



REPUBLIQUE
TUNISIENNE



CDL-UD(2020)014prog

Or. Fr.

EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)

in co-operation with

PRESIDENCY OF THE GOVERNMENT OF TUNISIA
MINISTER'S SERVICES TO THE HEAD OF GOVERNMENT
IN CHARGE OF THE CIVIL SERVICE

Regional seminar for high level civil servants

12th UniDem Med

**“PUBLIC ADMINISTRATION REFORM:
NEW CHALLENGES AND NEW OPERATING METHODS”**

Videoconference, Tunisia

15 – 17 December 2020

PROGRAMME



Tuesday, 15 December 202009.30 – 09.45 Welcome session

Ms Hasna BEN SLIMANE, Minister attached to the Head of Government in charge of the Civil Service, Tunisia

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

Mr Tom ASHWANDEN, Team Leader, Good Governance Section, Delegation of the European Union, Tunisia

Mr Tim CARTWRIGHT, Head of Council of Europe Office in Tunisia

09.45 – 10.00 General introduction

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis; substitute Member of the Venice Commission on behalf of Tunisia

THEME 1: MODERNISATION OF THE ADMINISTRATION AND JOB AND COMPETENCY MANAGEMENT AND PLANNING: ENRICH AND VALUE THE SKILLS OF CIVIL SERVANTS

10.00 – 12.00 First session

The session will serve to present best practices in terms of mobility and professional transitions as essential levers aimed at modernising the administration, guaranteeing the continuity of the civil service and safeguarding its attractiveness. How should the state support mobility and retraining on an individual and collective level (vocational re-training, skills assessment, etc.) while taking into account national public policies and available financial resources?

Speakers

Ms Kai HÄRMAND, Civil judge in the first instance Harju County Court, Estonia

Mr Sami MHAMDI, Secretary General of the Ministry of Local Affairs and Environment, Tunisia

Moderator:

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis; substitute Member of the Venice Commission on behalf of Tunisia

*General discussion*14.00 – 17.00 Second session

The second session will be devoted to the **management of workforce skills** to improve administrative efficiency. How does the skills-based approach streamline the

allocation of human resources and enhance the experience acquired during the career path and what are the tools for better skills management?

Speakers

Mr Massimo BALDUCCI, Professor, Public Management and Organisational Analysis, University of Florence, Italy

Mr Taoufik RABAH, Chief Executive Officer, Samef Group for Consulting and Development, Tunis; International expert in organisational engineering, strategic management and human resources engineering

National experience - Egypt

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

National experience: Jordan

Ms Badrieh BILBISI, Secretary General, Civil Service Bureau

National experience: Morocco

Mr Hassan SAHRAOUI, Head of Human Resources Division, Ministry of the Economy, Finances and the Reform of the Administration

National experience: Palestine¹

Mr Issam DANADNEH, Director of Training, Palestinian National School of Administration

Moderator:

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis; substitute Member of the Venice Commission on behalf of Tunisia

Discussion and conclusions of the day



Wednesday, 16 December 2020

THEME 1: MODERNISATION OF THE ADMINISTRATION AND JOB AND COMPETENCY MANAGEMENT AND PLANNING: ENRICH AND VALUE THE SKILLS OF CIVIL SERVANTS (continuation)

09.30 – 12.00 Third session

The session will deal with the issue of dialogue with the social partners within the public administration. What are the main consultation bodies and procedures and how can a sustainable and inclusive framework be established for constructive social dialogue within the public service and with what consequences for democratic governance?

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 and European Union member States on this issue.

Speakers

Ms Franca SALIS-MADINIER, National Secretary CFDT Cadres; Member of the European Economic and Social Committee

Mr Nizar BEN SGHAIER, Director General, Ministry in charge of Relations with Constitutional and Civil Society Bodies

Moderator:

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis; substitute Member of the Venice Commission on behalf of Tunisia

General discussion

14.30 – 17.00

Fourth session

The fourth session will focus on the issue of **evaluating the performance of civil servants** and the methods used by the different administrations: interviews with employees, target agreements, performance contracts, etc. What are the main lessons learnt in terms of performance management in light of the increased importance of the efficiency of the administration and its accountability to citizens?

Speakers

Mr Massimo BALDUCCI, Professor, Public Management and Organisational Analysis, University of Florence, Italy

Ms Linda AIT AMEUR, SIGMA expert, Director, Federal Agency for Nuclear Control, Belgium

National experience: Algeria

Mr. Abdelouaheb LAOUICI, Director of Regulations and Statutes of Public Employment, General Directorate of the Public Service and Administrative Reform

Moderator:

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis, substitute Member of the Venice Commission on behalf of Tunisia

Discussion and conclusions of the day

Thursday, 17 December 2020

THEME 2: GENDER EQUALITY AND PUBLIC SERVICE: STRENGTHEN EQUALITY POLICIES AND ENSURE EQUAL ACCESS TO PROFESSIONAL RESPONSIBILITIES

09.30 – 12.30 Fifth session

The fifth session will deal with the cross-cutting issue of equality in the light of the strategic priorities for human resources management within public administrations. How to promote and support the professional career of women? Is the glass ceiling broken when it comes to gender equality and women's access to leadership positions?

Speakers

Ms Liina KANTER, Head of Unit, Equal Treatment, Ministry of Social Affairs, Estonia

Ms Asma SEHIRI LAABIDI, Public Services Advisor, Former Minister of Women, Family, Children and Seniors and Former Government Spokesperson

Moderator:

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis, substitute Member of the Venice Commission on behalf of Tunisia

General discussion

12.30 – 12.45 General conclusions

Ms Asma SEHIRI LAABIDI, Public Services Advisor, Former Minister of Women, Family, Children and Seniors and Former Government Spokesperson

Ms Neila CHAABANE, Dean, Faculty of Legal, Political and Social Sciences of Tunis, substitute Member of the Venice Commission on behalf of Tunisia

Ms Caroline MARTIN, Lawyer, Head of Neighbourhood South Cooperation Unit, Neighbourhood Cooperation Division, Venice Commission

