

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



**AGENDA**

**Comparative Approaches in the  
Field of Civil Service Modernisation  
in OECD Countries**

**Seminar organised within the framework of  
the national consultation process on the  
modernisation of the civil service in Tunisia**

**14-15 February 2008  
Tunis, Tunisia**

**Hosted by the Tunisian Prime Ministry  
Under the high patronage of  
H.E. The Honourable Mr. Zouhair M'Dhaffer  
Minister Delegate to the Prime Minister  
In charge of the Civil Service & Administrative Development**



**Republic of Tunisia  
Prime Ministry**



**CHAIR OF GFD WORKING GROUP ON CIVIL SERVICE AND INTEGRITY:**

**H.E. Mr. Nizar Baraka**, Minister delegate to the Prime Minister in charge of Economic and General Affairs, Morocco

**CO-CHAIRS OF GfD WORKING GROUP ON CIVIL SERVICE AND INTEGRITY:**

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

**Mr. Efan Ala**, 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 in 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). The key implementation tool of the GfD Initiative is its regional Working Groups. They are designed to drive an in-depth and results-oriented regional policy dialogue among the participating Arab and OECD countries. Each of the six regional Working Groups is dedicated to a priority reform area. This meeting is organised in the framework of the GfD Working Group on Civil Service and Integrity. For further information on the Gfd Initiative, please visit our website at [www.oecd.org/mena](http://www.oecd.org/mena)

**THURSDAY, 14 FEBRUARY 2008**

<b>8.30 - 9.30</b>	<b>Registration</b>
<p>Meeting venue: Meeting Room “Glaïeul”, El Mouradi Gammarth Hotel, La Marsa, Gammarth, Tunis, Tunisia.</p> <p>The break-out sessions will take place in the meeting room “Tulipe”.</p>	
<b>9.30 - 10.15</b>	<b>Opening Session</b>
	<p><b>Opening remarks by the host:</b></p> <ul style="list-style-type: none"> <li>• H.E. The Honourable Mr. Zouheir M'Dhaffar, Minister delegate to the Prime Minister in charge of the Civil Service and Administrative Development, Tunisia</li> </ul> <p><b>Opening remarks by the chair and co-chair countries of the Working Group:</b></p> <ul style="list-style-type: none"> <li>• Mr. Monkid Mestassi, Secretary General, Ministry of Economic and General Affairs, Morocco</li> <li>• Ms. Gloria Díaz Mesanza, Deputy Director of Consultancy, Advisory and Assistance in HRM, General Directorate of the Public Function, Ministry for the Public Administrations, Spain</li> </ul> <p><b>Overview of the Tunisian civil service reform and objectives of the seminar:</b></p> <ul style="list-style-type: none"> <li>• Mr. Ahmed Zarrouk, General Director of Civil Service, Prime Ministry, Tunisia</li> </ul>
<b>10.15 - 12.15</b>	<b>Plenary Session 1: A decade of HRM modernisation in OECD countries: achievements and shortcomings</b>
	<p>Economic constraints, growing social demands and a more open policy-making process are among the triggering forces for change in the public sector worldwide. The objective of this session is to review the experience of OECD countries in modernising their civil service. It will highlight the importance of obtaining and maintaining political and social support throughout the reform process. Openness, communication/information strategies, trusted leadership and policy coherence are aspects that determine, to a large extent, the success of a reform initiative. This session will review the main tendencies in HRM in OECD countries. It will highlight the main achievements but also the shortcomings of the reform efforts. It will pay special attention to lessons learnt from the experience of OECD countries in HRM reform.</p> <p><b>Moderator:</b> Mr. Afif Hendaoui, Director, National School of Public Administration, Tunisia</p> <p><b>Secretary:</b> Mr. Ahmed Ben Hamouda, University Lecturer, Tunisia</p> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Mr. Oscar Huerta Melchor, Administrator, Public Governance and Territorial Development Directorate, OECD</li> <li>• Mr. István Teplan, General Director, Government Centre for Public Administration and Human Resource Services, Hungary</li> <li>• Mr. Philippe Vermeulen, General Advisor, Federal Public Service – Personnel and Organisation, Belgium</li> <li>• Mr. Lubomir Plai, CEO, Municipality Bratislava – Lamac, Slovak Republic</li> <li>• Ms. Gloria Díaz Mesanza, Deputy Director of Consultancy, Advisory and Assistance in HRM, General Directorate of the Public Function, Ministry for the Public Administrations, Spain</li> </ul> <p><b>Discussion</b></p>

	<p><b>Questions for discussion:</b> <i>What are the internal and external structural factors that lead to change? What are the elements to consider for transforming administrative culture? How to integrate change effectively into the culture of the civil service? What is the importance of an inclusive policy formulation process? What is the role of “dialogue” in managing change? How to maintain social and political support for a reform initiative throughout the reform process?</i></p>
<b>12.15 - 13.45</b>	<b>Luncheon</b>
<b>13.45 - 15.30</b>	<b>Break Out Session I – Modernising the management of the civil service</b>
	<p>The break-out sessions are intended to focus the discussion on specific issues of HRM. Participants will be invited to join the group most relevant to their professional tasks and interests. After the presentations, the floor will be open for discussion.</p>
<p><b>GROUP A:</b></p> <p><b>Delegation of HRM responsibilities – increasing managerial flexibility?</b></p> <p><b>Moderator:</b> Mr. Kheireddine Ben Soltane, juridical counsellor of the government, Tunisia</p> <p><b>Secretaries:</b></p> <ul style="list-style-type: none"> <li>• Mr. Lassed Zarrouk, General Director of Social Security, Ministry of Social Affairs, Tunisia</li> <li>• Mr. Mehrez Saidi, Head of Service, Prime Ministry, Tunisia</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Ms. Gloria Díaz Mesanza, Deputy Director of Consultancy, Advisory and Assistance in HRM, General Directorate of the Public Function, Ministry for the Public Administrations, Spain</li> <li>• Mr. Joachim Vollmuth, Head of Division, ‘EU and International Affairs of the Public Service’, Federal Ministry of Interior, Germany</li> </ul> <p><b>Discussion</b></p>	<p><b>GROUP B:</b></p> <p><b>Recruitment and flexibility in the civil service</b></p> <p><b>Moderator:</b> Mr. Mohamed Salah Ben Aissa, Dean, Faculty of Juridical, Political and Social Sciences, Tunisia</p> <p><b>Secretaries:</b></p> <ul style="list-style-type: none"> <li>• Mr. Soufiane Abdeljaoued, Director, Prime Ministry, Tunisia</li> <li>• Mr. Sami Gidara, Head of Service, Prime Ministry, Tunisia</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Ms. Corinne Benharrosh, Director, Recruitment and Selection Office SELOR, Belgium</li> <li>• Mr. Julio Nabais, Principal Administrator, SIGMA, Public Governance and Territorial Development Directorate, OECD</li> </ul> <p><b>Discussion</b></p>
<p><b>Questions for discussion:</b> <i>What is the role of central HRM bodies in delegating authority to line ministries or agencies? What should be delegated? What aspects of HRM need to be kept by the central HRM body, particularly in a context of transition?</i></p>	<p><b>Questions for discussion:</b> <i>What are the principles that should prevail in a recruitment system? How can a recruitment agency help to guarantee fairness and the selection of the best candidate to the civil service? What does flexibilisation imply? Is flexibilisation of employment conditions convenient in a context of transition towards decentralisation? How different are the working conditions in the public sector from the private sector?</i></p>
<b>15.30 - 16.00</b>	<b>Coffee Break</b>

16.00 - 17.45	Break Out Session II – Modernising the management of the civil service
<p><b>GROUP C:</b></p> <p><b>Capacity development and training in public administration</b></p> <p><b>Moderator:</b> Mr. Mohamed Kolsi, Head, Council of Competition, Tunisia</p> <p><b>Secretary:</b></p> <ul style="list-style-type: none"> <li>• Mr. Salah Zeddini, Director, Prime Ministry, Tunisia</li> <li>• Mr. Saber Besbes, Head of Unit, Prime Ministry</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Mr. Jean Pierre Duzert, Research Delegate, National Centre of Territorial Civil Service, France</li> <li>• Mr. Joachim Vollmuth, Head of Division, ‘EU and International Affairs of the Public Service’, Federal Ministry of Interior, Germany</li> <li>• Mr. István Teplan, General Director, Government Centre for Public Administration and Human Resource Services, Hungary</li> </ul> <p><b>Discussion</b></p>	<p><b>GROUP D:</b></p> <p><b>Managing the performance of government employees</b></p> <p><b>Moderator:</b> Mr. Kaies Dali, Enterprise of Phosphate of Gafsa, Tunisia</p> <p><b>Secretaries:</b></p> <ul style="list-style-type: none"> <li>• Ms. Fadhila Dridi, Director, Prime Ministry, Tunisia</li> <li>• Ms. Khaoula Selmi, Director, Prime Ministry, Tunisia</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Ms. Sylvie Trosa, Institut of Public Management and Economic Development, France</li> <li>• Mr. Peter van der Gaast, Head of the International Civil Service Affairs Division, Ministry of the Interior and Kingdom Relations, the Netherlands</li> <li>• Ms. Ola Abdulrahman Al-Suwer, Senior Performance Management Specialist, Civil Service Bureau, Bahrain</li> </ul> <p><b>Discussion</b></p>
<p><b>Questions for discussion:</b> <i>What is the importance of training in the civil service? Is training relevant to career development in the civil service? Who is responsible for the training of civil servants? How are civil servants, particularly, senior managers, motivated to attend training sessions? How is the curriculum of the training sessions defined?</i></p>	<p><b>Questions for discussion:</b> <i>What issues need to be considered for designing a performance management system? How to establish goals? What are the strengths and weaknesses of performance-related pay schemes? What is the role of rewards?</i></p>
18.00 - 19.00	Closed Working Meeting of the Secretaries
	<p>Secretaries from each group meet to exchange views and prepare a final document highlighting the main conclusions reached in each session.</p>

**FRIDAY, 15 FEBRUARY 2008**

<b>9.00 - 10.30</b>	<b>Plenary Session 2: Managing senior managers in the civil service</b>
	<p>In recent years, there has been a growing emphasis for better managing senior managers in OECD countries. Managing senior civil servants is linked to the delegation of managerial responsibilities to line managers. Senior managers are in charge of giving a clear sense to policy formulation and improve performance and the effectiveness of government activity. The management of senior civil servants aims at inducing a performance-oriented culture and developing a sense of leadership in the civil service.</p> <p><b>Moderator:</b> Mr. Abderraouf Mahbouli, President, University of Tunis, Tunisia</p> <p><b>Secretary:</b></p> <ul style="list-style-type: none"> <li>• Mr. Mehrez Saidi, Head of Service, Prime Ministry, Tunisia</li> <li>• Mr. Sami Ben Romdhane, Sub-Director, Prime Ministry, Tunisia</li> </ul> <p><b>Presentations:</b></p> <ul style="list-style-type: none"> <li>• Mr. Peter van der Gaast, Head of the International Civil Service Affairs Division, Ministry of the Interior and Kingdom Relations, the Netherlands</li> <li>• Mr. Philippe Vermeulen, General Advisor, Federal Public Service – Personnel and Organisation, Belgium</li> </ul> <p><b>Discussion</b></p>
	<p><b>Questions for discussion:</b> <i>Who are the senior managers and how to differentiate them from political appointees? What aspects are essential for organising the senior management? What are the challenges in managing senior managers? Does a senior civil service enhance the introduction of a performance-oriented culture into the public sector?</i></p>
<b>10.30 - 11.00</b>	<b>Coffee Break</b>
<b>11.00 - 12.30</b>	<b>Special Session: Reports from plenary and break-out sessions</b>
	<p>In this session the secretaries of each group will briefly review the main issues raised in the discussions of each break-out session and will present their main conclusions.</p> <p><b>Moderator:</b> Mr. Mohamed Salah Ben Aissa, Dean, Faculty of Juridical, Political and Social Sciences, Tunisia</p> <p><b>Presentations by Secretaries:</b></p> <ul style="list-style-type: none"> <li>• Plenary Session I: Mr. Ahmed Ben Hamouda, University Lecturer, Tunisia</li> <li>• Group A: Mr. Lassed Zarrouk, General Director of Social Security, Ministry of Social Affairs, Solidarity and Tunisians Abroad, Tunisia</li> <li>• Group B: Mr. Soufiane Abdeljaoued, Director, Prime Ministry, Tunisia</li> <li>• Group C: Mr. Salah Zeddini, Director, Prime Ministry, Tunisia</li> <li>• Group D: Ms. Fadhila Dridi, Director, Prime Ministry, Tunisia</li> <li>• Plenary Session II: Mr. Mehrez Saidi, Head of Service, Prime Ministry, Tunisia</li> </ul>

<b>12.30 - 13.00</b>	<b>Closing Session – the way forward</b>
	<p>The Tunisian host will present the way forward and a roadmap for the Tunisian civil service reform, based on the conclusions of each group.</p> <p><b>Concluding remarks by:</b></p> <ul style="list-style-type: none"> <li>• Ms. Odile Sallard, Director, Public Governance and Territorial Development Directorate, OECD</li> <li>• H.E. The Honourable Mr. Zouheir M'Dhaffar, Minister delegate to the Prime Minister in charge of the Civil Service and Administrative Development, Tunisia</li> </ul>