

CDL-UD(2022)023

Engl. only

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 high level civil servants

16th UniDem Med

“THE DIGITAL TRANSFORMATION OF PUBLIC ADMINISTRATION”

Hybrid format (online and in Rabat, Morocco)

23-24 November 2022

**THE DIGITAL TRANSFORMATION OF PUBLIC SERVICES :
GOOD PRACTICES AND CHALLENGES**

NATIONAL EXPERIENCE – PALESTINE*

by

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Cofinancé et mis en œuvre
par le Conseil de l'Europe

Le projet UniDem Med est mis en œuvre dans le cadre du programme conjoint Union européenne/Conseil de l'Europe
« Protéger les droits de l'homme, l'État de droit et la démocratie par des normes partagées dans le sud de la Méditerranée » (Programme Sud V)

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*This document has been produced as part of a programme co-funded by the European Union and the Council of Europe.
The views expressed herein can in no way be taken to reflect the official opinion of either party.*



دولة فلسطين
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Digital transformation of Public Services

BEST METHODS TO MEET THE NEEDS
AND EXPECTATIONS OF USERS

The General Personnel Council is a pioneering institution in the State of Palestine that works to manage and develop human resources efficiently and effectively and to promote the principles of good governance, in order to achieve innovation and develop citizen services in a way that contributes to achieving sustainable development.

General Personnel Council's Vision

Developing, organizing and supervising the public service, implementing legislation, laws and regulations in accordance with the rules of good governance, and improving the performance of public institutions within the framework of employing information technology systems.

Target Groups Of GPC

The General Personnel Council is a governmental institution that works in partnership with the relevant sectors, which are represented by:

- Government institutions (human resources units) with a total of 86 institutions
- Those looking for jobs in the civil service sector.

The General Personnel Council

The General Personnel Council is responsible of a set of tasks according to the law, including:

- Upgrading the civil service
- Ensuring the right implementation of the civil service law and regulations by the governmental departments

The General Personnel Council sought to improve the performance of public institutions by employing information technology systems and digital transformation in administrative procedures and law enforcement.

Digital transformation at the General Personnel Council:

The General Personnel Council sought to apply the principles of good governance by employing information technology and worked on the digital transformation of procedures by launching many systems, most notably:

- **Employment System:** An electronic system launched to meet the needs of job seekers in the civil service sector.
- **Electronic Exams System:** An electronic system launched in 2017 to monitor performance for exams for jobs and promotions.
- **Human Resources Management System (Mawared):** An electronic system launched in 2015 that aims to automate and complete administrative transactions for civil servants.
- **Electronic Archiving System:** It is a system that was established in 2009 to archive the files of employees in the civil service and tabulate transactions in the files.

Human Resources Management System (Mawared)

Work mechanisms before the Human Resource System:

- Paper transactions
- Transactions are sent by mail to the General Personnel Council's mail
- Mail is distributed to the competent departments manually
- The administrative procedure is reviewed and implemented by the relevant authority
- Transactions are manually archived in employees' files.

Human Resources Management System (Mawared)

Problems and Challenges before “Mawared”

- 1- High depletion of resources in terms of papers, files and publications
- 2- Taking a long time for executing the administrative procedure for transactions.
- 3- Loss of transactions or some papers from the transactions while moving between government institutions
- 4- Difficulty in accessing previous transactions
- 5- Hard to study the workload accurately and human resources' needs
- 6- The possibility of having a human error.

Human Resources Management System (Mawared)

The nature of the administrative procedure after(Maward):

- Electronic transactions are created in the system through the government institution
- Transactions are sent electronically to the General Personnel Council's mail and are distributed to the competent authorities in an automatic manner, according to the type of procedure or transaction sent.
- The transaction is reviewed and executed by the relevant department through the system
- Transactions are signed electronically.
- Transactions are automatically archived in employees personnel files.

Characteristics of Good Governance and the use of Information Technology in the General Personnel Council (through the experience of Maward System)

1- Sharing:

The digital transformation in the General Personnel Council has facilitated the possibility of benefiting from the institution's services for all partners. For example, the resource system works 24/7 for all government institutions, and access to transactions at any time in an easy and fast way.

Characteristics of Good Governance and the use of Information Technology in the General Personnel Council (through the experience of Maward System)

2- Transparency:

Transactions are created in the Maward system through a clear course of action for all institutions, and the governmental institution can monitor the course of the transaction from the moment it is created in the institution, through the relevant section, to the execution and archiving of the transaction.

Through the government institution, it is possible to view the file of their employees and view the new transactions included in the employee's file immediately upon their implementation.

Characteristics of Good Governance and the use of Information Technology in the General Personnel Council (through the experience of Maward System)

3- The response:

Maward system has been established based on legal procedures in the civil service and commensurate with the needs of government institutions. The system is developed periodically in line with the institution's needs and does not conflict with the Civil Service Law.

Characteristics of Good Governance and the use of Information Technology in the General Personnel Council (through the experience of Maward System)

4- Effectiveness and efficiency:

- Less time in carrying out procedures
- lower cost
- 0% loss of files and papers
- The possibility of delegation of powers is done smoothly

Characteristics of Good Governance and the use of Information Technology in the General Personnel Council (through the experience of Maward System)

5- Monitoring:

It has become possible, through Maward system to monitor and audit procedures easily, as the institution can review the implementation of its employees' procedures .

It can be reviewed the entire event log of the transaction from its creation to its execution