



**Kurdistan Regional Government, Iraq
Civil Service Reform Workshop**

February 22 – 25, 2009

Team	Dave Biggs, Team Leader; Giulio de Tommaso, Senior Public Sector Specialist, Paul Prettitore, Senior Public Sector Specialist, Ms Alexandra Sperling, Senior Program Assistant.
Where/When	Amman, Marriott Hotel, February 22-25 2009
Objectives	<p>This workshop received funding from the Iraq Capacity Building Trust Fund II. The objectives of this workshop were:</p> <ul style="list-style-type: none"> • To assist the KRG to define its priorities for achieving improved public administration and civil service management based on international best practices. • Engage counterparts, encourage participation in defining reform priorities and action plans, build capacity of counterpart agencies.
Participants and Resource Persons	<p>The KRG arranged for 10 senior officials, led by Dr. Sabah Toma, Economic Adviser to the Minister of Planning to participate in the workshop. A two-member delegation from the federal government in Baghdad, nominated by the Ministry of Planning, was also in attendance.</p> <p>The resource persons were: Dr. Nabil Shamsan, Vice Minister of Civil Service and Insurance, Government of Yemen Professor Abdel Halim, Arab Administrative Development Organization (ARADO) Mr. Harjit Singh, Public Sector Management Consultant. Mr. Ali Khadr, Senior Manager, Independent Evaluation Group, World Bank</p>

<p>Brief Workshop Description</p>	<p>This workshop provided an important opportunity for the KRG, federal Ministry of Planning and the World Bank to work together to identify key priorities necessary to strengthen the civil service in Kurdistan. Given the presence of federal government officials, the workshop was also able to act as a catalyst in arousing interest in the issue of civil service reform in the rest of Iraq. Areas of focus during the workshop included:</p> <ul style="list-style-type: none"> - International and regional experience in civil service reform, including the specific case of Yemen. - The KRG’s civil service reform strategy - The KRG’s legal and institutional framework - Pay and employment reform in an international perspective and in Yemen - KRG Civil Service Reform Action Planning <p>Each topic was introduced by the relevant international and regional experts drawing out comparative examples and lessons learned. Lively discussions took place in plenary sessions. The Iraqi participants showed a very high level of interest in the Yemeni experience, resulting in mutual expressions of interest in collaborating on reform.</p> <p><i>(Note: the Yemeni Vice-Minister of Civil Service offered to host a visit to Sana’a by the Iraqi team; Dr. Sabah Toma requested that the Bank consider providing financial support to this initiative – Dave Biggs undertook to raise the matter with World Bank management in Washington DC).</i></p> <p>For the purpose of action planning, the group was divided into two, each with a facilitator provided by the World Bank team and international experts. Both groups reported back a well-thought out program of priority reform actions.</p>
<p>Specialist/Speakers</p>	<p>Team of experts/speakers included:</p> <ul style="list-style-type: none"> • Mr. Ali Khadr, Senior Manager, World Bank • Professor Abdel Halim, ARADO • Dr. Nabil Shamsan, Vice Minister of Civil Service and Insurance, Government of Yemen • Mr. Harjit Singh, Public Sector Management Consultant • Mr. Paul Prettitore, Senior Public Sector Management Specialist • Mr. Giulio de Tommaso, Senior Public Sector Specialist

<p>Key Issues Raised by Workshop participants</p>	<p>Action Planning- Key Issues:</p> <p>Challenges</p> <ul style="list-style-type: none"> - Weak, unclear and outdated regulatory framework - Duplication/overlap of organizational functions - Excessive number of employees - Politicization of ministries - Complex and non-automated administrative procedures - Absence of employee incentives - Weak human resource management and development - Administrative corruption <p>Proposed Reform Activities</p> <ol style="list-style-type: none"> 1. Review (urgently in case of new draft Civil Service Law) and reform legal framework 2. Revise organizational structure as allowed by law 3. Re-engineer administrative/business practices 4. Reform employee incentives framework 5. Assess training needs, design and implement capacity development program 6. Consider the establishment of a Civil Service Fund to finance staff redundancy program 7. Develop and implement E-Government program <p><i>NOTE: The two participants from Baghdad were keen to pursue the possibility of a similar civil service reform process in Baghdad and the rest of Iraq and undertook to report back to their Minister Planning to raise the matter more widely with the relevant federal authorities.</i></p>
<p>Next Steps</p>	<p>Workshop report to be prepared by Dave Biggs and circulated to Dr. Sabah for comment.</p> <p>Preparations to continue for a study tour to Austria, Switzerland and, possibly, Germany in May 2009 (<i>Note: the dates for this have since been agreed with the KRG as May 17-30</i>).</p> <p>It was agreed that the World Bank team would organize an official mission to Erbil at a mutually convenient date in order to consider ways of supporting the civil service reform process.</p>