

# Modernisation of the Civil Service Evaluation and Training System in Tunisia (MFP)

## The challenge

Tunisia's public sector faces major challenges. Since the 2011 revolution, government debt has increased significantly, as has the strain on the country's budget. Public administration is one of the main contributors to increasing government spending. With more than 650,000 people employed by the public sector, Tunisia has more public servants than Morocco, whose population is three times as large. In 2020, public sector wages accounted for 60 per cent of the country's budget – the highest of any Maghreb country. Successive governments have put forward plans to reform the public sector, but the bureaucratic structure remains cumbersome and is far removed from the expectations raised during the revolution. One obstacle to reform is poor skill levels among civil servants and public sector employees, which impede the delivery of public services and implementation of reforms. This is compounded by staff shortages at regional and municipal level. There is also no mandatory system for evaluating and motivating civil servants that is linked to their initial and continuing training.

Staffing is crucial to the quality of public administration. Professionally and technically qualified civil servants ensure that the services and processes of public administration are carried out efficiently, transparently and in accordance with the rule of law. A customer-oriented public administration is also essential for an effective state and for economic growth. Modernising the public sector is, therefore, a high priority for the Tunisian Government and the focus of current reform initiatives.

This calls for legislative reform to create the statutory framework and institutional conditions required for modernising public administration in Tunisia.

Project title	Modernisation of the Civil Service Evaluation and Training System in Tunisia (MFP)
Commissioning party	German Federal Ministry for Economic Cooperation and Development (BMZ)
National partner	Présidence du Gouvernement
Overall term	September 2020 to July 2023

## Our approach

Tunisia's upcoming reforms require an efficient public sector and better qualified and motivated civil servants. However, the current training and evaluation system for civil servants does not yet meet the requirements of a performance-oriented, increasingly digitalised and partially decentralised public administration.

The project seeks to reform the evaluation and training system for civil servants. On the one hand, it will help to improve the quality and standardisation of training in public higher education establishments in Tunisia. On the other hand, it will create the prerequisites for evaluating the quality of civil servants' work in line with objective criteria. The goal is that Tunisia's public administration has better trained and motivated public servants.

The project is divided into three fields of activity:

- 1. Standardisation and certification of initial and continuing training**
- 2. Improving the prerequisites for an objective and transparent performance evaluation system**
- 3. Promoting dialogue based on partnership with relevant public sector actors**

## 1. Standardisation and Certification

Field of activity 1 aims to develop approaches, instruments and concepts for the standardisation and certification of initial and continuing training programmes. This involves the following objectives:

- Training modules provided by a range of public sector centres are accredited nationally or internationally
- Guides to the accreditation of public sector training institutions are compiled and published Working guidelines for the certification of public sector training institutions are being developed and published

## 2. Performance evaluation system

The objective of field of activity 2 is to improve the prerequisites for an objective and transparent public sector performance evaluation system.

Within the framework of a 'design thinking' process, instruments and processes are being developed to improve and develop the performance evaluation system in the public sector. In cooperation with cross-ministry working groups, steps are being taken to ensure that the evaluation of civil servants is objective.

A tailored evaluation system for the public sector will identify staff strengths and weaknesses, highlight potential for development and further training, and make recommendations for measures to bring about improvement. A performance-based appraisal system will also create the prerequisites for an efficient, resilient and transparent public sector and strengthen the learning and communication culture in state institutions.

## 3. Promoting dialogue

Field of activity 3 involves a multi-track communications and dialogue strategy.

First, the communicative and dialogical support of change management in public administration is being expanded. This will promote awareness of the need for public administration reform, such as inclusive dialogue at technical level in cooperation with the government.

Second, the project is taking a participatory approach, involving trade unions, municipalities and non-governmental organisations in events such as public dialogue and joint workshops. Public participation and public relations work will also systematically involve the Tunisian population in generating feedback on the scenarios for reform. The project also works with state partner institutions to boost popular support for the reform process.



To implement the 2030 Agenda for Sustainable Development, Tunisia's progressive legislation on gender equality should be put into practice and the number of women in high-level decision-making positions in the public sector should be increased. The module objective also focuses on creating the prerequisites for a citizen-friendly administration, enabling the Sustainable Development Goals (SDGs) to be achieved in Tunisia.

