

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

in co-operation with

**THE MINISTRY OF THE ECONOMY, FINANCES AND REFORM OF  
THE ADMINISTRATION OF THE KINGDOM OF MOROCCO**

**11<sup>th</sup> UniDem Med Seminar for senior public officials**

**“TOWARDS A USER-ORIENTED ADMINISTRATION”**

**Morocco (Video conference)**

**13-15 October 2020**

**PROGRAMME**

Funded  
by the European Union  
and the Council of Europe



COUNCIL OF EUROPE



Implemented  
by the Council of Europe

EUROPEAN UNION

CONSEIL DE L'EUROPE

**Tuesday, 13 October 2020**

9.30 – 9.45 Welcome words

**Mr. Ahmed LAAMOUMRI**, Secretary General, Department of the Reform of the Administration, Ministry of Economy, Finance and Reform of the Administration, Morocco

**Mr Philip MIKOS**, Minister-Counselor, Head of Co-operation, Delegation of the European Union to Morocco

**Ms. Simona GRANATA-MENGHINI**, Acting Director, Secretary of the Venice Commission (a. i.)

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

**THEME 1: TOWARDS A PUBLIC SERVICE THAT PROTECTS THE RIGHTS OF CITIZENS: RIGHT OF ACCESS TO INFORMATION AND PROTECTION OF PERSONAL DATA**

09.45 - 11.45 First session

The first session will examine the issues of personal data protection in the management of public affairs. National and international standards will also be discussed, such as the Council of Europe Convention for the Protection of Individuals with regard to the Processing of Personal Data (CETS No. 223). What are the best examples of administrative practices and how do these practices improve the credibility and integrity of the public service?

Speakers:

**Mr. Jean-Philippe WALTER**, Data Protection Commissioner, Council of Europe

**Mr. Omar SEGROUCHNI**, President, The National Commission for the Protection of Personal Data (CNDP), Morocco

Moderator:

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

*Discussion*14.30 – 17.00 Second session

The session will explore the principles of access to information and open data in public administration. The right of access to information plays an essential role in improving the transparency of the public service to citizens and consolidating the culture of good governance. How to ensure the effective implementation of the legal provisions contained in fundamental laws and international treaties and what are the national best practices in terms of access of information and open data in public administration? The session will also serve to present the Council of Europe standards in the field

of access to information (CETS No. 205 / Convention on access to official documents)

Speakers:

**Mr. André OUIMET**, Associate Professor, Faculty of Law, University of Sherbrooke, Quebec, Canada

**Mr. William GILLES**, Senior Lecturer in Public Law, University Paris I, Pantheon-Sorbonne, France, President, BeRecht Lawyers

**Mr. Hatim MOURADI**, Head of Division, Innovation and Modernisation programmes, Department of the Reform of the Administration, Ministry of Economy, Finance and Reform of the Administration, Morocco

Moderator:

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

*Discussion and conclusions of the day*



**Wednesday, 14 October 2020**

**THEME 2: QUALITY MANAGEMENT AS A FORCE OF MODERNISING PUBLIC ACTION**

09.30 - 11.30 Third session

The third session will focus on the use of new technologies to improve the quality of public services. What are the best practices in terms of digitalisation of administrative services and pooling of efforts at state level (integrated internet portals, one-stop shops, houses of services, etc.) and what is the impact on administrative management, including on human resources management?

Speakers:

**Mr. Fernando de PABLO MARTIN**, Digital Office Director – Madrid, in charge of Digital Transformation, Digital Government and Data Policy of the city of Madrid, Spain

**Ms. Samia CHAKRI**, Director, Information Systems, Department of the Reform of the Administration, Ministry of Economy, Finance and Reform of the Administration, Morocco

National experience – Palestine<sup>1</sup>

**Ms. Rima AL-ASHQAR**, Director of Monitoring and Evaluation, General Administration of Recruitment, General Personnel Council

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<sup>1</sup> 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 and European Union member States on this issue.

National experience-Tunisia

**Ms. Rim GARNAOUI**, Director, Public Services Advisor, Electronic Administration Unit, Presidency of the Government, Services of the Minister in charge of the public service

**Ms. Sonia GHARBI**, Deputy Director, Public Services Advisor, Electronic Administration Unit, Presidency of the Government, Services of the Minister in charge of the public service

Moderator:

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

Discussion

14.30 – 16.30

Third session (continuation)National experience – Egypt

**Ms. Ghada LABIB**, Deputy Minister for Institutional Development, Ministry of Communications and Information Technology (MCIT)

National experience - Algeria

**Mr. Miloud CHEBBAB**, Director, Ministry of Transports

Fourth session

The fourth session will examine the means and good practices for measuring the performance of the public sector in connection with the implementation of the quality approach within the administration. Participants are invited to present the characteristics of public sector performance, discuss various evaluation indicators and ways to reconcile performance and quality. To what extent the implementation of the quality approach contributes to the modernisation of the State and with what effect on the expectations of citizens?

Speakers

**Mr. Lech MARCINKOWSKI**, Principal Advisor, SIGMA, OECD

**Ms. Ikram HIMMI**, Simplification of Administrative Procedures and Ethics Support Division, Department of the Reform of the Administration, Ministry of Economy, Finance and Reform of the Administration, Morocco

Moderator:

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

Discussion and conclusions of the day

**Thursday, 15 October 2020**

**THEME 3: DEONTOLOGY AND CIVIL SERVICE: RECONNECTING WITH CITIZENS**

09.30 – 11.30

Fifth session

The 5<sup>th</sup> session will examine the management of human resources (HRM) in the light of the promotion of the culture of ethics. Issues related to integrity, probity, conflicts of interest, protection of whistleblowers and balanced representation between men and women will be addressed. What are the existing means (laws, ethics charters etc.) and good practices to better involve civil servants in the reform processes with a view to improving public action and confidence on the part of citizens?

Speakers:

**Mr. Richard MARTINEZ**, Lawyer, International Consultant

**Ms. Rabha ZEIDGUY**, Professor of Law, Morocco

National experience – Jordan

**Ms. Ruba SADER**, Head of Awareness department, Integrity and Anti-Corruption Commission

Moderator:

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

*Discussion*

11.30 – 12.00

General conclusions and closing remarks

**Ms. Sarah LAMRANI**, Director of Studies, Communication and Cooperation, Department of the Reform of the Administration, Ministry of the Economy, Finances and the Reform of the Administration, Morocco

**Ms. Nadia BERNOUSSI**, Professor of Constitutional Law, University Mohammed V, Member of the Venice Commission on behalf of Morocco

**Ms. Caroline MARTIN**, Legal Officer, Neighbourhood Co-operation Division, Venice Commission, Council of Europe

