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EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)

in cooperation with

**THE MINISTRY OF DIGITAL TRANSITION AND ADMINISTRATIVE
REFORM OF THE KINGDOM OF MOROCCO**

Regional seminar for senior administrative staff

16th UniDem Med

**"THE DIGITAL TRANSFORMATION OF
PUBLIC ADMINISTRATION "**

hybrid format (online and in Rabat, Morocco)

[Hotel The View](#)

Avenue Ennakhil, Rabat - Maroc

23-24 November 2022

09:00 – 16:30 (GMT+1 - Local time in France and Morocco)

PROGRAMME

Co-funded
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Co-funded and implemented
by the Council of Europe

The UniDem Med project is implemented in the framework of the joint European Union/Council of Europe programme
"Protecting human rights, the rule of law and democracy through shared standards in the Southern Mediterranean"
(South Programme V)

Wednesday 23 November 2022

09:00 – 09:30 *Registration of participants*

09:30 - 10:00 Welcoming remarks

Ms Sarah LAMRANI, Secretary General *ad interim*, Ministry of Digital Transition and Administration Reform, Kingdom of Morocco

Mr Gianni BUQUICCHIO, President Emeritus, Special Representative of the Venice Commission, Council of Europe

Mr Jean-Christophe FILORI, Head of Cooperation - Minister Counsellor, Delegation of the European Union to the Kingdom of Morocco

Ms Carmen MORTE-GOMEZ, Head of the Council of Europe Office in Morocco, Office of the Directorate General of Programmes

10:00 – 10:15 General introduction

Ms Nadia BERNOUSSI, Professor of Constitutional Law, Mohammed V University, Rabat, Member of the Venice Commission in respect of Morocco

10:15 – 10:30 *Coffee break*

THEME 1: THE DIGITAL TRANSFORMATION OF PUBLIC SERVICES: GOOD PRACTICES AND CHALLENGES

The first day of the seminar will be dedicated to the presentation of experiences and good practices in digital transformation in the South Mediterranean region and beyond, with a focus on the respect of users' rights and in particular on equal access and inclusion.

10:30 – 12:30 First session

The digital transformation of public services: how to best meet the needs and expectations of users? What innovative practices respect the principles of good governance and transparency of public administration?

The first session of the seminar will be an opportunity to discuss trends and practices in the digitisation and digital transformation of public services. What digital services for the future? Should public services for users be more accessible, faster, more efficient, simpler, less costly? Above all, they must meet the needs of users while respecting the principles of good governance and the rule of law. This session will be an opportunity to present concrete, innovative and successful examples of digital transformation in the sectors of administration, justice, health, education, tax collection, etc.

Keynote presentations: (20 minutes each)

Mr Dieter J. TSCHAN, E-Government Representative for the Swiss Confederation, Federal Chancellery, Digital Transformation and ICT Steering, Switzerland

Mr Jamal SALAHEDDINE, Director of Administration Modernisation, Ministry of Digital Transition and Administration Reform, Kingdom of Morocco

National experience: (10 minutes)

Mr Ma'en ABU ARRAH, Head of Data Administration Section, General Administration of Information Technology, General Personnel Council, Palestine*
(online presentation)

Moderator:

Ms Nadia BERNOUSSI, Professor of Constitutional Law, Mohammed V University, Rabat, Member of the Venice Commission in respect of Morocco

General discussion

12:30 – 14:00 *Lunch break*

14:00 - 16:00 Second session (coffee break 15:00-15:15)

Challenges of dematerialisation and digital transformation of public services: digital inclusion and equal access to public services

This session will present some of the challenges facing public administration as a result of the dematerialisation and digital transformation of services to users. This evolution, which was accelerated by the COVID-19 pandemic, has seen the emergence of risks such as dehumanisation, the increasing complexity of procedures, their unsuitability and even the alienation of certain categories of citizens and users. This session will be an opportunity to report on these risks and propose solutions to fight against digital exclusion, the generational, educational or territorial divide, or illectronism.

Keynote presentations: (20 minutes each)

Ms Nassera BECHROURI, Policy Officer, Promotion of equality and access to rights, territorial action, training, access to rights for young people, Human Rights Defender, France and **Ms Celine GIRARDOT**, Policy Officer, Human Rights Defender, France (online presentation)

Mr Noureddine LASFAR, Head of the Department on the Digital Transformation of the society, Digital Transformation Directorate, Digital Development Agency, Kingdom of Morocco

Mr Bouchaïb BOUNABAT, Professor, High National School for Computer Science and Systems Analysis, Advisor to the President of the Mohammed V University of Rabat for Innovation and Internationalisation, UM5, Rabat, Kingdom of Morocco

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

National experience: (10 minutes)

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

Moderator:

Ms Nadia BERNOUSSI, Professor of Constitutional Law, Mohammed V University, Rabat, Member of the Venice Commission in respect of Morocco

General discussion



Thursday 24 November 2022

THEME 2: WHAT GOVERNANCE FOR A SUCCESSFUL DIGITAL TRANSFORMATION?

This second day will be dedicated to the means that the public administration gives itself in terms of good governance and internal reform to adapt and implement policies for the digital transformation of public services.

09:00 - 11:00

Third session

Change management and success factors for digital projects in the public administration

Implementing a successful digital transformation in public administration requires complex internal processes and operating procedures that require trained leadership capable of driving change. This session will present how to drive and coordinate at all levels these transformation policies for results that will meet the needs of users and fulfill the objectives of performance and good governance of the administration. What strategies should be implemented in the long term and what are the success factors?

Keynote presentations: (20 minutes each)

Mr Frank LEYMAN, Head of International relations, Digital transformation matters, Federal public service – Policy and support (FPS BOSA), Belgium (*online presentation*)

Ms Ikram HIMMI, Head of the Division of Simplification of Procedures and Ethical Support, Ministry of Digital Transition and Administrative Reform, Kingdom of Morocco

National experience: (10 minutes)

Ms Hadeel ABDALLAT, Institutional Development Manager, Institute of Public Administration, Jordan (*online presentation*)

Moderator:

Ms Nadia BERNOUSSI, Professor of Constitutional Law, Mohammed V University, Rabat, Member of the Venice Commission in respect of Morocco

General discussion

11:00 – 11:15 *Coffee break*

11:15 - 12:30 Fourth session (1st part)

Jobs of the future and digital training in public administration.

The digital transformation of the public administration can only meet the criteria of efficiency, transparency and performance through a renewed human resources management capable of attracting new talent. The public administration must integrate these elements into its forward-looking management of jobs and skills to ensure that its staff are well trained and competent in digital issues. How can these new skills be developed among managers and digital project leaders? How can we attract these new talents?

Keynote presentations: (20 minutes each)

Mr Benjamin WELBY, Policy analyst, Digital Government and Data Unit, Open and Innovative Government Division, Directorate of Public Governance, OECD

Mr Mohamed AMOR, Head of the State Human Resources Management Division, Ministry of Digital Transition and Administration Reform, Kingdom of Morocco

National experience: (10 minutes)

Ms Siham ALKHAWALDEH, Director general, Institute of Public Administration, Jordan (*online presentation*)

Moderator:

Ms Nadia BERNOUSSI, Professor of Constitutional Law, Mohammed V University, Rabat, Member of the Venice Commission in respect of Morocco

General discussion

12:30 – 14:00 *Lunch break*

14:00 - 14:45 Fourth session (2nd part)

Jobs of the future and digital training in public administration.

Follow up of the general discussion

14:45 – 15:00 *Coffee break*

15:00 - 16:00 **FOLLOW-UP SESSION ON PUBLIC ADMINISTRATION REFORMS IN UNIDEM MED PARTNER COUNTRIES**

Several UniDem Med coordinators or their representatives will present the progress of reforms at national level on the topics discussed in previous UniDem Med seminars. The effective and regulatory implementation of telework in the partner countries will be the topic for discussion during this session: what policies/strategies have been adopted? The practices and evaluation of its implementation in the short term? The right to disconnect. How has the [Toolkit on teleworking in Public Administrations](#) translated into Arabic been disseminated and used?

National presentations: (10 minutes each)

Mr Mohamed MOUSSA, Director of Information Systems ad Interim, Ministry of Digital Transition and Administrative Reform, Kingdom of Morocco

Ms Madeha AL-KHATEEB, General administration of Appointments, General Personnel Council, Palestine* (online presentation)

General discussion

16:00 – 16:20 General conclusions

Ms Nadia BERNOUSSI, Professor of Constitutional Law, Mohammed V University, Rabat, Member of the Venice Commission in respect of Morocco

16:20 – 16:30 Closing remarks

Ms Sarah LAMRANI, Secretary General *ad interim*, Ministry of Digital Transition and Administration Reform, Kingdom of Morocco

Ms Frédérique PRIVAT DE FORTUNIE, Project Manager, UniDem Med, Venice Commission, Council of Europe
