General Affaires, Morocco</li><li>• <b>Mr. Mohamed Boussaid</b>, Minister for Public Sector Modernisation, Morocco</li><li>• <b>Mr. Fernando Ballester</b>, Ambassador, Permanent Delegate of Spain to the OECD, Spain</li></ul> <b>Tour de table</b> with self-introductions by working group participants (maximum 1 minute per participant). |

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| <b>10.30 – 13.00</b><br><b>Session 1</b> | <b>Overview on the Initiative and Presentation of Strategic Approaches and Challenges to Civil Service Reform and Integrity</b>   |
|  | <p>Presentation of the objectives and structure of the MENA Initiative and of the suggested agenda and working methods of the Regional Working Group I by <b>Mr. Rolf Alter</b>, Deputy Director, Public Governance and Territorial Development, OECD.</p> <p>Presentation of the MENA Initiative and the UN Anti-Corruption Convention by <b>Mr. Ragaa Makharita</b>, Senior Adviser, UNDP.</p> <hr/> <p>Following this overview, <b>participating Arab countries will present their national approach to civil service reform and integrity</b> in order to <b>provide an overview of the main issues and challenges</b> they face in implementing policies in these areas.</p> <p>In preparing their presentations, Arab countries are invited to follow the draft questionnaire/guidelines for country presentations and data collection, which provide a common framework for comparison of experiences. Each country presentation should be strictly limited to a maximum length of 8 minutes.</p> <p>Participants will have the opportunity to ask questions after each presentation.</p> <p><b>Country presentations:</b></p> <ol style="list-style-type: none"> <li>1. <b>Ms. Rabha Seidguy</b>, Director for Administrative Reform, Ministry for Modernisation of the Public Sectors, Morocco;</li> <li>2. <b>Mr. Ali Mohammed Al-Abdulqader</b>, Director, Organization &amp; Manpower, Civil Service Bureau, and <b>Mr. Farid Abd Al-Rahman</b>, Specialist for Foreign Relations, Bahrain;</li> <li>3. <b>Mr. Alla Eddin Ragab Kotb</b>, Legal Advisor to the Ministry of State for Administrative Development, Egypt;</li> <li>4. <b>Ms. Muna Hakooz</b>, Executive Director of Human Resources Policies Administration, Public Sector Development Administration, Prime Ministry, Jordan;</li> <li>5. <b>Mr. Charbel Sarkis</b>, Judicial Advisor to the Minister for Administrative Reform, Lebanon;</li> <li>6. <b>Mr. Sam Dallah</b>, Dean of the National Institute for Administration, Ministry of Higher Education, Syria;</li> <li>7. <b>Mr. Fethi Bdria</b>, Head of Cabinet, and <b>Mr. Kemal Cherigui</b>, Responsible for the Working Group on Civil Service and Integrity, Ministry for Administrative Development, Tunisia;</li> <li>8. Others (to be added)</li> </ol> <p><b>Rapporteur:</b> (to be nominated)</p> <p><b>Document:</b> Arab countries' presentations</p> |
| <b>13.00 – 14.30</b>                     | <b>Lunch: Buffet in the Hotel Hilton</b><br>(The chair will indicate timing of coffee breaks.)  |

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| <b>14.30 – 17.00</b><br><b>Session 2</b> | <b>Roundtable: Discussion on Key Challenges in Civil Service Reform and Integrity</b>  |
|  | <p>Following the country presentations in session 1, this roundtable will serve to <b>allow the participating Arab and OECD countries to discuss Arab countries' approaches and challenges</b> to civil service reform and integrity and to start identifying key areas of interest for policy dialogue.</p> <p><b>The invited experts from OECD countries will support the discussion by commenting on the Arab countries' presentations</b> in view of their own countries' experiences of civil service reform and integrity.</p> <p><b>Questions for discussion:</b></p> <p>Based on your own country's historical challenges in civil service reform, where do you think that Arab countries' will benefit the most from exchanging experiences in view of implementing their approach to civil service reform and integrity and how could these be best addressed?</p> <p><b>Rapporteur:</b> (to be nominated)</p> |
| <b>20.00</b>                             | <b>Dinner hosted by the Moroccan government</b>  |

**TUESDAY, 19 JULY 2005**

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| <b>9.00 – 10.00<br/>Session 3</b>  | <b>OECD Country Case Studies</b>  |
|                                    | <p><b>Presentation of OECD experiences on Civil Service Reform and Integrity</b> by experts from Spain, Turkey, France, Belgium, the Netherlands, Poland, and the United Kingdom with particular emphasis on historical improvements in relation to:</p> <ul style="list-style-type: none"> <li>• Ensuring "institutional continuity" - through ensuring a neutral civil service with shared values of public service;</li> <li>• Improving workforce planning and management;</li> <li>• Improving the employment cycle (e.g. merit-based recruitment, promotion, incentives, training, discipline);</li> <li>• Improving integrity through strengthening oversight of civil servants (e.g. management of conflict of interest, asset declarations, Ombudsman offices, anti-corruption bureau);</li> </ul> <p>The length of the presentations should not exceed 8 minutes maximum with subsequent questions and answers.</p> |
| <b>10.00 – 11.30<br/>Session 4</b> | <b>Identification of Regional Priorities for Civil Service Reform and Integrity in Arab Countries</b>   |
|                                    | <p>Building on the presentations and discussion of the previous sessions, the aim of this session is to allow participants <b>to discuss and identify regional priorities</b> for civil service reform and integrity, which will provide a key input for the definition of the Terms of Reference for the WG.</p> <p><b>Question for discussion:</b></p> <ul style="list-style-type: none"> <li>• What are your key priorities for policy reform to be dealt with in Working Group I?</li> <li>• Where there has been some progress in the region, and what were the factors that facilitated these changes?</li> <li>• Where governments have met with significant resistance, how did they manage to overcome them?</li> </ul> <p><b>Rapporteur:</b> (to be nominated)</p> <p><b>Document:</b> List of Issues for Policy Dialogue (see attachment to this agenda)</p>   |

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| <b>11.30 – 13.00<br/>Session 5</b>       | <b>Discussion and Finalisation of the Work Plan for 2005-2006 For the Working Group</b>   |
|  | <p>The aim of this session is to <b>discuss and define the work plan for 2005-2006 for the Working Group</b>, with a focus on defining expected deliverables (e.g. country assessments, national/regional action plans, pilot projects, specific seminars and conferences), refining the data collection questionnaire/guidelines and determining a schedule.</p> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>• What would maximise the benefit of your participation in the Working Group?</li> <li>• How would you improve the proposed questionnaire/guidelines to make it a useful tool for data collection on Arab countries' experience on civil service reform and integrity?</li> </ul> <p><b>Document:</b></p> <ul style="list-style-type: none"> <li>• Schedule of Meetings 2005-2006: Stocktaking and Action Plans</li> </ul> |
| <b>13.00 – 13.30<br/>Closing Session</b> | <b>Wrap-up and Conclusions by the Arab Chair, the Co-Chairs and the OECD Secretariat</b>  |

## LIST OF ISSUES FOR POLICY DIALOGUE

### **WG I: Civil Service and Integrity**

#### **A. Improving workforce planning and management**

1. Strategies for controlling the number of public employees and mitigating the social and political effects of downsizing
2. Workforce planning and Human Resource Management Information Systems
3. Improving central agency capacity to manage change

#### **B. Improving key elements of the employment cycle: Performance and capacity**

4. Promoting merit-based recruitment and promotion
5. Reviewing pay, grades and other compensation incentives
6. Making the public employer more attractive for qualified staff
7. Developing senior civil service managers
8. Developing innovative training systems

#### **C. Ensuring public service cohesion and continuity**

9. Providing a civil service statute that allows flexibility while ensuring institutional continuity (e.g. prevents political dismissal)
10. Setting values and standards for integrity and anti-corruption (e.g. codes of conduct, conflict-of-interest rules and anti-corruption legislation)
11. Ensuring the implementation of standards for integrity and anti-corruption among all employees who carry out public service tasks (e.g. through communication, training, counselling)

#### **D. Improving integrity and accountability through oversight**

12. Reviewing accountability and control mechanisms that promote integrity as well as prevent, detect and investigate corruption (e.g. declaration of interests, internal and external audits, ombudsman, public scrutiny)
13. Improving co-ordination mechanisms in charge of ensuring consistency of policies promoting integrity and preventing corruption (e.g. through central anti-corruption agency)
14. Developing specific mechanisms to address risk areas for corruption (e.g. public procurement, contract management)

### **WG II: E-government and Administrative Simplification**

### **WG III: Governance of Public Finance**

### **WG IV: Public Service Delivery, Public-Private Partnerships and Regulatory Reform**

### **WG V: Rule of the Judiciary and Enforcement**

### **WG VI: Civil Society and Media**