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

in cooperation with

**THE GENERAL PERSONNEL COUNCIL OF  
PALESTINE\***

**Regional seminar for high level civil servants**

**13<sup>th</sup> UniDem Med**

**"PUBLIC ADMINISTRATION FACING THE COVID-19 PANDEMIC:  
MODERNISATION AND DIGITAL INNOVATIONS"**

**Videoconference, Palestine\***

**5-6 October 2021**

**COMPILATION OF THE FINAL REPORT, THE PROGRAMME AND THE  
PRESENTATIONS OF THE SPEAKERS**



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"Regional Support to Reinforce Human Rights, Rule of Law and Democracy in the Southern Mediterranean"  
(South Programme IV)

*\* 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.*

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The views expressed herein can in no way be taken to reflect the official opinion of either party.*

# *FINAL REPORT BY DR. SAFA NASSERELDIN*

**Former Minister of Telecommunication and Information Technology,  
Presidential Secretary-General at Al-Quds University, Palestine\***

## **1. Introduction**

The thirteenth episode of UniDem Med "Public administration facing the Covid-19 pandemic: modernization and digital innovations" was held from 5-6 Oct 2021 in Ramallah, Palestine

together with an online participation through Zoom for participations from the other partner countries. It was organized by the Venice Commission in collaboration with Palestinian General Personnel Council.

Among the participants were senior government officials and experts from six countries of the southern Mediterranean countries (Algeria, Jordan, Egypt, Morocco, Palestine\*, and Tunisia) and Europe (Italy, Portugal, Belgium and Albania).

The seminar, which lasted for two consecutive days, dealt with several topics including: the Covid-19 Pandemic as an accelerator of digital innovations and digital transformation of public services: Towards a more democratic, open and inclusive public administration. As well as: Good governance in public administration in the age of digitalisation: adapting for better transformation. Best practices in this area and lessons learned from the European and regional experts. How can these methods be compatible with the principles of good governance in public administration? All participants agreed that digitisation can improve citizens' access to services and thus better life. It also accelerates economic growth, supports entrepreneurship while enabling social and political stability. The health crisis has also had an accelerating effect on the digitization process of most sectors of activity. This report summarizes the seminar proceedings, discussions, conclusions, and recommendations.

## **2. Seminar proceedings**

The seminar was inaugurated by Mr. Mousa Abu Zaid, President of the General Personnel Council, Palestine\*; Mr Mohamad Fahad Shalalkeh, Minister of Justice of Palestine\*; Ms. Simona Granata-Menghini, Director and Secretary General of the Venice Commission of the Council of Europe; Mr. Sven Kühn von Burgsdorff, Head of Delegation, Representative of the European Union, Office of the European Union Representative (West Bank and Gaza Strip, UNRWA) and Ms. Pilar Morales, Coordinator of the Neighborhood Policy with the Southern Mediterranean and Head of the Council of Europe Office in Tunis.

Speakers emphasized the importance of the seminar and the need for such forums in light of the enormous challenges that states and governments in the region face, as well as the need for the public sector to keep up with technological developments and find ways to meet the increasing demands for openness, efficiency, and effectiveness. Mr. Abu Zaid emphasized that despite the Covid-19, the General Personnel Council was able to function without major constraints due the technological developments carried out earlier. He insisted that the technology developments affect all human recourses and each of them should follow these developments in order not to be left out.

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Speakers also emphasized the need of exchanging experiences, best practices, success stories, as well as disappointments, mistakes, and lessons learned. For them, the seminar is an opportunity for networking and potential bilateral collaboration among represented nations. Palestinian speakers thanked the Venice Commission for funding the seminar and for their long-standing collaboration. For the Palestinian speakers, the seminar has added value because it is the first time Palestine\* has hosted an UniDem Med regional seminar in Palestine\* and partner countries participated online due to the difficulty and restrictions of travelling to Palestine\*. Talks by worldwide and regional specialists on one of the seminar's primary themes were followed by presentations on individual country experiences from officials and professionals from the southern Mediterranean area. This configuration allows for the correct blend of theoretical frameworks and practical experiences. It also allowed practitioners in the region to provide peer input on their peers' experiences.

The seminar was held over two days, with each day concentrating on a different subject. The first day was dedicated to the topic "Digitization and modernization challenges. What are the factors that will lead to the establishment of democratic, open, and inclusive "digital" and "creative democracy" public administration?". Speakers and panelists examined the evolution of public service ideals in the aftermath of the Corona epidemic, as well as the use of technical and human resources in the automation of public institutions. The second day was offered numerous notable examples of governmental administrations that embarked on digital transformation prior to, during, and after the Covid-19 epidemic, how has the adoption of new technology aided in meeting the expectations of users and ensuring the continuation of public services, how has digitization and digital innovation become vital for enhancing user experience and streamlining procedures in all public sectors on both sides of the Mediterranean.

They all agreed that modernizing public administration and digitization facilitates citizen participation and allows each citizen to be more effective in decision making and ensure more transparency and inclusiveness and as a result holding public authority accountable. It also should improve the living standards though delivering more cost effectiveness and efficiency of delivery of the public services. Through telecommunication we can connect different communities as it is the case in Palestine\* and the separation. The digital infrastructure should be available with full access to internet as precondition for digital governance together with the digital literacy.

### **3. The Covid-19 Pandemic as an accelerator of digital innovations and digital transformation of public services: towards a more democratic, open and inclusive public administration.**

The first session focused on the challenges that digitalization/modernization has brought about. What are the determining factors for the emergence of a "digital" and "innovative" public administration that is democratic, open, and inclusive? The issue of the digital divide was addressed, as well as the impact of digitalization on the respect of fundamental rights, as well as the protection of personal data, the use of big data by the public administration, the digital health passport, contact tracing applications, etc.

The European expert, Mr. Alessandro Mantelero, explained the role of Convention 108+ in a human rights oriented digital and innovative public administration. He advised developers keeping laws and data protection in mind while designing any program or solution/application using artificial intelligence and focusing on the social and ethical aspects of information while taking into account the basic human rights of the individual and the fundamental freedoms. He emphasized that while designing a digital strategy for public administration, there should be proper task allocation as well as key figures dedicated to data protection and human rights. Raising awareness and strengthening human rights focused digital skills among public servants is an important element of the strategy together with effective engagement of key stakeholders in public sector initiatives and programs.

The Palestinian expert, Mr. Said Zeidan, focused on the perspective of the private sector and the necessity of regulations that safeguard individuals' public data, as well as the availability of capital for private sector enterprises so that they may carry out initiatives, and the presence of incentives for individuals, as well as the quality of services offered to citizens. He mentioned the eight trends needed towards a future digital transformation in the public administration. Those trends included: Digitisation, data analysis, digital rights, innovation, digital divide and inclusive digitalisation as well as digital communication and social media. He emphasized the role of the private sector and the governments important roles to play in developing digital policies and stable harmonised regulatory environments that enable people and businesses to participate fully in the global digital economy.

The Tunisian expert, Ms. Sana Haouari, gave a comprehensive overview of Tunisia's strategic change, concentrating on four axes: technology, institutions, the legal axis, and media, awareness, and training. She stated that they were able to combat the Corona epidemic that aided in the rapid digital transition, such as electronic payment and the distribution of free phone numbers to provide people with any help needed, striving to provide free internet for education and teaching programs through television stations, and boosting internet speed.

The Jordanian expert, Mr. Tawfiq Abu Baker, spoke about infrastructural development too, with a focus on citizens, public involvement, electronic payments, the necessary administrative reform as well as the key performance indicators. He highlighted the strategy enablers as well as the laws and regulations need for personal data protection.

The experts of the second session presented several significant examples of public administrations that have embarked on digital transformation before, during, and after the Covid-19 pandemic. They explained how the use of new technologies helps to meet users' expectations and ensure the continuity of public services. Digitalization and digital innovations have become essential for improving the user experience and simplifying procedures on both sides of the Mediterranean in all public sectors. Some examples included e-health, single portals for public administration, distance learning, e-procurement, e-justice, e-taxes, etc.

The expert from Portugal, Ms. Elsa Belo, discussed several initiatives in Portugal, including the national network, which is being developed in collaboration with cities and institutions, as well as the simplification of government documentation for public services and communication. She spoke about services for young people and the principles that should be followed while delivering these services. Citizens' comprehensive services, particularly for marginalized instances, focus on inputs and outputs, continuous assessment and improvement of services, and training of users on these services, as well as the fact that these services are transparent. They considered public service as a living lab: an experimental program that developed, tested and monitored high fidelity prototypes in real context and explored and tested technological solutions that public entities developed in collaboration with the innovation ecosystem. The Program is a LabX operating model, which articulates three closely linked areas of activity: innovation in public services, administrative, simplification and the participation of all people.

The Palestinian expert, Dr. Kamal Al-Shakhrh, discussed the medical file, the higher medical committee, the health insurance program, health education, mammography, pediatric examinations, and infectious and communicable illnesses, among other programs and applications accessible in the health system. Despite the obstacles that the health sector faces, the results of the Coronavirus are being computerized.

From the regional experts, the Algerian expert, Mr. Smail Boukria, discussed how the Corona epidemic has accelerated digitalization and spurred software developers to innovate, work remotely, and return to electronic meetings, as well as try to lower Internet rates while increasing the speed at the same time. At the school level, they offer a "knowledge" platform,

as well as a public YouTube channel for all classrooms and a platform for parents to engage with instructors. The "Estishari" platform allows any person to enquire about any service in the commercial sector. In the health sector, the "i-doctor" platform serves as a mobile medical clinic. Algeria believes the year 2020 to be the year of digital transformation, in addition to having diverse platforms for different industries. The year 2021 promises to be the starting point for establishing a digital economy, backed by a government information system for decision-making.

On the other hand, Egypt's most important successes, according to Dr. Ahmed Al-Khateeb, include increasing Internet speed by four times, allocating large sums to this area, trying to attract local and foreign investment, and working on the development of digital Egypt. The Government Gateway ease communication between government entities acting as a central communication unit to activate the principles of data integration (623 government entities already linked). They provided several kinds of human resources training. Here also the emergence of the Covid-19 pandemic contributed to highlighting the importance of digital transformation and also led to the intensification of the state's efforts to implement digital transformation. The Egyptian Government responded swiftly with a comprehensive support plan to tackle the pandemic while maintaining its economic stability. The used blended approach of monetary and fiscal policies to support specific sectors, especially social protection and health, public services digitization, regulations designed to limit the spread of the virus, further social and industry measures. On the other hand, the Moroccan expert, Ms. Samia Chakri, pointed out how the Moroccan government implemented the open government plan by focusing on four criteria: access to information, combating corruption, openness, and public engagement. They worked on a legislative program and an administrative program with the goal of lowering the cost of government services. Their efforts in drafting several laws should be a good reference to exchange with the other Arab countries.

#### **4. Good governance in public administration in the age of digitalisation: adapting for better transformation.**

The third session looked at how the pandemic has changed the working and management methods in public administration, notably through the use of teleworking. The good practices in this area and the lessons learned from the period they have just gone through. Experts pointed out how these new methods are compatible with the principles of good governance in public administration.

The European expert, Mr. Zoltan Vadkerti, discussed the ToolKit on teleworking, stating that protocols must be improved on and followed, as well as the ability to work remotely. He stated that remote work will continue post-Covid too but it needs flexible work regulations and procedures. Focus on the technological needs that must be met and the gaps that must be bridged, as well as the individual's right to separate work and personal life in distant employment. His findings suggested that those working from home were disproportionately urban-based, white-collar, well-educated, service sector employees.

The Palestinian expert, Dr. Mohammad Matar, pointed out how the ministry of education faced the pandemic and was successful to securing the continuity of education while they were not ready from technological point of view but at the same time, they were obliged to change working and management methods especially the communication channels with students, teachers as well as parents. Protocols were written for the different situations regarding infected students and going back to school.

On the other hand, Ms. Olfa Souli from Tunisia spoke about maintaining public service continuity while protecting citizens and employees. They focused on creating a short- and long-term strategy for teleworking in public administration. The Corona pandemic represented the basis for establishing the adoption and experience of remote work, as it represented one

of the guarantees of the continuity of public facilities. She explained the need to carry out an impact study (benefits-costs) on the generalization of teleworking in order to show its efficiency and relevance, especially at the level of improved productivity, involvement, motivation and the ability to innovate as well as the rationalization of public finances, control of the wage bill and reduction of the administrative burden. The impact also could be in energy savings, reduction of pollution as well as psychological, family and social stability and improvement of well-being.

The Moroccan expert, Mr. Mohamed Moussa, also explained the implementation of teleworking in the Moroccan administration. He stated that beyond the unprecedented context of the health crisis, the use of teleworking calls on decision-makers on at least four major aspects: cultural, managerial, organisational and human. The establishment of the teleworking system in Morocco is part of the implementation of certain provisions of Law of March 2020 relating to the state of health emergency and procedures for his declaration, aimed primarily at protecting citizens against the risks of the spread of the Corona virus, but also to ensure the continuity of the public service. They have drawn up a guide aimed at determining the main measures to be taken by the public administrations, to the implementation of telework, in these exceptional circumstances. This guide takes into account the nature and specificities of the missions assigned to the administrations concerned, while respecting the instructions of the General Directorate of Information Systems Security and cyber security recommendations related to teleworking, as well as national guidelines relating to Systems Security. It also complies with the provisions of Law No. 09.08 relating to the protection of personal data. The guide explained the obligations of the Administration as well as the rights and Obligations of the Civil Servant. As part of the government's efforts to reform the administration, in particular through the development of management methods in the public service and its digitalization, a draft decree relating to teleworking in state administrations has been developed.

The fourth session focused on digital transformation as an integral part of public administration reform and modernization strategies on both sides of the Mediterranean. The session presented strategies for public administration reform that put digital innovations and digital transformation at the heart of the process. Experts expressed how can technological advances and digital transformation improve human resources management in public administration, including internal training, evaluation, mobility, unification, and simplification of procedures, etc.

The Albanian expert, Ms. Albana Koçiu pointed out the four pillars of their strategy which was based on policy making and quality of legislation, organization and functioning of the public administration, civil service: human resource management and administrative procedures and oversight. She presented the online platform for HRM and how it was the solution to solve many problems and enhance the quality of public services where it contained all the laws, tools and procedures to follow any HR related issues. The network facilitated the exchange of experiences as well as the networking between the HR to lead change and digital transformation. She also discussed the general administration, online e-recruiting, employee information, awards, assessment, and the pension system.

Mr. Fathi Khader from the Palestinian General Personnel Council (GPC) presented the crisis management by GPC innovation and digital transformation in light of Covid-19 Pandemic. He pointed out the change in recruitment using the technology systems and online transactions including online exams where GPC has worked on preparing a coherent electronic system to minimize the negative aspects of the traditional competitive exam and minimize the human intervention. Another example was the automation of job appraisal system.

The last speaker was the Tunisian expert, Ms. Fadhila Dridi, who spoke about professional training for employees in various professions, and she discussed relocation of the job and

encouraging people to do so by offering them a transfer allowance, promoting geographic and thematic mobility in the career progression of civil servants. They worked on developing a true culture of mobility, with a win-win perspective, while ensuring the objectives of controlling the wage bill.

## 5. Obstacles

Here are the primary difficulties that experts mentioned at the end of the seminar:

- The political conditions for the Palestinian reality are complicated and tough, and the restrictions limit technological growth in Palestine\*.
- The inability to contact Palestinians in disadvantaged locations such as Area C and the Gaza Strip.
- Problems of the Internet (the WWW) not allowing the use of 4G in the Palestinian territories.
- In Palestine\*, there is no institution that examines data.
- The government's marketing of the services it offers is inadequate.
- The shortage of computers per household does not reach 36%.
- Resistance to change in general among workers or employees.
- Not all organizations were ready for digital transformation.
- Some people lack expertise in how to use technical equipment.
- An issue with the provided data's quality.

## 6. Recommendations

Here are some suggestions based on the difficulties encountered:

- Create regulations and legislation to safeguard people's data and information.
- Ensure the continued existence of digital infrastructure. Internet connectivity is available in Gaza and the West Bank. This is a prerequisite for safeguarding digital life.
- Provide the necessary equipment and personnel to accomplish these digital transformations.
- Prioritizing of target groups and prioritization of benefits from the remote work system.
- Develop the Telework/remote work/working from home legislations and the right to disconnect measures.
- Modification of legislation, new minimum standards, general renewed interest and recommendations and guidelines related to "disconnection" while teleworking.
- A wide range of requirements are needed for a successful teleworking policy, starting with a regulatory framework and the necessary equipment and infrastructure.
- Training and development of skills for individuals and academics in Palestine\*.
- The presence of a parliament, democratic elections, the formation of a parliament, and an emphasis on legitimacy in the political scene are all important factors.
- Assessment and reduction of risks.
- Participation is essential when it comes to employing artificial intelligence and engaging individuals to get better results.
- Enhancing digital inclusion and achieving digital literacy and digital financial inclusion.
- The public sector's commitment to providing and supervising technological services in collaboration with the private sector.
- Transforming data into information, followed by education on digital rights, information security, and data privacy.
- Data protection and an emphasis on the ethical and social aspects of data, while taking individual rights into consideration.
- Services should continuously be evaluated and improved.



- Public-private research efforts should aim to deploy AI, data science and IoT to address specific and pressing challenges in fields such as urban planning, health care, agriculture, water management, education and resource optimization.
- Timely adequate transformation is needed based on innovation, simplification and participation.
- Palestine\* is ready to help in the training of other HR personnel either in Palestine\* or can travel to those countries to carry out the trainings needed.

## **7. Conclusion**

More than one hundred fifty overseas professionals and senior authorities' officers from the Southern Mediterranean (Algeria, Egypt, Jordan, Morocco, and Tunisia) participated in the online seminar, in addition to eighty in-person attendees in Palestine\*. The presentations and discussions highlighted a hanging resemblance in the worries and difficulties affecting the public sector in the international locations represented. The Covid-19 has affected the rapid transition to digital transformation. Corona epidemic has accelerated digitalization and spurred software developers to innovate, work remotely, and return to electronic meetings, as well as try to lower Internet rates while increasing the internet speed. The level of relative improvement and precedence plans, on the different hand, varied amongst countries. Several efforts have been made to supply the administration with the capacity to adapt in order to stay up with the evolution of its surroundings while also serving the requirements of its residents.

Participants agreed on the significance of persevering with these meetings. They suggested to have a future meeting where 20 senior civil servants from each country could participate to exchange experiences and skills needed by the HR and develop together a general framework for the digitisation and modernisation between the political and administrative levels of government, on the improvement of policies and infrastructure, and the use of information for the improvement of digitization offerings in the face of the pandemic.

# PROGRAMME OF THE 13<sup>th</sup> UNIDEM MED SEMINAR

**Tuesday, 5 October 2021**

09:30 – 10:05 Welcome session

**Mr Mousa ABU ZAID**, Minister and Chairman of the General Personnel Council, Head of the Board of Palestinian National School of Administration, Palestine<sup>2</sup>

**Dr Mohamad FAHAD SHALALDEH**, Minister of Justice of Palestine\*

**Ms Simona GRANATA-MENGHINI**, Director, Secretary of the Venice Commission of the Council of Europe

**Mr Sven KÜHN VON BURGSDORFF**, Head of Delegation, European Union Representative Office of the European Union Representative (West Bank and Gaza Strip, UNRWA)

**Ms Pilar MORALES**, Co-ordinator of the Neighbourhood Policy with the Southern Mediterranean, Head of the Council of Europe Office in Tunis, Council of Europe

10:05 – 10:20 General introduction

**Dr Safa NASSERELDIN**, Former Minister of Telecommunication and Information Technology, Vice President, Alquds University, Palestine\*

**THEME 1: THE COVID-19 PANDEMIC AS AN ACCELERATOR OF DIGITAL INNOVATIONS AND DIGITAL TRANSFORMATION OF PUBLIC SERVICES: TOWARDS A MORE DEMOCRATIC, OPEN AND INCLUSIVE PUBLIC ADMINISTRATION**

10:20 – 12:30 First session

The session will focus on the challenges that the digitalisation/modernisation has brought about. What are the determining factors for the emergence of a "digital" and "innovative" public administration that is democratic, open and inclusive? The issue of the digital divide will be addressed, as well as the impact of digitalisation on the respect of fundamental rights, as well as the protection of personal data, the use of big data by the public administration, the digital health passport, contact tracing applications, etc.

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### Speakers

**Mr Alessandro MANTELERO**, Associate Professor of Private Law, Department of Management and Production Engineering, Polytechnic of Turin, Italy

**Mr Saeed ZEIDAN**, IT Expert, CEO and Founder of ULTIMIT Company, Former Chairman of PITA and PICTI, Palestine\*

### National experiences

**Ms Sana HAOUARI**, Director of Software and Information Systems Promotion, Ministry of Communication Technologies, Tunisia

**Mr Tawfiq ABU-BAKER**, Director of policies and strategies, Ministry of Digital Economy and Entrepreneurship, Jordan

### Moderator:

**Dr Safa NASSERELDIN**, Former Minister of Telecommunication and Information Technology, Vice President, Alquds University, Palestine\*

### *General discussion*

12:30 – 14:00 *Lunch break*

14:00 – 17:30 Second session

The second session will present several significant examples of public administrations that have embarked on digital transformation before, during and after the Covid-19 pandemic. How did the use of new technologies help to meet users' expectations and ensure the continuity of public services? How digitalisation and digital innovations have become essential for improving the user experience and simplifying procedures on both sides of the Mediterranean in all public sectors? Examples on e-health, single portals for public administration, distance learning, e-procurement, e-justice, e-taxes, etc.

### Speakers

**Ms Elsa BELO**, Director, LabX - Centre for Innovation in the public sector, Agency for the modernisation of public administration, Portugal

**Dr Kamal SHAKHRAH**, Director General of the General Administration of Primary Health Care, Ministry of Health, Palestine\*

### National experiences

**Mr Smail BOUKRIA**, Director of IT, Directorate General of Civil Service and Administrative Reform, Algeria

**Mr Ahmed ELKHATEEB**, Director of the Technical Office of the Deputy Minister of Communications and Information Technology for Institutional Development, Egypt and **Ms Laura DOSPINESCU**, Institutional Development Consultant, Ministry of Communications and Information Technology (MCIT), Egypt

**Ms Samia CHAKRI**, Director of Information Systems, Department of Administration Reform, Morocco

Moderator:

**Dr Safa NASSERELDIN**, Former Minister of Telecommunication and Information Technology, Vice President, Alquds University, Palestine\*

*Discussion and conclusions of the day*



**Wednesday, 6 October 2021**

**THEME 2: GOOD GOVERNANCE IN PUBLIC ADMINISTRATION IN THE AGE OF DIGITALISATION: ADAPTING FOR BETTER TRANSFORMATION**

09:30 – 12:00 Third session

The session will look at how the pandemic has changed the working and management methods in the public administration, notably through the use of teleworking. What are the good practices in this area and the lessons learned from the period we have just gone through? How can these new methods be made compatible with the principles of good governance in public administration?

Speakers

**Mr Zoltan VADKERTI**, Executive Director, The WorkLife Hub, Belgium

**Dr Mohammad MATAR**, Director General, Centre for Educational Research & Development (CERD), Ministry of Education, Palestine\*

National experiences

**Ms Olfa SOULI**, General Directorate of Administrative Reforms and Prospective Studies, Presidency of the Government, Tunisia

**Mr Mohamed MOUSSA**, Head of Division of Internal Information Systems, Directorate of Information Systems, Department of Administration Reform, Ministry of Economy, Finance and Administration Reform, Morocco

Moderator:

**Dr Safa NASSERELDIN**, Former Minister of Telecommunication and Information Technology, Vice President, Alquds University, Palestine\*

*General discussion*

12:00 – 14:00 *Lunch break*

14:00 – 16:00

Fourth session

The fourth session will focus on digital transformation as an integral part of public administration reform and modernisation strategies on both sides of the Mediterranean. This session will present strategies for public administration reform that put digital innovations and digital transformation at the heart of the process. How can technological advances and digital transformation improve human resources management in public administration, including internal training, evaluation, mobility, unification and simplification of procedures, etc.?

Speakers

**Ms Albana KOÇIU**, Director of the Department of Public Administration in Albania and member of the European Committee on Democracy and Governance of the Council of Europe, Albania

**Mr Fathi KHADER**, Deputy Minister for Specialised Administrations at General Personnel Council, Palestine\*

National experience

**Ms Fadhila DRIDI**, Head of the General Committee of the Civil Service, Tunisia

Moderator:

**Dr Safa NASSERELDIN**, Former Minister of Telecommunication and Information Technology, Vice President, Alquds University, Palestine\*

*General discussion*

16:00 – 16:20

General conclusions

**Dr Safa NASSERELDIN**, Former Minister of Telecommunication and Information Technology, Vice President, Alquds University, Palestine\*

16:20 – 16:30

Closing remarks

**Mr Mousa ABU ZAID**, Minister and Chairman of the General Personnel Council, Head of the Board of Palestinian National School of Administration, Palestine\*

**Ms Frédérique PRIVAT-DE-FORTUNIE**, Neighbourhood Cooperation Division, Venice Commission, Council of Europe



*PRESENTATIONS BY THE SPEAKERS*

**THEME 1 – Session 1**

**Mr. Alejandro MANTELERO**, Associate Professor of Private Law, Department of Management and Production Engineering, Polytechnic of Turin, Italy

## **The role of Convention 108+ in a human rights-oriented digital and innovative public administration**

Alessandro Mantelero\*

### **1. The scenario**

The increasing use of data and data-intensive systems over the last decades, as well as the advent of the new wave of AI, have provided a large number of opportunities and benefits for citizens in terms of more efficient public administration, personalisation of public services, reduced costs, transparency and access to information.

However, digital technologies – like all technologies developed over the centuries by human beings – can also entail challenges and side effects in case of misuse, unintended consequences, etc. The recent case of the biometric database created by the US Armed Forces in Afghanistan is just the latest to show that a careful and forward-looking approach is needed in the development and use of digital technologies in the public sector.

To get to the heart of the matter, we can start considering the following three cases related to data processing in the field of digital public services. These cases refer to the European context, where the attention to data protection is higher and historically much more developed than in other areas, as demonstrated by the long history of Convention 108.

Case Study I: Wi-Fi tracking system [tracking risk, re-identification, data protection by design]

The Dutch SA fined the municipality of Enschede for using Wi-Fi tracking in the city centre in a way that made it possible to track shoppers and people living or working in the city centre.

Facts: Sensors placed in shopping streets to detect Wi-Fi signals from the mobile phones of passers-by. Each phone was registered separately with a unique code.

Period: 2018-2020

Sanction fee: EUR 600,000

The sensors measured how crowded streets were by counting how many phones were near the sensors at a given time. By monitoring over a longer period of time which phones were passed near the different sensors it was possible to track people. The SA found no evidence that this actually happened, but personal data and privacy were not adequately protected, and people could be tracked without this being necessary.

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\* Associate Professor of Private Law and Law & Technology, Department of Management and Production Engineering, Polytechnic of Turin, Italy.

Case Study II: Clearview AI case [legal basis, transborder data flows, proportionality]

The Swedish SA found that the Swedish Police Authority processed personal data in breach of the Swedish Criminal Data Act when using the Clearview AI image database to identify individuals.

Facts: Use of Clearview AI for biometric personal identification

Period: 2009-2020

Sanction fee: SEK 2,500,000 (about EUR 250,000)

The images were biometrically matched against a very large number of images scraped from the Internet by Clearview AI (US) to identify, among others, the target in suspected child sex offences and unknown persons in the investigation of serious organised crime. The processing operations were carried out without performing an impact assessment before starting them.

The Police Authority accessed to a large amount of personal data through the use of Clearview AI and it is unclear how long the personal data entered was processed, and how long the matching data retained. Actual damage was not demonstrated, but the potential unaddressed risk was considered sufficient for sanctions, in line with the jurisprudence of the European Court of Justice.

Case Study III: Hospital Electronic Patient Records [task allocation, accountability, security]

An investigation conducted by the Portuguese SA revealed that there was one hospital where hospital staff, psychologists, dietitians and other professionals accessed patient data through false profiles. The hospital had 985 registered doctor profiles while having only 296 doctors. In addition, doctors had unrestricted access to all patient files, regardless of the doctor's specialty.

Facts: Illegitimate access to health data

Period: ?-2018

Sanction fee: EUR 400,000

The Portuguese SA found that the data controller allowed professionals to have indiscriminate access to EPRs and never asked the Ministry of Health shared services to adjust the access profile of hospital professionals.

Based on the brief examination of these cases, we can identify two main elements of the digital context characterising innovative public sector services, and several guiding components for a better development and deployment of these services from a human rights-oriented perspective.

As regards the context, the growing connotation of our society as a socio-technical system, where

technology and human behaviour are strongly intertwined, is the first crucial aspect to considered. The second concerns the complexity and, in some cases, the obscurity of data-driven solutions, which regard the manner how these systems work but also the way they are designed by companies and AI developers.



In this scenario, five main responses should be put in place for an effective answer to potential challenges and negative impacts on individuals and society: (i) the adoption of a rights-based approach; (ii) a critical approach to technology, based on proportionality and balancing of interests; (iii) procedural rules that promote data security and accountability with regard to processed data, data flows, and actors involved (e.g. data management plans, task management ect.); (iv) risk assessment/management procedures and data protection (and human rights) by-design approach; (v) the precautionary principle as a default rule in case of uncertainty about the impact of technology innovation.

## **2. The role of Convention 108+**

In the scenario described, pervasive datafication, complexity of data processing, cross-sectoral use of information, and predictive technologies challenge the data protection regulatory models dating from the 1970s and 1980s.

In response to these new challenges, the modernised version of Convention 108 (Convention 108+) ‘upgraded’ the framework established in 1981 by Convention 108, while maintaining its international and principles-based nature which makes it more open to enlargement than regional instruments based on national and detailed rules, such as the GDPR.

Convention 108 with its 55 ratifications and accessions is the only existing international instrument on data protection and the convergence on its principles and provisions by countries from different continents and legal cultures shows its role as a reference framework for those countries aiming to establish a coherent and robust regulatory environment on data protection.

One of the main objectives of the Convention is to put individuals in a position to know, understand and control the processing of their personal data. It refers to self-determination, personal autonomy, and the right to control one’s personal data (which stems from the right to privacy), as well as to the dignity of individuals, not to let data-driven systems to treat individuals as mere objects.

The Convention covers data processing relating to individuals, whether in the public or private sector, with the exclusion of processing carried out for purely personal or household activities.

In protecting all individuals, regardless of their nationality or residence, with respect to the processing of their personal data and in contributing to respect for human rights and fundamental freedoms (in particular the right to privacy), the Convention adopts a principles-based approach. It sets out key principles and requirements for data processing and adopts a co-regulatory approach that combines the provisions of the Convention with specific recommendations and guidelines (e.g., Guidelines on Artificial Intelligence and Data Protection).

The Convention is thus a general and flexible instrument that provides Parties with a margin of manoeuvre in implementing its principles and requirements, and offers an international framework which ensures consistency and convergence with other relevant

legal frameworks. Moreover, given its open structure, any country in the world with a complying data protection legislation can accede to the Convention, which is the only existing international legal standard in this field.

Like in Convention 108, also in its modernised version, the legitimacy of data processing is based on the principles of proportionality and purpose specification, the lawfulness of processing, and the presence of a legitimate basis. Data processing can be carried out on the basis of the free, specific, informed and unambiguous consent of the data subject or of any other legitimate basis laid down by law.

Other key principles, already laid down in Convention 108 – and later incorporated in all the data protection laws –, include data minimization, storage limitation and data quality (accuracy, integrity, and confidentiality). In addition to further detailing these principles, one of the main contributions of Convention 108+ relates to its focus on the accountability principle, which requires data controllers and, where applicable, data processors to take all appropriate measures to comply with their data protection obligations and to be able to demonstrate – to the competent supervisory authority – that the data processing under their control is in accordance with the law.

Another fundamental step towards effective data protection in a challenging data-driven world is the new set of provisions on risk assessment. Data controllers and, where applicable, data processors must examine the likely impact of the intended data processing on the human rights and fundamental freedoms of data subjects before such processing begins.

Based on this assessment, they will design data processing to prevent or minimise the identified risk of interference with human rights and fundamental freedoms by adopting appropriate technical and organisational measures. This by-design approach also applies to data security where the traditional focus on security measures is now combined, in Convention 108+, with a specific duty of notification regarding those data breaches that may seriously interfere with human rights and fundamental freedoms of data subjects.

In line with the original text adopted in 1981, further provisions of Convention 108+ deal with the transparency of data processing by ensuring that information about data processing and its authors is provided to data subjects. This information relates to the identity and habitual residence or establishment of the controller, the legal basis of intended processing, its purposes and the categories of personal data processed. In case of communication to third parties, information on the recipients or categories of recipients of personal data is also provided.

Data subjects must also be informed about their rights in relation to data processing, whose range has been broadened under Convention 108+. Alongside traditional access rights, new rights are granted to data subjects, strengthening the right to obtain knowledge of the reasoning underlying data processing where the results of such processing are applied to data subjects, the right to object, and the right not to be subject to a decision significantly affecting data subjects based solely on an automated data processing without their views being taken into consideration.

Like in Convention 108, greater protection is provided for special categories of data<sup>1</sup> due to the deeply intrusive nature of processing and the risk of discrimination which require appropriate safeguards ensured by law.

Given the level of protection provided by the Convention to individuals with regard to personal information and privacy, it is crucial not to lower these safeguards by circumventing the provisions of the Convention, in particular by transferring personal data to third countries that do not offer the same level of protection.

To this end, Convention 108+, like the original Convention, sets out specific rules for transborder data flows. Transfers to countries not party to the Convention must be based on specific requirements to ensure an appropriate level of protection.

When the law of a State or an international organisation (including applicable international treaties or agreements) does not ensure an appropriate level of protection, ad hoc or approved standardised safeguards provided by binding and enforceable legal instruments can be used. In a narrower range of cases, data transfer to third countries may also be based on data subject's consent, specific interests of the data subject, prevailing legitimate interests provided for by law, or be considered as a necessary and proportionate measure in a democratic society for freedom of expression.

These restrictions do not apply between the Parties to the Convention, because of the uniform level of protection granted by this international instrument which makes the free flow of data between them possible. There are only exceptional restrictions in case of real and serious risks that the transfer would lead to a circumvention of the provisions of the Convention or when the restriction is a consequence of binding harmonised rules of protection shared by states belonging to a regional international organisation (e.g., the GDPR, as far as EU countries are concerned).

Like in Convention 108, a crucial role in the implementation of data protection principles and safeguards is played by data protection authorities. To fulfil with their tasks (which include, *inter alia*, powers of investigations, decisions in cases of violation of data protection provisions, and standardisation of safeguards for transborder data flows), these supervisory authorities must act with full independence and impartiality in performing their duties and exercising their powers. This independence also includes an effective financial autonomy; supervisory authorities must therefore be provided with the resources necessary for the effective performance of their functions and exercise of their powers.

Given the global scenario of data processing, international co-operation between supervisory authorities is a key element for effective protection of individuals. Convention 108+ reinforces such co-operation, notably by requiring Parties to render mutual assistance, and providing the appropriate legal basis for co-operation and exchange of information for investigations and enforcement.

Finally, to foster the effective implementation of the principles of the Convention, the modernised version has adopted a follow-up mechanism which requires each party to

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<sup>1</sup> Special categories of data include (i) genetic data; (ii) personal data relating to offences, criminal proceedings and convictions, and related security measures; (iii) biometric data uniquely identifying a person; (vi) personal data for the information they reveal relating to racial or ethnic origin, political opinions, trade-union membership, religious or other beliefs, health or sexual life.

allow the Convention Committee to evaluate the effectiveness of the measures taken to give effect to the provisions of the Convention.

Considering the whole framework provided by the Council of Europe in the field of data protection, including a series of coordinated soft law instruments adopted over the years, and the opening of the Convention to states that are not members of the Council of Europe, Convention 108+ is the best candidate to build a global standard that can foster convergence between differing cultural and legal frameworks, and to better address the challenges of innovative data processing solutions.

### **3. Data protection in the context of AI-driven solutions**

Artificial Intelligence (AI) systems are providing new and valuable solutions to address needs and challenges in a variety of fields and will increasingly be used in public sector decision-making processes. AI applications may represent a useful tool for decision making in particular for supporting evidence-based and inclusive policies.

As with other technological innovations, the use of AI may also have adverse consequences for individuals and society. To prevent them, the Parties to Convention 108 have adopted specific guidelines on AI and data protection to ensure that AI development and use respect the rights to privacy and data protection, thereby enhancing human rights and fundamental freedoms.

The Guidelines on artificial intelligence and data protection, adopted by the Committee of the Convention for the Protection of Individuals with regards to Processing of Personal Data (Convention 108) on 25 January 2019, provide a set of baseline measures that governments, AI developers, manufacturers, and service providers should follow to ensure that AI applications do not undermine the human dignity and the human rights and fundamental freedoms of every individual, in particular with regard to the right to data protection.

These Guidelines are divided into three main building blocks that shows their concrete and operational approach compared to the theoretical and abstract nature of several guidelines on AI: (i) general guidance; (ii) guidance for developers, manufacturers and service providers; (iii) guidance for legislators and policy makers.

In applying the principles of Convention 108+ to AI, the Committee of Convention 108 has focused on avoiding and mitigating the potential risks of AI related to individuals. In line with the previously adopted Guidelines on Big Data (2017), the Committee suggests a broader view of possible outcomes of data processing which considers not only human rights and fundamental freedoms, but also the functioning of democracies and social and ethical values. AI applications should therefore allow meaningful control by data subjects over data processing and its effects on individuals and on society.

As regards AI developers, manufacturers and service providers, they should adopt a values-oriented approach in the design of their products and services, in a manner consistent with Convention 108+ and assess the possible adverse consequences of AI applications on human rights and fundamental freedoms. In considering these

consequences, they should adopt a precautionary approach based on appropriate risk prevention and mitigation measures.

A by-design approach focused on human rights and avoiding potential bias is presented as crucial in the development and use of AI, as is the assessment of the quality, nature, origin and amount of personal data used, including the reduction of unnecessary, redundant or marginal data during the development, and training phases.

The Guidelines also highlight the need to counter the risk of adverse impacts on individuals and society due to de-contextualised data and de-contextualised algorithmic models, and the role that independent multidisciplinary committees of experts, as well as independent academic institutions, can play in contributing to the design of human rights-based, ethically, and socially oriented AI applications.

Participatory forms of risk assessment, based on the active engagement of the individuals and groups potentially affected by AI applications, are encouraged by the Guidelines, as well as the adoption of forms of vigilance that promote the accountability of all relevant stakeholders throughout the entire lifecycle of these applications to ensure compliance with data protection and human rights principles (algorithmic vigilance).

Regarding end-users' rights, AI developers, manufacturers and service providers are encouraged to design their products and services in a way that safeguards users' freedom of choice regarding the use of AI, by providing viable alternatives to AI applications. In addition, data subjects should be informed if they interact with an AI application and have the right to obtain information about the reasoning underlying AI data processing operations applied to them, including the consequences of such reasoning.

In the last section on guidance for legislators and policy makers, the Committee of Convention 108 emphasises the importance of the principle of accountability, the adoption of risk assessment procedures and the application of other appropriate measures, such as codes of conduct and certification mechanisms, to increase trust in AI products and services.

The public sector, through procurement procedures, can play an important role in imposing on AI developers, manufacturers, and service providers these duties of transparency, prior assessment of the impact of data processing on human rights and fundamental freedoms, and vigilance on the potential adverse effects and consequences of AI applications.

When adopting AI solutions, it is also important that the overreliance on responses provided by AI is countered by preserving the role of human intervention in decision-making processes and the freedom of human decision-makers not to rely on the outcome of recommendations provided by AI.

Finally, when AI applications may significantly impact on human rights and fundamental freedoms, data protection authorities can play an important role in prior consultations and in promoting the cooperation with other bodies having competence in AI-related matters (e.g., consumer protection, competition, anti-discrimination, and media regulatory authorities). In addition, these authorities can promote a more inclusive debate on AI by ensuring that individuals, groups, and other stakeholders are informed and actively involved in the evaluation of AI solutions that could potentially affect them.

#### **4. Digital innovation and human rights in the public sector**

Based on the cases outlined in the scenario description (Section 1) and the considerations regarding the impact of digital innovation on individual rights (Sections 2 and 3), namely the right to the protection of personal information and the right to privacy, the public sector can play a crucial role in promoting a human rights-oriented use of innovative digital technologies, including AI.

In this regard, the analysis of the case studies and the regulatory framework for data processing make it possible to outline some key insights for future regulatory policies for digital administration.

The first element to consider is the socio-technical nature of those digital solutions, which is even more evident in the case of AI applications. Digital services are no longer used to optimise documental flows or back-office tasks but to analyse society, target groups and individuals, providing context-specific personalised services and supporting (or making) public sector decisions.

Based on this scenario, a second takeaway concerns the importance of not following a data-driven approach inspired by techno-solutionism, underestimating the diverse impacts that alternative technology solutions may have on individuals and society, as well as the values that technological artefacts necessarily embody. In this sense, the experience of contract tracing applications during the Covid-19 pandemic, the extensive use of vaccine passports, and other forms of social and individual monitoring have raised several issues in terms of proportionality and impact on human rights and freedoms.

This urges a human rights-centred approach to technology development and adoption, which considers all the potential effects of digital services and avoids or minimises their negative impacts on human rights and freedoms.

Awareness of both the technology and its impact is therefore needed, based on a critical approach that takes into account the proportionality of the planned proposals and the related balancing of interests.

With regard to the use of personal data, this entails a preliminary analysis of the categories of data processed, data flows, and actors involved in data processing, followed by an assessment and management of potential risks to the data protection and human rights in general. This requires a focus on these issues from the outset of product/service design and the adoption of appropriate by-design solutions to create digital infrastructure and services oriented towards the protection of individual rights.

In this context, it is crucial for public administration to set up a proper task allocation, with key figures dedicated to data protection, and to oversee the most impactful projects, as well as to put in place sector-specific training initiatives, which play an active role in raising awareness and strengthening human rights-centred digital skills among public servants.

Alongside this attention to internal organisation, an important role can also be played by supervisory authorities, in particular data protection authorities, through communication campaigns to increase privacy awareness and knowledge of their rights by data subjects, but also by putting in place public sector support and training initiatives. This proactive

communication and support approach would be more effective in the long run than a strategy centred simply on sanctions and enforcement.

In addition, effective engagement of the key stakeholders in public sector initiatives and programmes led by supervisory authorities could contribute to a better understanding of the main issues to be addressed by decision-makers. This will also facilitate the implementation of legal provisions and the adoption of best practices, including opening up the public administration to a more inclusive and transparent action.

Finally, special attention should be paid to partnerships and contracts with foreign service providers, assessing the level of protection they offer to personal data and human rights. To this end, as discussed in relation to Convention 108+, a key role is played by the control over transborder data flows and the level of protection provided by third parties in data processing.

States can intervene directly by setting specific requirements for transborder data transfers, but asymmetric relationships among states may reduce their margin of manoeuvre, especially when they are not parties to international conventions, such as Convention 108+, which can provide them with a sound and internationally recognised systems of rules. In the absence of such safeguards provided by law, public administration can adopt solutions on a case-by-case basis, relying on contractual, organisational and technical measures, taking into account that while the former (e.g. audits, inspections, transparency policies, accountability, and standards) may be of help in most cases, technical solutions (e.g. encryption, strong pseudonymisation) should be implemented when service providers are based in countries that grant extensive power of inspection to government agencies.

## **THEME 1 – Session 1**

**Mr. Saeed ZEIDAN**, IT Expert, CEO and Founder of ULTIMIT Company, Former Chairman of PITA and PICTI, Palestine\*



# THE COVID-19 PANDEMIC AS AN ACCELERATOR OF DIGITAL INNOVATIONS AND DIGITAL TRANSFORMATION OF PUBLIC SERVICES: TOWARDS A MORE DEMOCRATIC, OPEN AND INCLUSIVE PUBLIC ADMINISTRATION

PUBLIC ADMINISTRATION FACING THE COVID-19 PANDEMIC:  
MODERNISATION AND DIGITAL INNOVATIONS

The Future of Public Administration from a Private Sector  
Perspective

By:

Saeed Zeidan

- Introduction
- Trends in Public Administration
- The Challenge
- Digital Divide
- Future Themes of Public Services
- Future Pillars of Public Services
- Public-Private Sector Partnership

A close-up photograph of a person's hand in a white shirt pointing towards the right. The background is blurred, showing more of the person's torso and another hand holding a device. A white rectangular box with a blue horizontal bar above it is overlaid on the right side of the image, containing the word 'Agenda' in a bold, black, sans-serif font.

# Agenda

eGovernment  
Vs.  
Digital Government

IT Strategy  
Vs.  
Digital Transformation

## Examples of Governments Digital Services in Response to COVID-19



Education: eLearning, Distance Learning

Health: eHealth, Telemedicine, Self-Services

Public Services as eServices

ePayments

Remote Work and Business Continuity

eMeetings and eConferences

What changes are to be expected if we want Governments to move towards a smarter management of public services and digital life?.

These are the 8 trends .....

A close-up photograph of a person's hand in a white shirt pointing towards the right. The background is slightly blurred, showing more of the person's torso and another hand holding a device.

# 8 Trends

Towards a Future Digital Transformation in  
The Public Administration



# 1) Digitalization

## Digital Transformation Strategy

- The covid-19 crisis has been an unexpected accelerator of the digitization of public services.
- The compulsory switch of the administration internal procedures and the formalities for citizens to the online mode marks a milestone in a tendency that is sure to be accentuated.



## 2) Data Analytics

### Data Analytics and Data Governance

- The pandemic has highlighted the need for robust and sophisticated **statistical and data analysis** mechanisms, especially for those sectors and services that have reached their limit capacity.
- **Data governance** will be a priority to ensure the public value of data and the democratic control of personal information.



## 3) Digital Rights

Impact of technology on privacy and digital rights

- There is an urgent need to develop adequate frameworks to assess the impact of technology on privacy and digital rights.
- The implementation of different digital responses (artificial intelligence, mobile applications, facial recognition) is linked to very intimate spheres of personal privacy.





## 4) Innovation

### The Potential of Innovation and Intrapreneurship

Governments have shown a large capacity for innovation in terms of digital transformation. Due to its unexpected nature, the management of the crisis has revealed the potential of innovation and intrapreneurship of the public sector to put in place agile imaginative solutions.



## 5) Digital Divide

### Set of Priorities

Although in an accelerated and conjunctural way, teleworking, online education or telemedicine have become the norm. This has revealed the existence of a large digital divide regarding both the opportunities to access communication technologies and the skills to use them – which will need to be addressed as a priority to close the vulnerability gaps.



## 6) Inclusive Digitalization

CivicTech for a More Inclusive Digitalization

Civic have been made known to the general public, offering viable alternatives and showing a large capacity to involve stakeholders and an enormous diversity. This will foster a more inclusive understanding of how the **technology ecosystem** can contribute to digital transformation in Public Administration and to the digital society.



## 7) Digital Communication

### Effective Digital Communication for an Operational Leadership

- Governments will have to re-evaluate and reinforce their digital communication strategies in order to consolidate their operational leadership in periods of crisis like the current one.
- A context of information oversaturation and citizens' constant exposure to a multi-channel, segmented reality where ambiguous algorithms condition access to information are just some of the hurdles that they will need to overcome.



## 8) Social Media

### Anti Fake News Strategies – Threats on Health

The covid-19 crisis shows that disinformation and so-called fake news is also a threat to public health. And that the **growing power of social media** in the conditioning of public opinion and political discourse – in form and content – exemplifies the gap between the political rhythms and the current trends of digital communication – in a paradigm of social communication radically different from that of ten years ago.



# The Challenge

We need it urgently!!!

# Challenges

People and human needs should be placed at the centre of technological adoption

## Better Planning

- Governments should start reshaping their strategy for the deployment of technology in a short- and Medium- term.
- This applies to the to the interaction and communication between public administration and citizens, to our daily routine.
- Also, this applies to the private sector and the internal transformation of companies and the rethinking of their future plans towards providing full digitalized services, where applicable.
- we are on the verge of a moment where governments, industries and companies have the challenge to move towards technological resilience. To harness technology and innovation not only to minimize the current risks, but also to anticipate possible future adversities and emerge stronger from the crisis.

- ✓ **To raise the level of professionalism:** Like the private sector, the public sector also needs to integrate its workforce with professionals who can provide the skills needed to deal with digital transformation.
- ✓ **Change the idea of communication:** Another challenge of Digital transformation in Public Administration is to update its communication, making it more digital and more in line with the expectations of its increasingly connected citizens.
- ✓ **Safety first:** With the advent of digitalization, a major security issue opens up in terms of how processes are conducted, in the management of sensitive data, and their storage.
- ✓ **Networking:** create a match between the demand for innovation that all citizens have, individually or in social training, and the supply of digital solutions available.
- ✓ **Open up to new technologies:** One of the most important challenges is to correctly integrate the new technologies made available by digital innovation into administrative procedures i.e. blockchain, AI, Fintech, .. Etc.

## Challenges and Problems of Digital Transformation

Category	Challenges or Problems
Technical and infrastructural	<ul style="list-style-type: none"> <li>• Low levels of ICT infrastructure (lower penetration of electronic devices and the internet among population)</li> <li>• Poorer quality of information and overall Digital platforms</li> <li>• Absence of sound privacy and information security system</li> <li>• Low levels of computer literacy within population</li> </ul>
Institutional or Managerial	<ul style="list-style-type: none"> <li>• Lack of clearly identified institutional approach to manage digital government (centralized or decentralized)</li> <li>• Lack of financial resources to manage widescale digital transformation projects</li> <li>• Lack of leadership skills in technology-led reforms in the public sector</li> <li>• Prevalence of doubt and resistance to change in traditional governance</li> <li>• Absence of policy guidelines</li> <li>• Lack of qualified and skilled personnel to work with ICT</li> </ul>
Legal and regulatory	<ul style="list-style-type: none"> <li>• Lack of ability to create new legal and regulatory framework for digital services in protecting privacy, and restricting online crime.</li> </ul>
Environmental context	<ul style="list-style-type: none"> <li>• Reluctance to accept new technologies by individuals due to certain cultural and social factors (educational and cultural background, including social structure, language, religion, and economic and political ideology)</li> <li>• Lack of inclusiveness due to geographic and demographic context (geographically dispersed population, and large territories sometimes make ICT infrastructure difficult to access)</li> </ul>



# Digital Divide

The digital divide is the gap that exists between those who have access to the internet and reliable devices and those who don't.

## Why Closing the Digital Divide is Important

- Equal learning
- Wider career opportunities
- Access to community

## How to Close the Digital Divide

- Identify gap areas and invite public-private solutions
- Recruit Big Tech and internet service providers (ISPs) to help close gaps
- Invest in digital literacy



# What is Needed?

It is the time for better planning and reshaping the strategy of technology adoption

# Planning and Anticipation

“Need & Urgency” are great allies of innovation ....

## Digital Capabilities

Most of the public institutions in charge of managing all levels of the response to the Covid-19 crisis have faced the urgent need to assess their current digital technological capabilities while facing sudden processes of technological adoption and implementing solutions that needed a deeper public assessment. In this framework, they have found themselves at a greater distance in terms of data analytics, information integration or resource and capabilities availability for the implementation of technological initiatives. In parallel, public authorities have met with the need to find effective ways to communicate the evolution of the pandemic, the response and its implications for citizens within a complex context of social distress and information oversaturation.

- ✓ **Deploying adequate infrastructure** to support the development and use of various digital platforms in the public sector to accelerate service delivery and citizen engagement is absolutely critical.
- ✓ **Developing at a national level digital content and services**—such as eHealth, e-Education and digital government applications—to create a culture of digital transactions, and an understanding of data-driven development, is just as important.
- ✓ **Skilling up and re-skilling the workforce**, particularly civil servants, educators, private sector employees, and IT workforce. Robust curriculum must be designed as well as targeted learning paths to develop competitive sector-specific skills, through schools, universities, private sector and public service academies. Digital skills are indeed critical to ensure uptake of digital content and services.
- ✓ **Realigning digital economy strategies with local contexts** to harness the full power of technology in the Fourth Industrial Revolution is essential. Countries must consider contextual use of data science, cloud computing, artificial intelligence and advanced digital analytics.

# Future Theme of Public Services

The citizen at the centre: how to learn from the best Customer Experiences



# Future Theme

General theme of Public Services

## Input

Transparent

Easy

Available 24x7

User Friendly

Omni-Channels, Especially Mobile

## Output

Data Collection

Data Analysis

Data Interpretation

## Benefits of Technology-Enabled Public Service Delivery in Developing and Transition Economies

Benefits	Examples	Benefits for Whom?
Cost reduction and efficiency	<ul style="list-style-type: none"> <li>• Solution for shortage of personnel and inadequate facilities</li> <li>• Decrease of document processing cost</li> <li>• Cost and efficiency for citizens and other users</li> </ul>	Supply and demand side
Improved transparency, accuracy, accountability	<ul style="list-style-type: none"> <li>• Facilitation of information transforming between government and customers</li> <li>• Decreased corruption</li> </ul>	Supply side
Network and community Creation	<ul style="list-style-type: none"> <li>• Network and interoperability between different levels and departments of government and improved decision-making</li> <li>• Forums, and network between users</li> </ul>	Supply and demand side
Improved democratic Processes	Increased citizen participation through voting, organizing campaigns, and fundraising events online.	General benefit for the society
Social benefits	Access to healthcare, education, employment opportunities, funding sources, etc., thus achieving poverty reduction in Communities.	Demand side

# Pillars of Public Services

Key Principle, Areas of Improvement, and Areas of Investment



# Pillars

## Key Principles

Data security and  
privacy

Digital service  
accessibility for  
everyone

Public digital  
literacy

## Areas of Improvement

IT Infrastructure

Bylaws  
(Data Privacy, Data Protection,  
eSignature, ePayment... )

Information  
Security

## Areas of Investment

Healthcare

Education

Artificial  
Intelligence





# Public Private Sectors Partnership

Public-Private-Partnership as a base of grow and innovation

# Public Private Sectors Partnership

Keep in mind that ....

Digital transformation needs an ICT infrastructure to succeed

Policy development must be part of the conversation

Digitisation can improve citizens' access to services



# Public Private Sectors Partnership

PPP will play a critical role in accelerating digital transformation

## Public Sector



## Private Sector



Governments have important roles to play in developing digital policies and stable harmonised regulatory environments that enable people and businesses to participate fully in the global digital economy.



# Thank You

Saeed Zeidan 

[Saeed.Zeidan@gmail.com](mailto:Saeed.Zeidan@gmail.com) 

## **THEME 1 – Session 1**

**Ms Sana HAOUARI**, Director of Software and Information Systems Promotion, Ministry of Communication Technologies, Tunisia



République Tunisienne  
Ministère des Technologies de la  
Communication

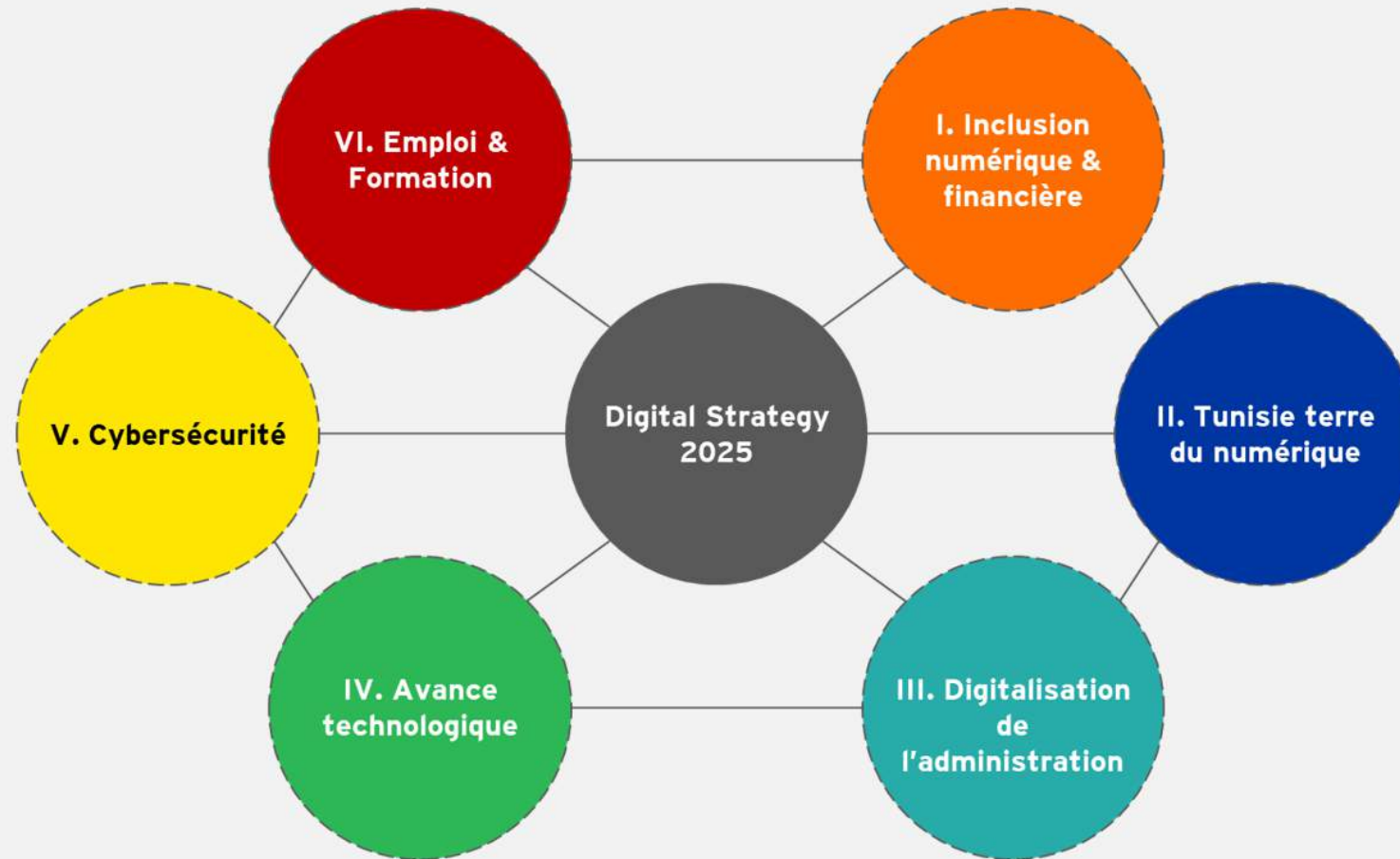


# LA PANDEMIE DE COVID-19 COMME ACCELERATEUR DES INNOVATIONS NUMERIQUES ET DE LA TRANSFORMATION DIGITALE DES SERVICES PUBLICS : Expérience Nationale De la Tunisie

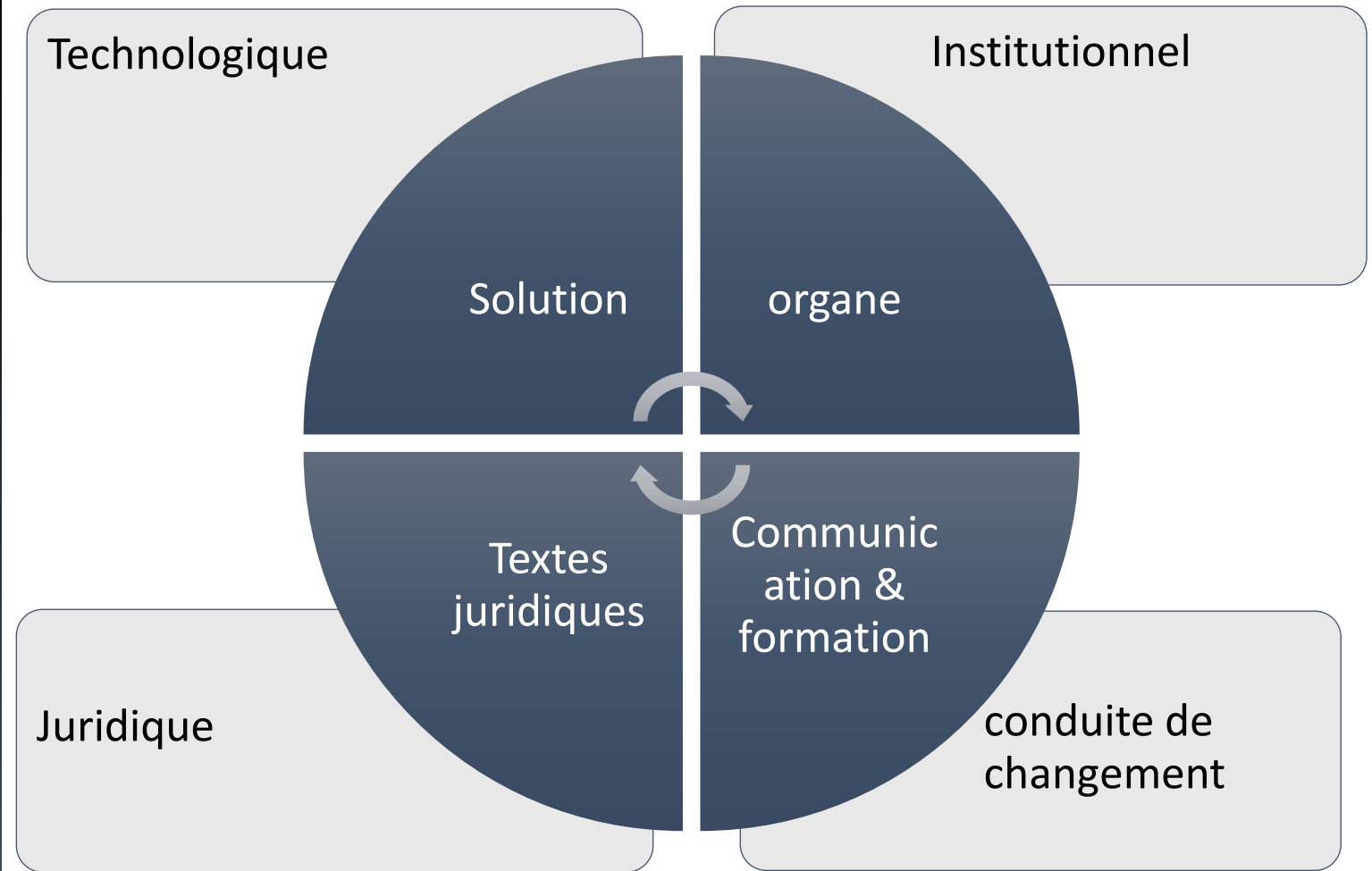
13ème UniDem Med – Sana HAOUARI  
05 Octobre 2021

## Vision 2025

« Le numérique au cœur du développement économique et social du pays »



**La  
Transformation  
digitale une  
approche globale  
de la réforme de  
l'administration  
publique**





# LA PANDEMIE DE COVID-19 : Gestion de la Crise

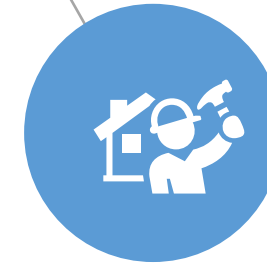
**Besoin en soutien financier**



**Mobilité limité**



**Gestion de la crise sanitaire**



**Besoin de continuité de fonctionnement**

# LA PANDEMIE DE COVID-19 : Gestion de la crise sanitaire

## Développer des solutions technologiques innovantes pour soutenir l'effort du Ministère de la Santé face à la pandémie de Covid19



- application Co-vivre20 pour suivre l'évolution de l'état de santé des personnes confinement sanitaire obligatoire.
- Stop Corona pour collecter des données sur la propagation du virus Corona pour aider à trouver les solutions nécessaires
- Solution pour le traitement des appels entrants sur le numéro d'appel 190 dédié au signalement et à l'analyse des cas d'infection par le virus Corona,
- Solution pour la gestion des lits et moyens de réanimation
- tableau de bord de suivi niveau central, régional et niveaux locaux

# LA PANDEMIE DE COVID-19 : Besoin de continuité de fonctionnement

## Créer un environnement propice à l'enseignement à distance :

- Permettre aux utilisateurs des plateformes d'enseignement à distance de bénéficier d'un service internet gratuit via le réseau de téléphonie mobile
- Mettre en place des mécanismes et des solutions technologiques, logistiques et pédagogiques pour activer les plateformes numériques du ministère de l'Éducation
- Établir le cadre logistique, pédagogique et juridique de l'utilisation des réseaux de diffusion des chaînes de télévision publiques et privées dans la préparation et la diffusion des cours télévisés liés aux programmes du troisième trimestre, en vue des examens nationaux.

## Création d'un environnement adapté au travail

- Augmentation de la capacité du réseau de 100 Go
- Accompagner les entreprises dans la mise en place de solutions de sécurité informatique,
- Mise en place d'une plateforme numérique (autorisation.gov.tn) permettant d'attribuer des autorisations par sms aux salariés des établissements

# LA PANDEMIE DE COVID-19 : Besoin en soutien financier

Mettre en place une plateforme pour recevoir les demandes d'aide financière pour faire face aux répercussions économiques (210 000 commerçants et artisans) Réduire les répercussions sociales de l'épidémie du virus Corona

Mise en place d'un service téléphonique gratuit (1017) pour connaître la date et le moment du décaissement de l'aide dans les bureaux de la poste.

Permettre aux familles nécessiteuses de la carte de paiement électronique « carte sociale » pour extraire gratuitement leurs versements des bourses automatisées au niveau des toutes les banques ou distributeurs postaux

Adoption du porte-monnaie électronique « \*1021# » pour le paiement mobile.

# LA PANDEMIE DE COVID-19 : Phase Vaccination

## Mise en place de la plateforme de la vaccination Evax



Inscription	Planification et programmation	Gestion et suivi du stock pour les CV	Gestion de la vaccination	Suivi post vaccination	Certificat de vaccination	Pass Vaccinal
<p>Inscription multicanale des citoyens pour la campagnes de vaccinations</p> <p>Différentiations des citoyens par type de profils :</p> <ul style="list-style-type: none"><li>• Etranger</li><li>• Avec ou sans CIN</li><li>• Par corps d'activité</li></ul>	<p>Création et gestion des centre de vaccination :</p> <ul style="list-style-type: none"><li>• Capacité</li><li>• Horaire</li><li>• Typologie</li></ul> <p>Priorisation des citoyens :</p> <ul style="list-style-type: none"><li>• Algorithme de priorisation</li><li>• Priorisation régionale ou nationale</li><li>• Créneaux horaires (paramétrable)</li></ul> <p>Gestions des campagnes spécifiques (militaire, maisons de retraites...)</p> <p>Création de plusieurs vagues de vaccination</p> <p>Envoi des SMS de confirmation</p>	<p>Attribution du stock par CV</p> <p>Suivi du flux de vaccination en temps réel</p>	<p>Accueil Citoyen et vérification des information</p> <p>Contrôle Santé 1<sup>ère</sup> dose et 2<sup>ème</sup> dose</p> <p>Gestion de l'annulation de la vaccination</p>	<p>Suivi médicale post vaccination</p> <p>Gestion des processus de Pharmacovigilance</p> <ul style="list-style-type: none"><li>• Remontés citoyens</li><li>• Remontés Directions régionales (en cours)</li><li>• Remontés médecins (en cours)</li></ul>	<p>Génération d'un certification de vaccination unique :</p> <ul style="list-style-type: none"><li>• Garante d'origine</li><li>• Immuable</li><li>• Utilisable par d'autres organismes</li></ul>	<p>Génération d'un pass vaccinal unique :</p> <ul style="list-style-type: none"><li>• Garante d'origine</li><li>• Immuable</li><li>• Utilisable par d'autres organismes</li></ul>

# LA PANDEMIE DE COVID-19 : Phase Post Vaccination

## Mise en place du pass Vaccinal

- Le « Pass vaccinal » est un document officiel qui atteste que le citoyen a bien complété son schéma vaccinal contre le Covid-19. Comparé au certification de vaccination, ce document contient seulement les données nécessaires pour accéder à certains lieux publics.
- Il permet, ainsi, de rouvrir et de reprendre des activités rassemblant un nombre élevé de personnes et également de faciliter les passages aux frontières.



# Pandémie et Transformation réglementaire : Identifiant Unique du Citoyen, L'échange électronique de données vers une transformation transverse et culturelle de taille de la fonction publique

## Décret-loi 17-2020 et Décret N° 31-2020

- Le cadre réglementaire de l'instauration de l'identifiant unique du citoyen : identifiant unique octroyé à chaque citoyen dès la naissance,

## Décret-loi 31-2020 et Décret N° 777-2020

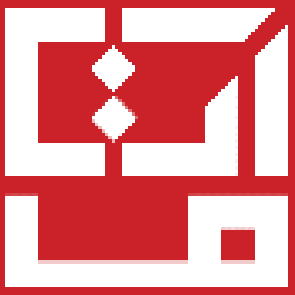
- Le cadre réglementaire sur **les échanges électroniques de données** pour les structures publiques et privées, sur l'**interopérabilité des systèmes d'informations** au sein des administrations tunisiennes et **les services de certification électronique**
- Son implémentation touche les différents axes suivants :
  - **Gov2Gov (G2G)** : échange de données entre les différentes administrations
  - **Gov2Business (G2B)** : échange de données entre l'administration et les entreprises
  - **Gov2Citizen (G2C)** : échange de données entre l'administration et le citoyen

**NB : La Tunisie dispose déjà d'une loi pour la protection des données personnelles depuis 2004  
A Adhéré à la convention 108 de protection des données personnelles en 2017,**

**L'échange  
électronique de  
données vers une  
transformation  
transverse et  
culturelle de taille  
de la fonction  
publique**

- Une « révolution » dans les pratiques et la culture de l'administration
  - ➔ Institue L'échange électronique comme pratique de référence dans la relation de l'administration avec les tiers et dans les transactions / échanges au sein des structures administratives
- Rompt avec les silos et pose une des fondements de « l'administration numérique »;
- Instaure le principe du « once only » via l'interopérabilité
- Synchronise les SI de l'administration
- Renforce les pratiques de la bonne gouvernance à travers l'amélioration de :
  - Performance, qualité, transparence, traçabilité, fiabilité
- Renforce les composantes de la confiance Numérique





**Merci pour votre  
attention**

## **THEME 1 – Session 1**

**Mr Tawfiq ABU-BAKER**, Director of policies and strategies,  
Ministry of Digital Economy and Entrepreneurship, Jordan



Ministry of Digital Economy  
and Entrepreneurship

# Modernization and Digital Innovations

## Council of Europe

# Importance of Digital Transformation **During Pandemic**

## Health

- Preserve public Health
- Break chain of Infection

## Sustain life

- Work Continuity

## Economy

- Social & Economic Stability

# Initiatives



Digital Platforms



National information System



Strategic Inventory



Online Education



Spectrum



Working from Home



Cloud & Interconnection



GIS



AI

# Digital Platforms

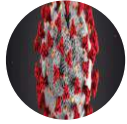
## One Platform (one.gov.jo)

- Unified Platform consists of 17 digital Gov. platforms to provide an easy and direct access to all the active platforms in the face of the Corona crisis in Jordan.
- Sustain life and productivity (one.gov.jo)





HemtWaten, Donations to support the efforts of the Jordanian government and the Ministry of Health in the coronavirus pandemic



Corona, A platform to raise awareness of corona disease and ways to prevent it



Moneh, A guide to licensed companies and applications that provide home delivery services



Sanad, Submit applications for temporary electronic mobility permits



Hemaya, Providing protection services to the worker and the employer in the private sector



Darsak, A free online learning platform for students



Delivery, A platform that allows tourist restaurants to provide delivery services



Nawa, platform to improve charitable work and develop a sense of social responsibility



Oudeh Amneh , Electronic registration to organize the gradual transfer of Jordanian students and visitors staying abroad to the Jordan



Hakeem, Providing a service for requesting medicines for chronic diseases on a monthly basis



Mo3almoun, Providing online skills for teachers



Mehen, A guide to Maintenance companies and shops services in Jordan



Shoumoul , Registration in social security to resume work for companies and individuals



Nahn, activities from home, to spread awareness to prevent the emerging corona virus, and other voluntary activities



Cradar application to report gatherings of all kinds, or suspected cases of infection, with the ability to determine the exact location;

إنشاءات

Submitting requests to resume work in the construction sector

انتاج تلفزيوني

Submitting requests to resume work in the TV production sector



# NIS/Unified National registry



How

- Provide decision maker accurate studies, statistics, Recommendation

Why

- To take decision at right time

# Unified National Registry

Completed during  
pandemic

Contains more than 15  
entities

Comprehensive data  
about individuals, families

Supports an Electronic  
payment system

# Use Cases

Bread Support  
Allowance

Daily Fund  
Support

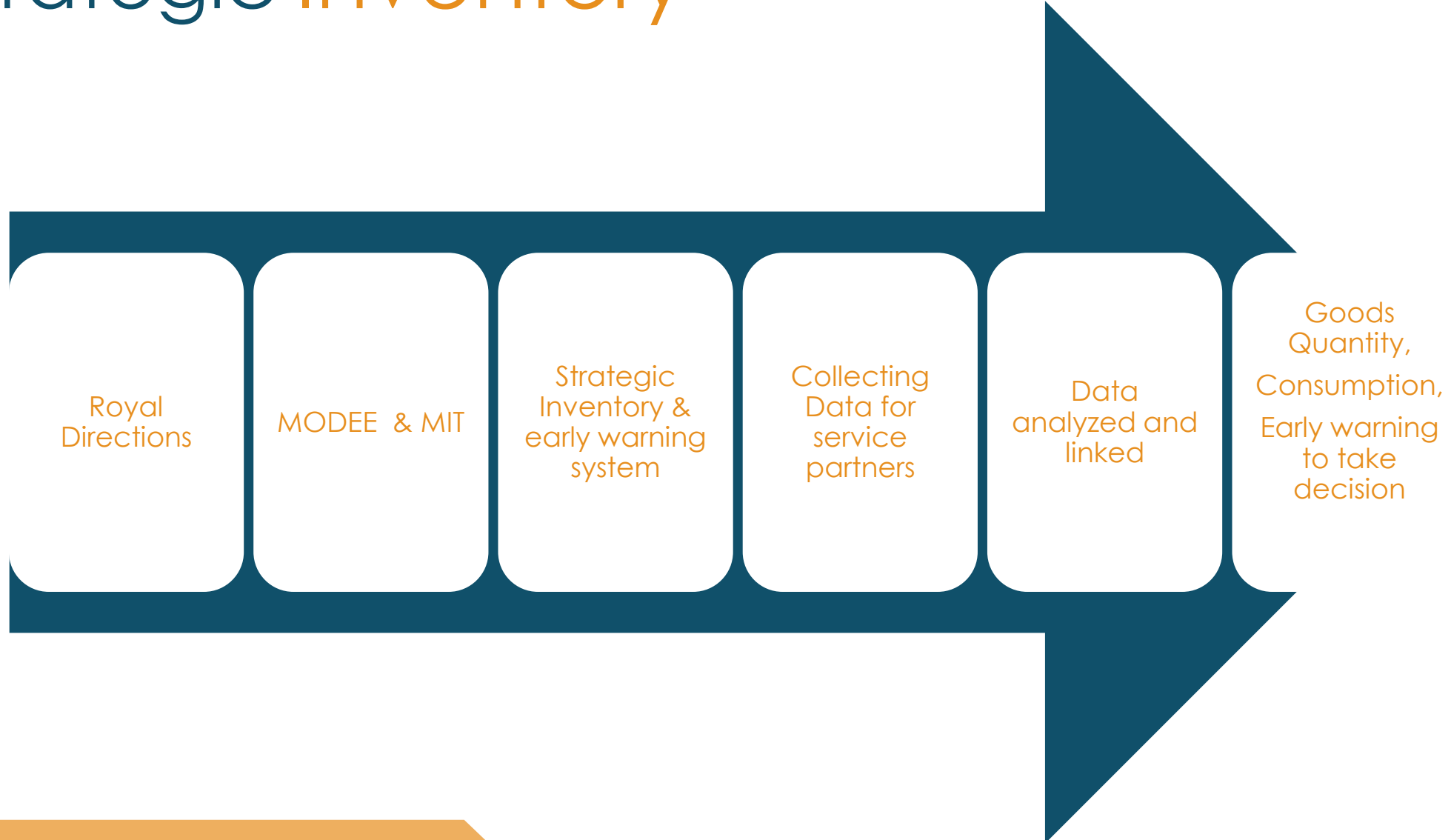
Supplementary  
Support

Social Security  
Service for  
individuals

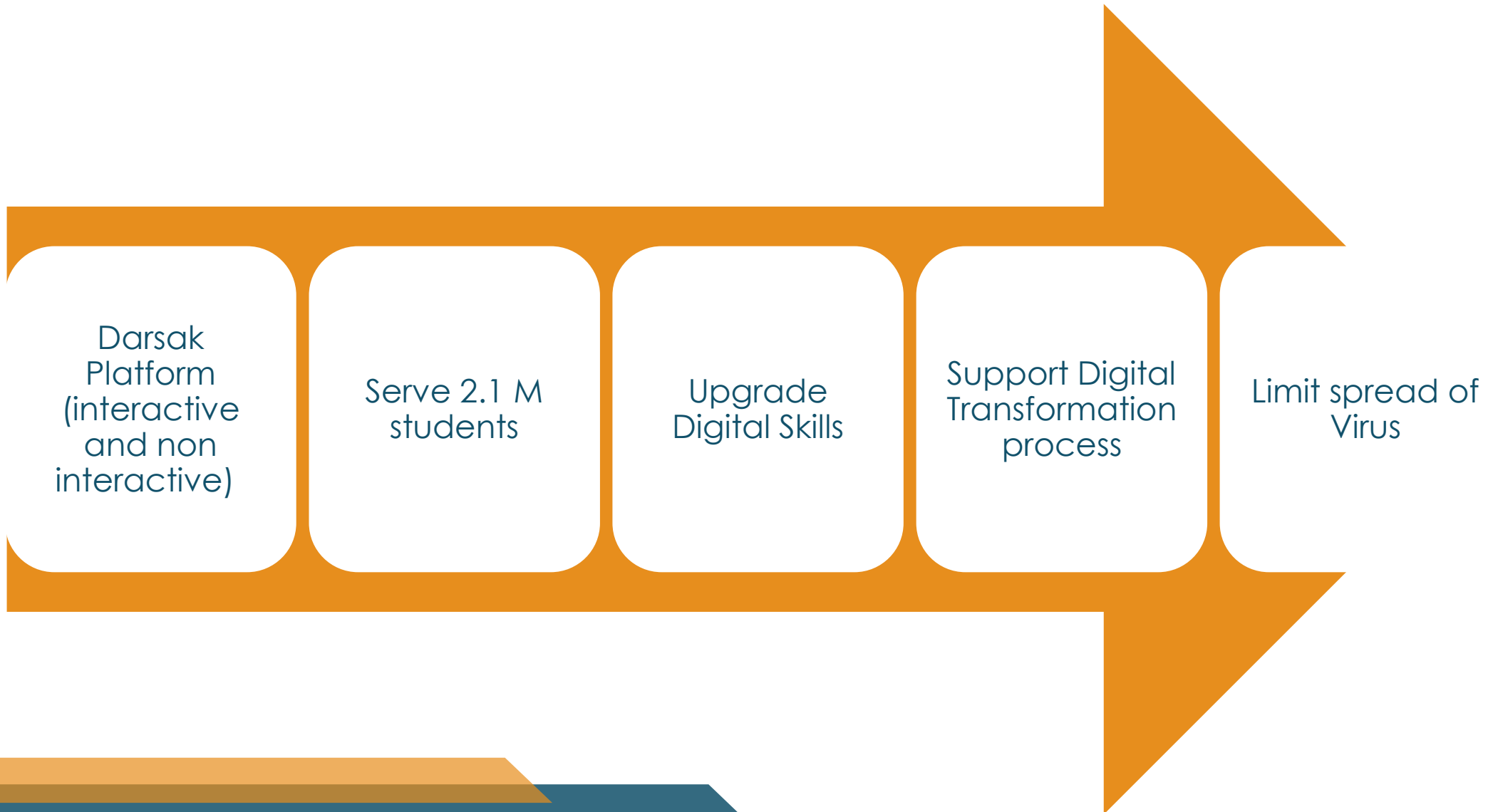
Social Security  
for Companies



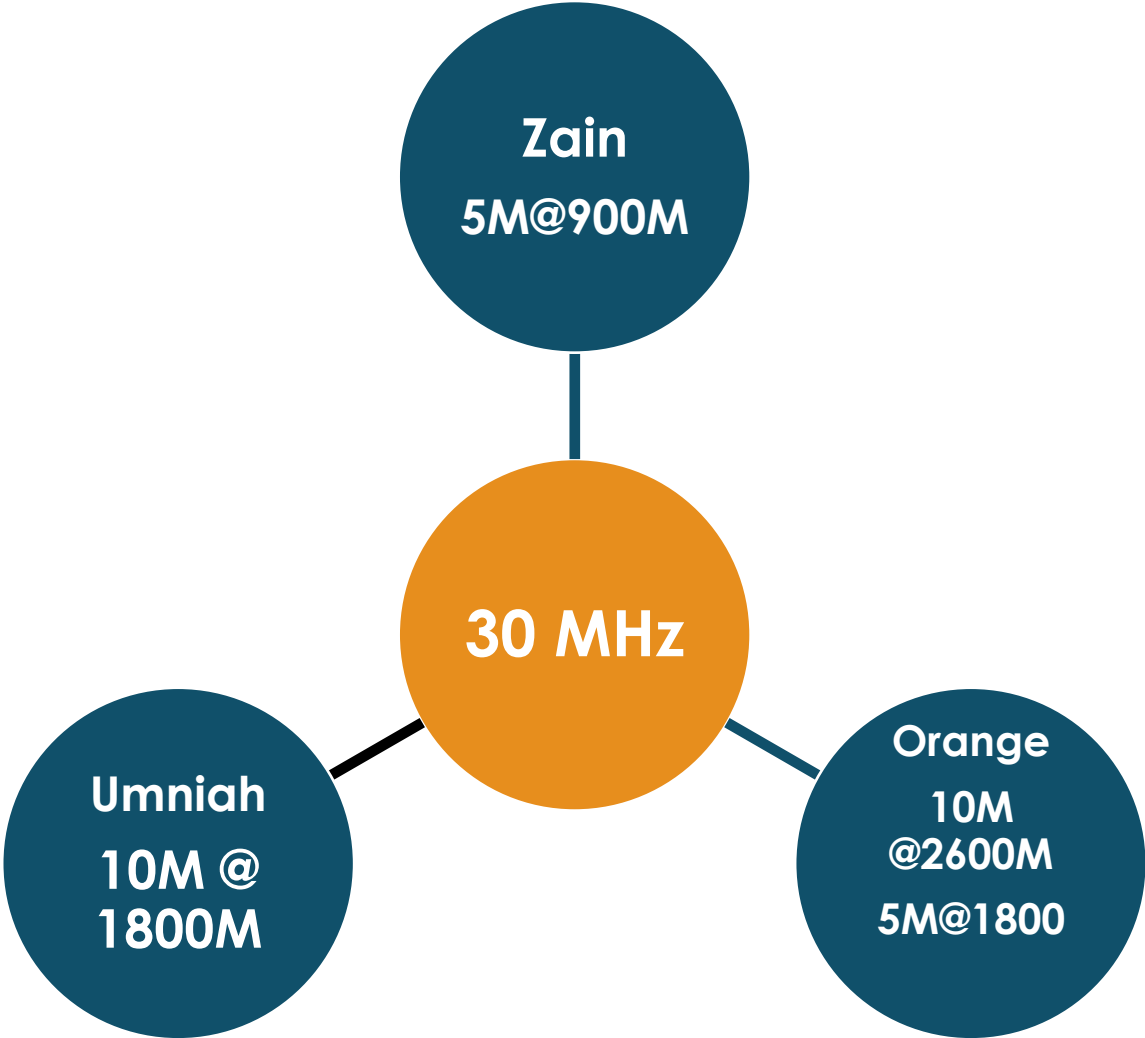
# Strategic Inventory



# Online Education



# Free Spectrum



# Working from home

- Allowing private companies working in information technology to work from their workplaces.
- By no more than 40% during the pandemic period,
- The result was that communications and information technology companies were least affected by the pandemic and sustained work for other sectors.



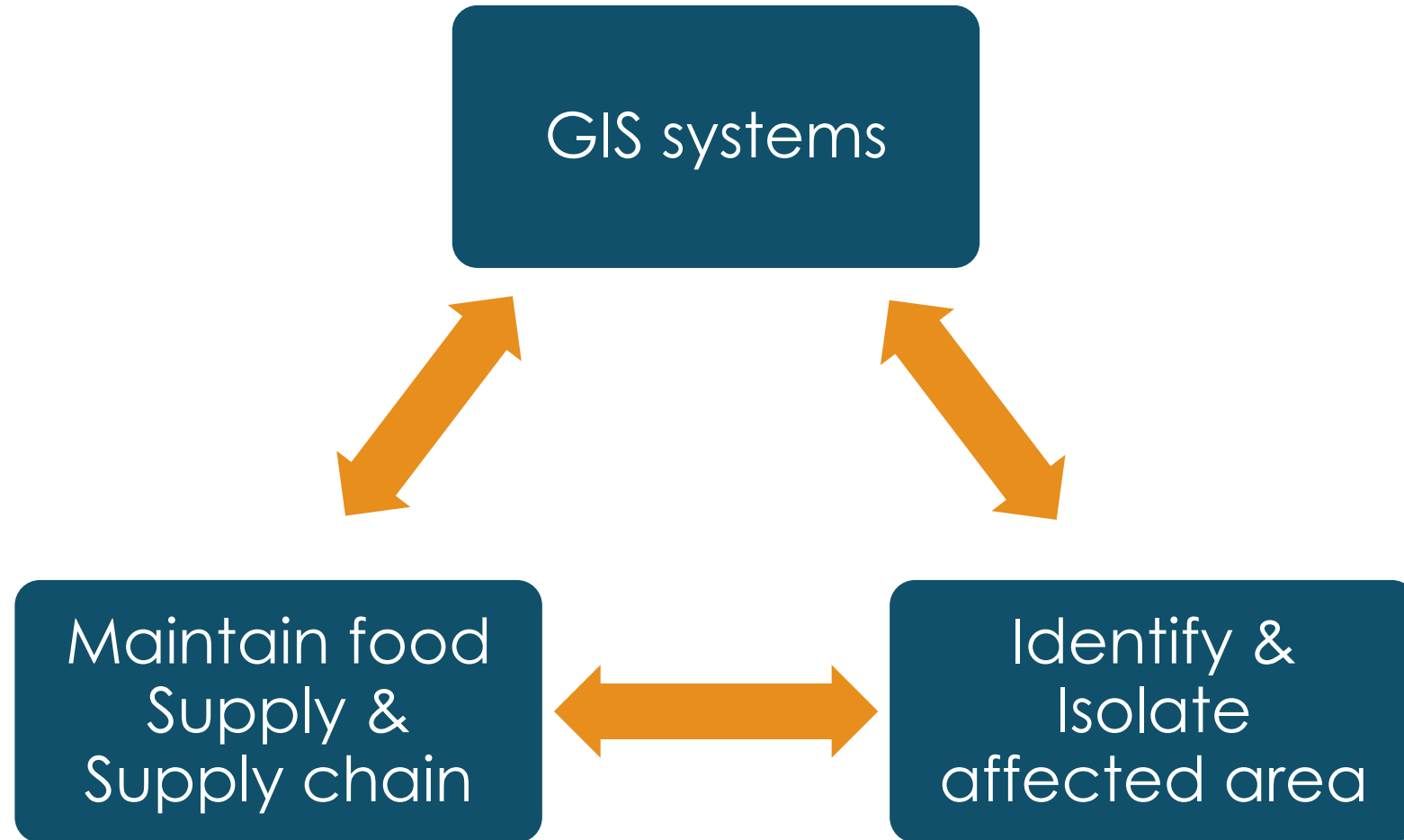
# Interconnection

- The government interconnection system has been relied upon to facilitate and approve government transactions and procedures, taking advantage of the government cloud platform to host government systems for remote work.

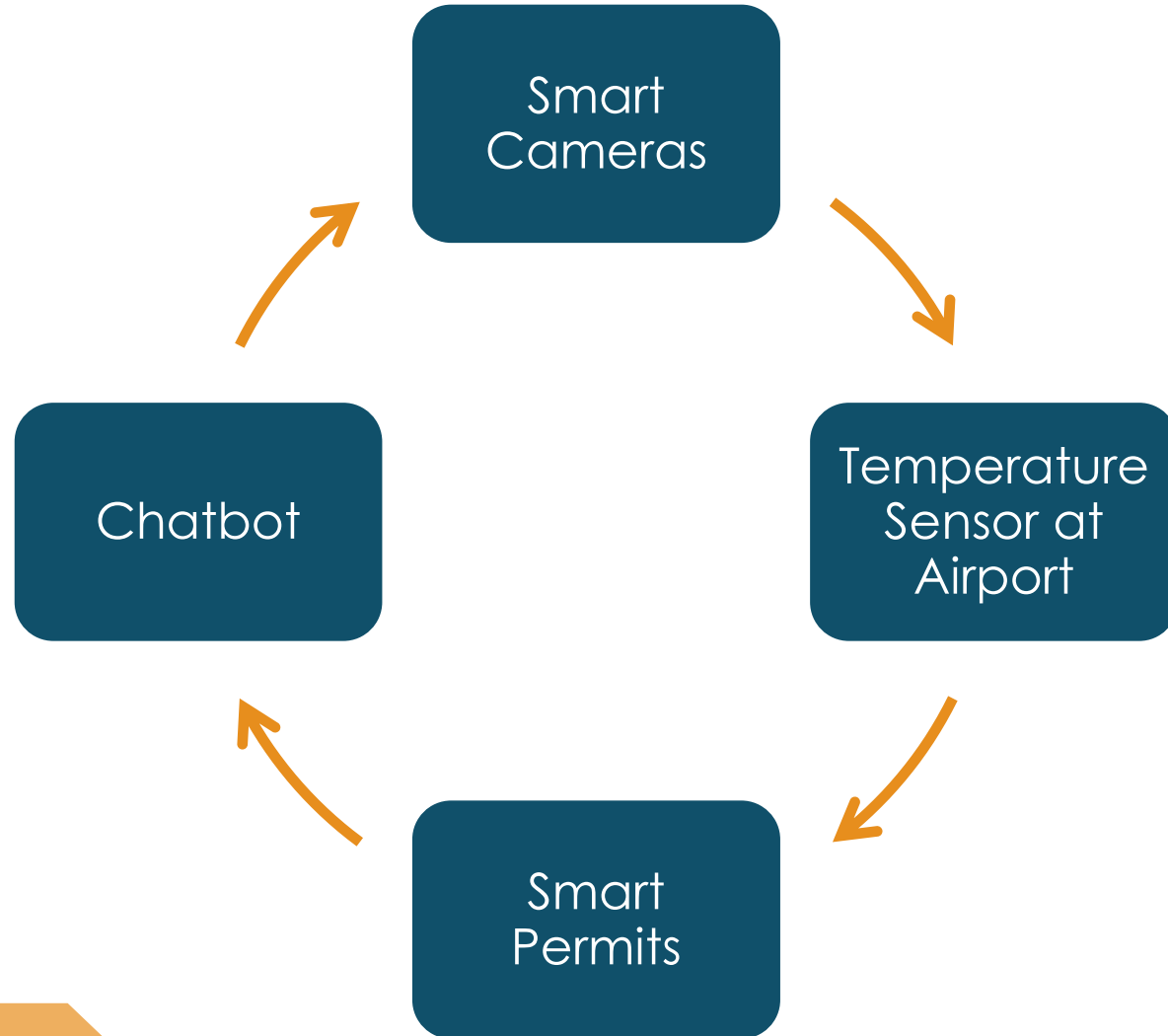




# Geographical Information System



# Artificial Inelegance AI



A nighttime cityscape featuring several prominent skyscrapers with illuminated facades. The buildings are lit up with various colors, including red, blue, and white. The sky is dark blue, and the city lights create a vibrant, glowing effect. A large, semi-transparent blue-to-orange gradient bar is positioned at the bottom of the image, partially overlapping the cityscape.

# Thank You



Ministry of Digital Economy  
and Entrepreneurship

The background of the slide is a nighttime cityscape. Several tall skyscrapers are visible, with their windows and architectural details illuminated. The sky is a deep blue, and the city lights create a bokeh effect in the foreground. The overall mood is modern and technological.

# Modernization and Digital Innovation Council Of Europe

# Vision



Digital environment that accelerates economical growth, supports entrepreneurship while enabling social and political stability

بيئة رقمية محفزة للنمو الاقتصادي  
وداعمة لريادة الأعمال وممكنة  
للاستقرار الاجتماعي والسياسي

# Digital Transformation – Key Performance Indicators by 2025

## 01



**Improve Citizen Experience,**  
Innovative Centralized Service Platform, Reaching 80% citizen satisfaction rate

## 02



**Improve Jordan position** in digital economy regionally & globally  
Top 3 regionally  
Top 35 globally

## 03



**Economic Growth**  
Improve direct contribution to GDP 7-8%

## 04



**Limit Corruption**  
**Space to minimum** by digitizing 100% of governmental services

## 05



**Cost Optimisation** in saving the government expenditure by 150M

## 06



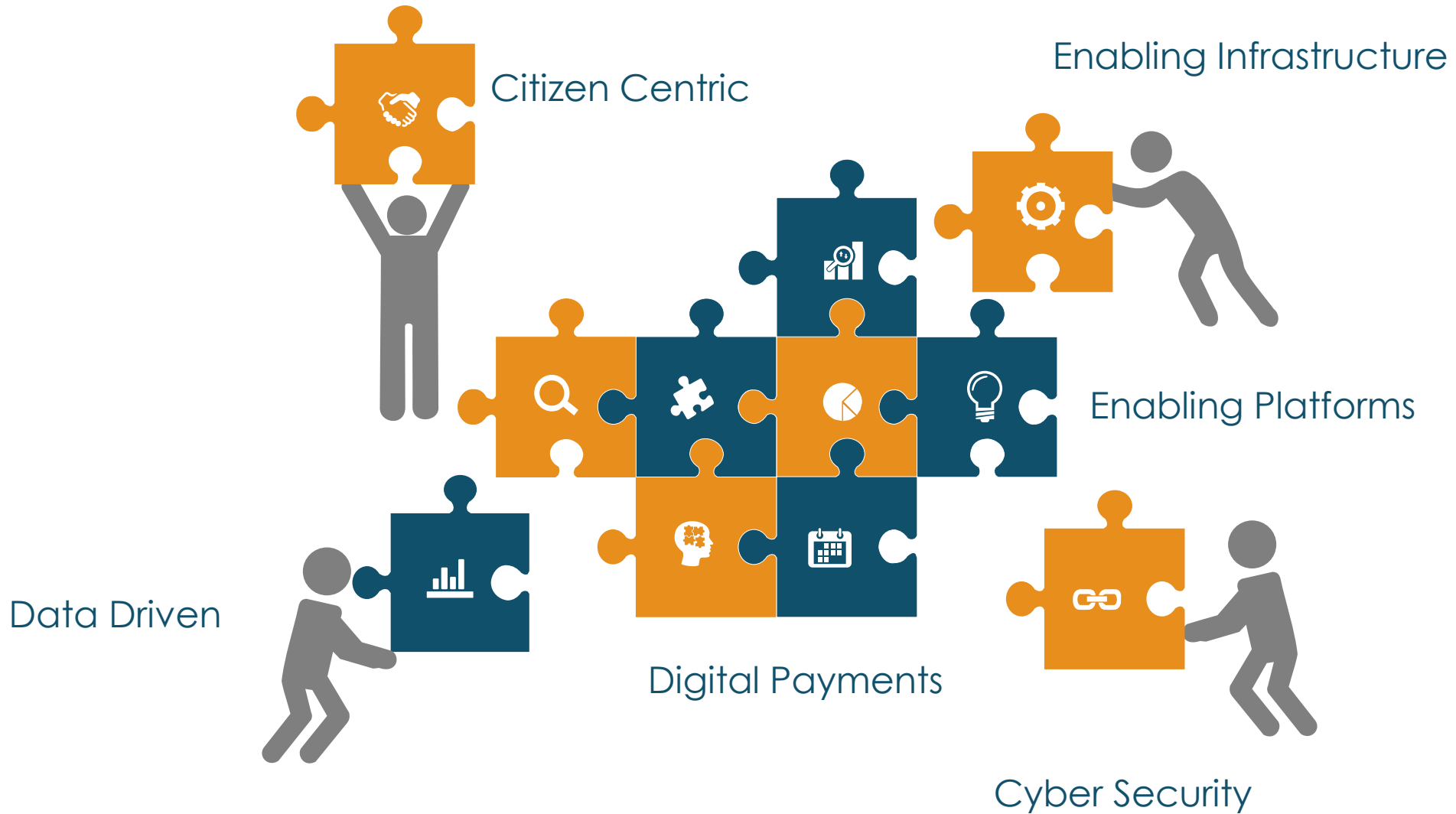
**Create Jobs**  
YTJ 30K jobs after 5 years  
Internships 5K after 5 years  
Entrepreneurs 15K jobs

## 07



**Increase Connectivity**  
100% Government – FTTH  
70% Business - FTTH  
50% Households – FTTH  
60% OF 5G Coverage

# Moving Forward

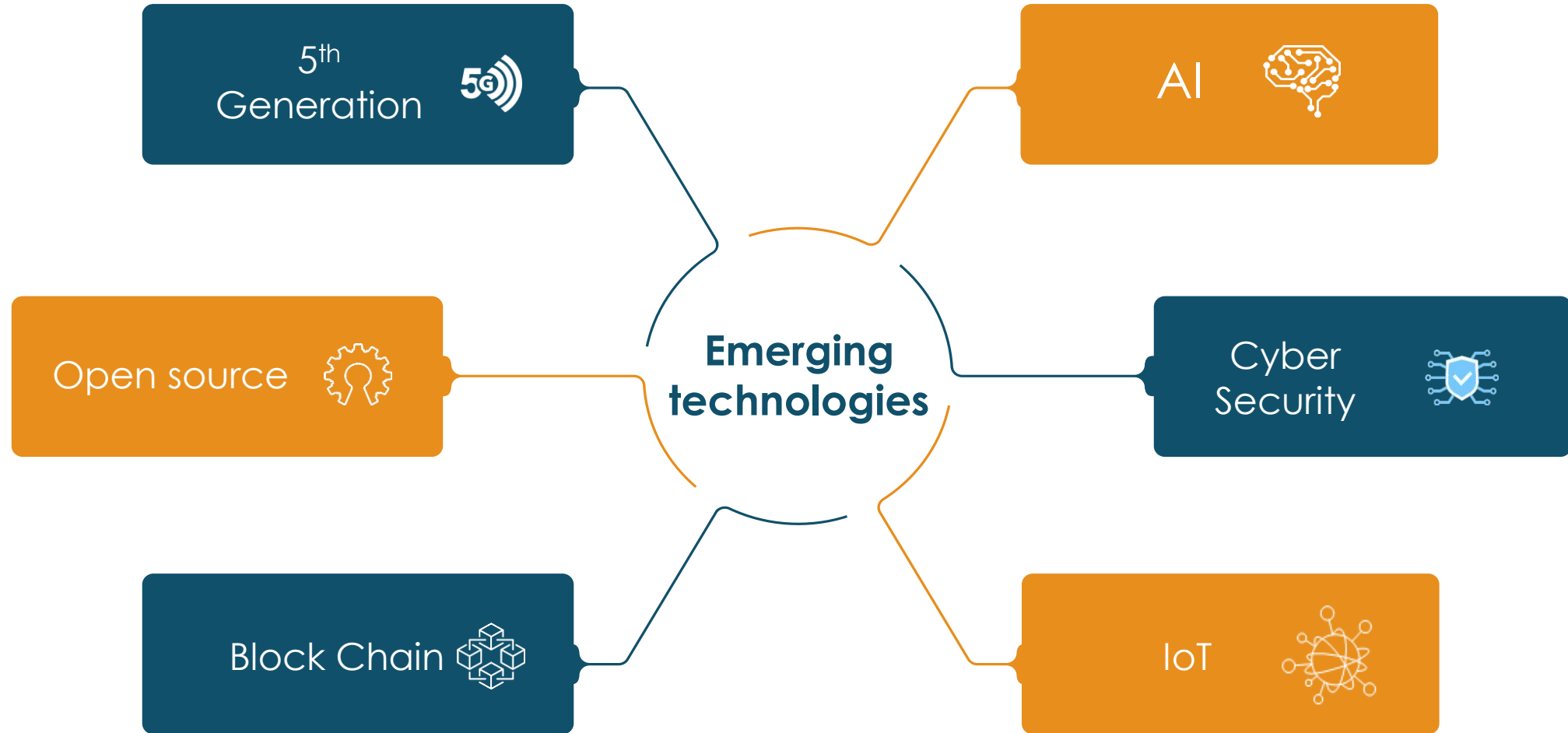


# Strategy Enablers

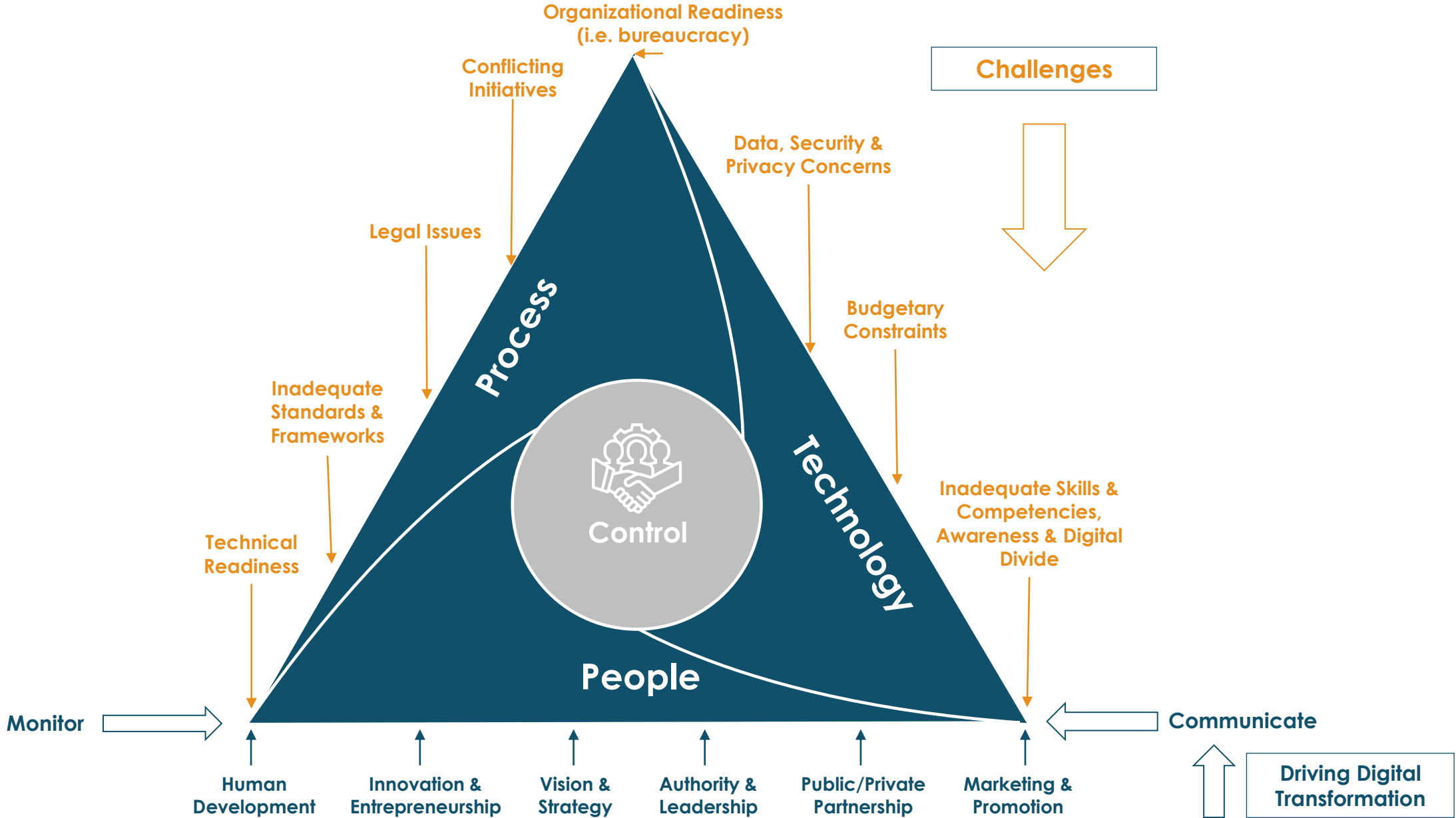
Digital Infrastructure	5G, IoT, AI, Cybersecurity, Blockchain, Open Source, Cloud, Data Centers, e-Payment, Disaster Recovery (DR) Sites, APIs, Digital Identity, Broadband Internet, National Optical Fiber, Secure Government Network
Digital Government Services	Interactive Service Platform, Once Only Principle, Simple & Fast Services, Leaving No One Behind, Digital by Default
Data	National Information System, Classification of Government Data, Personal Data Protection, Open Government Data
Youth, Technology & Jobs	Support Provision of Digital skills, Support Expansion of Digital Sector & Digital Government Services
Innovation & Partnership with Private Sector	Ministry of Health, Department of Land and Survey, Income and Tax Department, Ministry of Higher Education & Scientific Research, National Broadband Network
E-Participation	e-Information, e-Consultation, e-Decision Making
Change Management & Human Resources	Awareness, Capacity Building, Reinforcement, Participation, Knowledge Development
Management of Government Resources	Centralized Government ERP Solution



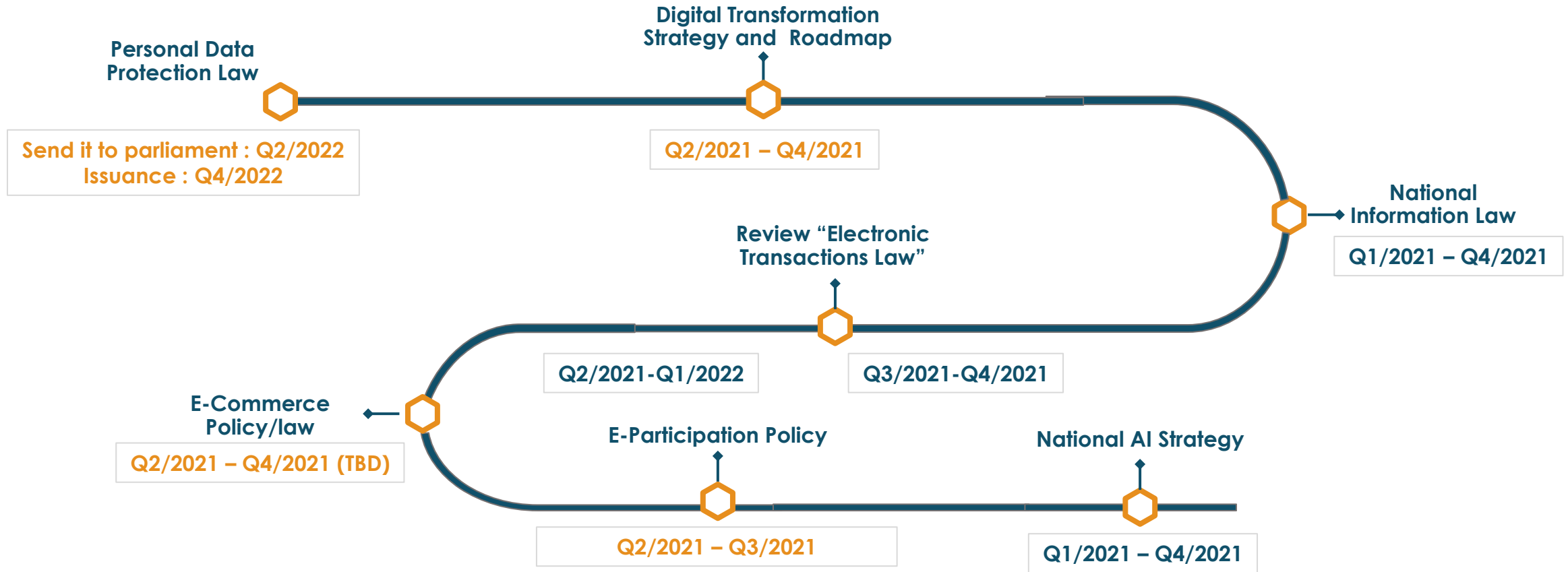
# Emerging technologies



# Driving Digital Transformation and Challenges



# Policies & Strategies Digital Transformation Roadmap



Needed Resources

0

Budget

0

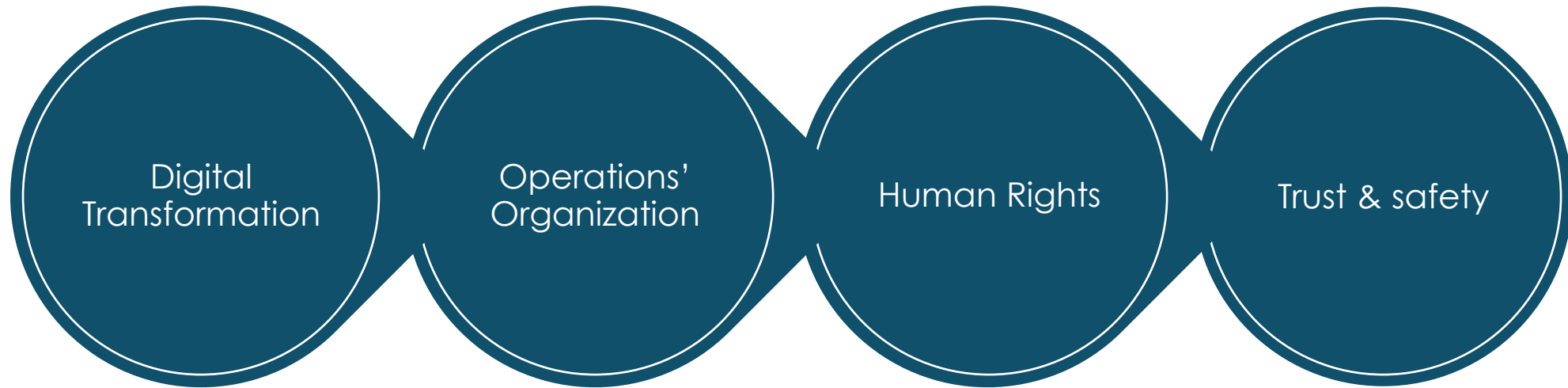
Project Timeline

1 Years

# Personal Data protection



# Law General **Justifications**

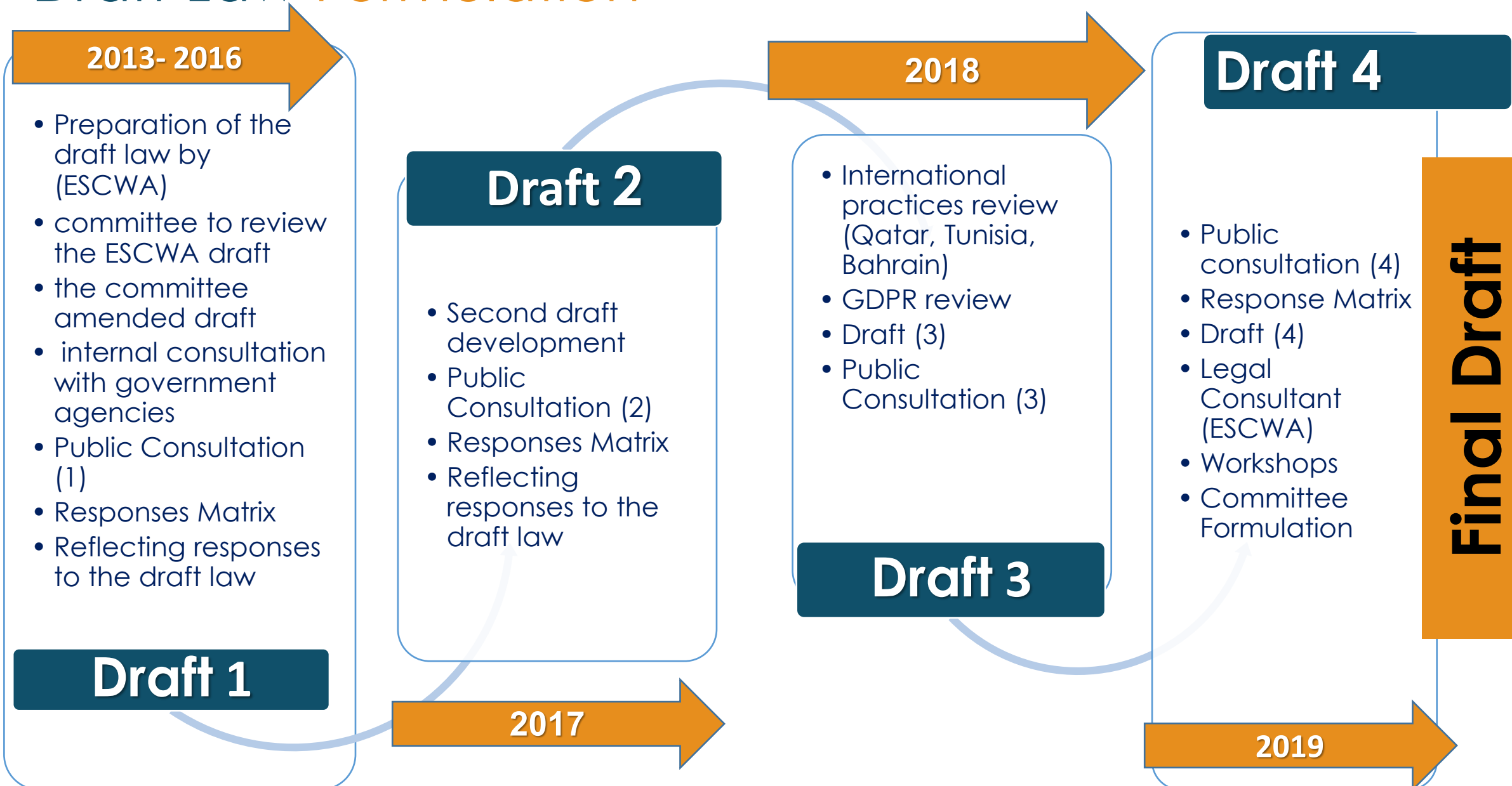


- The ease of collecting, processing and retaining personal data by ministries, government agencies, institutions and companies,
- Balances the mechanisms of individuals' rights to protect their personal data, while at the same time allowing companies and investors to benefit as much as possible from the circulation of data and information in light of the cyberspace and the spread of concepts of big data and artificial intelligence.
- Establishing regulatory frameworks that establish the preservation and processing of data within clear restrictions and obligations, which enhances the necessary confidence in engaging in the digital economy and contributing to the promotion of electronic commerce and services in the Kingdom.
- To achieve the constitutional rights and freedoms stipulated in the Constitution of the Hashemite Kingdom of Jordan. And based on Article No. (7) Paragraph No. (2) of the Constitution.

**“Every attack on public rights and freedoms or the sanctity of the private life of Jordanians is a crime that punishable by Law”**

- Putting an end to cases and forms of attacks on the personal data of citizens and residents in the Kingdom , penalties for violators of the provisions of this law.

# Draft Law Formulation



# Best Practices



2012



2020



2016



2018



2018



2011



2018



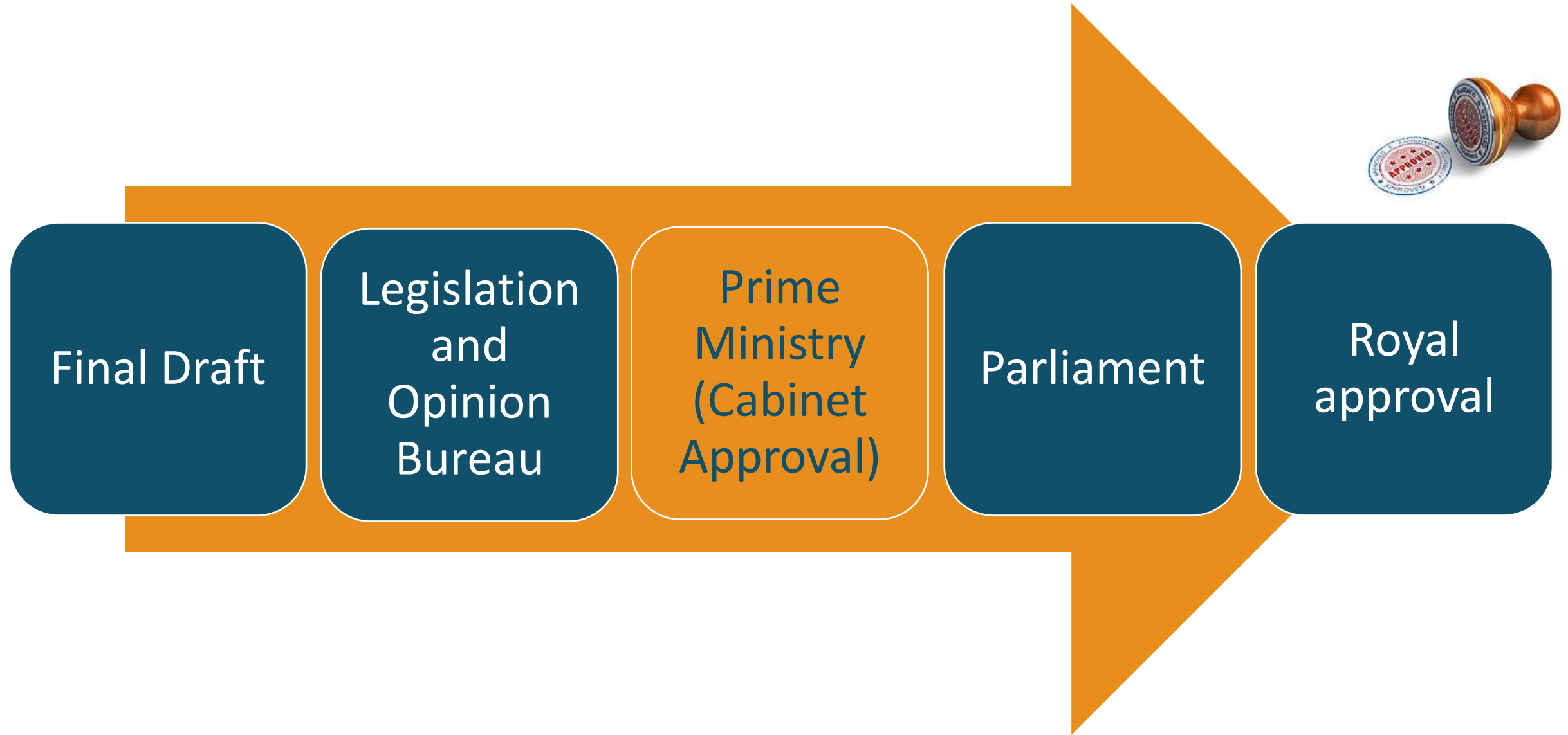
2018



2009



# Law Status



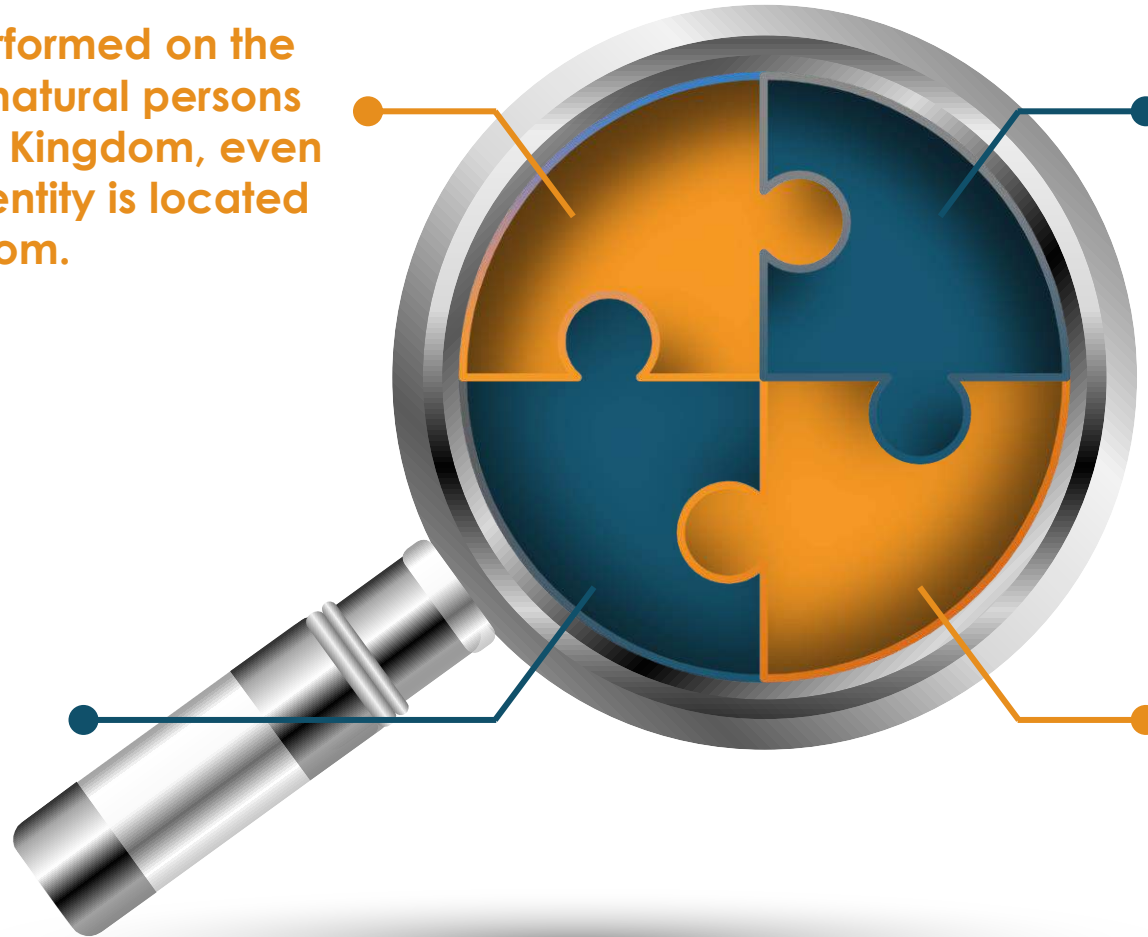
# The **scope** of the law

All processing performed on the personal data of natural persons present inside the Kingdom, even if the processing entity is located outside the Kingdom.

The Council may exclude some start-ups and SME

The provisions of this law do not apply to personal data operations with a personal or family scope

All Processing Entities that directly process, in any way, any of the personal data even if such data was collected before this Law came into force.



# Personal Data

Any data or information related to a natural person regardless of its source, that could directly or indirectly identify him


name, address, phone number  
Family status

Geolocation, IP Address

Sensitive data that, when processed, pose risks or discrimination regarding the protection of the person

ethnicity, political opinions, religious beliefs, health, physical, financial

# Data Subject Rights

- ✓ Right to Prior Approval(Consent)
  - ✓ Right to Object and Withdraw Approval
  - ✓ Right to be Notified
  - ✓ Right to Demand Correction, Withholding, or Deletion
  - ✓ Right to Transfer
  - ✓ Right to be Forgotten
- 

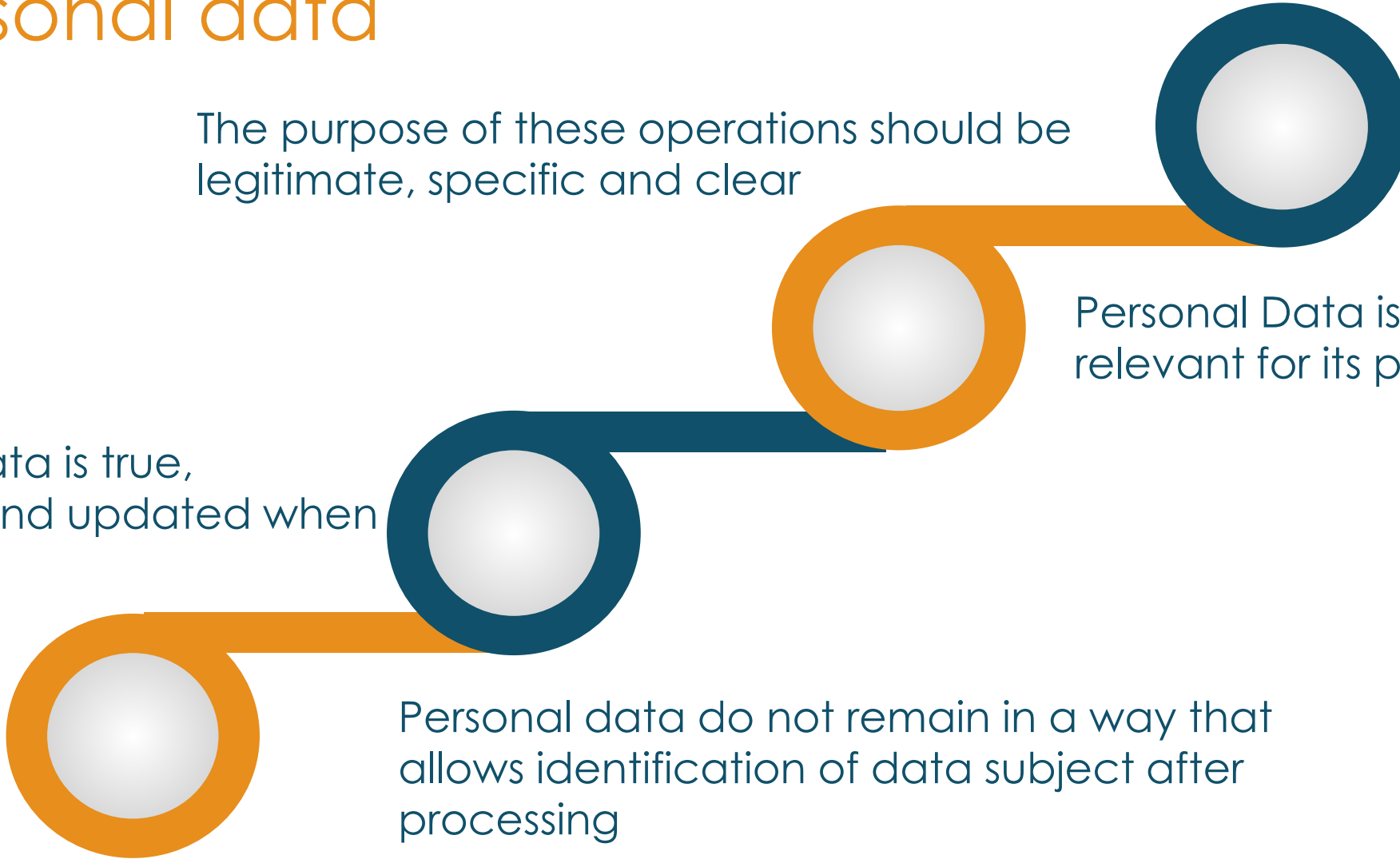
# General requirements processing of personal data

The purpose of these operations should be legitimate, specific and clear

Personal Data is sufficient and relevant for its purpose

Personal data is true, accurate and updated when required

Personal data do not remain in a way that allows identification of data subject after processing



# Exceptions from Prior Approval

## When:

- ✓ the processing is necessary for preventing or discovering a crime based on a court decision or an order by the public prosecutor aimed at preventing, discovering, or monitoring the crimes committed in violation of the provisions of the law;
- ✓ The processing is required or authorized under any of the legislation in force or pursuant to a decision by the court of competent jurisdiction;
- ✓ The processing is necessary to protect the interests of the Data Subject,



# Exceptions from Prior Approval... (2)

- ✓ The personal data to be acquired or subjected is part of a source accessible to the public,
- ✓ The processing is necessary for scientific or historical research purposes or statistical objectives to achieve public interest or serve national security considerations; or
- ✓ The processing is necessary to conclude a contract to which Data subject is party.



A nighttime cityscape featuring several prominent skyscrapers with illuminated facades. The buildings are lit with various colors, including red, blue, and white. The sky is dark blue, and the city lights create a vibrant, glowing effect. A large, semi-transparent blue-to-orange gradient bar is positioned at the bottom of the image, partially overlapping the cityscape.

# Thank You



## **THEME 1 – Session 2**

**Ms Elsa BELO**, Director, LabX - Centre for Innovation in the public sector, Agency for the modernisation of public administration, Portugal



**CENTRE  
FOR INNOVATION**  
IN THE PUBLIC SECTOR



5<sup>th</sup> October 2021

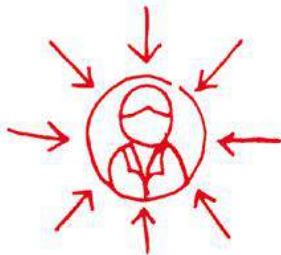
# LabX Mission

Contribute to the ecosystem of innovation in Public Administration by promoting the renewal of the offer of public services, suited to the real needs of citizens and companies.

# PRINCIPLES FOR THE PUBLIC INNOVATOR

Based on the citizens expectations and on the contributions of Public Administration workers and leaders, ten principles stand out to guide real practices in a world in permanent change.

## Ten Principles of the Public Innovator



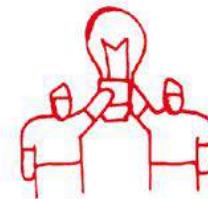
1. Focus on citizens and business



2. Improve efficiency in public services



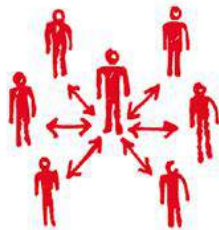
3. Overcoming barriers to participation



4. Promoting a culture of innovation



5. Using evidence-based decision making approach



6. Working in collaboration



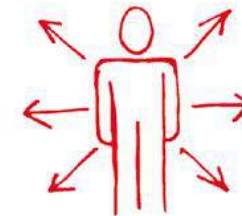
7. Test before implementation



8. Ensure the implementation of usable solutions



9. Evaluate to improve



10. Keeping an open mind towards the future



LabXpresso #03

Testemunho

# Innovators' network

We create a community build by public servants (currently with 675 members) we had 15 collaborative sessions (a.k.a OFICINA @ LabX), 4 mentorings and 16 issues of the our newsletter (LabXpresso), sharing knowledge or practical exercises about innovation in the Public sector

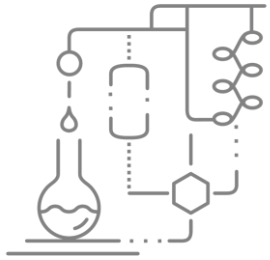


## TOOLKIT

PARA SERVIÇOS PÚBLICOS CENTRADOS NOS CIDADÃOS

Versão 0.3 - RASCUNHO PARA RECOLHA DE SUGESTÕES





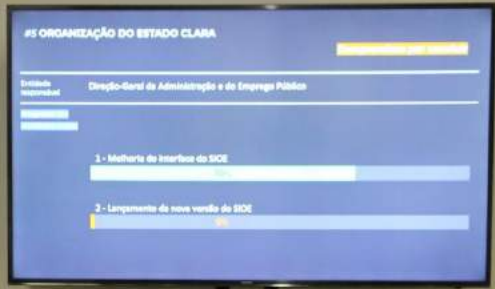
Public service as a living lab



# Public service as a living lab

A experimental program that developed, tested and monitored high fidelity prototypes in real context + Explored and tested technological solutions that public entities developed in collaboration with the innovation ecosystem and I&D partners





# National Network for Open Administration

## Open Government Partnership

OGP is an international and multilateral initiative that promotes co-creation between the State and Civil Society. Its objective is to make States more open, responsible and receptive to citizens through concrete initiatives included in biennial action plans.

## National Network for Open Administration

- 10 governmental and non-governmental entities involved

## II National Plan (2021-2023)

- 9 commitments

# Network of Public Administration Experimentation Laboratories



Process initiated to build a belt of multipliers, creating teams and starting experimental projects to scale-up the LabX approach.



CÂMARA MUNICIPAL  
DE  
COIMBRA

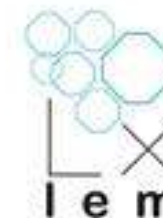


LOULÉ  
X LAB

Laboratório  
Experimentação  
Municipal



LISBOA  
CÂMARA MUNICIPAL



TURISMO DE  
PORTUGAL





# Tax Authority: more trust, better services

Improving the relationship between taxpayers and tax services: conducting field research, integrating Tax Authority teams into the experimental mindset; carrying out interventions to simplify written communications

## MAPA DE SENTIMENTOS

DIGA-NOS QUAIS SÃO PRINCIPAIS SENTIMENTOS NA LEITURA DESTE E-MAIL

Fonte: Autoridade Tributária e Aduaneira - Inquérito aos pais  
Data: 20/04/2019, 07:21  
Sujeito: Comunicação do Agregado Familiar ao Portal das Finanças - 16/15 fevereiro  
T: ~~XXXXXXXXXXXX~~



agregado familiar e outros elementos pessoais relevantes, com referência à data de 11 de dezembro de 2018.

Assim, deve utilizar, com observação ex, no ato de 2018:

- Houver alterações na composição do seu agregado familiar, não
- Houver exercício em comum de responsabilidades parentais com outro sujeito passivo que não integre o mesmo agregado familiar; isto é, se tiver dependente em situação de guarda conjunta, não
- Houver alteração na natureza do agregado familiar.

No caso de dependentes em guarda conjunta deve indicar:

1. O elemento do agregado familiar que exerce as responsabilidades parentais;
2. O INI de outro sujeito passivo que exerce as responsabilidades parentais;
3. Se o dependente integra, ou não, o seu agregado familiar;
4. A existência de residência alternativa, sendo caso disso;
5. A percentagem da partilha de despesas, quando esta não é igualitária (convulso).

Atente-se que, na falta de caracterização das situações referidas em 4 e 5, a AT considerará que não existe residência alternativa e que as despesas são partilhadas de forma igualitária (mesmo que exista um dos sujeitos que exerce as responsabilidades parentais).

Pode ainda identificar a entidade a quem pretende consignar o IRS e, eventualmente, a doação à volta por exigência de futuro.

A organização e a consistência da composição do agregado familiar e outros elementos relevantes, obriga à actualização dos sujeitos passivos e dos dependentes, o qual ser obrigatório.

• No Portal das Finanças, na secção de Cidadão > Serviços > Dados Pessoais Relevantes; ou

• Através da aplicação para dispositivos móveis "Agregado Familiar" que se encontra disponível no App Store e no Google Play.

Se o estatuto já proceder à comunicação do seu agregado familiar e de outros elementos pessoais relevantes, consulte esta mensagem pelo e-mail.

Para informações adicionais, poderá contactar-nos através:

- Do Centro de Atendimento Telefónico (CAT) pelo número 217 216 707, nos dias úteis, das 09:00 às 18:00h; ou de:
- Portal das Finanças > Contactar-nos > Atendimento > Inquirir > Registrar Nova Questão > Inquirir ou área: "IRS" > Tipo de questão: "Agregado Familiar/Residência" > Questão: "Residência/Residência Pessoal".

Com os melhores cumprimentos,

Fernando Lopes de Carvalho

Diretor de Serviços

# Workshops on simplifying public documents

LabX developed a methodology that promotes the use of clear, simple and useful language for clear communications between Public Services and citizens. It was created a "do-it-yourself" model to be disseminated by the Public Administration

A field test was conducted with the aim to simplify two written communications from the Tax Authority.

OFICINAS DE  
SIMPLIFICAÇÃO

Manual de Aplicação

Bem-vindo ao espaço jovem cidadão

**ON@18**

Aqui encontrarás diversas informações sobre os serviços públicos digitais!

AUTENTICAÇÃO

SEM NECESSIDADE DE IDENTIFICADOR

A PARTIR DE UM TELEFONE



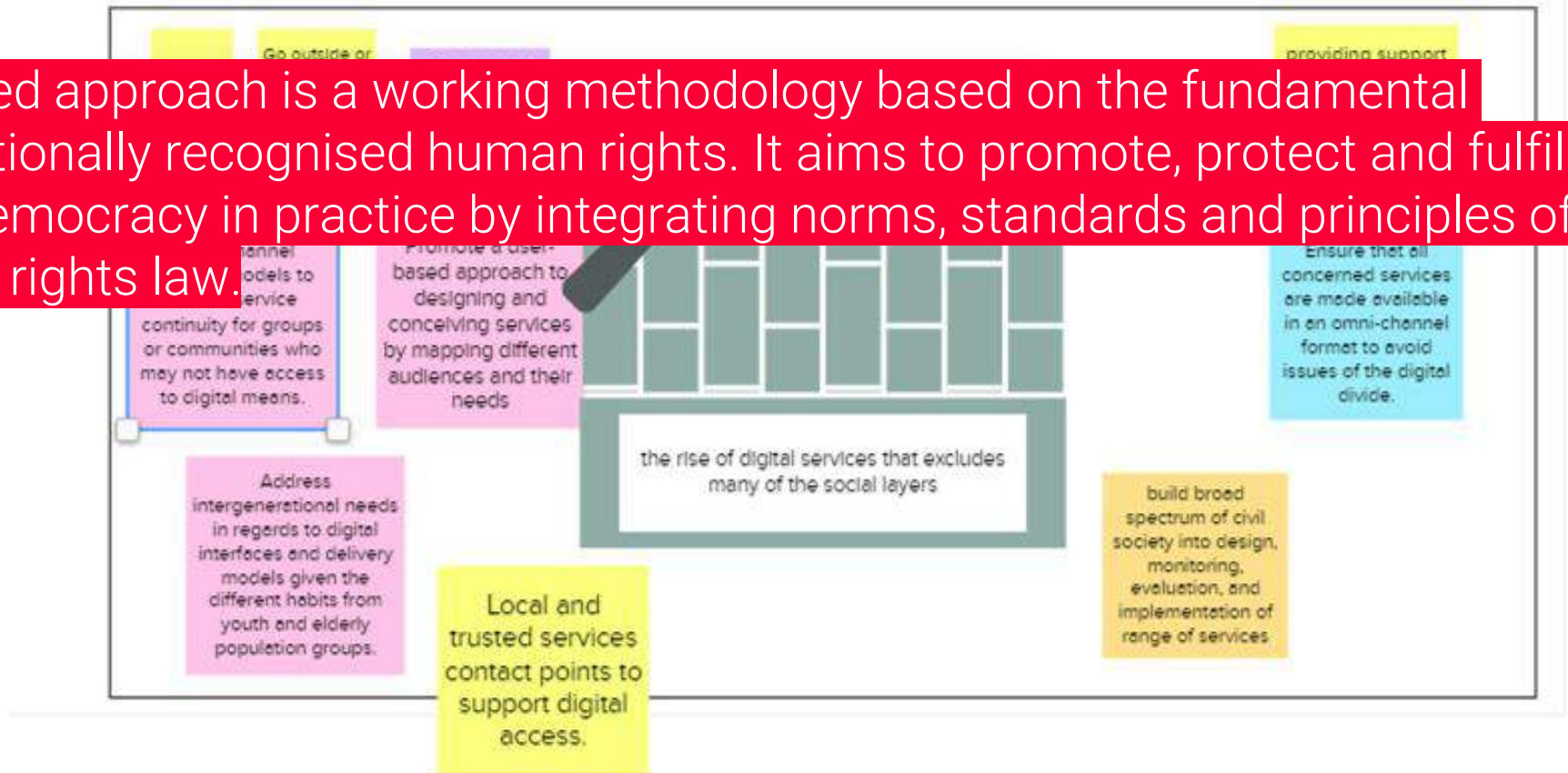
ON@18. Single access point that facilitate access and understanding of young people about digital public services that are more relevant at the coming of age, with a more appropriate language and with the development of performance support mechanisms (chatbot).

## SOBRE O ESPAÇO JOVEM CIDADÃO...

Aqui podes conhecer as tuas responsabilidades enquanto cidadão, esclarecer as tuas dúvidas e aceder, de forma simples e direta, aos serviços públicos que estão disponíveis online!

# Guiding principles for a human rights based approach on public services

A human rights-based approach is a working methodology based on the fundamental principles of internationally recognised human rights. It aims to promote, protect and fulfil human rights and democracy in practice by integrating norms, standards and principles of international human rights law.



# 9

## Guiding principles for a human rights-based approach in service design

A human rights-based approach highlights, as key elements, participation and responsibility, non-discrimination and human dignity, transparency and accountability, framed by a rule of law and aiming to provide public services that are available, accessible, inclusive and of high quality for all.

### 1

Promote citizens' participation at all stages of the process, particularly from the excluded or disadvantaged groups.

### 2

Designing, first and foremost, for the communities in vulnerable situations.

### 3

Analyse, in a systematic way, the expected and unforeseen consequences of service availability.

### 4

Value the process as much as the outcome.

### 5

Ensure privacy and citizens' personal data security.

### 6

Consider misuse cases as a serious problem to tackle.

### 7

Promote a continuous services monitoring and assessment.

### 8

Developing the right-holders and duty-bearers' capacities.

### 9

Ensuring transparency on obligations, responsibilities and rights regarding services.



## RESPONSE TO COVID-19

## Collaborative Work Plan In the Public

## Administration

Designed and implemented between March and May 2020

- Collaboration of 75 people from 27 entities
- Organized in 6 areas with 22 projects
- Executed by multidisciplinary project teams in remote work



## RESPONSE TO COVID-19

## Collaborative Work Plan In the Public

## Administration

- three editions of Collaborative Plans
- 45 projects developed,
- involving around 135 professionals and 55 entities.

# Ongoing projects



Observatory of  
Public Sector Innovation



**Civic Space Scan**

**AIK - Anticipatory Innovation Starter Kit**

**Digital Democracy**



# Experimental projects



Entrepreneur Desk



Online job portal



Citizen shop



InovX | Innovation index



Death and bereavement service



Electronic Official Journal



DGS | Participatory process for an organizational transformation



Land registration service



Education for citizenship



Public Expenditure Roadmap | Electronic invoice



Participatory approach to user-centred design | GNS

The transformation of Public Administration supports the role of the State in Portugal's socio-economic development

The permanent adaptation of the Public Administration to society has a positive impact on the lives of people, companies, civil society organizations and renews the legitimacy of the State and public institutions as central actors in a cohesive, prosperous and democratic society.



**Transform Programme**

# PROGRAMA TRANSFORMAR

PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO  
SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO  
PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO

The Programme is a LabX operating model, which articulates three closely linked areas of activity: **innovation in public services, administrative simplification and the participation of all people.**

# PROGRAMA TRANSFORMAR

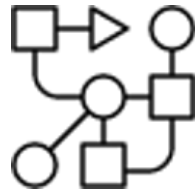
PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO  
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PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO INOVAÇÃO PARTICIPAÇÃO SIMPLIFICAÇÃO

## INNOVATION



Institute the continuous redesign of public services, finding innovative and efficient solutions so that they create effective value in view of the dynamic needs of citizens and society.

## SIMPLIFICATION



Permanently simplify administrative activities, allowing for new SIMPLEX Programs, with more ambitious, integrated, efficient, innovative and sustainable measures.

## PARTICIPATION



Bringing public administration closer to people, with innovative initiatives of openness, transparency and participation to drive the necessary changes.

# THANK YOU



**CENTRE  
FOR INNOVATION**  
IN THE PUBLIC SECTOR

**ama** ADMINISTRATIVE  
MODERNIZATION  
AGENCY

labx@labx.gov.pt  
[linkedin.com/company/labx-govpt/](https://www.linkedin.com/company/labx-govpt/)  
[facebook.com/labx.gov.pt](https://www.facebook.com/labx.gov.pt)  
@labx\_govpt

## **THEME 1 – Session 2**

**Dr Kamal SHAKHRAH**, Director General of the General Administration of Primary Health Care, Ministry of Health, Palestine\*



**STATE OF PALESTINE**  
**Ministry of health**

Primary health care

**Digital Transformation in  
Ministry of Health- Palestine**

**DR.Kamal Alshakhra**

**Assistant Deputy Minister For  
Public & Family Health**



2021-10-05

# Digital Transformation

Digital Transformation is one of the necessities for all Public and private institutions which believe in the importance of continuous development and improvement of the services they provide and in the ease of access for the beneficiaries. Digital transformation does not only mean using technology in the institutions, but it is also an inclusive program starting from the interior working methods up to providing the targeted public with services with an easy and fast way

Digital transformation could be defined as using communication and information technologies in public and private institutions to improve the institutional performance and services, operational efficiency and increasing productivity. This serves work continuity inside the institution in all its departments and its dealing with the public to improve the provided services with easier access to guarantee saving time and effort at the same time.

The primary health care is considered one of the important sectors in which digital transformation emerged during the pandemic.

Health services provider use data analysis for targeting the hotspots for Corona virus spread and improving the capacities of hospitals, medical and administrative staff

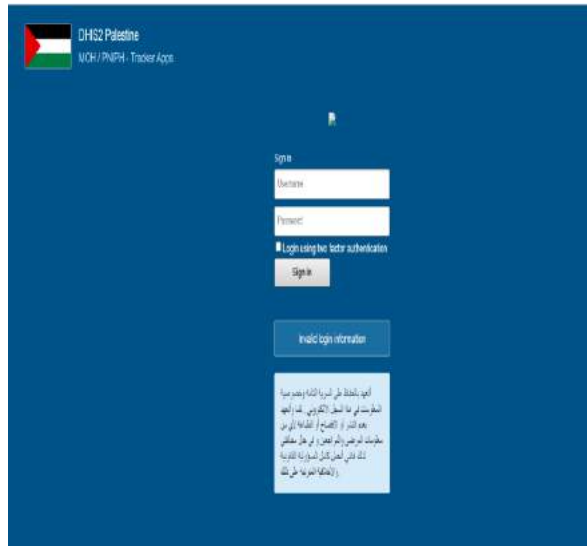


## Digital Transformation **Before** The Pandemic

- ❖ Due to the rapid development of technology in the world and technology has become one of the basics of work, Palestinian Ministry of Health has taken the initiative to work on computerizing a set of basic current programs:

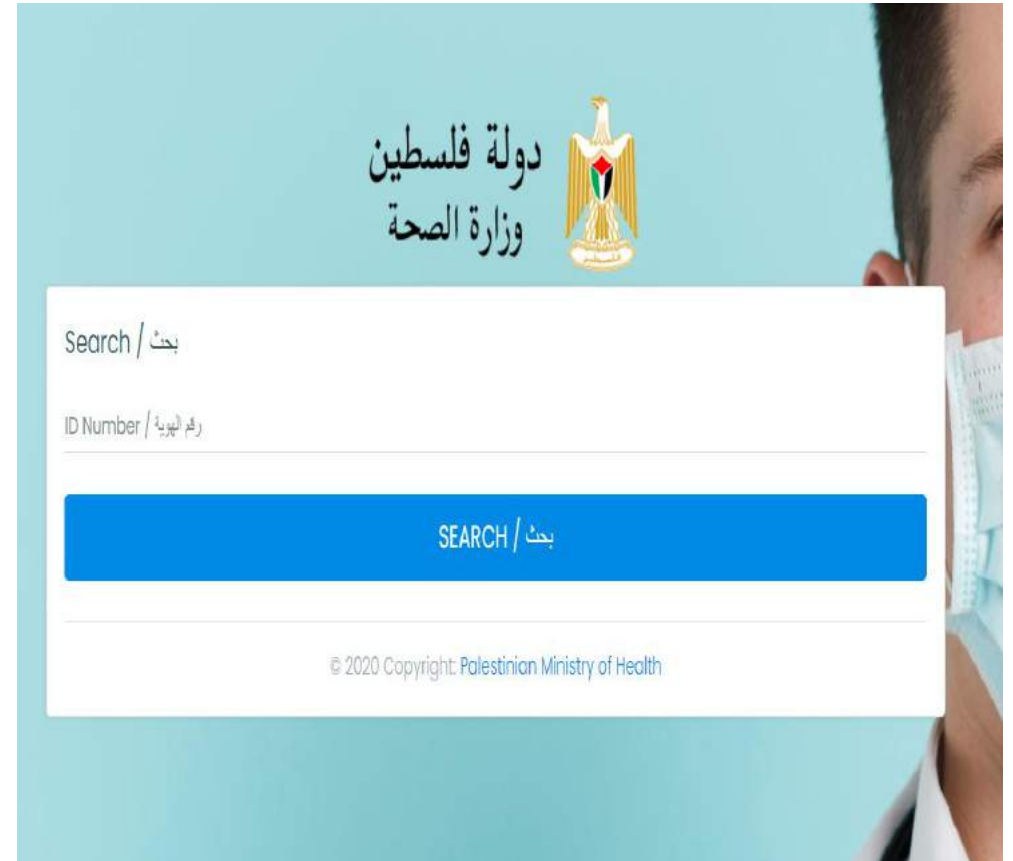
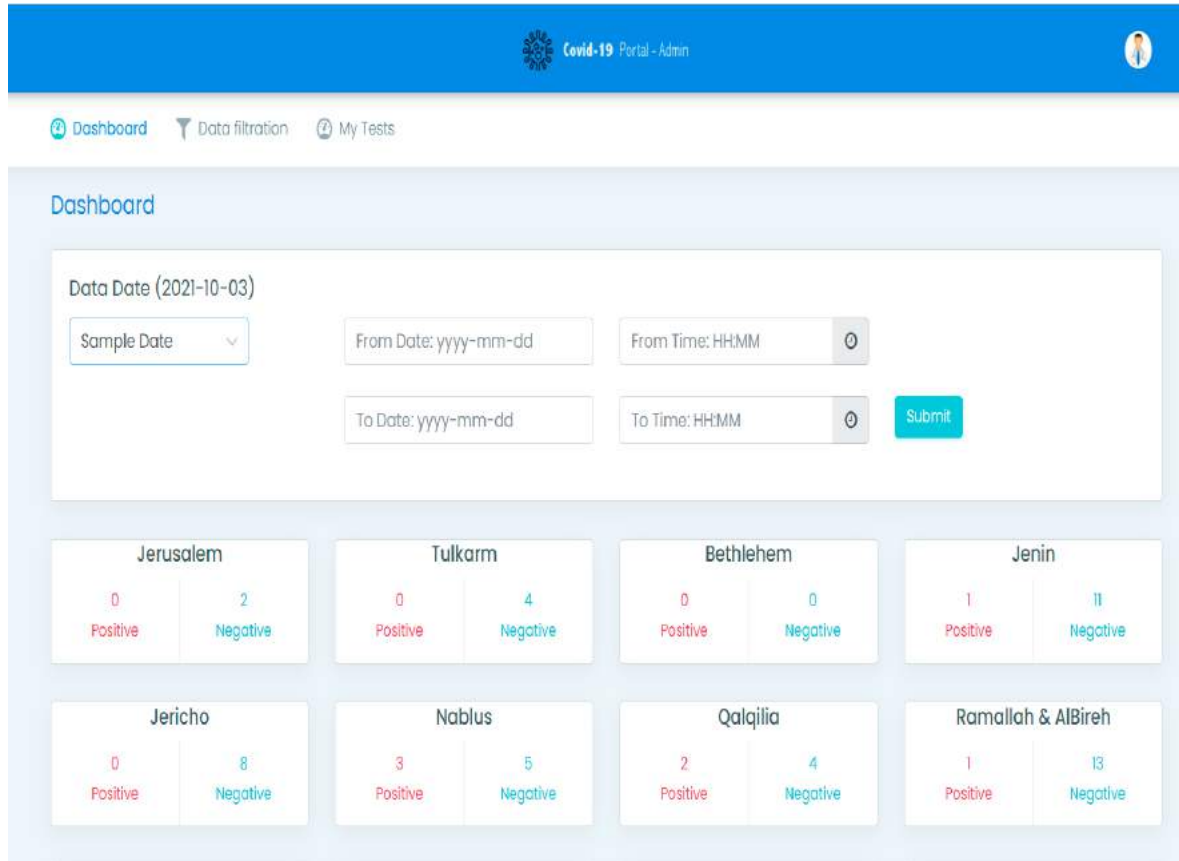
Computerizing HIS program, a comprehensive computerized program for all hospitals and some health directorates.

- ❑ Computerizing Mena Me program, a special program for employees, including vacations and departures.
- ❑ Computerizing HR program, a comprehensive program for employees transactions.
- ❑ Computerizing a program for the supreme Medical Committee, a program for dealing with patients transferred to the supreme Medical Committee.
- ❑ Computerizing the Central Warehouses program, a special program for all designations of the Palestinian Ministry of Health.
- ❑ Computerizing the Health Insurance program, a special insurance program for citizens.
- ❑ Computerizing of the Health Education program, a special e-learning program for Palestinian Ministry of Health employees.
- ❑ Computerizing of the Service purchase unit, a program for medical referrals for patients.
- ❑ Computerizing of the pharmacy program, which is a program for the general administration of pharmacy.
- ❑ Computerizing of some of the program covering health directorates and their affiliated clinics on the DHIS2 system:
  - Cause of Death
  - Health Education Activities
  - HR Pandemic (Mother and Child Health Program)
  - Mammogram
  - PKU & TSH (Children's Screening Program)
  - Dental Health
  - Notification form of Communicable diseases (Infectious Diseases Program)



❖ In light of the epidemiological developments of the Corona pandemic, the Palestinian Ministry of Health worked quickly to include technology within the work system to curb and reduce the Corona pandemic, by launching a set of computerized programs:

❑ **Computerizing Result program, which is a computerized program for examinations of citizens for the Corona virus. Link: <https://result.moh.ps/>**



## • **Computerizing “Amankom” Application**

- ‘Amankom’ application is a governmental application for Palestinian Ministry of Health that aims to limit the spread of Corona virus by registering those contacted an infected person and informing them when they met with an infected person.

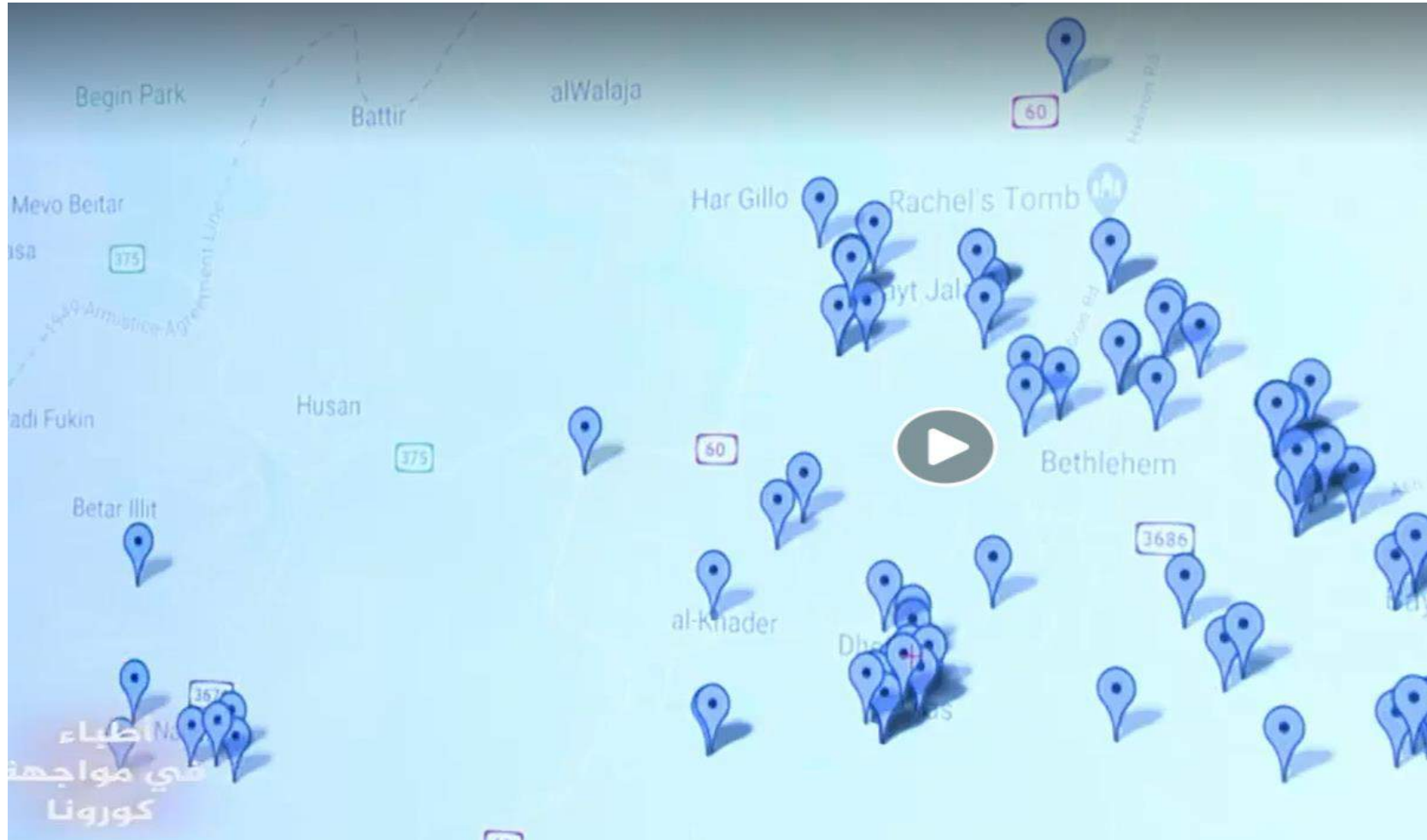
عشان تضل بالسليم .. حمل تطبيق امانكم لتتابع المخالطين

متجر جوجل: <https://bit.ly/2Iz5wd6>

متجر ابل: <https://apple.co/3niScsk>

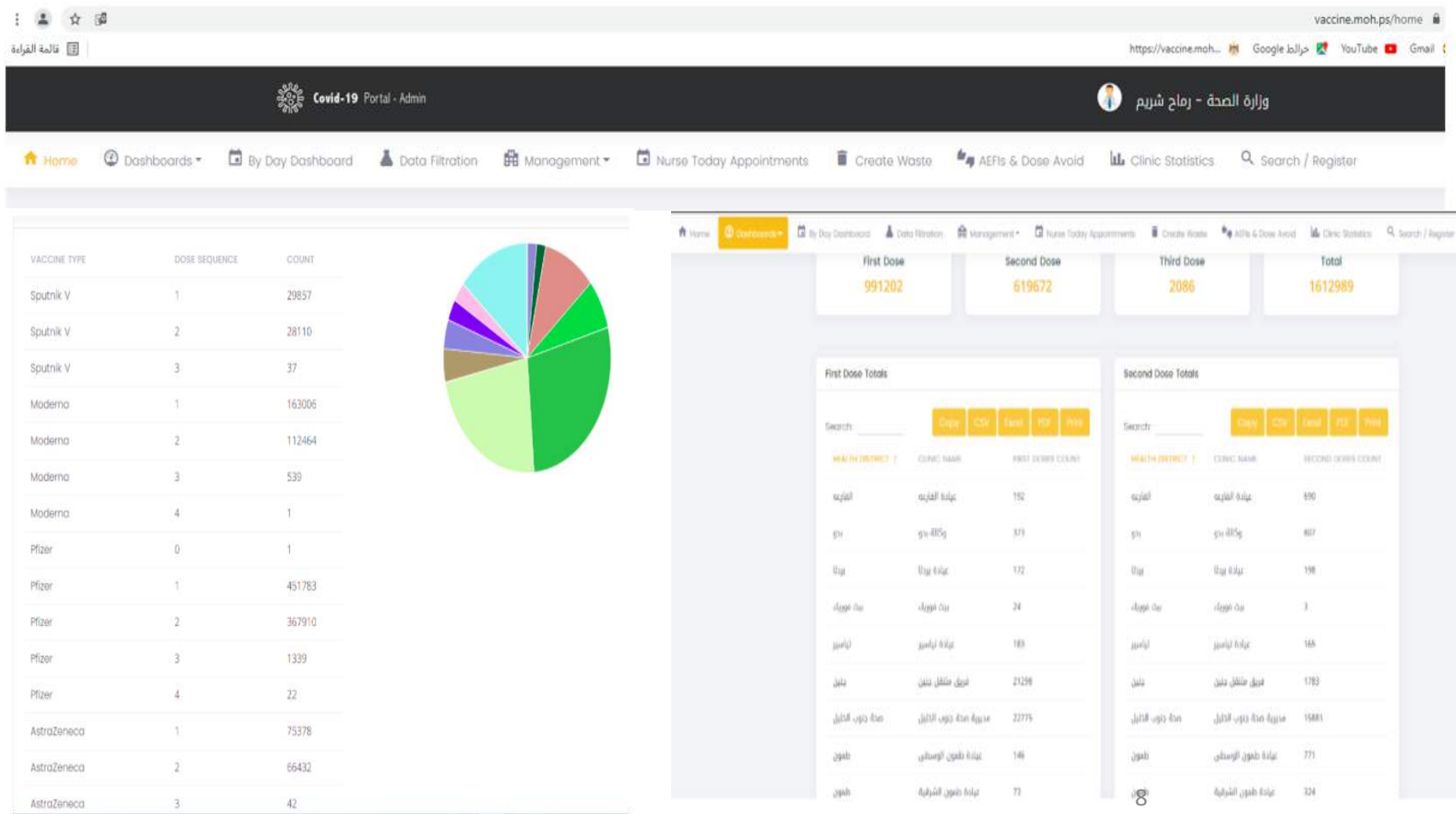


## ❑ Computerizing an Application to Follow Up with **Infected** People



# Computerizing "Vaccine" program, for Corona virus vaccinations.

Link : <https://vaccine.moh.ps/>



## ❑ Computerizing CORONAVIRUS - COVID19 Surveillance System

### COVID-19 Observatory e- Platform

- Displayed results and figures related to the Corona pandemic on Palestinian Ministry of Health's official website .
- Displays health maps of the Corona pandemic in Palestine.
- Figures are displayed according to the classifications, whether regions, gender, age groups .... etc.
- Displays graphs on the pandemic.
- Data is updated daily at 2 pm.
  
- The link below is the official website link:

<http://site.moh.ps/index/covid19/LanguageVersion/1/Language/en>

# COVID-19 Surveillance System

Not secure | http://site.moh.ps/index/covid19/LanguageVersion/1/Language/ar

دولة فلسطين  
وزارة الصحة

الصفحة الرئيسية | الوزارة | أنظمة وقوانين | الاصدارات | خارطة الخدمات | المكتب الاعلامي | اتصل بنا

English Version

## CORONAVIRUS - COVID19 Surveillance System

### المنصة الإلكترونية لم رصد كوفيد 19

تعدّ توفير بيانات مدينة القدس داخل الجدار حسب الاعمار والجنس بسبب منع الاجتياز.

آخر تحديث في: 2021-10-01 13:35:32

ملخص الوضع الفلسطيني لفيرس كورونا

ملخص الوضع الفلسطيني لفيرس كورونا

الحالات النشطة	حالات الوفاة	حالات التعافي	الحالات المؤكدة الكلية	فلسطين
25922	4388	405104	435414	المحافظات الشمالية بدون القدس
6122	2631	214764	223517	المحافظات الجنوبية
18559	1392	150243	170194	مدينة القدس
1006	268	29082	30356	محافظة القدس
235	97	11015	11347	خوارجي مدينة القدس

العلاوة العنقودية اليرمية المؤكدة في مدينة القدس داخل الجدار

الاصابات المؤكدة في مدينة القدس داخل الجدار

اصابات المؤكدة خارج مدينة القدس داخل الجدار

عدد الحالات الكلية المسجلة في التوقيت	الحالات المؤكدة الكلية	الحالات النشطة	حالات التعافي	حالات الوفاة
13358	10879	2052	427	

الفترة الزمنية	الحالات اليومية
شهر 03 - 2020	133
شهر 04 - 2020	211
شهر 05 - 2020	104
شهر 06 - 2020	1960
شهر 07 - 2020	9346
شهر 08 - 2020	10831
شهر 09 - 2020	14759
شهر 10 - 2020	13123
شهر 11 - 2020	31399

حالات الشفاء الكلية المسجلة	المجموع
214764	المحافظات الشمالية بدون القدس
150243	المحافظات الجنوبية
40097	محافظة القدس
405104	المجموع

حالات الشفاء اليومية المسجلة	المجموع
657	المحافظات الشمالية بدون القدس
1800	المحافظات الجنوبية
32	محافظة القدس
1989	المجموع

الحالات المؤكدة الجديدة	المجموع
244	المحافظات الشمالية بدون القدس
1065	المحافظات الجنوبية
31	محافظة القدس
1340	المجموع

حالات الوفاة (كلية) المسجلة في فلسطين	المجموع
2631	المحافظات الشمالية بدون القدس
1392	المحافظات الجنوبية
305	محافظة القدس
4388	المجموع



## ❑ Computerizing COVID-19 on DHIS2 system

- ❑ A computerized that covers all related data on infections, recoveries and deaths.

**CORONAVIRUS COVID-19 - Dashboard** MB

Search for a dashboard: **Clinical Information** Confirmed Cases Confirmed Cases(Event) Confirmed Cases(Event)(Names) COVID-19 Surveillance COVID-19 Surveillance (Death) COVID19 Map

Show more

### Clinical Information

Event\_Confirmed cases\_pregnant

Period	2020	2021	Total
COVID_Confirmed Lab Test Result	Positive	Positive	
Organisation unit / COVID_Confirmed Pregnancy	1	1	
Jerusalem	6	6	6
Jericho	1	1	1
Ramallah	37	37	37
Tubas	12	12	24
Salfit	3	3	6
Tulkarm	20	20	40
Nablus	106	106	212
Bethlehem	95	95	190
Qalqilya	45	45	90
Jenin	98	98	196
Hebron	335	335	670
<b>Total</b>	<b>758</b>	<b>758</b>	<b>1516</b>

### Pregnant women / Confirmed Cases by months

Data	October 2020	November 2020	December 2020	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	2020
Bethlehem	14	29	28	10	14	5	2	2						9
Hebron (Al Khalil)	4	15	20	4	25	103	4	4			4	3		14
Jenin	14	27	38	11	13	56	19	2	1	4	6	6		9
Jericho & Al Aghwar														
Jerusalem														
Nablus	18	29	27	3	3	7								10
North Hebron	7	10	18	3	8	33	6	1			1	8		5
Qalqilya	7	9	17	1	7	22	14	2			6	19		4
Ramallah & Al Bireh	2	4	3											3
Salfit		1			1	3	1							
South Hebron	7	18	31	8	23	51	4							10
Tubas	1	7	3		2									1
Tulkarm	1	10	4	1	4	4	1							2
Yatta						17	7							3
<b>Total</b>	<b>75</b>	<b>159</b>	<b>189</b>	<b>41</b>	<b>100</b>	<b>301</b>	<b>58</b>	<b>11</b>	<b>1</b>	<b>4</b>	<b>17</b>	<b>36</b>	<b></b>	<b>75</b>

11

## Digital Transformation's Developments **After** Corona Pandemic

Within Ministry of Health's efforts to implement the Family Practice program, an electronic information system for approved family health services has been developed within the set of Ministry of Health's services in primary health care. The most important are maternal and child health services, general and specialized clinics, chronic diseases, vaccination services for children, pharmacy and laboratory services. This comes as part of the efforts to build the electronic file for primary health care services beneficiaries in Palestine and link them to the provided services in hospitals.

# Challenges and Obstacles

- ❑ Providing the necessary equipment and staff to accomplish these digital transformations.
- ❑ Providing adapted technology to pandemic conditions as soon as possible.
- ❑ Resistance to change in general among workers or employees, due to:
  - some workers Ignorance' to technology.
  - Fear of change in general and a preference for routine work.
- ❑ Not all institutions were ready for digital transformation which required more effort from the ministry to prepare for this change.
- ❑ Internet Problems (the World Wide Web) in terms of not allowing the use of 4G in the Palestinian territories.

## The Importance of Digital Transformation In Palestinian Ministry of Health

- Reducing and saving effort, energy and costs as well to obtain better results with less effort and cost
- Organizing and improving operational efficiencies
- The speed of performing digital procedures is superior to procedures by traditional methods, and therefore these procedures will be easy and quick for the beneficiary and decision makers.
- Facilitating how officials monitor work progress and take appropriate decisions in a timely manner to correct any defect.
- Facilitating the linking process between different institutions and partners, which leads to reflecting a clear picture of the health reality, preventing repetition and contradiction.
- Working on real-time data analysis has a vital role in helping organizations enhance operational efficiency and drawing strong policies.



## **THEME 1 – Session 2**

**Mr Smail BOUKRIA**, Director of IT, Directorate General of Civil Service and Administrative Reform, Algeria

# الجمهورية الجزائرية الديمقراطية الشعبية

الوزير الأول

المديرية العامة للوظيفة العمومية والإصلاح الإداري

**Accélération de l'Algérie dans la voie de la transformation digitale à l'occasion de la pandémie du Covid-19**

***Smail BOUKRIA***

***Directeur de l'informatique à la DGFPA***

[sboukria@dgfp.gov.dz](mailto:sbukria@dgfp.gov.dz)

5, Oct 2021

# Sommaire

1. Introduction
2. Mesures prises
  - I. Nouvelles formes de communication
  - II. Constats
3. Numérisation, axe stratégique dans le plan d'action du gouvernement
4. Quelques exemples concrets
  1. Secteur de la poste et des télécommunications
    - I. Augmentation de débit internet, pour le même prix
    - II. Services en ligne (de bout en bout)
  2. Secteur de l'éducation nationale
    - I. Plateforme numérique des parents d'élèves
  3. Secteur de l'enseignement supérieur
    - I. Universités et enseignants face au covid19
    - II. Résumé de l'étude du CREAD
  4. Secteur de la santé
    1. Portail de la téléconsultations médicales
  5. Secteur de l'intérieur
    - I. les documents de l'Etat civil via une plateforme numérique
  6. Secteur de la justice
    - I. Accélération des chantiers de la modernisation
5. Le défi de réussir la transition numérique
  1. Nouveau secteur dédié à la numérisation
  2. Accélération du processus de numérisation
6. Conclusion



# INTRODUCTION

- **Aussi paradoxal que cela puisse paraître, les mesures de lutte contre la propagation du coronavirus prises en Algérie ont constitué, durant cette période difficile, un élément favorisant le processus de numérisation dans divers secteurs d'activité, ce qui a permis de manière substantielle, d'enregistrer des résultats très probants et une avancée très remarquables dans ce domaine.**

# Mesures prises

**En effet, de nouvelles formes de communication ont été adoptées depuis l'entrée en vigueur, du confinement sanitaire, accélérant, de ce fait, le processus de numérisation de l'administration et de plusieurs secteurs d'activité.**

## Nouvelles formes de communication

**C'est ainsi que, le télétravail et les visioconférences, via des plateformes numériques et applications novatrices, ont ainsi connu un essor considérable, difficilement envisageable avant la pandémie, la plupart des institutions et entreprises économiques n'y étant pas été préparées, de l'avis des spécialistes, dans le domaine des TIC.**

# Constats

*Dans le sillage de la pandémie du Covid-19, le scepticisme initial à l'égard des outils de communication et du travail à domicile s'est évaporé et ces techniques se sont ainsi démocratisées dans le pays. La crise sanitaire a eu, également, un effet accélérateur du processus de numérisation de la plupart des secteurs d'activités .*

## Numérisation, axe stratégique dans le plan d'action du gouvernement

*Cette crise sanitaire a, ainsi, hâté la mise en place de l'ambitieux plan d'action du gouvernement pour la mise en œuvre du programme du Président de la République qui préconise la numérisation tous azimuts des secteurs d'activités, soutenu par une stratégie à même d'encourager notamment les développeurs de plateformes et applications informatiques.*

## Quelques exemples concrets

***Toutes ces dispositions et mesures de numérisation ont eu pour conséquence la généralisation du télétravail et le recours à la visioconférence. Depuis, les réunions institutionnelles (Conseils des ministres, conseil du gouvernement) et événements (audiences dans les tribunaux et cours de justice) se déroulent pour la plupart à distance.***

## Quelques exemples concrets



## Quelques exemples concrets

***Au titre du secteur de la poste et des télécommunications***

***C'est à la faveur de ce programme qu'il y a eu, cette année, une baisse des prix de l'ADSL et une réorganisation du spectre national des fréquences et ce, dans le but de tirer davantage profit des réseaux internet fixe et mobile pour relancer la machine économique.***



# Augmentation de débit internet, pour le même prix

Anciennes Offres	Anciennes Tarifications	Nouvelles Offres	Nouveaux Tarifs
2 Mbps	1 600 Da	<b>4 Mbps</b>	<b>1 600 Da</b>
8 Mbps	2 599 Da	<b>10 Mbps</b>	<b>2 599 Da</b>
20 Mbps	4 999 Da	20 Mbps	<b>3 999 Da</b>

Source : Banque d'Algérie (30/09/2021)

**136 DA= 1\$**

# Services en ligne (de bout en bout)

The screenshot displays the homepage of the Algerian Post website (baridinet.poste.dz). The main navigation bar includes a back arrow, a forward arrow, a refresh icon, and the URL. On the right side of the bar, there are icons for a star (favorites), a gear (settings), and a red circle with a white 'S' (notifications).

The main content area features several service tiles:

- SERVICES en ligne**: A large yellow and blue graphic with the text "الخدمات عبر الإنترنت" (Online Services) in Arabic.
- TRACKING**: A blue graphic with a magnifying glass over a barcode, with the text "تتبع البعثات و الصناديق" (Track consignments and parcels) in Arabic below it.
- السحب اللدني بطاقة CARDLESS**: A graphic showing a smartphone and a card, with the text "اللدني بطاقة" (Cardless) in Arabic and "CARDLESS" in English.
- الذهبية**: A graphic of a gold credit card with the text "الذهبية" (Gold) in Arabic.
- COMMANDEZ VOTRE CARTE EDAHABIA**: A blue button with the text "COMMANDEZ VOTRE CARTE EDAHABIA" (Order your Edahabia card).
- DOWNLOAD**: A graphic of a document with a green arrow pointing down and the text "DOWNLOAD".
- RECHARGE MOBILE**: A graphic of a smartphone with the text "RECHARGE MOBILE" and "mobile" on the screen.
- مورد الجزائر ALGERIE POSTE**: A graphic of a postal receipt or form with the text "مورد الجزائر" (Post Office) and "ALGERIE POSTE" in Arabic and English.

## Quelques exemples concrets

### ***Au titre du secteur de l'éducation nationale.***

***La Pandémie a été un élément déclencheur favorisant le lancement de la chaine publique « El-Maârifa » au profit des élèves, la diffusion des cours du 3 trimestre de l'année 2020/2021 sur une chaine YouTube dédiée et enfin le déploiement d'une plateforme de paiement électronique destinée aux élèves des classe d'examens de fin de palier (primaire, moyen et secondaire). Cette plateforme contient également un espace dédié aux parents d'élèves leurs permettant de consulter les résultats et les différents activités de leurs enfants dans les établissements scolaires.***

# Plateforme numérique des parents d'élèves

← → ↻ 🔒 tharwa.education.gov.dz/login

الجمهورية الجزائرية الديمقراطية الشعبية  
وزارة التربية الوطنية

لويزة

البريد الإلكتروني ✉

كلمة المرور 🔒

تذكرني!

 أنا لست برنامج روبوت

تسجيل الدخول 🏠 تسجيل جديد 📧 إستعادة كلمة المرور

## Quelques exemples concrets

*Au titre des secteurs de l'enseignement sup. et la santé.*

*La Covid-19 a été également un facteur pour introduire, par exemple, le **téléenseignement** au niveau des universités et lancer les consultations médicales via des plateformes de **télé médecine**.*

# Quelques exemples concrets

The screenshot shows a web browser window displaying the USTHB website. The address bar shows 'usthb.dz/fr/page/467'. The page header includes navigation links for ENT, WebMail, Cours en ligne, BU, and CRSCITED. The main navigation menu includes UNIVERSITÉ, FORMATION, RECHERCHE, COOPÉRATION, DOSSIERS, and DOCUMENTATION. The page content is titled 'Téléenseignement et Enseignement à Distance' and includes a sidebar menu with links to Université, Formation, Recherche, Coopération, Dossiers, and Documentation. The main text describes the Centre des Ressources Informatiques and mentions a Moodle platform and a video conference room. It lists two sections: '1. Plate-forme d'enseignement à distance Moodle' and '2. La visioconférence', with a bulleted list of details for the video conference room.

← → ↻ 🔒 usthb.dz/fr/page/467 ☆ ⚙️ S

ENT WebMail Cours en ligne BU CRSCITED fr

UNIVERSITÉ FORMATION RECHERCHE COOPÉRATION DOSSIERS DOCUMENTATION

USTHB

Accueil / Téléenseignement et Enseignement à Distance

## Téléenseignement et Enseignement à Distance

Le Centre des Ressources Informatiques de l'Université des Sciences et de la Technologie Houari BOUMEDIENE dispose d'une plate-forme d'enseignement Moodle et d'une salle de visioconférence.

### 1. Plate-forme d'enseignement à distance Moodle

{{Moodle}} (Modular Object Oriented Learning Environment ) est une {{plate-forme d'apprentissage en ligne}}. La plate-forme d'Enseignement à Distance de l'USTHB ({{USTHB-EAD}}) offre aux enseignants des possibilités de prolonger l'enseignement présentiel en mettant à disposition des étudiants des ressources pédagogiques en ligne, ainsi que des outils de communication et d'évaluation. **L'accès à la plate-forme se fait par authentification (login et password messengerie).**

pour plus de détaille consulter: <https://elearning.usthb.dz/>

### 2. La visioconférence

- **Localisation**
- 1er étage -Centre des Ressources Informatique.
- **Fiche technique**
- Nombre places interactives :30
- Système de visioconférence : Tandberg 880 MXP

# Quelques exemples concrets

Bienvenue sur la plateforme E-learning de l'université M'hamed Bougara de Boumerdes

## Qu'est-ce qu'une plate forme E-Learning ?

Une plateforme pour la formation ouverte et à distance est un logiciel qui assiste la conduite des formations ouvertes et à distance.

Ce type de logiciel regroupe les outils nécessaires aux trois principaux utilisateurs - formateur, apprenant, administrateur - d'un dispositif qui a pour première finalité la consultation à distance de contenus pédagogiques, l'individualisation de l'apprentissage et le télé tutorat.

## La Plateforme E-Learning de L'UMBB

En vue d'améliorer les méthodes d'enseignement et en présentant les cours sous de nouvelles formes, le service télé-enseignement rattaché au Centre des Réseaux et Systèmes d'Information et de Communication propose aux aimables enseignants et étudiants de l'université M'Hamed Bougara de Boumerdès deux méthodes :

- Soit via les cours à distance.
- Soit par e-learning via une plate forme Moodle.

## Création d'un espace de travail dans Moodle

[Demande de création d'un espace cours sur la plate forme Moodle E-Learning](#)

### Calendrier

octobre 2021						
Di	Lu	Ma	Me	Je	Ve	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23

### Cours en ligne



Cours elearning



Cours à distance



Espace collaboratif

# *UNIVERSITÉS ET ENSEIGNANTS FACE AU COVID19*

## *L'ÉPREUVE DE L'ENSEIGNEMENT A DISTANCE EN ALGÉRIE*

Cette étude exploite les résultats d'une enquête par questionnaire en ligne, menée par une équipe de chercheurs du CREAD\* auprès de 2000 enseignants.

\* Le CREAD (Centre de Recherche en Economie Appliquée pour le Développement) est un établissement public à caractère scientifique et technologique (EPST) depuis 2003, placé sous la tutelle du ministère de l'enseignement supérieur et de la recherche scientifique (MESRS) et à vocation intersectorielle.



## Résumé de l'étude du CREAD

**Durant cette pandémie du Covid-19, l'université algérienne a dû affronter une situation inédite. L'enseignement à distance a été la seule alternative pour assurer la continuité pédagogique. Cet article livre une première image de l'état des lieux de l'enseignement à distance à travers l'expérience vécue par les enseignants. Cette recherche exploite les résultats d'une enquête par questionnaire en ligne, menée par une équipe de chercheurs du CREAD auprès de 2000 enseignants. Il en ressort que les conditions techniques et environnementales de travail des enseignants sont globalement acceptables. Ces derniers ont été en mesure d'assurer leurs cours en ligne même si, dans leur grande majorité, c'est la première fois qu'ils découvrent ce type d'enseignement.**

## Quelques exemples concrets

### **téléconsultations médicales**

**Covid-19/eTabib.dz : plus de 2.600**  
**téléconsultations médicales** depuis fin mars

[www.eTabib.dz](http://www.eTabib.dz)



We Care.

[Se connecter](#) [Magazine Santé](#)



Menu

# استشر طبييا في البيت في العيادة أو عن طريق الفيديو

Consultez Un Médecin à domicile au cabinet ou par Appel Vidéo



## Quelques exemples concrets

Lancée en Mars 2020 concomitamment avec le début de la pandémie COVID 19 en Algérie, **eTabib** est une plateforme de e-santé complète, elle propose aux citoyens des services innovants ; Téléconsultation en ligne par appel vidéo ; Dossier et parcours de santé numérisé en ligne, RDV en ligne.

Pour les professionnels, elle procure en plus des services suscités, un magasin d'applications médicales spécialisées- un service de Visioconférence en ligne- et une Marketplace pour le matériel médical . Cette plateforme est la première à avoir intégré les services monétiques en ligne (e-payment) dans le secteur de la santé.

elle a enregistré un flux de demandes de téléconsultations avec un pic durant le 2eme trimestre 2020 où plus de 10 000 sessions ont été enregistrées , avec au démarrage plus de 120 médecins inscrits dans le service .

## Quelques exemples concrets

***Au titre du secteur de l'intérieur et des collectivités locales.***

***Un autre pas a été franchi dans le processus de numérisation, de bout en bout, des documents administratifs et dans la lutte contre la bureaucratie en Algérie. Désormais, les documents de l'Etat civil (acte de naissance, acte de mariage, acte de décès) peuvent être retirés via une plateforme numérique dédiée à cet effet, ce qui constitue, une première dans le pays.***

# les documents de l'Etat civil via une plateforme numérique

Demander Acte de naissance - Google Chrome  
etatscivil.interieur.gov.dz/ActeNaissance/



الجمهورية الجزائرية الديمقراطية الشعبية  
وزارة الداخلية والجماعات المحلية والتهيئة العمرانية

إدارة في تصويت دائم

### Acte de naissance النسخة الرقمية لشهادة الميلاد

تسجيل لطلب

**تحديث هوية الضالِب**

رقم بطاقة التعريف أو جواز سفر أو رخصة القيادة البيومترية *	تأكيد البريد الإلكتروني *	تاريخ الميلاد *	رقم هوية الضالِب	الرقم التعريفي قومي *
CNI/ Passeport/ Permis de conduire et Biométrie	example@example.com	المعنى	Numero Identification National (NIN)	0000000000

**الرجاء ملء الفراغ أعلاه**

تأكيد البريد الإلكتروني *	البريد الإلكتروني *	الهاتف لثقال	الرجاء ملء الفراغ أعلاه	البريد الإلكتروني *
example@example.com	example@example.com	TÉlphone mobile		example@example.com


**معلومات صاحب الشهادة**

الإسم باللاتينية *	الإسم *	اللقب باللاتينية *	رقم هوية الضالِب	تاريخ الميلاد *
Prénom	----- إختار ولادياً -----	Nom	المفترض	----- إختار ولادياً -----
				0000-00-00

رقم حق الميلاد *	تاريخ الميلاد *
N° acte de naissance	----- إختار ولادياً -----



الحالة المدنية من بيتك  
الهوية البيومترية



Numero document biométrique  
Numero d'Identification National

## Quelques exemples concrets

*Le secteur de la Justice n'est pas en reste, compte tenu des nombreux chantiers ouverts tels que la numérisation du dossier judiciaire, la concrétisation de la notification électronique des documents judiciaires, le lancement du parquet électronique et l'introduction des plaintes et requêtes à distance.*

# Accélération des chantiers de la modernisation

Retrait à distance  
du casier judiciaire



dates des epre...

BILAN DES REALISATIONS AU TITRE DE LA MISE EN ŒUVRE DU PLAN D'ACT...

Vers la dématérialisation des procédures en matière civile au niv...

Nouveau : Lancement officiel du service de demande et de retrait ...

Le bilan des activités prévues au titre de mise en œuvre du progr...

Nouveau : Lancement de

Nouveau : Lancement officiel du service de demande et de retrait à distance de la version électronique du casier judiciaire (Bulletin n° 3) sans ou avec condamnations

Lire la suite

## Communiqués

28 juillet 2020



Nouveau : Lancement de la plateforme : Parquet électronique "e-nyaba"



Le parquet  
électronique  
e-nyaba

Dans le cadre de la poursuite du développement et de l'amélioration de la qualité des services rendus aux citoyens et



# **Le défi de réussir la transition numérique**

## Nouveau secteur dédié à la numérisation

*Dans le prolongement de ces mesures pratiques, un ministère dédié exclusivement à la numérisation et aux statistiques a été créé dans le but, notamment, de "rattraper les retards" enregistrés dans ce processus de numérisation et relever les défis économiques et technologiques.*

*La transition numérique s'applique ainsi à plusieurs niveaux, dont la numérisation de l'administration centrale et la dématérialisation des différentes prestations publiques.*

## Accélération du processus de numérisation

*Dans ce sens, le secteur du Commerce a lancé plusieurs projets tels que le système informatique pour le contrôle des marchandises importées, alors que celui de la Finance a lancé un système informatique permettant aux contribuables de s'acquitter de leurs obligations fiscales à distance, baptisé « **Jibaya'tic** »*

## Conclusion

***A travers toutes ces actions, le gouvernement aspire à réussir la transition numérique à la faveur d'une stratégie structurée, inclusive et systémique.***

***En ce sens, l'année 2021 s'annonce comme étant le point de départ pour asseoir une économie numérique, adossée à un système d'information gouvernemental d'aide à la décision.***



***Merci pour tous***

## **THEME 1 – Session 2**

**Mr Ahmed ELKHATEEB**, Director of the Technical Office of the Deputy Minister of Communications and Information Technology for Institutional Development, Egypt and **Ms Laura DOSPINESCU**, Institutional Development Consultant, Ministry of Communications and Information Technology (MCIT), Egypt

# ICT: A TOOL FOR IMPROVING PUBLIC SERVICES AND REDEFINING THE VALUE PROPOSITION TO CITIZENS

*A LOOK BEFORE, DURING AND AFTER COVID*

BY LAURA DOSPINESCU, AHMED ELKHATHEEB

CAIRO, EGYPT

5<sup>TH</sup> OCTOBER 2021

# AGENDA

1. Introduction: ICT strategy to improve public services
2. Egypt: Overview ICT Scene before & during COVID
3. Egypt's performance during COVID
4. Egypt's reactions during COVID
5. National Transformation through ICT & Future Themes
6. Digital Egypt impact on public services





# Introduction

# OVERVIEW ICT STRATEGY

Under the **ICT 2030 strategy**, the Egyptian government is undertaking a series of **investments, capacity building and training programs, digital government services reforms, and infrastructure upgrades.**

Under the strategy new initiatives have been launched to maximize the contribution of the ICT sector to Egypt's economic growth by focusing on **capacity building, enhancing electronics design and manufacturing, innovation and entrepreneurship, digital transformation of core government services, moving towards a digital economy** and achieving overall national **sustainable competitive advantage.**

# OVERVIEW OF INSTITUTIONAL POLICIES

Most important policies focus on:

Capabilities and Human Development

Social Institutions and Social Competencies

- **Human development and improving citizen's quality of life**
- The **development** of enhanced **organizational structures, administrative and institutional capacities**
- Strengthening **communication** and **coordination** mechanisms between the **authorities of the state**
- Clarification of **roles, responsibilities** and **mandates** (both within entities within the same sector, and within those of different sectors)

# DEVELOPMENT PROJECTS: *HIGHLIGHTS*

- ✓ **Decreasing inequality**
- ✓ **Investing in Human Capital**
- ✓ **Education**
- ✓ **Infrastructure development**
- ✓ **Women empowerment**
- ✓ **Relieving urban pressures**
- ✓ **Health**
- ✓ **Climate**
- ✓ **Gaining competitive advantage**
- ✓ **Housing**
- ✓ **Government efficiency**

- **Decent Life**

- **The New Administrative Capital**
- **Knowledge City**
- **The Upper Egypt Local Development Program for Results**
- **The Household Gas Connections Program**
- **The Sustainable Rural Sanitation Program**
- **The Inclusive Housing Finance Program-for-Results**
- **Transforming Egypt's Healthcare System Program via Universal Healthcare Coverage**
- **Catalyzing Entrepreneurship for Job Creation Project**
- **The Egyptian National Railways Restructuring Project**
- **Railway Improvement and Safety for Egypt**
- **Greater Cairo Air Pollution and Climate Change**

# EGYPT: INNOVATION

According to the **Global Innovation Index 2021** Egypt jumps two positions in the global ranking to **94** ( vs. 96 in 2020).

## 1. Most notable scores improvements in:

- **Infrastructure** (+7 positions to 92)

Improvements in **ICT access, use** and availability of **government services online**

- **Government effectiveness** (+11 positions to 95 in 2021)

## 2. Other improvements in **human capital and research, institutions, creative outputs**

## 3. Challenges in:

**Online e-participation, knowledge and technology outputs, business sophistication**

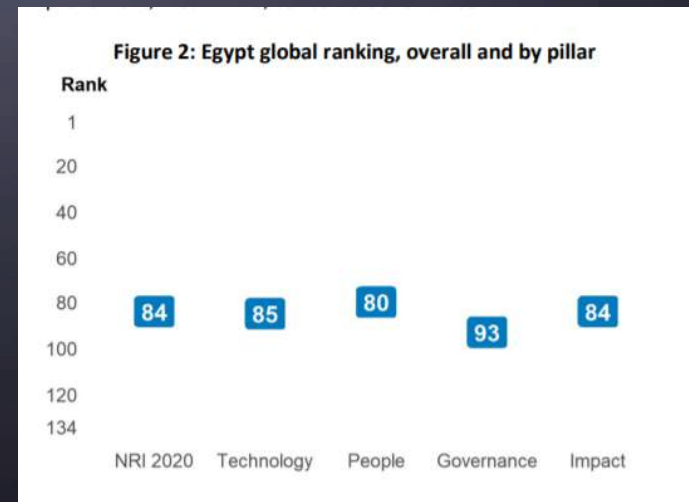
# EGYPT: OTHER ICT RELATED RANKINGS IN 2020

Egypt has advanced 55 places on the **Government AI Readiness Index** in 2020, ranking **56th** among 172 countries.

Amr Talaat, Minister of Communications and Information Technology: “AI is one of the most important priorities for the Egyptian government at the present time.”

Egypt moves up 54 positions to occupy the **41st ranking** on the **ITU-ICT regulatory tracker** of 2020 (vs. being 95 in 2019). Egypt’s NTRA is ranked number 2 in Africa reinforcing Egypt’s leadership in telecommunication regulation at the international and regional levels.

Egypt ranks **84th** out of the 134 economies included in the Network Readiness Index 2020 . Its main strength relates to **People**. The greatest scope for improvement concerns the governance. (Source: Portulans Institute)



# Egypt: ICT Industry

# OVERVIEW OF EGYPT'S ICT INDUSTRY

The ICT industry in Egypt is managed by the Ministry of Communications and Information Technology (MCIT) which oversees the following organizations:

**Total investments in the ICT sector increased by 35% in 2019/2020 and reached \$3.5 billion.**

**Average internet speed quadrupled from 6.6 Mbps in Feb 2019 to 32.77 Mbps in February 2021.**

- National Telecom Regulatory Authority – NTRA
- IT Industry Development Agency – ITIDA
- The Technology Innovation and Entrepreneurship Center – TIEC
- Information Technology Institute – ITI
- National Telecommunication Institute – NTI
- Egypt Post
- Center for Documentation of Cultural and Natural Heritage – CULTNAT
- Smart Villages
- Silicon Waha
- Technology Development Fund



# ICT SECTOR INFRASTRUCTURE INDICATORS

## Internet Penetration 57.3%

1. **Mobile subscribers** reached 98.60 million in April - June 2021, compared to 96.58 million in April - June 2020, representing an annual change rate of **2.08%**.
2. **Mobile penetration** reached 95.96 % in April - June 2021, compared to 95.73% in April - June 2020, representing an annual change rate of **0.23%**.
3. **ADSL subscribers** increased to 9.50 million in April - June 2021, compared to 7.99 million in April - June 2020, representing an annual change rate of **18.9%**

Proportion of households owning computers in **urban areas: 73.9%**

Proportion of households owning computers in **rural areas: 55.8%**

The proportion of **males** using internet reached **61.5%**

The proportion of **females** using the internet reached **53%**

# ATTRACTING LOCAL AND FOREIGN INVESTMENT IN THE ICT SECTOR

## Four-fold approach

- 1. Sponsoring emerging companies** through the development of Egypt's **digital innovation centers** in governorates
  - including business **accelerators** and **incubators**
  - implementing **entrepreneurship training programs**
  - **innovation competitions**
- 2. The development of small and medium companies** through
  - Incentives to support digital exports
  - Implementation of “Our Digital Opportunity” initiative
- 3. Attracting foreign investments** by providing incentives to the data center industry , electronics industry etc.
- 4. Maximize digital exports:** “Future Work is Digital” initiative

# Egypt: Performance During COVID

# OVERVIEW OF THE ICT INDUSTRY DURING COVID

The emergence of the COVID pandemic contributed to **highlighting** the **importance** of digital transformation and also led to the **intensification** of the state's efforts to implement **digital transformation**.

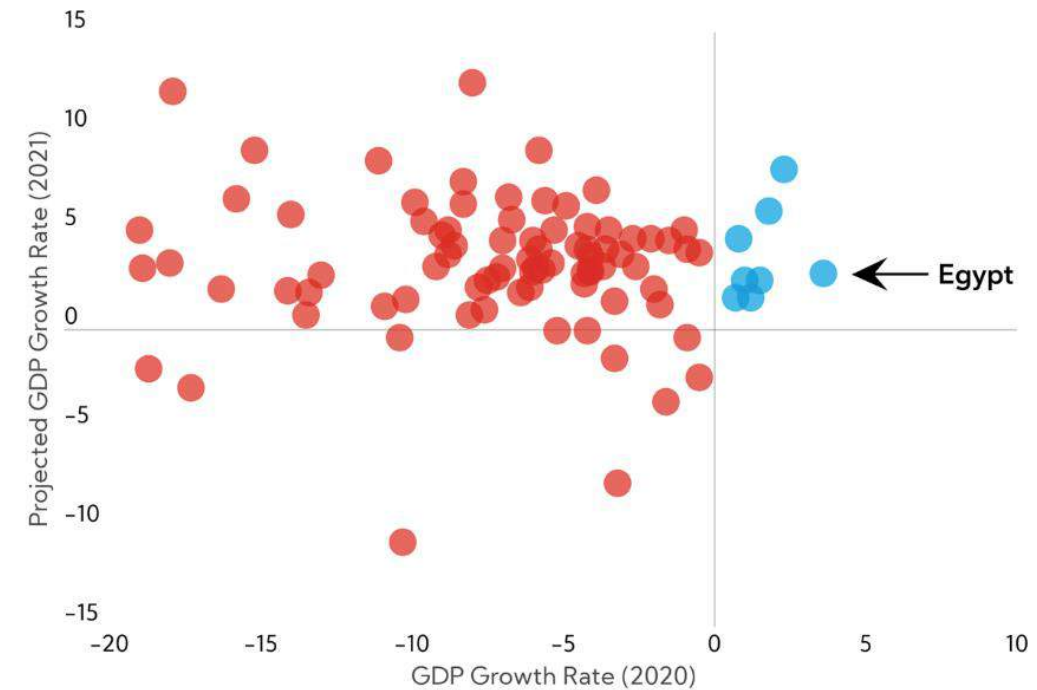
- ICT resources **consumption** increased at **unprecedented highs** during COVID
- Telecom Egypt **increased internet bundle quotas by 20%** temporarily to accommodate e-learning, remote work at no extra charge for consumers with support from a **government subsidy**
- ICT sector was the country's highest growing sector during the COVID pandemic with a growth rate of **15.2%** in 2020
- The total income of IT services in 2020 was **\$4.1 billion**
- The sector's total contribution to the GDP was **4.4%** in 2019/2020 (increasing from 3.5% and 4% in 2017/2018/2019)

# EGYPT DURING COVID

Egypt was one of the few emerging market countries that experienced a **positive growth** rate in 2020. As a result of the government's swift and prudent **policy response**, coupled with **IMF support**, the Egyptian economy showed resilience in the face of the pandemic. (IMF, July 2021)

## Positive growth

Egypt is among the few emerging markets that maintained positive GDP growth in 2019-20 and 2020-21.  
(in percent)



Source: IMF World Economic Outlook.

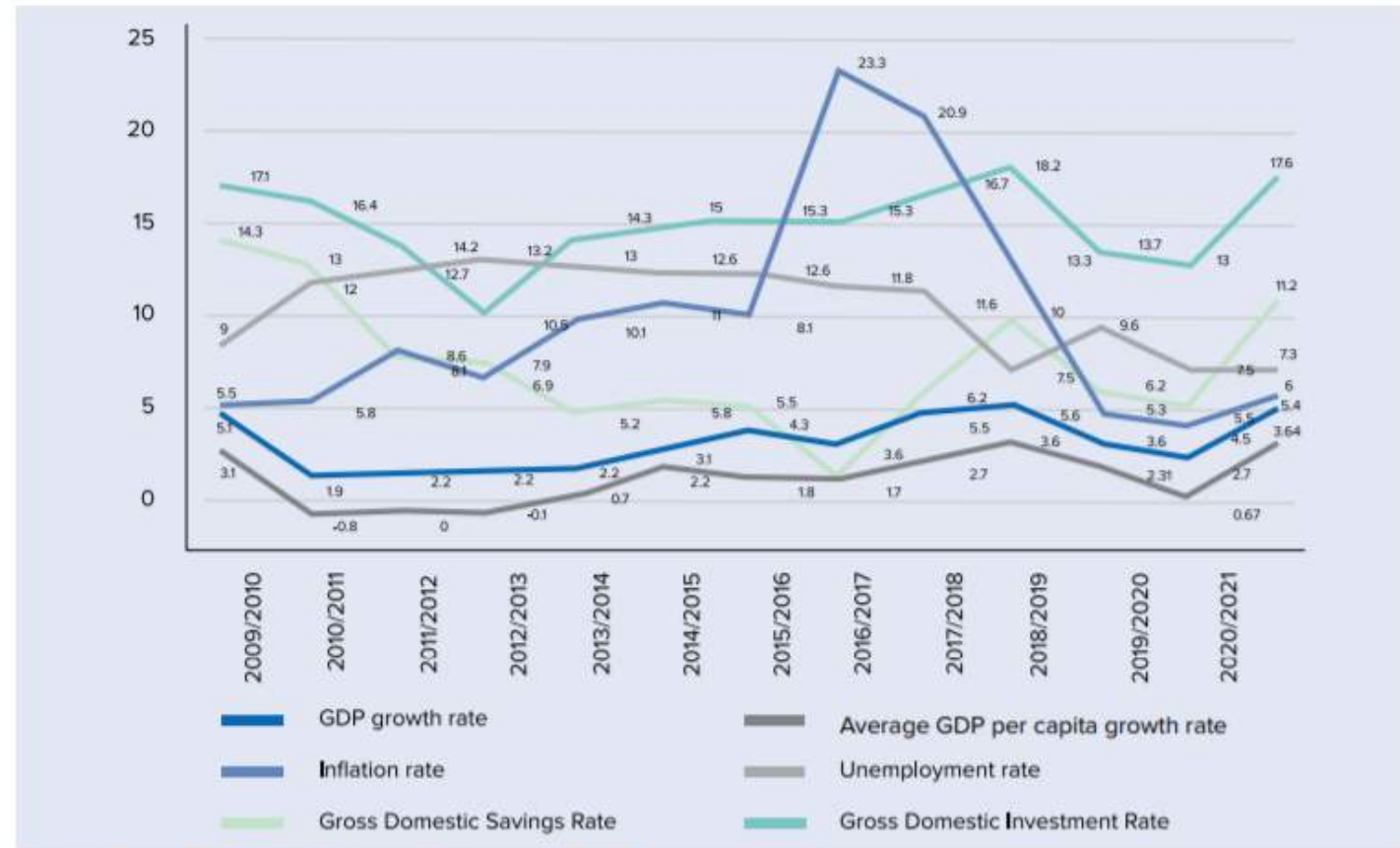
IMF

# EGYPT DURING COVID

The GDP target growth rate for FY 2019/2020 was lowered from the 6% forecasted to an achieved growth rate of 3.6%

The GDP growth rate for FY 2020/2021 was 5.4%

Figure 2.1 Key economic indicators, 2009/2010 to 2020/2021 (%)



Source: Ministry of Planning and Economic Development (2021).



# EGYPT'S PREPAREDNESS FOR THE COVID

In general, Egypt was assessed to be at a **medium level of preparedness.**

## 1. Human development:

- Equality indicators ranks **medium-to-low**

## 2. Health:

- Indicators of **preparedness** within the health system are at a **medium/average** level.
- Indicators of **nurses** and the amount of **health spending** ranks at a **medium/low** level.

## 3. Connectivity:

- Egypt scored better on the **connectivity component** being at **medium/high**
- A high level of mobile phone subscriptions and a high level/close to average of broadband subscriptions

Table 1.16  
Countries' Preparedness to Respond to COVID-19\*

Country	Human development			Health system				Connectivity	
	HDI (value, 2018)	Inequality adjusted HDI (value, 2018)	Inequality index - HDI (percentage - (2018)	Doctors per 10,000 people (2018-2010)	Nurses and midwives per 10,000 people (2018-2010)	Hospital beds per 10,000 people (2018-2010)	Health expenditure (percentage) of GDP - (2016)	Mobile phone subscriptions per 100 people (2018-2017)	Fixed broadband subscriptions per 100 people (2018-2017)
Algeria	0.759	0.604	20.4	18.3	22	19	6.6	121.9	7.3
Tunisia	0.739	0.585	20.8	12.7	26	23	7.0	127.7	8.8
Lebanon	0.730	-	-	22.7	26	29	8.0	64.5	0.1
Jordan	0.723	0.617	14.7	23.4	34	14	5.5	87.6	4
Philippines	0.712	0.582	18.2	12.8	2	10	4.4	110.1	3.7
Moldova	0.711	0.638	10.4	32	45	58	9.0	88	15.4
Turkmeni- stan	0.710	0.578	18.5	22.2	46	74	6.6	162.9	0.1
Uzbekistan	0.710	-	-	23.7	121	40	6.3	75.9	12.7
Libya	0.708	-	-	21.6	67	37	-	91.5	4.8
Indonesia	0.707	0.583	17.5	3.8	21	12	3.1	119.8	3.3
Samoa	0.707	-	-	3.4	19	-	5.5	63.6	0.9
South Africa	0.705	0.463	34.4	9.1	35	-	8.1	153.2	1.9
Bolivia	0.703	0.533	24.2	16.1	7	11	6.9	100.8	4.4
Gabon	0.702	0.544	22.5	3.6	26	63	3.1	138.3	1.4
Egypt	0.700	0.492	29.7	7.9	14	16	4.6	95.3	6.7
Morocco	0.676	-	-	7.3	11	11	5.8	124.2	4.3
India	0.647	0.538	16.9	7.8	21	7	3.7	86.9	1.3
Kenya	0.579	0.426	26.3	2	15	14	4.5	96.3	0.7
Pakistan	0.560	0.386	31.1	9.8	5	6	2.8	72.6	0.9

Readiness Level: Low (dark red) to High (dark green)

Source: UNDP (2020a). COVID-19 and Human Development. Global Preparedness and Vulnerabilities Dashboard \*The countries in this table have been selected from the 10 that precede Egypt in the Human Development Report 2020, as well as some non-oil-exporting Middle Eastern and North African countries, and other middle-income countries

# KEY FACTORS FOR SUCCESS

Egypt is one of the Middle East's **most powerful transformation** stories (WEF, June 2020)

In 2016, Egypt embarked upon a bold **sustainable development strategy** called **Vision 2030** targeting three dimensions: **social**, **economic** and **environmental**.  
As a result, during 2016-2019, Egypt implemented a series of **national economic** and **social reforms** to achieve **macroeconomic stability**.



In alignment with **Egypt Vision 2030**, and **Egypt's digital transformation strategy**, the Ministry of Communications and Information Technology (MCIT) has embarked on building **Digital Egypt** since 2019.  
The COVID accelerated the digital transformation efforts



In 2020, during the COVID situation, the **Egyptian Government responded swiftly** with a comprehensive support plan to tackle the pandemic while maintaining its economic stability (UNDP, Egypt Human Development Report 2021)  
Also, Egypt collaborated with WHO **preparing for the crisis** since January 2020.

**Long Term Sustainable Development Strategy &**

**Prior Efforts** *Human-centric approach*

**Ongoing National Digital Transformation**

**Plan**

*Leveraging ICT Resources*

**Decisive, Rapid, Sound Crisis Management**



# Egypt 's reactions during COVID

# EGYPTIAN REACTIONS DURING COVID

Blended approach of **monetary** and **fiscal policies** to support specific sectors, especially **social protection** and **health**, **public services digitization**, **regulations** designed to **limit** the spread of the **virus**, further **social** and **industry measures**.

## Highlights

### Crisis management

- Online portal through the **Crisis Management Unit** within the **Cabinet's Information and Decision Support Center**, which publishes and communicates a wide array of COVID related information to the public through various media channels.
- 24-hour **hotline** and a smartphone application to enable general access to resources and information on COVID
- H.E. President AbdelFattah ElSisi allocated **100 billion EGP** to fight **COVID**
- The Ministry of Workforce has allocated EGP 50 million (USD 2.9 million) for **irregular workers**, including **women, PWDs**, who lost their job due to the coronavirus.
- Expansion of the Takaful and Karama **social protection programs** to an additional 100,000 households, where women already represent 88% of the programs beneficiaries
- The government also introduced a **six-month extension for credit repayments** targeting all individuals and businesses, requesting cancellation of the ATM withdrawal fees as well

### Social safety net

### Health

- An extra EGP 3.8 billion was allocated to meet urgent needs and provide supplies for the **Health sector**
- Immediate allocation of **EGP 1 billion for the Ministry of Doctors** and all **medical personnel**

# EGYPTIAN POLICIES AND DECISIONS DURING COVID

1. **Monetary policy reactions**
2. **Fiscal policy reactions**
3. **Social measures**
4. **Industry specific measures**
5. **Digitization of government services**

## Monetary Policies

Mainly expansionary monetary policies:

- The **interest rate** was **reduced** by 300 basis points, bringing the credit and discount rate to 9.75% to support economic activity.
- **Fees** on **electronic transactions** have been **lifted** for six months to encourage people to rely on electronic payment methods and bank transfers instead of using cash.
- **Limits** on cash **withdrawals** and **deposits** to avoid overcrowding

# EGYPTIAN POLICIES AND DECISIONS DURING COVID

## Fiscal Policies

Various **expansionary tax policies**:

- Allocated EGP 20 billion for investment in the **stock exchange** out of the total financial stimulus program of EGP 100 billion
- The service fees for **stock exchange operations** were reduced by 20%.
- The decision to specify brokerage commissions and fees for listing securities and stock exchange operations was amended to reduce service fees by 17%.
- Clearing and settlement services for **shares, bonds,** and other **debt instruments** were also reduced by 20%.
- The **stamp tax** and **tax on dividends** were reduced by 50% to 5% on companies listed on the Exchange.
- Postponing the payment of the **real estate tax** due on factories and tourist facilities for a period of three months, and allowing them to pay it in monthly installments for previous periods for a period of six months.
- Foreigners were completely exempted from **capital gain taxes**, which were **postponed for residents** until the beginning of 2022.
- The **tax exemption limit** was increased from EGP 8,000 to EGP 15,000, and the income tax segments were reduced.
- The **deadlines** for **submitting tax returns** and the **deadlines** for **paying** all or part of the tax due have been **extended** in accordance with the provisions of the Income Tax Law and/or the Value Added Tax Law \*conditions apply

# EGYPTIAN POLICIES AND DECISIONS DURING COVID



## Social Measures

- Health and safety measures implemented, borders closed March-June 2020
- A total of EGP 50 billion was allocated to support the **tourism** and **hotel sector**
- Approximately EGP 30 billion allocated to **support poor families**
- Additional financial allocations of about EGP 5.1 billion were provided during the fiscal year 2019/2020 to support the **health sector** in its various tracks across the country and the COVID context
- Increasing **remuneration** for **internship doctors** in university hospitals of the Ministry of Higher Education and Scientific Research, and Al-Azhar University hospitals
- An additional EGP 5 billion was made available to the **Ministry of Supply and Internal Trade** during the fiscal year 2019/2020 to manage the additional needs arising with the crisis
- Government investments were increased by an additional EGP 10 billion during the fiscal year 2019/2020 in a way that contributes to **preserving employment**, and paying the dues of contractors and suppliers, while improving the level of services provided to citizens.

## Industry Specific Measures

- **Reducing the price of natural gas** for industry to \$4.5 per million thermal units
- **Reducing electricity prices** for industry for ultra-high, high and medium voltage by 10 piasters, and stabilizing electricity prices for other industrial uses for the next 3 to 5 years.
- Providing **EGP 1 billion** to **exporters** during the months of March and April 2020 to pay part of their dues, according to the agreed mechanisms (the investment and cash payment initiative announced to exporters)

# EGYPTIAN POLICIES AND DECISIONS DURING COVID

<https://digital.gov.eg/>



تفعيل تجريبى - نسعد بتلقى استفساراتكم وملاحظاتكم  
تنبيه هام ، لا يوجد حاليا اضافة مواليد ، يمكنك فقط اضافة الجبناء للاسرة الجول بالرعاية وذلك اذا كان راتبك اقل من ٢٤٠٠ جنيه او معاشك اقل من ١٥٠ ولا يزيد إجمالي افراد الطائفة عن اربع افراد .

أريد المساعدة

القائمة الرئيسية دخول حسابي مصر الرقمية

لاستخدام البوابة والاستمتاع بخدماتها المختلفة تحتاج لإنشاء حساب

إنشاء حساب جديد

معاملاتك الحكومية من مكان واحد  
وثق وقتك واستفد من خدمات مصر الرقمية فى دقائق معدودة

جميع الخدمات

الخدمات الحكومية

الأحوال المدنية التموين التوثيق مركباتي الشهر العقاري

3.3 million users registered  
8.3 million requests handled

## Digitization of government services

- August 2020, several e-services have been developed and launched for a number of entities: law enforcement, notarization, personal status, family courts, supply, electricity, agriculture, traffic, real estate registration, Mortgage Finance Fund (MFF), and the General Authority for Investment and Free Zones (GAFI).
- Several methods of online payment of service fees were made available.
- 70 services online at Go Live and 90 services to date, planned to reach 108 by 2022



# EGYPTIAN POLICIES AND DECISIONS DURING COVID

## Women at the forefront of decision-making during crisis

- Women make up **23.8%** of the Egyptian labor force
- The Egyptian government has undertaken important efforts to integrate the specific needs of women in its COVID-19 response plan.
- **The National Council for Women (NCW)** is part, along with other state institutions, of the committee in charge of designing additional **tailored measures** to mitigate the **impact of the crisis on women** and especially on women in the **informal sector**.

# IMF SUPPORT

**The IMF provided aprox. \$8 billion in financial support through a two-part plan to help Egypt address the financing needs that resulted from the pandemic.**

1. The Rapid Financing Instrument provided \$2.8 billion in emergency financial assistance in May 2020 to ensure that the government had enough foreign currency to fund essential imports and other needs.
  2. The Stand-by Arrangement (SBA), approved in June 2020, provided the government access to a total of about US\$5.4 billion over the subsequent 12 months.
    - The SBA helped the authorities maintain economic stability, rebuild international reserves to restore buffers drawn down in response to the crisis, and progress on key structural reforms, including with measures to strengthen public finances, further fiscal transparency and governance, and advance laws to improve the business climate, to position Egypt for a strong and inclusive recovery.
- Economic policies under the program created a balance between **supporting the economy** to help lessen the COVID effect and ensuring debt remains sustainable to **maintain investor confidence**.



# National Transformation Through ICT & Future Themes

# THE NEW REPUBLIC: “DIGITAL EGYPT”

A **national transformational journey** where all state institutions collaborate in harmony and employ a **holistic approach**.  
The end goal is a **secure and interactive digital society**.

- Achieving **sustainable development** through ICT
- **Decreasing inequality** through shrinking the digital skills gap
- Moving from consumers of technology to **producers of technology**, building **tech talent**
- Focus on **creating an environment conducive for innovation** and **entrepreneurship**
- Maximize gains and minimize risks through:
  - **Digital transformation**
  - **Institutional development**
  - **Infrastructure development**

# THE NEW REPUBLIC: “DIGITAL EGYPT”

## Digital transformation

- Recognizing the ICT role in developing the public sector for the advancement and improvement of services delivered to citizens, MCIT seeks to **create public value**, in terms of **value for individuals through easy access to government transactions and information**, and **value for government in terms of doing more for less**.
- Egypt has been adopting a robust strategy and strong course of action in transforming the existing government services and community ecosystem to an **entirely digital and data driven ecosystem**, to provide public services in a faster and simpler way. MCIT cooperates with all sectors of the state to achieve digital transformation through two pillars: **services provided to citizens** and **improvement of government performance**.

# THE NEW REPUBLIC: “DIGITAL EGYPT”

## Mission

Create a **business model** within government institutions through **digital transformation**, thus supporting their ability to meet citizens' demands and derive their satisfaction.

## Objectives

1. Create a new generation of **government calibers** capable of leading change
2. Increase the **efficiency** and **effectiveness** of government institutions
3. Improve the **quality of services** provided to citizens
4. Promote citizens' **digital participation**

## Values

Efficiency and effectiveness - transparency - quality - excellence  
- sustainability - partnership

## Institutional Development

### Strategic Pillars of Institutional Development

- **Digitally enabled** environment
- **Supportive technology and techniques**
- **Qualified and competent** government employees
- **Sustainable** operational excellence

# THE NEW REPUBLIC: “DIGITAL EGYPT”

## Institutional Development: **Highlights**

**Decent Life**, unprecedented national development project, is a top priority, working on **digital awareness seminars** followed by working on achieving **digital inclusion, digital literacy** and **digital financial literacy**



**Digital Transformation Units (DTUs)** acting as **change agents** in governorates to drive digital transformation

Several national academies and workshops aiming to improve the quality of local governance as well as local citizens, certificates related to **operational excellence**, project management, computer literacy have been granted to trainees so far among others.

# THE NEW REPUBLIC: “DIGITAL EGYPT”

## Legal and Regulatory Framework

### Rules and Regulations Processes meant to **support transformation** and **trust** in the **ICT ecosystem**

- Focus on **privacy** and **online safety**: the [Personal Data Protection Law](#) approved by the Parliament in July 2020, largely molded on the GDPR, to support Egypt’s efforts to become a regional data center.
- Possible: There are other regulations under discussion such as **data classification** and **data localization**.
- Focus on **intellectual property**: via **Intellectual property Law 82 of 2002**
- Focus on creating **a secure digital environment** for business

- Law No. 190 of 2008 amending Law No. 3 of 2005 on the Protection of Competition and the Prohibition of Monopolistic Practices
- Law No. 67 of 2006 on the Consumer Protection
- Law No. 15 of 2004 on E-signature and Establishment of the Information Technology Industry Development Authority (ITIDA)
- Law No. 3 of 2005 promulgating the Law on Competition Protection and the Prohibition of Monopolistic Practices
- Law No. 10 of 2003 on Telecommunications Regulation
- Law No. 13 of 2002 amending certain provisions of the Law on Investment Safeguards and Incentives issued by Law No. 8 of 1997
- Law No. 151/2020 - Personal Data Protection

# THE NEW REPUBLIC: “DIGITAL EGYPT”

## Infrastructure development

### Focus on more **national ICT infrastructure development**

- Egypt is a hub for internet submarine cables with 17 cables transiting through the country and in order to exploit this capacity focus is on improving domestic infrastructure
- The **Port Said CLS** and the **Ras Ghareb CLS** are new cable landing stations which Telecom Egypt is building for **2Africa cable system** (Telecom Egypt became a partner in the 2Africa submarine cable project) to provide brand-new terrestrial crossing routes linking the Red Sea and the Mediterranean.
- Building the **rural area** ICT infrastructure via **Decent Life (Hayah Karima)** initiative

# THE NEW REPUBLIC: FUTURE THEMES

Public-private research efforts aim to **deploy AI, data science** and **IoT** to address specific and pressing challenges in fields such as **urban planning, health care, agriculture, water management, education** and **resource optimization** (H.E. , Amr Talaat, Egypt Minister of Communications and Information Technology)

## Automation and Industry 4.0

- 1. The Industrial Modernization Center:** creating a center of excellency for Industry 4.0 technologies reaping the benefits of automation and digitization
- 2. Applied Innovation Center:** to promote the use of AI, data science and the IoT in a variety of areas

## Smart Cities

Egypt plans to build 50 smart cities by 2050, with 22 already under development

## Innovation

Innovation Labs  
Innovation Hubs  
Egypt Innovate Platform



# THE NEW REPUBLIC: FUTURE THEMES

## Cashless Society

1. MCIT, World Bank Group and global partners working on the **Financial Inclusion Global Initiative (FIGI)**
  - Supports implementation (China, Egypt, Mexico) and funds three sets of outstanding challenges for reaching universal financial access: (1) **electronic payment acceptance**, (2) **digital ID for financial services** and (3) **security**
2. The Egyptian Financial Regulatory Authority launched the **Digital Financial Inclusion 2021 Initiative** to boost the rate of non-cash payments especially among smaller enterprises
3. **Fawry Egypt**, the biggest e-payment platform, grew 300% in 2020 to \$1.3 billion

# Digital Egypt

# DIGITAL EGYPT

Digital Egypt is an **all-encompassing vision and plan**, laying the foundations for the transformation of Egypt into a digital society.

Key elements: **Transparency** , **Efficiency**

*“By 2030, the State Administrative Apparatus will become **more effective** and **efficient**, managing the national resources in an improved manner **transparently, fair, flexible**, susceptible to legal investigation, increasing the **satisfaction of citizens** and the way it interacts and responds to them.”*



# DIGITAL EGYPT STRATEGY



[https://mcit.gov.eg/en/Digital\\_Egypt](https://mcit.gov.eg/en/Digital_Egypt)

Three main pillars:

Digital  
Transformation

Digital Skills and  
Jobs

Digital  
Innovation

Digital Infrastructure

Legislative Framework

# DIGITAL EGYPT GOALS

- Developing the information and communication technology **infrastructure**
- **Demand driven approach** to skilling, reskilling and upskilling to match the market needs of the future with revolve around **technology** and **emerging technologies**
- **Strengthening Egypt's position** at regional and international levels through a strong **digital economy**
- Enhancing **digital inclusion** and achieving **digital literacy** and **digital financial inclusion**
- Promoting and enhancing **capacity building** efforts
- Encouraging **innovation** and entrepreneurial efforts
- Ensuring **information security** and **online safety** for all citizens

# DIGITAL GOVERNMENT

**Distinguished  
public  
services**

1. **People:** efficient and effective government employee
2. **Processes:** sustainable operational excellence
3. **Tools:** supportive technological instruments
4. **Platform**
  - Equipped digital environment
  - The Digital Egypt Project aims to supply all government entities with fiber-optic cable connections this process has been completed in 5,300 government buildings across Egypt, and when completed will connect some 32,000 buildings at a total cost of 6 billion Egyptian Pounds (approximately \$375 million).

# DIGITAL TRANSFORMATION FOR GOVERNMENTAL ENTITIES AND PUBLIC SERVICES

- **Digital Transformation Units** - centers of excellence to drive national digital transformation
- Port Said - the **first digital governorate** (2019)
- **Egypt Digital Justice Project** - unified technological litigation system, automating the work of courts/ministry/their auxiliaries, facilitating procedures, achieving transparency for citizens and investors
- **Government Gateway** - ease communication between government entities acting as a central communication unit to activate the principles of data integration (**623 government entities already linked**)
- The Government Digital Service Channel - **digital.gov.eg** digital platform





# DIGITAL TRANSFORMATION FOR GOVERNMENTAL ENTITIES AND PUBLIC SERVICES

- **Birth and Deaths Project** – automation of health offices, real time registration and enumeration, support the national planning system
- **Spatial Information Infrastructure Platform** – inventorying and digitalizing state assets inside and outside Egypt to increase operational efficiency
- **Digital Identity Project** - digital identity for government employees
- **Balanced Scorecards for Institutional Development** - developing internal work practices, improving work environment, measure and improve quality of services, enhance capabilities
- **Public Service Centers** – implementing development and capacity building programs of public service center owners and employees





# DEVELOPMENT AND CAPACITY BUILDING OF DIGITAL SKILLS

- The **New Administrative Capital** (NAC) which aims to be a “**Smart City**,” and is investing heavily in the new city’s telecommunications and ICT infrastructure.
- The “**Knowledge City**” which will be located inside the NAC, had its first phase complete and includes applied research centers for technology to facilitate technical training, software and applications development, and data design (estimated to cost a total of 12 billion Egyptian Pounds (\$750 million).
- **Egypt Informatics University** - not for profit ICT-related specialized university, located in the Knowledge City, to provide world-class education and scientific research, capacity-building programs and consultancy
- Within the city, **Creative Innovation Hubs** will be established that will provide technical assistance to promote innovation and entrepreneurship.



# DEVELOPMENT AND CAPACITY BUILDING OF DIGITAL SKILLS

- **Our Digital Opportunity** - MCIT initiative to engage with SMEs in the digital transformation process
- **Applied Technology Schools** - part of the state's vision for developing Egypt's technical education and vocational training system, specialized in training qualified technicians to work in the field of ICT
- The Ministry is also working on developing **six technology parks** in the cities of Minya, Menoufiya, Mansoura, Sohag, Qena and Aswan aimed at supporting entrepreneurship and innovation
  - Equipped with hardware design labs, startup incubators and training institutions and integrated systems for AI training, data science, and cybersecurity.
- **ITIDA** - aim to spearhead the **development of Egypt's ICT industry** to increase its global competitiveness, contributing to the country's economic growth and creating more job opportunities through developing the outsourcing services industry, increasing ICT service exports attracting foreign investment.
- **TIEC** - aims to **drive innovation and entrepreneurship** in the local industry to ensure that both people and businesses benefit from ICT.



# Digital Capacity Building of Citizens

- **Decent Life** - without digital illiteracy in rural areas
- **Digital Tomorrow** initiative – building digital capacities for 14-40 year society segments
- **Digital Egypt Builders** – building **highly specialized** and **innovative calibers** in the fields of data science, AI, cybersecurity, robotics, automation and digital arts
- **Future Work is Digital** initiative – targeting Egyptian youth to ensure they have digital technologies and skills to fit a global remote workforce ( ITIDA & Udacity) ultimately **increasing Egypt's ICT competitiveness**
- **Digital Egypt Youth** initiative – targeting to build ICT capabilities for 8000 fresh grads and soldiers
- **Qodwa Tech** initiative – aiming to empower women socially and economically using ICT tools for digital marketing , digital commerce.



# INSTITUTIONAL AND DIGITAL EXCELLENCE



- Digital Egypt Award
- Egypt Olympiad in Informatics
- African Olympiad in Informatics
- The International Olympiad in Informatics



THANK YOU

## **THEME 1 – Session 2**

**Ms Samia CHAKRI**, Director of Information Systems,  
Department of Administration Reform, Morocco

Regional seminar for high level civil servants 13th UniDem Med "PUBLIC  
ADMINISTRATION FACING THE COVID-19 PANDEMIC:  
MODERNISATION AND DIGITAL INNOVATIONS"



L'administration numérique, au service du  
citoyen et de l'économie

Avant, pendant et après Covid19

Mme Chakri Samia, Directrice des systèmes d'information  
Ministère de l'Économie, des Finances et de la Réforme de l'Administration -  
Département Réforme de l'Administration

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# Gouvernement Numérique: Timeline

## Principales Etapes

**2009**

Mise en place du plan Maroc Numeric 2013,

**-2011**

Création du centre de veille, détection et réponse aux attaques informatiques, 2011  
- Désignation de Bardi al Maghreb en tant que prestataire de service de certification,

**2016**

Elaboration de la stratégie Maroc Digital 2020

**2018**

Plan National de la Réforme de l'Administration,

**2020**

Note d'orientation du digitale 20-25.  
Nouveau modèle de développement

**-2009**

Création du Conseil National des Technologies de l'Information et de l'économie Numérique  
- Création de la CNDP (loi 09-08),

**2012**

- Publication de la stratégie nationale en matière de cyber sécurité,

**2017**

Création de l'agence de développement digital,

**2019**

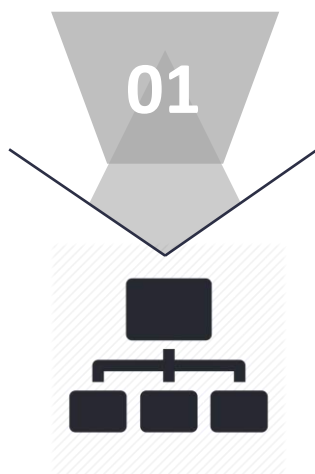
Adoption de la loi sur la simplification des démarches administratives ,  
2020 adoption loi charte des services publics  
2020 Soumission du projet de loi sur l'Administration numérique

**2005**

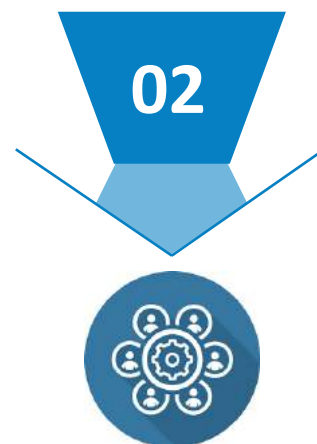
Elaboration de la stratégie E-Maroc 2010,

# Plan National de la Réforme de l'Administration 2018-2021

24 projets principaux répartis en 4 transformations



**Organisationnelle**



**Managériale**



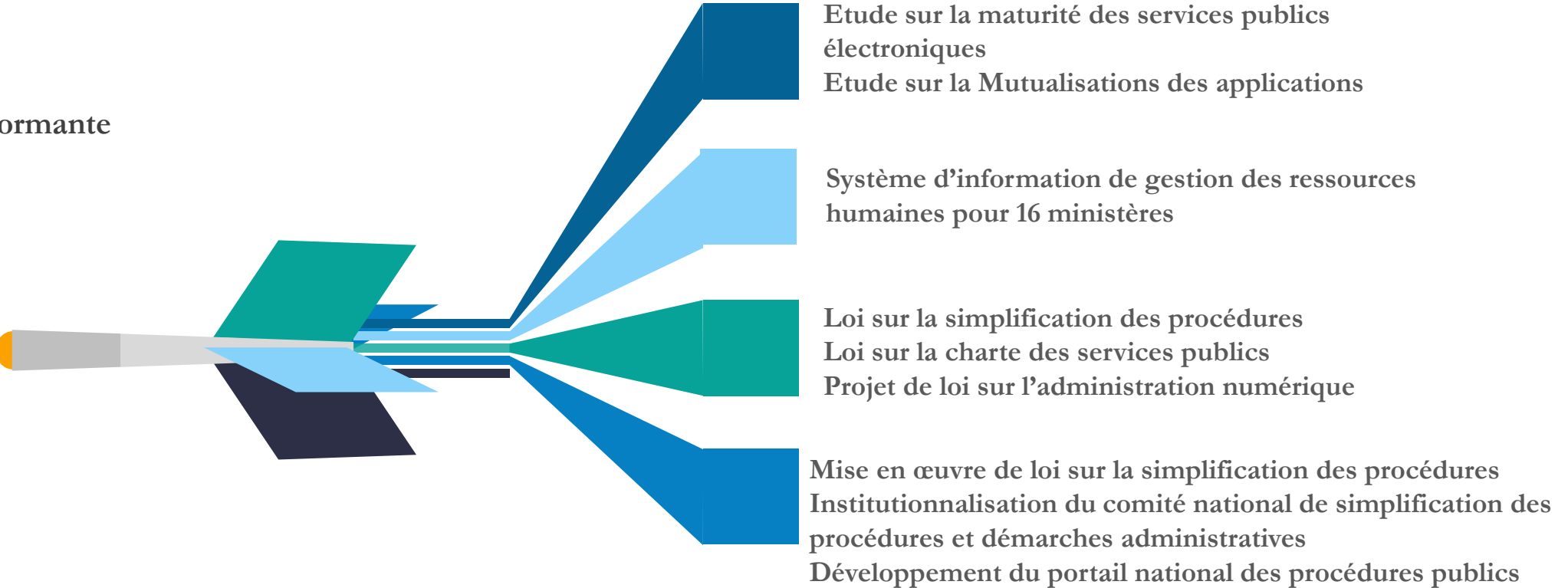
**Digital**



**Ethique**

# Axe de la Transformation Digitale

- ✓ Citoyen satisfait
- ✓ Administration performante



# Etudes de la maturité des services en ligne

## ❑ Périmètre de l'étude: 489 administrations et collectivités territoriales

- 35 Départements ministériels et hauts commissariats (taux de couverture:100%).
- 52 Etablissements publics (taux de couverture de 30%).
- 402 collectivités territoriales

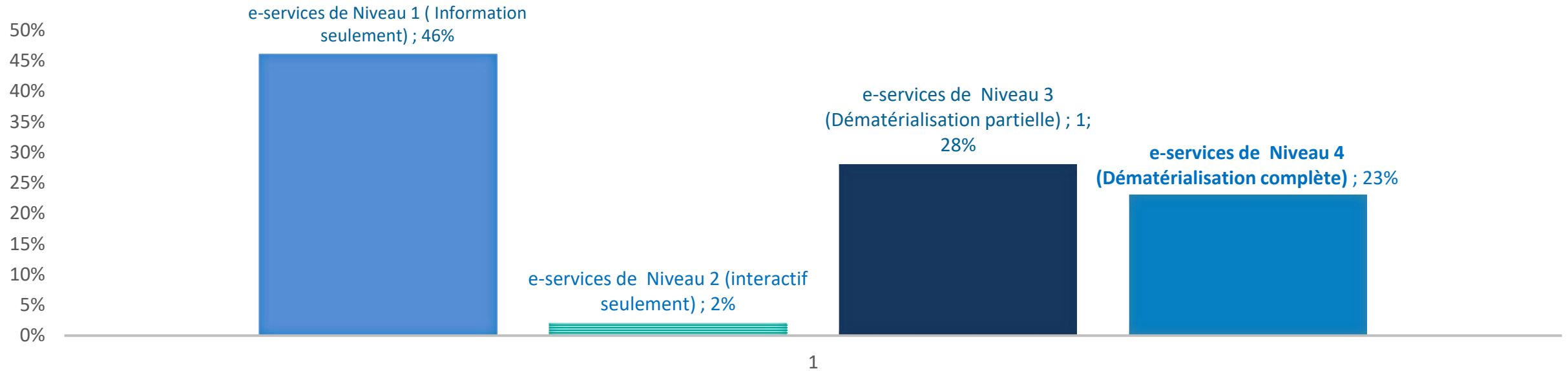
## ❑ Type des services électroniques recueillis : « Démarches électroniques ».

## ❑ Total recueilli : 453 démarches électroniques

## ❑ Résultats de l'étude: 23% des services électroniques sont dématérialisés complètement !

- Niveau de maturité électronique des services : **insuffisant !**
- Score E-readiness moyen : **48%**.

# Niveau de la maturité des services en ligne



## Recommandations de l'étude sur la maturité des services électroniques

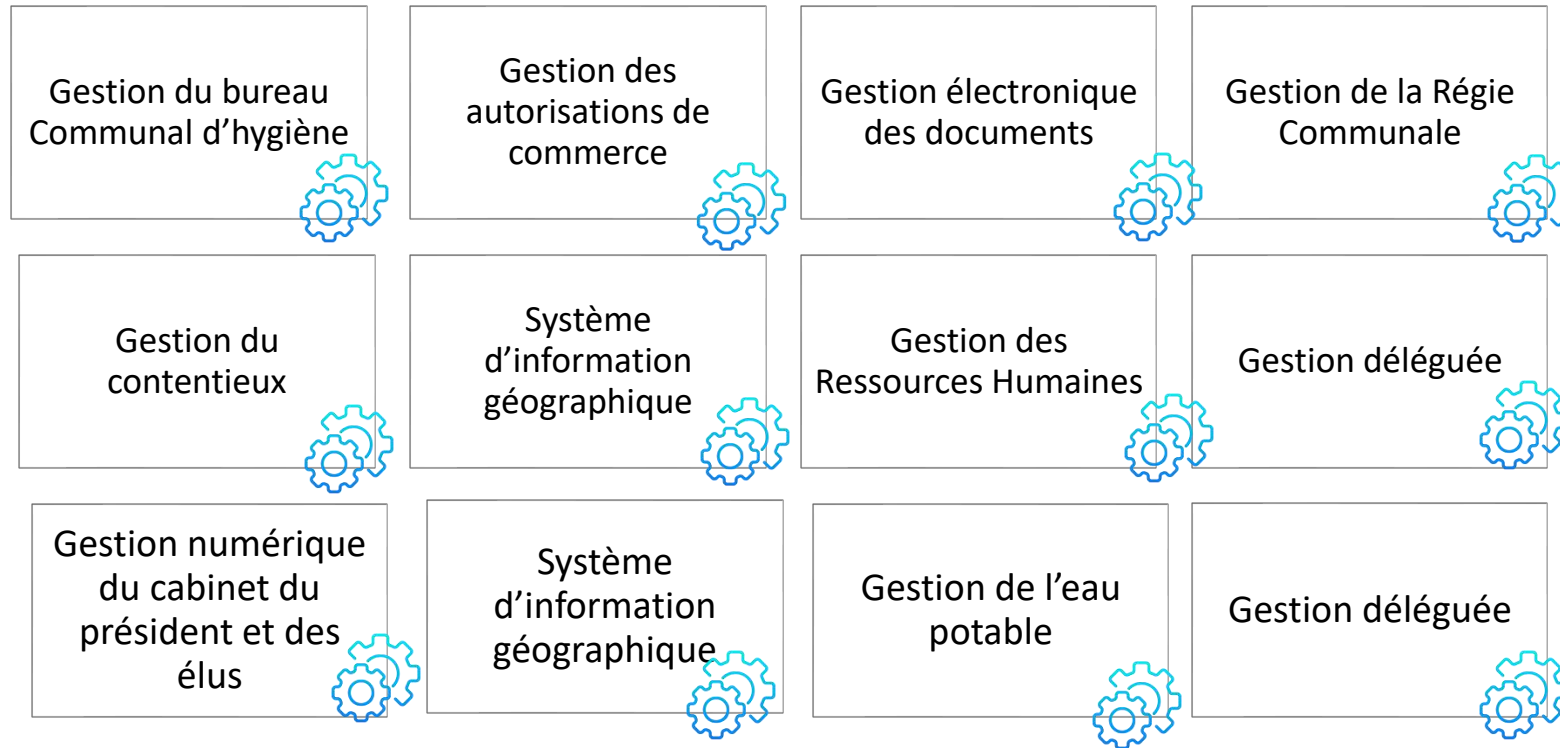
- La dématérialisation des services doit avoir comme objectif la simplification du parcours de l'utilisateur
- Les administrations doivent privilégier la dématérialisation complète de leurs services orientés usagers
- Les administrations doivent activer le partage et l'échange des données entre administrations. Cette action est indispensable pour la dématérialisation complète des services.
- Quel que soit le niveau de maturité de ses services, les administrations doivent publier toutes les informations liées à leurs démarches sur les canaux électroniques avec description des étapes et du délai de traitement.

# L'Etude sur l'identification des besoins en termes d'applications de gestion sujettes à la mutualisation entre les administrations publiques

Cette étude a pour objectif d'identifier les applications de gestion pouvant être mutualisées d'une part, de réduire les coûts engendrés par l'acquisition des solutions informatiques et des prestations annexes en procédant à la collaboration, le partage et la coordination entre les administrations publiques et les collectivités territoriales dans le but de rationaliser les dépenses publiques relatives à l'achat, , et d'autre part elle contribue d'une manière directe ou indirecte, à la modernisation des services publics par la mise à niveau des systèmes d'information et des plateformes sous-jacentes



# Les applications potentiellement mutualisables pour les collectivités territoriales



Les résultats de cette analyse et les recommandations sont traduits dans un plan d'actions sur deux années afin que l'organe gouvernementale en charge de la mutualisation puisse mettre en œuvre ce projet.

# administration numérique: Les textes de loi adoptés

- Loi 09-08 relative à la protection des données personnelles
- Loi 53-05 relative à l'échange des données juridiques
- Loi 31-13 relative au droit d'accès à l'information
- Loi 07-03 qui réglemente les infractions relatives aux systèmes de traitement automatisé des données
- Loi 131-13 sur la télémédecine
- Loi 04-20 relative à la carte nationale d'identité électronique
- Loi 72.18 relatif au registre social digital
- Loi 43-20 relative au services de confiance pour les transactions électroniques
- Loi 55-19 relative à la simplifications des procédures administratives
- Loi 54-19 relative à la charte des services publics
- Projet de loi sur l'administration numérique





# Loi relative à la simplifications des procédures administratives

01

la création d'un portail national dédié aux procédures et décisions administratives

02

La suppression de la légalisation de signature pour le traitement d'un dossier administratif;

03

la livraison de reçus aux usagers pour chaque prestation demandée

04

la dématérialisation des différentes procédures et formalités, dont le paiement des frais des dossiers déposés par les citoyens. Cette disposition doit être appliquée dans un délai de 5 ans à partir de l'entrée en vigueur de cette loi.

05

l'échange électronique, entre les administrations concernées, d'informations et de pièces administratives requises pour le traitement de la demande du citoyen

06

le "silence de l'administration" après ce délai est considéré comme une "approbation". Le citoyen doit être informé par tous les moyens de communication disponibles.

07

la demande d'une seule copie du dossier et des pièces composant la demande de l'utilisateur;

08

l'abandon des copies conformes des pièces composant les dossiers de demande présentés par les citoyens, sauf dans des cas particuliers

09

La création d'une Commission nationale de simplification des procédures administratives, chargée de définir une stratégie nationale et du suivi du chantier de dématérialisation

# Loi relative à la charte des services publics

01

Les objectifs du code de la bonne gouvernance et ses principes,

- le respect de la loi;
- l'égalité;
- la continuité dans la prestation des services;
- la qualité, l'équité, la transparence, l'intégrité, la reddition des comptes et l'ouverture.

02

Les règles relatives à l'efficacité des services publics au niveau de l'organisation et de la gestion

03

La relation entre les services publics et les usagers:

- L'ouverture;
- La communication;
- Amélioration de l'accueil)

04

La simplification des mesures et procédures administratives et leur dématérialisation

05

L'instauration d'un identifiant unique de l'utilisateur pour bénéficier d'un service administratif

06

L'échange électronique, des données entre les administrations concernées, pour le traitement de la demande du citoyen

07

les règles relatives à la moralisation du service public,

- Codes de bonne conduite, à respecter par les ressources humaines;
- L'élaboration d'un programme pour renforcer les valeurs de transparence et de prévention contre toutes les formes de corruption

08

La création d'un observatoire national des services publics, pour l'évaluation de la performance des services administratifs et de leur efficacité

# Projet de loi sur l'administration numérique

Le projet de loi a été élaboré pour fixer les règles et les normes juridiques de la transformation numérique des démarches administratives. Il permet de combler le vide juridique que connaît les transactions numériques entre l'administration et l'utilisateur d'une part et entre les administrations d'autre part.

01

Favoriser le principe du numérique par défaut

02

Définir le cadre juridique relatif à l'échange des données et de l'interopérabilité entre les départements ministériels

03

Attribuer un identifiant commun à l'utilisateur pour bénéficier des services administratifs en ligne

04

Mettre en place un compte personnalisé de l'utilisateur

05

Créer un guichet unifié des services publics orientés utilisateurs

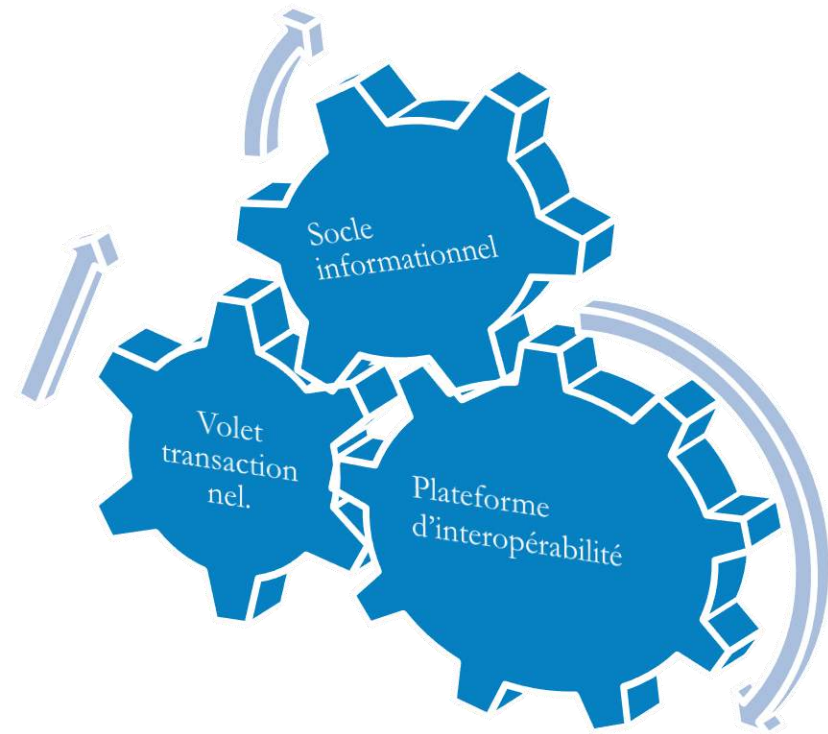
06

Fournir les règles de catégorisation, de classification et de l'ouverture des données

## Portail national de l'Administration "idarati.ma"

Un portail IDARATI est développé pour la mise en œuvre de ces lois et accompagner le mouvement de simplification de l'ensemble des procédures administratives du Royaume. est constituée :

1. D'un **socle informationnel** mettant à la disposition de l'utilisateur une bibliothèque d'information complète et opposable de procédures simplifiées. Celui-ci est fonctionnel depuis Mars 2021.
- D'un **volet transactionnel de la plateforme** qui va permettre aux usagers d'effectuer leurs démarches administratives en ligne sera opérationnel vers septembre 2021
- D'une **composante d'interopérabilité**. qui va permettre aux administrations l'échange des données et informations de façon sécurisée et standardisée instituant ainsi un point d'entrée unique vers les services publics en ligne.



# Actions immédiates « Covid 19 » Relation avec les usagers

---

Le gouvernement a mis en place des plateformes pour faciliter la communication avec les citoyens et les entreprises;

---

La plateforme pour le soutien financier pour alléger le fardeau économique des Marocains, en particulier ceux qui ont perdu des emplois dans le secteur formel et informel et les entreprises en difficulté;

---

le site spécial « Damancom » ou les entreprises affiliées au système de sécurité sociale (CNSS) devraient déclarer les salariés libérés de leur emploi en raison de l'impact économique de l'état d'urgence. Environ 86 % des bénéficiaires ont déjà été remboursés;

---

Pour ceux qui ont la carte RAMED « régime de l'assistance médicale », l'inscription en ligne est disponible. Ainsi que pour les non-titulaires de cartes en saisissant des données supplémentaires; pour bénéficier de l'aide sociale;

---

Les banques ont offert leurs services en ligne et en mobile pour faciliter l'accès aux services bancaires et financiers.

# Actions immédiates « Covid 19 » Relation avec les étudiants

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La mise en œuvre de l'apprentissage à distance pendant la période d'isolement d'urgence. Le ministère de l'Éducation a développé, une plateforme en ligne appelée Telmid TICE pour aider les élèves à poursuivre leurs études après la fermeture des écoles;

---

Un référentiel numérique de contenu d'apprentissage (en arabe et en Français) pour les niveaux primaire, secondaire et baccalauréat, ainsi que d'autres matériaux ont été développés pour ce faire;

---

Les trois entreprises de télécommunications (Maroc Telecom, Orange et Inwi) opérant au Maroc ont décidé d'offrir temporairement un accès gratuit à tous les sites et plates-formes d'enseignement et de formation à distance;

---

Une plate-forme massive de cours en ligne ouverts (MOOC), est rendu disponible pour les étudiants de premier cycle;

---

L'Université polytechnique Mohammed VI a également lancé, le 11 avril, une nouvelle plateforme électronique pour aider quelque 9 000 étudiants à avoir accès à 400 cours gratuits;

---

Outre ces plateformes, et pour atteindre les étudiants des zones rurales et d'autres personnes ayant des difficultés à accéder à Internet, le ministère utilise à la fois la chaîne publique SNRT TV 4 et la chaîne sportive pour diffuser des cours éducatifs.

# Actions immédiates « Covid 19 » Relation avec les étudiants

---

Les écoles privées utilisent des systèmes Microsoft tels que Office 365, des applications Google telles que Google Classroom et Google Meet pour des environnements éducatifs;

---

Les start-up ont développé des plateformes éducatives gratuites pour donner à un plus grand nombre d'étudiants la chance d'apprendre à travers des cours gratuits pendant leur isolement;

---

Les universités marocaines ont également créé des comités de conseil en collaboration avec des psychologues pour un soutien psychique pour les étudiants et les citoyens en général par téléphone. Une université organise également une série de conférences sur Facebook en direct pour donner des conseils sur la façon dont les gens devraient gérer leurs quarantaine;

# Actions immédiates « Covid 19 » continuité du service public

---

L'instauration du télétravail au niveau des administrations publiques

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Le Ministère de l'Economie, finances et réforme de l'administration- département de la Réforme de l'administration a sorti un circulaire et un guide de télétravail pour offrir au fonctionnaire ou à l'employé la possibilité d'exécuter ses obligations professionnelles, de manière partielle ou complète, depuis différents endroits et loin de son lieu de travail habituel. Le télétravail va être considéré comme étant une option de travail alternative assurant la continuité du service public;

---

Dans le but d'améliorer le flux de travail, l'administration publique a créé un bureau d'ordre virtuel, permettant aux administrations et aux organismes publics de gérer électroniquement les correspondances intra et inter-administration dans le but de limiter l'échange physique de documents et de courrier administratif;

---

Le gouvernement a également généralisé le portail des réclamations en ligne à toutes les administrations et aux collectivités territoriales pour la réception des plaintes, des propositions et des observations des citoyens.





Merci pour votre attention

Mme Chakri Samia  
[s.chakri@mmsp.gov.ma](mailto:s.chakri@mmsp.gov.ma)  
[www.mmsp.gov.ma](http://www.mmsp.gov.ma)

## **THEME 2 – Session 3**

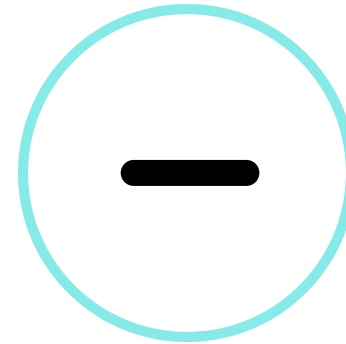
**Mr Zoltan VADKERTI**, Executive Director, The WorkLife Hub,  
Belgium

# 13TH UNIDEM MED REGIONAL SEMINAR

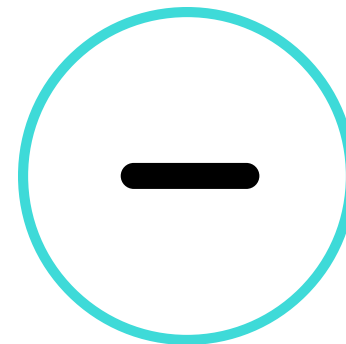
"PUBLIC ADMINISTRATION FACING THE COVID 19  
PANDEMIC: MODERNISATION AND DIGITAL INNOVATIONS"

6th of October 2021  
Zoltan Vadkerti, the WorkLife HUB

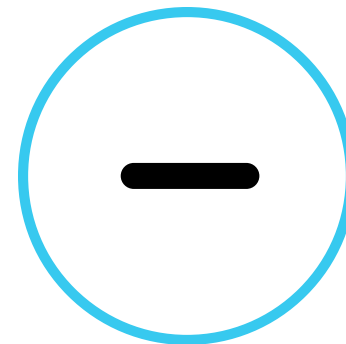
# OVERVIEW OF THE PRESENTATION



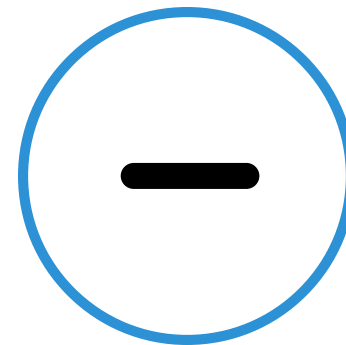
TELEWORK IN THE EU  
BEFORE AND DURING  
COVID-19



TOOLKIT ON TELEWORKING



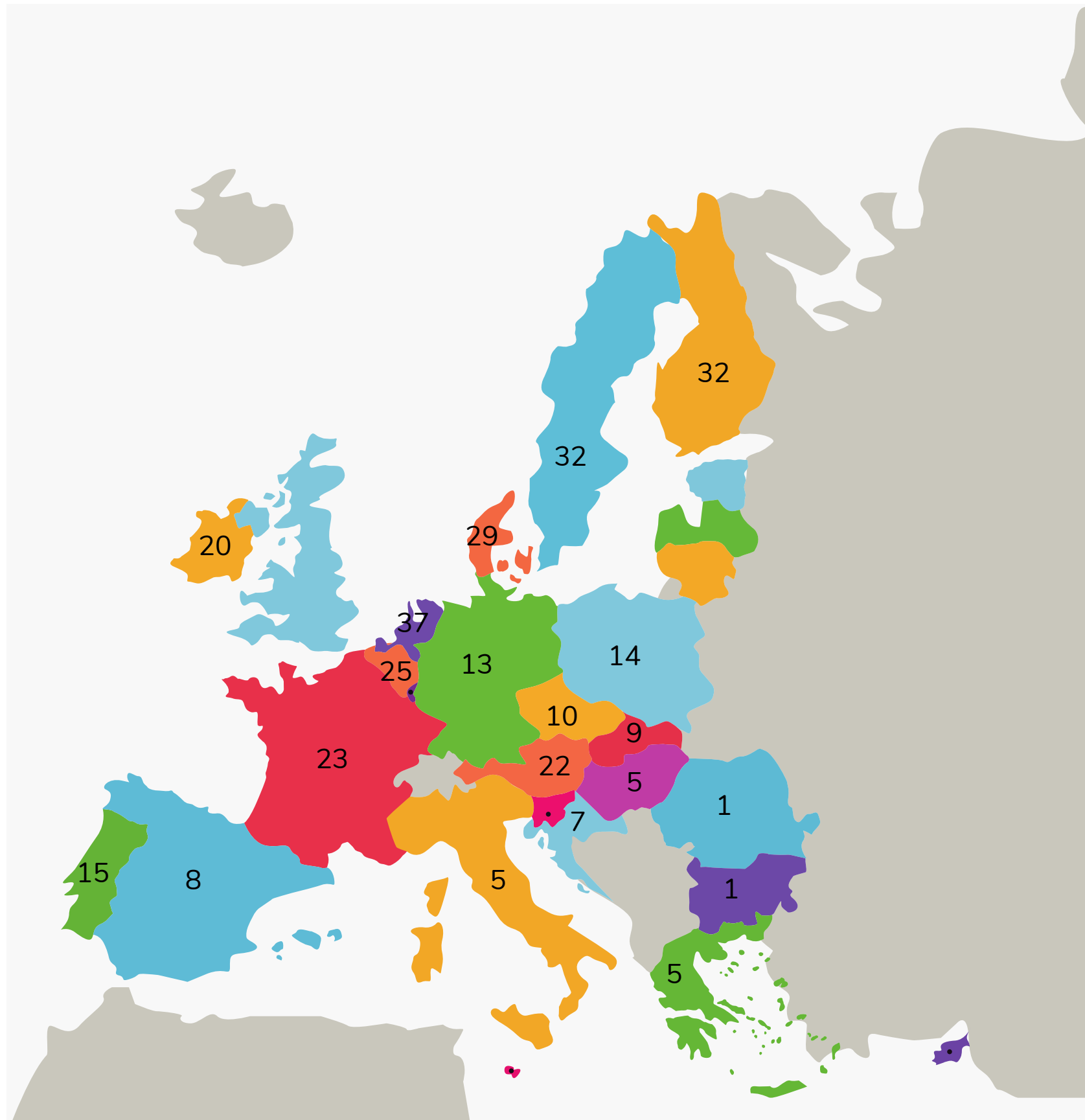
LESSONS LEARNT AND  
RECOMMENDATIONS



FUTURE PERSPECTIVE AND  
QUESTIONS AND ANSWERS

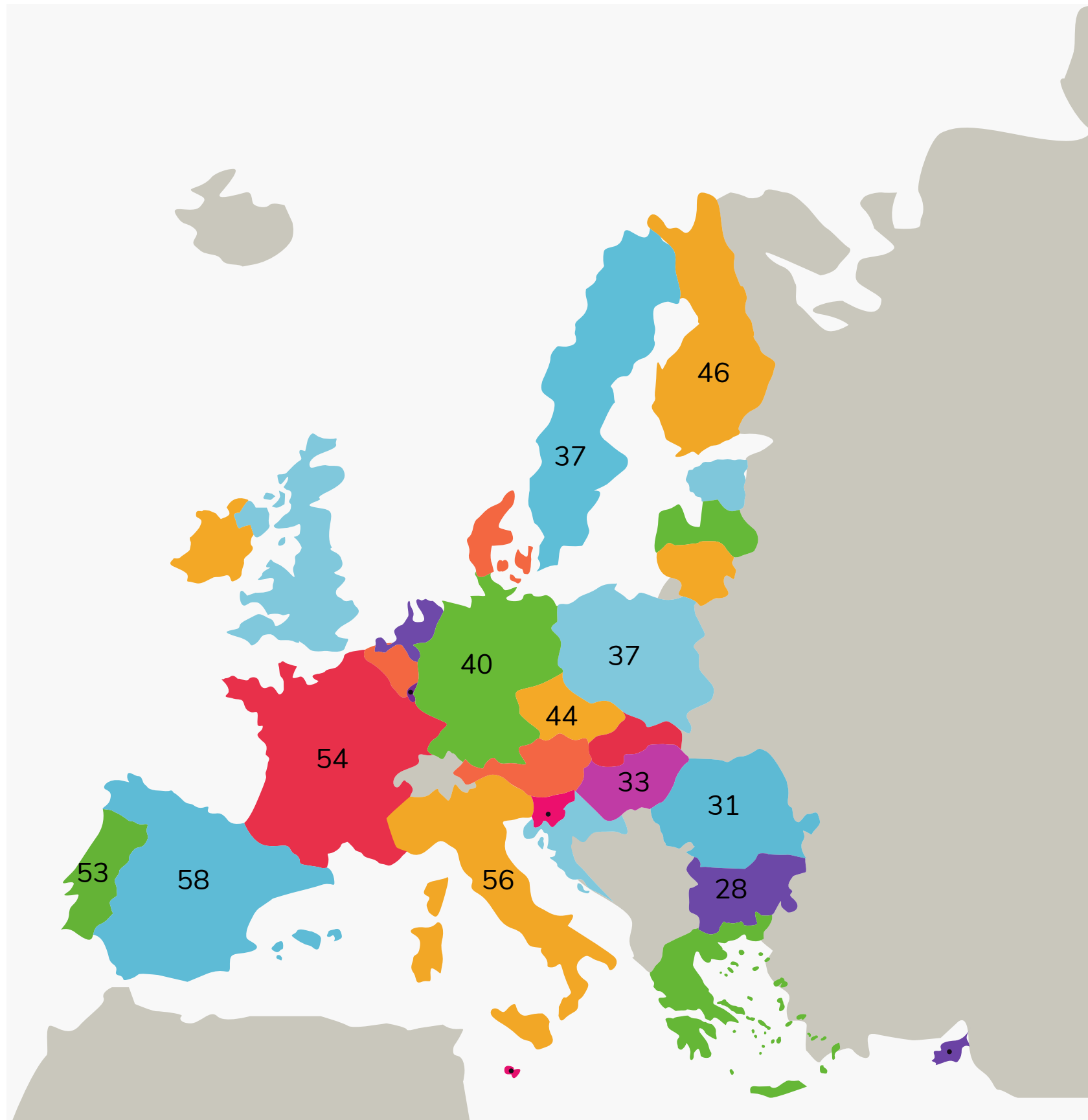
# PERCENTAGE OF EMPLOYEES TELEWORKING BEFORE THE PANDEMIC IN THE EU (2019)

(working from home usually or occasionally)

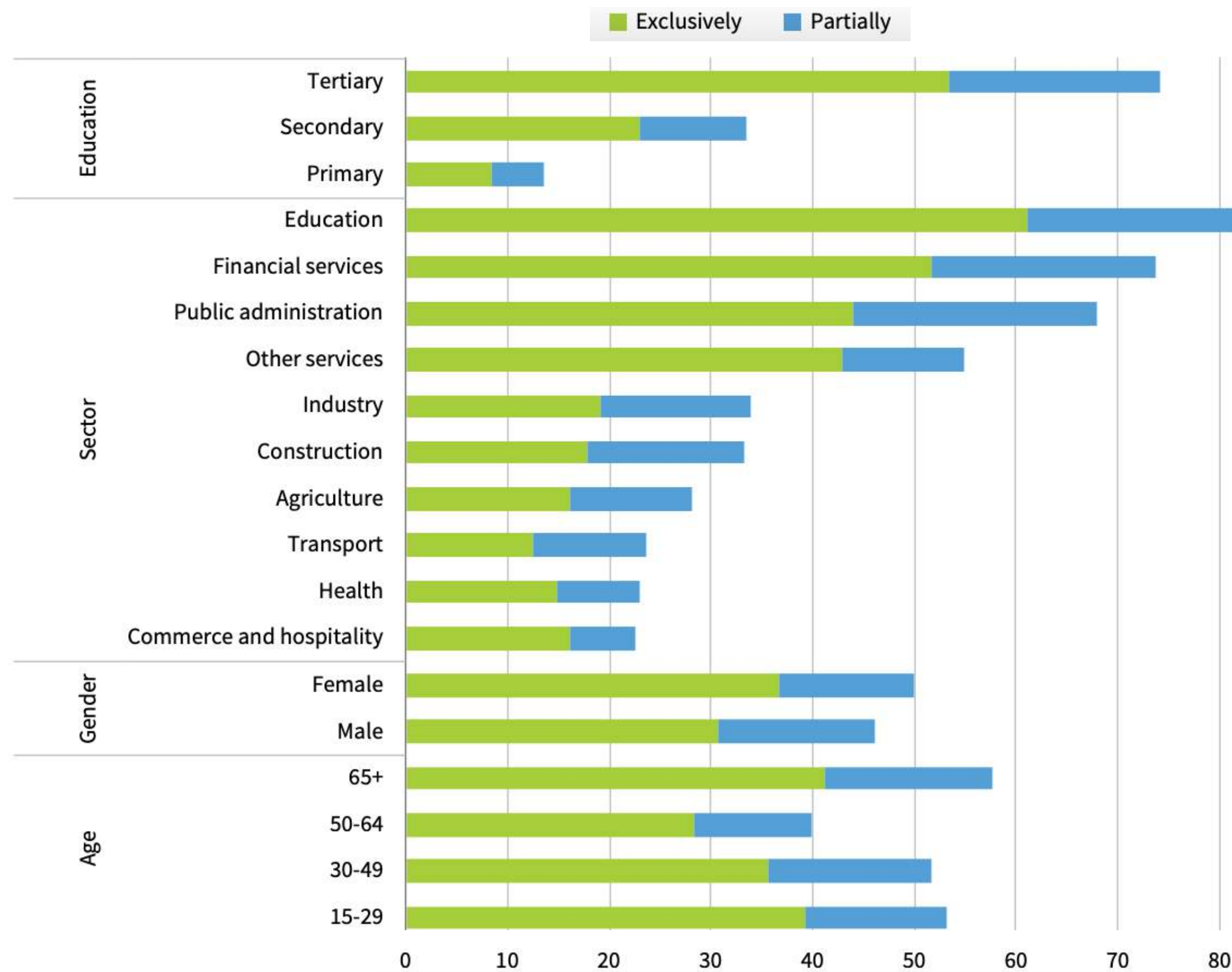


# PERCENTAGE OF EMPLOYEES TELEWORKING DURING THE PANDEMIC (JULY 2020)

(working from home usually or occasionally)

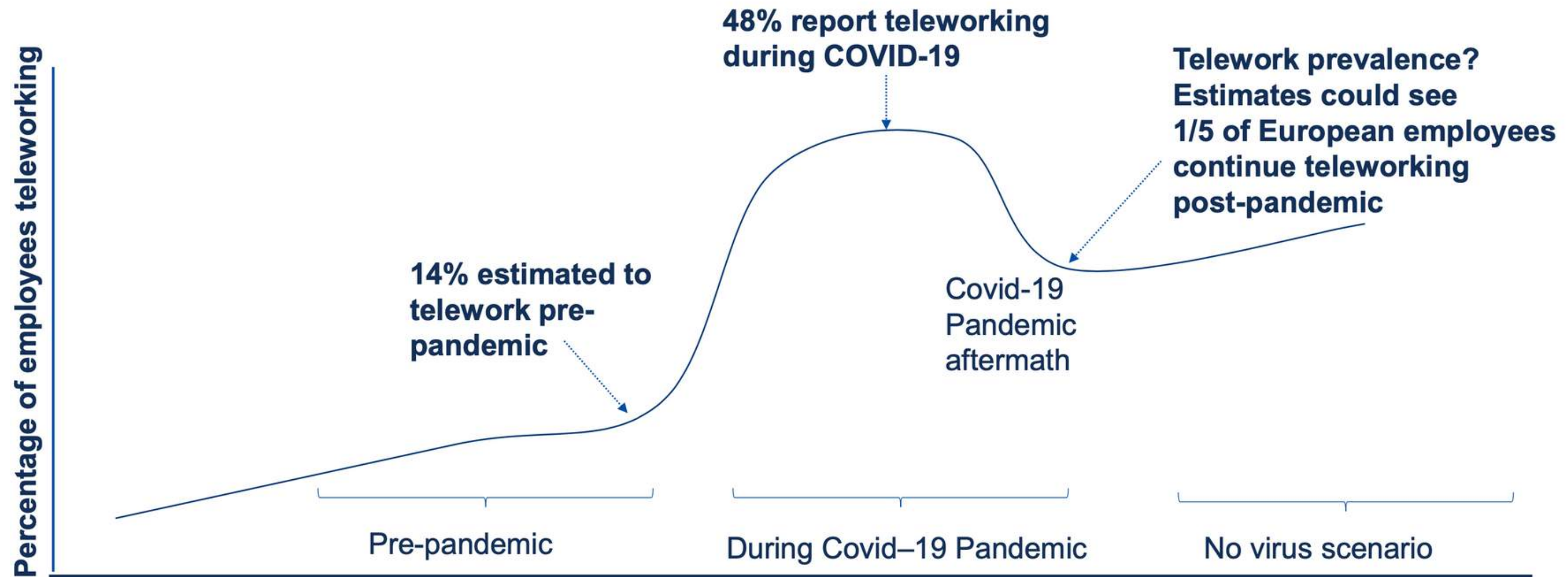


# WHO COULD WORK FROM HOME? TELEWORKING DURING COVID-19, EU27 (%)



- The **strongest single correlate** of working from home during the crisis **was the educational level of the employee.**
- There was also an important **divide in homeworking** incidence **by sector.**
- A somewhat **higher share of women** than men **indicated working from home.**
- Findings suggest that those working from home were disproportionately **urban-based, white-collar, well-educated, service sector employees.**

# TELEWORK IS HERE TO STAY - BUT HOW IT WILL EVOLVE?





# CONTEXT OF THE TOOLKIT



## **COVID-19 global pandemic**

The Toolkit is referencing the global pandemic, but aims at being much more universal and valid even beyond the 2020/2021 situation.



## **Digitalisation and eGovernment**

The push for more online service for citizens, increased citizen autonomy in dealing with municipal and other public affairs can go hand in hand with the digitalisation required for teleworking.



## **Increased attention on work-life balance**

Growing number of specific legislation on teleworking, increased awareness about mental health risks, gender equality and tackling climate change create the necessary legislative push.

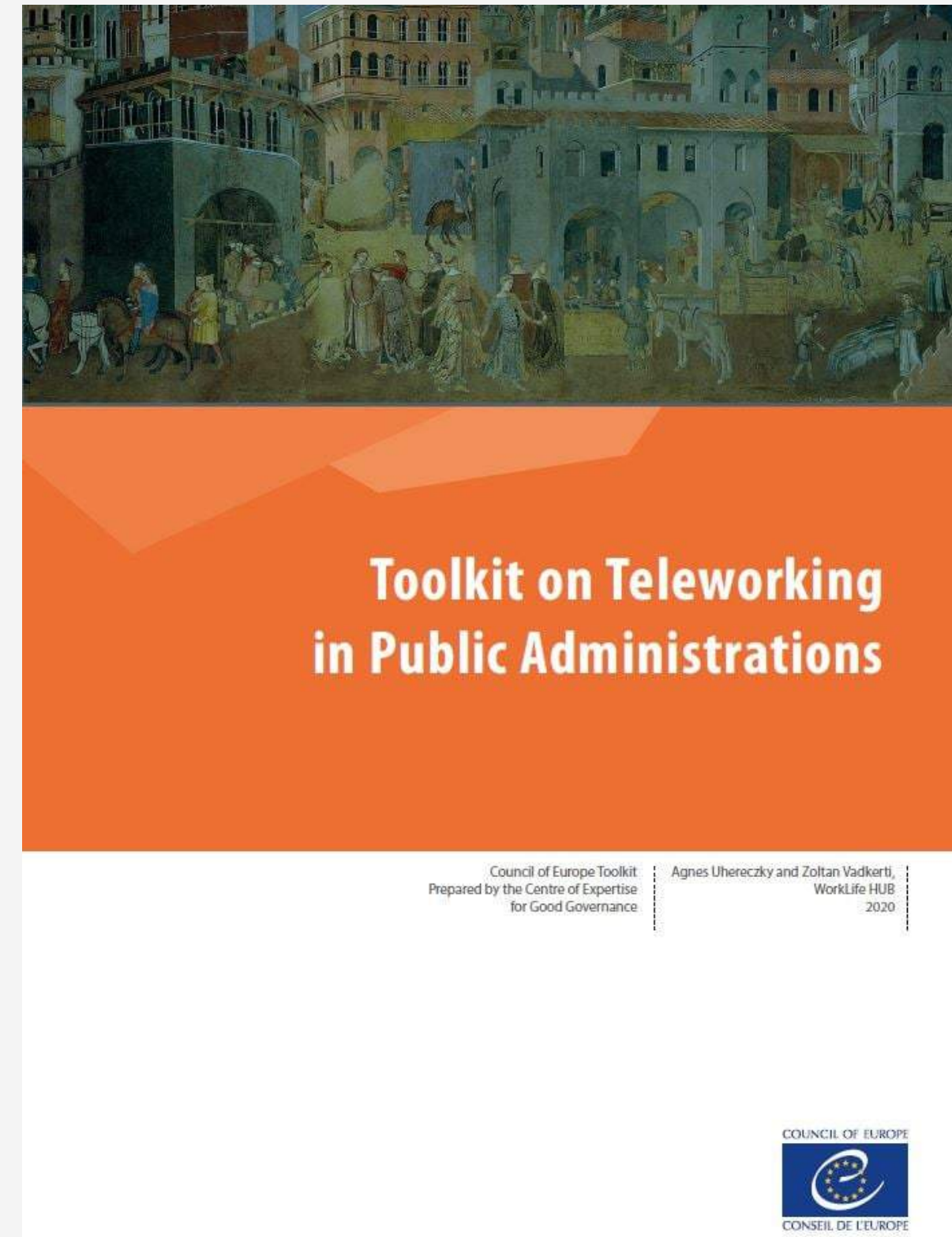


## **Lack of comparable tools**

Teleworking in the public sector is relatively new and there aren't many other comparable, universal Toolkits.

# TOOLKIT ON TELEWORKING IN PUBLIC ADMINISTRATIONS

- Launched in **December 2020**.
- Published by the **Centre of Expertise for Good Governance**.
- It is based on comprehensive desk research, an online survey (298 responses), interviews with key informants.
- Addressed the **most important challenges public administrations faced** with regards to the pandemic and its induced teleworking.
- **Available in Arabic** as well.



# TOOLKIT CONTENT

## TOOLKIT INTRODUCTION

Who is the Toolkit for, how to use the Toolkit and **myths of Teleworking** in the Public sector.

## INTRODUCING TELEWORKING

What are the **key steps** when a public administration is introducing Teleworking: policy, agreement, pilot, IT.

## MANAGING TELEWORKING

The **day-to-day implementation of Teleworking**, management by results and objectives.

## KEY SUCCESS FACTORS

A number of **mediating factors** play a very important role in the success or failure of Teleworking.

## ANNEXES

A number of **templates ready-to-use**: Telework Agreement, checking role amenability, employee readiness, management by objectives.

# SOME OF THE CONCRETE RESULTS OF THE TOOLKIT

1

## **Teleworking policy implementation**

Vlaanderen.be (Flemish community in Belgium) used the Toolkit to develop its own **teleworking policy**.

2

## **Dissemination**

The Toolkit has been actively promoted by the **Centre of Expertise for Good Governance** since its adoption and was shared with the CoR Member States.

3

## **Public discussion**

Social media exchange, downloads etc.

4

## **Training and capacity building**

To address capacity gaps, and enhance the skillsets of relevant actors the Toolkit was used in training settings. For example, ANCI Piemonte distributed the Toolkit via its **trainings and institutional meetings**.

# LESSONS LEARNED

1

## **Low take-up of remote working options among civil servants**

Relatively low levels of take-up amongst public sector workers during the pandemic. This level was even lower in municipalities.

2

## **The technical requirements for remote working are not met**

Civil servants did not have the right software to access data. Also, there was a lack of secure access to internal administrative networks or the tools for virtual collaboration and telephone or video conferences were incompatible.

3

## **Digital challenge**

Understanding the digital divide became urgent (now - and future state) coupled with the right training to staff.

4

## **Changed user perspective**

Increased pressure on public administrations to digitize their services that follow the changing needs of the society.

# BUILDING NEW PUBLIC POLICIES AND STANDARDS - HOW?

## **Policies that address the challenges of working remotely with digital tools include:**

**1** Telework/remote work/working from home legislation, the right to disconnect measures - TOOLKIT: pitfalls to avoid

## **Teleworking regulations during COVID-19 included:**

**2** Modification of legislation, new minimum standards, general renewed interest and recommendations and guidelines related to “disconnection” - TOOLKIT: assess the potential risks

## **The end of the pandemic will offer a clear opportunity for MENA policymakers and social parties:**

**3** Changes in how we work (hybrid work models) will spill over to the rest of the economy, international mobility etc. - TOOLKIT: focuses on transversal areas (health and safety, skills development, practical implementation, MbO)

# CASE EXAMPLES



## FRANCE: FRAMEWORK AGREEMENT ON TELEWORKING

From September 1, 2021, based on a **framework agreement**, public officials are able to telework for a maximum of 3 days per week for full time.



## ROMANIA: NATIONAL LAW ON TELEWORKING

Drafted before the pandemic, Romania in June 2020, adopted a **national law on teleworking**. It aims to offer greater flexibility to both workers and employers



## GREECE: REVISED EMPLOYMENT LAW

Greece, in June 2021, has adopted a **new employment law** with reference to remote working, right to disconnection, work-life balance.



## MALTA: MANUAL ON WORK-LIFE BALANCE

The Government published a **Manual on Work-life Balance**, applicable to public sector employees as well, with reference to remote working, flexi-time and work-life balance.

# RECOMMENDATIONS AND FUTURE PERSPECTIVES

## Update of laws and regulations

- Post-pandemic: at least 1/5 of employees will telework.
- **How employment law will cope** with the accelerated world of work (hybrid work, telework, working from home)?
- How the **digital divide** will be tackled? (internet subsidy)

## Implementation and prevention

- Setting specific **protection for employees in telework arrangements** will be critical (right to disconnect).
- Other considerations: digital training, employees' health and safety, data protection etc.

## Pointers in the Toolkit

- **Success factors** (gender dimension, trade union involvement)
- **Digitalisation and technology requirements** (IT resources, IT-related corruption and security risks)



THANK YOU FOR YOUR  
ATTENTION!

Zoltan Vadkerti  
the WorkLife HUB  
e-mail: [zv@worklifehub.com](mailto:zv@worklifehub.com)  
Web: [worklifehub.com](http://worklifehub.com)

## **THEME 2 – Session 3**

**Dr Mohammad MATAR**, Director General, Centre for Educational Research & Development (CERD), Ministry of Education, Palestine\*



"Public Administration Facing The Covid-19 Pandemic:  
Modernization And Digital Innovations"  
The Case of The Ministry of Education -Palestine

Prepared by Dr. Mohammed Matar  
Director-General,  
Centre for Educational Research and Development -  
(CERD)  
Ministry of Education – Palestine  
**For the 13th UniDem Med**  
**6-10 -2021**

# Educational system in Palestine: suffering from two pandemics; Occupation and Corona





# Content of this presentation

Ensuring Continuity of Education during the Pandemic

Utilizing Technology in Pedagogically to cope with The Pandemic

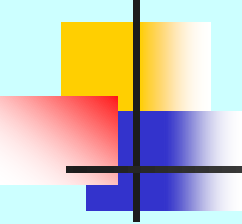
Innovations during the Corona

Utilizing Technology in Educational Administration



# The Bright Side Of The “ Nasty Face” Of The Corona Scene

1. The pandemic "scene“ upsets the well-established educational convictions .
2. This "scene" promoted the search for new responsive and adaptive alternatives.
3. This "scene" provided favorable climates to discover and develop innovation .



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# Ensuring Continuity of Education during the Pandemic

>>>

# Platforms

1. Students stay in touch with their teachers and with the learning process.
2. Develop students' self-learning capacities, their demands for and appreciation of self-learning, and stimulating them to use diverse educational resources and methods.
3. Giving families a chance to participate as they wish and are able to.
4. Exploring new modalities and perspectives for structural reforms of the education system.
5. Providing greater resilience, flexibility and adaptability of the educational system



# The Regulator Framework... & Quality Assurance

- Curriculum: Moving away from module stereotypes & addressing basic concepts.
- Communication: Develop effective mechanisms to ensure the quality of what is produced and disseminated on virtual ether;
- Inclusion: For students with special needs and those who are less privileged in distance education programs,
- Monitoring and evaluation: Organizing research and evaluative activities by the Centre for Educational Research and Development.

## Access constrains (toward no child left behind)

- Occupation procedures and settler practices .
- The low rates of all types of home computers (not exceeding 36%);
- Some students, especially in marginalized areas, are denied access to virtual education platforms.

## Creative alternatives and solutions....

- Seeking ways to enable all students to benefit from E-learning;
- Re-Direct support programs (technical and financial) where needed.
- Broadcasting Hundreds of TV educational lessons by educational directorates.
- Launching “Thanawiya On Line” for 12 graders.
- Establishing the Palestine Educational Channel to broadcast educational situations to solve the problem of the lack of appropriate Internet or computer services

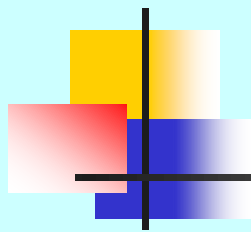
# Creativity in the Time of Corona

1. “The Corona Innovation Initiative” to stimulate and document the outcome of creativity in the time of the pandemic.
2. “The Award for Achievement and Excellence”, with hundreds of teachers participating via:  
[www.awardedu.gov.ps](http://www.awardedu.gov.ps)
3. “Tammal” a platform for students via:  
[www.tammal.pna.ps](http://www.tammal.pna.ps)
4. “Chess Online” a platform for students via:  
<https://forms.gle/TfFsSMRGyvhi5b3g9>

## Documentation, Follow-up and Evaluation

**To ensure that experience does go well, CERD perform data collection, follow-up and evaluation activities; to control:**

1. Level of involvement of teachers and students in distance learning
2. Obstructions that limited engagement.
3. Student learning methods.
4. Quality of computerized lesson providers.
5. Needs of computerized lesson providers.
6. Quality of content of the computerized educational materials..



**A second scholastic year,  
and  
the pandemic still exists....  
2020/2021**



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The Ministry issued a document entitled  
**"Back to School"**.

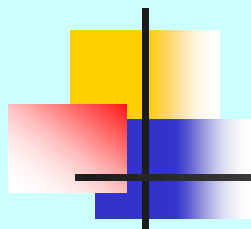
It included detailed actions in line with  
predicted scenarios for the pandemic...



## Questions answered in the “Back to school” plan

1. What are the procedures for dealing with infection (**Health Protocol**)?
2. What are the techniques for ensuring students' involvement in learning?
3. What subjects will be focused on?
4. What are the techniques for assessing students' learning?
5. What about applied subjects (labs) and vocational education?
6. What about early grade students?



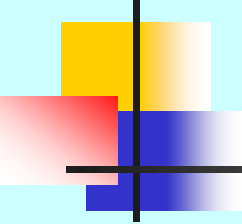


**A third scholastic year,  
and  
the pandemic still there ....  
2020/2021**

**Government decide to return to face –to-face teaching.....**

## **Priority intervention... (Learning loss)**

- Summer break: The inauguration of dozens of camps and summer clubs (STEM, entertainment learning clubs,...) in an effort to get students back to school and education.
- Two weeks before the beginning of the school year as full-time days to deal with learning loss.
- Implementing national study to provide indicators of the cognitive component of the learning loss .
- Continuing work to raise the human, technical and logistical readiness of the system to deal with the pandemic



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**Pandemic implications .....  
digital transformation.....**



# Users... Governance

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**At the level of the Senior management of the Ministry :**(QLIK Business Intelligence) was implemented..

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**At the level of the Directorate of Education :**Activating the School Networking Environment Management System, via the e-School platform and MS TEAMS (Microsoft Teams) platform.

---

**At the level of students and parents:** via the e-School platform to include announcements and news, Corona alarms, student assessments, homework, ...etc.

---

**At the level of school administrators:**  
Unification of administrative reference with a training programme for school administrators on methods of technology recruitment in the learning process.

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**Note:** The education system in Palestine is centralized one ... needs more delegation of authorities



# Database

- Digitizing datasets and developing technical determinants that ensure accuracy.
- Adoption of Lookups reference tables in all computerized systems.
- Linking the Ministry's databases with those of the Ministries of Interior and Health.
- Activate communication from school and to school via e-School.
- Control of outgoing correspondence issued to the field through a standardized computerized system.
- Insuring the role of the headmaster in preparing his school via e-School



# Service Delivery

- There is a technical section in each directorate to provide technical support to the directorate.
- Technical support through social media pages and WhatsApp groups.
- Empowering teachers' technology in the use of Zoom and Teams technology.
- Consolidation of a reference database on schools, students, teachers and guardians.
- One platform for e - learn educational materials.
- Account for every teacher, student and school on Microsoft Teams.



# Good news (1)

- From 9/2020 to 4/2021, there were approximately 4 million visits to the education portal.
- 650 educational materials broadcast were included through Palestine Educational Channel.
- The portal has 1401 educational materials.
- These materials cover 295 different content topics for different levels.
- The number of accounts on the e-school platform were: (students: 612668) (teachers: 36538) (guardians or parents: 512186).



# Good news (2)

## Internet and labs in schools:

- Total number of schools: 2100 government schools in the northern governorates
- Number of schools that have been provided with ADSL & VDSL internet service, is 2005 schools..
- The number of marginalized schools in which the wireless Internet is available is 95%.
- The total number of computer labs in government schools is 1,300.
- The total number of schools with a wireless network is 700.
- Providing schools with 200 interactive displays and train teachers to use them.
- Providing teachers with 15,000 laptops through direct funding from the Ministry and partners.
- Providing students with 14,000 tablets



# Lots of Thanks



## **THEME 2 – Session 3**

**Ms Olfa SOULI**, General Directorate of Administrative Reforms and Prospective Studies, Presidency of the Government, Tunisia



République Tunisienne  
Présidence du Gouvernement

# APPLICATION DU TÉLÉTRAVAIL DANS LA FONCTION PUBLIQUE TUNISIENNE

Présenté par: Mme Olfa Souli Ouertani

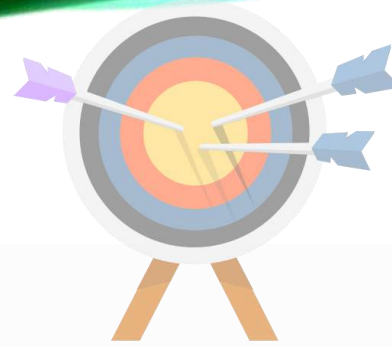
Directrice générale des réformes et  
prospectives administratives

**Visioconférence : L'Administration publique face à la pandémie de  
COVID 19 : Modernisation et innovations numériques  
Mercredi 6 Octobre 2021**

# PLAN

- **Objectifs**
- **Méthodologie adoptée**
- **Aperçu du cadre réglementaire**
- **Réalisations et conclusions**
- **Prochaines étapes**

# OBJECTIFS



## 1: A court terme

- Assurer la continuité de travail pour les organismes publics en assurant le respect des protocoles sanitaires,
- Expérimentation à échelle réduite en vue d'étude et d'analyse avant la généralisation,

## 2: A moyen et long terme

- Adaptation à l'évolution du style de vie et des exigences de la vie moderne,
- Développement de l'aptitude des organismes publics à rationaliser les ressources et les gérer de manière plus optimale,
- Renforcement de la performance et de la qualité des services,
- Attraction et motivation des RH à hautes compétences et habiletés,
- Contribuer à la réduction des embouteillages et de l'encombrement des transports publics.

# MÉTHODOLOGIE



- La pandémie était le fait générateur de l'expérimentation (à grande échelle) du télétravail en permettant la continuité du travail administratif,
- L'application du télétravail se base sur le décret-loi 2020-7 du 13 avril 2020 portant sur les mesures exceptionnelles anti-covid (approuvé ensuite par l'ARP),
- Par conséquent, le processus d'élaboration d'un cadre réglementaire sur le télétravail a été déclenché en poursuivant la démarche suivante au cours des années 2020-2021:

**Changement d'approche: d'un mécanisme exceptionnel et conjoncturel à un mécanisme durable et un choix stratégique**

# MÉTHODOLOGIE ADOPTÉE - 2020



1. Etudes comparées à l'échelle régionale, EU et référence aux études réalisées par des organisations et centres de recherches à l'échelle internationale,
2. Analyse de rapports et articles scientifiques,
3. Etude de l'expérience du secteur privé,
4. Vérification de la compatibilité avec le cadre légal et juridique en vigueur,
5. Préparation et discussion en interne d'un draft de décret réglementaire,
6. Transmission d'une version actualisée du projet de décret aux ministères et organes consultatifs,
7. Consultation du trib., adm.
8. Lancement et analyse d'une étude sur la révision de l'horaire adm. et l'adoption du télétravail,
9. Adoption de textes réglementaires à caractère exceptionnel (décrets, circulaires, notes adm.)
10. Lancement d'une expérience pilote au niveau du Ministère de la Fonction Publique.

# MÉTHODOLOGIE ADOPTÉE – 2021



Une équipe multidisciplinaire a été chargée d'approfondir l'analyse des axes suivants:

1. Catégories ciblées et priorité pour bénéficiaire du régime « télétravail »,
2. Questions relatives à la nature des accidents de travail et maladies professionnels imputables au télétravail,
3. Rationalisation des primes et avantages liés au travail présentiel (déplacement),
4. Partie en charge de fournir les prérequis: équipements, connexion, fournitures,...
5. Sécurité informatique, protection des données personnelles et/ou sensibles
6. Mécanismes de suivi et évaluation de la performance,
7. Régime horaire applicable (complémentarité avec la révision de l'horaire adm.)

**En 2021, l'application généralisée du télétravail a été reconduite 2 fois:  
Décision gouvernementale du 30 juin et décret présidentiel du 30 juillet**



# APERÇU DU PROJET DE CADRE RÉGLEMENTAIRE

## Axe 1:

- Périmètre d'application et variantes du télétravail,
- Détermination de la situation administrative du télétravailleur,

## Axe 2:

- Conditions et règles applicables aux différentes variantes,
- Procédures spécifiques: (1) télétravail statutaire et (2) télétravail conjoncturel/exceptionnel

## Axe 3:

Engagements du télétravailleur et de son employeur

## Axe 3:

- Adaptation de la règle du mérite de la rémunération en fonction du travail accompli,
- Mécanismes formalisés pour le suivi, l'évaluation et l'amélioration du régime de télétravail

# RÉALISATIONS ET CONCLUSIONS



## Consultation large à propos de la révision de l'horaire et l'adoption du télétravail

1. Acceptation large: 80% participants (en moyenne) affirment la pertinence de la généralisation progressive et étudiée du télétravail (fonctionnaire, chefs de structures, organisations, secteur privé, grand public)
2. 38% ont essayé le télétravail en 2020 alors que 15% ont essentiellement exercé leur travail à distance,
3. 82% disent que l'expérience du télétravail était appréciée positivement,

Enquête en ligne réalisée en octobre-décembre 2020 – DGRPA - PG

# RÉALISATIONS ET CONCLUSIONS



4. 31% des fonctionnaires estiment qu'ils peuvent travailler totalement à distance alors que 33% disent que leurs missions peuvent être réalisées en alternance (télétravail, présentiel),
5. En termes de priorité de réformes de la FP: (1) réduction du temps de travail à 30-35 heures, (2) application du temps flexible (3) instauration permanente du régime de télétravail,
6. Feedback positif sur le projet du cadre réglementaire de la part des ministères, instances consultées, ...

# OPPORTUNITÉS A SAISIR



- Existence d'un cadre légal, réglementaire et technique sur l'interopérabilité,
- Préparatifs pour le lancement de l'identifiant national numérique,
- Projet de généralisation de la signature + cachet électroniques,
- Diffusion et utilisation à grande échelle des applications de télétravail: visioconférence, travail collaboratif, ...
- Disponibilité d'outils efficaces et économiques pour renforcer la sécurité informatique,
- Accumulation d'expériences réussies de télétravail pendant les vagues du COVID19,
- Légitimité du processus participatif d'élaboration du cadre réglementaire pour le télétravail,
- Cohérence et complémentarité avec les textes légaux et réglementaires en vigueur.

# PROCHAINES ETAPES

**Nécessité de réaliser une étude d'impact (avantages-couts) sur la généralisation du télétravail en vue de montrer son efficacité et sa pertinence surtout au niveau:**

- De l'amélioration de la productivité, l'implication, la motivation et de la capacité à innover,**
- De la rationalisation des finances publiques, contrôle de la masse salariale et réduction de la charge administrative,**
- Des économies d'énergies, réduction de la pollution, ...**
- De la stabilité psychologique, familiale et sociale et amélioration du bien être,**
- De la prédisposition des prérequis organisationnelles et adaptation de la GRH,**

# PROCHAINES ETAPES

- Soumettre le projet de cadre réglementaire à l'approbation du CM,
- Réalisation d'expériences pilotes dans 5 ministères,
- Publication d'une circulaire explicative menée d'un guide sur les aspects techniques du télétravail: prévention des incidents et maladies professionnels, sécurité informatique,...),
- Lancement d'un programme national pour la facilitation d'accès aux services publics basée sur le recours aux application et solutions du télétravail:

**exemple:** service de visioconférence au profit des personnes à besoins spécifiques et aux familles nécessiteuses pour un meilleur accès aux responsables administratifs, instauration du poste d' « intermédiaire administratif » pour accompagner la digitalisation des prestations administratives...

**MERCI POUR VOTRE  
ATTENTION**

**شكرا على متابعتكم**



## **THEME 2 – Session 3**

**Mr Mohamed MOUSSA**, Head of Division of Internal Information Systems, Directorate of Information Systems, Department of Administration Reform, Ministry of Economy, Finance and Administration Reform, Morocco





# Séminaire régional pour les hauts cadres de l'administration 13ème UniDem Med

## L'ADMINISTRATION PUBLIQUE FACE A LA PANDEMIE DE COVID-19 : MODERNISATION ET INNOVATIONS NUMERIQUES

### La mise en œuvre du télétravail dans l'administration Marocaine

06 Octobre 2021



# Sommaire

- 01 Introduction
- 02 Contexte
- 03 Pourquoi le recours au Télétravail?
- 04 Démarche d'adoption du télétravail
- 05 Les types de télétravail
- 06 Les objectifs du Télétravail
- 07 Engagements de l'administration et du fonctionnaire
- 08 Continuité des service publique face à la pandémie du COVID 19
- 09 Le télétravail dans la Fonction Publique en chiffres
- 10 Réglementation du Télétravail dans l'Administration

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# Introduction & Contexte

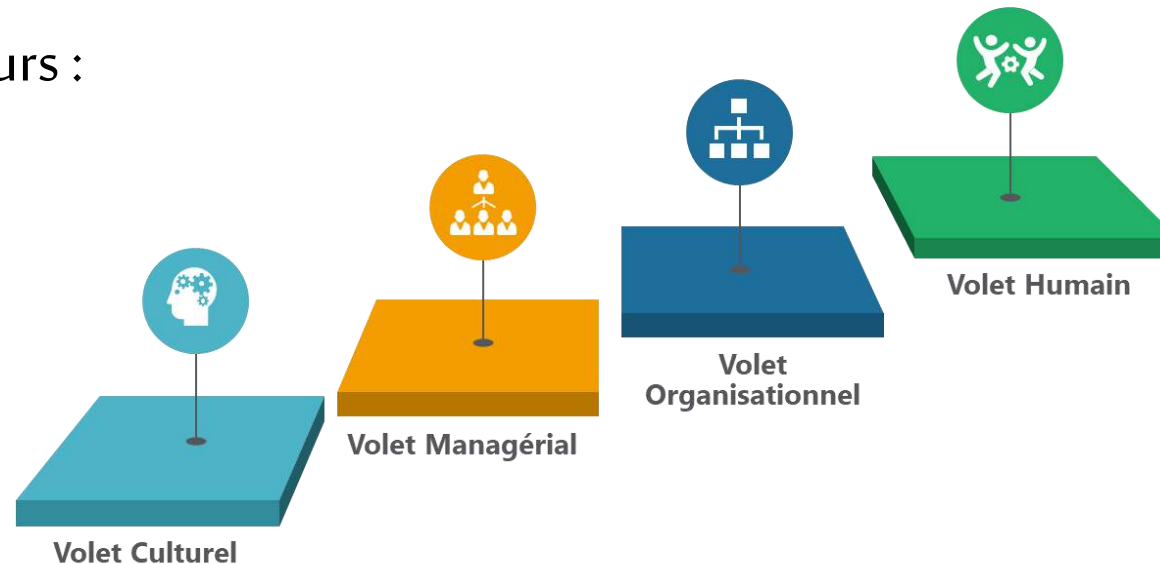


# 1- Introduction

La crise sanitaire causée par le Covid-19, en modifiant substantiellement l'organisation des administrations et des entreprises marocaines, a mis à jour de nouvelles pratiques de management, de collaboration et de communication, mais aussi un nouveau rapport au travail.

Dirigeants, responsables, ou managers de proximité ont dû prendre rapidement des décisions importantes en mode dégradé, avec 50 % moins d'informations, la moitié de leurs équipes et peu de moyens.

Au-delà du contexte inédit de la crise sanitaire, le recours au télétravail interpelle les décideurs sur au moins quatre volets majeurs :



# 1- Contexte

- Afin de veiller à la sécurité des fonctionnaires et des usagers dans les circonstances exceptionnelles lié à la pandémie, le Département de la Réforme de l'Administration a pris un certain nombre de mesures de prévention et de sécurité sanitaire à travers la publication de plusieurs circulaires / guides :
  - Prévention et le respect des mesures de protections et de prévention émises par les autorités ;
  - Sensibilisation des fonctionnaires ;
  - Organisation des réunions à distance en utilisant les outils de visioconférence;
  - Assurer la disponibilité des services administratifs en ligne ou via autre canaux (email, centre d'appel ....);
  - Autoriser la possibilité d'organiser le roulement pour les fonctionnaires qui font les mêmes tâches;
  - **Autoriser le travail à distance (télétravail);**
- La mise en place du système de télétravail au Maroc s'inscrit dans le cadre de la mise en œuvre de certaines dispositions du décret-loi n° 2.20.292 du 24 mars 2020 relatif à l'état d'urgence sanitaire et aux procédures de sa déclaration, visait essentiellement de protéger les citoyens contre les risques de la propagation du Corona virus, mais aussi pour assurer la continuité du service public;

---

# Le recours au Télétravail



# 3- Pourquoi le recours au Télétravail?

- ✓ La transformation numérique a, en quelques années, bouleversé nos modes de vie et produit des effets importants sur le monde du travail;
- ✓ Elle a eu un impact sur les formes, les conditions et l'organisation du travail et implique de nouveaux modes de collaboration et l'utilisation des TIC;
- ✓ Le télétravail s'intègre dans cette logique de l'amélioration des conditions de vie au travail;
- ✓ Le Télé travail s'inscrit également dans le cadre d'une transformation managériale, le développement et la diversification des méthodes de travail, pour proposer aux Fonctionnaires de meilleures conditions d'exercice de leurs fonctions.
- ✓ Actuellement, le télétravail est considéré comme une forme moderne d'organisation du travail dans les Administrations publiques dans plusieurs pays du monde
- ✓ Assurer la continuité des services publics



## 4- Démarche d'adoption du télétravail

Aussi, afin de garantir l'application appropriée des différentes mesures préventives entreprises ainsi que la continuité des services administratifs, le Département de la Réforme de l'Administration, a élaboré un guide visant à déterminer les principales mesures à prendre par les administrations publiques, pour la mise en œuvre du télétravail, dans ces circonstances exceptionnelles.

Ce guide prend en considération la nature et les spécificités des missions imparties aux administrations concernées, tout en respectant les instructions de la Direction Générale de la Sécurité des Systèmes d'Information et les recommandations de cybersécurité liées au télétravail, ainsi que les orientations nationales relatives à la Sécurité des Systèmes. Il se conforme également, aux dispositions de la loi n° 09.08 relative à la protection des données à caractère personnel.



### SOMMAIRE

#### Introduction

#### 1. Télétravail : concept, types et objectifs

##### 1.1 Concept du télétravail

##### 1.2 Types de télétravail

##### 1.3 Objectifs du télétravail

#### 2. Champ d'application

#### 3. Règles relatives au télétravail

#### 4. Critères de choix des fonctions adéquates au télétravail

#### 5. Engagements de l'administration et du fonctionnaire

##### 5.1 Engagements de l'administration

##### 5.2 Engagements du fonctionnaire

#### 6. Mécanismes de mise en œuvre



# 5- Les types de télétravail

- **Champs d'application:**

- Administration de l'Etat : Administration centrale et services déconcentrés

- **Les types de télétravail :**

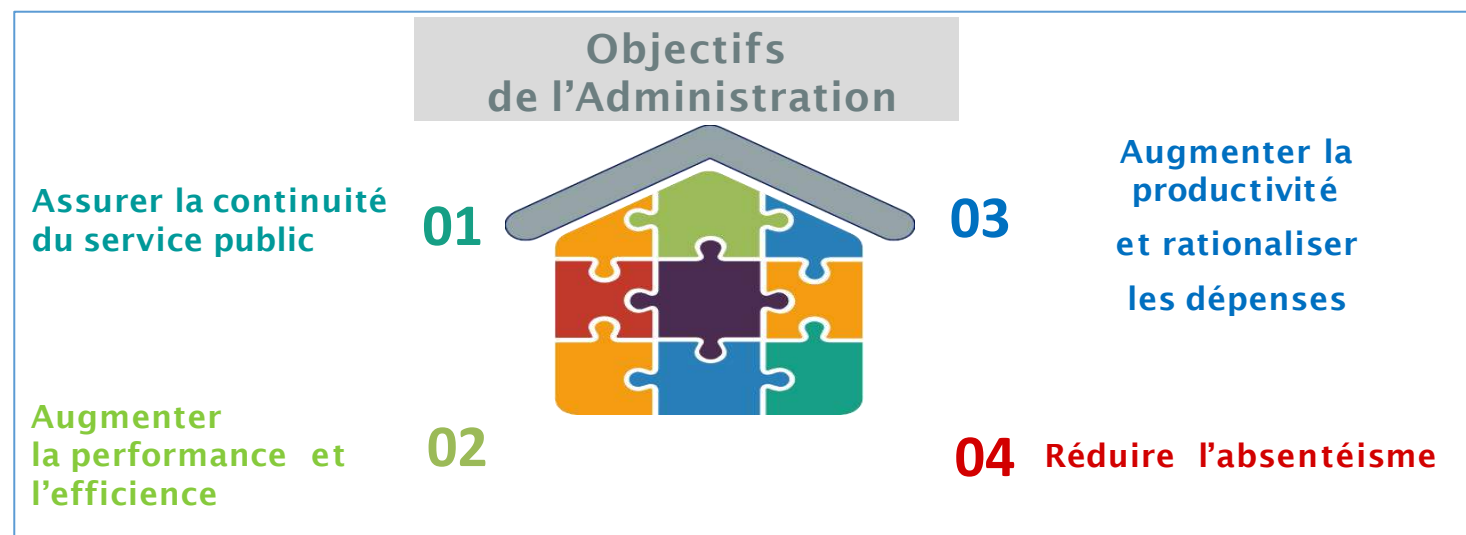
- **Le télétravail Partiel**

où le Fonctionnaire peut partager son temps de travail entre le lieu de travail de l'administration et le lieu de travail distant en parts égales ou différentes, et cela peut être des heures par jour, des jours par semaine ou un mois ;

- **Le Télétravail Totale**

qui concerne les emplois ou les fonctions qui peuvent être effectués entièrement en dehors du lieu de travail officiel.

# 5- Les objectifs du Télétravail



# 6- Engagements de l'administration

## ■ Les obligations de l'Administration :

- ✓ Les coûts directement liés à l'exercice du travail à distance sont engagés par l'administration (en particulier le coût du matériel, des logiciels, des abonnements, des communications et des outils de travail connexes, les coûts de maintenance et de support technique sont également pris en charge);
- ✓ Les programmes de formation adéquats relatifs au télétravail en faveur des fonctionnaires
- ✓ L'administration évaluera le travail du fonctionnaire à distance et sa capacité à atteindre les objectifs définis.
- ✓ Respect des instructions émanant de la Direction générale de la sécurité des systèmes d'information, et des dispositions de la loi 09-08 relative à la protection des données à caractère personnel
- ✓ Adoption de la signature électronique des documents administratifs conformément à la loi 53,05 relative à l'échange électronique des données juridiques,
- ✓ Garantir des accès sécurisés aux données et aux plateformes ouvertes pour le télétravail.



# 7- Engagements du fonctionnaire

## ■ Droits et Obligations du Fonctionnaire:

- ✓ Approbation préalable pour le télétravail auprès de l'Administration,
- ✓ Respect des règles de sécurité des systèmes d'information, des normes de cybersécurité et des dispositions de la loi 09-08 relative à la protection des données à caractère personnel,
- ✓ Exécution des missions et des tâches requises de manière optimale et dans les meilleurs délais,
- ✓ Assister aux réunions à distance,
- ✓ Respect de l'éthique de travail adopté par l'administration et exploitation du temps de télétravail pour effectuer les tâches qui lui sont attribuées,
- ✓ Garder le caractère confidentiel des informations, données et documents mise à sa disposition,
- ✓ Préserver les ressources, équipements et outils technologiques mis à sa disposition et ne pas les utiliser à d'autres fins ou usages privés



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# Digitalisation et Continuité des service publique



# 8- Continuité des service publique face à la pandémie du COVID 19

L'administration et ses différentes structures ont pu montrer leur agilité, leur flexibilité et leur capacité à agir rapidement et de manière cohérente face à un choc exogène, en adaptant outils, méthodes et processus pour la continuité, voire l'amélioration du service public

## 1- Relation avec les usagers de l'administration publique

Le gouvernement a mis en place des plateformes pour faciliter la communication avec les citoyens et les entreprises.

- E-Platforms pour le soutien financier afin d'alléger le fardeau économique des Marocains, en particulier ceux qui ont perdu des emplois dans le secteur formel et informel et les entreprises en difficulté.
- Une plateforme électronique qui a permis d'accorder une aide financière aux personnes non couvertes par la sécurité sociale, (plateforme SMS avec un code qui leur a permis de retirer leurs argents au niveau des guichets automatiques).
- Plateforme « Damancom » permet aux entreprises affiliées au système de sécurité sociale de déclarer les salariés libérés de leur emploi en raison de l'impact économique de l'état d'urgence.
- Les applications mobiles avec une reconnaissance faciale ont remplacé les attestations de vie demandées par les caisses de sécurité sociales aux retraités pour justifier leurs pensions.
- Le Maroc a également travaillé avec les banques pour faciliter l'accès pour les citoyens aux services bancaires et financiers digitaux.
- Plate forme pour le versement des dons au fonds spécial pour la gestion de la pandémie du Coronavirus (COVID-19)
- Portail de la campagne de vaccination contre le coronavirus

## 8- Continuité des service publique face à la pandémie du COVID 19

En ce qui concerne les collectivités territoriales , la mise en œuvre accélérée du projet de digitalisation devient d'autant plus urgente que les grands défis posés par la pandémie de Covid-19

- La numérisation de la gestion des finances des Collectivités territoriales (CT),
- Adoption des systèmes d'information géographique,
- Modernisation de l'État civil,
- Plate-forme Watiqa (Obtention des documents administratifs liés à l'état civil à distance),
- Plate-forme Rokhas : permet la dématérialisation totale des permis de construire et des autorisations économiques,
- Plateforme Chikaya: dépôt des revendications, observations et suggestions des citoyens, liée aux services rendus par les CT.



# 8- Continuité des service publique face à la pandémie du COVID 19

## 2- Relation avec les entreprises

La soumission électronique les procédures d'approvisionnement ont été simplifiées et devenues plus souples et ce afin d'encourager l'utilisation des échanges digitaux entre l'administration et l'entreprise d'une part, et éviter tout retard de paiement d'autre part

- Dématérialisation de la procédure d'exécution, d'ordonnancement et de paiement des marchés publics
- Plateforme des marchés publique : soumission électronique aux AO
- GID : Gestion intégré des dépenses

# 8- Continuité des service publique face à la pandémie du COVID 19

## 3- Télé-enseignement

Compte tenu de l'importance de la poursuite de l'éducation pour les étudiants, enfants, lyciens et académiciens pendant les exigences de verrouillage et de distanciation sociale, un certain nombre d'actions ont été mises en place un soutien pour le passage à l'apprentissage en ligne. Il s'agit notamment de fournir aux écoles des ressources et des conseils en ligne pour entreprendre l'apprentissage à distance

- Plateforme en ligne appelée Telmid TICE : aider les élèves à poursuivre leurs études après la fermeture des écoles
- Mise en place d'un référentiel numérique de contenu d'apprentissage (en arabe et en Français) pour les niveaux primaire, secondaire et baccalauréat, ainsi que d'autres matériaux.
- Les trois opérateurs de télécommunications (Maroc Telecom, Orange et Inwi) opérant au Maroc ont décidé d'offrir temporairement un accès gratuit à tous les sites et plates-formes d'enseignement et de formation à distance
- Plate-forme massive de cours en ligne ouverts (MOOC),
- L'Université polytechnique Mohammed VI a également lancé, le 11 avril, une nouvelle plateforme électronique pour aider quelque 9000 étudiants à avoir accès à 400 cours gratuits.
- Utilisation des chaîne publique nationale pour diffuser des cours éducatifs
- Pour les écoles privées : utilisations des systèmes Microsoft tels que Office 365, des applications Google telles que Google Classroom et Google Meet

# 8- Continuité des service publique face à la pandémie du COVID 19

## 4- Echanges électronique G2G, B2G, C2G

- Mise en place des solutions digitales : guichet électronique de gestion des courriers , bureau d'ordre virtuel, Parapheur électronique afin de favoriser et faciliter le travail à distance au sein des administrations marocaines
- Généralisation du portail national des réclamations aux collectivités territoriales il était utilisé par 119 institutions publiques participant pour la réception des plaintes, des propositions et des observations des citoyens
- Plate forme des demandes des droits d'accès à l'information
- Plateforme watiqa: les certificats de naissance, en ligne
- Ejustice: Casier judiciaire
- les autorisations du mariage,
- le paiement des différentes factures d'électricité et de téléphone,
- Paiement des impôts
- Utilisations des outils collaboratifs au sein du même administrations et/ ou entre administrations
- Plateforme de prise de RDV
- Plate forme de la CNIE : Etablissement de la demande et prise de RDV
- Plateforme du passeport biométrique

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## Le télétravail dans la FP en chiffres



## 9- Le télétravail dans la Fonction Publique en chiffres

- **88 % des fonctionnaires ont été en roulement dont 56.36% des fonctionnaires Femmes**
- **37.91% des fonctionnaires ont fait du télétravail;**

# Impact du COVID-19 sur les administrations publiques

Dans le cadre de la coopération avec la Banque Mondiale, Le Département de la Réforme de l'Administration a mené une enquête auprès de **35 ministères et dans les 12 régions** du pays pendant les mois d'août et de septembre 2020 pour déterminer l'impact du COVID-19 sur les administrations publiques. Le nombre final de réponses était de **3,325**.

L'objectif de l'enquête est de comprendre l'impact du COVID-19 sur les fonctionnaires et leur expérience de travail dans le service pendant la pandémie.

Les principaux résultats de l'Enquête ont porté sur :

- Le télétravail
- Impact sur le travail
- Perspectives d'avenir

# Impact du COVID-19 sur les administrations publiques

## Le télétravail :

- ✓ Pendant la Pandémie la majorité des fonctionnaires de l'administration publique ont eu des difficultés à se rendre à leur travail.
- ✓ Un manque de ressources (Ordinateur, internet, plate-forme) a été le plus grand défi pour les fonctionnaires.
- ✓ Seulement 30% des fonctionnaires disposent d'une connexion à internet suffisamment bonne pour effectuer leur travail efficacement depuis leur domicile.
- ✓ Les plates-formes de travail collaboratif ne sont pas encore largement utilisées dans les administrations publiques.

# Impact du COVID-19 sur les administrations publiques

## Impact sur le travail :

- ✓ La majorité des responsables de l'administration publique estiment que la qualité de l'interaction et du rendement de leur équipe n'a pas changé pendant la Pandémie.
- ✓ 26% pensent que le rendement a été négativement affecté.
- ✓ Seulement 37% des Directeurs ont fixé des objectifs pour leurs collaborateurs qui font du télétravail, même si 40% l'ont fait partiellement. 37% des Directeurs ont eu des difficultés pour fixer des objectifs ainsi que pour assurer le suivi de ces objectives.
- ✓ La charge de travail a augmenté selon 43% des responsables, bien que 20% disent qu'elle a en fait diminué.
- ✓ La majorité des responsables disent que moins d'un quart de leur travail a été affecté par la crise.



# Impact du COVID-19 sur les administrations publiques

## Perspectives d'avenir :

- ✓ 56% des fonctionnaires ont une opinion positive sur le télétravail pendant la pandémie, citant les gains de temps sur les déplacements et la flexibilité comme les principaux avantages.
- ✓ 78% des responsables sont d'accord pour instaurer le télétravail pour une certaine catégorie de personnel.
- ✓ Un large éventail d'exigences est nécessaire pour mettre en place une politique de télétravail réussie, à commencer par un cadre réglementaire et les équipements et infrastructures nécessaires.

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**Pour aller  
plus loin...**



# 10- Réglementation du télétravail dans l'Administration

Dans le cadre des efforts du gouvernement en matière de réforme de l'administration, notamment à travers le développement des modes de gestion dans le service public et sa digitalisation, un projet de décret relatif au télétravail dans les administrations de l'Etat a été élaboré.

Merci pour votre Attention

## **THEME 2 – Session 4**

**Ms Albana KOÇIU**, Director of the Department of Public Administration in Albania and member of the European Committee on Democracy and Governance of the Council of Europe, Albania



REPUBLIKA E SHQIPËRISE  
KRYEMINISTRIA

departamenti  
**dap**  
Administratës Publike



# Administrata.al

The Albanian Public Administration Platform

By: Ms. Albana Koçiu  
Director of the Department of Public Administration, Albania

# Public Administration Reform

*Priority for opening the accession negotiations with the European Union*

*Key Government's priority – Public Administration the basis for reform's implementation*

*PAR – Necessary and continuous process*

*Crosscutting Public Administration Reform Strategy 2015-2020 – approved in April 2015*

*4 main pillars – 11 strategic objectives*



*Development of public administration, which provides high quality services for citizens and businesses in a transparent, effective, and efficient way through the use of modern technologies and innovative services and, that complies with the requirements of European integration through impartial, professional and accountable civil servants, part of efficient setups.*

# PAR VISION





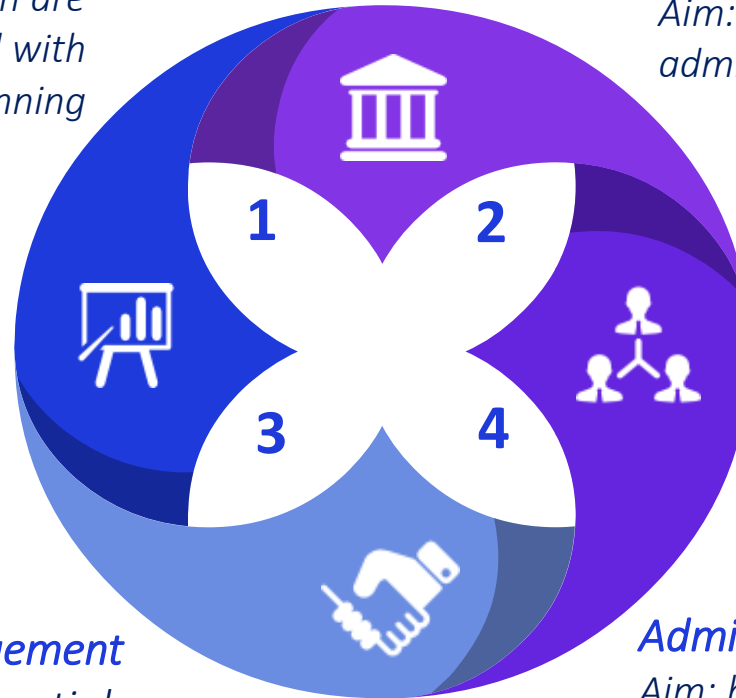
# PAR STRATEGY – 4 PILLARS

## *Policy Making and Quality of Legislation*

*Aim: to have policymaking, legislation drafting, monitoring and evaluation systems, which are clearly defined and regulated, linked with government priorities and budget planning*

## *Organization and Functioning of the Public Administration*

*Aim: to establish efficient and accountable public administration structures and reduce corruption.*



## *Civil Service: Human Resource Management*

*Aim: to develop a professional, impartial, independent and merit based civil service.*

## *Administrative Procedures and Oversight*

*Aim: build a model with the citizen in the center through the modernization of public services, improvement of the efficiency and response of administrative services.*

# CIVIL SERVICE

## HUMAN RESOURCE MANAGEMENT

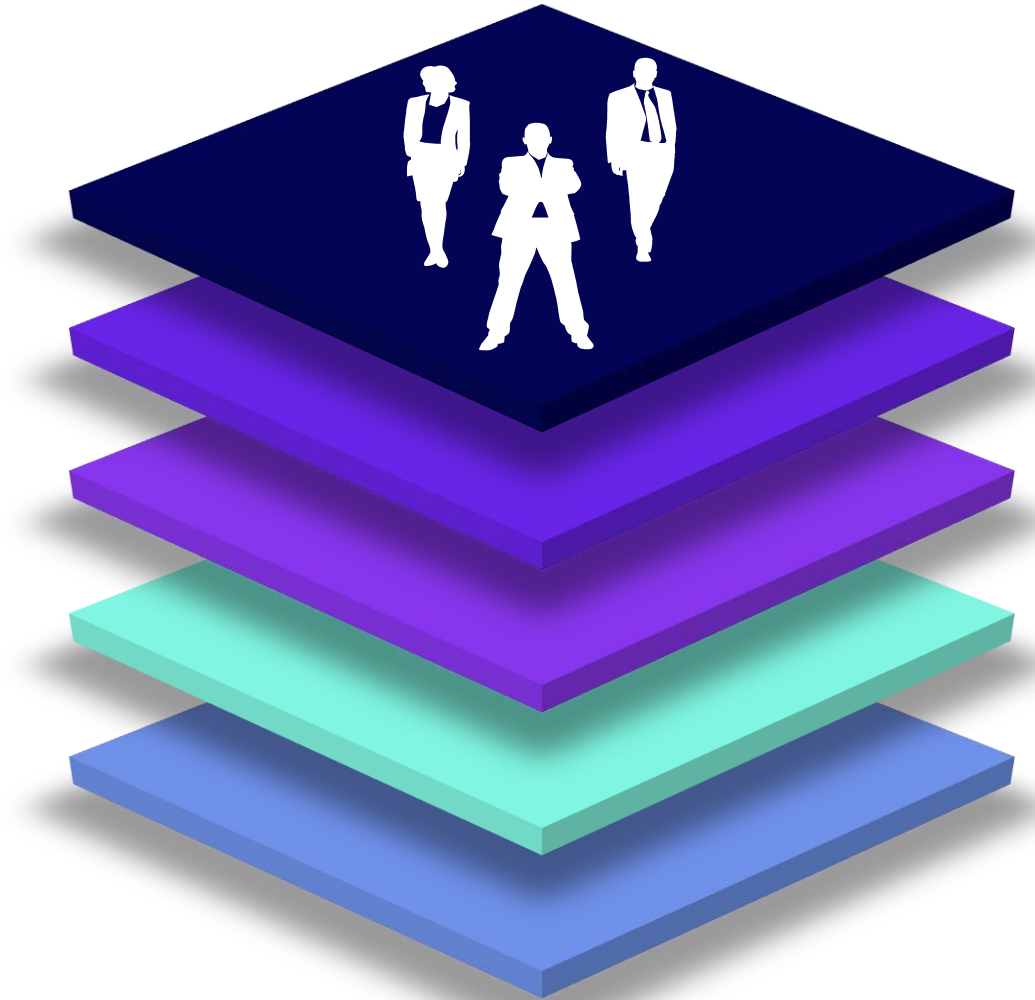
*Modernization of the recruitment process*

*Human Resources Information System*

*Review of Performance Appraisal System*

*Salary system reform in public administration*

*Process Workflow*



# STRENGTHENING LOCAL GOVERNMENT STRUCTURES IN ALBANIA

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE



Schweizerische Eidgenossenschaft  
Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra

[administrata.al](http://administrata.al) – government wide intranet

UNIFYING – STANDARDIZING – TRANSFORMING

## ISSUES THAT LED TO administrata.al

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*An increase in the number of civil servants*

---

*Territorial distribution of institutions*

---

*New sublegal acts and new HR procedures*

---

*Need to increase the capacities to implement the civil service legislation focusing on the local level*

---

*Need for proper monitoring through qualitative data*

---

## SOLUTIONS THAT DERIVE FROM administrata.al

---



*A unique and concentrated source of information*

---



*Unified templates and processes ready to use and follow*

---



*An innovative real time interaction tool between institutions*

---



*Continuous monitoring and improved quality in terms of reports and data*

---

## OUTCOMES FROM administrata.al

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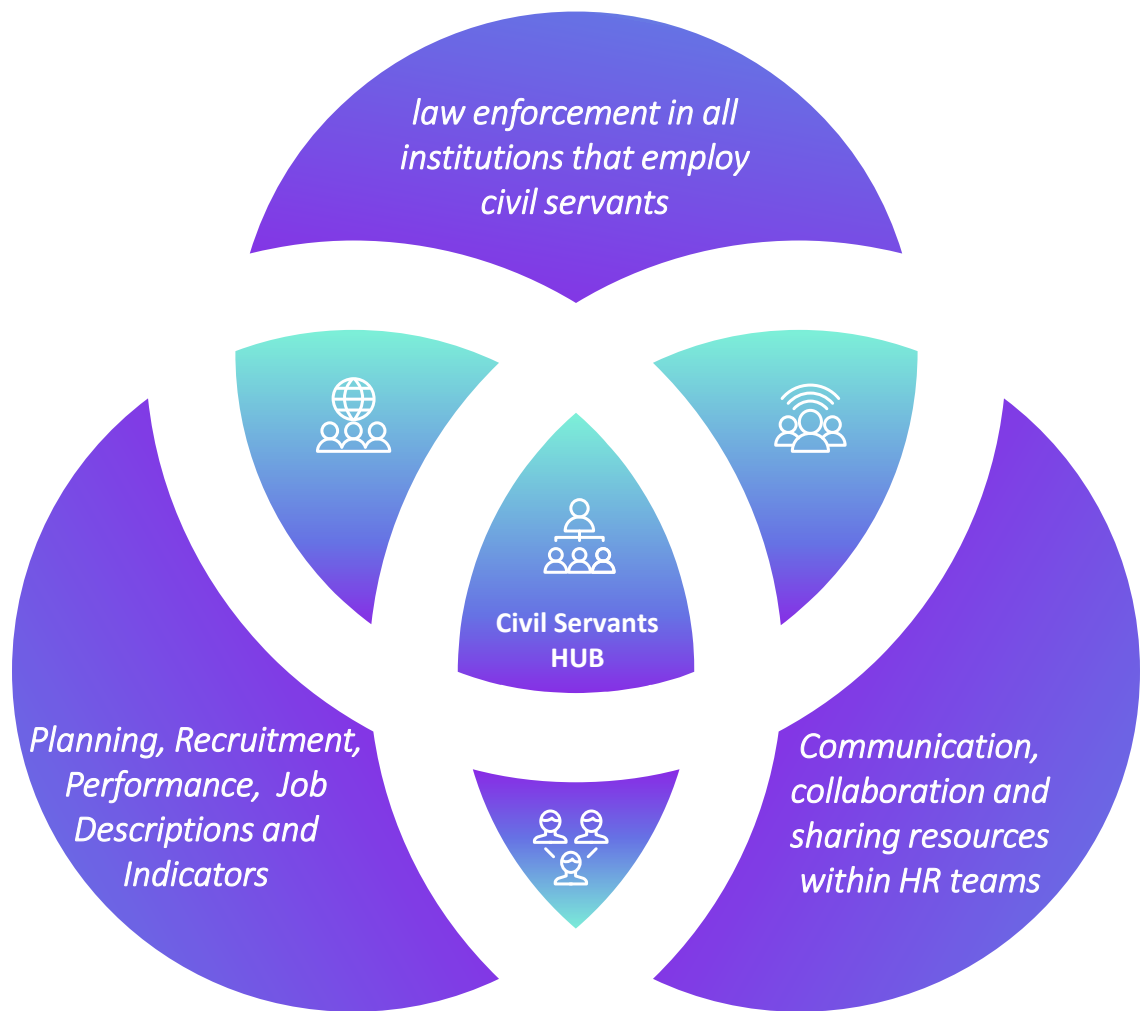
*Efficient institutions that perform better*

---

*Correct implementation of the civil service legislation providing for an independent, transparent and professional civil service at the central level and local level as well*

---

*The ultimate outcome: delivering quality services to the citizens.*



# administrata.al

*Established and administrated by the Department of Public Administration as the responsible institution for Human Resources Management in the Albanian Civil Service*



*Legal basis and regulations for all Human Resources Procedures in the Civil Service*



*Tools and mechanisms to properly follow, track and control HR procedures*



*Communication and interaction platform allowing all HR managers to adapt quickly*

# Human Resources Intranet

*modern solution with fully modular construction and quite unlimited extensions capacities based on proven and well known Microsoft SharePoint platform*

## **COMMUNICATION DRIVES CHANGE**

*the adoption of an intranet can transform the way HR communicates. It is considered as fundamental in the interactions between institutions, and even hr employees.*

---

## **DIGITAL TRANSFORMATION PROCESS**

*a greater reach of employees located in different institutions, some working in remote areas, intranet portal would bring fluidity to Information exchanged instantly and easily*

---

## **AIM FOR LONG-TERM CHANGE**

*setting up an intranet portal is a superb first step in terms of change management, it provides tons of new ways to help the Human Resources employees do their jobs better*



## STANDARDISED PROCESSES

*transparent and simplified recruitment, performance and job descriptions in the civil service;*



## INFORMATION MANAGEMENT

*tracking disciplinary measures and court decisions*



## KEY PERFORMANCE INDICATORS

*Facilitate key strategic decision-making based on real time data*



## COMPREHENSIVE DATA COLLECTION

*periodic reporting and following all HR processes*



## COMPREHENSIVE TRAINING NEEDS

*training needs analysis module for Albanian school of public administration*



## FUNCTIONALITIES

administrata.al

# the platform

internal back end targeted for HR users and not only

## government wide intranet

the main sections you will find in the portal: events, report tools, processes, documents, HR staff, legislation, references for systems, real time indicators, training and administrative panel.

all this information is customized based on user roles and features that can be turned on and off depending from the user's responsibilities and privileges





# the tools

*all the resources they need to be successful  
tools to address issues and meet objectives*

*way beyond traditional functions  
tools to address knowledge first*

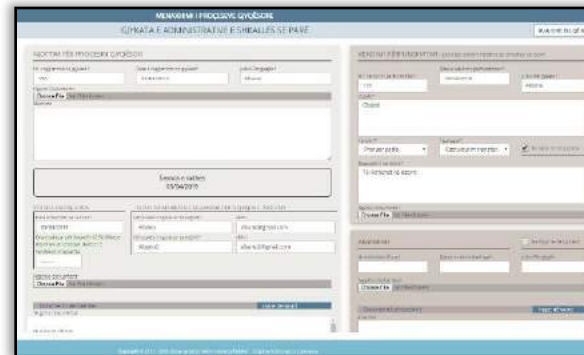
*Tools to be efficient and productive in  
many of the daily work related to  
reporting, performance, disciplinary and  
other HR processes*



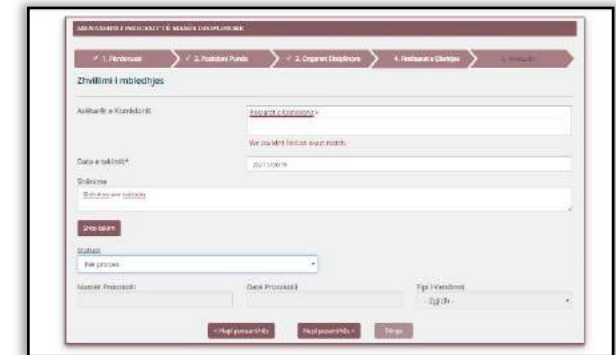
*performance appraisal*



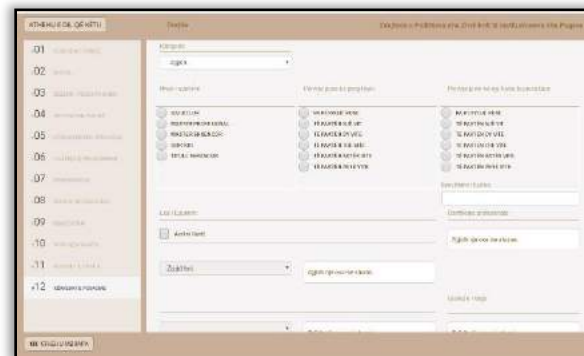
*periodic reporting*



*court processes*



*disciplinary measures*



*job descriptions*

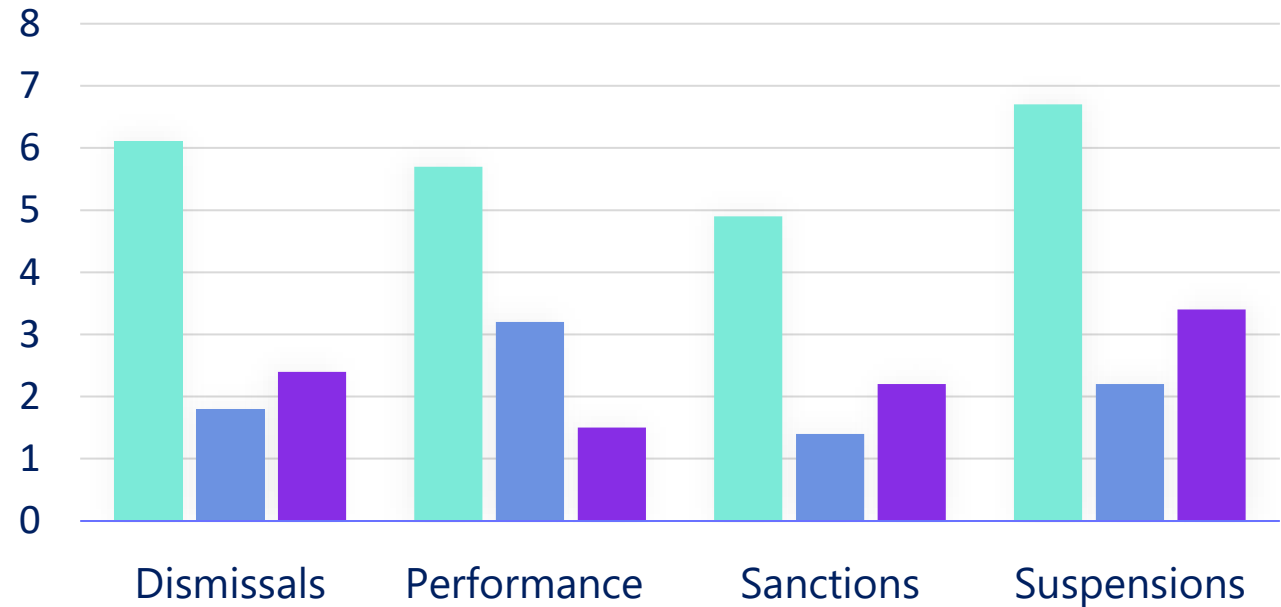


*final court decisions*

# Key Performance Indicators

*“Without data, you’re just another person with an opinion”*

*Edward Deming*



*Administrata.ai KPI – an information management tool that tracks, analyzes and displays key performance indicators (KPI),*

- Back Office – metrics and key data points to monitor the human resources processes*
- Front office for the HR – displays all this data in user friendly, comprehensive and comparable formats such as tables, line charts and bar charts,*
- A unified mechanism/tool for oversight institutions to monitor and analyze performance*



# PROGRESS SO FAR

## Institutions & users



### State Administration Institutions

*includes Prime Minister's office  
line ministries and subordinated  
institutions*

~ 230

### Local Government & Independent Institutions

*municipalities and independent  
institutions*

~ 70

### Human Resources users

*users which are focused on  
managing HR processes*

~560

### Finance & Legal users

*other users of the platform  
using different functionalities*

~130

# Administrata.al – Covid19

March 2020: Order of the Minister of Health – Recruitment procedures suspended due to restriction measures – state of emergency without a time limit

Due to urgency in recruiting personnel – DoPA explored options to address the situation

April 2020: New order of the Minister of Health – recruitment procedures which can be conducted completely online through the use of information technology tools are allowed

- ✓ **Every step of the procedures entirely online**
- ✓ **Same principles, procedures and deadlines**

# e-recruitment timeline

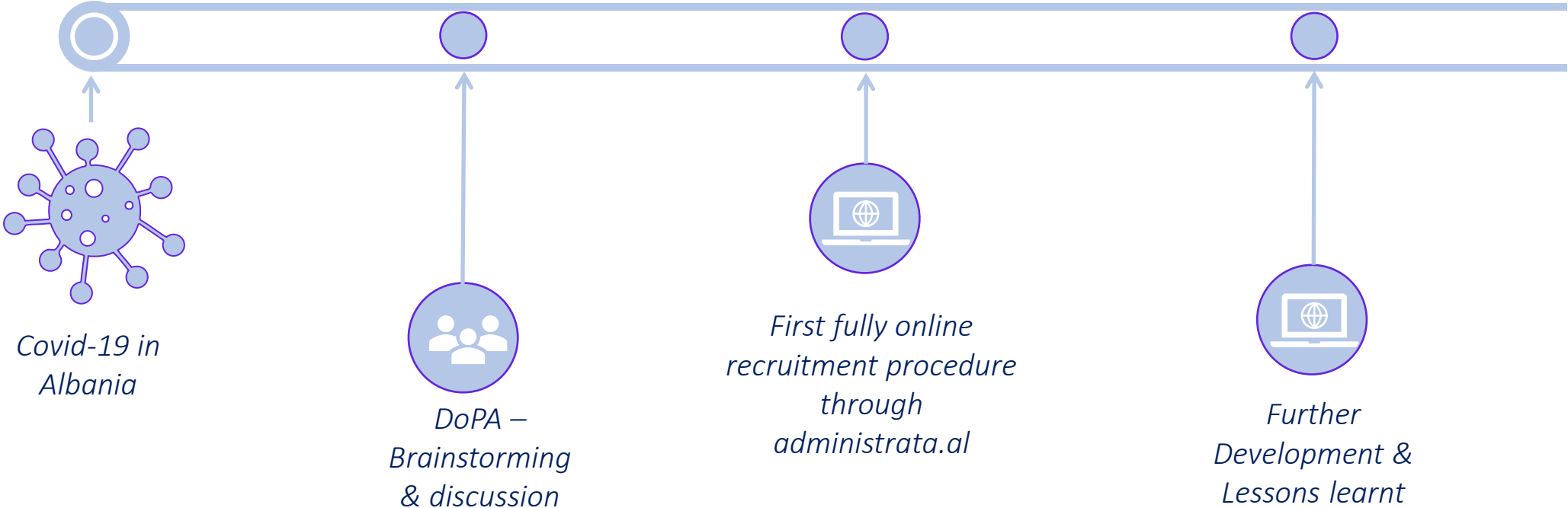
New e-recruitment era in the Albanian Civil Service →

March 11<sup>th</sup> 2020

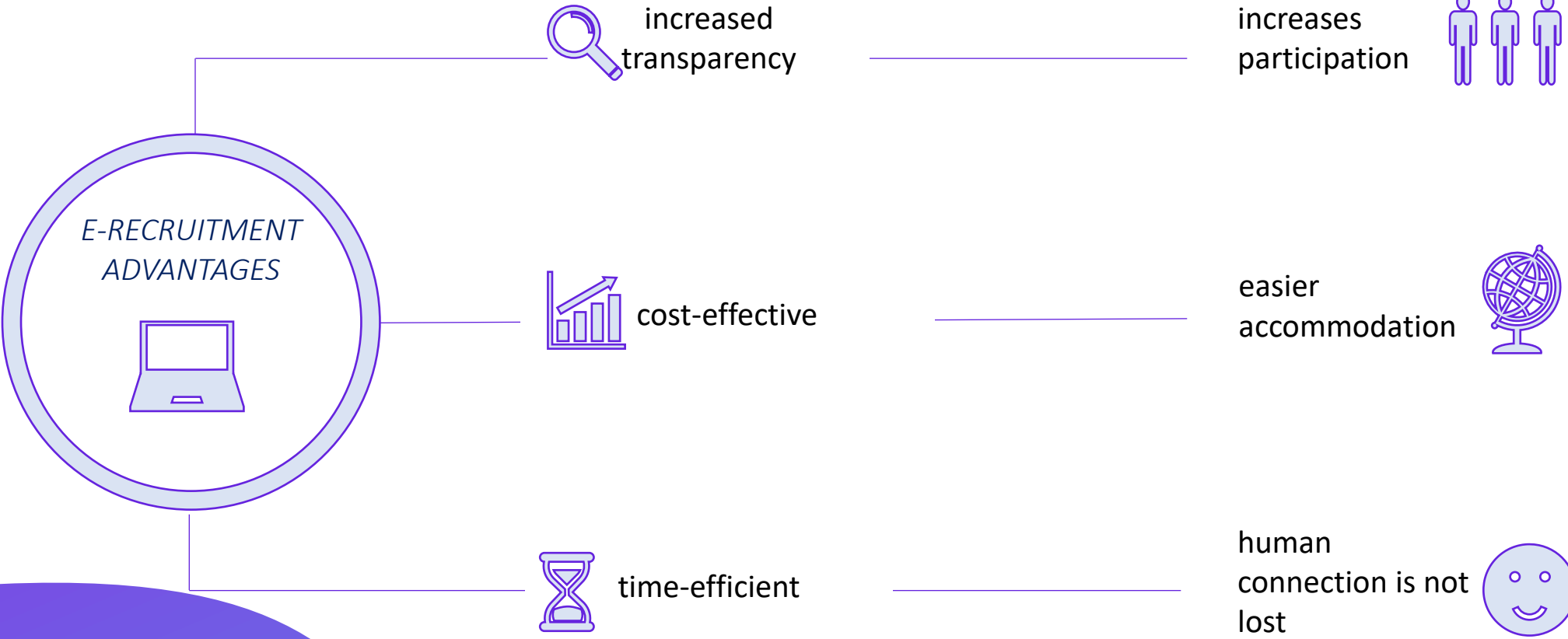
March - April 2020

April 22<sup>nd</sup> 2020

On going process



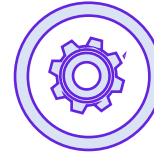
# e-recruitment advantages



# e-recruitment challenges

## E-RECRUITMENT

- Fully online recruitment – a step forward
- A need for further development
- Address challenges
- Apply lesson learnt



Number Limit for candidates in an online written test



Online interview – sustainability



Integrity during online/remote testing



On going training/support for HR Units & Candidates

# next steps & recommendations

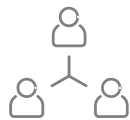
- Raise awareness on the benefits of the HRM platforms
- Trainings on the usage of the HRM systems
- Familiarise public servants with ICT tools
- Support and assist HR professionals
- Strengthen collaborative tools within HR professionals





REPUBLIKA E SHQIPËRISE  
KRYEMINISTRIA

departamenti  
**dap**  
Administratës Publike



# Thank You

## **THEME 2 – Session 4**

**Mr Fathi KHADER**, Deputy Minister for Specialised Administrations at General Personnel Council, Palestine\*



The General Personnel Council (GPC)  
Digital Transformation in Light of  
COVID- 19 Pandemic

# DIGITAL TRANSFORMATION

2021 - 2019

## Crisis Management by GPC

Innovation and Digital Transformation  
in light of COVID 19 Pandemic





**COVID 19 spread all around the globe and cast a shadow over all life aspects.**

**Palestine, like all other countries, was exposed to the threats of the pandemic. Governmental measures prioritized citizens health, then to mitigation taking into account the health measures and precautions. The General Personnel Council formed a team of senior management to develop work policies responsive to existing changes and to empower employees in order to carry out their tasks remotely.**



# GPC's Experience in Enhancing Teleworking in the State of Palestine During Corona Pandemic

Emphasize on GPC's work continuity in a normal manner and the fulfillment of its obligations while changing the work form from working in GPC's headquarters completely to working in a mixed manner (at GPC's headquarters, ... working remotely)

Relying on electronic transactions and documents in implementing administrative procedures for governmental departments.

Expanded adoption of teleworking and the virtual office.

Working with partners to adapt information technology to overcome the crisis "Corona pandemic"

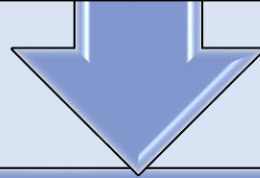
Providing logistics for employees to support their telework.

Benefit from that experience, evaluate it and build on its future outcomes.

# Remote Interviewing

The Ministry of Health, the Ministry of Education and a number of governmental departments.

Holding interviews for more than 500 applicants remotely and interviewing applicants in their homes.



# Receiving Job Applications Electronically

Receiving 49,061 job applications

Job advertisements for the Ministry of Education.



# Administrative Transactions

As a result of switching to the electronic system:  
1- Reducing cost 2- completion Speed 3- Accuracy  
4- Monitoring 5- The speed of issuing reports to the decision maker

Stop receiving paper administrative transactions and replace them with the electronic system

## Telework Technical Support Team:

4 technical support staff, and they worked by dividing the working hours which differed during the Corona pandemic from the officially approved working hours, so it was necessary for technical support staff to be available from eight AM until ten PM to provide technical support to GPC staff mainly.

2 Network engineers to enable employees to access GPC's network in a secure manner and access their office devices with all their files and programs, follow-up and document the hours of entry and exit to the systems and to ensure that they work within the granted powers to users

3 Technical support staff whose mission is to provide technical support to users of GPC's systems from governmental institution and job applicants who were able to submit approximately 50,000 electronic employment applications, and the technical support was of assistance to them 24/7 without interruption.

The presence of at least one technical support employee to work at the GPC's headquarters daily to follow up on any needs from inside the workplace.

All institutions and employees have been provided with technical support phone numbers and identification of the mission and institution assigned to them.



# Developing Legal Legislations During the Pandemic

## Preparing and developing the final draft of the Palestinian Civil Service Law.

Work to legalize all new procedures for the civil service due to the pandemic and any emergency circumstances in the Palestinian situation.

## Preparing and approving the system for hiring experts and filling temporary or seasonal jobs

It was dually approved by the Council of Ministers and published in the Official Gazette No. (10) for the year 2021.

## Preparing the disciplinary investigation regulations:

It was duly approved by the Council of Ministers by Resolution No. 14 of 2020 amending the Regulations regarding the amendment of Council of Ministers Resolution No. 11 of 2013 amending Executive Regulations No. 45 of 2005.

## Preparing a list of criminal cases:

Amending the list of criminal cases, which was approved by the Council of Ministers by its decision No. 13 of 2020 amending the amended Executive Regulation No. 4 of 2009 to Executive Regulation No. 45 of 2005 of the Civil Service Law No. 4 of 1998 amended by Law No. 4 of 2005.

# Developing Legal Legislations During the Pandemic

## Preparing the drafted system of incentives and rewards for civil servants:

GPC has prepared the guide for the incentives and rewards system project to serve as a guiding document, especially for those who worked with a distinction during the pandemic.

## Regulations for handling the status of employees stranded abroad due to Corona pandemic:

GPC has prepared a regulation to address the situation of employees stranded abroad due to Corona pandemic, so that it was approved by Council of Minister's Resolution No. (04/89/18) for the year 2020. This establishes provisions regulating this matter, settling the status of scholarship employees and facilitating their return to the homeland.

Preparing and approving the Code of Conduct and Public Service Ethics No. (4) of 2020, which amended the Code of Conduct for the year 2012.

# Job Planning and Classification tables

## First, Strategic planning for civil service

- Updating the National Strategic Plan Civil for Service 2021-2023 in line with governmental directions for the coming period approved by the Council of Ministers on 9/28/2020.
- Preparing the executive plan of GPC for the year 2021 within the framework of governmental results for the years 2021-2023.
- Developing a computerized program to prepare the executive plan for all GPC's departments and units according to the approved governmental models.

## Second: job formations Table for the year 2020 and 2021:

- Start discussing job formations schedule for governmental departments at the beginning of February 2021 with the teams approved by governmental departments for the year 2020 during the emergency period using Zoom and WhatsApp programs and documenting all sessions.
- Completion of preparing job formations schedule for the year 2020 and duly approving it in Cabinet session No. 73 on 7/9/2020. And formations schedule for the year 2021 was approved by Resolution No. 106 on 04/26/2021.
- Complete updating of the career planning guide and formation schedules.

# Job Planning and Classification tables

**Third: In studies and scientific research field:**

- The final review and approval of the final version of the Arab competencies framework of senior cadres according to the following:
- a virtual meeting (Zoom platform) between GPC and ESCWA in Beirut.
- a virtual meeting (Zoom platform) between ESCWA and the Arab team.
- Launching the work in "Rawafd for Public Administration Research and Studies magazine".

# Recruitments: Job Applications 2021 - 2020

100

- Job Announcements

538

- Announced Job Titles

193556

- Job Applications through GPC Portal

119636

- Accepted Job Applications

27420

- Denied Job Applications

# Electronic Exams



During 2020, a number of electronic exams were held which are 79 electronic exams. the total number of candidates for those exams was (43527).



A number of exams have been held according to the employment system in the civil service, especially in the private non-governmental sectors to contribute strongly to supporting and strengthening the partnership between all sectors in the State of Palestine.



Holding the profession practice exam for nursing diploma holders for 421 applicants. Holding the Excellence Exam for Human Medicine, which was held in cooperation between GPC and the Palestinian Medical Council, with the participation of (150) applicants.

GPC has worked on preparing a coherent electronic system to minimize the negative aspects of the traditional competitive exam, and minimize the human intervention

# Governmental Bank of Questions



GPC has worked on developing a database for the Bank of Questions in various scientific specializations, including specialized, cultural, and general questions.



The idea of the Bank of Questions came up mid-2016, under the instructions of HE Musa Abu ZAID, Head of GPC. To serve this purpose, a specialized committee for GPC was formed.



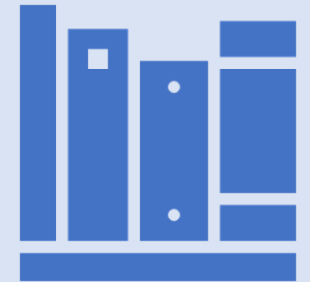
To assure the concept of partnership in the governmental institutions, GPC has worked on forming a number of focus groups of specialized civil servants from various public institutions to enrich the Bank of Questions.

# Human Resources Systems in Civil Service:

## The Automation of Job Appraisal System:

On 07/01/2020, the General Personnel Council issued a circular to all government departments regarding the automation of job performance appraisal forms. All paper correspondences related to performance evaluation were dispensed and implemented electronically through “MAWARD” system.

Implementing evaluation and complaints transactions within the specified legal periods, with less effort, achieving job satisfaction, providing quality services to the citizen, and its reflection on granting the employee promotion on time without delay.





# Palestinian National School of Administration



Third,  
Developing the infrastructure including the internet speed, Computers, etc..  
Promote distance training and teleworking culture as a crucial need in the pandemic.

Second, the continuation of providing services  
Developing training material through the years 2020- 2022

First, the continuation of providing services, where the mechanism of training was divided as the following:  
In- site training, taking into consideration prevention measurements.  
Merged training, in- site and on the internet  
Distance Training.

# Public and international Relations and Media

5- Organizing TAIEX sessions on the internet on Job Appraisal System, in cooperation with TAIEX experts, and BOSA institution- Belgium.

6- Participating in 3 workshops on the internet with SIGMA experts the continuation of public services in the context of COVID 19, with participants from a number of Arab countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Tunisia, and Palestine. Also, countries from Eastern Europe).

7- Conducting an online workshop with SIGMA experts, which focused on the practical implementations, challenges, and suggested solutions to work centrally or non- centrally in the light of Corona Pandemic.

8- Organizing a session with SIGMA experts on defining the priorities of the strategic plan in light of the current challenges.

During 2020

1 – Organizing a training program on ceremonies and protocol at the governmental level.

2 – Participation in the regional panel discussion for senior public officials in the University of Democracy program on “Towards User–Oriented Management”, via video conferencing in Morocco.

3 – Participation in a workshop with the European Union and the General Secretariat of the Council of Ministers, to review the framework for the results of the Association Agreement.

4– Organizing a workshop with Sigma experts on 10/8/2020 on teleworking, with the participation of a number of governmental institutions.

# Public and international Relations and Media

## During 2021

- 1- Three discussion sessions with SIGMA experts on “challenges and obstacles in managing human resources in light of Corona pandemic.”
- 2 - Hebrew language course for the second group, the first level, for 15 employees from GPC.
- 3 - A workshop on Guiding work for human resources officials in ministries and governmental institutions in cooperation with SIGMA experts.



The General Personnel Council  
Digital Transformation in Light of COVID-  
19 Pandemic

# DIGITAL TRANSFORMATION

**Thank You**

2021 - 2019

## **THEME 2 – Session 4**

**Ms Fadhila DRIDI**, Head of the General Committee of the Civil Service, Tunisia



***La bourse de mobilité***  
***Un outil pour l'accroissement de la mobilité***  
***dans la fonction publique***

## CONTEXTE

### ▪ Stratégie de modernisation de la fonction publique tunisienne

- Nouvelle constitution 26 janvier 2014, et un projet de révision du statut général de la FP vue la nouvelle constitution et modernisation de ce statut, non modifié depuis 1983,
- Révision de la procédure de nomination aux hauts postes de l'administration vers une Professionnalisation de la haute fonction publique .
- Accroissement de la mobilité et gestion prévisionnelle des emplois et des compétences
- Amélioration du système d'information RH, comme outil d'aide à la décision
- Maîtrise des effectifs et de la masse salariale
- Nouvelle loi sur les collectivité locale avec larges prérogatives aux communes  
(loi organique n°2018-29 du 9 mai 2018 relative au code des collectivités locales)

# CONTEXTE

**Jumelage UE- CGFP  
rejoignant les priorités  
identifiées de la FP dans  
le cadre du programme de  
modernisation de  
ressources humaines dans  
la fonction publique**



**Le renforcement des capacités** institutionnelles des services en charge de la gestion des ressources humaines



**L'appui à la mise en place d'une gestion prévisionnelle** des emplois et des compétences GPEC



**L'accroissement de la mobilité de fonctionnaires**



**La modernisation et la rénovation du système d'information** décisionnel pour une meilleur maitrise des effectifs et de la masse salariale.



**CARACTÉRISTIQUES DE LA FONCTION  
PUBLIQUE TUNISIENNE  
ET DONNÉES STATISTIQUES**

## DONNÉES STATISTIQUES

- Une seule fonction publique pour l'administration publique Centrale, Régionale et locale (22 ministères, 24 gouvernorats, 350 communes ...)
- 08 grands corps ou statuts généraux et 170 statuts particuliers
- Nombre des agents :

**667,782 en 2020 (contre 450000 en 2010 plus de 200000 agents)**

<i>Ministères</i>	<b>622,709</b>	}	<b>667,782</b>
<i>Communes</i>	<b>23,329</b>		
<i>Conseils régionaux</i>	<b>1,994</b>		
<i>Instances indépendantes</i>	<b>118</b>		
<i>Etablissements et autres structures</i>	<b>19,635</b>		

## DONNÉES STATISTIQUES

**Le nombre des fonctionnaires est réparti comme suit:**

- ✓ **60% hommes et 40% femmes**
- ✓ **80% sont des fonctionnaires, 20% sont des ouvriers (539,752 fonctionnaires/ 128,752 ouvriers)**

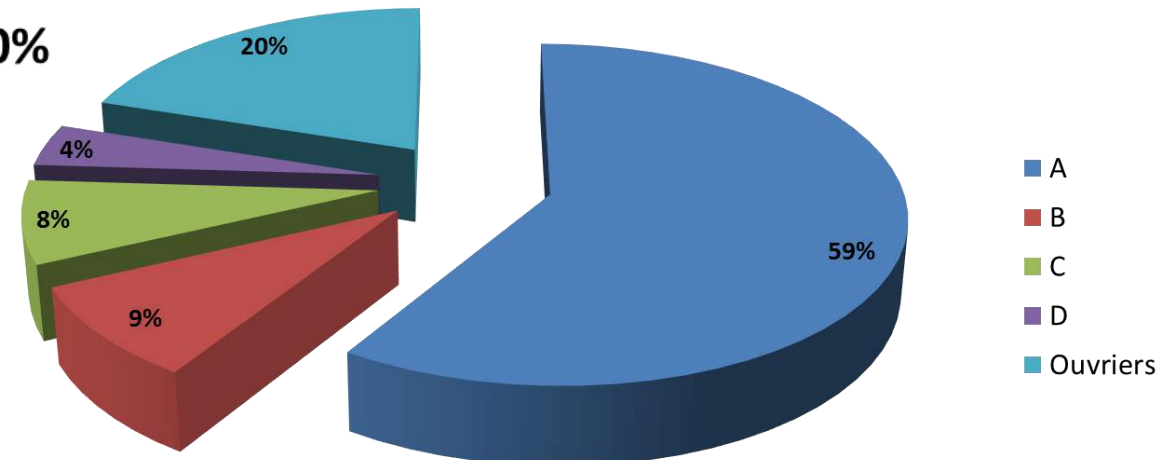
## DONNÉES STATISTIQUES

✓ Le nombre des fonctionnaires est réparti entre catégories professionnelles comme suit:

La sous-catégorie A1	33%
La sous-catégorie A2	29%
La sous-catégorie A3	10%
La catégorie B	12%
La catégorie C	10%
La catégorie D	06%

72%

100%



## DONNÉES STATISTIQUES

✓ Le nombre des ouvriers est réparti comme suit:

	<b>unité</b>	<b>pourcentage</b>
	<b>1<sup>ère</sup> unité</b>	<b>11%</b>
	<b>2<sup>ème</sup> unité</b>	<b>40%</b>
	<b>3<sup>ème</sup> unité</b>	<b>49%</b>
	<b>total</b>	<b>100%</b>

***Structure équilibrée***

# ÉVOLUTION DE LA MASSE SALARIALE DES FONCTIONNAIRES

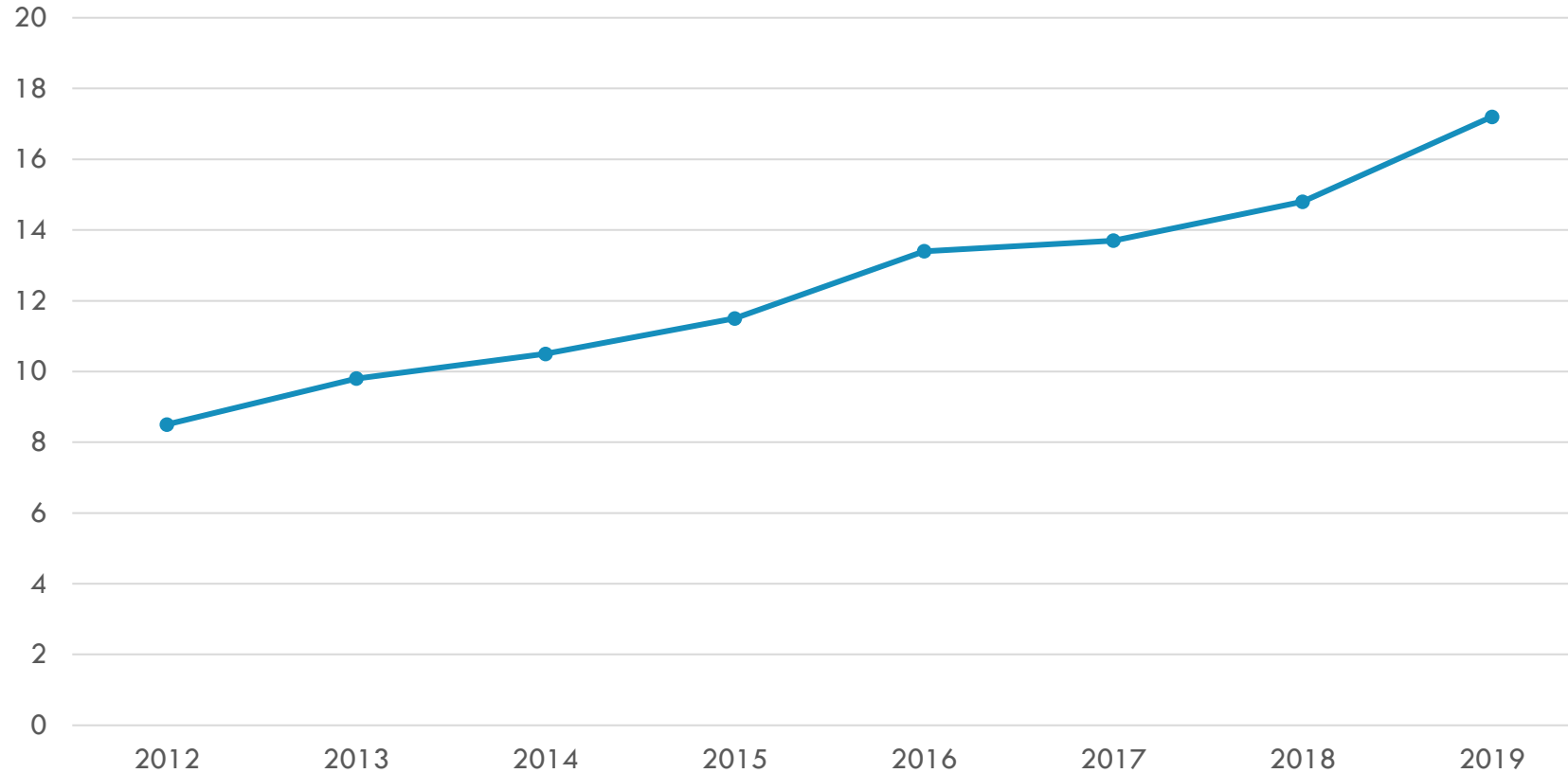
➤ Evolution de la masse salariale de 7,9 milliards de dinar en 2011 à 19 milliards de dinar en 2020

➔ augmentation de 2,5 fois

**L'évolution de la masse  
salariale dès l'année  
2012**

Année	Masse salariale en Dr
2012	8,5 milliards de dinar
2013	9,8 milliards de dinar
2014	10,5 milliards de dinar
2015	11,6 milliards de dinar
2016	13,4 milliards de dinar
2017	13,7 milliards de dinar
2018	14,8 milliards de dinar
2019	17,2 milliards de dinar

## Évolution de la masse salariale 2012-2019



➤ **La masse salariale en 2020** ➡ **19030 milliards de dinar** ➡ **près de 70% (60,6) des ressources de l'Etat**

**LA MOBILITÉ ET LE REDÉPLOIEMENT DES  
FONCTIONNAIRE, UN INSTRUMENT POUR  
LA MAITRISE DE LA MASSE SALARIALE**



## OBJECTIFS DE LA MOBILITÉ

- **Répondre** aux besoins de l'administration en matière **de rééquilibrage des effectifs** sur l'ensemble du territoire par domaines ou familles métiers grâce à une mobilité renforcée, /reconversion, un accompagnement des agents et des actions de formation ,**permettant ainsi de limiter les recrutements.**
- **Développer une véritable culture de mobilité**, dans une optique **gagnant-gagnant**, tout en veillant aux objectifs de **maitrise de la masse salariale**

# LES OUTILS JURIDIQUES DE LA MOBILITÉ

- La mutation ou le détachement d'un Agent Public sur sa demande
- Le redéploiement des agents de l'Etat, des Collectivités Locales et des Etablissements publics à caractère administratif
- La mise à la disposition des Collectivités Locales d'Agents Publics

# **INCITATIONS À LA MOBILITÉ**

## INCITATIONS FINANCIÈRES

- Une indemnité forfaitaire à titre d'incitation à la mobilité à condition que l'agent concerné exerce pendant trois (3) ans au moins dans sa nouvelle administration.

Cette indemnité est d'un montant équivalent à trois (3) salaires bruts ,versée une seule fois

- Une indemnité pour charges de changement de résidence est accordée à l'agent ,versée une seule fois par l'administration bénéficiaire comme suit:

Distance entre le lieu de résidence et le nouveau lieu de travail	Montant de l'indemnité En dinar tunisien
Entre 50 et 80 kilomètres	<b>200</b>
Entre 81 et 250 kilomètres	<b>400</b>
Plus de 250 kilomètres	<b>500</b>

## INCITATIONS DE CARRIÈRE

- Bonification d'une (1) année supplémentaire dans l'ancienneté dans le grade ou la catégorie.
- Bénéficier en cas de retour à leurs administrations d'origine des indemnités et avantages liées au dernier emploi fonctionnel qu'ils occupaient et ce jusqu'à leur nomination dans d'autres fonctions en ne dépassant pas les deux ans (2) à condition d'avoir passé deux (2) ans au moins dans l'administration de mutation ou de détachement.
- Des incitations plus avantageuses dans le cas de mise à disposition d'un fonctionnaire au profit d'une collectivité locale ,salaire mensuel majoré jusqu'à 50%

# **LA BOURSE DE MOBILITÉ**

# OBJECTIFS DE LA BOURSE DE MOBILITÉ

## ➤ Pour l'Employeur Public

- Large publication des offres de mobilité,
- Procédures claires des conditions de mobilité,
- Mobilisation des effectifs dans les domaines et lieux où doivent être mises en œuvre les politiques publiques et où l'administration a besoin d'eux en nombre et en compétences

## ➤ Pour l'Agent Public

- Transparence totale de l'information.
- Possibilités de changer de poste et construction d'un parcours de carrière valorisant et enrichissant en termes de développement personnel et professionnel

# PHASES DE MISE EN ŒUVRE DE LA BOURSE DE LA MOBILITÉ

**La mise en place de la Bourse de la Mobilité est réalisée en 2 phases :**

- Une 1<sup>ère</sup> phase couvrant les besoins du Ministère des Affaires Locales et de l'Environnement et des Collectivités Locales, afin de faciliter la mobilité des fonctionnaires vers et entre les Collectivités Locales, en vue combler les postes vacants offerts à la mobilité ;
- Une 2<sup>ème</sup> phase de généralisation de la Bourse de la Mobilité pour l'ensemble des Employeurs Publics, afin de faciliter la mobilité des Agents entre les différentes entités du Secteur Public.



# PHASES DE MISE EN ŒUVRE DE LA BOURSE DE LA MOBILITÉ



- Que ce soit pour la Phase 1 ou la Phase 2, la Bourse de la Mobilité s'adresse à tous les Agents du Secteur Public souhaitant bénéficier d'une mobilité entre les différents Employeurs Publics (entités du Secteur Public).

## NOMBRE D'UTILISATEURS POTENTIELS DE LA PLATEFORME

Entité / Intervenant	Rôle sur la plateforme de la Bourse de la Mobilité	Nombre d'utilisateurs potentiel
<b>Ministère, Epa, Collectivité Locale</b>	Création des offres d'emploi	au moyenne , 2 utilisateurs par entité( 24 ministères,,350 Collectivités Locales en Tunisie), soit à peu près 800 utilisateurs potentiels (avec différenciation des profils : Saisie / Validation)
<b>Candidat</b>	Candidatures spontanées et aux offres de mobilité	Près de 800 000 fonctionnaires du Secteur Public
<b>Grand public</b>	Recherche d'offres de mobilité	Tout Tunisien pouvant se connecter à la Bourse de la Mobilité

# PRÉSENTATION GÉNÉRALE DE LA PLATEFORME

**La plateforme de la Bourse de la Mobilité comprend les espaces utilisateurs suivants:**

- **Un Espace d'Accès**, permettant de rechercher et de consulter des offres d'emploi
- **Un Espace Employeur Public**, permettant de créer les offres d'emploi, les conditions de recrutement offertes, et de suivre les candidatures postées en réponse à ces offres,
- **Un Espace Candidat**, permettant de rechercher les offres d'emploi selon différents critères et de postuler en réponse à des offres et de suivre les candidatures postées,
- **Des fonctionnalités transverses**, permettant de proposer des tableaux de bord, tant aux Candidats qu'aux Employeurs publics (pour le suivi des offres, des candidatures, des postes vacants, etc.), de paramétrer différentes alertes (arrivée à échéance d'une offre, réception d'une nouvelle candidature, un système de rappel et de relance, etc.), d'archiver toutes les données et opérations effectuées sur la Bourse de la Mobilité, etc.,
- **Un Espace d'Administration de la Solution**, permettant de créer, d'affecter et de désactiver un compte utilisateur (Employeur Public, Candidat, Administrateur), de gérer les référentiels au niveau de la Solution (fiches de poste, formulaires, Collectivités Locales et organigrammes associés, etc.), de modifier les contenus du front office (les menus, les titres, les liens, les images, etc.), de tracer les différentes pistes d'audit sur la Solution, etc.

# BESOINS FONCTIONNELS

## périmètre fonctionnel couvert par la plateforme

### Administration

Gestion des comptes utilisateurs

Gestion des offres d'emploi

Gestion des référentiels

Pistes d'audit

Gestion des entités administratives

Gestion du contenu et de la charte graphique

Gestion des paramètres

E-learning

### Espace Candidat

Recherche d'offres d'emploi

Gestion du compte candidat

Recherche à l'aide d'un formulaire

Postuler

Sauvegarde d'offres d'emploi

Gestion des candidatures

Dernières offres publiées

Gestion documentaire

### Espace Employeur Public

Gestion des offres d'emploi

Gestion des candidatures

Création d'offres d'emploi

Suivi des candidatures

Suivi des offres d'emploi

### Fonctionnalités Transverses

Recherche

Reporting

Alertes par mail

Suivi des accès et traces

Archivage des données

### Espace d'Accès

Création de compte

Authentification

Consultation des offres d'emploi

Recherche d'offres d'emploi

Génération et modification des mots de passe

Authentification et déconnexion

Proposition d'offres d'emploi similaires

Recherche à l'aide d'un formulaire

Validation du compte si nécessaire

Refus d'authentification en cas d'erreur de saisie

Envoi à un ami

Filtre des résultats de recherche

Connexion aux deux espaces

## DESCRIPTION FONCTIONNELLE DE LA PLATEFORME

- La plateforme de la Bourse de la Mobilité doit couvrir l'ensemble des besoins fonctionnels relatifs au dépôt des offres d'emploi, aux conditions de recrutement, au dépôt des candidatures et à la publication des résultats relatifs aux offres d'emploi.

## DESCRIPTION FONCTIONNELLE DE LA PLATEFORME

- La Solution doit être intégrée au Portail des Collectivités Locales et au Portail du Gouvernement pour la.
- La Solution doit être installable et accessible via différents terminaux : PC, mobiles, tablettes, etc. (avec possibilité d'utilisation de plusieurs plateformes et systèmes d'exploitation : Android, Windows, etc.). L'objectif est de rendre l'information la plus accessible possible,

## MESURES D'ACCOMPAGNEMENT

- **Formation technique** : permet la maîtrise de l'aspect technique de la Solution proposée par les administrateurs et les développeurs des Ministères. Ils seront notamment chargés de l'administration des composantes techniques de cette Solution (installation et configuration du système, gestionnaires des données, paramétrage et interfaçage, administration et exploitation, gestion des incidents, communication avec les autres systèmes, etc.).
- **Formation metier** : Porte sur la plateforme et doit permettre aux futurs formateurs métiers de maîtriser les fonctionnalités de la Solution, pour pouvoir la transmettre par des formations appliquées aux futurs utilisateurs en vue d'en permettre une utilisation optimale

***MERCI***  
***POUR VOTRE ATTENTION***