



الجمهورية التونسية
رئاسة الحكومة



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**EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)**

in co-operation with

THE PRESIDENCY OF THE GOVERNMENT OF TUNISIA

Regional seminar for senior public officials

UniDem Med

**“ TRANSFORMATION AND INNOVATION IN THE SENIOR
CIVIL SERVICE : CHALLENGES AND OPPORTUNITIES ”**

Tunis, Tunisia

24 - 27 September 2018

PROGRAMME

Ensuring Sustainable Democratic Governance and Human Rights in the Southern Mediterranean

Funded
by the European Union
and the Council of Europe



COUNCIL OF EUROPE



Implemented
by the Council of Europe

Monday, 24 September 2018

09.30 Welcome words

Mr Mohamed CHERIF, President of the General Committee of the Civil Service, Presidency of the Government, Tunisia

Mr Mario VARRENTI, Head of Governance Section, Delegation of the European Union in Tunisia

Ms Herdis KJERULF THORGEIRSDOTTIR, First Vice-President of the Venice Commission, Member of the Venice Commission on behalf of Iceland

09.45 – 10.00 General introduction

Ms Fadhila DRIDI, Director General of the Administration and the Civil Service, Presidency of the Government, Tunisia

THEME 1: THE RESPECT OF DEMOCRACY AND RULE OF LAW PRINCIPLES IN THE PUBLIC ADMINISTRATION: POLICY AND PRACTICE

10.00 - 12.30 First session (coffee break: 11.00 – 11.15, family picture 11.00)

The focus will be on the **rule of law as a model regulating the exercise of public authority**. The session will examine the rule of law principles, such as neutrality, equal treatment etc. and their repercussion and impact on the work of the senior civil servants. The session will further explore the way the respect for the rule of law contributes to a better administration, stable institutions and good governance. Are the rule of law principles enshrined into the national legal corpus and what are the challenges to its implementation?

Speakers:

Ms Herdis KJERULF THORGEIRSDOTTIR, First Vice-President of the Venice Commission, Member of the Venice Commission on behalf of Iceland

National Experience – Algeria

Mr Mohamed KIME, Director, Administration of Resources, Directorate General of the Civil Service

Mr Omar-Nagib-Adel ABDELAZIZ, Deputy Director, Senior Personnel Management, Directorate General of the Civil Service

Moderator:

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion

12.30 - 14.00 Lunch

14.00 – 17.30 Second session (coffee break: 16.00 – 16.15)

The session will be dedicated to the respect of **values and principles** which characterize excellence in the civil service, namely: equality, participation, involvement in decision making, transparency and accountability. Is the legal framework up-to-date (hard law and soft law) and how it is implemented on a day to day basis?

Speakers:

Mr Friedrich VAN DER MEER, Professor Comparative Public Sector and Civil Service Reform, Director MSc Management of the Public Sector and Director Center for Public Sector Reform, Leiden, Netherlands

Mr Salvador PARRADO, Political Science Department (UNED- Spanish Distance Learning University, Madrid, Spain) and Hertie School of Governance, Berlin, Germany

Ms Souad LABIDI, Director General, General Committee of the Civil Service, Presidency of the Government, Tunisia

Moderator:

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion and conclusions of the day



Tuesday, 25 September 2018

THEME 2: GOOD DEMOCRATIC GOVERNANCE AND PUBLIC ADMINISTRATION: WHAT MISSIONS FOR THE SENIOR CIVIL SERVICE?

09.30 - 13.00 Third session (coffee break: 11.00 - 11.15)

The third session will discuss the **mission and the role of the senior civil service in the process of shifting towards more citizens' oriented public sector**. Is there a need to redefine them against the backdrop of fluid political and economic situations and a call for more transparent more accountable and more efficient public administration? The session will also explore the way the senior civil service is impacted by the move towards good democratic governance and the redefined interaction between different levels of authority

Speakers:

Ms Florina Elena DRAGOS, Head of Unit, National Agency in charge with Civil Servants, Romania

National experience – Jordan

Mr Sameer ALTARAWNEH, Civil Service Bureau

Mr Omar BARQAWI, Innovation and Excellence Directorate, Ministry of Public Sector Development

Moderator:

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion

13.00 – 14.30

Lunch

14.30 – 17.00

Fourth session (coffee break: 16.00 – 16.15)

The 4th session will explore the interaction between the **public administration and the policy makers in the process of devising and enacting good administration**. To what extent the senior civil service possesses the autonomy and the capacity to enact good administration and to raise the profile of the public administration as impartial and neutral component of the policy making process?

Speakers

Mr Friedrich VAN DER MEER, Professor, Comparative Public Sector and Civil Service Reform, Director MSc Management of the Public Sector and Director Center for Public Sector Reform, Leiden, Netherlands

Moderator:

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion and conclusions of the day

17.00 – 18.30

Cultural programme

Wednesday, 26 September 2018**THEME 3: INSTILLING LEADERSHIP AND EXCELLENCE IN THE SENIOR CIVIL SERVICE: RECRUITMENT AND MANAGEMENT OF COMPETENCES**09.30 – 13.00 Fifth session (coffee break: 11.00 – 11.15)

The session 5 will explore the challenges and opportunities in the process of **hiring and training of senior civil servants**, who instill motivation and professionalism among their employees. Participants will discuss the criteria for access to the senior civil service (merit, transparency, integrity, competence etc.) as well as the best practices in developing the skills of the senior civil servants.

Speakers:

Mr Julio NABAIS, Independent expert, Public Administration Reform, Portugal

Mr Mohamed Sami BEN ROMDHANE, Director General, General Committee of the Civil Service, Presidency of the Government, Tunisia

National Experience – Palestine¹

Mr Sharif QAWASMA, Director of Court, Conciliation Court at the High Judicial Council

Ms Wesam ABUOBEID, Acting Director General of Technical and Vocational Education, Directorate General of Technical and Vocational Education, Ministry of Education and Higher Education

Moderator:

Ms Neïla CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion

13.00 – 14.30 Lunch

14.30 – 17.30 Sixth session (coffee break: 16.00 – 16.15)

In order to ensure a smooth flow of information, transfer of knowledge, effective and efficient use of resources and high quality results in the public administration, senior civil service can use **innovative HR tools** (mapping of jobs, job and competencies repositories, job classification, evaluation of skills etc.)? Participants will present specific case studies and explain how such innovative tools are used according to specific national contexts and priorities.

¹ This designation shall not be construed as recognition of a State of Palestine and is without prejudice to the individual positions of Council of Europe member States on this issue.

Speakers

Mr Xavier SISTERNAS, Principal Administrator, SIGMA

National experience: Lebanon

Ms Nisrine MACHMOUCHI, First Inspector, Civil Service Directorate,
Council of Civil Service

Moderator:

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion and conclusions of the day



Thursday, 27 September 2018

**THEME 4: THE CONCEPT OF NEW PUBLIC MANAGEMENT AND ITS IMPACT
THE SENIOR CIVIL SERVICE: CONTRACTUALISATION,
PERFORMANCE MANAGEMENT AND ACCOUNTABILITY**

09.30 – 13.00 Seventh session (coffee break: 11.00 – 11.15)

Current trends in the civil service reform include innovative approaches such as contractualisation and performance management in the backdrop of better users' satisfaction. To what extent this concept is applicable to the various national contexts and what are the benefits and the best practices in the above mentioned New Public Management (NPM) tools to conduct change and lead to better delivery of public services?

Speakers:

Mr Julio NABAIS, Independent expert, Public Administration Reform,
Portugal

Ms Amel FEKIH, Director General, Programme Performance Management
Objective, Ministry of Finance, Tunisia

National experience – Morocco

Mr Youssef MOUSSABIQ Head of Division in charge of Regulations,
Ministry of the Reform of the Administration and the Civil Service

Ms Hafsa BOUZTKANE, Head of Training Service, Ministry of the Reform
of the Administration and the Civil Service

Moderator:

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Discussion

13.00 – 14.30 Lunch

14.30 – 17.30 General conclusions

Ms Neila CHAÂBANE, Dean of the Faculty of Legal, Political and Social Sciences of Tunis, former Secretary of State for Women and the Family, Tunisia; Substitute Member of the Venice Commission on behalf of Tunisia.

Closing remarks and certificates award ceremony:

Ms Fadhila DRIDI, Director General of the Administration and the Civil Service, Presidency of the Government, Tunisia

