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Other

COALITION PROVISIONAL AUTHORITY

BAGHDAD

October [18], 2003

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FOR: THE GOVERNING COUNCIL  
FROM: THE ADMINISTRATOR, Ambassador L. Paul Bremer  
SUBJECT Civil Service Reform and Training

**The Iraqi civil service faces a period of great change. Whatever the model of government adopted by the Iraqi people, it will be radically different from the system under which most civil servants previously operated. Since the removal of senior level Ba'athists, important posts have only recently been filled or are still vacant. New civil servants are being recruited on merit, as new ministries form up and local government develops. If future Iraqi governments are to succeed, they will need a cadre of officials with the necessary professional skills to lead and manage change. A major training program is required, building on Iraq's strong tradition of public service training.**

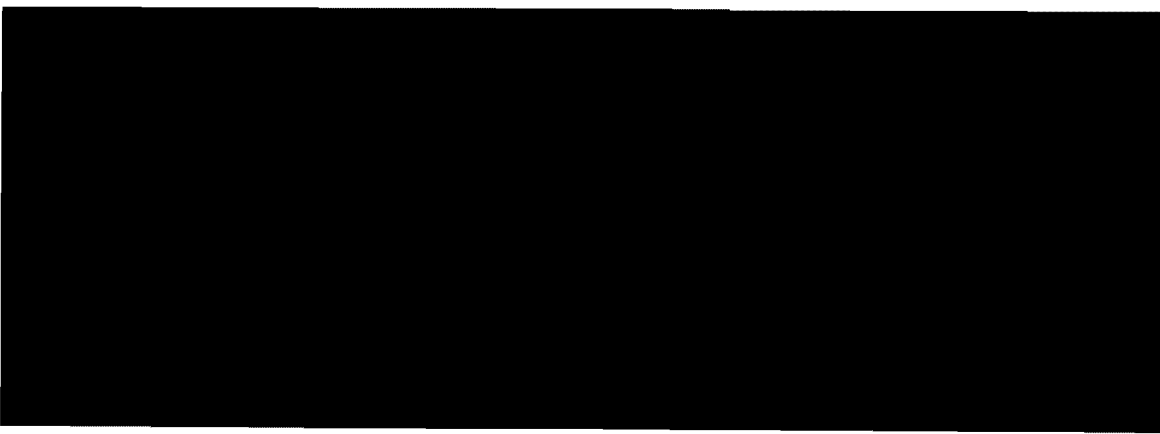
Change to the civil service will come in various ways. Public officials will be accountable for their actions. Decision-making will have to be a transparent process. Government will have to be free of favoritism and corruption. Ministers and officials will have to communicate effectively to the public and its elected representatives, who will expect decisions to be made fairly, on the basis of evidence. Officials will have to understand the needs of the people they serve. Transition to a free market economy will change some roles. As elsewhere, information technology will have an increasing impact on the way that the Iraqi government operates.

All of this adds up to a huge challenge for the Iraqi civil service leadership and ministers. There are a number of relevant projects already under way, including central training and training within ministries. A large USAID program of assistance to local government has begun. A series of short study visits to the US, focused on budget preparation and execution, is being arranged for a number of senior civil servants. The Ministry of Planning, which has the lead on civil service training, is considering how its colleges can be developed as centers of excellence.

You will also wish to be aware that a small team from the UK Department for International Development is visiting Baghdad to make an assessment of civil service training needs. The team will meet ministers and officials in several ministries. While there is scope for a range of training programs, there will need to be some co-ordination to make best use of resources and ensure there are no significant gaps in coverage. There may also be a need for new official machinery to develop and implement a policy on civil service human resources.

There are no decisions to take now, but we shall all need to think hard about plans for the development of the Iraqi civil service. The current visit will contribute to that. I am also asking CPA senior advisors to work with their ministers to facilitate the development of manpower and training plans for their ministries. Once some further work has been done, there may be proposals that you will need to consider.

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OPPA

ACTION MEMO

December 10, 2003

FOR: THE ADMINISTRATOR  
FROM: [Redacted] Office of Policy, Planning and Analysis  
SUBJECT: Cross-Cutting Priority Resource Support

Resources to support Capacity-Building, Anti-Corruption, Professional Civil Service Development and Engaging Iraqis in Transition Planning actions are likely to be insufficient. We can intuitively estimate a huge need, as much as \$1 b. A much more significant, professional assessment of the requirement than is currently under way, given the urgency of the transition schedule, seems necessary.

CPA's priority actions have been focused on the short-term, emergency efforts. One effort to assess the Ministry training requirements in September resulted in an incomplete and inadequate response. Current planning efforts are also likely to fall short of the results needed to develop competent plans in the time required.

Some resource commitments have been made. World Bank experts have emphasized training requirements. The results of the donor conference will be available soon. UK's Department for International Development is planning to provide a significant contribution. Yet given the unprecedented nature of CPA's task, the risk of letting an iterative effort evolve may result in an inadequate preparation for a healthy transition (even assuming a transition period lasting 12-18 mo. following CPA dissolution).

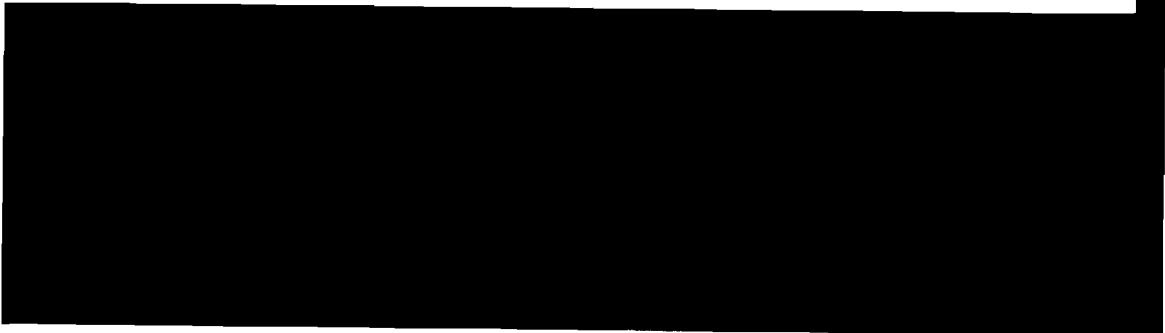
**RECOMMENDATION (1):** That CPA staff a concentrated effort to determine the requirements in two steps: a) OPFA conduct a half-day session to brainstorm order-of-magnitude estimates of requirements with existing CPA staff, using the results of the responses from the Ministers plus past experiences, followed by: b) fielding a team of experts in early January to refine the estimates and design program options, including resource estimates, which reasonably satisfy the requirements.

Approve: \_\_\_\_\_ Disapprove: \_\_\_\_\_ Approve with modification: \_\_\_\_\_

**RECOMMENDATION (2):** That resource options which provide levels of assistance anticipated be researched among, *inter alia*,

- Existing approved programs.
- New donor commitments.
- Flexibility in supplemental funding.

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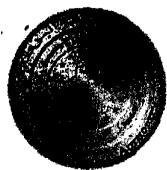


- DFI resources.

Approve: \_\_\_\_\_ Disapprove: \_\_\_\_\_ Approve with modification: \_\_\_\_\_

COORDINATION: Dick Jones \_\_\_\_\_  
J. Keith Kellog \_\_\_\_\_

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