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

in co-operation with

**THE PRIME MINISTRY OF JORDAN / INSTITUTIONAL
PERFORMANCE AND POLICY DEPARTMENT**

AND

THE GENERAL PERSONNEL COUNCIL OF PALESTINE¹

10th Regional seminar for senior public officials

UniDem Med

**“LEADING INNOVATION IN THE CIVIL SERVICE:
FROM RULE OF LAW STANDARDS TO LEADERSHIP”**

**W Hotel
Amman, Jordan**

4 – 6 November 2019

PROGRAMME

Ensuring Sustainable Democratic Governance and Human Rights in the Southern Mediterranean

Funded
by the European Union
and the Council of Europe



Implemented
by the Council of Europe

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.

Monday, 4 November 2019

- 09:30 – 10:00 Welcome words
- Mr Mousa Abu Zaid HASAN***, Minister, President of the General Personnel Council, Palestine
- Mr Sameh AL-NASER***, President of the Civil Service Bureau, Jordan
- Ms Herdís KJERULF-THORGEIRSDOTTIR***, First Vice-President of the Venice Commission, Council of Europe, member of the Venice Commission on behalf of Iceland
- Mr Ammar ALDWEIK***, Director General of the Palestinian Independent Commission for Human Rights, Palestine
- 10:00 – 10:15 General introduction
- Ms Herdís KJERULF-THORGEIRSDOTTIR***, First Vice-President of the Venice Commission, Council of Europe, member of the Venice Commission on behalf of Iceland
- THEME 1: PUBLIC ADMINISTRATION MODERNISATION AND RULE OF LAW PRINCIPLES**
- 10:15 – 13:00 First session (coffee break: 11:00 – 11:15; family picture)
- (Head of session: Ms Rab'ah AL-AJARMEH, General Director of the Institution of Public Administration, Jordan)*
- Respect of rule of law principles is a key factor for successful administrative reforms in a democratic state. The first session will serve to discuss **the role and the interplay between public institutions and the senior civil service in establishing a proper legal framework adapted to the national context, respecting the rule of law principles**, providing legal certainty and ultimately improving the level of public trust and accountability before the citizens.
- Speakers:
- Ms Kalliopi SPANOU***, Professor of Public Administration, University of Athens, Former Ombudsman of Greece
- Mr Ammar ALDWEIK***, Director General of the Palestinian Independent Commission for Human Rights, Palestine
- Moderator:
- Mr Ammar ALDWEIK***, Director General of the Palestinian Independent Commission for Human Rights, Palestine
- Discussion*
- 13:00 – 14:30 Lunch

14:30 – 17:30 Second session (coffee break: 16:00 – 16:15)
(Head of session: Ms Rab'ah AL-AJARMEH, General Director of the
Institution of Public Administration, Jordan)

Values of the Public Service, Leadership and Rule of law principles.
The session will examine the evolution of public service values in the light of an increased need to integrate rule of law principles into the strategic framework for civil service reform. How can we get better engagement from civil servants and citizens and what is the role of leadership in the senior civil service to achieve the reforms and with which new qualifications and skills?

Speakers:

Mr Julio NABAIS, Independent expert, Public Administration Reform, Portugal

Mr Hani ABU ALSHA'R, Director of Institutional Performance Development and Polices Department, Prime Ministry, Jordan

National Experience – Algeria

Mr Belkacem BOUCHEMAL, Director General, Directorate General of the Civil Service

Mr Kaddour BENSACI, Deputy Director, Directorate General of the Civil Service

Moderator:

Mr Ammar ALDWEIK, Director General of the Palestinian Independent Commission for Human Rights, Palestine

Discussion and conclusions of the day

19:00 – 21:00 Reception (offered by the General Personnel Council of Palestine)



Tuesday, 5 November 2019

THEME 2: ETHICS, TRANSPARENCY AND INTEGRITY AS ACCELERATORS FOR DEMOCRATIC REFORMS

09:30 – 13:00 Third session (coffee break: 11:00 – 11:15)

Ethics and integrity models and good practices (ethics charters and agreements, codes of conduct, legal framework and implementation, conflict of interest etc.)

Speakers:

Mr Jean-Christophe GEISER, Legal Adviser at the Federal Office of Justice, Federal Department of Justice and Police, GRECO expert, Switzerland

Dr Omar RAHAL, Director, Human Rights and Democracy Media Center “Shams”; Lecturer, Department of Political Science, Birzeit University, Palestine

National experience – Morocco

Mr Mustapha BAHEDDA, Head of Department, Ethics support, Ministry of Economy, Finances and Reform of the Administration

Moderator:

Mr Ammar ALDWEIK, Director General of the Palestinian Independent Commission for Human Rights, Palestine

Discussion

13:00 – 14:30 Lunch

14:30 – 17:30 Fourth session (coffee break: 16:00 – 16:15)

Transparency, accountability and open governance initiatives

Speakers

Ms Kai HÄRMAND, Deputy Secretary General, Head of the Legislative Policy Department, Ministry of Justice, Estonia

Dr Ma'moun QATARNEH, Committee member of Integrity and Anti-Corruption Commission, Jordan

National experience – Tunisia

Ms Ines KHARRAT DRISS, Public Services advisor, Directorate General of good governance, Presidency of the Government

Ms Sarah BOUCHAA SGHAIER, Public Services advisor, Directorate General of Administration and Civil Service, Ministry of the Civil Service, Modernisation of the Administration and Public Policy

Moderator:

Mr Ammar ALDWEIK, Director General of the Palestinian Independent Commission for Human Rights, Palestine

Discussion and conclusions of the day



Wednesday, 6 November 2019

THEME 3: ENABLING AND MEASURING PERFORMANCE: LEADERSHIP AND HUMAN RESSOURCES MANAGEMENT IN THE ERA OF NEW TECHNOLOGIES

09:30 – 12:30 Fifth session (coffee break: 11:00 – 11:15)

(Head of session: Dr Basri SALMOUDI, Deputy Minister, Ministry of Education, Palestine)

Strategic managerial approaches and tools to improve and measure performance. The session will examine the link between leadership and innovation in the process of training and development. What are the best practices in terms of selection and career advancement based on merit?

Speakers:

Mr Robert VAN DER MEER, Reader in Management Science, University of Strathclyde Business School, Scotland, United Kingdom

Ms Badrieh BILBISI, Secretary General of Civil Service Bureau, Jordan

Dr Basri SALMOUDI, Deputy Minister, Ministry of Education, Palestine

Moderator:

Mr Ammar ALDWEIK, Director General of the Palestinian Independent Commission for Human Rights, Palestine

Discussion

12:30 – 14:00

Lunch

14:00 – 16:00

Sixth session (coffee break: 16:00 – 16:15)

E-Government: new skill sets and new dimensions of leadership. Is the E-government the silver bullet of innovation and what are its limits? The session will serve to provide the audience with the best practices in terms of digitalization of administrative services.

Speakers:

Ms Kai HÄRMAND, Deputy Secretary General, Head of the Legislative Policy Department, Ministry of Justice, Estonia

Ms Nabila ABO NAHELA, in charge of the General Directorate of Information Technology, General Personnel Council, Palestine

Moderator:

Mr Ammar ALDWEIK, Director General of the Palestinian Independent Commission for Human Rights, Palestine

16.15 – 17.00

Closing remarks and certificates awarding ceremony

Mr Mousa Abu Zaid HASAN, Minister, President of the General Personnel Council, Palestine

Mr Sameh AL-NASER, President of the Civil Service Bureau, Jordan

Ms Herdís KJERULF-THORGEIRSDOTTIR, First Vice-President of the Venice Commission, Council of Europe, member of the Venice Commission on behalf of Iceland