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Or.

EUROPEAN COMMISSION FOR DEMOCRACY THROUGH LAW
(VENICE COMMISSION)

UNIDEM MED PROGRAMME
8th NATIONAL COORDINATORS' MEETING

**Calouste Gulbenkian Foundation,
Avenida de Berna 45A, Lisbon (Portugal)**

Wednesday 15 March 2023

9.30am - 1pm

MEETING REPORT

Co-funded
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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)

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Adoption of the agenda

The agenda CDL-UD(2023)001prog was adopted unanimously.

The 8th UniDem Med (University for Democracy in the Southern Mediterranean) coordination meeting took place in Lisbon on 15 March 2023 following the [launch of the South Programme V](#). The meeting was attended by the national coordinators (or their representative) of Algeria, Jordan, Lebanon, Morocco, and Palestine*. The coordinators from Egypt and Tunisia apologised for not being able to attend the annual meeting.

The objective of this annual meeting was to take stock of the two UniDem Med seminars held in 2022¹ and to decide on the themes and host countries of the UniDem Med seminars in 2023.

Welcoming words

Ms Caroline Martin, Head of Unit in the Division for Cooperation with neighbouring countries of the Venice Commission, opened the meeting and welcomed all participants present.

She thanked the coordinators for their participation in the launching event of the South Programme V that preceded the annual coordination meeting and in particular Mr Moncef Bedairia who intervened in the second round table entitled "Progress towards a common legal space between Europe and the Southern Mediterranean region". The Secretariat also thanked the coordinators for their positive feedback on the content of the different round tables and workshops of the launching event. It took note of their wish to participate in other events of this type which are an opportunity to strengthen their knowledge and skills on Council of Europe conventions, principles and standards and then disseminate them within their national administration.

For the record, the South Programme, whose fifth phase is entitled "Protecting human rights, rule of law and democracy through shared standards in the Southern Mediterranean", is the joint programme of the European Union and the Council of Europe which co-finances the activities of the Venice Commission in the region. The objective of this new phase of the programme (2022-2025) is to support democratic reforms in the Southern Mediterranean through the establishment of a common legal space between Europe and the region.

She recalled the mission of the UniDem Med project, which is to accompany the partner countries (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine* and Tunisia) in the process of reforming their public administration for greater efficiency and good governance in compliance with international standards in terms of human rights, rule of law and democracy. The UniDem Med project is a platform for exchange between senior officials on good practices observed and applied in the South Mediterranean region and beyond.

This coordination meeting was an opportunity to take stock of the activities of the year 2022, but also to exchange on the respective priorities of the partners in order to determine the themes of the seminars planned in 2023.

¹ [Public Service Policies: Paradigms for Change](#)

15th UniDem Med seminar, 17-18 May 2022, online and in Ramallah (Palestine*)

[Digital transformation of public administration](#)

16th UniDem Med seminar, 23-24 November 2022, online and in Rabat (Morocco).

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

She summarised the activities of the Venice Commission in 2022². She recalled that the Commission's primary mission is to provide legal advice to its member states (61 since the exclusion of the Russian Federation in March 2022) and, in particular, to assist those who wish to bring their legal and institutional structures into line with international standards and experience in the field of democracy, human rights and the rule of law. She recalled that the Venice Commission is at the disposal of all member and non-member states of the region that may wish to submit such requests in 2023.

In 2022, the Venice Commission adopted 50 texts (3 reports and 47 opinions, including 7 urgent opinions and 3 follow-up opinions). Of these opinions, three concerned the countries of the region:

- Opinion [CDL-AD\(2022\)020](#) on the draft law on the judiciary in **Lebanon**;
- the urgent opinion [CDL-PI\(2022\)026](#) on the constitutional and legislative framework on the referendum and elections, in particular on the Independent High Authority for Elections (ISIE) in **Tunisia**;
- Opinion [CDL-AD\(2022\)021](#) on the draft State Property Code in **Tunisia**.

The Venice Commission also cooperated in the implementation of several activities in the region, in particular with the Ombudsman of the Kingdom of Morocco and the Association of Francophone Ombudsmen and Mediators (AOMF), as well as with the Organisation of Arab-speaking Electoral Management Bodies (Arab EMBs).

Finally, she mentioned two co-operation projects implemented by the Venice Commission in Tunisia which ended in 2022: the project to support independent Tunisian bodies (PAII-T) and the AP-JUST project which aimed to improve the functioning, performance and access to justice in Tunisia. Both projects were co-financed by the European Union and the Council of Europe and implemented by the latter.

UniDem Med 2022: What results and impact of the seminars?

On behalf of the Venice Commission, Ms Caroline Martin thanked all the national coordinators for their involvement in the organisation of the UniDem Med seminars in 2022, and more particularly Ms Nisreen Zghair (Palestine*) and Mr Samir Bouggar (Morocco) and their respective teams who worked for the good organisation of the 15th and 16th UniDem Med seminars.

Since its launch in 2015, in the framework of a partnership between the Venice Commission and the Ministry of Administration Reform and Civil Service of the Kingdom of Morocco, 16 UniDem Med seminars have been organised on topics as diverse as human rights and public service, women in the labour market, prevention of corruption, good governance and quality of public administration or innovation and digital transformation of public services.

The two UniDem Med seminars organised in 2022 were held in a hybrid format, the first one in close cooperation with the General Personnel Council of Palestine* and the second one with the Ministry of Digital Transition and Administration Reform of Morocco. The themes were as follows:

- 15th seminar on "[Public Service Policies: Paradigms for Change](#)" (17-18 May 2022).
- 16th seminar on "[Digital transformation of public administration](#)" (23-24 November 2022).

The advantage of the online or hybrid formats used since the beginning of the Covid-19 pandemic was that they broadened the profile and origin of the stakeholders, but also allowed for the participation of a larger number of senior officials from the region. However, it was

² For a full review of the Venice Commission's activities, please consult the Annual report of Activities 2022 [CDL-RA\(2022\)001](#).

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sometimes regrettable that the online format encouraged 'a la carte' participation at the expense of continuous involvement and active participation in the discussions that took place during the seminars.

In this context, the 15th UniDem Med seminar gathered an average of one hundred people connected via the Zoom platform in addition to the 200 people present in Ramallah, i.e. a total of about **300 participants** without counting the speakers. It was worth noting the very large Palestinian and Jordanian delegations present in Ramallah, while online it was the Algerians who were the most numerous (45 people), followed by the Tunisians (30 people) and the Jordanians (14 people). The presence of non-UniDem Med delegations invited by the Palestinian authorities (Ethiopia, Saudi Arabia, Qatar, Bahrain, Mozambique, Tanzania, Uganda, Arab League) was also to be noted.

The 16th seminar brought together a total of **67 senior officials** (online and face-to-face in Rabat) without speakers. They included 44 Moroccans, 12 Palestinians, 9 Jordanians and 2 Egyptians. This figure was explained in particular by the absence of Tunisian, Algerian and Lebanese representatives for reasons specific to each of these countries.

The last two UniDem Med seminars thus allowed for capacity building and exchange of good practices for a total number of 367 senior officials from all over the Southern Mediterranean (Algeria, Egypt, Jordan, Morocco, Palestine* and Tunisia) and beyond. For the record, the two seminars organised in 2021 gathered 365 participants; in 2022, they had 227 participants and only 58 participants in 2019. The results in terms of participation were therefore still excellent and should encourage to perpetuate, as far as possible, the hybrid format of future seminars in order to reach as many senior officials as possible interested in the themes developed within the UniDem Med project. **The total number of senior officials who have participated in UniDem Med seminars since 2015 amounted to more than 1260.**

Concerning the 38 speakers/experts from Europe and the Southern Mediterranean region who intervened during the seminars, it was important to note that the balance between women (42%) and men (58%) was almost reached. Ms Caroline Martin welcomed this ratio and encouraged all partners to continue this dynamic when identifying speakers and national experts.

The profiles of the European experts invited to speak at the seminars were quite varied: a representative of the Swiss federal government in charge of digital issues, two policy officers at the French defender of rights, the head of digital issues at the Belgian federal public service, a policy analyst at the OECD Public Governance Directorate, a specialist/adviser on public service policy at SIGMA/OECD, a director general of the Belgian federal public service employment, a Northern Irish independent consultant specialised in good governance in the public sector, a British hospital director and finally a French state councillor who is also vice-chair of the European Committee of Social Rights. The high level of the experts and their very good knowledge of the practices in their respective fields of competence was an asset and was widely underlined in the evaluations of the seminars. This high level of participation was also reflected in the profile of the speakers from the southern Mediterranean region, who were Vice-Ministers, Secretary General, Director General, Director or University Professor, which gave the opportunity to attend presentations and exchanges of very high quality on the issues at stake in the various themes.

Ms Frédérique Privat de Fortunié, UniDem Med project manager at the Venice Commission, then presented the results of the evaluation questionnaires sent to participants after each seminar. Given the difficulty of collecting a larger number of answers to the questionnaire, Ms. Hadeel Rabie, the representative of Palestine*, proposed the use of a code to be scanned and sent to an online questionnaire in order to obtain as many answers as possible from the participants on site. The Algerian coordinator, Moncef Bedairia, proposed to officially relay the

request to the participants' supervisory authorities to improve the response rate. The secretariat took note of these proposals for future seminars.

According to the results of the questionnaires filled in and returned by the participants, the seminars always appeared to be beneficial and useful for a large part of them. For the 15th UniDem Med seminar, 75% answered that the seminar was quite useful or very useful. The rest of the answers were either neutral (20%) or not quite satisfied (5%). For the 16th UniDem Med seminar, 92% answered that it was very or very useful, the remaining 8% were neutral. The satisfaction figures were equally positive when participants were asked whether the seminar allowed to increase knowledge and skills and to get acquainted with new concepts: for the 15th seminar, 75% answered positively (19% neutral and 6% not at all) and 92% for the 16th seminar (8% answered neutrally). As with the previous seminars, the vast majority of respondents recognised the added value and impact of the seminars in their daily work.

The responses to the questionnaires identified the sessions that were most appreciated. For the 15th seminar, the first three sessions on "Modern, efficient and open human resources management policies", on "Innovative training policies" and on "Performance assessment and risk management" were the most popular. There was less interest in the last session on "Remuneration and the quality of social dialogue" and the one on the follow-up to the reforms which dealt with gender equality. For the 16th seminar, the sessions entitled "How to respond to users' expectations and needs in the digital transformation of public services" and "Change management and success factors for digital projects" attracted the most interest. They were closely followed by the session on "the challenges of digital inclusion and equal access to digital public services".

Respondents to the open questions underlined the important benefits they have gained from networking and sharing experiences at the UniDem Med seminars and their role in capacity building. The seminars also allowed to put into perspective the different national strategies on particular themes and their effective implementation. Several respondents regretted that there was sometimes too little time dedicated to exchanges and the length of certain presentations. Opinions on holding the seminars partly online were mixed: while this allowed a greater number of senior officials to participate, it also caused fatigue and limited informal meetings and networking. Another point raised during these evaluations was to try to diversify the profiles of the speakers (private sector, civil society, etc.). Finally, several remarks concerned the recommendations drawn from each seminar, their dissemination and their effective implementation in the framework of public administration reform processes in each partner country.

The Moroccan coordinator, Mr Samir Bouggar, thanked the secretariat and all the coordinators for the efforts made to ensure the sustainability and success of the UniDem Med seminars. He supported the proposal to maintain the online and face-to-face seminars (hybrid format) because since the health crisis, this has given convincing results and allowed to reach a larger number of participants. He wished to recall the important role that the UniDem Med seminars play in the evaluation, the perspective and the exchange of experiences in the region and in Europe.

The Algerian coordinator, Mr Moncef Bedairia, thanked the Venice Commission and supported the comments made by Samir Bouggar on the importance of international and regional exchanges, but also for maintaining the seminars in a hybrid format to allow a greater number of senior officials, but also middle management, to participate. Mr Moncef Bedairia also mentioned the real impact of the UniDem Med seminars on the reforms underway in Algeria and how their content had enriched the thinking of the Algerian participants. He mentioned in particular the members of the multidisciplinary think tank in charge of the evaluation of the general status of the civil service who have participated in several UniDem Med seminars since 2015.

The representative of Palestine*, Ms Hadeel Rabie, thanked the Venice Commission and shared the success of the UniDem Med seminars in Palestine*. She presented in particular the impact and results of the 15th seminar held in Ramallah and online on 17 and 18 May 2022. She recalled the very important participation both online and face-to-face and the quality of the interventions which should be held face-to-face in the future. She also raised the issue of presentations, which were sometimes too long, and would like to see more room for exchange and discussion. She mentioned the technical difficulties and the instability of the Internet network in Palestine*. She proposed to limit the number of participants to 100/150 people and to favour participants with a strong interest or recognised expertise in the topic. Finally, she mentioned the possibility of setting up a follow-up committee. This last point was discussed in more detail with the other coordinators and the secretariat during the second part of the meeting.

The representative of Jordan, Ms Manal Al-Damen, thanked the Venice Commission for the implementation and organisation of the UniDem Med seminars. She continued by indicating that the cooperation with the Venice Commission in the framework of UniDem Med was accompanied by cooperation activities with the OECD/SIGMA programme, but also by bilateral projects, notably with the Belgian National School of Public Administration. She also thanked the other UniDem Med coordinators and presented the work undertaken by the Jordanian Institute of Public Administration in 2022.

The coordinator of Lebanon, Ms Nisrine Machmouchi, thanked the Venice Commission for the implementation of the UniDem Med seminars but also for the invitation to participate in the launching event of the South Programme V whose content was very useful and interesting in the context of her functions in Lebanon. She regretted that the national political and socio-economic context did not allow the participation of a delegation from Lebanon to the seminars organised in 2022. She hoped that face-to-face seminars would be preferred in the future as this would allow for greater commitment from the participating officials and she considered this format to be more effective in terms of capacity building. She raised the question of the criteria for identifying senior national officials, which should be decided in advance in order to invite the most relevant people for the proper conduct of the debates and better exchanges of experience on the proposed theme. The coordinator of Algeria also mentioned the difficulty of coordinating the identification and invitations of national participants with national ministries. The representative of Palestine* informed the group of coordinators that the invitations were sent by her minister and were addressed to the other ministers who were responsible for designating the person(s) concerned by the topic of the seminar. The representative of Morocco indicated that the invitations from the Minister of Digital Transition and Public Administration Reform were sent directly to the other ministers, who appointed the director or senior official responsible for the themes discussed at the seminar and that this method worked very well.

Ms Caroline Martin thanked the coordinators for the very interesting exchange on the process of identifying and inviting national participants, which allowed the Secretariat to be aware of the particular constraints of each of the partner countries. She also wished to point out, before going any further in the discussions on the next seminars, that the question of national participants, their number and their presence on site or online was also strongly linked to the budgetary constraint to which our activities were subject.

UniDem Med 2023 seminars

Ms Caroline Martin thanked the national coordinators for having communicated in advance the proposals of themes and their priorities for the 2023 seminars³. As a preamble, she

³ The proposals sent by the coordinators are listed in Annex I.

reminded the participants that the themes of future UniDem Med seminars must be in line with the expertise of the Venice Commission and, more generally, with the principles and standards of the Council of Europe, with the main objective of supporting the partner countries in the reform of their public administration.

She invited the coordinators to present their national priorities and to make proposals on the format and organisation of future seminars, while reminding them of the limited budgetary framework in which future UniDem Med activities will take place.

Mr Moncef Bedairia presented Algeria's national priorities. The first theme was the impact of the organic law on finance laws (LOLF) on the administrative organisation and on human resources management in the public administration. Initiated in 2018, the LOLF came into force in 2023, and enshrined the reform of the budgetary framework on the basis of the multi-annuality of the budget and management based on objectives. The statutory and regulatory framework for civil servants has been adapted in recent years to allow the implementation of the LOLF for a truly forward-looking HR management and a good implementation of human resources management and training plans. Foreign experiences could help and accompany Algeria in the proper implementation of results-based management in budgetary matters through the strengthening of the performance culture at all levels of the hierarchy, the establishment of the programme budget to help the administration plan and organise its activities, the training and support of managers as well as the establishment of control tools to improve performance and finally the establishment of a clear link between the state budget and public policies. Algeria's other priority was the development of a framework reference system setting out the rules for the organisation of the public administration. The old texts dating from the 1990s must be reviewed in the light of the current government's objectives. International experience could help in the development of draft organisation charts to better identify and define the precise missions of each structure and the justification for the creation of these structures, the establishment of structures with homogeneous competences to adapt to the new requirements of the management of the administration and human resources that will be driven by the current reform.

The representative of Jordan, Ms Manal Al-Damen, presented the successive stages of the public administration modernisation process since the creation of the Public Sector Modernisation Committee in 2021. This process was based on the following principles: excellence, transparency, accountability, linking performance to results, and strengthening institutional integration and coordination in the regulatory legislative framework. The aim was to move towards a sustainable, developed and accountable public sector, qualified to perform its tasks effectively and efficiently, responsive to the needs and expectations of citizens and flexible enough to face future challenges. She then presented the role of the Institute of Public Administration of Jordan (IPA) which is in charge of training, capacity building, studies and consultancy programmes in various fields of administration. She also highlighted the Government Leadership Centre whose mission is to train competent and qualified government officials capable of assuming leadership roles at their various levels in government. She concluded her presentation by outlining the national priorities which are mainly centred around the theme of modernising public administration and the central role of the IPA in this mission through capacity building of public service personnel.

The coordinator for Lebanon, Ms Nisrine Machmouchi, presented the priorities of her country. As a preamble, she recalled the political, economic and social difficulties that Lebanon is going through in addition to the constitutional vacuum following the vacancy of the post of President of the Republic and the resignation of the government. The Lebanese public administration is facing many challenges such as the reduction of its budget and of the means allocated to it, the drastic decrease of salaries due to the devaluation, the departure of a large number of civil servants, the disaffection of the civil service and consequently the urgent need to train the remaining civil servants. Future UniDem Med seminars could address the issue of human resources management, the development of the public sector in the light of economic and

social crises, the development of new laws and regulations in the face of rapid technological development and the requirements of digital government, but also the theme of legislative developments and changes in the fight against corruption and the rebuilding of the citizen's trust in the country and that of civil servants in their administration. She went on to detail the themes that had been sent to the secretariat in advance: firstly, the achievement of the sustainable development objectives, followed by the important issue of good governance in the public sector and digital transformation. She also stressed the importance of rebuilding the relationship of trust between the administration and citizens, and between civil servants and the administration. She also listed other themes such as risk management; the strengthening of young people in the public service; creative government innovation; recruitment policy and the future of the public service; the right of access to information and data protection; the place, role and influence of women in the public administration; and finally the fight against corruption and professional ethics.

Mr Samir Bouggar reported on Morocco's priorities following the seminar held last year in Rabat. The Ministry of Digital Transition and Administration Reform has just launched its national strategy for digital transformation and one of the next seminars could be held in this context. It could focus more specifically on issues around digital transformations including artificial intelligence, and the evolution of administrative law and the regulatory framework as a result of the ongoing technological changes. A second important theme was the development of digital skills and capacities.

Ms Hadeel Rabie, the representative of Palestine*, briefly summarised the administrative reforms underway, which are mainly based on the principles of good governance and transparency. She mentioned in particular the new law for the public service and its implementation via application decrees. In line with Morocco, she proposed to address the issue of artificial intelligence and its impact on public services; the effective development of e-government and the more global question of the future of the public service in this new environment. She also proposed to integrate participants from civil society and the private sector to share their experiences on the subject. The second theme proposed by Palestine* was that of efficiency and organisational excellence in public administration, the importance of leadership in achieving these objectives of excellence and the strengthening of managers' capacities to develop a pleasant working environment, conducive to well-being and protecting the mental health of its agents.

Ms Caroline Martin thanked the coordinators for their presentation and reminded them that UniDem Med seminars aimed to support partner countries in the reform of their public administration, and that they should be oriented towards the areas of competence of the Council of Europe and the Venice Commission, namely democracy, the rule of law and fundamental rights. While human resources management is a central and important element of public administration reform, it is not part of the Venice Commission's expertise. The themes of future seminars should therefore be refocused on the pillars and core tasks of the Council of Europe. She drew the attention of the coordinators to the [12 principles of good governance](#) elaborated by the Organisation on which the future themes could be based. She mentioned in particular the principles covering issues such as ethical conduct, rule of law, effectiveness and efficiency, transparency, sound financial management and accountability. She also referred to a very important document recently prepared by the Council of Europe on [Artificial Intelligence and Administrative Law](#) which is very relevant to the topics proposed by the coordinators, notably Palestine*, Morocco and Lebanon. She also mentioned the [Tromsø Convention](#) on Access to Official Documents open for signature by non-member states of the Council of Europe as a possible theme.

The coordinators then had a long discussion among themselves and with the secretariat in order to identify the two main themes for the next seminars.

During these discussions, Algeria, Lebanon and Palestine* offered to host the 17th UniDem Med seminar. The Venice Commission Secretariat warmly thanks these three partners. The coordinators accepted Algeria's proposal which will confirm the final agreement as soon as possible. The representative of Morocco, for his part, proposed to host the 18th UniDem Med seminar at the end of the year, with the agreement of all the coordinators.

In the course of the discussions, two main axes emerged for the themes of the UniDem Med seminars in 2023 as well as the following dates and venues:

- **Financial and organisational reforms to serve the citizen**
17th UniDem Med seminar, in hybrid format, online and in Algiers (Algeria) to be confirmed, date to be determined

The seminar will address the general issue of good governance of public administration through the proposed themes of the impact of the organic law on finance laws (LOLF) on administrative organisation and HR management, but above all the broader issues relating to the rules and procedures for organising the administration (revision of the structure and organisation charts, forecasting of public policies, etc.) Efficiency and organisational excellence in public sector institutions will also be discussed. What are the challenges and opportunities of these reforms? The issue of inclusion and trust of citizens in the administration and the issue of access to information rights are also issues that can be addressed during this seminar.

The sub-themes of the seminar will be developed on the basis of several of the [12 principles of good governance](#) identified by the Council of Europe: Principle 2 on responsiveness of public administration, Principle 3 on effectiveness and efficiency, Principle 4 on openness and transparency, Principle 7 on competence and capacity of public servants, Principle 9 on sustainability and long-term orientation, Principle 10 on sound financial management, Principle 11 on human rights, cultural diversity and social cohesion and finally Principle 12 on accountability

- **Digital transformation and artificial intelligence: regulations and applications**
18th UniDem Med seminar, in hybrid format, online and in Rabat (Morocco) end of November 2023

The seminar will focus on the impact of digital transformation and artificial intelligence on regulation, administrative law and citizen applications. The paper on [Artificial Intelligence and Administrative Law](#) will also serve as a basis for the seminar. What are the impacts on the development of public policies, the evolution of administrative law, and more generally on the internal functioning of the public administration? How can innovation and modernisation of the public sector improve its efficiency and strengthen its good governance while guaranteeing citizens' rights and freedoms such as privacy, non-discrimination, the principle of proportionality or the guarantee of due process? As in the previous seminar, reference will be made to the 12 principles of good governance of the Council of Europe, in particular principle 3 on effectiveness and efficiency, principle 5 on the rule of law, principle 7 on the competences and capacities of civil servants, principle 8 on innovation and openness to change, and principle 11 on human rights, cultural diversity and social cohesion

As with previous UniDem Med seminars, the focus will be on networking among senior officials in the region, sharing experiences and strengthening the skills of participants. A series of recommendations on public policy making and on the implementation of reforms in public administration on the specific themes of each seminar will be identified and disseminated after the seminars to senior officials in the region and beyond.

Exchanges between the secretariat and the coordinators on the format of the seminars also led to agreement on the following points:

- Continue to organise seminars in a hybrid format (face-to-face in one of the partner countries with the possibility of following the seminar online),
- Insofar as the UniDem Med project budget allows, the participation of two representatives/speakers per beneficiary country (Algeria, Egypt, Jordan, Lebanon, Morocco, Palestine* and Tunisia),
- Designate these participants on the basis of their skills and/or their interest in the theme of the seminar according to a procedure specific to each partner country,
- Consider, depending on the budgetary feasibility and the theme, extending the seminar to two and a half days,
- Consider, if the budget allows it, the automatic participation of UniDem Med coordinators in all seminars to allow the follow-up of recommendations and ensure the continuity of the project,
- Emphasise the development of recommendations at each seminar and strengthen their follow-up through better communication,
- Organise, if requested by the coordinators, a second coordination meeting during the year by videoconference. This meeting could also be an opportunity for each coordinator to present the follow-up of public administration reforms in their country.

Communication and extension of the UniDem Med network

Due to time constraints this item could not be presented.

The power point summarising these points will be sent to participants after the meeting for information. Coordinators are invited to comment on these proposals or to make other suggestions in writing if they wish.

Conclusions of the meeting

Ms Caroline Martin thanked the coordinators for their participation in the 8th annual meeting and their involvement in the implementation of the project.

She summarised the points decided at the meeting:





- The national coordinators decide to hold two UniDem Med seminars on the following themes
 - **Financial and organisational reforms to serve the citizen**
17th UniDem Med seminar, in hybrid format, online and in Algiers (Algeria) to be confirmed, date to be determined
 - **Digital transformation and artificial intelligence: regulations and applications**
18th UniDem Med seminar, in hybrid format, Rabat (Morocco), end November 2023

At the request of several coordinators, Ms Caroline Martin gave a short presentation of the European Human Rights Training Programme for Legal Professionals ([HELP](#)) which was discussed at the South V Programme launch event. The HELP programme is an online training tool available to coordinators and legal professionals to help them build their capacity to apply the European Convention on Human Rights and to keep them informed of the conventions, standards and principles developed by the Council of Europe. She strongly encourages

coordinators to [register on the HELP platform](#) and to disseminate the tool to relevant audiences at national level.

Ms Caroline Martin concluded the meeting by thanking the coordinators once again and recalling the availability of the Venice Commission for any request for legal advice in the preparation of draft legislation, which is the core of its activity.

ANNEX I - National priorities and proposed themes for future seminars

Country / Pays	Themes (EN)	Theme (FR)
Algeria / Algérie	<ul style="list-style-type: none"> - The impacts of the organic law on finance laws on the administrative organisation and HRM in the public administration. - The elaboration of a framework of reference fixing the rules of organisation of the public administration. 	<ul style="list-style-type: none"> - The impact of the Organic Law on Finance Laws (LOLF) on the administrative organisation and on HRM in the public administration. - The elaboration of a framework of rules for the organisation of the public administration.
Egypt / Egypte	<ul style="list-style-type: none"> - innovation in government 	<ul style="list-style-type: none"> - Government innovation
Jordan / Jordan	<p>Public Sector Modernisation / Road Map</p> <ul style="list-style-type: none"> - Principles - Goals - Priorities - Framework - The role of IPA in achieving the goals of the modernization committee 	<p>Public Sector Modernisation / Roadmap :</p> <ul style="list-style-type: none"> - Principles - Objectives - Priorities - Working environment - The role of the IPA in achieving the objectives of the modernisation committee
Lebanon / Liban	 <p>Proposition Liban_EN.docx</p>	 <p>Proposition Liban_FR.docx</p>
Morocco / Maroc	<p>The digital transformation of public administration</p> <ul style="list-style-type: none"> - Accelerate the digital transition of the administration, - Diversify around digital service locomotives, - Build an international startup ecosystem to become a regional innovation centre, - Stimulate citizen use via digital services adapted to increase productivity and well-being, - Supporting businesses in their digitalisation to become more competitive. <p>These pillars will be achieved through the implementation of a number of catalyst prerequisites:</p> <ul style="list-style-type: none"> - Boost the production of digital talent and make Morocco "the best place for Tech", - Improving the coverage and quality of connectivity for essential uses, - Building a clear regulatory and incentive framework, - Establish a robust and inclusive governance to secure the impacts 	<p>The digital transformation of public administration</p> <ul style="list-style-type: none"> - Accelerate the digital transition of the administration, - Diversify around digital service locomotives, - Build an internationally oriented startup ecosystem to become a regional innovation centre, - Stimulate citizen use via digital services adapted to increase productivity and well-being, - Supporting companies in their digitalisation to gain in competitiveness. <p>These pillars are made concrete through the implementation of a number of catalytic prerequisites:</p> <ul style="list-style-type: none"> - Boost the production of digital talent and make Morocco "the best place for Tech", - Improving coverage and quality of connectivity for essential uses, - Build a clear regulatory and incentive framework, - Establish robust and inclusive governance to secure impacts.
Palestine	<ul style="list-style-type: none"> - The effectiveness of organisational brilliance and its reflection on the performance of the organization including mental health of the employees  <p>Proposition Palestine.docx</p> <ul style="list-style-type: none"> - Artificial intelligence and its role in serving the Public administration reform 	<ul style="list-style-type: none"> - The effectiveness of organisational intelligence and its reflection on organisational performance including the mental health of employees  <p>Proposition Palestine_FR.docx</p> <ul style="list-style-type: none"> - Artificial intelligence and its role in public administration reform
Tunisia / Tunisie	<ul style="list-style-type: none"> - <i>absent</i> 	<ul style="list-style-type: none"> - <i>absent</i>