

KINGDOM OF MOROCCO



MINISTRY FOR THE REFORM OF THE
ADMINISTRATION AND THE CIVIL
SERVICE



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

in co-operation with

**THE MINISTRY FOR THE REFORM OF THE ADMINISTRATION
AND THE CIVIL SERVICE OF THE KINGDOM OF MOROCCO**

**Regional seminar for senior public officials
UniDem Med**

**“IMPROVING THE RELATION BETWEEN THE
ADMINISTRATION AND THE CITIZENS :
A DEMOCRATIC IMPERATIVE”**

Rabat, Morocco

23 – 26 April 2018

PROGRAMME

Ensuring Sustainable Democratic Governance and Human Rights in the Southern Mediterranean

Funded
by the European Union



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CONSEIL DE L'EUROPE

Implemented
by the Council of Europe

Monday 23 April 2018

09.30 Welcome words

Mr Mohammed BENABDELKADER, Minister Delegate to the Head of Government in charge with the Reform of the Administration and the Civil Service

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

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

09.45 – 10.00 General introduction

Mr Khalid NACIRI, Professor of Constitutional Law, Casablanca Law Faculty, former Minister of Communication, Morocco; Member of the Venice Commission on behalf of Morocco.

THEME 1: TOWARDS AN OPEN AND RESPONSIBLE PUBLIC ADMINISTRATION, BASED ON RESPECT FOR THE RULE OF LAW: STANDARDS, POLICIES AND MECHANISMS

10.00 - 13.00 First session (coffee break: 11.00 – 11.15, family picture 11.00)

The session will take stock of existing national and international standards as well as the progress from legislative and regulatory viewpoint to support the improvement of the relationship between the administration and the citizens. How to ensure the effective implementation of legal and constitutional provisions?

Speakers:

Mr Pere VILANOVA TRIAS, Professor of Political Science and Public Policy, University of Barcelona, Member of the Venice Commission on behalf of Andorra

Mr Lech MARCINKOWSKI, Public Administration, SIGMA, OECD

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Discussion

13.00 - 14.30 Lunch

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

The second session will examine the existence of other pieces of legislation within the civil service, of a non-binding nature (soft law), and in particular codes and other charters of conduct or deontology etc. aimed at improving relations between the citizens and the administration. The implementation and ownership of these texts by the public service will also be discussed during this session.

Speakers:

Mr Holger SPERLICH, Government Director, Federal Ministry of the Interior, Building and Community, Germany

National experience – Tunisia

Ms Rim GARNAOUI, Director, E-government Unit, Public Service Advisor, Presidency of the Government

Mr Rachid RAFFES, Administrator, General Committee of the Civil Service, Presidency of the Government

Ms Faiza TOUMI, Director General, Head of Central Office in charge with the Relations with the Citizens, Presidency of the Government

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Discussion and conclusions of the day



Tuesday 24 April 2018

THEME 2: IMPROVING THE QUALITY OF PUBLIC ADMINISTRATION: SIMPLIFYING ADMINISTRATIVE PROCEDURES AND THE ROLE OF THE SENIOR CIVIL SERVICE TO CONDUCT CHANGE

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

How to improve the services provided to users and best meet their expectations? The third session will focus on the simplification of administrative procedures and procedures as part of the modernisation of the administration. What are the concrete measures and best practices for administrative simplification (removal of procedures, harmonisation of administrative procedures and deadlines, simplification of administrative language, etc.)?

Speakers:

Mr Andraz PERNAR, Development Office, Ministry of Public Administration, Slovenia

Ms Ikram HIMMI, Head of Division, Simplification of Procedures, and Ethical Awareness, Ministry for the Reform of the Administration and the Civil Service, Morocco

National experience – Algeria

Mr Belkacem BOUCHEMAL, Director General of the Civil Service

Mr Mokhtar LALEG, Director, Organisation of the Administrative Structures, Directorate General of the Civil Service and the Public Administration Reform

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Discussion

13.00 – 14.30 Lunch

14.30 – 17.00 Fourth session (coffee break: 16.00 – 16.15)

The 4th session will be dedicated to the change of culture within the civil service and the consecration of a culture of management based on listening and accompaniment. The session will address Human Resource Management (HRM) and in particular the role of the senior civil service in the process of simplifying procedures and in driving change in general. How to better involve and train senior managers in innovation and creativity to give them agility and resilience in the face of change? How to ensure better accountability to the expectations of citizens?

Speakers

Mr Ivar TALLO, E-governance expert, Estonia

National experience – Mauritania

Mr Ethmane AGJEYIL, Director in charge with the Administrative Reform, Ministry of the Civil Service, of Labor and Modernisation of the Administration

Mr Hamahoullah MEYABE, Advisor in charge with the Modernisation of the Civil Service, Ministry of the Civil Service, of Labor and Modernisation of the Administration

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Discussion and conclusions of the day

17.00 – 18.30 Cultural programme

Wednesday 25 April 2018**THEME 3: IMPROVING THE QUALITY OF PUBLIC ADMINISTRATION:
DIGITALISATION OF SERVICES AND FACILITATING ACCESS TO
DATA**09.30 – 13.00 Fifth session (coffee break: 11.00 – 11.15)

This session will focus on the digital transformation in the public administration and the improvement of quality through a gradual digitalisation of services. The session will deal in particular with the development of an integrated system of reception and orientation of citizens in administration at both central and local levels to better meet the needs of users and ultimately improve democratic governance.

Speakers:

Mr Arne TAUBER, Head of E-government Innovation Centre, Graz University of Technology, Austria

Mr Andraz PERNAR, Development Office, Ministry of Public Administration, Slovenia

Mr Abderrahim HASSIA, Head of Call Centre and Administrative Guidance, National Director in charge with Reception and Administrative Orientation, Ministry for the Reform of the Administration and the Civil Service, Morocco

National Experience – Jordan

Mr Deafalh AL-OLIMAT, Head of Services Development and Procedures Simplification Directorate, Ministry of Public Sector Development

Ms Tamara ELJAAFREH, Project Manager, Ministry of Communication and Information Technology

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Discussion

13.00 – 14.30 Lunch

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

The sixth session will focus on the tools and mechanisms to facilitate the completion of administrative procedures by the citizens and improve accessibility to public services (gateway type of access platform, etc.). The session will address the challenges of digitalisation of access to services as an essential component of building citizens' confidence in the transparent and inclusive functioning of public institutions.

Speakers

Mr Holger SPERLICH, Government Director, Federal Ministry of the Interior, Building and Community, Germany

Mr Mohamed ASKOUR, Head of Division, E-Administration Support, Ministry for the Reform of the Administration and the Civil Service, Morocco

National experience – Palestine¹

Ms Rasha ANABTAWI, Director of Appointments, Ministry of Education, General Administration of Appointments, General Personnel Council

Mr Rafi DROUBI, Director of Networks and Servers, General Administration of Information Technology, General Personnel Council

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Discussion and conclusions of the day



Thursday, 26 April 2018

**THEME 4: IMPROVING THE QUALITY OF PUBLIC SERVICE:
INSTITUTIONAL POLICIES AND MECHANISMS FOR MANAGEMENT
OF COMPLAINTS**

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

The 7th and final session will be devoted to sharing existing best practices for handling citizens' complaints. The session will study options to optimise the complaints process (reception, processing, and analysis) for a better user satisfaction. How to improve the interoperability of different public bodies for a better result?

Speakers:

Ms Monika DZIADKOWIEC, Head of Internal Audit at the Office of the Prime Minister, Poland

Mr Yaacoub HANNAD, Head of Department, Web portal for public services, Ministry for the Reform of the Administration and the Civil Service, Morocco

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

National experience – Lebanon

Mr Walid EL-CHAAR, Head of Legislative Department, Ministry of Finances

Mr Charbel SARKIS, Senior Legal Advisor to the Minister, Office of the Minister of State for Administrative Reform

Moderator:

Mr Khalid NACIRI, Member of the Venice Commission for Morocco

Discussion

13.00 – 14.30 Lunch

14.30 – 16.00 General conclusions

Mr Khalid NACIRI, Member of the Venice Commission on behalf of Morocco

Mr José Luis HERRERO, Head of the Council of Europe Office in Morocco

Closing remarks and certificates award ceremony:

Mr Ahmed LAAMOUMRI, Secretary General, Ministry for the Reform of the Administration and the Civil Service, Morocco

