The Euro MENA Dialogues of Public Management are the continuation of the Euro-Mediterranean dialogues of Public Management, MED, that have been held from 2008 to 2014. They come from the need to expand the reflection on public management from the Mediterranean to the Arab Region. EGPA and the MENAPAR signed a strategic agreement to co-organize the Euro MENA every two years, alternating between the regions. The Euro MENA will hence alternate with the MENAPAR conference and will be very similar in format.

Through the presentation of scientific research and professional testimonials, debates will be organized around workshops, roundtables on different themes.

Objectives of the Euro MENA Dialogues of Public Management

- Institute a public management policy dialogue within the Euro MENA at the highest level of decision-making;
- Promote exchanges and cooperation between public actors in the European and Arab/MENA regions;
- Allow professionals and experts to share their experiences and discuss new management practices and tools;
- Strengthen the community of young researchers, future elite of public managers and academics across the Arab region;
- Provide an opportunity for young people in the Euro MENA region to consolidate their experiences in professional networking in the region;
- Develop proposals and collaborate on projects for improving Public Management practices within the Arab region and between the EURO and MENA regions;
-Expose successful practices in the Euro MENA and discuss their transferability.
Euro MENA Dialogues address civil servants, practitioners, as well as all experts in public management and researchers coming from social sciences and humanities.

You are invited to present your contribution, research and current work in public management, more particularly on the following topic:

Modernisation of Human Resources Management and Performance of Public Organisations

Open Panel: Beyond communications related to the main theme: proposals for papers on public management concepts dealing with performance; evaluation, governance, sustainability and territorial management in the Euro MENA area are also welcome. A special attention will be given to proposals for comparative studies of public management in the countries of the Middle East and the Mediterranean.

Best papers will be reviewed by the Scientific Committee and proposed for publication in the following journals:

- International Journal of Public Sector Management
- International Journal of Public Sector Performance Management
- International Review of Administrative Sciences – (Revue Internationale des Sciences administratives - RISA)
- Public Policy and Administration
- RIMHE - La Revue Interdisciplinaire Management, Homme(s) & Entreprise
- Aledari, Oman Institute of Public Administration IPA,

CALL FOR EXPERIENCE

You can participate in the conference by presenting a testimony of your experience as a practitioner from public or non-profit sectors, in charge of modernization issues, performance monitoring and of human resources management. This testimony will help to clarify the main themes of the conference as well as the axes developed below.

All contributions are evaluated by a scientific committee representing the various disciplinary fields of Public Management and of the Euro MENA area, or by experts on the proposed theme.
Modernisation of Human Resources Management and Performance of Public Organisations

Since the late 2000s, public sector is widely questioned around the world, obviously in terms of profitability and performance (outcomes rather than means) but also to meet the expectations and needs of users. Those issues have thus directly challenged management sciences, highlighting the issues of leadership, of evaluation and control, of governance but also of partnerships, co-construction. They have questioned the whole of civil society as well as the world economy against the backdrop of the major question of human resources within administrations.

These new directions, far more demanding for the administration, require:
- A capacity to anticipate tomorrow’s society needs,
- Complying with a rigorous legal framework,
- Promoting the development of public policies and effective public actions that are shared with civil society and the business world,
- Being equipped with appropriate management tools,
- Establishing a relationship of trust with users and citizens.

This new environment marked an important watershed for skills development. Human resources are expected to take back their full place, both in terms of skills and of motivations. Formal authority is no longer able to mobilise public servants for better performance and improving their professionalism.

Authority-driven modes of leadership are challenged by distributed management methods, such as project management, results-based management, and the changing role of senior civil servants. Middle management is also shaken up, as it must not only be able to manage the operational teams but also integrate the principal directives from the upper hierarchy.

In this context, the governments of industrialized countries have implemented a series of reforms to install new management methods in public organizations. Specifically this new public management intends to respond to «the growing demand of users for quality public service under budget constraints» (Noguera, 2010).

Solutions have therefore been considered in terms of human resource management (HRM) to streamline and reduce costs (Amar, Berthier, 2007). Modernization of public action held under the name «New Public Management» (NPM) has introduced the concept of performance in the public sector. Performance objectives are reflected in:
- Searching for efficiency and effectiveness of public spending by orienting management towards pre-defined outcomes;
- Continuous improvement of the quality of services to users;
- Impact assessment of public administration also called socio-economic efficiency, which indicates the impact of the administration on the economic, social, environmental, health and cultural environments (Lapin 2009).

New practices meeting the modernization of public action have been based upon principles of efficiency, transparency and managerial accountability. These methods place users at the centre of the administrative action focus. This trend has led to a transformation of
many aspects of government, including political HRM (Rondeaux, 2008). Although human resource management tools are a source of performance (Becker Huselid, 2006; Combs et al, 2006, Foss et al 2011; Ait Razouk 2014), it should be emphasized that human resources management has two components:

- Human resources management concerns management and team leadership (motivation techniques, involvement and mobilization of staff), and is the manager’s responsibility.
- Human Resources Management deals with personnel administration (forward planning of employment and skills, recruitment and integration, career management, etc.) and is the joint responsibility of Human Resources Department and of the manager.

Although these new tools were already part of the reflection process of managers, especially in the private sector which used them widely, they nevertheless constitute an important change for public organizations to which they were foreign (Peters, Savoy, 2001). Yet a simple transfer of HRM tools and techniques used in the private sector to the public sector, does not guarantee performance improvement (Noguera, 2010). Hence the following question: to what extent the modernization of human resources management can help improve the performance of public sector organizations.

Conference Objectives

The Euro MENA dialogues will center on this question by looking at key aspects of HRM in the public sector to chart a path for how HRM modernization can take root in the Arab region and what role can the Euro MENA policy space play in that.

Key questions that will be addressed through the different tracks are listed at the end of each section describing each of the tracks.

TRACK 1: Training Issues

The training of public servants is a major issue of government performance. It is the basis for building human resource policies. Initial training but also continuing training throughout a career are great modernisation tools of public action. Training may allow senior civil service to adapt to these performance issues, integrating concepts such as leadership, governance, evaluation and control.

In general, training shall provide managerial knowledge to facilitate the efficiency and effectiveness of public action. The middle management is also questioned about their human resources skills and knowledge of management tools, on team-building capacity, or on forward-looking management of jobs and skills.

If initial training for the public sector has historically been developed, in contrast, continuing training has not yet reached its full dimension. It remains nevertheless a crucial issue, given the incessant reforms and length of career in the public sector. It is about fostering the development of short training programmes, open to international practices, enabling the acquisition of software and management tools, and strengthening co-construction of public policies. Initial training must also be used to reflect on career building and agents’ retraining.

This track welcomes all contributions that reflect the roles of schools of public administration, of all stakeholders in training and more particularly of universities; the content of training;
networks building; skills transfer; and the links between administrations’ needs and training offer. At this level, we can also address the role of action research as a support for new teaching methods and knowledge update. Some of the related key questions are:

• How to improve initial and continuing vocational training in human resources management?
• How to evolve and innovate in training practices?
• What does initial and continuing vocational training contribute to public performance and the HR function? How can training help public administrations and local governments manage performance challenges?
• How to boost cooperation between practitioners, public administration and management schools to develop fit-for-purpose training objectives and programs?
• How can continuous learning improve the retention and adaptability of civil servants?

TRACK 2: A strategic vision of Human Resources: what recruitment, what job, what career?

This track is looking for contributions about the strategic aspect of HR. It is about the big issues of recruitment, jobs and public careers; about management of jobs and skills. Who do we recruit and how? What type of jobs and careers can be proposed?

Reflection on recruitment methods raises the question of civil servants competitive assessment. Requirement for qualification leads administrations to recruit contract staff with specialised technical skills who are able to meet specific and immediate needs.

Improving recruitment may also require to think about the attractiveness of the administration as an employer of choice by offering jobs that accommodate creativity and group work beyond the rigidity of administrative nomenclatures and job specifications. Reflections on career development issues, promotion, bonuses or salaries, remuneration policies on the basis of performance, will find their place in this track; as well as the role of internal and external communication. Studies may also seek to consider the impact of organisational culture on jobs’ attractiveness.

The modernization of HRM in the public sector can also be challenged by the fact that politicians sometimes tend to use public service as an employment adjustment variable going beyond classical factors of performance, motivation and team mobilisation. Strategic HR vision thus requires to clearly define issues related to recruitment. On this point, comparisons between MENA countries and European ones can be interesting.

This track is therefore seeking contributions that may enrich strategic reflection around the objectives of the HR function, the choice of recruitments, job design and public careers. Some of the questions that can be articulated in this respect:

• What are, today, the objectives of the HR function? How to define choices of recruitments, job design and public careers?
• Who do we recruit and how? What type of jobs and careers can be proposed? Contract-based employment in employment strategies? Thoughts on the status of civil servants?
• How to improve the attractiveness of public careers? What impact of organizational culture on jobs’ attractiveness?
• How to manage career development issues? How to design remuneration policies on the basis of performance? What are the stakes for job and skill management planning? How to boost the retention of civil servants?
TRACK 3: Human resources and team management tools

This track covers the issues of HR management tools, especially those used to channel behaviours, to motivate agents and to promote teamwork. To overcome the effects of status in public functions and of legal framework rigidity, it is necessary to innovate by fostering personal development through job enrichment, assessment practices, career management and training.

It is also about raising awareness on the particular issues of project management or public actions that often associate civil servants with contract staff, and where the differential in status may cause additional challenges for managers.

Expected contributions may offer a critical analysis of HR tools, team management tools and leadership models as well as their adaptation to different cultural and organisational contexts. Related questions can be:

- What are the innovative practices in team management? Which tools to channel behaviours, to motivate agents and to promote teamwork?
- How should team managers deal with personal development, job enrichment to enhance motivation? What is the role of assessment practices in team management? What leadership for team managers?
- What training on HR tools for team managers?
- What are the cultural aspects of team management? What can be learned from MENA and European methods of management?

TRACK 4: Performance of public organizations: towards a new human resources management model?

The concept of performance makes a clear reference to the new orientation of public management. Performance easily reflects on the areas of management control and finance, in which it generates more rigorous process control and emphasises on results more than on means. Translation in the HR field is more complex, especially when taking into account the diversity of the missions, education, health, justice ... where users are at the centre, and where the measure of performance is not easy.

The answer cannot come from staff cost cutting, but must be seeking regulation and development of higher levels of skills.

This track will tackle the concept of performance by comparison with the principle of public service, and hence with the one of human resources. How can we implement performance management systems integrating various organisational functions? How can we develop continuous improvement process of control that take into account the sensitivity and particularities of HR management? How can HR improve the quality of public services and permit to establish a relationship of trust with users and citizens? More questions can be articulated as follows:

- How does HRM contribute to public sector performance? How to link HRM with performance management systems? How to integrate public HR specific issues such as the diversity of missions and related skills?
- How to manage HR performance? What are compensation and remuneration practices for a better performance?
- How can HR improve the quality of public services and help establish a relationship of trust with users and citizens?
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Best Practices Workshop
October 24th, 2016

The Euro MENA Dialogues will include a pre-conference event on October 24th to showcase best practices in Arab Public Administration and the output from collaboration projects that have been started through the MENAPAR. The first such workshop was held during the second MENAPAR conference held in Tunis on October 2015. The workshop was massively attended and witnessed the presentation of best practices from 3 different countries: Bahrain, Morocco and Tunisia. Collaboration agreements have been negotiated since on the basis of these best practices. In particular detailed terms of reference are being jointly developed by the Governments of Bahrain and Tunisia to implement some of these collaborations. Preliminary results should be ready for presentation at the Euro MENA in Oman.

This workshop is also open to young researchers and PhDs students working on Arab countries.

As a logical continuation of the preceding doctoral workshops, young researchers and PhDs’ students are expected to compare their research topics to the realities on the ground while senior officials will participate to the definition of future research directions in public management.

This collaboration between young academics and practitioners will be an opportunity for privileged and innovative moments of debates about research issues in public management, between the South and the North of the Euro MENA zone.

The best practices workshop that will be held as a prelude to the Euro MENA conference will expand on the workshop in Tunisia to include the following:

- A larger scope of country participation; 5 countries instead of 3 in Tunisia
- Presentation(s) on the output/outcome of collaborations developed on the basis of the first best practices workshop/MENAPAR2
- Use of the UNDP ‘knowledge fair’ format to organize the event
- Involvement of young researchers to debate with practitioners over the displayed practices
- Review of submissions by a committee of experts in public administration including to ascertain the proof of concept as a requirement for presentation
- Development of award mechanisms for “best of the best practices”
- Publication of best practices in a compendium

Conditions for participation
Submissions can be in any of the following formats:

- A written paper in the format of a case study
- A video or animated presentation
- A demo / storyboard display
- A combination of the above or any other format / delivery that clearly outlines the best practice

Best practices will be grouped within single sessions either on a country basis (Bahrain and Tunisia practices were grouped within country sessions in MENAPAR 2) or industry-basis if there are multiple practices in the same area/field. One hour and 15 min will be dedicated
to each session with a maximum of 5 sessions for the day. If there are many submissions that are deemed worth presenting by the "committee of experts," parallel sessions could be considered.

Best practices should have undergone proof of concept with evidence to show their effectiveness (e.g., international benchmarking, impact analysis, etc.). Other than their basic functionalities/working mode, lessons learned should illustrate the path to success and/or risks of failure.

**Best Practices Committee**

- Chair: Sofiane Sahraoui, MENAPAR
- Solange Hernandez, IMPGT – Aix Marseille University, France
- Khaled Saboure, IMPGT – Aix Marseille University, France
- Dr. Khannis Zaid Al Kulaibi, Institute of Public Administration IPA, Oman
- Mohamed Al-Saba, BIPA, Bahrain
- Amine Sharkawi, UNDP, Bahrain
- Brahim Al-Tamimi, Bahrain Center of Excellence
- Najat Zarrour, Morocco
- Khaoula Labidi, Ministry of the Public Service, governance and fighting corruption, Tunisia
- Maha Abu Samra, UNDP, PAPP, Palestine

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Dr. Fabienne Maron, IIAS Scientific Administrator, Belgium

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Dr. Sofiane SAHRAOUI, Bahrain Institute of Public Administration BIPA, Executive Coordinator MENAPAR & President, Arab Governance Institute, Tunisia.
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EGPA/IIAS
INTERNATIONAL INSTITUTE
OF ADMINISTRATIVE SCIENCES
rue Defacqz, 1; box 11
B-1000 Brussels, Belgium
Tel : +32 2 536 08 80
Fax : +32 2 537 97 02
e-mail : info@iias-iisa.org

EGPA
www.iias-iisa.org/egpa/

IMPQT
http://impgt.univ-amu.fr/

MENAPAR
http://menapar.net/fr/

EGPA/IIAS
www.iias-iisa.org/egpa/... Brussels, Belgium
Tel : +32 2 536 08 80
Fax : +32 2 537 97 02
e-mail : info@iias-iisa.org

Call for Papers
Call for Papers

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Dr. François LAFARGE, ENA Strasbourg
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Dr. Bruno TIBERGHIEN, IMPGT - Aix Marseille University
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Dr.Hamood Said ALASMI, IPA, Muscat, Sultanate of Oman
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Switzerland
Prof. Dr. Martial PASQUIER, Director Institute of Higher Studies in Public Administration, IDHEAP, University of Lausanne

Spain
Marta CIMAS HERNADO, Director International Relations Department, Ministry of Finances & Public Administration, National Institute of Public Administration Public, Madrid

Tunisia
Maher SELLAMI, Director of National School of Administration, ENA Tunis
Dr. Khalili AMIRI, Secretary General, Arab Governance Institute
Submitting to Euro MENA 2016

Working Languages
All submissions (Abstracts, final papers, and PowerPoint presentations) may be submitted in English, Arabic, or French. The three languages will be also used for communication and discussion.

Conference papers
Deadline for submission of abstracts: June 1st
Opinion of the committee and notification of acceptance: from June 30th
Return of final versions: October 3rd

Format for a paper proposal
- The proposal must specify the track concerned by the proposition (Track 1, 2, 3, 4 or if it is directed to the open panel).
- A summary of 2 pages max (1000 words) stating clearly on the front page: the paper title as well as author's name, affiliation and contact.
- The summary must state the research methodology and empirical techniques used.

Format for a final paper
- The final submission must not exceed 25 pages (including bibliography and appendices)
- The 1st page must specify the title of the contribution, name(s) of author(s), the Institution (s) to which author(s) belong(s), and author(s) contact information.
- Communication must begin with a short summary in English (10 lines maximum) pointing out 5 keywords.

Testimony proposal
Deadline for submission of proposals: June 1st
Opinion of the committee and notification of acceptance: from June 30th

Format for testimony proposals
- A maximum 2 pages summary of the proposed presentation in English or Arabic together with Curriculum Vitae.
- The first page must clearly state the title of the testimony, the author's name, affiliation and contact information.

Under the section: submission /registration. Please read the user guide before starting the process

The Conference Management System is set up in French and in English. Submissions in Arabic are possible and welcome but the author must indicate the title of the submission in French or English in the system.
Then, the author is invited to upload the proposal in Word or PDF file on the conference management system.
The author can also contact the person of reference and/or send the proposal by e-mail: E-mail: menapar@bipa.gov.bh
**Improving Administrative Sciences Worldwide**

**Best Practices Submissions**
- **Deadline for submissions:** June 1st, 2016
- **Notification of acceptance:** June 30th, 2016
- **Submission of final version:** October 3rd, 2016

Submissions should be made to menapar@bipa.gov.bh

**Conference venue**
- Intercontinental Hotel – Muscat Sultanate of Oman
- Euro MENA Best practices Workshop: October 24
- Euro MENA Dialogues: October 25 & 26
- Social Program: October 27

Registration will be open from July 2016 - [www.med-eu.org/en/euromena2016](http://www.med-eu.org/en/euromena2016)

**FINANCIAL ASPECTS**

Access to the Conference is subject to an entry fee, except for organizers who will be admitted for free.

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>EGPA &amp; MENAPAR Members</td>
<td>200€</td>
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<tr>
<td>Non-members</td>
<td>300€</td>
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<tr>
<td>Presenters &amp; program committee members</td>
<td>100€</td>
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<tr>
<td>Students</td>
<td>50€</td>
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1) Include access to Conference and gala dinner
Accompanying persons must be registered in the registration conference tool (gala dinner is 50€ / person)

2) Upon presentation of registration in an educational institution

**SCIENTIFIC CONTACT**

**Euro MENA CONFERENCE**
- Céline du Boys
  - celine.duboys@univ-amu.fr

Institute of Public Management and Territorial Governance, IMPGT
Aix Marseille University
21, rue Gaston de Saporta
13100 Aix-en-Provence, France

**BEST PRACTICES WORKSHOP**
- Shagufta Ahmad
  - shagufta@bipa.gov.bh

Institute of Public Administration, Bahrain
PO Box 76167
Bahrain
LOCAL CONTACT

Effat Al-Harthy
effat@ipa.gov.om
Tel : +96899353080 - Fax : +968602066

Dr. Mohammed Al Araimi
international@ipa.gov.om
Tel : +96895654415 - Fax : +968602066

Institute of Public Administration, Oman
P.O Box 1944 Ruwi, Muscat

ADMINISTRATIVE CONTACT

SUBMISSION/REGISTRATION
(Research papers & testimonials)

Fabienne Maron
f.maron@iias-iisa.org

Mélissa Monaco
m.monaco@iias-iisa.org

European Group for Public Administration, EGPA
c/o IISA- rue Defacqz 1,
box 11- BE-1000 Brussels, Belgium
Tel.: +32-2-536.08.80

CONFERENCE ORGANISATION

Françoise Esteve
francoise.esteve@univ-amu.fr

Institute of Public Management Public and Territorial Governance IMPGT
Aix Marseille University
21, rue Gaston de Saporta
13100 Aix-en-Provence, France
Tel: +33 4. 42 17 05 40
Tel: +33 4. 91 36 57 29

BEST PRACTICES SUBMISSIONS

Batoul Murad
b.murad@bipa.gov.bh

Institute of Public Administration, Bahrain
PO Box 76617 Bahrain
Tel : +97317383882
Fax : +9731738389
ORGANIZING PARTNERS

Institute of Public Management and Territorial Governance, IMPGT - Aix Marseille University: Established in 1996, IMPGT is the only French Unit of Research and Training, UFR, in Public Management. Dedicated to the teaching of trades and professions related to the management of the public sector, IMPGT approach is multidisciplinary (law, economics and management) extended to social sciences and applies to non-profit sector. Main fields of research are: Comparative analysis of local government management; Performance management in the public sector; Public sector marketing and management of public service quality; Arts management and cultural events.

With an international outlook, IMPGT has developed a particular expertise on the Mediterranean basin and Middle East.

For more information: http://impgt.univ-amu.fr/

The European Group for Public Administration has as its ambition to be the link for academics and practitioners in the field of Public Administration in Europe. As the European ‘chapter’ within the International Institute for Administrative Sciences (IISA), it is realizing these ambitions with an open attitude to our colleagues all over the world. The group organizes a successful annual conference and different dialogues, invites young PhD candidates to present and discuss their research during the Annual PhD Symposium.

The European Group for Public Administration is a regional group of the International Institute of Administrative Sciences (IIAS) whose purpose is to strengthen contacts and exchanges among European specialists in Public Administration, both scholars and practitioners. It aims to provide academics and practitioners with European Platform for Public Administration.

More information: http://www.iias-iisa.org/egpa/

The MENAPAR (Middle East and North Africa Public Administration Research) NETWORK was established in April 2014 as an offshoot of a partnership between the Bahrain Institute of Public Administration (BIPA) and the United Nations Development Program (UNDP-Bahrain) to spearhead research collaborations between public administration (PA) and the “research system” in the MENA region. The research system includes not only researchers in academic institutions, but also independent researchers, think tanks, in-house research from PA itself, research by NGO’s and multilateral organizations, research by consulting companies, etc.

After its first successful conference in 2014 in Bahrain establishing the network and its Founding Board, the MENAPAR organized its 2nd Annual Conference in Tunis, Tunisia on October 6-9, 2015 on the theme of “The Role of Citizens and Organizations in Co-Constructing Public Action in the MENA region.” The objective of this second conference was to facilitate exchange of knowledge and experiences among countries and partners in the Arab States on the architectures and models of co-constructing public action through integrating citizens and the corporate world.
This second conference saw the participation of 325 participants with 100+ submissions from 15 countries. The conference consisted of 5 combined events including a pre-conference workshop on best practices in Arab public administration. The workshop was massively attended and witnessed the presentation of best practices from 3 different countries: Bahrain, Morocco and Tunisia. Collaboration agreements have been negotiated since on the basis of these best practices. In particular detailed terms of reference are being jointly developed by the Governments of Bahrain and Tunisia to implement some of these collaborations. Preliminary results should be ready for presentation at the Euro MENA in Oman.

Oman Institute of Public Administration, IPA, was established in 1977 to provide training programs for public servants. It is a scientific body, with its own administrative and financial autonomy affiliated to the Minister of Civil Service.

Over the years, the role of the institute evolved as an effective tool in the development process in the field of administration. It varied and renewed it activities to include the activities of training, research, consultancy and administrative information.

Vision: Pioneer in the provision of administrative development services.

Mission: Contribution to raising the level of administrative performance in the Sultanate of Oman and the development of its human resources through training, functional rehabilitation, research and consultations in a high standard of excellence and creativity.

Objectives:
1- To improve the performance and efficiency level of Omani officials at different levels, through conducting theoretical and practical training programs.
2- To increase administrative awareness among Omanis, through issuing a magazine specialised in management and relevant sciences.
3- To conduct scientific research, both theoretical and on-site in addition to rendering consulting services to public organisations in the field of management, with the purpose of assisting in solving problems that they face at workplaces.
4- To strengthen relations in the field of management between the Sultanate of Oman and other similar institutions throughout the world.
5- To undertake the responsibility of publication, documentation and collection of administrative information.

Bahrain Institute of Public Administration, BIPA, is the Bahrain Institute of Public Administration, established in 2006 with a mandate to develop individual and institutional capacity in the kingdom’s Public Sector. BIPA has since emerged as a cornerstone institution for the development of the public sector in Bahrain through a comprehensive learning framework that covers leadership training, professional competency-based programs, and single-competency development courses. BIPA has recently launched a Masters of Public Management to address the needs of the Gulf region for high-level professional qualifications. BIPA also conducts consulting and research as a prelude to its capacity development activities. The MENAPAR initiative is an off-shoot of BIPA’s research strategy.
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EGPA/IISA
INTERNATIONAL INSTITUTE OF ADMINISTRATIVE SCIENCES
rue Defacqz, 1, box 11
B-1000 Brussels, Belgium
Tel : +32 2 536 08 80
Fax : +32 2 537 97 02
e-mail :info@iias-iisa.org