



**GOOD GOVERNANCE FOR DEVELOPMENT IN ARAB COUNTRIES INITIATIVE**

**THIRD MEETING OF  
WORKING GROUP 1 ON CIVIL SERVICE AND INTEGRITY**

**AGENDA**

**CHAIR OF GFD WORKING GROUP I:**

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

**H.E. Mr. Monkid Mestassi**, Secretary General, Ministry of Economic and General Affairs, 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. Ömer Dincer**, Undersecretary of State, Prime Ministry, Turkey

The Good Governance for Development (GfD) in Arab Countries Initiative is a regional initiative launched by prime ministers and ministers from 18 Arab countries at a ministerial conference at the Dead Sea hosted by the Prime Minister of Jordan under the patronage of King Abdullah II in February 2005. It aims at modernising public governance in the Arab region. The Initiative is jointly supported by OECD and the UNDP Programme on Governance in the Arab Region (POGAR). For further information about the GfD Initiative, please refer to [www.oecd.org/mena/governance](http://www.oecd.org/mena/governance).

**WEDNESDAY, 6 DECEMBER 2006**

8.45 – 9.00	<i>Registration</i>
	Venue of the meeting: The seminar will take place in the “Roger Ockrent” conference room, located at the OECD Chateau, 2, rue Andre Pascal, 75775 Paris Cedex 16.
9.00 – 9.30	<b>OPENING SESSION OF THE 3<sup>RD</sup> MEETING OF GFD WORKING GROUP 1</b>
	<b>Opening remarks by the chair and co-chairs:</b> <ul style="list-style-type: none"><li>• H.E. Mr. Monkid Mestassi, Secretary General, Ministry of Economic and General Affairs, Morocco;</li><li>• H.E. Mr. Fernando Ballesteros, Ambassador, Permanent Representative of Spain to the OECD, Spain;</li><li>• H.E. Mr. Hüsnü Tekin, General Director of Personnel &amp; Principles General Directorate, Prime Ministry, Turkey;</li></ul> <b>Comments on WG 1 activities by the OECD Secretariat:</b> <ul style="list-style-type: none"><li>• Mrs. Odile Sallard, Director, OECD Public Governance and Territorial Development Directorate;</li></ul> <b>Tour de table</b> with self-introduction by participants.
9.30 – 9.45	<i>Coffee Break</i>

**REGIONAL CAPACITY BUILDING SEMINAR**  
**HUMAN RESOURCES PLANNING AND MANAGEMENT**

The first day of the 3<sup>rd</sup> meeting of GfD Working Group 1 will be dedicated to regional capacity building on the theme of Human Resources Planning and Management, which has been identified as a regional focus theme at the regional capacity building seminar on Pay Strategies for Better Public Sector Performance: Pay and Grading Reform in Arab Countries held in Amman, Jordan on 20-21 September 2006.

9.45-11.30	<b>REGIONAL CAPACITY BUILDING SESSION 1: ESTABLISHMENT CONTROL</b>
	This session is to address the question how staffing and/or budgetary ceilings for public sector employment can be enforced effectively, while allowing for sufficient flexibility to adapt staffing according to changing objectives of government bodies. It aims at discussing the different approaches towards establishment control, from the traditional model of establishment control towards managerial or "running cost" control systems.
	<b>Moderator:</b> Mr. Nick Manning, Head of Division, Public Governance and Territorial Directorate, OECD
	<b>Key-note presentations:</b> <ul style="list-style-type: none"> <li>• West Bank / Gaza: Challenges in reinforcing establishment control in the Palestinian National Authority; <i>Presentation by: Mr. Mazen Asad, Project Manager, Public Administration and Civil Service Reform Project (PACSR), Center for Continuing Education, Birzeit University</i></li> <li>• Ireland: The history of establishment control in Ireland; <i>Presentation by: Mrs. Louise McGirr, Assistant Principal, Personnel and Remuneration Division, Department of Finance, Ireland</i></li> <li>• Sweden: Agency governance in the Swedish state administration; <i>Presentation by Mr. Knut Rexed, Consultant, Sweden</i></li> </ul>
	<b>Questions for discussion:</b> <ul style="list-style-type: none"> <li>• How can ceilings for staff numbers and wage expenditure be enforced effectively within a traditional model of establishment control, while giving line-departments the necessary flexibility to cover their staffing needs?</li> <li>• How can the problem of growing numbers of contractual staff in career-based systems be managed?</li> <li>• What are the opportunities and risks of introducing managerial or "running cost" control systems? Which preconditions need to be fulfilled to make them effective?</li> </ul>
	<b>Comments:</b> <ul style="list-style-type: none"> <li>• Ms. Judita Bagon, Head of the HRM Sector, Ministry of Public Administration, Slovenia (tbc);</li> </ul>
11.30-11.45	<i>Coffee Break</i>

11.45-13.30	<b>REGIONAL CAPACITY BUILDING SESSION 2: HUMAN RESOURCES PLANNING MODELS</b>
	This session is to address the question, how, within given staffing / expenditure limits for the civil service, HR planning can ensure that right positions are filled with the right people.
	<b>Moderator:</b> Mrs. Muna Hakooz, Executive Director, Public Sector Development Administration, Ministry of Public Sector Development, Jordan
	<b>Key-note presentations:</b> <ul style="list-style-type: none"> <li>• Jordan: Initial design of a new HR planning model for Jordan; <i>Presentation: Mrs. Muna Hakooz, Executive Director, Public Sector Development Administration, Ministry of Public Sector Development, Jordan</i></li> <li>• France: How HR planning can overcome contemporary challenges to the public sector: experiences of introducing GPEEC in France; <i>Presentation: Mr. Matthew Woods, Chargé de Mission, Mission des Affaires Européennes et Internationales, Direction Générale de l'Administration et de la fonction Publique, France</i></li> <li>• Belgium: Competency-based HR planning: challenges after the Belgian Copernicus reform; <i>Presentation: Ms. Annick Sools, Advisor, Federal Public Service Personnel and Organisation, Belgium</i></li> </ul>
	<b>Questions for discussion:</b> <ul style="list-style-type: none"> <li>• If recruitment is undertaken centrally, how can it be ensured that the recruited staff corresponds to line-departments needs? How can the time-lags between the identification of the need and actual recruitment be reduced?</li> <li>• How can it be ensured that line-departments identify their future staffing needs? How can workable HR planning models be designed in view of lacking competencies and limited financial resources?</li> <li>• What is the real value of moving towards competency-based job descriptions and HR planning?</li> </ul>
	<b>Comments:</b> <ul style="list-style-type: none"> <li>• Mrs. Rabha Zeidguy, Director for Administrative Reform, Ministry for Modernisation of the Public Sectors;</li> <li>• Mr. Fethi Bdira, General Director, Prime Ministry, Tunisia (tbc);</li> <li>• Mr. Mazen Asad, Project Manager, Public Administration and Civil Service Reform Project (PACSR), Center for Continuing Education, Birzeit University (tbc);</li> </ul>
13.30 –15.00	<i>Lunch</i>

15.00 – 16.20	<b>REGIONAL CAPACITY BUILDING SESSION 3: REDUCING THE SIZE OF THE PUBLIC SECTOR</b>
	<p>Public sector employment levels in the Arab region rank among the highest in the world and the wage bill represents a heavy budgetary burden for many Arab countries. Policies for workforce adjustments can be important means for producing fiscal savings and improving incentives for the remaining employees.</p> <p>A number of OECD countries have successfully reduced the size of their public workforce in the 80s and 90s – using a variety of passive and active approaches. The aim of this session is to allow participating Arab and OECD countries to exchange practical know-how and discuss their experiences with different approaches for reducing the public sector workforce.</p>
	<p><b>Moderator:</b> Mr. Peter Van der Gaast, Head of the International Civil Service Affairs Division, Ministerie van Binnenlandse Zaken en Koninkrijksrelaties, The Netherlands</p>
	<p><b>Key-note presentations:</b></p> <ul style="list-style-type: none"> <li>• Morocco: The Moroccan voluntary departure programme for civil servants; <i>Presentation: Mr. Azzeddine Diouri, Secretary General, Ministry for Public Sector Modernisation, Morocco</i></li> <li>• Yemen: Challenges for Yemen in Managing Public Sector Employment (tbc); <i>Presentation: Mr. Nabil Shamsan, Undersecretary and Director of Program, Ministry of Civil Service and Insurance, Yemen</i></li> <li>• Spain: Reducing public sector employment by limiting recruitment: the Spanish experience (tbc); <i>Presentation: Ms. Isabel Hernández, Head of Area of International Affairs, Ministry for Public Administration, Spain</i></li> <li>• Slovenia: Reducing Public Sector Employment in Slovenia; <i>Presentation: Ms. Judita Bagon, Head of the HRM Sector, Ministry of Public Administration, Slovenia</i></li> </ul>
16.20– 16.40	<i>Coffee Break</i>
16.40 – 18.00	<b>REGIONAL CAPACITY BUILDING SESSION 3: REDUCING THE SIZE OF THE PUBLIC SECTOR (continued)</b>
	<p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>• How can the appropriate mix of passive (hiring freezes, natural attrition) and active approaches for workforce reduction (e.g. voluntary departure schemes, involuntary layoffs and privatisation of public sector functions) be determined?</li> <li>• How can the significant risks of voluntary departure programmes (retirement of the most qualified staff, revolving door syndrome) be mitigated?</li> <li>• How can eligibility criteria and severance pay packages of retrenchment programmes be defined to target the right groups of staff? How can realistic cost-benefit-analysis of retrenchment programmes be undertaken?</li> </ul>
	<p><b>Comments:</b></p> <ul style="list-style-type: none"> <li>• Ms. Muna Hakooz, Executive Director, Public Sector Development Administration, Ministry of Public Sector Development, Jordan (tbc);</li> <li>• Mr. Charbel Sarkis, Senior Legal Advisor, Office of the Minister of State for Administrative Reform, Lebanon (tbc);</li> <li>• Mr. Mike Watts, Director of HR Transformation, Cabinet Office, United Kingdom (tbc);</li> </ul>

THURSDAY, 7 DECEMBER 2006

**WORKING GROUP MEETING**

**RECENT ACTIVITIES AND FUTURE WORK PLANNING**

9.00 - 10.00	<b>SESSION 4: REVIEW OF RECENT HRM ACTIVITIES</b>
	<p>This session will be an opportunity for the members of GfD Working Group 1 to report on its recent activities and to identify best practices for the future. It will serve to:</p> <ol style="list-style-type: none"><li>1. briefly <b>report on past activities and share key lessons-learnt</b> with other members of the Working Group;</li><li>2. discuss how the <b>format and timing of future regional capacity building activities</b> can be improved in order to provide optimal support for reform implementation at the country level;</li></ol> <p><b>Moderators:</b> H.E. Mr. Azzedine Diouri, Secretary General, Ministry for Public Sectors Modernisation, Morocco; H.E. Mr. Fernando Ballester, Ambassador, Permanent Representative of Spain to the OECD, Spain;</p> <p><b>Reports on past Working Group 1 activities:</b> (since the 2nd Working Group meeting in Rabat, Morocco, on 19-20 April 2006)</p> <ul style="list-style-type: none"><li>• Regional capacity building seminar on Pay Strategies for Better Public Sector Performance: Pay and Grading Reform in Arab Countries held in Amman, Jordan on 20-21 September 2006: Identification of regional focus themes for the GfD Human Resources Network;</li><li>• OECD Global Forum on Governance: “Sharing Lessons on Promoting Good Governance and Integrity in Public Procurement”, held in Paris on 30 November - 1 December back-to-back with the OECD Symposium “Mapping out Good Practices for Integrity and Corruption Resistance in Public Procurement”;</li><li>• Peer-to-peer visit of senior HR officials from Jordan, Lebanon and other Arab countries to Brussels, Belgium from 20 to 24 November 2006: The Belgian experience with reforming the federal job classification system;</li></ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"><li>• How can the exchange within the regional network be improved?</li><li>• How can the format and timing of regional capacity building activities be improved to increase their effectiveness, based on past experiences?</li><li>• Which elements of Arab countries’ action plans in the field of civil service and integrity have been particularly challenging to implement? How could the GfD Initiative further support their implementation?</li></ul>
10.00 - 10.30	<i>Coffee Break</i>

10.30 - 12.30	<p><b>SESSION 5: WORK PLANNING FOR 2007 AND FURTHER PROSPECTS</b></p> <p>This session will be an opportunity for the members of the GfD Working Group 1 to discuss the work programme for 2007, based on the review of recent activities in the previous session. It will serve to:</p> <ol style="list-style-type: none"> <li>1. envisage <b>future regional capacity-building activities on regional focus and priority themes</b>;</li> <li>2. envisage future <b>peer-to-peer co-operation &amp; partnership projects</b> among Arab and OECD countries at the national level;</li> <li>3. discuss the possibility of working towards a <b>set of baseline indicators in the field of civil service and integrity</b>, which facilitate monitoring reform progress and peer-discussions. These indicators could be developed jointly for OECD and Arab countries and contribute to the OECD's "Government at a Glance" project.</li> </ol> <p>The discussions of the future work programme would also include potential recommendations of the Working Group for the Steering Group meetings planned for 2007.</p> <p><b>Moderators:</b>  H.E. Mr. Monkid Mestassi, Secretary General, Ministry of Economic and General Affairs, Morocco;  H.E. Mr. Fernando Ballester, Ambassador, Permanent Representative of Spain to the OECD, Spain;</p> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Morocco: The performance evaluation and promotion system in the Moroccan civil service;  <i>Presentation: Mrs. Rabha Zeidguy, Director for Administrative Reform, Ministry for Modernisation of the Public Sectors</i></li> <li>• OECD Secretariat: Better Measurement of Government: A common language for reviewing government activities;  <i>Presentation: Jürgen Blum, Administrator, OECD Secretariat</i></li> </ul> <p><b>Questions for discussion:</b></p> <ul style="list-style-type: none"> <li>• Which regional focus themes should be given priority and which regional capacity-building activities should be envisaged?</li> <li>• Which peer-to-peer learning activities with experts from OECD and other Arab countries would be most useful for supporting reform implementation at the national level?</li> <li>• How can the GfD Initiative best support Arab countries in implementing Country Action Plans and in matching them with donor support?</li> </ul>
12.30 - 13.00	<p><b>Closing Session: Wrap-up and Conclusions by the Arab Chair, the Co-Chairs and the GfD Secretariat</b></p>
18.00-19.00	<p><b>Joint cocktail with the OECD Public Employment and Management Working Party</b></p> <p><b>Location:</b> Salle George Marshall, OECD, 2 rue André-Pascal, 75775 Paris Cedex 16</p>