



EUROMENA
- D I A L O G U E -

Scientific program

Euromena Dialogue on Public Administration

Muscat – Sultanate of Oman
24 – 27 October 2016



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Welcome Speech



The Sultanate of Oman represented by the Institute of Public Administration will host the EuroMENA Dialogue Conference, which will take place in Muscat from 24 - 27 October 2016. This conference is the first international conference organized by the Institute jointly with European Group of Administration (EGPA), Aix Marseille University (AMU) and The Middle East and North Africa Public Administration research network (MENAPAR). We hope that many relevant staff from different sectors from Euro and the Gulf cooperation Council Countries in specific and Arab countries in general will get an opportunity to participate in this conference.

It is a great pleasure to welcome the gathering of experts in the field of Public administration from Arab and European countries to discuss and exchange ideas, practices and experiences that lead to the best future of Public administration at local and international levels.

Zaki Hilal Al-Busaidi

Chief Executive, Institute of Public Administration, Oman



It is a great pleasure to meet you again, after Bahrain and Tunisia, to welcome you at the EURO-MENA Dialogue in the Sultanate of Oman. It is an Arab-European dialogue that reflects a sophisticated assembly to exchange best practices at a global level in a conference that attracts experts, academics, practitioners, professionals, specialists and advocates of public administration sciences. This will give us the opportunity to bring about our experiences and discussions again on a dialogue table in a perfect professional manner at the first joint conference of the MENAPAR network and the European Group for Public Administration (EGPA), which is a follow-up of the MENAPAR dialogue on public administration, which was started in 2008.

It is our aim to incorporate Arabian best practices with well-established European experiences to bring about a better life for all. It is founded on scientific methodology for public administration studies. This year's dialogue, in particular, focuses upon "Modernization of Human Resources Management and Performance of Public Organizations" in a way that directly aims at investing in the human element for ensuring sustainable development.

Upon the successful outcomes of both the first and second editions of the Middle East and North Africa Public Administration Research (Menapar), need arose for relationship networking at regional and global levels and for enhancing effective plans, strategies and mechanisms in public administration. The EUROMENA dialogue brings together Middle Eastern and North African countries with European countries for the purpose of fashioning a regional administrative policy, enhancing cooperation and exchanging governmental experiences between European countries and Arab counterparts. It is also to provide the opportunity for specialists and experts to exchange experiences and state-of-the-art management tools, as well and to enhance capabilities of young people, who form the public administration excellent elite and academies in the Arab region.

It is our relentless endeavor to turn our ambitions into reality, all of which is directed towards the benefit our nations.

And, it is through you that we shall continue to reap benefit by means of research and application. We shall never abandon our endeavors until we have attained our desired growth with your contribution.

Our wishes for this conference to achieve its objectives in the development of public administration;

**Dr. Raed Mohammed Bin Shams,
Director General - Institute of Public Administration, Bahrain
President of MENAPAR Network,
Vice President of the International Institute for Middle East & North Africa**



Founded in 2008, the Euro-Mediterranean Dialogues on Public Management, MED, that have become Euro MENA Dialogues on Public Management in 2016, are the result of a cooperation between:

- the European Group for Public Administration, EGPA (regional Group of the International Institute in Administrative Sciences, IIAS-IISA),
- the Institute of Public Management and Territorial Governance, IMPGT - Aix-Marseille University,
- the National School of Administration, ENA France,
- the Bahrain Institute for Public Administration, BIPA,
- and the Middle East and North Africa Public Administration Research, MENAPAR, Network.

Their creation was motivated by the desire to set up a space for exchanges of practices, ideas, thoughts and analysis, prevailing in each Mediterranean countries about public management, and which borders have now been extended to Gulf countries.

The spirit of such events, open to dialogue, to information sharing and knowledge, is the one of a multidisciplinary approach; One that, combining academic and professional worlds, creates a network at the service of public administrations and public thinking, and that is able to foster exchanges and cooperation between public actors from this geographical area. Thus, the Dialogues on Public Management bring together senior government officials, as well as academics and researchers around public management related issues. They welcome reflections from various disciplines linked to public management, such as social and human sciences, law, political science...

Being thought provoking, the Dialogues prove to be a source of proposals for Public Management's practices' improvement in in this geographical zone.

3 main criteria have prevailed for the structuring of these Dialogues:

A geopolitical relevance

The Dialogues involve local scientific partners who contribute to the realisation of this event, and who thereby multiply the networks of participants and distribution. Today, the 8th edition of the Dialogues is held with the Administration School of Oman, IPA, in Muscat. This relationship

stems from the development of relations between the International Institute of Administrative Sciences, IIAS-IISA, working at setting up a regional group MENAGPA, from the installation of a partnership with MENAPAR, as well as from the establishment of a Master's degree in public administration to the attention of senior officials from the Gulf countries in partnerships with the Institute of public Management and Territorial Governance Aix Marseille University, ENA France, the Institute for public administration of Bahrain, BIPA, and the University of Bahrain.

Projects relevance for youth

The Dialogues have always offered a central place to young people seeking to integrate and to get involved in the public management system. The doctoral workshop was one of the first tools used to develop projects for youth

Today, the geographical expansion of the Dialogues have requested a change into the doctoral workshop format to better meet the field needs, to align actions with the MENAPAR Network in order to create a continuity in the alternation between the Dialogues and the MENAPAR Conference, and finally to capitalize on the link developed with BIPA through the training and research programme of Aix Marseille University and its project to implement a research centre. Thus the Dialogues' doctoral workshop, transferred into the Best Practices workshop, allows young researchers, who have been selected, to confront themselves directly with the professionals of the Administration, and therefore to better link together research and practice, in terms of content and in terms of actors. That new form of workshop wants to highlight innovation in a more concrete and more legible way.

Public management priorities

The themes of the Dialogues correspond to the demands and needs of the MENA region. This year, the Oman Institute for Public Administration, IPA, has specifically requested to prioritize Human Resources. It is around this theme that we will work during those 3 days.

We will compare our ideas, our experiences and I am sure that our conclusions will be useful to what is dear to us: a public function at the service of its nation and its citizens.

Prof. Dr. Robert Fouchet

Director of Research, Institute of Public Management and Territorial Governance, Aix-Marseille University (AMU), France

Introduction to the Scientific program

The Euro MENA Dialogues of Public Management are the continuation of the Euro-Mediterranean dialogues of Public Management, MED organized 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 Dialogues are open to public officials, practitioners as well as experts in Public Management and researchers from social sciences and humanities.

MENAPAR, EGPA and Aix Marseille University organize, in cooperation with the Institute of Public Administration, IPA, Sultanate of Oman and Institute of Public Administration, Kingdom of Bahrain, the first Euro MENA Dialogue in Muscat (Oman) from 24 to 27 October 2016 on the theme: Modernizations of Human Resources Management and Performance of Public Organisations.

Objective

This first Euro MENA dialogue will center on this main 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.

Theme

Modernisation of Human Resources Management and Performance of Public Organisations.

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, requires: a capacity to anticipate tomorrow's society needs, complying with a rigorous legal framework, promoting the development of public policies and effective public actions and shared with civil society and the business world, being equipped with appropriate management tools and 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 spread management methods.

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»

Solutions have therefore been considered in terms of human resource management (HRM) to streamline and reduce costs.

New practices meeting the modernization of public action have been based upon principles of efficiency, transparency and managerial accountability. Any of these methods places users at the center of the administrative action focus. This trend has led to a transformation of many aspects of government, including political HRM.

Human resources management has two components and will be considered: human resources management concerns management and team leadership (motivation techniques, involvement and mobilization of staff), and is the manager's responsibility (1) 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 (2)

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.

Yet a simple transfer of HRM tools and techniques used in the private sector to the public sector does not guarantee performance improvement. Hence, the following question: to what extent the modernization of human resources management can help improve the performance of public sector organizations.

Sub-themes

This dialogue is articulated around fourth sub-themes to be discussed during parallel workshops.

For the sub-theme 1: Training issues – the participants of the dialogue will discuss the importance of civil servants' training in order to increase 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.

In general, training shall provide managerial knowledge to facilitate the efficiency and effectiveness of public action.

They will also discuss 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; 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.

We can identify the following questions: 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?

The sub-theme 2; A strategic vision of Human Resources: what recruitment, what job, what career? focus on about the strategic aspect of HR. The participants will discuss the big issues of recruitment, jobs and public careers; 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. This issue will also be discussed. 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. The modernization of HRM in 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. The contributions will enrich strategic reflection around the objectives of the HR function, the choice of recruitments, jobs design and public careers. The following questions will be discussed: 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?

Sub-theme 3: Human resources and team management tools focus on issues related to 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. This sub-theme 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.

Related questions are: 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?

Finally,

the sub-theme 4: Performance of public organizations: towards a new human resources management model? will tackle the concept of performance by comparison with the principle of public service, and hence with the one of human resources.

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 center, and where the measure of performance is not easy.

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?

Several questions can be raised: 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?

Format

Following the submission of final papers/presentation, the scientific committee has organized plenary sessions and parallel workshops on the above-mentioned subthemes allowing participants to learn about the current debate on the central issue and share researches and experiences on the four themes. The co-chairs of the Program Committee also identify some key issues. They propose workshops on the relationship between the modernization of human resources management and the performance of public organizations.

The plenary sessions are designed to provide participants with an overview of trends in the modernization of HRM and performance of public organizations (1) and of networks for public administration and possible cooperation in PA in the MENA region (2).

The Conference will also facilitate dialogue between academics and practitioners and will be preceded by a Best practices workshop.

Scientific Program Committee

Dr. Fabienne Maron,
IIAS Scientific Coordinator, Belgium
(chair)

Dr. Celine Du Boys,
IMPGT -Ai-Marseille University,
France (chair)

Dr. Sofiane Sahraoui,
Executive Coordinator & Director
of Research, MENAPAR – Senior
advisor, BIPA, Bahrain (chair)

Speakers



Dr. Raed BenShams, President of MENAPAR & Director General of BIPA, Bahrain



Prof. Dr. Edoardo ONGARO, President, European Group for Public Administration



Prof. Dr. Geert BOUCKAERT, President, International Institute of Administrative Sciences (IISA)



H.E. Musa Abu Zeid, Director General, General Personnel Council, Palestine



Prof. Dr. Robert Fouchet, President of Euro MENA Dialogues & University Professor, Aix-Marseille University



Prof. Carlos CONDE, Head of the Middle East and Africa Division, Global Relations Secretariat, OECD



Dr. Hamood Said Alasmi, IPA, Oman



Dr. Khalil Amiri, Secretary of State for Scientific Research at Ministry of Higher Education, Tunisia



Mr. Rolet Loretan, Director General, International Institute of Administrative Sciences (IIAS)



Khaoula Labidi,
Ministry of Public Service and
Governance, Tunisia



Dr. Najat Zerrouk,
African Local Government Academy
ALGA, Morocco



Prof. Dr. Ghazi Gherairi,
University of Tunis, Tunisia



Dr. Khaled SABOUNE, IMPGT -Aix
Marseille University



Dr. Solange Hernandez, Director of
Research Master, IMPGT, AMU



Dr. Fabrice Larat,
Director of Centre in Expertise
and Administrative Research,
ENA



Dr. Mohamed Abuzainah,
Founder of the network
AHEAD; Associate
Professor, AMU, France



Prof. Marco Meneguzzo, Roma
Tor Vergata University, Italy and
University of Italian Switzerland,
Switzerland



Mr. Adel Haji,
Civil Service Bureau, Bahrain



Françoise Esteve,
IMPGT, Aix Marseille University



Ms. Najat ZERHOUDI



Mr. Ahmed Al Kilany,
GPC, Palestine

Scientific program

First day 24 october
Opening Session for Best Practices

8:00am - 9:00 am Registration for the Workshop on Best Practices in Arab Public Administration

9:00am- 10:30 am **Best Practices in the Arab Public Administration**

- Welcome Note by **Dr. Khamis Zaid AIKulaibi**, Institute of Public Administration, Oman
 - Introduction to the MENAPAR Workshop Series on Best Practices by **Dr. Sofiane Sahraoui**, MENAPAR & BIPA
 - Introductions to the BP workshop programme by **Mr. Mohamed Sabba**, BIPA, Bahrain
- Keynote speech:
Dr. Fabrice Larat, ENA, France
- Presentations:
- **Ms. Khaoula Labidi**, Ministry of Public Service and Governance, Tunisia.
 - **Profs. Michael Bauer & Rahel Schomaker**, German Research Institute for Public Administration & German University of Administrative Sciences «Civil Service Survey Project: Surveying Public Administration in MENA»

Coordinator / Rapporteur

Chair/ Co-chair

session room

Mr. Mohamed Sabba

Chair: **Dr. Najat Zerrouk**, African Local Government Academy ALGA, Morocco.
Co-Chair: **Hassan AbuAlaila**, Ministry of Telecommunications, Palestine

10:30am- 11:00am **Coffee Break**

First day 24 october
2 Parallel sessions 11:00 am -12:30 pm

Session No.1: Best Practices in the field of Training

1-GCC countires ... toward a unified model of Training Needs Analysis
Ghada mohamed Shena, Acting Director Assessment and Coaching Directorate-BIPA, Bahrain

2- experiment of assessing the Return on Investment in Ministry of Education
Ali Abdullah AlHatemi, General Directorate of Human Resources Development, Oman

3- Presentation on the experience of the State of Palestine about the Consulting Procedure of the National Training Plan
Hanadi Al Jaabari, Director General of General Directorate of Training and Development, Palestine

Coordinator / Rapporteur	Chair/ Co-chair	session room
Bader AlBatashi	Wajdi Abdelhalim, Palestine	Main Conference Base (interpretation Ar/Eng)

Session No.2: Best Practices in Policies and Programs

1/ Code of Conduct and Ethics of the Civil Service Job: an Idea tuned into reality
Lotfi Samhan, Director General of General Directorate of Legal Affaires in the Gneral Personnel Council, Palestine

2/ Excellence in Integrated Coordination among GCC Countires: Experience of the e-training
Mohamed Sabba, Senior Director of Principal Development and Innovative Learning, BIPA, Bahrain

3/ Experience of General Personnel Council in the field of IT and HR
Jamal Abu Shanab, Director General of General Directorate of IT

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	session room
Abla AlBuali	Maha Abu Samra, UNDP, Palestine	Room Level L2

12:30pm - 1:30pm Prayer & Lunch Break

First day 24 october 2
Parallel sessions 1:30 pm - 3:00 pm

Session No.1: Best Practices in Service Delivery

1/ Bahrain innovative experiences in the government work
 Ibrahim Tamimi, Director of Bahrain Center of Excellence, Bahrain

2/ Prospective planning of positions and skills in the Ministry of civil service and managemnt development
 Najat Zerhoudi, cheif of prospective department, Morroco

3/ Good Practices in serving customers of public facilities
 Dr. Najat Zarrouk, Director of the African Local Government Academy ALGA, Morroco

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	session room
Ahmed Al Shuaibi	Mohamed Sabba, Bahrain	Main Conference Base (interpretation Ar/Eng)

Session No.2: Best Practices in Recruitment and HR Management

1/ Central employment system in public service
 Sheikh Saoud Bin Hamad Al Hamoud, Director General of employment in Ministry of Civil Service, Oman

2/ Career Planning in the Civil Service
 Wael Al-Rimawee, Director General of the General Directorate of Career Planning and Forming Schedules

3/ Application of Best Pratices in the Hum,an Resourses Management
 Kholud Allouatia, Senior Director of Human Resources Program - Electricity Holding entreprise, Oman

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	session room
Moosa Al Jabri	Dr. Khamis Zaid AlKulaibi, IPA, Oman (TBC)	Room Level L2

Second day 25 october

8:00am- 4:00 pm	Registration for the EUROMENA Dialogue Conference		
9:00am- 10:30 am	Opening Ceremony Main Conference Base (interpretation Ar/Eng/Fr)		
10:30am- 11:00am	Coffee Break		
11:00 am -12:30 pm	General Session « Modernization of Human Resources Management and Performance of Public Organizations »		
	Keynote speech: «Prospective on MENA countries economic situation and public sector evolution” by Prof. Carlos CONDE , Head of the Middle East and Africa Division, Global Relations Secretariat, OECD Panelists: - Mr. Adel Haji , Civil Service Bureau, Bahrain, - Khaoula Laabidi (Tun), Prof. Carlos Conde (OECD), Amer AlFadhel (Om)		
	Coordinator / Rapporteur	Chair/ Co-chair	Session room
	Dr. Hadi Al Obaithani	Dr. Hamood Said Alasmi, IPA, Oman (TBC) Co-Chair: Dr. Khaled SABOUNE, IMPGT -Aix Marseille University	Main Conference Base (interpretation Ar/Eng/Fr)
12:30pm - 2:00pm	Prayer & Lunch Break		

Second day 25 october
4 Parallel sessions (2:00 pm - 3:30 pm)

Track 1: Training Issues

1. A description of a proposed trainer competency framework for the Ministry of Education in the Sultanate of Oman, (OMAN)

Bakhit AIROON ALSHAHARI

2. International Standrads of Training, (OMAN)

KHAMIS AL KULAIBI

3. A proposed strategy to activate the role of education and vocational training, the government of the Sultanate of Oman, (OMAN)

Maimoona ALRAWAHI

4. Exploring the Implementation of Government Work Program Towards Bahrain Economic Vision 2030: Perspective Study 2011- 2014 , (Bahrain)

Mukhtar AL-HASHIM

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
	Jamal Abushanab, Palestine	Room1-Level2

Track 2: A Strategic Vision of Human Resources: What recruitment , what job, what career?

1. The reality of human resources management in the institutions of the Palestinian public sector, obstacles and prospective of development , (Palestain)

Ahmad ABU BAKER & Hassan Suliman Abdallah abu alaila

2. The selection of human resources and adversely affect positively on the administrative and financial functioning of the institution, (Bahrain)

ALI AHMED AL KHARFOOSH

3. Human Resources Management Through Economic Changes, (Bahrain)

Amal ALQOOTI

4. Strategies for human resources administration to develop sustainability of public sector jobs, (Egypt)

AHMED MOHAMED

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
-	Nathalie Boutin (IMGT - AMU) & Ali Al Shehri	Room2-Level2 (interpretation Ar/Eng)

Track 3: Human resources and team management tools

1. Le management des ressources humaines au lycée professionnel français: contribution à l'évaluation du contrat psychologique chez les enseignants , (France)

Khaled SABOUNE

2. Developing Teamwork Competencies in the area of Project Implementation- Experience from BIPA Program Redesign Project, (Bahrain)

Dana Abdulla AL BUARKI

3. Mapping the status of Human Resource Management in the Colleges of Applied Sciences in Oman: The Case of Young Academic Workforce, (OMAN)

Muna AL RAHBI

4. Factors influencing the Effectiveness of teams in the Oman technical colleges, (OMAN)

Sharifa ALTOUBI & Najiya Obeid AL HAJRI

5. LA CRÉATION DE L'INTUITION DISTRIBUÉE AU SEIN DES ÉQUIPES PAR LA PROMOTION DE LA CONFIANCE. RÉFLEXIONS ET PROPOSITIONS AUTOUR D'UNE NOUVELLE COMPÉTENCE CLÉ POUR LE MANAGEMENT PUBLIC, (France)

BERNARDINI & Marius BERTOLUCCI

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
-	Ghada Shana'a (BIPA) & K. Sabouné (IMPGT-AMU)	Main Conference Base (interpretation Ar/Eng/Fr)

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

1. Implementation of the best practices in Human Resources based on Nama Group's HR strategy, (OMAN)

Ibrahim Said A L SULEIMANI

2. Factors behind Successful Human Resources of Public Institutions in Bahrain, (Bahrain)

MARYAM ABU ALFATEH

3. The performance improvement of home care integrated services, by means of the development of policy network information systems, (Italy)

Piervito BIANCHI & Nunzio ANGIOLA

4. Innovating human resources practices through the 'crowd': a case of crowdstorming, (Italy)

Marco MENEGUZZO & Nathalie COLASANTI

5. TOWARDS INNOVATIVE MODEL FOR EMPLOYEE ENGAGEMENT

SAMAH ALI, (Bahrain)

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
-	M. Meneguzzo (Univ Roma Tor Vergata) & Dr. Hadi Al Obaithani	Room3-Level2 (interpretation Ar/Eng)

3:30 pm - 4:00 pm Prayer & Lunch Break

Second day 25 october
4 Parallel sessions (4:00 pm - 5:30 pm)

Track 1: Training Issues

1. The impact of training on raising the human resourcing efficiency, and on the development of institutional performance in the civil service sector at State of Palestine- case study: Ministry of Education and High Education, (Palestine)

Mohanad A. ABU SHAMA

2. The Impact of Coaching on the Public Sector Performance in Bahrain, (Bahrain)

Yousuf Albader

3. Developing HR Competencies on improving HR employees performance in the public sector – case study from BIPA's HR training program, (Bahrain)

Faisal AL KHAYYAT

4. Continuous training in the public sector and its role in improving performance, (OMAN)

MOSA AL-ABRI

Coordinator / Rapporteur	Chair/ Co-chair	Session room
-	Ishaq Amin (BIPA) & C. Conde (OCDE)	Room3-Level2 (interpretation Ar/Eng)

Track 3: Human resources and team management tools

1. Dialogue Between the Head of an Institution and his/her Subordinates in the Islamic Thought, (OMAN)

Musallam ALWAHEIBI

2. Examining the Relationship between Leadership Styles and Job satisfaction : The Case of Bahrain, (Bahrain)

SABER ALEBRAHIM

3. Leadership and management in the public media institutions, patterns and methods, (Palastin)

Daud Abdel KARIM

4. The role of public relations in reinforcing communication between staff and human resources, (Bahrain)

Nadera ANNAN

5. Managing cultural Diversity in Higher Education Institutions and its Impact on Job Enrichment: The Case of Arab Open University in Oman. (OMAN)

Mohammed AL-HAZIAZI

Coordinator / Rapporteur	Chair/ Co-chair	Session room
-	Ayda bin Rajab (BIPA)	Room1-Level2

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

1. The Rising of a Career Development era in the Institute of public Administration Bahrain, (Bahrain)
Shoug AL AHMED

2. Job Satisfaction of Employees in the Workplace - A Comparison Study between Public and Private Sectors in Oman, (Oman)
Amaal AL RAJHI

3. Omani Teachers' Professional Quality of Life: Reality and Implications, (OMAN)
Said ALDHAFRI

4. Le turnover dans les projets de coopération internationale: quelles solutions ? (France)
Charline FOUCHET

Coordinator / Rapporteur	Chair/ Co-chair	Session room
-	Lotfi Samhan (Palestine) & Dr. Khamis Al Kulaibi	Room2-Level2 (interpretation Ar/Eng)

MPM Panel

Panelists:
 Ms. Francoise Esteve, IMPGT- Aix Marseille University, France
 Dr. Mohamed Amin, MPM Program Director, Ali Beshara (MPM student)

Coordinator / Rapporteur	Chair/ Co-chair	Session room
Shagufta Ahmed	Chair: Solange Hernandez	Main Conference Base (interpretation Ar/Eng/Fr)

7:30 pm - 9:00 pm

7:30 pm - 9:00 pm GALA Diner at Bank Muscat

Third day - General Session, 26 october

9:00 am - 10:30am	« Public Administration Networks and Collaborations in the MENA Region»		
	<p>KEYNOTE: Prof. Robert FOUCHET, President of the EUROMENA Dialogues</p> <p>Panelists:</p> <ol style="list-style-type: none"> 1. Prof. Marco Meneguzzo, Roma Tor Vergata University, Italy and University of Italian Switzerland, Switzerland 2. Dr. Khalil Amiri, Secretary of State for Scientific Research at Ministry of Higher Education, Tunisia 3. Dr. Mohamed Abuzainah, Founder of the network AHEAD; Associate Professor, AMU, France 4. Dr. Raed Bin Shams, President of MENAPAR; Director General, BIPA, Bahrain 		
	Coordinator / Rapporteur	Chair/ Co-chair	Session room
	from Oman (TBA)	Chair: Dr. Sofiane SAHRAOUI, Executive Coordinator & Director of Research, MENAPAR	Main Conference Base (interpretation Ar/Eng/Fr)
10:30 am - 11:00am	Coffee Break		

Third day 26 october
4 Parallel sessions (11:00 am - 12:30 pm)

Track1: Training Issues

1. Measuring the Return on Investment of Leadership Development Programs: Is it possible? (Bahrain)
Ishaq Mohamed AMEEN
2. Developing civic virtues in public administration education and training, (France)
Fabrice LARAT
3. The impact of training on organizational loyalty, (Bahrain)
Amina QAMBAR
4. Knowledge Management: Theory and Practice, (OMAN)
Moza ALKHARUSI
5. The role of creative leadership in making change in business organizations - «An empirical study on banking sector in Oman sultanate, (OMAN)
Jaber ALISMAIL

Coordinator / Rapporteur	Chair/ Co-chair	Session room
	F. Maron (IIAS) & Ishaq Amin (BIPA)	Room2-Level2 (interpretation Ar/Eng)

Track 3: Human resources and team management tools

1. The role of Knowledge and HR development into achieving competitive effectency ,(Algeria)
Aissa BENSEDIK
 2. New Public Administration is a tool that raising the efficiency and effectiveness of human resources department in the institutional governmental business to serve the last beneficiary (proposed practical model) , (OMAN)
Barak ALSARAG
 3. Voluntary disclosure of human capital: A field study of OMAMI companies listed in Muscat security market, (OMAN)
Basil ZAKUT
 4. Is Attention Deficit/Hyperactivity Disorder a risk factor in public sector projects in the Kingdom of Bahrain?, (Bahrain)
ALI BESHARA
- Team Management: The National team for statistical monitoring system in State of Palestine, (Palestine)
Niveen Atta SALAMEH

Coordinator / Rapporteur	Chair/ Co-chair	Session room
	Wael Tah	Room1-Level2

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

1. Human Resources Management in the Algerian institutions and their impact on performance: a comparison between the public sector and the private sector, (Algeria)

Gachi KHALED

2. EMPLOYEES' PERCEPTIONS OF PERFORMANCE MANAGEMENT SYSTEM IN OMAN'S PUBLIC SECTOR, (OMAN)

Bushra ALHARTHY & Uzma JAHAN

3. L'indicateur de performance comme outil de responsabilisation des managers publics : La voie de l'amélioration de la performance des ressources humaines dans l'administration algérienne, (Algeria)

Ali DEBBI

4. Benefits and Enablers of Implementing Continuous Improvement in Governmental Service Institutions in Oman, (OMAN)

Ibrahim AL BALUSHI

5. Harnessing Knowledge from University Big Data: Case of University of Bahrain, (Bahrain)

Ali ALSOUFI

Coordinator / Rapporteur	Chair/ Co-chair	Session room
	N. Boutin (IMPGT- AMU) & Dr. Salim Al Abri	Room3-Level2 (interpretation Ar/Eng)

OPEN PANEL (1)

1. Satisfaction with public services in Qatar: Citizen versus Non-Citizen's perspective, (Qatar)

Nada ABDELKADER BENMANSOUR

2. les déterminants de la participation citoyenne dans les pays du Maghreb. Etude empirique au niveau d'une ville algérienne, (Algeria)

Esmâ BEKAID

3. Quel mode de gouvernance des services publics de transport collectif dans la ville d'Alger ? ,(Algeria)

Lila CHABANE (financé IMPGT)

4. Governance Mechanisms for successful Public-Private Cooperations, (Allemagne)

Rahel SCHOMAKER

5. e-Citizen as a proposed solution for land ownership problems in the land management sector in Palestine ,(Palestine)

Sami AWAD

Coordinator / Rapporteur	Chair/ Co-chair	Session room
	S. Hernandez (IMPGT - AMU) & Gs. Gherairi (Univ Carthage, Tunisia)	Main Conference Base (interpretation Ar/Eng/Fr)

12:30 pm - 2:00 pm Prayer & Lunch Break

Third day 26 october
4 Parallel sessions (2:00 pm - 3:30 pm)

Track 1: Training Issues

1. E-learning Training Transfer, (OMAN)
Hudham AL MAZRUI & S. PORKODI

2. An investigation into the potential of checklists to maximize the impact of Ministry of Education training programmes in the Sultanate of Oman., (OMAN)
SARAH RICH

3. Neighboring «apprenticeship» impact in the transfer of expertise (knowledge, skill and behavior) compared to Training , (Palestine)
Hamza Salah EDDIN

4. The effect of learning management system (moodle) in the implementation of e-training programs for the employees of the Ministry of Education from the viewpoint of trainees., (OMAN)
Shaikha HADHRAMI

5. impact of information technology in human resources management , (Bahrain)
Fayza ALKUWAITI

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
	F. Maron	Room1-Level2 translation

Track 3: Human resources and team management tools

1. Attracting and Retaining Young Talent, (OMAN)
Amer AL RAWAS

2. Le manager hospitalier face à la mobilisation collective de son équipe : comment favoriser les conduites discrétionnaires ? Comparaison de deux pôles d'un CHRU, (France)
Marc OLIVAUX

3. Le manager de l'organisation ambidextre à la rencontre de la mobilisation collective de son équipe. Le cas d'un jeune festival public en perte de sens, (France)
Marc OLIVAUX

4. Human Resource Development to generate Capacity Building , (Bahrain)
La'ahneh AL-AALI

5. The Role of Electronic Communication in Enhancing Employees' Eustress in Ministry of Education in Sultanate of Oman, (OMAN)
Sultan ALMAZROUEI

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
	K. Sabouné (IMPGT - AMU) &	Main Conference Base (interpretation Ar/Eng/Fr)

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

1. Reforms and the challenges facing the civil service system in State of Palestine a comparative study between the Palestinian and Jordanian regimes», (Palestine)

Sleiman JARADAT

2. The role of policy, social norms, and professional development in implementing public management reform: Meeting the challenge of reducing corporal punishment in Egyptian schools, (USA)

Jennifer BREMER & Nevine HENRY

3. Assess the quality of government services from the perspective of the medical staff and reviewers in the West Bank hospitals, (Palestine)

Nabeelah HAMMAD

4. The experiment of Kingdom of Bahrain in moving toward the job performance management system "ADA'A" within the civil service, (Bahrain)

Alya A.Aziz A.Rahman MURAD

5. Managemnet by Objectives and possibility of implementing it at the Higher Tchnology Institute in Oman, (OMAN)

Maimoona ALRAWAHI

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
	S. Hernandez (IMPGT - AMU) & Dr.Mohammed Al Araimi	Room3-Level2 (interpretation Ar/Eng)

OPEN PANEL 2:

The use of outcome measures to enhance the measurement and evaluation of public sector performance - the case of Italian Metropolitan Cities (Italy)

Piervito BIANCHI & Nunzio ANGIOLA

L'amélioration de la gouvernance des comptes spéciaux du Trésor comme une approche pour développé la gestion des finances publiques en Algérie cas du fonds du régulation des recettes (Algeria)

Nabil BOUFLIH

Finance and International Organisation: How Financial Resources Affect the Autonomy of International Public Administrations (Allemagne)

Michael BAUER

La place du contrôle de gestion dans les universités Marocaines (Algeria)

Fatima OUAHRAOUI

Measuring outcomes in public administrations - The quality of performance management systems adopted by the Italian Universities and its effects on performance levels (Italy)

Piervito BIANCHI & Nunzio ANGIOLA

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
	C. du Boys (IMPGT - AMU) & G. Gherairi (Univ Carthage, Tunisia)	Room2-Level2 (interpretation Ar/Eng)

3:30 pm - 4:00 pm Prayer & coffee Break

Third day 26 october

4:00 pm - 5:30 pm Closing ceremony

Keynote: **H.E. Musa Abu Zeid**, Director General, General Personnel Council, Palestine

•Report on Best Practices workshop by **Mohamed Sabba**, BIPA, Bahrain

•Conference Report by Dr. Sofiane SAHRAOUI, Executive Coordinator & Director of Research, MENAPAR; & **Dr. Celine DU BOYS**, EUROMENA Dialogue Permanent Organizing Committee, IMPGT -Aix-Marseille University, France; & Dr. Fabienne MARON, IIAS Scientific Administrator.

•Announcement of the MENAPAR Conference 2017 by **Mr. Ahmed Al Kilany**, GPC, Palestine

•Video about Palestine

•Announcement of the IIAS & IASIA Conference 2017 by **Mr Rolet LORETAN**, IIAS Director general

•Announcement of the 2nd edition of the Euro MENA Dialogues on Public Management – 2018

Coordinator / Rapporteur	Chair/ Co-chair/Panelists	Session room
	Effat Al Harthy	Main Conference Base (interpretation Ar/Eng/Fr)

27 October

Sightseeing tour to Nizwa sponsored by Oman's Ministry of Tourism

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Director of Research, Institute of
Public Management and Territorial
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General of Institute of Public
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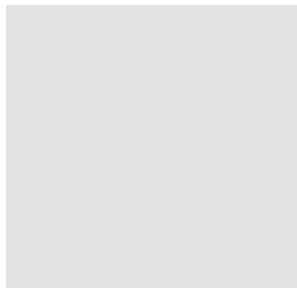


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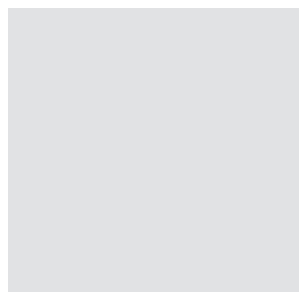
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Ministry of Civil Service



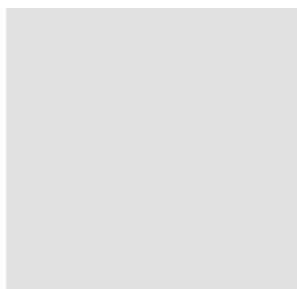
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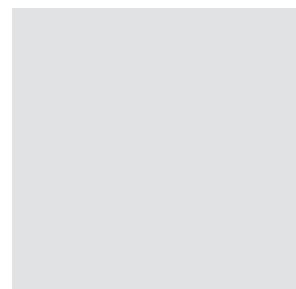
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