Researches -
Middle East & North Africa
Conference for public Administration Research

23 - 24 April 2014
Kingdom of Bahrain
His Royal Highness
Prince Khalifa bin Salman Al Khalifa
Prime Minister of Kingdom of Bahrain

His Majesty
King Hamad bin Isa Al Khalifa
King of The Kingdom of Bahrain

His Royal Highness
Prince Salman bin Hamad Al Khalifa
Crown Prince
Deputy Supreme Commander and
First Deputy Premier

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# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>10</td>
</tr>
<tr>
<td>Speech of Director General - BIPA</td>
<td>11</td>
</tr>
<tr>
<td>Speech of Program Chair - MENAPAR</td>
<td>12</td>
</tr>
<tr>
<td>Organizers</td>
<td>14</td>
</tr>
<tr>
<td>Sponsors</td>
<td>15</td>
</tr>
<tr>
<td>Speakers</td>
<td>18</td>
</tr>
<tr>
<td>Scientific Committee</td>
<td>28</td>
</tr>
<tr>
<td>Organizing Committee</td>
<td>32</td>
</tr>
<tr>
<td>Call for Papers</td>
<td>36</td>
</tr>
<tr>
<td>Conference Recommendations</td>
<td>40</td>
</tr>
<tr>
<td>Conference Sessions</td>
<td>45</td>
</tr>
<tr>
<td>Session 1: Policy-making</td>
<td>48</td>
</tr>
<tr>
<td>Session 2: Leadership</td>
<td>70</td>
</tr>
<tr>
<td>Session 3: Quality management in the public sector</td>
<td>80</td>
</tr>
<tr>
<td>Session 4: Ethics &amp; corruption</td>
<td>94</td>
</tr>
<tr>
<td>Session 5: Public Sector Innovation</td>
<td>108</td>
</tr>
<tr>
<td>Session 6: Capacity building &amp; local governance</td>
<td>122</td>
</tr>
<tr>
<td>Session 7: Public finance</td>
<td>142</td>
</tr>
<tr>
<td>Session 8: E-government</td>
<td>152</td>
</tr>
<tr>
<td>Session 9: (Panel discussion) Public management education in the arab region</td>
<td>174</td>
</tr>
<tr>
<td>Session 10: Public Administration research</td>
<td>178</td>
</tr>
<tr>
<td>Session 11: Public Governance</td>
<td>188</td>
</tr>
<tr>
<td>Session 12: Performance management</td>
<td>200</td>
</tr>
<tr>
<td>Participants' Testimonies</td>
<td>208</td>
</tr>
</tbody>
</table>
Introduction

The Kingdom of Bahrain has witnessed in the period from 23 to 24 April 2014, the first conference of the Public Administration Research (MENAPAR), as this conference has been launched by the Institute of Public Administration in the Kingdom of Bahrain (BIPA) in partnership with the Office of the United Nations Development Program (UNDP) to announce the official establishment of the “MENAPAR” Organization, which brings together countries in the Middle East and North Africa under the umbrella of the Public Administration Research.

MENAPAR Organization came to confront the major challenges and changes affecting the development programs in the Arab countries, and in the decision-making process and policies in the public sector, as well as to study the extent of interdependence with other sectors and its reflection on them, based on methodical and scientific studies stemming from practitioners and thinkers in the areas of public administration, to suit the aspirations of citizens through providing desirable public services and thus improving public administration being the backbone of prosperity and development.

BIPA seeks - through MENAPAR organization - to bring together all Arab countries with their mixture of experiences and practices in the administrative sciences, aiming to establish a research agenda for public administration that its outputs serve public sector, and its diversity enriches the exchange of knowledge, ideas, experiences and sciences of common interest in the fields of public administration. MENAPAR will work on analyzing and studying many of the current issues in public administration, and extracting the ingredients for success in order to strengthen them through cross-examining the experience of others and take advantage of the knowledge and experiences, to draw attention to and apply best practices in this field.

Also, MENAPAR group seeks to be a forum for research and academic exchanges in regard to professional practice in the important topics pertaining to the public administration, public policy and good governance in the Arab region, in addition to attempting to harness collective intellectual efforts of institutions in the region to strengthen the public administration based on verification and policy-making. Also, the group aims to develop public administration research which comes from the Arab region itself, through addressing the problems posed by practitioners in MENA public administration. In doing so, we will try to reflect our culture which is based on our deep-rooted Arab history.

The MENAPAR conference follows the success of the twentieth international joint congress of IIAS/IASIA which was organized in Bahrain in the summer of 2013. Bahrain’s sponsorship of this key international conference comes as a continuation of the reform project in Bahrain, initiated by His Majesty King Hamad bin Issa Al Khalifa, may Allah SWT preserve him. His reform project emphasizes the importance of public administration and its role in promoting and developing Bahrain from the economic, political and social aspects. The conference was meant to benefit Bahrain from the programs and experiences of schools and institutes of public administration in other parts of the world.

The support provided to the MENAPAR initiative by the Bahraini Government comes as a response to the requirements of enhancing government work and public policies, in addition to achieving Bahrain’s development in the field of administrative policy-making and sound decision-making procedures, within an environment premised on checks and balances, accountability and capacity building in public sector institutions.

The MENAPAR conference has sought to produce outputs that can serve the public sector in a way of exchanging information, ideas, experiences and practices of a common interest to a large audience in public administration. This goes in line with studying all issues of public administration, analyzing success factors for enhancing them, examining underlying failures to learn from them, and learning from the experiences of others, including the best emerging practices from the Arab region.

Speech of Director General - BIPA

It is really a great pleasure participating in the official inauguration of the Middle East and North Africa Conference for Public Administration Research (MENAPAR) here in the Kingdom of Bahrain. We will move with you to a fruitful stage of organized work in the field of scientific research in MENA public administration. In doing so, we will try to reflect our culture which is based on our deep-rooted Arab history.

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The responsibility borne by BIPA in this regard is massive. It is a part of BIPA’s strategy to advance scientific research in public administration. However, the heavier responsibility is represented in how to transform this scientific research into a tangible reality, in a manner that can benefit in improving government performance, which will be positively and directly reflected in better services to the citizen.

In this regard, we have to hail the initiative of “MENAPAR” as a working mechanism to link research groups with each other to overcome hardships and obstacles, that stand on the way of applied research in public administration. Hardships no longer consist of the difficulty to access data, but in understanding the importance of scientific research in the daily practices and thinking of public administration, either at the level of the work of government or the private sector.

Finally, I would like to extend my plentiful thanking to the UNDP, IIAS and IASIA for their support to the MENAPAR conference. Hopefully, we will all benefit from the experiences, lessons and recommendations discussed over the two days. We hope that this contributes in promoting research in public administration across the public sector in Bahrain, the Arab region and other countries of the world.

Dr. Raed bin Shams
Director General of BIPA & President of MENAPAR
The MENAPAR was born on the 23 of April 2014 by acclamation of participants in its organizational meeting. It was officially announced during the closing ceremony of the MENAPAR conference on 24th of April 2014 and communicated at a Press conference at the closing of the conference.

Around 250 people came to witness this event which was held concomitantly with the first MENAPAR conference. The second conference will take place in a year’s time in another country. Four countries have already offered to host it. The Founding Board, which was designated for one year, will decide this summer, who will host the second MENAPAR conference.

The agenda for this first conference was kept wide open to enable a wide range of submissions. The program allowed for 60 presentations and around 50 from among those who were accepted came to present their papers. 12 different countries from the Arab region were represented which is one more than half the countries of the Arab region. This is a positive result for this first conference. Unique experiences from Mauritania, Tunisia, Yemen, and Iraq to mention a few were very informative on the state of affairs of these countries public administration; something that is not easy to come by otherwise. Most of the presentations remain from Bahrain, because of ‘home turf’ of course, but also following a trend in Bahraini public administration to disclose its practices through similar events. For instance, no less than 44 papers from Bahrain were presented during the IIASSIASIA congress that had held in Bahrain in June 2013.

As envisioned by the organizers, the conference was rather practice-oriented than academic. A majority of presenters were public servants themselves who came to present on their own experiences and practices. Academics were present likewise. A third category of presenters was prominent; that of civil society. Tunisia, Lebanon, and Palestine for instance had several presentations made by members of civil society organizations who have an interest in public service and public policy and administration.

This is considered a good start for the MENAPAR as it seeks to gather the regional family around hot issues of public administration. The three plenary panels on PA research, PA networking and PA education had also a mix of panelists profile to ensure all vantage points are considered and the MENAPAR starts on an equal footing towards all.

The Organizational Meeting of the MENAPAR

30 people attended the organizational meeting of the MENAPAR. The meeting was called by BIPA to finalize the establishment of a regional network of public administration research in the Arab Region. A preliminary meeting was held on June 1st, 2013 where the idea of creating a regional network of public administration research was exposed in a workshop that was held as a prelude to the IIAS/IASIA congress. The idea was well accepted by the 50+ attendees and further pursued in a workshop in early November 2013 to define what the network should look like, what agenda it should pursue, how it will be governed and how it can become sustainable.

The MENAPAR conference is the crowning of a year-long effort to jump start this initiative at last and it was done! MENAPAR is now an established network that would have enrolled in the meantime and which will continue its work. The MENAPAR conference on 24th of April 2014 and communicated at a Press conference at the closing of the conference.

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Other than restating the importance of a research network in the region, the organizational meeting directed the network towards the following:

- Necessity to build research absorption capacity in the region’s public sectors. Producing research is not enough if it cannot be absorbed by the target systems. This absorption capacity is both in terms of awareness and openness to research results but also capacity to adapt research results and translate them into successful practices.
- To create synergy effects in PA research in the region; to involve a wide network throughout the region to create the research agenda; to generate support for the research agenda; and set-up a business model and buy-in from across the region.
- To establish MENAPAR as an independent organization that will negotiate a strategic affiliation with MENAGPA, the regional group of IIAS, yet to be created.
- To establish a number of strategic partnerships with organizations like IIAS, the UNDP, GPIC and others.
- MENAPAR should support the research agendas of ENAs and IPA’s across the region.
- MENAPAR should work to become the think tank for PA in the region.
- MENAPAR membership should be open to organizations and individuals (with different status)
- MENAPAR should rally the support of the political powers to survive.
- To build a network of researchers from each country and join them with similar networks in other countries of the region; scientific output will ensure legitimacy and sustainability of the network
- To expand the network to all Arab countries and especially Algeria, Egypt and Saudi Arabia.

Immediate Plan of Action

The organizational meeting also sketched the immediate plan of action of the MENAPAR along the following items:

- Election of a Board and designation of responsibilities within it
- Development of a plan of action around the key issues of ‘research agenda’, MENAPAR second conference, Issue zero of the Arabic Review of Public Administration, MENAPAR portal, building the network, MENAPAR registration, membership drive
- Establishment of MENAPAR Research Board to conduct the scientific activities of the Network including the scientific programme of next year’s conference in collaboration with the local organizing committee.

Meeting of the Founding Board of MENAPAR

Following the organizational meeting, a meeting of the Founding Board of MENAPAR took place and the new Board was announced as follows:

President
Dr. Raed BenShams (BIPA, Bahrain)

Members
H.E. Musa Abou Zeid;
Prof. Nadia Bernoussi (ENA-Morocco);
Dr. Badr Al-Malallah (API, Kuwait);
Dr. Lamya Al-Moubayed (Institute of Finance Basel
Fleihan, Lebanon);
Dr. Khalil Amiri (AGI, Tunisia)

Non-voting members
Adnan Al-Mahmoud, GPIC, Bahrain;
Dr. Sofiane Sahraoui, Director of Research, BIPA, Bahrain.

This first successful launching of MENAPAR has now to be followed with concrete steps to develop the network and implement the immediate plan of action. The next conference of the MENAPAR will gather the Network of members that would have enrolled in the meantime and which will vote a Board that will manage the Network for the following 3 years. As such, preparing well for the next conference is critical for the development of the MENAPAR.

Sofiane Sahraoui
Director of Research, MENAPAR
Program Chair, MENAPAR Conference 2014
The Institute of Public Administration (BIPA) was established by Decree No. (65) for the year 2006 issued by His Majesty King Hamad bin Isa Al Khalifa, King of Bahrain, in June 28, 2006.

The Institute aims to develop the public administration and training in the ministries and governmental organizations, and contribute to the preparation and training of personnel, in accordance with the training needs and development programs, research and advisory work approved by the board of directors of the Institute so as to ensure the upgrading of public administration and to support economic and social development plans.

BIPA is seeking to provide the best training courses’ quality, to become the optimum partner in developing public administration’s employees with distinction.

BIPA is taking charge in implementing two national economic initiatives:

1- Creating a proper program to increase the public administrators’ performance.

2- Enhancing the training’s quality and abundance.

The United Nations Development Programme (UNDP) is the UN global development network, working in 177 countries and territories.

In the Kingdom of Bahrain, UNDP provides technical support and assistance to national institutions and civil society towards achieving national priorities and addressing challenges.

UNDP assistance builds systems and capacities of the public sector and the parliament, supports social strategies and promotes the advancement of women, and ensures the sustainable use of energy and the environment.

Since the signing of the Standard Basic Assistance Agreement between the Government of Bahrain and UNDP in 1978, UNDP has been a consistent partner working across sectors to ensure inclusive and sustainable development.

Based on national priorities and strategies, such as the Economic Vision 2030 and National Economic Strategy, and the Kingdom’s reform agenda, the UNDP Country Programme Document (CPD) 2012-2016 aims to further promote democratic governance, expand economic opportunities, strengthen institutions, and increase gender equality.

UNDP helps connect national priorities with global solutions and networks.
Dr. Raed Mohammed BenShams
Director General of BIPA

Dr. Raed Mohamed BenShams is the Director General of the Institute of Public Administration in Bahrain (BIPA). He has built BIPA to be a partner of choice to build capacity for Bahrain’s public sector. It has also developed main key services in consulting and it’s currently launching its research activities with the establishment of a public service think tank in the region.

- Dr. BenShams holds a PhD in management from Bradford University, and MSc from Leeds University.
- He was awarded with the Medal of Highest Level of Competence by highness the majesty King for his achievements in the public sector.
- He has occupied key Government positions prior to joining BIPA. He was Assistant General Secretary for HR, Finance and Admin Affairs at the Ministry of Cabinet Affairs and Director of Statistics at the Central Informatics Organization (CIO).

Peter Grohmann
UN Resident Coordinator and UNDP Resident Representative - Bahrain

Peter Grohmann is the UN Resident Coordinator and UNDP Resident Representative in the Kingdom Of Bahrain since 2011.

- He is a holder of a Master degree in Geography University of Cologne (1985-1988) and University of Bonn (1988-1994), specialising on urban planning and socio-economic development.
- From the period from 2007 until 2011, he was the Country Director for the UNDP in Panama as well as he was Deputy Resident Representative in El Salvador and Belize from the period 2003 until 2007.

Prof. Dr. Geert Bouckaert
President of the International Institute of Administrative Sciences (IIAS)

Geert BOUCKAERT is currently the President of the International Institute of Administrative Sciences (IIAS) (2013-2016).

He was the President of the European Group for Public Administration (EGPA) (2004-2010) and the Chair of the IIAS Programme and Research Advisory Committee (PRAC) (2010-2013).

He is Professor at the Public Management Institute (Faculty of Social Sciences) of the KU Leuven, Belgium. From 1997 to 2012, he was the Director of the Public Management Institute (Instituut voor de Overheid- KU Leuven). His fields of research and teaching are Public Management, Public Sector reforms, Performance Management and Finance Management. He is also visiting Professor at the University of Potsdam (Germany).

- He is involved in several international networks such as:
  - President of the Scientific Committee of SPAN (Swiss Public Administration Network),
  - President of the Flemish Governmental Commission for the Efficiency and Effectiveness of the Public Sector,
  - Vice Chair of COST Action LocRef (Local Government Reform),
  - Member of the Corvinus Budapest International Advisory Board,
  - Member of the Conseil scientifique de la Revue française d’administration publique (ENAlim),
  - Member of the Board of the Belgian Institute of Public Administration.
  - Member of the VVBB- Flemish Association of Administrative Sciences,
  - Member of the international advisory board of the MPM at the Bocconi University.
  - He is also the Coordinator for Governmental organizations in Flanders (Belgium).
- Geert Bouckaert received several Honorary Doctorates and other international awards in recognition to his scientific contributions in the field of Public Administration. Professor Bouckaert published many books and articles on Public Management and Public Administration Reforms.

Rolet Loretan
Director General of the International Institute of Administrative Sciences

Mr. Rolet Loretan was born in 1952 and is a Swiss citizen. Trained as a lawyer at the University of Freiburg (Switzerland), he is also a graduate of the Swiss Graduate Institute of Public Administration (IDHEAP), Lausanne.

His entire professional career has been within the Swiss Federal Government in Berne. He began as a legal expert in the Central Office of General Defence and then became Head of the Army Affairs Section within the General Secretariat of the Swiss Ministry of Defence.

For ten years he was Head of the Press and Radio Division (DIPRA), Headquarters of the Federal Council (Swiss Government), in charge of information related to extraordinary situations.

He was Rapporteur for Strategic Planning and Actions at Headquarters for the Swiss Federal Council Delegation for Security when called upon to take up the management of IIAS in Brussels.

Mr. Rolet Loretan has also carried out a parallel career as an officer in the Swiss Army where he has the grade of Colonel within both the Mountain Infantry and the Military Court of Appeals.

He has been involved at the international level and is Honorary Vice-President of the International Society for Military Law and the Law of War, an NGO whose seat is in Brussels.

Mr. Rolet Loretan officially took up his duties as Director General of IIAS on 1 November 2006.
Prof. Dr. Michiel S. de Vries  
President of the International Association of Schools and Institutes of Administration (IASIA)  
He was previously IASIA Acting President (2012-2013) and Vice-President for Publications (2010-2013). Also, Michiel S. de Vries is co-chair of the IASIA Working Group IV “Local Governance and Development.” Michiel S. de Vries is full Professor and holds the chair in Public Administration at the Radboud University of Nijmegen, the governor’s chair in Public Governance in Small Systems of Law at the University of Aruba, and is visiting professor at the Masaryk University in Brno (Czech Republic); full member of the Group of Independent Experts on the European Charter of Local Self-Government of the Council of Europe.  
He also is an observer at the United Nations Committee of Experts on Public Administration (UNCEPA) (since 2012); Chair of the Nispance (Colloquium for Practitioners/Dutch representative of the international research group on « Democracy and Local Governance » (since 1995); Member of several Site Visit Teams on behalf of SAPAA; Peer reviewer for South Africa’s National Research Foundation (NRF), the Slovenian Research Agency, SANPAD; Public Administration Review, Public Administration, European Journal of Political Research, International Review of Administrative Sciences, Local Government Studies, Publicis, Acta Politica, Political Psychology, Nispance Journal for Public Administration and Policy.  
He worked previously at the University of Amsterdam, Thorbecke Academy in Leeuwarden, and the Free University Amsterdam. Prof. Dr. de Vries conducts research on Comparative Public administration, policy processes in municipalities and provinces, public policy change and evaluation, values in the public sector, public participation and interactive policy making and public sector reform.  
Prof. Dr. Michiel S. de Vries has published many books, book chapters and articles in refereed journals. His latest book is Training for Leadership (Bruylant, 2013). The network of institutes and schools of Public administration in center and eastern of Europe.

Mousa Mahmoud (Abu Zaid)  
Head of the General Personnel council Palestine  
• Chairman of the General Personnel Council.  
• Acting Minister of Youth and Sports.  
• Undersecretary Manager (A1) and the Ministry of Youth and Sports 05/11/2006.  
• Assistant Undersecretary (A2) and the Ministry of Youth and Sports, 2006.  
• General Manager of (A4) and the Ministry of Youth and Sports in 2002.  
• Manager Director (A) and the Ministry of Youth and Sports in 1996  
• Chairman of the Board of Directors of the National Committee for Summer Camps.  
• Chairman of the National Steering Committee for UNICEF international programs since 2003  
• 5 Consecutive years Chairman of the network of local Network youth organizations.  
• President of the Association of Deir Tarif charity.  
• Member of the Board of Trustees and the owner of many NGOs national general organizations.  
• Founder of Local councils in destroyed villages, towns and cities.

Dr. Bader Othman Malallah  
Director General of the Arab Planning Institute Kuwait  
Dr. Bader Othman Malallah, is a Kuwaiti Citizen, with a Ph.D. in Public Policies from Claremont University in USA. He is currently the Director General of the Arab Planning Institute, an Arab Regional Organization based in Kuwait. Prior to joining API in October 2011, Dr. Malallah worked as an Advisor on Human Development and Public Policies at the Arab Fund for Economic and Social Development (AFESD); Kuwait, 2000-2011. Dr. Malallah also is:  
• Chief Editor of Kuwait National Human Development Report.  
• Member, Advisory Board, United Nations Human Settlements Program (UNHABITAT).  
• Member, Advisory Economic Committee Chaired by His Highness the Emir of Kuwait.  
• Special Advisor to the Speaker of the Parliament; State of Kuwait.  
• Member of the Supreme Council for Planning and Development; State of Kuwait.  
• Member, Editorial Board, Arab Consolidated Economic Report.  
• Member, Board of Trustees of the Arab NGOs Network.  
• Member, Board of Trustees, Regional Center for the Development of Educational Software.  
• Dr. Malallah Previous Professional Experiences:  
  • 1987-1989: Secretary General, Team Of Experts on the Study of LAS Organizations;  
  • 1989-1999: Professor at Kuwait University  
  • 1989-2000: Secretary General, Arab Group of Arab National and Regional Development Institutions, Arab Fund for Economic and Social Development (AFESD); Kuwait.  

Nadia Bernoussi  
Acting Director of the national school administration - Morocco  
Nadia Bernoussi is the Acting Director of the national school administration and prior to that a professor of constitutional law and political institutions at the Rabat, Higher Institute of Administration. She also teaches at the Royal Institute of Territorial Administration, School governance and economy and the Moroccan Academy of International Studies. She is a founding member of the Moroccan associations of constitutional law and political science. She is currently Vice President of the International Association of Constitutional Law. She was a member of the Advisory Commission of the revision of the constitution. She has taught at the law schools of Montpellier and Aix en Provence, Tunis and is a member of the editorial board of the French Journal of Constitutional Law. She is also a member of several networks and research entities in constitutional law (Royal Institute for Strategic Studies) and is the author of several articles on constitutional law including constitutional justice, fundamental rights and electoral processes namely in the French Journal constitutional law, international directory of constitutional justice.
Dr. Sofiane Sahraoui
Director of Research, MENAPAR
Program Chair, MENAPAR Conference

Sofiane Sahraoui is Senior Advisor in charge of consulting and research at the Institute of Public Administration of Bahrain (BIPA). Prior to joining BIPA in 2009, he held several faculty and academic administration positions in Bahrain, Tunisia and the United Arab Emirates, and has been an Associate Research Fellow with Brunel Business School in the UK since 2006. Sofiane sits on the Board of Management of the International Association of Schools and Institutes of Administration (IASSIA) and is currently acting as a co-chair for its working group on “Leadership, Governance & Public Policy.” He was elected to be the General Rapporteur of the 2013 Congress of IASSIA; one of the largest conferences in Public Administration in the World and has facilitated a workshop on the ‘transformational government’ during the UNDESA public service awards summit in 2013. He led the foundation of the MENAPAR (Middle East & North Africa Initiative for Public Administration Research) initiative; and the MENAGPA (Middle East & North Africa Group of Public Administration); a regional group affiliated with the International Institute of Administrative Sciences (IIAS). Dr. Sahraoui holds a Ph.D from the University of Pittsburgh (Katz Graduate School of Business), a MSc. from the University of Oxford (College of St Anne’s) and an undergraduate degree from the Institut des Hautes Études Commerciales (IHEC) in Tunis. His research is primarily on governance and organizational design. He has published 2 books and more than 40 research articles in leading academic journals and conference proceedings and speaks regularly at international professional gatherings. He holds regular seminars and workshops on higher education governance as part of his consulting activities and serves as auditor for a number of quality assurance agencies. He has conducted major consultancies in strategic planning, organizational design, HR development, and the management of change, in a variety of settings mainly in Higher Education and the Public Sector.

Dr. Najat Zarrour
Governor, Director of Training for Morocco

Dr. Najat Zarrour from Morocco is a lifetime public servant in the Moroccan government. She has over 30 years of experience in the Ministry of the Interior (MOI) and is currently Governor, Director of Training for Local Government.

Dr. Zarrour was appointed, in 2009, by United Nations Secretary General Ban Ki Moon to join the U.N. Committee of Experts on Public Administration, (CEPA) where she is one of 54 Members on the global panel.

She was elected in 2011, Chair of the CEPA to lead the XI and XII Sessions. She is the author of many essays on Public Administration and International Trade (Trade and Development: from the GATT to the WTO, Forwarded by General Director of the WTO, Mr. Pascal LAMY, 2008).

Mr. Adnan A. Razaq AL-Mahmood
IT & Knowledge Manager - GPIC

Mr. Adnan A. Razaq AL-Mahmood has a Master’s Degree in Analysis, Design and Management of Information Systems from London School of Economics and Political Science in the United Kingdom.

He has joined GPIC in January of 1989, having undergone extensive training and development both in Bahrain as well as overseas; he held a number of senior positions in GPIC including Quality Facilitator, Procedures and Systems Superintendent and now as Information Technology and Knowledge Manager.

Mr. AL-Mahmood was a former President of Bahrain Institute of Knowledge Manager. Superintendent and now as Information Technology and Systems from London School of Economics and Political Science - Higher Education Council, Ministry of Education.

Mr. AL-Mahmood was a former President of Bahrain Information Technology Society. He is also a member of a number of strategic committees and councils such as:

- Deputy Chairman of the Board of Directors of Bahrain Institute of Public Administration
- Member of College of the Education Council in the Institute of Public Administration
- Member of Research & Development Strategy Steering Committee – Higher Education Council, Ministry of Education
- Part of International Who’s Who.
Prof. Riyad Y. Hamzah
professor of environmental biotechnology at the Arabian Gulf University - Bahrain

Prof. Riyad Y. Hamzah, Bahraini, is a professor of environmental biotechnology at the Arabian Gulf University and a member of the Council of Higher Education in the Kingdom of Bahrain. He earned his Ph.D. in biochemistry (enzymology) in 1984 from the University of Houston, U.S.A.

He was involved in the establishment of the Arabian Gulf University, Bahrain, since its inception in 1984 and established and directed numerous new programs in various scientific and educational fields. He served in key academic and administrative posts including Director General of Finance and Administration, Dean of the College of Applied Sciences, and as the Vice-President of the Arabian Gulf University from 1994 to 2005.

Prof. Hamzah founded the Biotechnology Program at the Arabian Gulf University in 1987, the first academic program in the Arab World to offer degrees in biotechnology.

Prof. Hamzah has devoted his research to the microbiology and biochemistry of biodegradation of toxicants and pollutants by microorganisms, with special interests in biodegradation and bioremediation of crude oil and hazardous waste contamination, in addition to the process of desulfurization, using bacteria to lower the sulfur content in oil and its derivatives.

Prof. Hamzah has organized and presented plenary lectures at numerous international conferences, has numerous publications in prestigious international scientific journals, and supervised numerous M. Sc. and Ph. D. degrees in the field of biotechnology.

He served as Editor-in-Chief of the Arab Gulf Journal of Scientific Research (1999-2006) and is the coeditor of the book National Biodiversity Planning in the Arab World (2001).

Dr Fabrice Larat
director of the research department at the French national school of public administration (ENA)

Dr Fabrice Larat is the editor-in-chief of Revue francaise d’administration publique, the leading journal dedicated to public administration in France. He is a graduate of the Institut d’Etudes Politiques in Lyons and of the Graduate Institute of European Studies in Geneva, Switzerland.

He holds a PhD in contemporary history from the Institut d’Etudes Politiques of Paris, France.

From 1994 to 2004, he was working as a political scientist at the university of Manheim, Germany before being appointed as research manager of CONNEX, an international network of excellence funded by the European Union from 2004-2008, dedicated to the topic “Efficient and Democratic Governance in a Multi-level Europe”.

His research interests focus on governance issues as well as on various aspects of political integration in Europe.

He is the author of numerous academic publications in French, German and English.

Mr. Adel Abdellatif
Chief, Regional Programme Division
Regional Bureau for Arab States
United Nations Development Programme

Adel Abdellatif is the Chief of the Regional Programme Division, Regional Bureau for Arab States, of the United Nations Development Programme.

In this post, he coordinates and oversees the publication of the flagship Arab Human Development Report and the Arab Knowledge Report.

In his current capacity, he established projects on Rule of Law, Integrity and Anti-Corruption, Water Governance, Climate Resilience, Aid for Trade in the Arab Region, and Gender Empowerment. He established partnerships between the United Nations Development Programme and Mohammed bin Rashid Al Maktoum Foundation, International Islamic Trade and Finance Corporation, Arab Water Council, Siemens Foundation and Silatech (Qatar).

Prior to assuming this post he established and led UNDP’s Program of Governance in the Arab Region (POGAR), a catalytic programme advocating for governance reform in the Arab region, with a focus on rule of law, the fight against corruption, and political participation.

Mr. Abdellatif came to UNDP following a two-decade career at the Ministry of Foreign Affairs of Egypt, serving in several embassies and earning the rank of Ambassador. He holds a doctoral degree in Political Economy from the Graduate Institute, Geneva.

Selected articles, publications and statements:
- “The Politics of Participation in the Arab Region: Addressing the Seeds of Discontent.”
- “Democratization and Reform in the Arab Countries: Dynamics of Transformation” Mediterranean Yearbook, Med.2011
Dr. Mohamed Amin has 23 years of experience within the academic, private, and public sectors. He started his career as an assistant professor with BahRAIN University in the college of Business Administration, then he joined the Bank of Bahrain and Kuwait and worked within the retail division, and currently he’s working with Tamkeen within the private sector support division and involved in the development and management of projects that are directed towards the development of the private sector enterprises.

Dr. Mohamed Amin earned a Ph.D. degree from Glasgow University Business School, an MBA and a BS.c. in Industrial Management from the University of Petroleum and Minerals in KSA.

Sofiane Sahraoui is Senior Advisor in charge of consulting and research at the Institute of Public Administration of Bahrain (BIPA). Prior to joining BIPA in 2009, he held several faculty and academic administration positions in Bahrain, Tunisia and the United Arab Emirates, and has been an Associate Research Fellow with Brunel Business School in the UK, since 2006. Sofiane sits on the Board of Management of the International Association of Schools and Institutes of Administration (IASIA) and is currently acting as a co-chair for its working group on “Leadership, Governance & Public Policy.” He was elected to be the General Rapporteur of the 2013 Congress of IASIA/IASIA; one of the largest conferences in Public Administration in the World and has facilitated a workshop on the ‘transformational government’ during the UNDESA public service awards summit in 2013. He led the foundation of the MENAPAR (Middle East & North Africa Initiative for Public Administration Research) initiative; and the MENAGPA (Middle East & North Africa Group of Public Administration); a regional group affiliated with the International Institute of Administrative Sciences (IIAS).

Dr. Ali has earned his PhD in computer science in 1994 from Nottingham University, UK. He has 23 years of experience in IT field, both in Academia and Industry. He has worked for Bahrain Telecom Co for 8 years as a Senior Manager Application Programmes where he over-looked number of mega IS Application projects. Between 2007-2010, Dr. Ali worked at Arab Open University as the head of IT and Computing program and Assistant Director for Business Development. Dr Ali is currently working in University of Bahrain as assistant Professor and leading Mobile Research Lab in IT College.

Dr. Karim Said holds a PhD from the University of Nice Sophia Antipolis and a French Qualification for Ph.D. Supervisor (HDR) from the University of Versailles Saint Quentin en Yvelines.

Dr. Ali Al-Soufi is a Senior Consultant in charge of Global IT and Management at the Institute of Public Administration of Bahrain (BIPA). Prior to joining BIPA in 2009, he held several faculty and academic administration positions in Bahrain, Tunisia and the United Arab Emirates, and has been an Associate Research Fellow with Brunel Business School in the UK, since 2006. Dr. Ali Al-Soufi holds a PhD from the University of Nottingham, UK. He has 23 years of experience in IT field, both in Academia and Industry.

He has worked for Bahrain Telecom Co for 8 years as a Senior Manager Application Programmes where he over-looked number of mega IS Application projects. Between 2007-2010, Dr Ali worked at Arab Open University as the head of IT and Computing program and Assistant Director for Business Development.

Dr. Ali is currently working in University of Bahrain as assistant Professor and leading Mobile Research Lab in IT College.

He is also part time consultant for Bahrain e-Government Authority (EGA), member of the Bahrain National IT Governance Committee and a Board member and consultant for UNESCO Regional Center for ICT in Bahrain.

He has number of publications in various fields of Information Technology, and has regular contributions in both academic and industrial IT activities.

Dr. Karim Said holds a PhD from the University of Nice Sophia Antipolis and a French Qualification for Ph.D. Supervisor (HDR) from the University of Versailles Saint Quentin en Yvelines.

Guest lecturer in Top Management and Masters Program in France, Bahrain, Morocco and Tunisia.

Dr. Karim is Author and Co-Author of more than 35 publications in International and Strategic Management including, books, chapters book as well as papers in peer-reviewed, journals conferences and seminars.

He currently works as an expert for the French Ministry of Foreign affairs and is the director of the French Arabian Business School of the Arabian Gulf University.
Dr. Tariq M. Al-Sindi
Member

Presently serves as the General Director of the National Qualifications Framework at the National Authority for Qualifications & Quality Assurance of Education and Training in the Kingdom of Bahrain (QQA).

Dr. Tariq Al-Sindi holds a Bachelor degree in Computer Sciences, Post Graduate Diploma in Education, Master’s degree in Information Systems, and a Ph.D. degree in Computer Sciences.

He is currently the Secretary General of the Arab Network for Quality Assurance in Higher Education (ANQAHE), Secretary General of the and a board member in the Society of Academics.

Along with his 25-years-of-experience in teaching, research and academic administration; Dr. Al-Sindi also took part in numerous institutional and program accreditation review-teams in Oman and the Kingdom of Saudi Arabia. He also participated as a Jury member in the e-Government Excellence Award.

Furthermore, he organized and facilitated various seminars and workshops in the area of Quality Assurance in different Arab Countries plus supervised students at the Master and Ph.D. level.

He also conducted many projects for the private and government sector in Bahrain, and published several papers in the area of Quality Assurance and Information Systems.

Dr. Tariq M. Al-Sindi
Member
Organizing Committee

Hasan Qambar
Chairman of the Committee

Batoul Murad
Vice Chairman of the Committee

Al Motasim Bellah Ahmed
Member

Faisal Al-Shaikh
Member

Najem Salmeen
Member

Yousif Bucheery
Member

Nujood Alatawi
Member

Manal Saqer
Member

Osama Al Banki
Member

Sherien Janahi
Member
Call for Papers
In the midst of fast evolving changes in the Middle East on different fronts, be it the organization of the political and governance systems, the basic economic models adopted, the failure of the welfare system, the widespread popular contestations, and a myriad of challenges that past and current governance systems have failed to cope with, it has become critical for Public Administration to reform in order to address the region’s unique history and rapidly evolving systems of government; which calls for a focused effort to understand governance in times of transition and to support this reform with local research, global experience, and new thinking.

The urgency of tackling challenges for good public management and governance has been heightened in the aftermath of latest changes and turmoil in the region. Pressures have come to bear not only on countries where political change has taken place but went beyond as Governments rush to quell the sources of public discontent, respond to public demands for greater voice and accountability, and achieve political consensus and progress in social justice.

However and aside from the normative prescriptions of multilateral bodies, there is very little thinking going into any critical analysis or development of proper solutions for the transitional governance situations that are gripping most countries in the region. Moreover and whenever good quality research exists, it is mostly about public policies and rarely about public administration. A Google search on “Public administration research in the MENA” is very telling of the dearth of research in the field of PA in the region.

Though laudable initiatives exist to jumpstart research efforts in the field, they remain isolated and whenever they exist, are generally confined to the academic sphere. To remedy this, the Institute of Public Administration, Bahrain (BIPA) in tandem with the United Nations Development Program (UNDP) is spearheading efforts to federate research efforts in the region in the broader field of public administration/public policy with a focus on spurring local thinking on PA and translating it into successful local practices.

Background and Rationale

In 2010, BIPA and the UNDP Country Office signed an agreement on establishing a Capacity Development Facility (CDF) hosted at BIPA. The CDF aims to enhance the capability of BIPA in serving the public sector and promote BIPA as the reference point for capacity building in training, consulting and research for governmental institutions in Bahrain.

BIPA has since transcended its national geographical boundaries and is now involved in regional as well as international activities.

In June 2015, it organized the international joint congress of IIAS/AIASA with more than 500 participants and 250 paper presentations. One of the offshoots of the Congress was the MENAPAR (Middle East and North African Public Administration Research) initiative which is being set up as a study group of IIAS (International Institute of Administrative Sciences) and will be soon extended into a full fledged regional group of IIAS.

What is MENAPAR?

MENAPAR is being set-up as a network of organizations/networks that are active in the scholarship/practice of Public Administration in the Middle East and thus named Middle East & North Africa Public Administration Research (MENAPAR). Contrary to conventional research networks which mainly associate research providers, public sector organizations with an interest both to produce and use research are sought as active members of the MENAPAR. BIPA will facilitate the launch of MENAPAR until it is established independently within a regional group of public administration as part of the IIAS network of regional groups. An organizational meeting of MENAPAGA (the regional group that will host MENAPAR) is expected to take place during the MENAPAR conference in Bahrain on 23-24 April 2014.

Though focused on the Arab region, MENAPAR will be open to participation from institutions, scholars and practitioners on a global basis. However it will not be (yet) another organization competing for the Public Administration, public policy, and governance agenda in the region. Rather, it will try to create synergy effects between existing ones.

Purposes of MENAPAR:

MENAPAR seeks to

- become a forum for research and academic/practitioner exchange on the important topics of public administration, public policies, and good governance in the Arab region;
- harness the collective intellect and efforts of organizations in the region to promote evidence-based PA and policy-making;
- promote a research culture and research capacities in the region’s public sectors;
- develop an indigenous research discourse on PA; one that tackles the problems of PA in the region as identified by the local actors;
- provide a resource base for all actors in the Arab PA scene to use evidence for policy and decision-making.

Resources can be in terms of people/consultants, research, or networking.

MENAPAR Conference

Following two first preliminary events where the concept was first tested and then elaborated, BIPA and the UNDP will hold a two-day MENAPAR conference on “developing a research agenda for public management in the MENA.”

A call for contributions has been developed herewith and seeks your participation in the conference through an extended abstract.

A presentation will be requested upon acceptance of your submission.

Other than presenting research about Arab public administration, the conference will include two plenaries one on the research agenda for MENAPAR, and the second will lay the ground for the formal establishment of a MENA group of PA. Those who are interested in participating in such a group are encouraged to attend.

Conference Themes

All research papers related to Arab public administration are welcome. Suggested topics include (but are not limited to) the following:

- Human resource management and performance management
- Employee engagement and talent management in the Public Sector
- Public service diversity and gender issues
- Strategies for Capacity building in the Public Sector
- Professionalization of the public sector
- Public Sector Leadership
- Transformational government
- E-government
- Open-Government and e-citizenship
- Quality management in PA
- Public Sector integrity
- Public Governance & Territorial Governance
- Public-Private Partnerships
- Transitional Governance
- Public financial management
- Policy-making & assessment
- Public Service delivery
- Public sector innovation
- Measuring public administration performance
- Political-administrative relations

This first conference seeks to canvass existing research and researchers with a focus on PA in the Arab region, hence the generality of the theme. Further conferences will be more focused.
MENAPAR seeks to:

As the objective of this initial conference is to survey the research scene in the Arab region, submissions should focus on accounts of the present situation. Analytical frameworks and other theoretical propositions should be anchored in the reality of Arab Public administration. Descriptions of current administrative practices (even the less successful ones) in the region are welcome as long as they are followed with proper analysis suggesting modes of improvement and research avenues. Case studies are particularly welcome although all other methods are acceptable. Empirical studies are highly sought. Authors are required to submit an extended abstract of no more than 2000 words (minimum of 1000) for consideration by the conference program committee. Upon acceptance, authors will have to submit presentations. Full papers are not required except for submissions that will be considered for publication in the Arabic version of the International Review of Administrative Sciences. Papers raising issues about research in Arab PA are particularly encouraged. Select submissions will be invited on a fully-paid basis (travel and stay). Only full-paper submissions (min of 4000 words) and developing the theme of ‘a research agenda for PA in a specific country or region’ will be considered for fully-paid invitation.

While covering any of the conference topics, invited submissions should emphasize one or several of the following:

- Survey of research issues and mapping out a research agenda in Arab PA
- Methodological issues in Arab PA research
- Research models and methodologies in a specific Arab PA issue
- Ethical and policy issues in Arab PA research
- Creating a research culture in Arab PA
- Building a research absorption capacity in Arab PA
- Impact assessment of research in Arab PA
- Research design issues in Arab PA research
- Comparative research in Arab PA

Important Dates
- Deadline for submissions: March, 2nd 2014: Authors will be notified of the acceptance/rejection of their submission by March 16th, 2014.
- Deadline for submission of final presentations: March 30th, 2014
- Conference dates: 23-24 April 2014

Submissions can be sent directly to the Program Chair: Dr. Sofiane Sahraoui, s.sahraoui@bipa.gov.bh

Language

Submissions can be in Arabic, English or French. All presentations will be translated and displayed in English and Arabic. For those who will present other than in Arabic, English and/or Arabic translation will be provided.

Logistics

Venue and location will be announced later. The conference committee is negotiating with local hotels for preferential tariffs for guest stay. Those will be posted on the conference web page by March 2nd, 2014.

Conference Registration

There are no fees for the conference. However all participants have to register on the conference Website (http://www.bipa.gov.bh/menapar).

Participant benefits include conference program and folder, coffee breaks, lunches (2), and a dinner reception. Visits to local attractions/events are also being considered.

Contact Persons

For all conference inquiries, please contact Ms. Batoul Murad, b.murad@bipa.gov.bh.
Conference Recommendations

Summary of Sessions

First day’s program

Two Plenaries:
- Opening Session
- Building a research agenda for the MENA region

Six Breakout Sessions:
1. Policy Making
2. Leadership
3. Quality management
4. Ethics and Corruption
5. Innovation in the Public Sector
6. Capacity Building and Local Governance

Opening session

Dr Raed BenShams (Bahrain Inst. of Public Admin.)
1. Need for Public administration (PA) Research in region
2. Focus on Practice, Impact and Integration of Research Culture in the Public Sector

Peter Grohmann (Resident Representative, UNDP)
1. Surveys show citizens’ demand for honest & responsive Govt
2. Urgency of Public Sector Reform in region
3. Pledge of continued UNDP support for reform efforts

Rolet Loretan (DG, International Institute Of Administrative Sciences/IASIA)
1. PA the concern of more than just civil servants, but citizens
2. IIAS Regional groups foster production of regional knowledge on PA – time has come for MENA group
3. Decentralization introduces additional complexity, to manage

Prof. Geert Bouckaert (President, International Institute of Administrative Sciences)
1. Effective PA 3Ws: actors, info, policy instruments
2. “Culture of change” needs “change of culture”
3. Stronger, interacting actors:
   - Responsibility & accountability; Institutional checks and balances; Participation
4. Informing actors, using performance information
   - Transparency, Sharing info for debate, creating ownership of objectives
5. New and renewed policy instruments
   - Decentralization, Partnerships, Combined instruments (financial stimuli, legal, direct delivery)

Dr S. Sahraoui (Conference Program Chair, BiPA)
1. Presentation of MENAPAR: network aims to build capacity, publish and share research and resources, define research agenda, bridge gap between academia & practice
2. Reconfiguring BiPA research plan with MENAPAR
   - Research needs: Organizational behaviour; Strategy & Policy; Competency Frameworks
   - Research services: on-demand research, portals of public data, research methodologies

Prof. R Fouchet (Directeur, Institut de Mgmnt Public et de Gouvernance Territoriale, Aix-Marseille)
1. Mapping of key subject areas, research actors, research topics, and scientific journals in public management
2. Research topics for MENA: National Governance, Regional Governance and Coordination Models; Human resource management and culture; Services and process management

Prof. Michiel De Vries (President, International Association of Schools and Institutes of Administration)
1. Does region have a different research agenda or different answers to the same questions?
3. Main problems for society: Inequality, poverty, ethics
4. Contextualize reforms & induce at multiple levels: macro, meso (institutional), micro (individual)

Prof. Riyad Hamzah (Secretary General, Higher Education Council)
1. National research strategy aligned with BH 2030
2. Research important to: diversifying economy, building human capital and knowledge economy; attracting and retaining talent for KE; & integrating innovation in organizations
3. Social sciences, economics, and Public policy among five focus areas in Tier-1 group of priority research areas

Policy Making & Leadership

Policy Making (Session chair: Dr. Khalil Amiri, AGI)
1. Build the capacities of think tanks and develop their links
2. Build parliamentary research services and institutionalize consultation processes (by executive and parliament)
3. Establish policies & systems to simplify access to public sector data, including governance data
4. Understand better knowledge-to-action pathways
5. Importance of political context in public sector reform

Leadership (Session Chair: Ishaq Amin, BIPA)
1. Train & develop skills of young leaders in region
2. Inter-generational knowledge & exp transfer
3. Strategic planning and empowerment
Quality Management in Public Sector

1- Long route to accountability for bad quality in public sector
2- Focus must be placed on processes, as they ensure good outcomes in long term
3- Case study: Quality assurance standards have improved quality of higher education in Bahrain

Ethics and Corruption

1- Promote culture of proactive transparency
2- Establish standards for information disclosure
3- Civil sector ethics codes and training

Innovation in the Public Sector

1- Career empowerment to drive innovation
2- Innovation by leveraging technology: E-Government
3- Innovation through partnerships: PPP

Capacity Building and Local Governance

1- Importance of evaluation and Gap Analysis, TNA, to identify priority areas for capacity building
2- Raise awareness of value of performance management systems
3- Bridge PS to education systems to match needs
4- Give regions authority over management of HR

Second day’s program

Plenary session:
- Networking for PA research in the region

Six Breakout Sessions:
1- Public management education in the region
2- Public Finance
3- E-Government
4- PA Research
5- Public Governance
6- Performance management

Networking for PA Research

Moderator: Adnan AlMahmoud, GPIC

Dr Najet Zarrouk (Pres, UN Committee of Experts on Public Admin)
1- Many opportunities for networking: Civil society, UN regional organizations and commissions (DPADM, CEPA); Regional groups (EU, AU), member states, IDB/WB,...
2- Projects to collaborate on with UN: Participation in the World public sector survey, E-government surveys, …

Dr Fabrice Larat (Directeur-adjoint de la formation, Ecole Nationale d’Administration, France)
1- Know the partners (their interests & resources)
2- Institutional but flexible procedures to structure cooperation
3- Network needs critical mass, time to accumulate knowledge

Dr Bader malallah (DG, Arab Planning Institute, Kuwait)
- Public sector reform and downsizing in larger context (socio-economic context and overall development policy)

PM Education in Region

Competency based approach for Masters of Public Administration (MPA) programs (Ayman Hussein, American University, Beirut)
1- Leadership & Management, Policy process, Analysis & decision making, Communication & interaction, …
2- Underemphasized areas: Quantitative decision methodology, Electronic data processing and information systems, Political values and processes

Dr Nadia Bernoussi (Interim Director, ENA, Morocco)
1- Regional schools of administration
2- Contextualization of MPAs
PM Education in Region

Prof. R Fouchet (IMPGT, Aix-Marseille, France)
1. Public Mgmt education must be contextualised
2. Vision and philosophy of public sector’s role in each country
3. Good PM Education requires PA research

Public Finance, Performance Management and PA Research

Public Administration research (Chair: Ahmed Hassouni, ISA, Morocco)
1. Legislative research services & methodologies
2. Research absorption capacity in the PS
3. Evaluating research impact

Public Finance (Chair: Amal Hawwa, Institut des Finances, Lebanon)
1. Need classification for public sector procurements
2. Follow international best practices

Performance management (Chair: BIPA)
1. Competency frameworks
2. Management by objectives
3. Training Evaluation & Assessment professionals

E-Government & Public Governance

E-Government (Chair: Ali Soufi, U of Bahrain)
1. Importance of IT Strategic planning
2. Proactive security policies

Public Governance (Chair: Karim Said, Arabian Gulf University)
1. Promote accountability and transparency
2. Develop Auditing capabilities
3. Promote use of international accounting practices and reporting standards
Session 1

Policy-making
After decades of post-colonial independent government, many developing countries in the MENA region are yet to achieve the inclusive development goals they have set for themselves. Despite the apparent implementation of “recommenced” policies, such as deregulation, liberalisation, and an increasing integration into the global economy, recent reports acknowledge major shortcomings in terms of youth employment, poverty reduction, access to quality of basic services, and more generally sustainable development [1, 2]. The recent social and political upheavals in several countries in the MENA region came as a resounding confirmation of this fact. The picture is not entirely bleak, as real progress has been realised in many sectors and to varying degrees across countries. However, the undisputed reality is that economic growth has been limited, and the state’s capacity to deliver has been constrained, and in many cases, the fruits have not been sustainable, able to keep up with demographic changes, or distributed in a balanced way across social categories and geographic regions.

The fact that the results have been disappointing across several countries, and sometimes regardless of the resource richness, suggests there are underlying causes relating to the policy making and assessment process. The process of policy making and assessment lies at the heart of the governance challenge. We argue that the quality of this process rather than specific key policies is a determining factor in achieving higher quality policy outcomes and eventually better governance. Policy making in Tunisia has traditionally been a closed process under the tight control of the central government and dominated by a few parties, including the socialists, and with the process itself, which is elitist in nature, having no room for the wider public in the decision-making process. This has been the case even under the democratic elections of 2011 in Tunisia. The transition has confronted the Tunisian society and the wider public with the phenomenon of “state capture”, where the influence of special interest groups and their allies within the institutions, can derail the policy making process, mainly at the stage of issue identification through issue advocacy, raising concerns about a specific problem and building up support for state action through mobilisation, social networks, and media. However, in the later steps of the cycle, which include policy formulation, implementation, and evaluation, social networks and media do not seem to be actively engaged.

Indeed, since 2012, the policy making process in Tunisia has become more participatory, with frequent consultations with civil society and frequent debates in various public and private media. Civil society organisations and the wider public have become involved in the early steps of the policy making process, mainly at the stage of issue identification through issue advocacy and raising concerns about a specific problem, and building up support for state action. However, in the later steps of the cycle, which include policy formulation, implementation, and evaluation, the public participation and engagement in civil society and the wider public has been limited.

In this paper, we argue that participation by think tanks is key to improving the quality of the policy making process. In Tunisia, and more generally throughout North Africa, the influence of think tanks in the policy making process is limited. A survey of the various steps in the policy cycle, including policy making and formulation, implementation and evaluation, and policy analysis and evaluation, reveals that they have not been meaningfully engaged in the policy making process. This paper aims to highlight the importance of think tanks in improving the quality of the policy making process and to argue for their greater involvement in the policy making process.

Improving the quality of the policy making process in Tunisia: The case for think tanks

1. Policy making in Tunisia

In Tunisia, and more generally throughout North Africa, the influence of think tanks in the policy making process is limited. A survey of the various steps in the policy cycle, including policy making and formulation, implementation and evaluation, and policy analysis and evaluation, reveals that they have not been meaningfully engaged in the policy making process. This paper aims to highlight the importance of think tanks in improving the quality of the policy making process and to argue for their greater involvement in the policy making process.

Figure 1. A conceptual sketch of the various steps in the policy cycle.

Policy-making in Tunisia has traditionally been a closed and top-down process. It is largely a by-product of an internal process involving the government, a narrow group of senior civil servants and in some cases international partners and donors. The process is not broadly participatory and often does not explore a broad range of policy alternatives. It rarely performs sufficient ex-ante analysis of policy options, and does not meaningfully engage the various stakeholders. The approach results in reactive and often improvisational policy making, marginalising potential contributors within the public administration to the smallest detail. This comes at the expense of a performance-oriented and more democratic and inclusive approach to the governance of the public sector. This nurtured a top-down approach to policy making, reducing initiative and leadership within the civil service, and de-emphasising the participatory aspect of public policy making, marginalising potential contributors within the public sector and outside.

The public policy process is often depicted as a cycle that starts from problem identification, followed by the identification of policy alternatives and the analysis of their impact, through to policy formulation, implementation, monitoring and evaluation. The results (judging by the impact of the consultations on policy outcomes) have been very limited.

Civil society organisations, in general in Tunisia, do not have experience or resources for policy analysis, formulation, or evaluation. Most associations do not currently have the necessary capacity and resources to engage in in-depth policy analysis. Many policy areas require expertise and specialisation, in addition to access to statistics, and an accurate diagnosis of the past and existing situation.

2. An overview of Think Tanks

There are over 6540 Public Policy Research, Analysis and Engagement Organizations (also known as Think tanks) throughout the world [8]. Only 5% are in the MENA region and approximately twenty in Tunisia [5]. Think tanks play an important role in public policy research, analysis and engagement throughout the world [8] and increasingly in the MENA region [8]. They help raise awareness about issues and build up support for policy changes. They simplify and...
educate the public about complex policy trade-offs, and en-
hance the quality of policy debates in the media by interpret-
ing issues, events and policies for the wider public. They also provide a forum for the exchange of opinions and ideas among various actors in the political and policy formula-
tion process. They often represent an independent voice in public policy debates and play an important role in training policy makers for the executive and legislative branches of government.

Tunisia has a somewhat oversized public sector, a new par-
nament with significant powers, and various “independent commissions” created by the recently adopted constitution. This raises an important question: What value can the ad-
nominal thinking done in think tanks add to what is already happening within the branches of government?
The perception is that think tanks can often do what gov-
ernment bureaucracies cannot. Specifically, think tanks are more effectively equipped to produce innovative research through financial resources, links with academia, human resources and the networks formed in fora and conferences. They are also better placed to build “issue networks” around a common purpose because they have fewer constraints in any one policy or domain. In addition, think tanks are bet-
ter placed to think up “coherent policies across organisation

domains” as they are not limited to bureaucratic barriers and are not restricted by the “organisational minds” of civil servants often trapped by the constraint of “vertical accountability”. They are also better able to “telescope the policy function” [10] (i.e., from data collection to policy analy-

sis to formulation) than government bureaucracies, which are often hampered by organisational boundaries standing in the way of coordinating this process.

3. Participatory Policy making

Various actors intervene in the policy formulation and as-
essment practice: the executive, legislature, think tanks, academia, civil society and the wider public. To enhance this process and ensure the best possible policy outcomes, the roles need to be collaborative, open, and transparent. If the task is not done by anyone one actor, this brings in specific risks to the quality of policy outcomes. The execu-
tive branch can be too closed, subject to inertia, not innova-
tive, too hierarchical, or subject to influence by special inter-
est. The legislative branch can be too detached from local realities across the country, election-oriented, party-political and ideologically polarised. Academic institutions and think
tanks can be too isolated from policy practice, lacking up-to-
tion in evidence-based policymaking and service provision. Kitson and Bisby (2008) describes KT as an emerging paradigm shift in the way the public becomes active in the knowledge production pro-
cess. As such, this necessitates the production of research that meets the needs of society at large, and vetoes away from the traditional ‘curiosity driven’ route. While Knowl-
edge Creation (KC) is a widely accepted precursor for KT, little attention has been paid to the role of public administra-
tion in evidence-based policymaking and service provision. Using empirical data from a Regional Mapping Survey conducted in 16 Arab countries, this study aims to examine how governmental institutional arrangements, one facet of institutional context, and knowledge creation inter-
relate in the process of knowledge translation to inform evidence-based social and health policies and programs in the region.

Knowledge-to-Action pathway on ageing in the Arab world:

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Background

Population ageing has been acknowledged as a priority issue since the first World Assembly on Ageing convened by the United Nations in 1982. While the percentage of older people aged 65 years and above re-
mains relatively low in Arab countries, estimates from the World Population Prospects herald rapid population ageing over the next four decades with a three-fold increase from an average of 4% in 2010 to 12% in 2050 (Sibai, Rizk, & Kronfol, 2013). These demographic changes pose a ma-
jor challenge to the Arab countries, which are generally heterogeneous in their social priorities, natural resources, economic systems and political regimes (Sibai & Yamout, 2012). To meet the multifaceted challenges of population ageing, it is imperative that research and knowledge crea-
tion aligns itself with context-specific sociopolitical priorities and policies.

Concurrently, knowledge translation (KT) platforms are gaining popularity worldwide in evidence-based poli-
cymaking and service provision. Kitson and Bisby (2008) describe KT as an emerging paradigm shift in the way the public becomes active in the knowledge production pro-
cess. As such, this necessitates the production of research that meets the needs of society at large, and vetoes away from the traditional ‘curiosity driven’ route. While Knowl-

gedgestion (KC) is a widely accepted precursor for KT, little attention has been paid to the role of public administra-
tion in evidence-based policymaking and service provision.
Framework
Knowledge Creation (KC) and Institutional Arrangements (IA) were theorized to be enabling factors that influence social and health policies and programs (SP and HP). Also, Knowledge Translation (KT), a main paradigm in the Knowledge-to-Action process, was hypothesized at the outset to act as a mediating variable in the relationship between the enabling factors, KC and IA, and the outcomes, SP and HP (Figure 1).

Analysis
Summative indices for each construct were calculated using the median and the interquartile range (IQR: 25th and 75th percentiles). A series of Bootstrap multiple linear regression models were tested to examine associations between the independent variables and the outcomes, SP and HP separately. The β-coefficient, associations between the independent variables and the linear regression models were tested to examine as it with both outcomes. Further adjustment for all the variables showed significant association with both SP and HP. When adjusted for IA and KC.

Results
Overall findings indicate that countries scored highest on the IA index (median = 69.5), this was followed by KC index (median = 45.9) and lowest on the KT index (median = 30.2). Also, health policies for older persons were more abundant than social policies, scoring 66.1 and 47.5 respectively. Country rankings are presented in Table 1 for each of the five indices and the outcomes, SP and HP (Figure 2).

In conclusion, well-established and budding IAs on ageing across the Arab world are integral conduits for the application of ageing research by policymakers and service providers. While governmental infrastructure on ageing is well-established in Western countries, with little variability between them, the Arab world is largely heterogeneous in this respect. Country-specific research needs to be undertaken in order to garner a holistic understanding of the policymaking process, how KC and KT are conceptualized in relation to building and exercising, the role of interest groups and stakeholders as well as obstacles and facilitators for policy development.

Discussion
The strong presence of State infrastructure on ageing in Arab countries is indicated by the high median score of the IA index (69.5/100). Establishing specialized institutional arrangements (IAs) on ageing in the Arab world has been emphasized by UN agencies since the UN declaration of 1999 as the International Year for Older Persons and reiterated in the Second World Assembly on Ageing in Madrid in 2002 through the Madrid International Plan of Action on Ageing (MIPAA) (U.N., 2002) and the Arab Plan of Action on Ageing (APAA) (ESCWA, 2002). To a large extent over the past 10 years, these calls have influenced the establishment of ministerial departments, national committees and national plans of action in several Arab countries (Sibai et al., 2013). All three of these arrangements on ageing are found in six out of 16 countries (Bahrain, Egypt, Lebanon, Libya, Palestine and Syria) and lacking in four others (Algeria, Djibouti, Somalia and Yemen) (Figure 2).

Findings from the multivariate analysis indicate that IA is the most robust construct for the promotion of social and health policies and programs, net the effects of KC and KT. These results underscore the strong role of public administration and argue for the significance of IAs in promoting policies and programs. In comparison to IA, KT is the least developed (median = 30.2/100), reflecting a deficiency in the availability of data repositories, the production of policy briefs, and communication between policymakers and researchers.

In conclusion, well-established and budding IAs on ageing across the Arab world are integral conduits for the application of ageing research by policymakers and service providers. While governmental infrastructure on ageing is well-established in Western countries, with little variability between them, the Arab world is largely heterogeneous in this respect. Country-specific research needs to be undertaken in order to garner a holistic understanding of the policymaking process, how KC and KT are conceptualized and exercised, the role of interest groups and stakeholders as well as obstacles and facilitators for policy development.
Table 1: Country Rankings according to Index, Medians and Interquartile range for Indeces and Country specific data

<table>
<thead>
<tr>
<th>Countries</th>
<th>Overall Ranking</th>
<th>Enabling Constructs</th>
<th>Mediating</th>
<th>Outcomes Policies and Programs</th>
<th>Country specific data</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Institutional Arrangements (IA)</td>
<td>Knowledge Creation (KC)</td>
<td>Knowledge Translation (KT)</td>
<td>Social (SP)</td>
<td>Health (HP)</td>
</tr>
<tr>
<td></td>
<td>Bahrain</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td>1</td>
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<tr>
<td></td>
<td>Syria</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>2</td>
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<tr>
<td></td>
<td>Palestine</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>5</td>
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<td></td>
<td>Lebanon</td>
<td>4</td>
<td>5</td>
<td>2</td>
<td>3</td>
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<tr>
<td></td>
<td>Egypt</td>
<td>5</td>
<td>3</td>
<td>2</td>
<td>5</td>
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<td></td>
<td>Jordan</td>
<td>6</td>
<td>7</td>
<td>2</td>
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<tr>
<td></td>
<td>Qatar</td>
<td>7</td>
<td>9</td>
<td>7</td>
<td>8</td>
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<td></td>
<td>Oman</td>
<td>8</td>
<td>7</td>
<td>12</td>
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<td></td>
<td>Libya</td>
<td>9</td>
<td>6</td>
<td>7</td>
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<td></td>
<td>Morocco</td>
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<td>11</td>
<td>9</td>
<td>12</td>
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<td></td>
<td>Sudan</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>9</td>
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<tr>
<td></td>
<td>Algeria</td>
<td>12</td>
<td>13</td>
<td>13</td>
<td>4</td>
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<tr>
<td></td>
<td>Iraq</td>
<td>13</td>
<td>12</td>
<td>14</td>
<td>14</td>
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<tr>
<td></td>
<td>Yemen</td>
<td>14</td>
<td>14</td>
<td>6</td>
<td>13</td>
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<tr>
<td></td>
<td>Djibouti</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Somalia</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>14</td>
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</table>

Median (out of 100) 69.5 45.9 30.2 47.5 66.1 Interquartile Range 28.82 29.61 12.48 30.54 31.74

Table 2: Results of the Bootstrap Linear Regression (N=16)

<table>
<thead>
<tr>
<th>Dependant variable: Social Policies and Programs (SP)</th>
<th>Unadjusted</th>
<th>Adjusted for KT</th>
<th>Adjusted for the remaining two constructs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Creation (KC)</td>
<td>Beta</td>
<td>SE</td>
<td>p-value</td>
</tr>
<tr>
<td>------------------------</td>
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<td>----</td>
<td>--------</td>
</tr>
<tr>
<td>Institutional Arrangements (IA)</td>
<td>0.59</td>
<td>0.21</td>
<td>0.016</td>
</tr>
<tr>
<td>Knowledge Translation (KT)</td>
<td>0.66</td>
<td>0.07</td>
<td>0.001</td>
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</tbody>
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Public Administration in Yemen and Efforts of Administrative Reform

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Introduction:
The Public Administration Body (PAB) was founded in the Yemeni republic after the Yemeni Unification in 1990, through merging the two bodies of public administration in the two Yemeni bodies before unification. And in spite of the vital role the Public Administration Body was supposed to play in bringing about comprehensive development, improving the standard of services for citizens and meeting increasing popular aspirations, coincident with the unification, the performance of PAB was humble. It was not up to the level of aspirations due to many prevailing aspects of weakness and underdevelopment, as well as various political, economic, social and administrative factors that undermined PAB and weaken its performance.

With the aim of rectifying the situations and performance of PAB, successive Yemeni governments sought to adopt a number of administrative reform programs. Nevertheless, the weak performance of PAB and low level of services accompanied the administrative body to date. The many factors led to wasting the opportunities of success to reform PAB and overcome its hindrances.

In what follows, we will highlight the factors affecting the Public Administration Body in the unification country and their most important characteristics. As well, we are going to discuss reform efforts that were exerted between 1990 till 2010 and the causes hindering administrative reform efforts.

Queries of Study:
This study is trying to answer the following questions:

- What are the factors affecting Yemeni Public Administration after Yemeni Unification of 1990?
- What are the most important characteristics of Public Administration in the Republic of Yemen?
- What are the distinguished administrative efforts adopted to reform the Yemeni Republic?
- What are the obstacles before administrative reform in Yemen?

Methodology of Study:
The study draws upon the following methodology:

- The study is employing the analytical qualitative methodology to depict the situation of administrative body and carried out efforts of administrative reform.
- The study counted on library resources, through reviewing and analyzing previous studies and literatures relevant to the subject matter of study, in addition to reviews and analyses of laws, strategies, plans and official studies on the subject.

Firstly: factors affecting public administration in Yemen after unification:
As a matter of fact, public administration in Yemen was affected by a handful of factors that finally led to an administrative body, burdened by many aspects of confusion, negatively impacting its performance level. The most important of these factors come as follows:

1- Political factors in Yemen, especially the ones accompanying the rise of Unification State in 1990 and the Gulf war in the same year, with its subsequent incidents. These resulted in making some political decisions that had negative implications on public administration. These include the following:

- Decision of merging and unifying the two bodies of the two Yemenis, with their human components, within the framework of one administrative body, without studying or evaluating the nature of this new administrative body and its human requirements, in the light of new tasks of Unification State.
- Decision of rearranging the situations of those rules out from their work due to political dispute before unification, disregarding the needs of work, importantly including the absorption of immigrants after January incidents in 1986.
- Decision of rearranging the situation of members of republic and partisan organizations after the rise of Yemeni Republic.
- Return of approx. (800,000) Yemeni expatriates from Gulf Countries after the Gulf War II in 1990. This saddled the State with the responsibility of absorbing a portion of this returning workforce into the public sector, in addition to contributing in deepening the problem of superfluous labor in the administrative body.

- Many administrative factors played a role in negatively impacting the status of Yemeni public administration, including policies of employment followed by the Yemeni Government, as they neglected the principle of full containment of education outputs and job applicants, absence of career qualitative system, lack of labor planning of scientific base, deficient systems of human resources information, as well as the bias of PAB and its being affected by partisan and social pressures.

Importance of study:
This study goes in conformity with the grand transformation the Yemeni Republic is witnessing, particularly the shift towards federal regime and division of Yemen into six provinces. So, this all necessitates performing an evaluative study for the current situation of public administration in Yemen and the obstacles it encounter, with the aim of taking these into account when working on building the administrative bodies of provinces and seeking to avoid relevant deficiencies to guarantee the successful transformation and meeting the aspirations of citizens and their needs.

- Depicting the situation of public administration in Yemen and reform efforts of participants in the conference for exchanging experiences and benefitting of them.
- How is the Public Administration Body to meet the requirements of transitional phase towards federal regime?

Secondly: characteristics of Yemeni public administration after Unification
The chief features of PAB in Yemen after Unification are:

1- An inflated organizational apparatus, burdening the public budget with gross expenditures, as well as creating a status of duality and redundancy in tasks and specialties, in conformity with the principle of full containment of authorities and complexity of procedures.
2- Vocational inflation that contributed in weakening the ef- ficiency of administrative work and increasing absorption of immigrants after January incidents in 1986.
3- Lack of integrated system for administrative and financial information.
4- Deficiency of legislative structure and weaken execution.

- Dr. Fouad Rashed Abdou, op. cit., p.89.
- Taha Hussein Al Hamdani, op. cit., p.4.
- The social and cultural factors affected the status of Yemeni public administration. For example, the prevailing view of the society at that time praised public administration professions, while disesteeming technical and vocational careers. As well, the low grade education in the society was adversely reflected upon public administration, through the employment of a great percentage of low qualification holders. This was related with media tion and intervention of influential social personalities in employment process.
- Widely.
- Deteriorating economic factors had negative implications on public administration. For example, the increasing unemployment rate, weak economic growth, declining living standard and low level of private sector contribution in economy as a whole resulted in an increase in pressures on public administration to create more job opportunities to absorb as many job applicants as possible. Additionally, the deteriorating performance of public sector and domestic economic flaws, then moving towards privatization, generated an extra burden on the public administration, generally, and in the field of containing and handling the situation of the employees of privatized units, particularly.

References:
3- Faramarz,
various stages, represented as follows:

Thirdly: Efforts of Administrative Reform
Efforts of administrative reform in Yemen witnesses various stages, represented as follows:

1- Approach towards administrative reform: the Yemeni government, during the first half of 1900s, adopted two programs for administrative reform, as follows:

a- Program of national construction and political, economic, financial, and administrative reform 1991:

1- Problems under focus: the program focused on a number of problems, including12 lack of conformity with national economic and social developments by administrative and financial systems, inclination towards centralization and complexity of procedures, weakened efficient and developed administrative rules, inflation of PA, deficient precise determination of sound measures for choosing administrative leaderships and appointment means, spreading of favoritism, and with all its harmful aspects, inefficient job descriptions of public service and absence of basics of performance evaluation.

2- Reforms targeted by the program14:

- Completion of systems, regulations and procedures manuals.
- Delegation of authorities and simplification of procedures.
- Taking interest in working on an element in public administration and providing the setting, suitable for work.
- Developing scientific and practical skills of administrative leaderships and cadres, as well as making sound choices, based on efficiency, prioritization and neutral administration.

b- Program of economic, financial and administrative reform of 1995:

The government adopted this program in collaboration with International Monetary Fund, World Bank and International Development Association. It was scheduled to begin on March 1995.

1- Problems under focus: the most important among which are:

- Continuing structural and organizational flaws.
- Vocational conglomeration and its negative effects. Intensified centralization and lack of delegation.
- Administrative chaos and lack of discipline.
- Financial corruption and deactivation of control and accountability mechanisms, leading to squandering of public funds.
- Complexity and ambiguity of procedures.
- Deficiency of administrative and financial information systems.

2- Reforms targeted by the program:

- Developing more precise and flexible financial systems to endorse the ability of State to maintain public funds.
- Setting and applying performance control rules and activating the concept of reward and punishment.

3- Evaluation of program: It was not carried out due to a number of obstacles and problems from which, Yemen suffered:

- The results of merging the two administrative bodies, loaded with different experiences and tremendous problems and flaws at all levels.
- The job and role of the Status changed, unwillingly at that time, from being a provider and producer of services to the economic and social guardian, then the State attempted to get rid of this role at the end of 1990s, to reduce its role, tending towards decentralization.
- Results of Gulf War 1990 and its subsequent effects on national economy.
- Sharp economic crisis witnessed by Yemen and resulting scarcity of available resources for different service and production sectors of the State.
- Slow pace of growing public and private sector and its deteriorating performance and contributions in alleviating the crisis.
- Political congestion prevailing in Yemen between the two governing political parties, leading to the war of 1994.
- This caused heavy losses to the public budget as a result of assigning the resources of the State to finance war efforts, on the account of comprehensive development.

4- Restructuring government apparatuses, removing repetitive activities and increasing transparency of procedures.
- Restructuring of management budget setting and the systems of financial administration.
- Renovating and developing the system of human resources administration and performance evaluation.

a. Objectives of the strategy of civil service renewal:

- The strategy of renovating civil service sought to perform the program of administrative reform that targeted21:

- Restructuring government apparatuses, removing repetitiveness and increasing transparency of procedures.
- Developing the mission of budget setting and the systems of financial administration.
- Renovating and developing the system of human resources administration and performance evaluation.

4- Evaluation of the program: in spite of carried out economic and financial reforms and relative improvement of economic, financial and investment indicators in general, the results did not come as hoped for. As well, the private sector was still suffering under the yoke of economic, administrative and legislative problems that restricted its role and weakened its ability to play a pioneer role in development field. The administrative reforms were so limited and unorganized. They were not also suitable for the executed economic and financial reforms.

Fourthly: Restrictions of Administrative Reform in Yemen

There are many factors that restricted the project of updating civil service, importantly including:

- Complexity and difficulty of status quo before the beginning of the project, negatively affecting exerted efforts.
- Lack of sufficient support to carry out the outputs of the project especially in respect with human resources.
- Diversity of opposition to change by targeted bodies.
- There was no comprehensive and clear schedule for the reform project, with specified and timely objectives.

23 Nabil Shamsan, “Fields of Renewing and Reopening in Yemen Government Administration”, op. cit., p. 3.
24 For more information, vda.
25 Project of renewing civil service, report of the level of the progress of the project of civil service renewal till June 2010, op. cit., p. 57.
26 Ministry of Civil Service and Insurances, report of the level of the progress of the project of civil service renewal, assignment and consensus for the government: determining new structure, as well as operational rules and objectives for the government, report of key issues (M-1), final draft, April 2005, Yemen Word International, Republic of Yemen, 2005, p.48.

10 Shibli Abdul Mawa Faculty, op. cit., p. 9.
12 Shibli Abdul Mawa Faculty, op. cit., p. 18. 6.
13 Secretariat-General of Cabinet, Program of national construction and political, economic, financial, and administrative reform, op. cit., p. 10.
14 Secretariat-General of Cabinet, Program of national construction and political, economic, financial, and administrative reform, op. cit., p. 17-80.
19 Yemen Center for Strategic Studies, Yemeni Strategic Report, Sana’a, 2001, p. 113 – 119.
program was executed all at the same time, coinciding with the performance of the task of studying the role of the State.
- Weak awareness of the project of civil service renewal.
- Lack of fully dedicated persons for managing the project, in addition to fearfulness of their number in comparison with the volume of required tasks of the project.
- The project of service updating was managed by the head of the project, who was the Undersecretary of Civil Service Ministry, under the supervision of the Minister of Civil Service, ex officio. This undermined the authority of the project in confronting other administrative units.
- Disability to coordinate key activities among the different guiding units.
- Limitation of the authority of pivotal teams under guiding units.

Fifthly: Future View:
- Based on the above, it can be said that the efforts of administrative reform, carried out in Yemen during the past decade, encountered political, administrative, economic and social obstacles, which aborted exerted efforts and weaken ed their ability to perform reform of government bodies.

Starting from this point, the transformation of the shape of the State towards federal regime requires the existence of efficient administrative body, capable of carrying out the benefits of next stage. This transformation may stand as a starting point for reviving efforts of administrative reform, whereas a strategic plan can be developed for building the public bodies of the State all over the Yemeni provinces on a state of art basis. This will guarantee that no flaws or problems, from which PAB previously suffered, may occur, while focusing on the following:

- It is necessary that the process of building administration bodies in provinces is to be based on the results of the study to determine the role and job of the new State, federal government and provincial governments, in addition to specifying the bodies that shall remain as federal, the ones to be established under the umbrella of provinces and those to be cancelled, whereas other bodies, including private sector or civil society, will be responsible for which tasks.
- Transformation towards federalism must gradually take place, taking into account the good and sufficient numbers of necessary bodies at the level of provinces and their divisions, pursuant to specially set timeline, under the insufficiency of available resources, necessary for meeting the costs of transformation process.
- Adoption of strategic plan to reform the apparatuses to pursue their tasks and assigning this to a senior committee, comprising of a number of academic experts and practitioners, whereas the apparatus will be directly linked to the President of the State, so that it can be given a particular importance before other bodies and political and social components that hinder reform.
- Pursuing the legislative system of different apparatuses and preparing manuals of work and service provisions.
- There must be a solution for the problem of large numbers of the employees of public administration bodies, exceeding a half million, especially if a vast percentage of them have low rank qualifications that do not suit the nature of the public job. This requires re-qualifying them in the light of job requirements or reducing the number of employees, according to just measures, while providing them with reasonable compensation so as not to create a status of complaining and discontent in the face of reform and change efforts in the administrative body.
- A widespread awareness raising campaign must be initiated, targeting all the personnel of government administrative body, to help them be informed about the current and future changes, in addition to gaining knowledge, skills and behavioral tendencies, necessary for the success of transformation.
- Creating apparatuses, able to work in a neutral and professional manner to achieve aspired for development in the different provinces. This necessitates developing a code of ethics to which, political parties will abide, to stress the neutrality of PAB, adoption of efficacy and eligibility measures when appointing its personnel, determining the values and ethics of public jobs, binding for all, and preventing vocational exclusions upon partisan bases.
- Activating the law of financial position of the leaderships and officials of PAB, as well as controlling the administration of public funds, officially, through competent authorities, or unofficially, through NGOs, media and other public activities.
- Reviving the principle of transparency and the right to information, so as to keeping citizens informed about all the matters of concern.

Conclusion:

According to all previously mentioned, the Public Administration Body of the Republic of Yemen is suffering from many aspects of underdevelopment and administrative dilemmas, restricting its performance. This came as a result of a handful of political, economic, administrative and social factors that cause PAB to be burdened with problems and imperfections to be unable to accomplish the targets of public policies and meeting the needs of citizens, in spite of the efforts exerted during the two decades after the rise of Yemeni Unification.

In the light of these, and because of the requirements of the massive shift Yemen is currently witnessing, PAB, with its present characteristics, cannot play the role it is expected to play. This highlights the need to consider reforming its situation and curing the flaws it has become marked by, as well as working on establishing neutral and professional public apparatuses at the level of all provinces, which will hopefully be capable of achieving desired development and providing citizens with services and satisfying their growing requirements and aspirations.

ing about the importance of administrative development and responding to it by all segments of society, in addition to the extent of their influence on supporting infrastructure of the different State institutions, with the aim of spreading the culture of administrative development among the largest possible segment of staff of various sectors.

- The Civil Service Commission working in collaboration with universities and vocational and training centers, to carry out the following:
  - Performing a comprehensive and detailed study of administrative structures in the public sector and state-owned institutions, in the light of the tasks and specializations stipulated for in applicable laws.
  - Identifying weaknesses and flaws in the mechanisms of action of the public sector and the institutions, as well as develop and specifying plans, focused on addressing these imperfections and enhancing performance.
  - Preparing educational and training programs and workshops for the staff of public sector and the State, at all administrative levels, for the purpose of rehabilitat ing them to meet the requirements of right and proper performance of the tasks entrusted to them, as well as raising their awareness about the risks of corruption, inherent in doing their jobs.
  - Developing a mechanism for encouraging the initiatives, innovations and creatiity within the public sector and State institutions.

Mandating standards of disclosure and transparency from all public sector institutions, requiring them to report their outputs to the wider public who represent the end users of the services these institutions provide.
The Effect of Political Reform on Government and the Public Sector in the Kingdom of Bahrain during the period from 2001 till 2013

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Introduction: This paper discusses the effects of political reform in the Kingdom of Bahrain through the reform project adopted by His Majesty King Hamad bin Isa Al Khalifa, may Allah preserve him, since assuming rule in 1999, taking into account the developments witnessed by the Kingdom of Bahrain and their effects on the efficacy and administration of the public sector, while making references to the recent developments of the period extending between 2011 and 2013. Additionally, this paper aims to highlight the importance of policy to developing and improving the outputs of the public sector, as well as keeping pace with the requirements sought by the citizen and other stakeholders, in addition to the importance of internal administrative progress in achieving the highest level of distinguished performance in line with developed systems.

More often than not, it is noted that the public sector is associated with economic activity, without dependence on or reference to the importance of the political aspect as a key factor influencing on economic activity and the public sector. This is in fact inaccurate. The development of strategies, and performance improvement that has to be brought about into account, i.e. the political, social and administrative aspects. Administrative reform is meant to be the development and performance improvement that has to be brought about the administrative apparatus on the public sector.

As with the political approach in administrative reform: it points out that administrative reform is a political process, drafting anew the relationship between administrative authority and other factors of society. This implicitly indicates that the problems of administrative apparatus may arise from political and administrative developments, as the State which is then into account is subject to the importance of public medium and considering it makes this process legitimacy and makes it followed by understanding, loyalty and obligation.

As to administrative approach in administrative reform: it makes reference to the efforts, designed to effectuate changes in the systems of public administration, in the fields that suffered from flaws, making them capable of carrying out their work efficiently.

Secondly: political reform in Bahrain and its effect on the public sector:

The Kingdom of Bahrain, since His Majesty King Hamad bin Isa Al Khalifa assumed power in 1999, witnessed a number of political changes that affected the different social, economic, political and security aspects of life. This contributed to the remarkable development of administrative performance and reforms in the public sector. The reform project was initiated with the reform of State institutions and worked on developing the administrative performance in government entities and public sector to achieve the highest level of efficiency and administrative excellence. The convention of national work referred to the importance of developing the administrative aspect in Bahrain through the economic foundations, with the participation of the private sector, based on the principle of economic freedom, property, economic justice, balanced contracts, diversity of economic activity and resources, protection of public funds and natural wealth. This is in addition to supporting the citizen with ongoing and transformational training, considering that the citizen is the most valuable resource for the Kingdom of Bahrain. These measures are governed by justice and equality of opportunities. This aims to activate financial and administrative control, as well as increasing transparency in all the departments of the State. And in addition to these, the convention also provided for establishing a commission for financial control and another for administrative control. The constitution of 1973, Article (97) stipulated for the following: “A financial control and audit commission shall be established by law, which shall ensure the independence. The commission shall be attached to the National Assembly and shall assist the Government and the National Assembly in controlling the State revenues and the disbursement of its expenditures within the limits of the budget. The commission shall submit to both the Government and the National Assembly an annual report on its activities and its observations”. And in the amended Constitution of the Kingdom of Bahrain, issued in 2002, Article (116), it is stipulated that “A Financial Control Office shall be established by law, and the law shall guarantee its independence. It shall assist the Government and the Chamber of Deputies in controlling the collection of State revenues and the disbursement of its expenditure within the budget limits. The Office shall submit an annual report on its business, with its observations, to both the Government and the Chamber of Deputies”. This proves the interest in administrative development and reform in Bahrain, as well as confrontation of administrative and financial corruption in the institutions and entities of the State and public sector is far back and continuous. Actually, the legal bases were set for cooperation and work between the various State authorities, aiming to guarantee transparency and integrity, passing through the establishment of financial and administrative control commissions, in addition to independent apparatuses, associations and institutions of control that seeks for enhancing the public sector and the citizens and in improving outputs and other institutional reforms, as an application of comprehensive quality administration and excellence in the different State institutions. This starts from the concept that reform is an overall and ongoing process for the aspects of human activity. Any progress in these aspects will depend on an efficient system, capable of setting future views that include integral development for all these human aspects.

These legal and societal foundations, in addition to serious political reforms, urged the accomplishment of comprehensive development, through anchoring the supports of modern development and human progress, improving the status at the regional and international level, in the field of economic growth, human development, economic freedom and external openness, within new context that harmonize with international measures, in respect with administrative development and reform.

As a matter of fact, Bahrain recently achieved real growth in GDP, mounting to 3.1% in 2009, 4% in 2010 and approx. 3.4% in 2012. This is attributed by analysts to the unstable situation and disturbances witnessed by Bahrain in 2011. However, these rose anew in 2013 to reach more than 4.2%. Usually, the Bahraini economy tends towards growth amid the events Bahrain, or rather the Arab word, witnessed. Analysts accredited this to the legislative and legal structure and the strong political willingness in administrative reform and maintaining these earnings. This has contributed to the population, capabilities and resources in neighboring countries, Bahrain walked a long way on the road of administrative and human development, and the Kingdom to compete at the regional and international level.
Thirdly: correlation between policy and administrative development in the Kingdom of Bahrain

The administrative policy adopted by the Kingdom of Bahrain in 2011 and subsequent repercussions urge us to inquire about the ability of the State and its institutions to implement new administrative reforms. In addition to the reforms in the field of democracy and governance, which bring about administrative development and economic reform at all levels. So, and based on the view that we briefly stated: The basis of administrative reform in the public sector is the political view, willingness and approach, followed by economic reform.

It is noteworthy that political changes inside States, especially drastic ones in the political situation, do not necessarily have the same effect in the social and economic status. In other words, they do not bring about critical change in administrative situation. This might take long time. Yet, democratic transformation and political reform are key elements for achieving administrative development in all institutions, especially those of the public sector.

Fourthly: experience of Bahrain in administrative development in public sector

In 2006, the government of Bahrain took the burden of setting aside mentioned legal bases, as well as establishing independent institutions and entities, charged of developing and rectifying the public sector, in the process of political reform and administrative development, under the availability of real political will in this regard. In addition to this, there is the role of the political leadership that added to the above: the accomplishment of development and real national reconciliation, whereas all categories are represented in the political, industrial, and social situation. In other words, the most generalized and dominant opinion is related with the view that administrative reform and development, which come from the economic and social situation, cannot be improved by any means of the development of conflict, whether internal or regional, and prosperity of a given State exclusively draws on the bloom of the region, due to the nature of domestic economic bases based on trade, financial services and commercial mediation.

According to this view, carrying out any administrative reform comes from the economic reform, that is not isolated from the internal and regional political reform. Nevertheless, this cannot lead us to believe that work and administrative and institutional development may not be carried out under the deterioration of political and social security, as they derivative and organic to political, administrative and economic reforms are increasing, while aspiring for outcomes can be achieved by the prosperity of the benefits of democratic and governance.

Administration and financial control

We previously said that the convention of national work experience in Bahrain was established in accordance with the regulation of Supreme Audit Institutions (INTOSAI) were endorsed to be adopted by the commission in its supervisory control, as well as issuing annual reports in this regard.

The control measures, issued by the International Organizational Affairs (IFAC) and the control, as well as the control over the Public Sector of the Kingdom of Bahrain. This great institution was always keen on the continuous development of plans and programs, aimed at improving the performance of the ministries and government agencies. It has also been seriously engaged, since the beginnings of the reform project of the Bahraini King, in the concept of governance to become at the present time one of the most important government institutions that applies international standards for assessing and classifying the performance of the ministries and government agencies.

Bahrain Institute of Public Administration

The establishment of the Institute of Public Administration in 2006 can be regarded as another step supporting the process of administrative reform. The Institute was specialized in the development of public administration, as well as trainings and professional education. This aims to achieve the highest levels of quality and the excellence of quality assurance of Education and Training monitors the performance of these institutions.

The government, as well, applied programs for administrative development to enhance the performance of institutions, the most important among which are:

Administrative Governance

As a matter of fact, administrative governance is deemed as the most important tool of administrative development in the public sector of the Kingdom of Bahrain. It has an effect on the organization, restructuring, modernization and development of the government institutions in the process of direct institutional supervision, application of disclosure principles, transparency management and achievement of corporate goals.

The government of Bahrain formed a commission for studying the proposal of government sector governance manual, pursuant to the Cabinet decision of 22 April 2012, aiming to strengthen the supervision and the quality of governance of all entities, as well as the overlapping of the rules and regulations that ensure the integrity and efficiency of government systems, increasing the effectiveness of government performance and the preservation of public funds.

And the administrative governance seeks to access the outputs of its role and develop the results of the Kingdom of Bahrain as a State of institutions and civil society. And through which, the government seeks to merge the requirements of institutional success and work to achieve the targeted results and outcomes. So, the principles and standards of education and training quality in its educational and training institutions, as well as reviewing the reports of the performance of the government institutions on their performance and the quality of their programs, and holding national examinations for students of third, sixth, ninth and thirteenth (third year of secondary cycle) grades in public and private schools, and then to identify weaknesses and strengths in schools and institutions of higher and professional education. The National Authority for Qualifications, Quality Assurance of Education and Training monitors the performance of private and government schools, in addition to the institutions of vocational training and higher education, seeking to improve their services and enhance their performance.

And on 23 March 2014, the National Authority for Qualifications, Quality Assurance of Education and Training issued revised reports for the fifteenth group of schools,” comprising the report that shows the students’ progress in the performance of a number of education and training institutions, especially in the courses of second re-

view for the performance of public schools and institutions of vocational training, as well as the widespread culture of quality assurance. And generally, the recommendations of the above reports emphasized the importance of strengthening the values and concepts of quality assurance as a self and sustainable culture in the educational and training practices of these institutions.

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government starts in this from the key base that this will only be achieved through the proper practices and planning, in order to effectively enhance the ability of the institution to act and make good decisions, as well as managing its financial and human resources and change, in addition to integration among government agencies, on the basis of the availability of accountability and transparency spirit and the clarity of powers.

The report by Bahrain News Agency on 28 September 2013, concerning the application of administrative governance in the public sector, concluded that applying governance aims to achieve the following:

1. Compliance with laws, as governance confirms the commitment of institutions of laws and regulations and to work in applying them properly, in addition to assessing their performance and compliance with these laws and regulations, according to governance principles.

2. The organizational structure. The organizational administrative structure of each government institution displays the different levels of administration and the distribution of roles and powers among executive and concerned departments, according to the quality and activity of this given institution. As well, the organizational structure determines the relationship between staff of responsible department and their tasks and responsibilities. The availability of clear information to separate between responsibilities and duties and determine powers, pursuant to the available tasks enables to adjust internal policies and emphasizes corporate governance, thereby achieving institutional goals.

3. Policies and setting major systems and procedures, as it helps policies and regulations in corporate governance and clearly document the at work, in addition to publicizing and circulating them among executive and decision-makers in their field, according to their needs and nature of administration work. Gov- ernment institutions display the precaution of including policies and regulations of the processes and procedures of high risks, so that they can be properly managed.

4. Improving government performance, whereas the institution is able to improve its performance and achieve added value, based on the results of periodic measurement and evaluation of institutional performance, as well as its ability to manage financial, human and knowledge resources and evaluation of results, which enable the management in implementing the management processes.

5. Operations management, as the availability of clear methods and workflow of service provision ensures their efficient management. As well, the institution will be able to review its procedures and evaluate results and the extent of goals achievement, in addition to working on continuing improvement to enhance the quality of services provided to customers and stakeholders in a fair and equal manner, in addition to defining roles and responsibilities and division of work among administrators, positively clearly, contributing in facilitating work and governance of operations management.

6. Protecting rights of stakeholders and ensuring customer satisfaction with the services provided by government institutions is regarded as an important criterion for measuring the quality of services, and also allowing for developing services as appropriate, such as the diversity of delivery channels, ballet implementation, increasing quality of services, and enhancing the reputation and reliability of the emergency and efficiency of staff performance, with enhancing system of complaints and the transparency of obtaining required information.

7. Periodical reports. As a matter of fact, periodical reports issued in a timely manner document processes and follow up changes in the institution and how they are managed, as well as the disclosure of risks they may encounter and the key decisions taken. Additionally, the process of publishing these reports and achievements in a timely manner will help in the decision of the institutional goals.

8. Control and auditing: the laws, policies and procedures that support governance and management controls achieve the objectives of internal auditing and allow for the tasks of external supervision. As well, the implement- action plans, periodical reports of internal auditing, the systems of risk assessment and decisions taken in this regard help develop the quality of work and improve the competencies, with the implementation of the observations and recommendations resulting from these actions. And the presence of highly efficient systems of internal control within the institution ensures the achievement and activation of regulatory objectives, as well as providing subjective advice to the executive management.

9. Risks review. The institutions carry out periodical studies and evaluations, which are discussed in Bahrain, more than many changes that may occur to the institution and reviewing them managing these, to reduce their negative impact on the institution. And the risk evaluation and reporting to the executive management, in the context of including policies and regulations of the processes and procedures of high risks, so that they can be properly managed.

The application of administrative governance in the public sector of Bahrain: The concept of excellence is adding to express the need to a comprehensive, combining elements and components of building departments, institutions or organizations on the basis of superiority, achieving high capabilities in the face of variable and external surrounding conditions, on one hand, and to ensure coherence and full consistency between their own elements and components and investing their pivotal Core Competencies to excel in the competition they face and achieve benefits for stake- holders, clients and the society as a whole. In the former manner of the application of the MA thesis, prepared by Dr. Abdul Rahman Rashid Al Aziz on the application of TQM in the public sector of Bahrain, it was clear that many ministries and official bodies are contributing departments. And in the MA thesis, prepared by Dr. Abdulrahman Al Mutawa, said in a news conference that the Ministry of Finance achieved the objectives of applying TQM, mentioned in the Ministry of Finance, that it is normal, stressing that they touch progress in the work of some government agencies, believing that the Ministry of Finance in particular and other institutions, while still under the program of excellence, make the achievement of impact is not up to the level of efforts exerted by excellence experts and officials. “But we are in the beginning of the process of developing and improving some agencies, management will bring about desired effect. And he added this type of program may last be for years and months. But suddenly, you can find that development happened quickly. This is what we have seen in many of the Bahraini institutions that have been in a continuous state of change resistance. We found them struggling for implementers of programs to developers of creative programs. Perhaps previous administrative development and reform were means through which, the Kingdom of Bahrain sought to achieve economic growth and progress, in addition to accessing the Economy Vision 2030, which embodies the vision of the Kingdom's economy, with a focus on fundamental, measurable goals, reflected in improving the standards of living for all Bahraini citizens.

The vision was launched after four years of extensive discussions with a group of decision-makers in public and private sectors, including government institutions and competent authorities, as well as some consulting firms and interna- tional entities.

And Economic Vision 2030 focuses on the elaboration of an integrated government vision for the society and economy. The vision is based on a large number of principles, i.e. competition, jus- tice and sustainability.

Fifthly: proposals supporting administrative reform in the public sector of Bahrain:

1. It is important to spread the concepts of total quality and governance and instill them in the corporate culture, rather than treating them simply a imposed legal proce- dures which must be respected. Embedding these values in the culture ensures continuity, creativity and ongo- ing development, while also ensuring that it can lead to short-lived acceptance which recedes in the event that the political will changes at any stage or for some reason.

2. It is hard to difficult to say that political factors affecting administrative reform and development are certain, but the impact of various or political factors in case there is a widespread culture can be less influential.

3. Obligating all institutions of public and government sec- tors with specifying the requirements of administrative de- velopment and seeking to apply them and act accordingly.

4. Working on applying total quality management and the concept of governance in various apparatuses of the State, as this system has great importance to achieve the primary objective of maintaining and developing pub- lic services, while improving their efficiency, quality, and overall quality at the same time, as excellence means the stage after applying total quality. Thus, the first step requires the application of quality and evaluation of this application to reach the highest levels of overall quality, then moving on to the second phase, i.e. the application of excellence concept, which is the application of excel- lence concept. As for direct application of excellence, it will directly encounter a lot of natural obstacles, which is basically the absence of quality system in order to achieve excellence.

5. Carrying out periodical evaluation for the principles of governance, in accordance with the changes of each stage.

6. Supporting supervisory apparatuses, through the follow- ing procedures:

a. Ensuring further independence.

b. Endorsing granted authorities, in accordance with ap- plicable laws.

c. Developing laws, in accordance with the requirements of current stage.

d. Approving the outputs of their work, as a tool for evalu- ating departments.

7. The role the civil society and media means play for inform
Government Directors’ management style in Bahrain

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Abstract

The roles of executives in public sectors in Kingdom of Bahrain have changed dramatically over the years and have followed different schools. Until end of 1990’s the executives or X-generation) were following the classic management schools (or military school) in which people management is the core of the business and there were only one leader in the organization. After the introduction of the reform program of His Majesty the King of Bahrain, in 2001, many of the executives changed their styles to the innovation school to cope with these changes. From 2001 until end of 2010, we saw that the classical executives (X-generation) cannot adopt these changes that led them to either retire or to change their positions.

This increase in shifting in innovation occurred particularly when crown prince of Bahrain led the change and invited US companies to participate in reforming the economic. During these period, we find there are still executives who focus on operation-level management school that lose some of their time in micromanagement activities rather than strategic and critical thinking style. Our research problem here is to look at executives (i.e. particularly directors) thoughts about the management and what priorities in their mind.

We designed a questionnaire to these X-generation directors with a 5 scales.

There are about 300 directors working at government of Bahrain which we select 10% of these directors to join the survey (i.e. 30). We received only 15 responses from these directors with confidentially is the issue. We reviewed the questionnaires and collected the data using MS Excel. The regression analysis was performed to analyze the data then to find the relationship between the executives’ generation and thoughts of management, as our hypothesis is there is a relationship between the age of the executives and the management style.

The research based on interval scales to find a correlation between the parameters using t-test. We asked the directors five questions with following options:

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
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<tbody>
<tr>
<td>What is your age?</td>
<td>1= 30-35, 2= 36-40, 3= 41-45, 4= 46-50, 5= Above 50</td>
</tr>
<tr>
<td>How many years in this position?</td>
<td>1= 0-5, 2= 6-10, 3= 11-15, 4= 16-20, 5= Above 20</td>
</tr>
<tr>
<td>How long do you spend on strategic thinking?</td>
<td>1= None, 2= 1 day, 3= 2-5 days, 4 = 5-10 days, 5= More than 10 days</td>
</tr>
<tr>
<td>Have you spent time in reviewing and proposing new processes and ideas?</td>
<td>1= Yes, 2= No</td>
</tr>
<tr>
<td>Do you believe in the innovation management style?</td>
<td>1=High, 2= Medium, 3= Low, 4 = Neutral, 5 = No</td>
</tr>
</tbody>
</table>

The results from this questionnaire shows that 47% of the participant’s ages are above 50 years old while 40% of participants’ ages are between 41 to 50 years old. This makes the majority of the participants in X-generation style.

About 26% of the participants served in the organization between 6-10 years while others are distributed between 0 to 20 years.

About 40% of the participants they don’t spend time monthly on strategies.

About 60% of the participants they do not spend time in reviewing and proposing new ideas in the work.

About 53% of the participants do not believe in the innovation management style such that they continue practicing the classical management style.

Our findings approve the hypothesis, as there is a straight relation between the age and the innovation style. We believe that there are many courses to this problem.

The first course is to coach the directors on the innovation style and shift them from micromanagement with empowering the lower level management.

The second course is to early retire these directors if the first course does not take place as the world is moving forward with innovation and we all want Bahrain to be at the top of innovation management style countries.
Endorsing Leadership Capabilities in Public Sector: Lessons Learned

Amal Hawa on Behalf of Lamya Al Mubayed

This research is mainly a paper, submitted to MENAPAR Initiative, that challenges many aspects of the public service in Lebanon, with its status quo, is no longer suitable for the role and functions entrusted to it. The prescription of methodologies and tactics of strategic planning for public administration frequently leads to the conflict in roles and tasks, in the societal light of the role this leadership plays. This paper aimed to cement transparency and laying societal dialogue on the approaches of transformational leadership, in addition to enhancing their knowledge, skills, and abilities.

The administrative organization of the sector of public service in Lebanon, with its status quo, is no longer suitable for the role and functions entrusted to it. The prescription of methodologies and tactics of strategic planning for public administration frequently leads to the conflict in roles and tasks, in the societal light of the role this leadership plays. This paper aimed to cement transparency and laying societal dialogue on the approaches of transformational leadership, in addition to enhancing their knowledge, skills, and abilities.

Introduction

In spite of faltering and dominance of sectarian, political and customer-oriented interest, leading to include in the experience of Lebanon in including the standards of eligibility and efficacy in competitive recruitment of leading positions in public administration, carried out from October 2005 till July 2006, in which design and execution the Institut des Finances Basil Fuleihan (IFo) played a key role.

The administrative organization of the sector of public service in Lebanon, with its status quo, is no longer suitable for the role and functions entrusted to it. The prescription of methodologies and tactics of strategic planning for public administration frequently leads to the conflict in roles and tasks, in the societal light of the role this leadership plays. This paper aimed to cement transparency and laying societal dialogue on the approaches of transformational leadership, in addition to enhancing their knowledge, skills, and abilities.

This experience also allowed for knowing the issue of jobs sectarianism in a better way to overcome the tendency with the tendency of change opposition. That is why the reform process must be gradual and supported with sufficient explanation for the imperatives, objectives and main outputs of reform.

And as much as the success of reform and updating is related with the strong commitment of enlightened political leadership, as well as the continuation and seriousness of this commitment, for pushing reform agenda forward, the sustainability of reform projects necessitates the establishment of a public administration, based on devoted, productive and creative leaders who keep up with updating of laws, regulations and work mechanisms, through training, research and communications, helping elaborate the concepts and form situations and behaviors. Starting from here, IFo is keen on broadening the knowledge horizons of national cadres, in addition to supporting continuous learning. It also seeks to encourage them for researching production, aimed to cement transparency and laying societal dialogue on scientific and appropriate foundations. And the activities of communication with youth and the public, along with dissemination the financial and economic culture, have a serious role in making the issues of public funds a public concern, in the societal light of the role this leadership plays.

As a matter of fact, the experience of appointing personnel in leading positions, in accordance with the standards of eligibility and efficiency, set in 2005, was rich in lessons that can be a foundation for launching a new initiative in the future, importantly including:

Learning of the experience:

- an evaluation for the strengths and weaknesses of the past experience can be carried out, through a questionnaire that finds more about the information of all participating candidates, supervisors and committee members.
- And research must be done entirely to what is associated with legal and organizational aspects, as well as strategic management of human resources.

Acknowledging efforts and seeking contributions:

- it is a selected collective call from those who took part in the experience to express their views and concerns and to contribute in defining challenges and development capabilities.

Measuring workload and asserting clear vision:

- that is to calculate vacancies and arrange them according to their priority. And a precise job description must be prepared for each job. These information can be used when preparing the announcement of jobs and evaluation parameters. However, the announcements and final recruitment process may indicate a great degree of doubting and confusion, especially in what is related with compensation and salary. This is a central point for promoting and retaining leaders at the level of senior positions of civil service.

Developing strategy, communication and support: beyond doubt, there are key flaws, revealed in the execution of reform initiative in 2005, represented in weak engagement of stakeholders, including the Parliament and NGOs, in process launching. This initiative aimed at adopting professionalism in the procedures of recruiting seniors in leading positions. It was mainly a government initiative that lacked sufficient coordination between the government and the Parliament before forwarding the draft law to legislative authority. Moreover, it did not allow for the limited participation of NGOs, guaranteeing pressure and mobilizing support for the process, something that increased pressure on the Parliament (in 2005) and the government (in 2009) to officially endorse this reformatory initiative.

Sufficient responsiveness to human diversity issue:

- due to the fact that the initiative of recruitment reform encountered hardships, related with appointment on sectarian basis, it is necessary to find a solution for the issue of jobs sectarianism in a better way to overcome the contradiction that may arise between the new course and mainstream traditions, through merging the religious and cultural diversity in the approach of transformational leadership. And in the same framework, it must be carefully and efficiently responded to the matter of gender variety. These approaches help the course achieve its goals, while responding in a careful and efficient way to the issue of representation. This requires intervention by stakeholders to develop objective training policies that can guarantee sufficient response to human diversity.

The reform experience in 2005 highlighted the need of change from inside the administration. Its failure in itself drains the need for an initiative that must be more gradual to prepare suitable institutional setting for bringing about methodological change in the future. And in the absence of the possibility of drastic change from a traditional recruitment system, based on sectarian and political considerations, to a renewed structure for recruitment of senior positions, there is the need for synthesis mechanisms, leading to change rises. The most important of these are the approach, oriented to developing the capabilities of leaders from inside, in addition to enhancing their knowledge, statuses and abilities of search and communication, with the aim of establishing a welcoming setting that may be a medium for desired change.

And to bring about change, the research focuses on the approaches of transformational leadership. And among the approaches of transformational leadership comes the role of attending to learning leadership that reflects more collective tendency in leadership, focusing on the courses of dialog and other means of speculative conversing, aiming to build mutual understanding and change momentum. Moreover, the leadership, pivoted on learning, allows for individual or group growth of persons become more acquainted with their selves and have clear starting points, while groups achieve deeper understanding of the issues they encounter.

Meanwhile, and at the level of the system itself, focused on learning leadership stresses the importance of making of senior executives makers of new trends and engineers of learning experience, other than being just charismatic characters and actors. And in such perspective, senior directors have to learn about the tendency of leading with others. This framework reveals the approach of leadership from inside, through the understanding of developing capabilities of individuals. And in an endeavor to encourage the leadership, attending to learning in Lebanese public service appears within the present context, as it is a selected collective call from those who took part in the experience to express their views and concerns and to contribute in defining challenges and development capabilities.

1 Same reference, p. 10
2 Same reference, p. 7-10
3 OECD, 2011, p.92
In addition to the above, this paper seeks to answer two important questions: reformation of recruitment for leadership: what are the elements to be enlisted on the reform agenda and to be dealt with any other attempt to change the recruitment process? As for the second question, it aims to answer the question of: how can the approach of attending to learning leadership be clarified, and how training, research activity and communication contribute in shifting towards the system reform and administrative structures, entirely, including recruitment courses?

The research is divided into three sections. The first one displays the most important steps/learned lessons of the experience of reforming the leadership of public service in Lebanon that can be the basis for new reformatory initiatives in the future. As for the second section, it highlights the experience of IoF in approving the approach of transformational leadership in the public sector, through elaborating how this approach is clarified at the level training activities, scientific research and communication. And the last section shows the key elements added by the Lebanese experience to the agenda of reform, which have to be handled before any other attempt to reform the recruitment process. This research is submitted to MENAPAR Inaugural Conference, shedding lights on the "Development of Scientific Research Agenda in Public Administration in MENA". It is particularly included under the following sections:

1. Leadership in public sector
2. Human diversity in public service

Leadership in the Arab world, especially the Gulf, is not as prevalent as when compared to Western ideals. The region follows a direct-managerial style in the workplace rather than integrating leadership qualities, thereby limiting interactions to only a small meeting for task instructions. One problem the region faces is the lack of a two-way communication platform, while the other is early exposure to opportunities. Annually, the workforce receives a wave of fresh graduates that are eager to learn, and automatically are reserved to a career-life of stagnant routine. This continues and affects those who will eventually reach a managerial position, and thus the cycle continues.

One approach to breaking the cycle would be to create discourse before the period of full-time work, and make them realize their potential, that they are not just elements in a confined process. This approach will bear fruit and interesting outcomes in a region with a current supply of opportunities – the Arab Gulf.

Leadership in the Arab world, especially the Gulf, is not as prevalent as when compared to Western ideals. The region follows a direct-managerial style in the workplace rather than integrating leadership qualities, thereby limiting interactions to only a small meeting for task instructions. One problem the region faces is the lack of a two-way communication platform, while the other is early exposure to opportunities. Annually, the workforce receives a wave of fresh graduates that are eager to learn, and automatically are reserved to a career-life of stagnant routine. This continues and affects those who will eventually reach a managerial position, and thus the cycle continues.

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Despite the endless educational and training opportunities that are available at little to no cost, very few realize the outer benefits and mostly those at a later stage in their life pursue it. Opening the conversation to the Arab youth may integrate them into a more rhythmic lifestyle, one with initiative and voluntarism. Resources in terms of time and money will be utilized however the outcomes will be sustainable as a generation of independent thinkers will be created.

Campaigns and activities can be one step to inducing discussion between the youth and the forces outside their homes. By providing them with the opportunities that already exist, they can grab the moment and create a future diverted away from the mainstream. By exploring activities at a younger age, they become more active, they speak to different individuals, and interact with those outside their comfort zones of home and school. Doing so will lead them to believe that they actually do have the ability to lead and make change.

An ordinary youth experiences a systematic carefree life until the end of high school and/or university. Their ambitions and desires were stronger at a younger age, with the need to "act". However, societies have created barriers that indirectly suggest youth efforts are of little importance. By initiating them into a program that displays the results of their achievements, only then do they bear witness to the power of their actions.

This new wave of "managers" will break the routine and initiate change in the current system of administration, consequently creating policy-makers that follow a new streamline of thought.

In order to better facilitate a new administration of experienced professionals, we must first approach the inexperienced.
In a continuously changing world, no sensible decision can be made without taking into account, not only the world as it is, but the world as it will be. We are faced with racing changes in technology, society, politics, environment, and economy.

Bahrain’s government is faced with many challenges and anticipated changes, which necessitates being proactive with well-thought off and agreed-on solutions.

Strategy planning should be adopted as an insurance policy for future changes. It would represent the organization’s intended plan to mitigate threats and capitalize on opportunities. Strategic planning should provide the required focus on the future, and would provide the needed credibility both internally and externally.

The last years have witnessed much popularity to Strategy formation, but that has been focused on the content of the strategy rather than implementation of it. Only rare efforts have been devoted on the implementation part, and especially at the public domain.

Strategy implementation is really a practice of Good Governance principles, at which strategy-aligned performance management is practiced with transparency, accountability, agreement-on, responsiveness, effectiveness & efficiency, follows the rule of the law, and inclusive in its approach.

Strategy implementation is encompassed through 3 main cycles; development, execution, and optimization. Throughout the presentation, I will explain each cycle (phase) and illustrate it by the practical experience of Ministry of Works MOW is a world leader in strategy implementation and has been practicing it for more than 10 years. It has been utilizing the Balanced Scorecard methodology throughout its planning and execution phases. The presentation will elaborate on the achievements and successes that MOW have got from such practices in Strategy Aligned Performance Management.

Raja Yousif Al Zayani
Session 3

- Quality management in the public sector
Public Administration in Yemen and Efforts of Administrative Reform

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Introduction

In the following paper we present the experience of the Ministry of Finance in the Kingdom of Bahrain in establishing and applying a quality control system and later in designing and applying the “creativity program”. The Ministry was granted in 2008 the international ISO9001 certification for the quality of its services, then again in 2009 and 2012 it received ISO9001:2008. These certifications were granted following the establishment and application of the service quality management system; the formation of quality, coordinators and quality auditors committees, in addition to the foundation of quality control department which trained the personnel of the Ministry, the completion of the documentation of the Ministry’s services and the identification of performance indicators, as well as the evaluation of beneficiary’s satisfaction and carrying out internal and then external audits. After organizing the services and obtaining the said certification, work was pursued to develop and improve the quality of services through setting annual quality goals, which in 2013 produced the “creativity program”.

In line with the directives of the head of the quality committee towards developing the creative thinking within the Ministry, as part of the annual quality goals for 2013, the quality control department prepared a program for transforming individual creativity into an institutional creativity and training the personnel for this purpose, in addition to receiving and evaluating creative initiatives, proposing rewards for the creative employees and their administration. The “creativity program” was based on the SCAMPER model, while introducing some changes within an integrated program for managing the creativity process in the Ministry. The SCAMPER model includes seven types of creativity namely, “Substitute”, replacing the service components by other components, “Combine”: integrating the service components or more than one service, “Adapt”: allowing flexibility for some service components in order to adapt to exceptional circumstances, “Modify”: changing or adding to the service specifications or components in terms of volume or form, “Put to other uses”: providing the same service to other beneficiaries for a different purpose, “Eliminate”: removing some or all of the service components, and “Reverse” providing the same service in reverse steps.

The Ministry added an eighth type “Novelty”, to cover creative initiatives. Thereafter, creative initiatives were received and evaluated by a committee of creative employees and their administration. The “creativity program” was based on the SCAMPER model, while introducing some changes within an integrated program for managing the creativity process in the Ministry. The SCAMPER model includes seven types of creativity namely, “Substitute”, replacing the service components by other components, “Combine”: integrating the service components or more than one service, “Adapt”: allowing flexibility for some service components in order to adapt to exceptional circumstances, “Modify”: changing or adding to the service specifications or components in terms of volume or form, “Put to other uses”: providing the same service to other beneficiaries for a different purpose, “Eliminate”: removing some or all of the service components, and “Reverse” providing the same service in reverse steps.

The Ministry decided to improve the quality of services and develop the performance of personnel, using a scientific, practical and applicable methodology. So, it chose the international ISO9001:2008 standard for service quality.

1-1 System Standards

9. Providers evaluation file
4. Coordinators committee:

1. Senior management responsible for quality management and for ensuring all elements of success.
1-4 Constituents of System Operation
1. Reports to the project team.

2. System documentation in conformity with the needs of the beneficiaries and the establishment.
1. Register of service provision
2-1 includes a representative from each department.

3. Sound application control through internal and external auditing.
2. Register of minutes of the quality committee meetings.
3-1 Enthusiastically with following up the achievement of system components and carrying out internal audits.

4. Appropriate training to service providers.
3. Register of minutes of the quality coordinators committee meetings.
5. -Consultant team:

5. Employees involvement in the system’s construction, application and development.
4. Register of monthly quality reports.
1- Reports to the project team

1-2 System Benefits

5. Register of internal auditing operations.
2. Comprised of quality consultants from specialized companies.

1. Organizing the institutional work, to focus on services.
6. Register of external auditing operations.
3-1 Enthusiastically with providing training, carrying out external auditing and recommending the issuance of certifications.

2. Developing the quality of the services.
7. Register of beneficiary’s inquiry and the evaluation of their satisfaction.

3. Improving personnel performance.
8. Register of beneficiary’s inquiry and the evaluation of their satisfaction.

4. Facilitating achievements follow-up.
9. Register of beneficiary’s complaints.

5. Cutting-down on mistakes.
1-5 Organizational Structure
1. Project guarantor:

6. Providing a basic foundation for creativity.

1-7 System Constituents

1. Potentially the most senior person at the establishment.

2. Enthusiastically with providing resources and directions, in addition to approving system documents.

2. Register of annual quality objectives and evaluation reports.
3. Regular follow up by senior management.

4. Coordinators committee meetings.
5. :Consultant team:

2- Comprised of quality consultants from specialized companies.

3. Register of monthly quality reports. 1- Reports to the project team

5. By the departments.
4. Providing an automated system for following up service provision.

5. Register of internal auditing operations.
6. Register of monthly quality reports.
5. :Consultant team:

4. Coordinators committee meetings.
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5. By the departments.
<table>
<thead>
<tr>
<th>2- Quality Control System</th>
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<th>2- Headed by a quality expert, with a specialist and a secretary as members.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Quality policy document.</td>
<td>1- Comprised of a project sponsor, as president, and directors and project head, as members</td>
<td></td>
</tr>
<tr>
<td>4. Quality manual</td>
<td>2- Responsible for setting quality vision and policy, in addition to following up stages of building and applying the system and taking strategic decisions</td>
<td></td>
</tr>
<tr>
<td>5. Quality system procedures file</td>
<td>3. Project team: 2. Correspondences of assignment and follow-up, according to annual plan.</td>
<td></td>
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<tr>
<td>4. Monthly meetings with coordinators</td>
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</table>

1-7 Work Method

1. Devising training courses and workshops at the beginning of each stage.

2. Correspondences of assignment and follow-up, according to annual plan.

5. Preparing and publishing monthly quality reports.

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### 1-4 Training of Service Providers

<table>
<thead>
<tr>
<th>Word</th>
<th>Meaning</th>
<th>Innovators required to</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>New</td>
<td>Not previously known</td>
<td>Creating a new service that did not exist in the Ministry</td>
<td>8</td>
</tr>
<tr>
<td>Substitute</td>
<td>Replace</td>
<td>Replacing service components with new ones</td>
<td>7</td>
</tr>
<tr>
<td>Combine</td>
<td>Merge</td>
<td>Merging components of services or more than one service</td>
<td>6</td>
</tr>
<tr>
<td>Adapt</td>
<td>Modify</td>
<td>Changing or adding to service specs or components</td>
<td>5</td>
</tr>
<tr>
<td>Put to other uses</td>
<td>Used differently</td>
<td>Providing same service for other beneficiaries for different purpose</td>
<td>2</td>
</tr>
<tr>
<td>Eliminate</td>
<td>Delete</td>
<td>Deleting some or all of a service components</td>
<td>1</td>
</tr>
<tr>
<td>Reverse</td>
<td>Counter</td>
<td>Providing the same service in reversed steps</td>
<td>3</td>
</tr>
</tbody>
</table>
## 2- Quality Control System

<table>
<thead>
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</table>

### 6. Disseminating and following up bi-annual statistics of service provision

#### 1-1 Mechanisms of Managing Creative Process

The quality department organized a training workshop, encompassing the concept of creative thinking and an elaboration of amended Scamper model, in addition to how to produce creative initiatives, according to the model, and the way of submitting initiatives and the proof of their application to quality department, and how initiatives are assessed to the interest of the innovators and relevant departments. The head of quality department holds this workshop in collaboration with the department of training and development in the ministry, for all service providers, heads, directors and those concerned.

#### 7. Bi-annual meetings of the quality committee.

1. Quality department invites all service providers at the beginning of each year to put forward their creative initiatives. Such invitation shows the requirements, in addition to acceptance and approval mechanism, according to amended SCAMPER model.

1. **1-5 Implementation of the “Creativity Program”**

All personnel of the Ministry were notified of the creative initiative submission starting from the beginnings of 2014. So far, we have received four initiatives of which two are implemented; the first is related to establishing a new service to electronically answer the inquiries of interested parties, while the other has to do with amending the service of searching for paid cheques by adding the cheque amount to the search. We expect receiving more initiatives before the end of this year.

### 2- Quality Control System

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#### 4. Quality department will obtain the approval of the concerned department’s director, in respect to a service creative initiative. This is aimed at securing the registration of the creative idea of the innovators, and simultaneously, at not overstepping the authority of the department directors, in respect with what is suitable for their department.

#### 5. The concerned department shall examine the contents of the initiative and forward the conclusions to the quality department for the initiative approval. This ensures that the initiative is applicable and provides proof for anticipated conclusions.

#### 6. The quality department timely evaluates each implemented initiative, according to the amended SCAMPER schedule and evaluation mechanism. Then, conclusions shall be revised with the initiative submitter and concerned director to approve final evaluation.

#### 7. Quality department deliver the implemented initiatives along with their evaluation at the end of the year to the head of quality committee for adoption and for rewarding the innovators financially and morally.

#### 3. Quality department will receive initiatives from ministry personnel only. More than one employee can take part in the submission of one initiative.

### 1-2 Discretionary Budget

1. **1000 dinars for audit training of coordinators**

2. Provision of creative initiatives will continue from the beginning of the year till November. Initiatives may be submitted after such date, but shall be assessed with the next years group.

2. **1500 dinars for external auditing and certificate granting**

3. **0700 dinars for external auditing per each 6 month period**

3. **6200 dinars as consultations budget for first year**

4. **6000 dinars as consultations budget for second year**

5. Quality department will consider the implemented creative initiatives in the annual best department evaluation.

6. **In addition to costs of salaries and stationary of the work team, (and rewards of coordinators, auditors and other incentives)**

7. **In addition to costs of salaries and stationary of the work team, (and rewards of coordinators, auditors and other incentives)**

8. **Application of Quality Control System**

The Ministry built the system in one year, and in the second year it collected information on implementation. The Ministry obtained the certification in the third year after performing the procedures of external auditing. Internal auditors are rewarded for each audit exercise. Coordinators are rewarded for their annual follow-up, in addition, the departments that best apply the annual plan of the system is also rewarded.

8. **9000 dinars for training all personnel, as possible**

9. **News of honoring will be published in local newspapers and among the Ministry's employees.**

9. **1500 dinars for training all personnel, as possible**

9. **News of honoring will be published in local newspapers and among the Ministry’s employees.**

### 1-2 Mechanism of Initiatives Submission

1. **News of honoring will be published in local newspapers and among the Ministry's employees.**

2. **News of honoring will be published in local newspapers and among the Ministry’s employees.**
2. Quality Control System

3. SCAMPER model for Creativity Motivation

SCAMPER model was developed by Bob Eberle in 1997. The letters of the model were arranged so that they can be easily read in English (SCAMPER), meaning to run. This model is widely used to motivate and organize the creative thinking in business establishments and schools. The idea of this model was based on the principle that every new thing is merely a modification of something that already existed. When applying this definition to the Ministry, we can say that the creative ideas we are searching for are nothing more than modification to the already existing services in the departments.

However, we consider the expansion of this definition to comprise, at least, the services not previously existing in the Ministry. As such, the model definition adopted by the Ministry has become that creativity is merely a modification of an existing service or the induction a novel service from outside the Ministry.

<table>
<thead>
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<th>3. SCAMPER model for Creativity Motivation</th>
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<tr>
<td>The letters of the model, each designating a word, were arranged in a table so that they can be easily read. However, in order to use these letters in evaluating creative initiatives we attributed to each of these words a value based on the difficulty of producing and executing the specific initiative. Accordingly, we have assessed the value of each word, as seen above. For example, deletion of some or all of the components of a service is the easiest. For this, its value is the least, while introducing a new service that was not previously known to the Ministry is the most difficult, and its value will be higher.</td>
<td>7. List of publications and legislations.</td>
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So, if the initiative is for introducing a new service, it will receive 8 points and, where two types apply to the initiative, it will have the total of two values. For example, if the initiative has reverse service steps and use of service in another field, it will have 2×3=6 points. The same applies when substituting two components in one service; it will be calculated as follows: 7×7=49 points. Where creative aspects are several, they will accumulate points. Moreover, and before calculating points, evidence proving the implementation of the initiative by the concerned department should be submitted to the quality department.

This is what makes the model suitable for the Ministry as a service provider, in addition, its different component paragraphs, fits service components, is evaluable in addition to its being adequate for application and development. In the following table we include a simple explanation of the Model terms, with terms modifications to suit the services, we also inserted a new word at the beginning of each line and added a column designating a value for each word for the purpose of evaluating creative initiatives:

1-3 Innovators Rewards

1-3 Innovators Rewards

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This system also paved the way for developing a creativity program that encourages personnel to produce and implement creative initiatives, develop the processes of services and improve their quality, and enhance the possibility of meeting the needs, expectations and satisfaction of beneficiaries.

Conclusion

The quality management system has contributed in organizing the Ministry's services, improving their quality and developing the performance of employees, in addition to enabling department heads and directors to improve their supervision of work progress in their departments. This system has established a basis for continuous and consistent uniform development, through the formation of a general framework for the objectives of annual quality development.
The interest in the concept of Total Quality Management (TQM) in government entities has become clear for the assessment and development of performance of these entities. The concepts and philosophy of quality has developed throughout ages, starting from the concept of final product quality to the perspective of Total Quality Management. As a matter of fact, this study comes to clarify the different aspects for applying Total Quality Management to government organizations, based on the special nature of these organizations. This nature is represented in that it combines between two main variables. The first of these is the political variable, associated with the government as one of the components of political system, while the other is an administrative variable, having a distinguished nature for the organizations, whereas administration of these is subject to laws and regulations, different from the laws and regulations that regulate administrative work in the private sector.

The application of the concept of Total Quality Management to government entities requires a study, informed about its objectives, structure, plans, programs and work methods. The studies showed the importance of human element within the scope of applying the concept of Total Quality Management to all entities. Therefore, the application of this concept to the departments of human resources in the Ministry of Interior, Kingdom of Bahrain, during the period between 2006 till 2010, with the aim of having knowledge of the different aspects and their need of development and upgrade.

This study was divided into three chapters, divided into a number of subjects. The First Chapter was assigned by the researcher to deal with the concept of Total Quality Management and its specific elements, in addition to the strategies adopted by Total Quality Management and the hindrances it encounters. In respect with the Second Chapter, it studies the application of Total Quality Management to government organizations of Bahrain. It tackled the experience of these organizations in this field and gained experiences, in addition to relevance or irrelevance of these experiences of previously dealt with experiences. And the Third Chapter deals in details with the applied application of Total Quality Management by the Ministry of Interior in the Kingdom of Bahrain during the period between 2006 and 2010.

Research Conclusions:

In respect with the first statement, to the effect that there is a correlation between increasing the efficacy of Bahraini public sector in carrying out its developmental tasks and achieving continuous improvement in the performance of government organizations, the theoretical foundation of experiences of many countries reveals that there is a positive relationship between the sound application of Total Quality Management to government organizations and democratic development of political system.

As for the second statement, dealing with the correlation between applying the concept of Total Quality Management to government entities and raising the legitimacy of political system, based on the satisfaction of citizens and performance of government organizations, under the application of total quality, it has been proven to be right, due to the variables the world is currently witnessing. As a matter of fact, the application of Total Quality Management to government organizations must be different from other ones. This brings about an extent of increasing the legitimacy of political system.

The third statement says that there is a relationship between the developing role of the Ministry of Interior in Bahrain, under the development of Bahraini political system towards democracy and applying Total Quality Management in this ministry. The validity of this statement is verified by the fact that it is relatively established. Consequently, the frequent re-organization among the Ministry of Interior during the seventies can be explained by the need to enhance the ability of the ministry to deal with new variables, witnessed by the Bahraini community.

As well, the fourth statement is proved to be right, pointing out to the correlation between the democratic development of Bahraini political system and the application of the concept of Total Quality Management to government entities, whereas the decision no. (303) of 2004 was issued by the Premier, in respect with applying Total Quality Management to government entities. This is regarded as a natural response to the democratic development of political system in Bahrain.

Regarding the fifth statement, there is a correlation between the development of government management and application of total quality and bringing about security, development and democracy in Bahrain. This was proven to be right, as the contemporary political experience showed the strong relationship between security, development and democracy. This is stressed by the issuance of many royal decrees, including re-structure of the Ministry of Interior, due to the requirements of developing political system in the Kingdom of Bahrain.

The sixth statement reveals that there is a relationship between the development of the Ministry of Interior role, within the framework of enhancing Bahraini political system and applying Total Quality Management in human resources at the Ministry of Interior. This statement highlighted noticeable concern. It was unfolded that since 2007 till 2010, the percentage of transactions, conforming to the standards of Total Quality Management, increased. This shows that the performance of Total Quality Management is improving through the application of total quality system.

And finally, the seventh statement tells that the application of Total Quality Management at the Ministry of Interior is different from its application in other government organizations. This is relatively proven to be true, due to the different nature of the tasks the Ministry of Interior is entrusted with, in its capacity as an entity, focusing mainly on the security and societal part when providing its services, even if the application of quality management in some departments, including the department of human resources, is not much different from being applied to other government organizations, in terms of general framework of application.

Recommendations of Study:

This study is divided into three groups: general recommendations, related with government organizations as a whole, recommendations, associated with the Ministry of Interior, specifically, and future recommendations that include the proposal of some future procedures. It is hoped that these three groups of recommendations have a good effect in bringing about change towards the best. And here are these recommendations:

Firstly: General Recommendations:

1. The researcher concludes the importance of convincing senior leaderships and management at the government organizations of the importance of development through applying Total Quality Management.

2. The researcher believes in the importance of disseminating the culture of Total Quality Management in government organizations at all administrative levels for application and improvement of the performance of these organizations. This will be reflected on the legitimacy of political system due to the improving satisfaction levels of citizens regarding the performance of these appurtenances.

3. The researcher recommends the necessity of holding those working in public sector as accountable as the workers of private sector, in terms of rewards and punishment.

4. A budget for financing the requirements of Total Quality Management shall be assigned, including incentives of employees and rewarding those distinguished and the responsible for internal auditing.
5- The researcher recommends the swift application of Total Quality Management at the level of all departments of the ministries and government apparatuses in Bahrain, in accordance with decree no. (33) of 2004 of the Prime Minister.

Secondly: Special Recommendations:
1- Preparing special material about quality management to be taught in Police Academy, Ministry of Interior, Kingdom of Bahrain.
2- It is necessary to include quality department in the organizational structure of each division at the Bahraini Ministry of Interior.
3- The researcher believes in applying integrated management systems at the Ministry of Interior, which comprises the following standards:
   - System of Quality Management ISO 9001
   - System of Operational Safety and Health Management ISO 18001
   - Environment System ISO 14001
   - System of Information Security ISO 27001

Here, it can be said that the application of integrated management to the different divisions of government apparatuses brings about the satisfaction of the customer, who is the axis of quality management, and that of the employee, who is the pivot of operational safety and health, in addition to the satisfaction of the establishment, pouring unto the environment and that of information that represents the center of information security. This will positively be reflected upon the quality of government services.

4- The training of second line in every department at the Ministry of Interior should be taken into account. The training will be continuous, not all at one time.

5- The researcher believes in the necessity of generalizing the system of electronic assessment for the satisfaction of the customer to manage the affairs of individuals in human resources for all the departments of the Ministry of Interior.

6- The researcher recommends that employees of higher studies, related to the work of the Ministry of Interior, should be encouraged to set up a system for generous financial incentives, suitable for the scientific qualifications they got, to be a motivation for them to pursue searches and study, seeking to create prominent scientific cadres that can help them enhance the level of performance.

7- Experiences of advanced countries in quality management, adopted in other police bodies, should be considered, in addition to exchanging experiences with them, taking of them as much as suitable to the systems and laws of police work in Arab countries.

8- Preparing an award in the name of the Ministry of Interior for quality, to be granted for the department, best for applying quality.

Thirdly: Future Recommendations:
1- Entrusting a committee of experts of the measurements of quantity, quality and standards in universities and scientific research centers with preparing and innovating measures for ISO system, suitable for measuring the quality of security.
2- Entrusting a committee of experts of the measurements of quantity, quality and standards in universities and scientific research centers with preparing and innovating measures for ISO system, suitable for measuring the quality of individuals themselves.
3- Due to the importance of study subject matter, the researcher recommends repeating it with other government organizations, to reach other conclusions and support such studies.

Finally, it is clear that all these are just attempts to boost the capability of government entities and political system in general to appropriately respond to and efficiently deal with quick and successive variables that surround the Bahraini developmental experience. At the security level, the aim is to increase the ability of security apparatuses to deal with new threat sources. And in spite of what is achieved of increase or relative improvement in this arena, continuity and more efforts are needed for developing and upgrading government and security institutions and organizations on an unceasing basis, so that they can keep pace with renewed variables.
Integrity in the Public Sector

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Introduction

Moral values and integrity are at the core of state-building. Therefore, it is necessary for the entrusted authority to safeguard the interest of its people and to respect its obligation to protect human rights. As such, public authority has to apply and enforce laws and regulations in a transparent and just way, away from discretion and bias, in addition to bearing the national and social responsibility, according to the dictates of duty. The State and entrusted authority are ethically and nationally responsible for the future of the society and of maintaining it, regardless of the shape of the democracy, their conducts and behaviors should be based on moral values. On the other hand, the citizens have also to act with allegiance to the State institutions with, and on the basis on indulgent and of employing ones capabilities in the service of the society. In this way we preserve our national splendor ties and prevent the movement of our families to other countries.

Concept of Integrity:

Integrity and transparency can be considered as clarity of functions, work, duties and the flow of procedures. Furthermore, it is making all data and information available for officials and sometimes for non-officials.

Transparency ensures control over work; in addition, it offers favorable conditions for effective accountability for performance. It is a citizen’s right as well as the state’s obligation to its citizens, in providing the conditions and the environment to facilitate communication between citizens and officials, participation in decision making, the monitoring of anti-corruption reforms. This will build trust in the government and its institutions and will propel stakeholders to be committed to the requirements of democratic system and to respect citizen’s rights.

Integrity Application Requirements:

1: Freedom of the media and clarity in reporting: the administration has to grant mass media the required freedom and independence, to be able to carry out what is needed from it within the framework of national interest, and in a way that would allow the ordinary citizen and the controller to be informed about government’s undertakings in the all its departments and institutions.

2: Legal obligations: these are represented by the existence of a legal or regulatory texts or administrative instructions, allowing people information on what is going at the level of the administration, given that the complexity of the administrative procedures and transactions do not contribute to revealing corrupt practices, but rather, it covers it up.

3: Administrative corruption can be effectively limited by the availability of real political will, in making anti-corruption reforms a priority.

Contemporary international indicators suggest that democratic systems are more adequate in reducing administrative and financial corruption in government organizations, than totalitarian, autocratic or one single party regime.

4: Main parties and stakeholders who should exhibit transparency in their activities:

- The official authorities, and in particular the executive authority that regulates and administers the affairs of the State and citizens through the several institutes and departments in addition to the official supervisory bodies. More importantly, the executive authority is responsible for managing public funds and national resources, and must make all public accounts and audit reports accessible to the citizens.

- Civil society organizations play a parallel service delivery functions parallel to that of the state. They also receive many donations, grants and loans.

Manifestations of Corruption:

Economic implications of corruption:

There are many corruption indicators which helps determine the parties that are benefiting and those who are responsible for the spread of corruption. We mention here the following indicators:

- The government distributes benefits to some establishments and individuals, based on some “legal” standards, without requiring a guarantee, that coerce them to pay their dues of fees and taxes to the state.

- Some administrative officials do not carry out their duties, under the pretext of their modest salaries. This affects workflow and amplify bribe.

- Some officials resort to the courts to decrease the costs imposed on them whether in the form of taxes, custom tariffs or other charges.

- One single bidding project that favors political supporters.

- Companies pay bribes to officials involved in tenders to ensure including their names in these tenders.

- Bidding documents and specifications are designed to fit specific companies.

- Bribes are paid by companies to have confidential information about the conditions of the tender.

- Companies pay money to decrease the cost and increase profits.

- Privatization, in the form of State selling some assets to the private sector, can help limit the level of corruption. However, the privatization process carries within it high potential for corruption as some companies pay money to keep competitors at bay, and purchase what the State has to offer. Corruption in privatization can also take the following channels:

- The State is ignorant of the importance of the sectors it intends to sell.

- Corrupt officials provide people with flawed information on a given sector to appear as unproductive. Then, they submit contrary information about it to the private sector to conclude the deal.

- Companies and the private sector in general, will gain great importance if it was allowed the monopoly of the services that used to be provided by the State.

- Abusing political power to pass projects for private or personal gain.

Cost of Corruption:

International funds (such as the World Bank & International Monetary Fund) avoid establishing developmental projects in countries, suffering from “political” and “administrative” corruption. Systemic corruption means that foreign aids will not be effectively employed.

It is worth noting here, that the more corrupt is the State the poorer it is, as these hinder foreign investments.

The issue of corruption can be dealt with on three separate levels:

- State structure, political system and exacerbation of corruption among officials, and consequently in their behavior and practices.

- Bribes are paid to win the tender.

- Companies pay money to decrease the cost and increase profits.

- Privatization, in the form of State selling some assets to the private sector, can help limit the level of corruption. However, the privatization process carries within it high potential for corruption as some companies pay money to keep competitors at bay, and purchase what the State has to offer. Corruption in privatization can also take the following channels:

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- Companies and the private sector in general, will gain great importance if it was allowed the monopoly of the services that used to be provided by the State.

- Abusing political power to pass projects for private or personal gain.

- Bribes are paid to win the tender.

- Companies pay money to decrease the cost and increase profits.

- Privatization, in the form of State selling some assets to the private sector, can help limit the level of corruption. However, the privatization process carries within it high potential for corruption as some companies pay money to keep competitors at bay, and purchase what the State has to offer. Corruption in privatization can also take the following channels:

- The State is ignorant of the importance of the sectors it intends to sell.

- Corrupt officials provide people with flawed information on a given sector to appear as unproductive. Then, they submit contrary information about it to the private sector to conclude the deal.

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Corruption of the administration, bad the dealing with citizens and protecting bribers.

Conflicting of goals between the public and private sectors. However, it is important here to rely on the role of international community, and donor’s organizations, as well as on the will of political class in accepting the idea of reform. Good reformatory ideas are meaningless if not duly executed.

Accountability:
Transparency and accountability are “key” components of good governance and a prerequisite for successful economic development. And in the absence of transparency, accountability will be lacking, and in the absence of accountability, transparency will lose a lot of its value. Combined, they work to contribute to a capable and efficient administration.

Sustainable Development:
The State and its institutions have to support and encourage each productive activity, other than service sectors and official projects, as well as facilitating loans to small and medium enterprises, guaranteeing markets to market production and making sustained efforts to help them through exemptions of taxes, charges, income tax, etc.

As for administrative reform, it must be prioritized. The State, as well, will have to include the principles of efficiency, transparency, reward and punishment and social justice in the context of its work, investigate and hold accountable for unethical financial and economic practices, as well as tracing corruptors. And with the aim of ensuring these principles, the following must be considered:

1- Adoption of mechanisms that prevent obstructing the work of the constitutional institutions, which are entrusted with the consolidation of political, security and economic stability.

2- Working on neutralizing Lebanon so as to spare it from external and regional conflicts.

3- Strengthening economic and social life, and endorsing reforms; reforming the monetary policy and payments of debts, rectifying state-private sector relations, updating legislations to keep pace with economic globalization and reviving the confidence of investors.

4- Fighting corruption by building integrity and enforcing the rule of law, and being keen on its unbiased application, by disallowing political interventions in civil service recruitment and holding both the briber and the bribed accountable.

Strengths and Weaknesses of the Lebanese Experience:

Weaknesses:
- Political interventions in the work of public establishments.
- Sectarian and communistarian allegiances.
- Lack of long-term political plan that can form the basis for the politicians to develop and expand.
- The Lebanese political life is extremely polarized and clouded by disagreements among Lebanese politicians.
- Lack of reward and punishment principles, in a public and transparent way.
- The Court of Audit is an administrative tribunal with financial jurisdiction. Its task is to oversee the management of public and treasury funds.
- The State Council is an administrative court, responsible for studying the constitutionality of new laws and solving disputes between the State and its personnel.
- Labor unions, holding the responsibility of defending the workers’ rights and interests.

Weaknesses:
- Tax controllers at the Ministry of Finance are responsible for fighting tax evasion and ensuring what must be paid by companies and individuals to the State.
- Protecting freedom of the press as a fourth power and an oversight tool for journalists to control government work and performance of politicians.
- Allowing international donor organizations to supervise the execution of their projects.
- Enforcing the laws and regulations aimed at:
  - Disclosing banking confidentiality of the accounts of public officials in Lebanon.
  - Imposing strict penalties to fighting administrative corruption.
  - Preventing public officials from performing political activity when carrying out their tasks.

Finally, public service is the application of knowledge, logic and experience to improve the affairs of people and managing it with the lowest possible costs, by taking into account the actual reality and material constraints, without breaking the rules of morality and wavering on the principles and values. Subsequently, objectives and goals can be re-classified according to priorities, and in such a way as to make public interest triumph over partisan and personal interests.

Revolution Options:

1- Setting clear mechanisms to execute projects and contracts, whereas many people, and not only officials of the State and their henchmen, can take part.

2- Preparing and training employees and applying the principles of oversight and accountability, to stop bribery and abuse of power.

3- Developing reforms that affect the tax and social security systems.

4- Drafting strict laws to curb administrative corruption. This requires the following:
  - Applying the principle of rewards and punishments, in an open and transparent way.
  - Installing a competitive merit based recruitment system.
  - Increasing the minimum wage, in a manner that conforms to good standard of living for the whole family, not the individual alone.
  - Preventing public administrators from engaging in political activities when carrying out their tasks.
  - Obligating state employees to forward statements of their accounts on an annual basis.

5- Political Reform:
In advanced democratic systems, politicians feel insecure in their positions due to the periodical legislative elections that give electoral constituencies an opportunity to hold accountable their political representatives at the parliament. ways of enhancing political reform include the following:

- Upholding the separation of powers principles, by not allowing the parliamentarian to combine this position with the ministry.
- Cementing the independence of judiciary to protect the rule of law.
Ethical Behaviors of Members of Human Resources Public Administration according to International Standard ISO 26000,

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The research problem lies in the ambiguity of work ethics for individuals of society and discrepancy of understanding degree of these concepts among employees and members of senior management. This is reflected upon the methodology of work accomplishment and performance level. As a matter of fact, the research aims to clarify the principle and elements of ethical behavior, in accordance with international standard specification ISO 26000, as the concepts and standards of the specification are discussed. And the research sample included the members of senior management of Human Resources Public Administration at the Ministry of Interior, in addition to personnel of HRPA, with their different degrees and job descriptions. The level of awareness of the members of HRPA of work ethics was acknowledged, pursuant to the elements of ethical behavior in the international standard specification ISO 26000. Additionally, the research specified key obstacles that may encounter the application of work ethics standards in Human Resources Public Administration at the Ministry of Interior, from the point of view of HRPA personnel.

The data were analyzed through descriptive analytical methodology, using the statistical program (SPSS), after determining the sample and distributing questionnaires.

And the research reached a number of conclusions, as follows:

1- Human resources have to adopt an incentive system (material and immaterial), associated with the obligation of employees with “work ethics” and represented in the fifth item of ethical behavior items, according to specification ISO 26000. Consequently, the commitment of senior towards ethical behavior is one of the main bases for building an ethical work environment – represented in third item of ethical behavior items, according to specification ISO 26000.

2- It is necessary to prepare a reference for work regulations through which, the effect of work ethics on the procedures of services provision (work methodology) in the administration can be known.

3- The awareness of employees is regarded as good, in respect with all the items of ethical behavior, according to specification ISO 26000. And the fourth item, providing for “determining, adopting and applying the standards of ethical behaviors, suitable for their purpose and activities, yet, in a manner that conforms also with the principles, specified by the international standard”, comes in last rank, highlighting the importance of the work of HRPA, in respect with finding the ethical environment for individuals and directing them to work pursuant to it.

4- The level of awareness of senior management members is weak, regarding the fifth item, stipulating for “encouraging and endorsing the consideration of ethical behaviors standards”, the ninth item, stipulating for “establishing mechanisms to facilitate the process of reporting violations of ethical behaviors to avoid fears or revenge”, and tenth item, stipulating for “realizing and dealing with local laws and regulations or the ones conflicting with ethical behavior”.

5- There are many obstacles before improving work ethics in Human Resources Public Administration, the important of which is lack of incentives and rewards for positive ethical behaviors.

And the results of analysis come as follows:

It was clear that there are differences of statistical significance regarding the degree of response of senior management members in Human Resources Public Administration towards the items of ethical behavior principle in the specification ISO 26000 for the variables of age, educational level, monthly income of family and type of profession.

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- It was clear that there are differences of statistical significance regarding the degree of response of senior management members in Human Resources Public Administration towards the items of ethical behavior principle in the specification ISO 26000 for the variable of gender, for males towards the third item that “setting governance structure helps support the ethical behavior inside the organization and in interacting with others”.

- It was clear that there are differences of statistical significance regarding the degree of response of senior management members in Human Resources Public Administration towards the items of ethical behavior principle in the specification ISO 26000 for the variable of gender, for males towards the fifth item, stipulating for “encouraging and endorsing the consideration of ethical behaviors standards”, and expected from employees.

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- It was clear that there are differences of statistical significance regarding the degree of response of senior management members in Human Resources Public Administration towards the items of ethical behavior principle in the specification ISO 26000, regarding the variety of age variable, whereas the most of which came in the interest of (less than 5 years, 5-9 years, 10-14 years) towards the first item “an organization should ethically behave at all times”, second item “basing an organization’s behavior on honesty, justice and integration”, fourth item “determining, adopting and applying the standards of ethical behaviors, suitable for their purpose and activities, yet, in a manner that conforms also with the principles, specified by the international standard” and the tenth item “realizing and dealing with the situations that lack local laws and regulations or the ones conflicting with ethical behavior”.

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ferring variable of monthly income of the family, as most of which went in the interest of (1500 dinars and more) towards the first item “an organization should ethically behave at all times”, fourth item “determining, adopting and applying the standards of ethical behaviors, suitable for their purpose and activities, yet, in a manner that conforms also with the principles, specified by the interna- tional standard”, fifth item “encouraging and endorsing the correct behavior of ethical behaviors standards”, sixth item “determining ethical behavior standards, expected from employees”, eighth item “establishing supervisory mechanisms to control ethical behaviors” and tenth item “realizing and dealing with local laws and regulations or mechanisms to control ethical behaviors” and tenth item “determining ethical behavior standards, expected from employees”, sixth item “encouraging and endorsing the correct behavior of ethical behaviors standards”, fifth item “encouraging and endorsing the correct behavior of ethical behaviors standards”, sixth item “determining ethical behavior standards, expected from employees”, eighth item “establishing supervisory mechanisms to control ethical behaviors” and tenth item “realizing and dealing with local laws and regulations or mechanisms to control ethical behaviors”.

It was clear that there are differences of statistical signifi- cance regarding the degree of response of senior man- agement members in Human Resources Public Admin- istration towards the obstacles before improving the ethics of work, in terms of the differing variable of gender for females towards the fourth clause “lack of appropriate atmosphere for practicing work ethics”.

It was clear that there are differences of statistical signifi- cance regarding the degree of response of senior man- agement members in Human Resources Public Admin- istration towards the obstacles of improving work ethics, in terms of the differing variable of age for the age class (20-29 years) towards the first clause “principles of work ethics are not clear in human resources” and fourth clause “lack of appropriate atmosphere for practicing work ethics” and the totality of this proves the key problem of research.

5. Additionally, the development of incentives and material and moral rewards will have to be taken into account to support the development of positive ethical behavior and set measures so that the system of rewards will not devi- ate from its right path.

6- The higher management of human resources must sup- port the efforts of employees, in respect with annihilat- ing negative behaviors and submitting periodical reports through choosing the best employees of ethics and those praised by their peers, with the aim of submitting these re- ports and shouldering the tasks of behavior rectification.

7- It is necessary to draft policies and decisions, associated with preventing the conflict of interest, whereas internal rules and regulations of HRPA do not specify the penal- ties when an employee prefers personal interest to public benefit.

8- The importance of adopting the Articles of Public Law of Security Forces, Law of Civil Service Bureau, and those regarding work ethics according to which, employees will be rewarded or punished, on one hand, and working on issuing relevant decisions when negative behaviors, which are not enlisted in internal regulations, are done, on the other hand.

9- Designing programs to raise the awareness of all the members of HRPA, at all levels of professions and job descriptions, especially new young employees of insuffi- cient years towards the fifth clause “encouraging and endorsing the correct behavior of ethical behaviors standards”, fifth item “encouraging and endorsing the correct behavior of ethical behaviors standards”, sixth item “determining ethical behavior standards, expected from employees”, eighth item “establishing supervisory mechanisms to control ethical behaviors” and tenth item “realizing and dealing with local laws and regulations or mechanisms to control ethical behaviors”.

And the research recommended the following:

1- Working on preparing a code of ethics, based on the Holy Qur’an and Sunnah of Prophet (PBUH), with the aim of determining ethical standards, rules and values the employees will have to abide or avoid when carrying out their job and in their relationships with colleagues and beneficiaries of provided services (internal and external stakeholders).

2- Working on preparing a code of ethics, based on the Holy Qur’an and Sunnah of Prophet (PBUH), with the aim of determining ethical standards, rules and values the employees will have to abide or avoid when carrying out their job and in their relationships with colleagues and beneficiaries of provided services (internal and external stakeholders).

3- Forming a special committee to activate the items of ethical behavior principle within the framework of inter- national standard specification ISO 26000, in addition to following up the ethical aspects of HRPA at the Ministry of Interior to help generalize the work of this committee on all the departments of the ministry on a gradual basis, considering the provision of human and financial resourc- es to bring this about.

4- The necessity of working on using the system of rewards and penalties when discovering and dealing with ethical situations, to motivate adherence of positive ethics and refrainment from positive ones.

10- It is necessary for any employee to take rectifying ac- tions to amend their behaviors. This may help provide tools for tracing and measuring ethical behaviors in a continuous manner in work environment.

11- The researcher recommends carrying out another study, devoted for determining mainstream ethical values in Human Resources Public Administration at the Ministry of Interior and their relationship with professional obliga- tions, with the aim of deciding the impact of widespread ethical values at the levels of performance, as well as following these values.
PROACTIVE TRANSPARENCY IN LEBANON: SOME EXPERIMENTS IN PUBLIC INFORMATION DISCLOSURE

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The Lebanese Public sector is plagued by all too common deficiencies: corruption, low productivity, weak oversight, poor interactions with citizens (Adwan, 2004)… One of the reasons behind these problems is that Lebanon lacks a culture of information disclosure and accountability in the public sphere (RAND, 2010). In recent years, with the expansion of social media and internet use, there have been some shy but remarkable experiments by Lebanese public institutions to trigger the interest of the general public in public data collection and services inquiries.

On the public side, the pioneering experiments of the Ministry of Finance in the implementation of online tax declarations and publication of relevant budget information are a remarkable starting point for installing a culture of general curiosity in public sector mechanisms and procedures. On the private side, the achievements of some NGOs like Transparency-Lebanon (LTA) is an undeniable proof of the dynamism of the Lebanese civil society in questioning officials about their public performance. A recent survey conducted by LTA scanned the attitudes of about 1100 professionals about their public performance. A recent survey conducted by LTA scanned the attitudes of about 1100 professionals about their public performance.

On the private side, there have been some shy but remarkable experiments by Lebanese public institutions to trigger the interest of the general public in public data collection and services inquiries. These attitudes range from the publication of official texts of laws and regulations, to another extreme, open governments (Meijer et al., 2012) where citizens are actively involved in policy-making decisions as in the Swedish experience (Nixon et al. 2010, pp.61-77). Proactive transparency is opposed to reactive transparency where individuals seek on their the retrieval of State documents which have not been made public.

Benefits of Proactive transparency

The benefits of proactive disclosure are multiple. They range from enhancing citizens’ trust, improving accountability, making access to public services easier, lowering transaction costs of administrative transactions and enabling citizens to engage in policy-making decisions through a better informed public procurement and strategy-implementation processes (Park, 2011). In a world encouraging Public-Private partnerships, information is a key element in making sound and rational business decisions both in Public and Private investments (Ball, 2009). In recent global trends, the disclosure of information, especially in electronic channels has been put as a priority in developed countries (as in The Memorandum on Transparency and Open Government of the Obama administration).

Public and private actors have to pick up some guidelines from a large menu of international standards yet. Lebanon has not committed itself to implement proactive disclosure international standards yet. It has limited itself to follow broad recommendations, or soft law, by allowing itself to look at some private initiatives to boost transparency like transparency-lebanon.org.

This article will look into 3 main aspects of proactive disclosure practices in Lebanon:

1. A description of Public Transparency disclosure practices in Lebanon by examining what is already implemented by public institutions. This profiling procedure will look mainly into the websites of the Ministry of finance (finance.gov.lb), Public Administrative reform (omsar.go.lb), the Central Adminstration of Statistics (caas) especially the official portal of the Lebanese e-government (dawall.gov.lb). We will also look at some private initiatives to boost transparency like transparency-lebanon.org.

2. An assessment of minimum standard guidelines to enhance proactive disclosure of information in Lebanon: the publication of information on organizations, budget, operations, decisions, open meetings, decision-making processes, subsidies programs, electoral lists, databases and publications.

3. Recommendations on proactive disclosure principles (in terms of communication channels, choice of web portals, value of information, cost issues, clarity of content and diffusion), funding and technical implementation regimes (pace, forms throughout time ranging from the publication of official gazettes, to public announcements and discourse, to media interviews, public institutions websites… The ultimate goal is to implement a culture of questioning and involving citizens in public debate.

Proactive transparency is somewhat a compromise between different types of public information disclosure. These attitudes range from the extreme, monolithic, “black-box” governments which rarely provide data on their activities, to another extreme, open governments (Meijer et al., 2012) where citizens are actively involved in policy-making decisions as in the Swedish experience (Nixon et al. 2010, pp.61-77). Proactive transparency is opposed to reactive transparency where individuals seek on their the retrieval of State documents which have not been made public.

Providing the public with official texts of laws and decisions (ministries’ websites, official gazettes, newspapers advertising, diverse publications…)

Making public access to services easier (practical information on tax declaration schedules, online payment of taxes…)

Engage the public in questioning governments’ efficacy, making them accountable for their actions and electoral promises.

The last official census of this matter dates back to 1936. Demographics have substantially evolved ever since but no legal document has been published in that concern.

The benefits of proactive disclosure are multiple. They range from enhancing citizens’ trust, improving accountability, making access to public services easier, lowering transaction costs of administrative transactions and enabling citizens to engage in policy-making decisions throughout a better informed public procurement and strategy-implementation processes (Park, 2011). In a world encouraging Public-Private partnerships, information is a key element in making sound and rational decisions as in the Swedish experience (Meijer et al., 2012) where citizens are actively involved in policy-making decisions as in the Swedish experience (Nixon et al. 2010, pp.61-77). Proactive transparency is opposed to reactive transparency where individuals seek on their the retrieval of State documents which have not been made public.

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Audit of public sector in Arab countries: Independence versus effectiveness - Case of Lebanon

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ABSTRACT
Following the financial scandals that have earned an important place in the last decade-and-a-half, discussion and debates on current issues in corporate governance have considerably increased and mainly focused on the responsibility and role of all governance players especially the internal and external auditors. However, what about the scandals of countries and failure of public sectors? What about the role of internal and external auditors in the governance of public sector? What about the measurement and evaluation of the performance of public administration? Of course, even if auditors don’t have direct responsibility for governance, they are required to exert all efforts to reduce the likelihood of problems, conflict of interests and costs in the management of public sector.

This paper will aim to study the objectivity, independence and effectiveness of auditors in public sector. First section will present the theoretical survey of the role of internal and external auditors in the governance of public sector. Second section will study the factors that may affect the objectivity, independence and effectiveness and will propose a framework to reach the standards and applied legislations. The third section will be an attempt to apply this framework to the Arab countries and to conclude the related cultural, social, economic and political limitations by studying the Lebanese case.
Public Sector Innovation

Session 5
National Oil and Gas Authority: from conventional administrative pattern to new and effective administrative pattern

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Introduction
Government administration in Bahrain, as well as its repercussions, is deemed, during its contemporary history, as characteristics of civilization and development, the Bahraini society is marked by, at the level of government and people. This is attributed to many factors that come together to grant Bahrain precedence in mounting the waves of progress that swept the world during after the others, including all aspects of contemporary human life.

The most important elements of this developmental excellence of Bahrain fall within the framework of its regional crucible. These represented in the following:

- Cultural historical roots of those who succeeded on this land of residents and visitors, spanning to approx. 3000 years (for example, Dilmun Civilization).
- Geographic characteristics, as an archipelago of the islands falling along international commercial sea roads for successive eras. This explains why easily and timely transformed to one of the most cosmopolitan places if the ME region.
- British colonial legacy, especially with the pattern of public administration of establishments and facilities of the State. The most prominent, ever, of these were perhaps the system of laws and regulations, organizing economic and social life in the State. This certainly explains the easiness with which Bahrain’s membership in World Trade Organization, in its inaugural conference in Morocco on December 1994, was approved. This made Bahrain a founding member in this organization that represents to-day the new international commercial system. Meanwhile, many regional countries spent a lot of time, efforts and tremendous costs before being accepted as members in this key international economic organization. This is just one example for the progressiveness of government administration in the Kingdom of Bahrain since early stages of foundation and how it keeps pace with concurrent developments in the world.

Government administration in oil sector in Bahrain
The pattern and style of government administration in oil sector in Bahrain is correlated with gradual and successive development of the process of forming and establishing government administrative apparatuses in the State since the time preceding national independence from Britain and after that. And in spite of its novelty at that time, its performance was marked by efficiency and accountability, according to measures of that time and in comparison with developing countries that were newly independent in Asia and Africa. Accordingly, we can say that the pattern of conventional government administration is a legacy from the British administration era and the first stage of independence time. The State apparatuses used to be run through departments of strict hierarchy. This prevailing administrative pattern of that time was suitable for the level of human resources, available in Bahraini national workforce market, in addition to limited developmental requirements.

In line with this, the State showed studied flexibility in keeping pace with the needs of administrative expansion and development for all the establishments and facilities of the State. Most of these were subject, at intervals, to re-organization and restructuring, enabling them to meet the challenges of increasing and various total demands of government services.

The reformatory project of His Majesty King Hamad bin Isa bin Salman Al Khalifa, may Allah SWT preserve him, gave strong and new momentum to the march of developing ministerial processes. The government establishments made their way through achieving more efficacy and excellence in accomplishing their tasks, guided by the best practices for performing such tasks.

Verily, the government work, associated with oil sector, can be regarded as a live example for the qualitative shift achieved by the government administration along the history of the contemporary Kingdom of Bahrain, hence its being launched in the first era, when oil was discovered for the first time on June 1932, till the prosperous reformationary rule of King Hamad, may Allah SWT preserve him. Oil, such like public works, electricity, water, industry and commerce, was a government department, following the Ministry of Finance since the formation of first Cabinet after independence in 1971 till 1975. After this, government administration was reorganized. Accordingly, the Ministry of Development and Engineering Services was established as the government entity, responsible for many government activities and sectors, including oil and gas. And in 1976, the Ministry of Development and Industry was founded.

It was assigned to late Yusuf bin Ahmad Al Shirawi, who was responsible for managing and developing many industrial and productive sectors, including the sector of oil and gas. And in 1997, this ministry was renamed to by the Ministry of Oil and Industry, till 2001, when industry was separated from oil, whereas the ministry became administratively segregated from the other.

In 2005, the Royal Decree no. (63) of 2005 was issued to restructure the oil sector, through founding the National Oil and Gas Authority (NOGA). NOGA has become responsible for the oil and gas sector, as an independent entity that included all companies, councils and concerned committees, according to RD no. (78) of 2005, with the aim of bringing about the utmost degrees of efficacy and sublime professional performance, in addition to quality guarantees and abiding by disclosure and transparency principles.

Within this framework, NOGA bears many responsibilities and tasks, at the forefront of which comes ensuring the current and future oil and gas needs of Bahrain, in a way that supports the march of national economy and contributes in achieving the basic principles and concepts of Economic Vision 2030.

Pre-establishment of National Gas and Oil Authority
The conventional government administrative pattern of strict hierarchy played a role in restricting natural developments of the government apparatus, responsible for administering the sector of oil, gas and petrochemicals, where bureaucrat- ic processes and procedures were still unaffected. This spread, contributed in by oil availability and lack of clear vision for the future role of oil sector that was looked at as a financial subsidiary. Change dynamics are there. There is a handful of dynamics for change and development of administrative pattern, internally and externally. Mention-worthy, the pioneer role led by His Majesty King Hamad bin Isa bin Salman Al Khalifa, may Allah SWT preserve him, within his reformatory project, had a clear effect on developing administrative work of government establishments. After the Royal Decree no. (63) of 2005, for restructuring the oil sector, came the Royal Decree no. (78) of 2000 to stress the importance of organizing, developing and supervising the sector of energy and related industries, in compatible with the new phases of the world and its options. Internationally, international practices have become key pillars for administrative work in NOGA, emphasized in other decrees and decisions.

In fact, meeting Bahrain Vision 2030, initiated by Prince Salim bin Hamad Al Khalifa, Crown Prince of Bahrain and First Deputy Prime Minister, may Allah preserve him, has an important role in developing the administrative pattern of NOGA. The National Oil and Gas Authority conforms its strategy to the national strategy, coming from Bahrain Vision 2030.

The achievement of effective control on the processes of oil companies, affiliated to NOGA, including Oil & Gas Holding Company, the investment arm of oil and gas, is regarded as another motivation towards bringing about desired administrative pattern.

Internally, as well, the activation of the role of NOGA, specified in the Royal Decree no. 78 of 2005, in addition to strategic objectives included in its articles, in respect with the quality and number of employees, is another key drive to-wards administrative change.

And externally, regional and international obligations had a momentous role in driving towards administrative change that included National Oil and Gas Authority, especially under global globalization and the world’s becoming a small village, which residents compete in transparent space that supports competition. After Bahrain was bound by Gulf obligations, and Arab ones, to some extent, it has become obliged with a vast group of international obligations, including these relevant with UN executive agencies and other international or- ganizations, including these associated with WTO, founded on January 1995, as a legitimate hearse of GATT, as well as United Nation Framework Convention on Climate in 2005. Accordingly, Bahrain falls under the obligation of developing its administrative pattern to keep pace with administrative patterns, internationally adopted, particularly in the field of oil and gas. Actions taken for developing administrative work.

After restructuring the sector and establishing the National Oil and Gas Authority, NOGA hastened to carry out a hand-ful of incentive and developing processes to achieve as- signed role. These include:

1. Encouraging labor to avoid involuntary jobs in NOGA, which is not suitable for change, to make use of pension benefits. This step helped NOGA reduce involuntary labor

2. Promoting a particular pattern of change and development of administrative pattern, internally and externally. Mention-
force with a percentage of 40%.

2. Attracting many national qualified cadres, capable of achieving new tasks.

3. The National Oil and Gas Authority set, within its strategy, its own substitution plan, and worked on its execution, in collaboration with Civil Service Bureau.

4. Preparing a study by Institute of Public Administration regarding training needs of the personnel of NOGA.

5. Preparing and executing an annual training plan in which line managers of personnel will take part, in collaboration with senior management and personnel themselves.

6. In addition to internal auditor, NOGA sought the help of a specialized auditing company (Protivity) to carry out periodic auditing on financial and administrative processes, performed by NOGA.

7. The National Oil and Gas Authority assigned Oil and Gas Holding Company to prepare and follow up the programs of risk management and business continuity for establishments.

8. A model for sole governance of oil companies, in particular, and the sector, in general, was developed. And a model for the governance of NOGA is under processing, in collaboration with an experienced company of consultancies.

9. A study for IT risk management was prepared and initially executed.

10. The National Oil and Gas Authority documented all the processes it is executing and obtained the relevant quality certificate (ISO 2008 – 9001) from a sublime international institution.

11. Benefiting of Bahrain Center for Excellence to improve performance of administrative and service processes, provided by NOGA.

Steps followed to enhance efficiency of National Oil and Gas Authority

NOGA adopts a framework for ongoing development processes group (Figure no. 1) to improve the pattern of performance efficiency, in compatibility with its new administrative pattern.

This process includes the following:

1. Unification of forms and documentation of processes.

2. Use of best available technology.

3. Use of common processes.

4. Documentation of responsibilities and tasks of personnel.

5. Getting continuously informed about opinions and suggestions of personnel, customers and suppliers.

6. Encouraging the initiative.

7. Working again with the previous six processes.

**Figure 1: framework of NOGA for ongoing development processes group**

- Unification of forms and documentation of processes
- Use of best technology
- Use of common processes
- Documentation of responsibilities and tasks of personnel
- Getting continuously informed about opinions and suggestions
- Encouraging the initiative

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**Functional Empowerment and its Role in Supporting Organizational Creativity of Libyan Banks Staff**

**Study Abstract**

The study aimed to accomplish a number of objectives, the most important of these are: clarifying the relationship between functional empowerment, with its dimensions “author- ity delegation – participation – self commitment and motivation – work teams – motivation and ability – and imitation” for the staff of Libyan banks and organizational creativity, with its components: (variety of skills, competencies and experiences, in addition to training programs), as well as knowing more about the relationship between independent variable off study (functional empowerment) and subsequent variable (organizational creativity) of Libyan banks staff in Tripoli. As well, the study aimed to discuss the nature of relationship between functional empowerment, organizational creativity and demographic variables of staff of Libyan banks in Tripoli so as to be informed about the level of functional empowerment of Libyan banks staff in Tripoli.

The importance of study lies in the following:

1. The importance of the sector in which it is carried out, i.e. banks sector, which is regarded as one of the key pillars upon which the Libyan economy depends. It is expected that the sector witnesses massive transformations in the next stage, represented in heading towards Islamic banking that necessitates empowering staff to be more creative in suggesting and applying the mechanisms of Islamic banking.

2. The importance of variables, as the study deals with two variables:
   - Functional empowerment that has special importance, for being associated with a number of critical issues, topping the list are administrative decentralization, comprehensive quality, re-engineering, restructuring, team work, learning institution, horizontal institution and other issues, related with the success and excel of the institution, in addition to its competitive capa- bility. These concepts have a strong relationship with empowerment. And this relationship is, in most cases, a reason or a result.
   - Organizational creativity and its importance in building strategies or plans, devising methods and systems, organizing labor skills and abilities or responding to the responses that result in environment needs of goods and commodities.

3. The importance of study to handle the key resources of organizations, i.e. human resources, whereas study vari- ables (functional empowerment and organizational crea- tivity) are interested in discussing the organizational and behavioral aspects of human resources, increasing the efficacy of their performance.

4. The importance of results, expected to be concluded by the study and resultant recommendations that may con- tribute in solving the problem, subject of study, and an- swering the inquiries raised by it.

And to meet the objectives of study, it was relied upon the descriptive analytical approach, as it is appropriate for the nature and goals of study, in addition to being compatible with the assumptions upon which, the study was based, with the aim of covering theoretical framework of study and for- warding previous ones. This is in addition to library survey of theoretical thesis, associated with variables of study. As well, the analytical field research was approved for the pur- pose of collecting preliminary data. A questionnaire form, used to collect data, was distributed to a proportionate class random sample, with total of (354) items. The number of re-
turned and valid for analysis forms (297), with a percent-
age of (83.90%) of the total sample, representing 6.61% of
the total study, mounting to (4492) of Libyan banks staff in
Tripoli. Moreover, a number of ways were used in statisti-
cal analysis of preliminary data, including arithmetic mean,
standard deviation, one-way analysis of variance, coefficient
of variation, Pearson Correlation Coefficient and (T) test for
two separate samples.
And the study reached a number of conclusions, the
most important of these are:
There is a significant direct relationship of statistical signifi-
cance at the level of 0.05, between functional empowerment,
with its dimensions “authority delegation – participation –
self commitment and motivation – work teams – motivation
and ability – and imitation” and organizational creativity (va-
riety of skills, competencies and experiences, in addition to
training programs).

◆ There are significant differences of statistical signifi-
cance at the level of 0.05 between the perspectives of
staff, in respect with functional empowerment, which are
attributed to demographic variables for staff of
Libyan banks in Tripoli.
◆ There are differences of statistical significance be-
tween the views of subjects regarding the efficiency
of organizational creativity, attributed to demographic variables (sex, age, current job, number of experience
years), except for the educational level of subjects.
And the results did not prove that there are differenc-
es of statistical significances for the perspectives of
Libyan banks staff in Tripoli, ascribed to the variable
of educational level. This points out to organizational
creativity of staff at all their scientific levels.
◆ The level of subjects’ realization of functional em-
powerment, with its dimensions, was high, with clear
decrease in the two dimensions of participation and
authority delegation, which were at a medium level.
This is the result of weak social and personal culture
of heads and directors towards authority delegation,
staff empowerment and centrality in decision making.

1.0 Background, Significance of the Topic and
Key Research Questions
The GCC states (Bahrain, Saudi Arabia, Kuwait,
Oman, Qatar and the United Arab Emirates) have achieved
dramatic developmental and economic growth since the
discovery of oil in the 1960s. They have been exceedingly
successful in transforming their economies from ones that,
prior to the discovery of oil and gas, relied on merely fish-
ing and pearing, to state-led, modern, and service driven
ones. The governments of the GCC states are displacing
the rentier state model as the general developmental trajectory
and gradually shifting toward market liberalism, economic
openness, a pro-business environment, and embracement
of globalization. All of this has been achieved in an attempt
to establish the pillars of sustainable economic growth, de-
crease dependence on oil revenues, and eventually reduce
the scope of government and limit its role in society.
To build such modern states in less than fifty years,
GCC states have “imported” numerous public policies that
had worked in Western countries. They mostly did this with-
out taking into consideration the various contextual factors
that led to the success of the policies that they borrowed
from abroad. As a governmental strategy to encourage in-
volvement of the private sector in the economy, the GCC de-
veloped Public-Private Partnerships (PPPs) in infrastructure
building and public service delivery. Since GCC countries
have lacked sufficient local human capital with the neces-
sary qualifications and skills to run the new governmental
projects and institutions, they have heavily relied on the
expertise and knowledge of foreign consultants, experts,
and advisors to fill in this gap (Robinson 1990). Apparently,
the need for importing PPP policy is not a result of financial
reasons so much as it is a response to human capital con-
siderations. The GCC region suffers from an acute need of
talent and attracting PPPs is a factor that will address this
shortage.
PPPs are a recent extension of the new public man-
gagement (NPM) “agenda” for changes in the way that public
services are provided (Broadbent and Laughlin 2003). They
have become a common strand of public policy, with better
efficiency for funding public services through appropriate
allocation of risks, rewards, and responsibilities, which all
promise better value for money and expand the dimensions
of doing more with less (Teicher et al. 2006).
In fact, a growing body of literature has focused on
the economic developmental models and political struc-
tures of the GCC states, but very few have examined their
public policymaking mechanisms and, more importantly,
the impact of public policy learning and transfer to these
states. There is significant debate about the transferability
of public policies and practices beyond their original juris-
dictions (Page and Lawson 2010). Numerous studies have
discussed in detail the transfer of NPM practices from devel-
oped to developing countries and why they worked or did
not, but the Gulf States have been an exception. Moreover,
the literature focuses mainly on policy transfer rather than
policy learning. Therefore, the aim of this research is to fill
the gap in the available literature and empirically examine
the processes used by the governments of Saudi Arabia,
Qatar, and the UAE to introduce and implement PPPs in their
infrastructure industries. Furthermore, this research will look
more closely at how the various actors (decision makers,
consultants, and other agents) have utilized the knowledge
they learned or have about PPPs abroad and how they ap-
plied it in the domestic contexts of Saudi Arabia, Qatar, and
the UAE.

The current state and future of Public Private Partnerships in
the Gulf region: Cases of Bahrain, Kingdom of Saudi Arabia,
Qatar and United Arab Emirates

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112
113
Over the past ten years, more than one hundred infrastructure projects have been developed in the GCC region using the PPPs without relying on any clear framework or models. They were simply conducted on contractual and ad-hoc bases. Therefore, the importance of the study has policy, legal, frameworks, or laws governing PPPs.

Having solid governance frameworks and accountability measures is essential for PPPs to deliver successfully. Bovard (2004) states that in the context of the partnership approach to public issues it is that it brings fragmentation of structures and processes, which then leads to “blurring” of responsibilities and of accountability, where they have to give up some of its sovereignty to join the partnership (203). Bovard (2004) goes further to explain that PPPs have caused major governance and accountability problems when they did not reveal information to the public on the grounds of “commercial confidentiality” or “data protection” (203). In the same context, Sands (2006) argues that commercial confidentiality and transparency are to limit the public’s access to information previously available to them. This leaves the door open to undesirable behaviors, such as corruption, patronage, and “kickbacks,” which can ultimately undermine administrative processes (2006, 9).

Therefore, it is questionable how PPPs can operate in the GCC states, where governance structures are not solid and mostly based on relationships and connections. Moreover, access to data and information is mostly restricted by state-owned companies and government entities as well. Table 1 shows the factors that have been found to contribute to the success or failure of PPP projects in general. Transparency of the process, competitiveness of bids, risk management techniques, reputation, and other factors are essential in deciding the fate of any PPP project.

Table 1: Factors contributing to the success or failure of PPP projects

<table>
<thead>
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2.0 Literature review

The past two decades have witnessed an increasing interest in policy transfer or “lesson drawing” (Rose, 1990) as essential for analyzing and scrutinizing the local and contextual factors that have to be taken into consideration before initiating any transfer of other governments’ policies or best practices.

What characterizes the existing literature on public policy transfer is the large waves of public policy transfer to developing countries and “theorizing the local and contextual factors that have to be taken into consideration before initiating any transfer of other governments’ policies or best practices.”

Although there are many definitions of what policy transfer alludes to, Dolowitz and Marsh (2000) provide one of the most precise definitions: “a process in which knowledge about a phenomenon, states, situations and ideas in one political setting (past or present) is used in the development of policies, administrative arrangements, institutions and ideas in another political setting” (5). Generally speaking, policy transfer analysis focuses on how policy transfer is made, explanation of why policy transfer occurs, and prescription of how policy transfer should be made (Lasswell 1970). Wolman and Page (2002) extend the analysis to consider policy transfer as a form of “organizational learning,” and argue that the transfer of knowledge from the experiences of others in one context to another. Doing so will uncover the motivations of both the senders of the information and policies and their importers.

Page (2000) identifies the four main factors that have to be taken into consideration when talking about policy transfer mechanism: 1) the operation of the policies in the “exporter jurisdiction” where they will be imported from, 2) the interest of an “importer jurisdiction” in these policies and its intention to “emulate them,” 3) the application of these policies either in the same form in they are imported or in a modified form in the importer jurisdiction, and 4) the operation of these policies in the new context. Understanding the impact of these variables on the policy transfer process will allow us to focus on how any domestic and international actors, institutional settings, and organizations that will be part of the policy transfer.

Dolowitz and Marsh (2000) have developed a well-received and adopted framework that analyzes policy transfer. The framework looks at six dimensions of policy transfer such as the reasons why actors engage in policy transfer, the key actors involved in the transfer of a given policy, degrees of transfer, the lessons drawn, the enablers and barriers of policy transfer and, more importantly, how the process of policy transfer relates to policy success or failure. This framework is for analyzing and scrutinizing the local and contextual factors that have to be taken into consideration before initiating any transfer of other governments’ policies or best practices.

The Gulf states have relied on oil and gas revenues to construct modern and developed state-led economies within the past decade of the oil and gas price rise (Mansour 2007). However, since they want to catch up quickly with the rest of the world, they had to act quickly and borrow public policies that have worked and delivered in OECD countries, especially in terms of social and cultural factors that might hinder the effectiveness and success of these policies. Management consultancies have been widely used by the governments of the GCC to emulate policies that worked overseas and implement them locally (Dulami et al. 2010). This resulted in the dramatic failures of major complex projects that cost the governments millions of dollars and did not deliver as expected (Dulami et al. 2010). Hence, proper evaluation of the processes, mechanisms, and changes involved in policy transfer is crucial to guarantee that they work. At the same level of importance is the proper evaluation of how the transfer and utilization of knowledge have taken place within the implementation phases of the imported policies.

Establishing the proper legal and policy grounds for PPPs to deliver mega-infrastructure projects and stimulate economic growth has topped the strategic plans of the GCC states. Over the past ten years, more than 100 infrastructure projects have been developed in the GCC region using the PPPs without relying on any clear frameworks or models. They were simply conducted on contractual and ad-hoc bases. Therefore, the importance of the study has policy, legal, frameworks, or laws governing PPPs.

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Therefore, it is questionable how PPPs can operate in the GCC states, where governance structures are not solid and mostly based on relationships and connections. Moreover, access to data and information is mostly restricted by state-owned companies and government entities as well. Table 1 shows the factors that have been found to contribute to the success or failure of PPP projects in general. Transparency of the process, competitiveness of bids, risk management techniques, reputation, and other factors are essential in deciding the fate of any PPP project.

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The principle research questions of this research are:

1. What are the sources of information and instruments involved in public policy transfer of PPPs?
2. Who are the actors within the public and private sectors of the three countries who facilitate the importation and transfer of PPPs?
3. What are the sources of the information that the actors (agents) involved in the transfer have relied on to learn about PPPs in the GCC region and then initiate their transfer to the GCC?
4. How have the actors and agents involved in transferring PPPs to the GCC used the information and knowledge that they have learned from foreign contexts locally?

Answering these questions will help construct a theoretical model that explains how PPPs have been transferred to the GCC region and how they can effectively operate in the GCC region. Government organizations normally tend to be innovative in generating public policies and practices that are compatible with the political and institutional contexts in which they are created. Hence, this study will scrutinize the compatibility of the local political, legal, institutional, and economic factors of Saudi Arabia, Qatar, and the UAE with the PPP framework, and conduct a comparative study on their performance and path forward in those three cases. Moreover, it will be a substantial contribution to the literature on public policy transfer to developing countries and will provide a deeper understanding of the environments in which PPPs can operate smoothly and how utilization of the knowledge and information drawn from the origin countries are utilized in the context of importation.
Source: Adapted from Darvish et al (2006) and Duffield (2007)

While there is strong political support for PPPs in the region, scrutinizing the contextual factors and customizing the importation of PPP policies to the region are essential for their success (Holden 2009). It is essential to develop a unique model of PPPs that is pertinent to the region and fits the unique political context, which is non-democratic at best. Moreover, comparing among the experiences of three GCC countries that have three distinct political structures (Saudi Arabia has a monarchical government, the UAE has a federal system, and Qatar is a constitutional monarchy with the Emir as the head of state) will reveal some interesting lessons.

3.0 Relevant Frameworks to be Applied to the Research:

This research will primarily employ some solid theoretical frameworks that have been largely utilized in both the literature about policy transfer and in the literature about policy learning and the processes involved in it. I chose Dolowitz and Marsh’s (2000) framework of policy transfer because it will help me understand the cross-national factors that have been instrumental in the transfer of PPP policy from abroad. As illustrated in Table 2 below, this framework sets out the ways policy transfer takes place (either voluntarily or coercively), the actors and agents participating in the policy transfer, what exactly is transferred in the process, from where the transfer takes place, and the outcomes of the transfer. The main purpose of using this framework is to identify the main actors and processes that currently play an important role in transferring policies to the Gulf states. Furthermore, it will facilitate the identification of various variables that are essential to the transfer and learning about policies in other jurisdictions.

In fact, this framework is not sufficient to dig deeper to the micro level and document the exact processes and agents that have been involved in the transfer. More importantly, this research will build on the available literature on how policy learning takes place. Wolman and Page (2002) argue, “Policy transfer does require the utilization of knowledge drawn from the experience of others, although it does not require actual adoption. By utilization, we mean that knowledge about this experience is taken into account in the policy decision process or shapes or affects the nature of the decision” (480).

The framework adopted by Wolman and Page (2002) scrutinizes the sources of information and knowledge and asks how the information received was communicated, processed, assessed, and utilized. I chose this framework and the wider literature on policy learning as well because it will allow the findings of the study to be reliable and concrete. The differences between economic, political and federal institutions of the three Gulf states will make it difficult to apply just Dolowitz and Marsh’s framework. Identifying the sources of information policy makers in the Gulf states rely on, and how they interpret and implement it is essential to draw credible conclusions on policy transfer and learning.

Applying these frameworks to the PPPs in these three countries of the Gulf will allow me to understand the similarities and differences in their approaches to policy-making, learning, and transfer. When conducting a comparison of the factors, processes, and agents that transfer PPP policies in the three Gulf states, I will arrive to conclusions on how the contextual, political, cultural, and economic factors of their local governments have affected the outcomes of the transfer of PPP policy.

This paper presents the case of one of the most highly acclaimed services in Bahrain’s e-government initiative, the online birth registration and certificates service. This e-service innovation has been introduced as part of the e-Health program in the Ministry of Health and received a national award in 2009. The aim of this paper is to employ Gil Garcia’s enactment of e-government success framework to assess how the project came to be seen as successful, and the implications and lessons for the national e-government project and e-healthcare initiative.

Keywords: e-government, enactment, institutional theory

1. Introduction

The sensitization process and the emergence of the service economy has been a pervasive theme in organizational discourses for some time (Van Maanen 1998; Barrett & Davidson 2006; Ramloll & Chiasson 2006). This work identifies and explores the prominent role of ICTs in facilitating the provision of services by companies, enabling higher service content in products, and in coordinating and managing such trends in organizations and markets (Barrett & Davidson 2006; Tapia & Oria 2008; Bryson & Daniels 2010). Similar patterns are portrayed in the conceptualization and employment of ICTs in the public sector (often referred to as e-government). Partly this is as a direct result of the influence of new public management that has been conducive to the general adoption of private sector practices, ideas and standards in public bodies, and specifically to the citizen being seen as client or customer who needs services (Batzell 2001; Dunleavy et al. 2006; Cordella 2007). In this account of ICT in government, ICT-enabled services are often promoted as a means for the transformation of the public sector, its practices and its relationships with the public (Fountain & Black & Mox 2003). Dunleavy et al. (2006), and such ideas have also found their way into reform of national healthcare institutions. This paper is research in progress which is at the stage of setting up the context for this study in terms of the history and objectives of the initiative. As such it mainly draws upon secondary data from publications by the Ministry of Health in Bahrain and information found on their website. Analysis of the data on the project was conducted through the employment of the enactment of e-government success framework and shows that the success of birth certificates is linked to and builds upon an existing legacy of e-government initiatives and policies. The paper includes five sections. The second section presents an overview of Gil García’s (2012) theoretical framework. The third section presents the case study which includes a background to the MoH and the birth certification service innovation and stakeholders involved. The fourth section is a discussion of the enactments of the birth certificate service and different forms of success by drawing on the framework and concepts from institutional theory. The paper concludes a summary and potential future steps for the project.

2. The Enacting of E-government Success Framework

Gil García’s (2012) enactment of e-government success framework is employed here to reveal and assess factors of success and their organizational and institutional positioning. The framework is an adaptation of Fountain’s (2001) technology enactment framework and is based on an institutional perspective. The framework shows the complex relationships between e-government success, and includes five constructs and their dynamics between them, they include: enacted technology, outcomes and outputs, organizational structures and processes, institutional arrangements and the environment (see Figure 1). Gil García (2012) argues that the framework enables us to conceptualize success as found in more than the technical features of the system, and to consider the enactment of e-government success in a more comprehensive way, which includes the functional characteristics of the system, emergent social relations, and the different ways it is used. Also, organizational outputs...
and outcomes refer to goals of improving operations of the public sector and measuring outcomes of an e-government initiative or project. The framework was originally used to assess government-wide websites, but here we employ it to examine a service innovation.

The project is the result of collaboration between several government agencies, which include the Ministry of Health (MOH), the Central Informatics Organization (CIO) and Bahrain Post. The main steps in the new service include reporting births through the online system, which is conducted by the midwife and the applicant enables reporting births on the same day. The inputted data is sent to the CIO and the information is used to issue a national identity card. The system is also fed to the local government department to issue a bill for payment. The applicants’ father can apply for the certificate and pay online through the e-government portal and the information is sent to the CIO to issue the CPR. Bahrain post sends required documents to applicants by post (www.futuregov.asia 2013).

The online registration and certificate service benefits many stakeholders. First, there are the healthcare institutions and staff who are now working according to new work practices and standards. Second, are the public sector organizations who are collaborating in the project and are expected to communicate information with each other when it is collected and management data of applicants. Third, there are the citizens who are the main beneficiary of the system given that the objective is to enhance their experience in acquiring healthcare services and to obtain better overall health. Finally, we may consider the policymakers who are keen to see improvement in healthcare delivery and outcomes refer to goals of improving operations of the public sector and meeting objectives of an e-government system. One of the lessons from this case is that building on existing success and existing infrastructures to offer new services which in turn can be built on. This getting beyond a ‘project-by-project’ mentality in healthcare. Thus success is more than building on technologies but also on the existing cultural and structural changes that are underway. An ongoing, honest, and multi-stakeholder discourses of achievements and setbacks are also essential in the institutionalization of such services.

From a technical and organizational vantage point, the next step is to introduce the service to more healthcare facilities particularly in the private sector. This potentially involves extending the technical infrastructure, but also attention to change management programs for all the healthcare facilities that are involved in such initiatives. Also, there is the need to focus on the ongoing institutionalization of new practices, normative and value changes that are involved in the project, and collaboration, which are introduced with the new service.

References
Barrett, M. & Davidson, E., 2008. Exploring the diversity of public sector and society by large so that there is preparation to focus on the ongoing institutionalization of e-health systems. The enactment of success of the service also reflects institutionalization of such services.


Session 6
Capacity building & local governance
Proposed Interposition
Management of Human Resources in Moroccan Decentralized System

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Since independence, Morocco seeks hardly to lay an effective administrative system, in response to urgent economic and social development needs and being aware of the deficient central system, due to its negative consequences, represented in slow motion action and routine, in addition to a handful of functional deviations, which basic characteristics are clear in formalism and bribe. And since 1960, Morocco undergone decentralization experience, as it the national character and administrative and financial independence of urban and rural groups, elected by the people. And to embed this reformatory/modernizing series, the Moroccan legislator established labor and provincial councils, in addition to relevant entities, considering them as administrative units, which are elected by indirect public ballot and practices regulatory specializations, under the supervision of central authority/Ministry of Interior.

In this regard, and in spite of the deep-rooted experience of Moroccan model in the field of administrative decentralization and speedy legislative reforms, it did not bring about anticipated results. As a matter of fact, specialists in Moroccan administrative affairs will find many structural flaws that extend to the structures of decentralized organization, in addition to the deep gap, separating this organization with its external boundary. This caused the organization to lose its self-control and administrative legitimacy, necessary to carrying out developmental tasks. And the indicators of the failure of Moroccan decentralized organization is the semi-total absence of communication mechanisms between them and framed society, as well as widely spread administrative corruption and declining indicators of local development and regionalism to least levels.

And before this deteriorating situation, and in respect with the upheavals the Arab world witnessed, affecting its political, administrative and economic structures, Moroccan political system hastened to take proactive measures to contain the anger of the Moroccan street (Movement of February 20). These procedures are constitutional/administrative in nature, aiming to found effective organizational structures, capable of advancing inclusive and merged development. And perhaps the most prominent of these procedures is the engagement of Morocco in advanced regionalization, whereas regional councils will be directly elected by the people (direct public ballot), in addition to delegating a number of important regulatory powers and enclosing these with all constitutional and legislative guarantees in order to promote regional development, economically, socially and culturally, and reviving democracy in the management of regional public affairs.

However, the problem that arises with great urgency is how decentralized administrative structures are available in Morocco, in respect with human resources, needed to carry out these functions. This urges us to put forward a set of central problems, summarized as follows:

1- First problem: what is the reality of human resources management at the regional level in Morocco?
2- Second problem: which development is for human resources within the Moroccan decentralized system?
3- Third problem: what is the methodology adopted for:
   - Determining the nature and quality of human resources for the success of decentralized system
   - Mechanisms followed in the field of management and configuration to strengthen the capacities and competencies at the regional level
   - How to make local governments nucleus for precise disciplines of distinct competencies?
   - Which motivation pillar is to ensure attractiveness of working in an entity?
   - How to value local and regional jobs?

The plan of this study will depend on theoretical-conceptual rules to manage human resources, through a summarized monitoring of its historical development and the development of scientific approaches, adopted in this field. Also, the effective factors in general in the development and management of talents will be monitored. And in an analytical scientific vision, we will diagnose the status of resources in the decentralized system of Morocco, via a quantitative and qualitative diagnosis of human resources, in addition to carrying out a critical examination of the legal framework of human resources management within the structures of the decentralized organization. After this, we will move on to monitor the levels of interaction between standard legal structure and objective reality, through a field study, with the aim of diagnosing the mechanisms of human resource management, in terms of reality.

The diagnostic process, as a scientific step, moves us away from applying ready-made models, which often disregard the details of objective reality, meaning scientific and practical deviations that are difficult to correct. On this basis, this study will focus on sorting the results of diagnosis, at the level of internal functioning of administrative structure or in terms of monitoring levels of interaction between administrative structure and outer perimeter.

Mainly, the objective of each scientific research lies in providing scientific alternatives and suggestions, sufficient to pushing forward the issues, subject of study. And on this basis, the background of this scientific study focuses on proposing the need for local public policy, with strategic dimension for the management of human resources in the Moroccan decentralized administrative system, whereas this research concluded the following recommendations:

- It is necessary to found a new management culture for efficiencies, through the adoption of a participatory logic in the management of human resources and not only to concentrate responsibilities on the process of management.
- The priority of human resources planning through the adoption of an expectant management system for positions and competencies.
- Updating available management mechanisms through the development of qualitative management tools of efficiencies towards a professional recruitment mechanism, as well as encouraging mobility between ministerial sectors.
- Modernization of performance assessment tools and managing career path for employees.
- Developing a strategy for continuous formation through continuous formation, based on proximity, and depending on economy, courage and effectiveness in this formation.
- Focusing on effective incentives system to raise the profitability of employees and facilitating its integration in their professional setting.
- And the efficacy of these suggestions are conditional upon taking a set of coping actions, including:
  - Making local field more attractive, through the provision of infrastructure, such as roads, schools, hospitals and housing, whereas this procedure will help attract high-level executives who prefer working in the capital or major cities, leading to large concentration of competencies in just one place, which greatly affects the regional balance of human resources.
  - Encouraging decentralized cooperation, especially in the field of human resources management.
  - Benefit of foreign experiences, by encouraging international decentralized cooperation in the field of strengthening competencies and human resource management. Also, entities can benefit of foreign models, taking into account the privacy of each entity on a separate basis.
Strategies for Capacity Building in the Public Sector

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Context and Background
Effective government performance is central to enabling countries to develop economically and to better meet the needs of its population. Capacity building to improve public sector performance is therefore a crucial focus of most countries including the middle east where the percentage of the national workforce employed in the public sector ranges to as high as 91%. The World Banks long term perspective study identified capacity building as a key to enabling countries to develop economically and benefit based on five dimensions. However it has become clear that many countries have not effectively promoted economic and social development, the ability of a government to perform effectively is central to this as well as its ability to respond to the challenging demands of the global economy, the rise of the new age economies such as China and India, and the volatility of the global market. Macroeconomic management alone does not meet the needs of the population. There is a need for capacity building to improve public sector performance.

How is capacity defined? It can be defined as capability to perform tasks effectively and efficiently on a continuous basis. Capacity is like a container having a fixed capacity, the container can be filled to the extent on a continuous basis. Capacity is like a container having a fixed capacity, the container can be filled to the extent on a continuous basis. Capacity is like a container having a fixed capacity, the container can be filled to the extent on a continuous basis. Capacity is like a container having a fixed capacity, the container can be filled to the extent on a continuous basis. Capacity is like a container having a fixed capacity, the container can be filled to the extent on a continuous basis.

In addition the public sector should be encouraged to hire young graduates and others within the MENA region to work in the public sector. In Bahrain almost 25% of young people aged between 17-25 planned to work in the public sector. In Bahrain almost 25% of young people aged between 17-25 planned to work in the public sector. In Bahrain almost 25% of young people aged between 17-25 planned to work in the public sector. In Bahrain almost 25% of young people aged between 17-25 planned to work in the public sector. In Bahrain almost 25% of young people aged between 17-25 planned to work in the public sector.

Before even looking at a capacity building framework re-creating strategy and the image of the public sector needs a rebrand. The public sector in the MENA region needs to be cultivated to attract young ambitious and motivated Graduates. The public sector needs to be a more attractive proposition for young graduates and others within the MENA region.

Factors that Influence Capacity Building
Organisations including the public sector do not exist in a vacuum, rather they are embedded in a complex environment that affect the ability of carrying out tasks effectively and efficiently. Listed below are factors that impact on capacity building.

Culture of an organisation or more specifically the learning environment.

Does the public sector have an existing environment that is geared towards ongoing staff development and learning? Is the environment one in which conditions are created to facilitate or constraint capacity building.

Factoring in the specific skills required by individuals in the public sector.

The breadth of capacity includes the laws and regulations affecting the civil service and the operation of the public sector, such as hiring, firing, promotion, remuneration policies and general operating standards. The structural context also includes both formal and informal power relationships that often mean that some ministries or agencies are more able to acquire resources than others or to influence policy more effectively.

Public Sector Organisation
The third and fourth factors to be considered are the organisation and the human resource base the organisation has to work with. In terms of capacity building it is important to consider the organisational structures, processes, resources and management styles that affect how individual talents and skills are used.

Human Resources
This relates to the training, recruitment, utilisation and retention of managerial, professional and technical expertise that contributes to the performance of a public sector body.

This dimension of capacity directs attention to how people are educated and attracted to public sector careers and the skills required to add value to their organisation. In addition this dimension focuses on how talents are used and how positions are matched with skills.

A framework for Building Public Sector Capacity
There is undoubtedly a need to develop a new model for capacity building in the MENA region, one that emphasises the need for an agile, competency and skill based public sector that encapsulates the demands on the twenty first century.

Therefore the public sector needs to become sharper at capturing and disseminating best practice within the public sector. Human resource management is commonly misunderstood within the MENA region it often considered as a way of managing existing resources in a ad hoc manner rather than also focusing on resource planning. Planning for the future is defined by how many people and with what skills the organisation will need but also how many of the current employees are not needed. However making staff surplus to requirements in the public sector within the MENA region is often fraught with complexity and difficulty yet needs to be part of a new age public sector plan for capacity building.

Therefore the public sector needs to become sharper at capturing and disseminating best practice within the public sector.
planning strategically, in particular for recruiting and laying off staff as well as planning for the development of employees to ensure a constant supply of capable resources.

**Recruitment and training**

I have already discussed recruitment earlier however training needs to focus on all employees not just midlevel and senior managers. The vast majority of employees receive little or no formal training to carry out their jobs. Most jobs have no job description, so as a result most training is done without relevance or analysis of jobs. Contract management is done poorly so consultants often complete the project without any knowledge or skills transfer, this is a golden opportunity missed.

Public sector employees should also be rotated within other government departments to gain experience and knowledge. A modern public sector employee should be able to adapt to new environments if they have the right skill set, rotation brings increased knowledge and experience.

**Compensation and performance evaluation**

With the MENA region government jobs are the most secure regardless of performance, salary is not contingent on performance. Performance measures are often ambiguous and have little relevance to the output of the employee. Performance therefore needs to be assessed on the basis of achievement of objectives for the actual job.

**In conclusion**

Lessons can be learned from capacity building in the public sector both in the MENA region and globally.

Firstly a strong government mandate to reform and champion capacity building increases the probability that reform objectives will be met.

Salaries in the public sector are lower than the private sector, reward needs to be reviewed in order to attract high calibre people. Recruitment should be based on skills and deep knowledge in addition to high levels of emotional intelligence. How a workforce is recruited and developed should be done strategically rather than how currently done.

Create competition within the public sector, this should be done by linking capacity building efforts to measurable performance and this can only be achieved by establishing a monitoring and evaluation system. Reward and recognition for performance therefore needs to focus on all employees not just middle and senior managers. Finally, communicate, communicate and communicate. How will capacity be improved if staff, stakeholders and the public don’t understand why and how the shift in happening.

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**PERFORMANCE MEASUREMENT IN LOCAL GOVERNMENT WITH SPECIAL REFERENCE OF BAHRAIN MUNICIPALITIES.**

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The public sector of any country is charged with the responsibility of offering effective and efficient service to the public in order to provide better living standard for the nation of their country. Therefore, local government authorities are constantly under pressure to improve their performance and they have to demonstrate this improvement through effective performance measurement. Over the past two decades public sector performance can be a complex process. In public sector performance is not as easily identified as well-understood goals like profit. In other words, performance measurement in the public sector is a challenge because of the multiple, sometimes conflicting, goals. Whereas profit does not require extensive explanation, selecting, justifying, measuring and reporting. Proper and Wilson (2003) identify two unique characteristics about the public sector: first, the administrators often have several masters such as the users of the service, payers for the service, politicians at different levels of government, professional organizations, and secondly, as a consequence of the first, the multiplicity of goals that public sector organizations face.

In this paper we will review and define what exactly is performance measurement, and how can it best be applied within local government with special reference Bahrain municipalities? Authors will offer a variety of dimensions to be used for performance measurement to Bahrain municipalities. Bahrain municipality have a promising role in the sustainable development of Bahrain, as per Bahrain Vision 2030 and the National Priorities 2015-2018. MOMUP have a thoroughly diagnosed management development study, which has set forth the foreseen strategic directions for the Municipalities in Bahrain. MOMUP need to translate those findings.
into a strategy plan, and make it happen through a robust set of performance indicators and strategic initiatives.

Performance measurement has been introduced in Bahrain municipalities through the use of performance indicators. MOMUP developed a national approach to performance indicators that could be used for comparison between local municipalities in Bahrain. This paper presents the results of the pilot study of the performance indicator in five municipalities in Bahrain. Within the acknowledged limitations of the data collection, it is possible to conclude that there is a great deal of enthusiasm for the implementation of the MOMUP performance indicators. Most municipalities are viewing it as a set of tools contributing to continuous improvement in service provision. However, MOMUP required to comply with the Bahrain 2030 vision which has shifted from the KPI model to the Balanced Scorecard model recently.

Thus, Good performance is the criterion whereby an organization determines its capability to prevail. Therefore no matter how effectively an organization has planned its strategies, it cannot be succeed if the strategies are not able to identify the challenges that will affect the organization performance.

Keywords: Local government; Bahrain Municipality; Performance Measurement.

Human Development and Strategies of Training and Administration in Arab region (Horizons & Challenges)

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The concept of human development is a dynamic holistic one, aiming to maintain balance between gaining and forming human capabilities, including the improvement of health and knowledge level and benefiting of these gained capabilities, either for entertainment, enjoying leisure time, or benefiting of these in productive purposes or cultural and social affairs. As such, this concept includes two integrated aspects:

Firstly: development of human capabilities
Secondly: utilization of these capabilities, not only in the field of work and production, but also in the fields, related with the systems of values, decision making, benefiting of leisure time, enjoying delights of life and active participation in social and cultural affairs. As such, the concept of human development will be concerned with transforming means into objectives, while the methodology of objectives will be concerned with humans as actors and participants in development, not only as beneficiaries of its fruits.

Here, comes the importance of forming skills and developing capabilities for work and provision of basic needs, positively reflected upon the indicators, used in measuring human development. And beyond doubt, training plays a strategic role. Rather, the strategies of training have a role in human development that does not usually work in isolation. Actually, human development must serve and be associated and originating from the objectives and strategies of the entity and training. This link ensures the effectiveness of human development efforts and definition of its feasibility. Consequently, the support of senior management at the entity will be guaranteed.

The efforts of human development and training must have a strategic content. This can be done through linking these efforts with strategic approaches, plans and objectives of organizations. And the efforts and services of human development and training must not be isolated from these strategic approaches and objectives, either in government institutions or the private sector entities. This means taking into account the methodology of Strategic Management in Islamic countries, focusing on the importance of development and training.

And the role of the apparatuses of human development and training becomes a supportive and collaborative role for executive parties in the organizations. This will happen through enhancing their capabilities in initiating their responsibility for human development, promoting capabilities, as well as deepening experiences and self-development, when following the philosophy and Total Quality Management and systems of continuous improvement, in addition to deepening the responsibility of quality in a way that comprises all functional levels.

As a matter of fact, dealing with human development, from a broader perspective, surpasses ability development as well. It contains the development of psychological capabilities, willingness, positive institutional culture and introducing a new concept to the Islamic countries and the world as a whole. This is called Aggregate Emotional Intelligence.

Introduction

This research covers three sections, in addition to the recommendations. The first tackles human development: concept and content, considering the time progress of human development concept and content, before and after the nineties.
Human Development and Strategies of Training and Administration in the Arab Region (Horizons & Challenges) Dr. Hassan Saad Hassan Abdalla* 

1- Concept and content of human development:

The march of human development reflects the journey of the theories of development and economic growth. That is because human development is a part of all. They are not discussed in a separate way. And the concept of human development was promoted from one decade to another, along with the development of origin. In each phase, it reflected the total known juxtapositions, such as the development currently followed in a given country during a specific period of time, more than one aspect for more than one developmental theory, even if a theory dominates. Actually, more than one term is used for the concept of human development. For example, and at the beginning, the term of “human element development”, “human capital development” or “human resources development” is used. And finally, the opinion set, at least intellectually when using this concept, in the manner determined by UNDP through its pioneer work that emerged within the beginning of 1990s, through the issuance of human development report.

And certainly, the content of human development differs by certified names. During the fifties, the content was associated with the issues of modern development. It included the importance of reviewing, evaluating and developing the performance of human development and training in the Arab region. And regarding experiences in the Arab region, this section tackled Jordan’s experience and national strategy in administrative and human development.

Finally, the section discussed the horizons and challenges of human development in the Arab region, starting from those of the methodology of strategic administration and content of the efforts of human development and training, covering the subject matter of total quality management and continuous improvement. Through the application of quality systems inside the apparatuses and human development units, as well as improving the capabilities and practices of supervisors as administrators of the process of administrative and human development.

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Within the climate of political freedom and respect of human rights, it seems that the human development thinking, after four decades of discussion, went back to discover the fundamental reality, which is that “humans are development makers, who have to form its objective, such as what the Greek philosophers previously discovered, especially Aristotle, when he said that “clearly, wealth does not represent the good it seeks to bring about. It is just a useful thing to reach something else” or what Ibn Khaldun mentioned in the introduction of his book “man is the target of all in nature, and everything in nature is subjugated to man”. And succinctly speaking, the first representation, which highlights the importance of reviewing, evaluating and developing the performance of human development and training in the Arab region.

And the third section is about the horizons and challenges of human development and training in the Arab region, which is the axis of research.

This section has to do with the efforts of human development and training in the Arab region. It also describes human resources as the main factor in gaining and maintaining the competitive advantage of nations. It highlighted the importance of reviewing, evaluating and developing the performance of human development and training in the Arab region.

And regarding experiences in the Arab region, this section tackled Jordan’s experience and national strategy in administrative and human development.

The concept and content of human development is advanced during this period, taking into account that the most common concept was “human resources development”, namely the concentration was based on considering humans as a means for development. And succinctly speaking, content focused in the seventies on training technical national cadres in the developing countries to accelerate the manufacturing march, “to move after this on asserting the importance of education and training”. Then, such direction was represented in the following contents as a whole to expand in the eighties to include the issues of food, housing and technology, etc., however, there were visible differences between one country and the other, reflecting the absence of collectively agreed upon definition.

Noteworthy, and at the end of this period, the concern in the concept of “human resources development” increased in humans, considering that they are not just a means for development, but also as a target too. This concern remained at the theoretical level and was not elaborated in a practical content. And the most important contents, elaborated for the concept of “human resources development” during the three decades, preceding the nineties, are summarized in what follows:

Seemingly, certified strategies of manufacturing in development plans during the fifties and sixties were pushed towards focusing on the qualification of national technical cadres in the developing countries. Consequently, the content of development in this period concentrated on qualifying these cadres. This concentration remained clear in the literature, until the end of the eighties, considering that “training qualified national cadres is an important part, which is not isolated from human resources development.

So, education and training symbolized the core around which other human resources issues centered. And in the report issued by Economic and Social Council in 1967, three main aspects of human development aspects were specified as follows:

Best use of workforce, through the provision of higher levels of product operability.

Improvement of workforce quality, through professional education and training.

Motivation of popular support of national development efforts, and inclusion of wider social categories.

Apparently, the concentration of human resources development on education and training remained as it was during the nineties. Yet, the content vastly expanded during the eighties, and the emergence of new roles used to be played by UNDP after the mid of the decade, became clear. And the first representation, which highlights the expansion in the structure of human resources, revolved around the content of educating people, considering that it added other domains, other than education and training, including the endorsement of woman role, improvement of status and quality of women, and the importance of utilizing human resources as a means for development. And succinctly speaking, the concentration was focused in the seventies on training technical national cadres in the developing countries to accelerate the manufacturing march, “to move after this on asserting the importance of education and training”. Then, such direction was represented in the following contents as a whole to expand in the eighties to include the issues of food, housing and technology, etc., however, there were visible differences between one country and the other, reflecting the absence of collectively agreed upon definition.

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Development of the content of human resources development during eighties according to source

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<thead>
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<th>Content</th>
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<tr>
<td>(1) Education and training. (2) Feeding and health</td>
<td>UNDP, 1985, P4</td>
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<td>(3) Economic empowerment of the woman role</td>
<td>UNDP, 1986, P5</td>
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<td>(4) Gaining new technology</td>
<td>EOCOSC, 1987, P6</td>
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<td>(5) Housing, (6) Appropriate culture</td>
<td>GA, 1999, P2</td>
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of human development are entirely “in agreement” with the following points:

The process of human development is the expansion of available choices before persons in all fields.

The process of human development is comprised of forming human capabilities, of different forms, then using and benefiting of these capabilities in all domains.

The best human options, in terms of application, are the longer life, void of diseases, as well as gaining knowledge and skills and obtaining the income and resources, necessary for a suitable and good life.

Other human choices importantly include political, economic and social freedoms, the participation in different societal activities and the opportunities of production and creativity and self-respect and human rights.

And between the reports of 1990 and 1997, the report of 1991 added physical (natural) environmental clean safe choices, while that of 1992 the generation of growth and its equal distribution, report of 1993 added the participation through market, by getting productive workforce, report of 1994 (added human security so that man can be free from fear and need), report of 1995 added justice, especially between the two genders (man and woman), and finally, the report of 1996 added possibilities of the political development and the conditions of permanent development, based on these capabilities. And finally, cooperation means living, in collabo-
ration with the different social groups, continuous means, for the state, local groups, institutions and companies. It also means being secured from the risks of crime, violence, sickness and employment (UNDP, 1996, 55-56).

Sustainable human development:
New human choices are integrating human dimen-
sion at the heart of their analysis. That is because exploratory studies, carried out in tens of countries, showed that the participation of “human capital” in growth is the most impor-
tant factors of human development (UNDP, 1996, p.55-56). Training assumes an important status among administra-
tional development, along with relevant experience and skills, including:

- Ability to analyze tendencies and sufficiency.
- Ability to make decisions based on the nature of working at the entity its goals. As for the feeling by the entity, it is for using and employing the best human capital and human development a strategic asset, supporting the efforts of improving and developing quality, developing quality and productivity, nurturing the capabili-
ties and practices of all, whereas the specifications and standards of the activities of training and human development.

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ties and practices of all, whereas the specifications and standards of the activities of training and human development.

And the apparatuses of development remain the same, as the results and development extend to different fields are measured.
ment and training system.

Here, it is required to develop the methods of determining and monitoring the human development and link- ing these needs with those of developing the performance of entity as a whole, while taking the efforts of human de- velopment. Also, there is a need for more progress to crystallize the schemes of human development and training on three fronts:

First front: On-the-job training

It is the most important type of training. Such training is car- ried out when an individual/human element initiates their job tasks, whereas training is gotten through the supervisor, peers, practicing opportunities and work assignments. And there is no doubt that the efforts exerted by the institutions, institutes and units of training in Arab institutions needs that the role of supervisor must be given great concern, with the aim of developing the skills of the supervisor as a trainer and as a coach for the personnel under their supervision.

Second front: In-the-job training

This does not receive the sufficient efforts and interest in Arab institutions as well. And through such type of training, advan-
ces of the learning by the employees are managed, not via external parties or training programs. This training plays a very important role in administration systems, including total quality development and systems of productivity manage-
ment, in particular.

Third front: off-the-job training

This received a great deal of attention, compared with the other two fronts. That is because there is more need for the require-
ments of transferring training and learning to work practices. The phenomena that is noteworthy in Arab countries indicate that only about 20%-25% only of what is gained in the training programs, shifted to practice and training, namely to performance do-
mains. Also, the percentage of what is gained in off-the-job training is transferred to practice and application in the total efforts of training and human development, carried out in the Arab region, is usually no more than 10%. As such, the remaining part of the training funds needed for the future remains idle that does not have a route for application in practice or performance.

(Ashour, 1997, pp. 30)

And surely, this matter requires more concern and advance-
mant in the ways of measuring and evaluating the outputs and feasibility of human development. This implies great hard-
ship, due to numerous factors that intervene with the output of human development, such as those related with incentives, work climate, job structures, production tech-
niques, training and education systems, etc. However, and in spite of the massive hardships and challenges in this field, it is necessary to work towards measuring and evaluating the returns of training and human development and proving these before senior management that is found not to be eas-
ily persuaded by the feasibility of training provisions without these hard measurements.

Integration of human development efforts with the systems and policies of human resources in the government sector is lacked, especially in the systems of wages, incentives, work assignments and functional movement evaluations. As such, the efforts of human development and training, on one hand, and the practices and policies of human resources manage-
ment, on the other, are more than a partial one, at most. Development of aggregate emotional intelligence:

Dealing with human development should be done from a multi-dimensional view. The work experience and training also include the development of psychological energies, obligation, desire and positive institutional culture, in addi-
tion to developing what is called aggregate emotional intel-
ligence. This new concept, which is totally new to the Arab region, as well as the whole world, means sensitivity and ability to understand the reactions, emotions and tenden-
cies of the individuals and of others, in addition to the abil-
ity to communicate with others and adapting behavior in a way that suits such emotions and reactions and dealing with them in the right way. It is necessary that this as-
pect of aggregate emotional intelligence of an institution provides the ability of mutual understanding for the parties of the institution, as well as adapting their behaviors and rela-
tions, in conformity with the dimension of emotions and affective reactions.

As such, any training programs in the Arab region and the whole world that handles this aspect. However, the soci-
etal culture and that of work in the government and private sector institutions in the Arab region and all over the world is, are usually not more than 10%. As such, the remaining part of the training funds needed for the future remains idle that does not have a route for application in practice or performance.

(Ashour, 1997, pp. 30)

Application of quality systems inside the apparatuses, cent-
res and units of human development

It cannot be envisaged that these apparatuses are con-
cerned in, supports and applies the systems of quality, pro-
ductivity improvement and development of creativity, while they do not apply the concepts of quality. So, the different activities of human development, as well as their inputs, processes, elements and outputs must be subjugated to the mechanisms of production and training. These apparatuses should process, elements and outputs must be subjugated to the mechanisms of production and training. These apparatuses and the sensitive dealing with their emotions and affective reactions.

And the role of the supervisor, as a manager of the mecha-
isms of production and training, is the most important role for the training. The work experience and training also requires providing supervisors and leaderships, in all loca-
tions and at the different levels, with the skills and experi-
ences that enable the supervisor to run this educational process in a good manner.

Setting specifications and standards of the activities of train-
ing, human development and education in general:

The specifications and requirements for those working in these fields are currently available all over the Arab re-
region. And even if they exist, they are limited to some institu-
tion and at the organizational level, solely.

Hence, it is necessary to generalize these specifications for the quality of what serves, in addition to standards of the activities, outputs and processes, included by the efforts of human development and training. As well, there is need for organizing the tasks and experiences of training and human development, as well as controlling the quality of profession-
al apparatuses and their abilities.

(Ashour, 1997, p. 30)

Horizons and challenges of human development and train-
ing in the Arab region:

Efforts of human development and training in the Arab re-
region:

The Arab world is witnessing a noticeable progress in the field of advancement and human training. This includes increasing the resources, assigned for training, hu-
man development and increasing the number of trainees and total training hours. So, training includes, in a good manner, a remarkable growth in the training centers and institu-
tions, either in the private or government sectors.

Perhaps the phenomenon that is noteworthy, associated with this noticeable quantitative increase in the elements of administrative training is that it is not accompanied with similar advancement in the sufficiency of human element or productivity. In other words, the quality of the outputs of the training process does not match the massive increase in the inputs, available for this process. On the other hand, such clear decrease in the efficiency of the human element stands as a significant obstacle in the way of successful ef-
forts of human development efforts. And the Arab region, as a basic element in gaining and main-
taining competitive advantage for nations:

As a matter of fact, the challenges of economic transforma-
tion and development, witnessed by the Arab region, are many, and the region will not see before such acceler-
ated shifts in its economic systems and the structures and mechanisms of production and training. The world also did not witness such openness and removal of barriers and con-
straints that stood before competition at the local, regional and international level, such as now.

During the past three decades, the models of distinguished development and economic performance showed up to the world. This changed many postulates in the sciences of economic trade and in management, starting with the rise of East Asia of emerging as influential and effective economic forces at the international level. That is because the natural gifts these countries have do not explain the developmental upswing they managed to achieve. And the only explana-
tion for this upswing lies in human investment in the fields of education and training, scientific and applied research, and the role of human element or investment. This is negatively reflected upon development rates in general, despite the gross in-
crement in the total productivity of Arab economies, due to the lack of investment in human resources as a basic element in gaining and main-
taining competitive advantage for nations:

(1) The performance of development in the Arab region, dur-
ing the past three decades did not yield any substantial on-
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taining competitive advantage for nations:
their outputs and improving their returns.

The world around us is walking in accelerated and collaborative paces, with qualitative and unparalleled jumps, whether or not this is because of the sweeping trend of global expansion and technology, or the swift consequences and the reflections of these on the efforts of human development, the training process, or due to the blessing of knowledge society and knowledge. Training, via forming a robust basic structure for the rise of knowledge edge. And to keep pace with these serious transformations, this requires reviewing, evaluating and developing the performance in the Arab region, at the level of economic, institutional and administrative level, as well as for the efforts of human development, initiated by the Arab region.

And the efforts of human development, in general, and the training and administrative development, in particular, represent important and relevant experiences and officials in the Arab region and the Islamic world, generally. Hence, visions for the new roles and horizons for the institutes, institutions and human development in Arab organizations to support the performance of human element should be set. This helps performance support the efforts of developing and building administrative cadres, required by the process of comprehensive development in the Arab region.

Starting from this vision, the importance of human development comes, in general, as well as the importance of training resources, working in the development of administrative apparatuses, either in the government sector or the private sector. And the control of human capital and the direct relationship between the efforts of administrative training and the rates of national income per capita in the different countries is particularly noted in the countries of high income. In Germany, Japan, Switzerland, for example, human capital accounts for one-third of the total capital. But for the countries in Africa and poor countries, still more than half of the wealth is found in natural resources, whereas the efforts of human development and training should not be isolated from these strategic institutions. And the efforts and services of human development: Firstly: methodology of strategic administration and content of the work of human resources in Arab economies did not improve, in comparability with or equality of injections of investing human resources in the Arab countries, as well as for the efforts of human development and training: Secondly: total quality management and ongoing improvement.

Horizons and challenges of human development and training in Arab region:

We discuss here certain horizons and challenges that face the institutions of human development and training in the Arab region, and thus, this helps such institutions have a clear vision and facilitate keeping pace with the sweeping trend of globalization.

Firstly: methodology of strategic administration and content for the efforts of human development and training. Granting the efforts of human development and training a strategic management and content improvement, as well as enhancing the quality of the services of these apparatuses in the Arab region, at the level of economic, institutional and administrative level, as well as endorsing an integrated scheme for job description and classification to be the basis for training process. This also includes affirming the program of early leadership, as an initial step, towards choosing excelled administrators, working on diagnosing their abilities and preparing them in a unique way and in an early time, enabling them to steer matters, in accordance with the best approved foundations and methods.

And in spite that the adoption of the methodology of strategic management and content improvement, as well as enhancing the quality of the services of these apparatuses in the private sector, these are slow. As for the government sector, the gap is very wide. That is because government agencies need to follow the procedures, regulations and management with activities. And still, there is no transformation in following the concept of methodology of strategic administration and content. However, there are attempts in some Arab countries to organize the management method in gov- ernment institutions, using this methodology. However, these attempts receded due to lacking sufficient support that makes available stability and continuation. (Ashour, 1997, p. 27). Actually, what is exerted in most of the apparatuses of training and human development of the efforts of functional development and improvement, as well as enhancing the capabilities, energies, skills and experiences of personnel, can be done without planning these amounts of training and development, in accordance with strategic approach.

Secondly: total quality management and ongoing improve- ment:

Quality systems stand as a new philosophy and methodology in administration, in terms of the assertion of deepening the responsibility of improvement, creativity and advancement of energies at all functional levels in the entity. And it is important that such improvement should be a continuous effort, not as separate amounts. And improvement, pursuant to the philosophy of quality systems, aims to satisfy the receivers of the outputs and conclusions of work/service. It focuses on meeting the complicated requirements of the executive circles of the performance of activities and transactions, executed by the entity, as well as satisfying external customers. (Ashour, 1997, p. 28).

This point is directly associated with the importance of supporting the capabilities of the institution/entity in measuring, human development and improving the quality and productivity, as well as surpassing the issue of total perfor- mance and productivity of the entity in wide concern in the organizations of private sector. As for government entities, this is regarded as a new tendency.

Thirdly, interaction and communication between apparatuses, experiences and practices in the field of human development and training:

There is a need for openness to what is new and innovative methods with which private sector institutions are run, let alone those working in the private sector. And perhaps the most important feature of this change is the adoption of strategic management in the Arab region.
professional practices in this regard.

Fourthly: coherence and interaction in a swifter and more effective manner with the revolution of information and technology and innovated techniques in education and training and increasing their outcomes:

The internet plays an important role now in providing knowledge and communication across the world. Additionally, the use of multimedia in education and training, as well as distant learning techniques, call for the need of communicating with them. That is because they provide practices, businesses performance and the methods and methodology of work in Arab institutions.

Fifthly: keeping pace with the efforts of human development and training for change in the structures and pattern of jobs and the relationship between the institutions and their personnel:

As a result of technological change and the revolution of information and communications, in addition to the transforming method of managing the institutions and organizations of globalization era, new organizational structures and mechanisms, under the name of flexible networking organizations, began in the world. There are also changes in the structures of jobs or recruitment, whereas these structures have become flexible, depending on a small group of permanent jobs, with the correlation with more flexible relationships of external workforce, which works on a part-time basis or for some time, and rather, they can be working for more than one organization at the same time.

There is substantial transformation in the patterns of workforce and jobs, caused by the information revolution. This change that started to come to the Arab region will highlight the roles that must be carried out in the Arab institutions and the reflections of these on the presented training programs, systems of human development and also on the systems of human forces management.

This requires reflection, research and absorption of the changes that must be translated into schemes, programs and activities.

Recommendations:

Benefitting of the experience of Japan and East Asia countries that managed to achieve developmental upswings through human investment and positively investing in societal culture and work culture, contributing in the promotion of human development and training efforts in the Arab world. Supporting strategic approach and planned efforts, linked with functional routes and the scheme of functional development, targeting professional groups in entities and administrative leaderships of organizations.

Following the systems of total quality management and systems of ongoing improvement, in addition to deepening the responsibility of quality in a manner that includes all functional levels, whereas the role of the apparatuses of human development and training has become a supportive one for executive parties, backing its ability to assume its responsibility for human development, increasing capabilities, deepening experiences and for self-development.

Developing the methods of determining and measuring the requirements of human development, in addition to linking these requirements with those of developing the performance of the establishment as a whole, taking the efforts of human development into this direction.

Keenness on associating the efforts of training and human development with the requirements of career management and route.

Apparatuses of human development and training should exert more efforts to enhance the measures, systems and studies that promote the authenticity and feasibility of the resources of human development and training, in addition to highlighting the credibility of human development and training in general.

Promoting and controlling the specifications of the inputs, processes and outputs of training, human development and ongoing creativity in the performance of training and the efforts of human development.

The training process must be contained under the responsibilities of the supervisor of units’ performance and human development in their units. As a matter of fact, Arab institutions need more organizational development, planned for such role and relevant different skills.
Public Finance

Session 7

What is the role of...
- Study of the current situation
- Initiatives to develop current initiatives
- Implementing the proposed initiatives and monitoring them
Currently, the world is witnessing massive successive developments in the field of information systems, accompanying other developments in the field of communication systems. And the association between the two fields resulted in the emergence of “revolution of communication and information technology” or “information revolution”. This is attributed to the progress in the field of information and amazing development in the state-of-art means and technology of communication, especially the computer and the internet.

And under this revolution and spread of the internet, the world transformed to a small global village, flying in the e-space in which, distances shrink and traditional geographical boundaries disappear. This had a deep impact on all walks of economic, social and legal life. It also led to the rise of new sun, i.e. e-commerce, which provides many advantages. It has become easier to connect entrepreneurs with each other without bearing the hardships of travel and moving from one country to another country to meet with partners and customers. It is also affordable now for the consumer to get what they want without leaving their place. And it was natural in this technical environment that change affects our behaviors and that contracting patterns shift from manual to technological one (immaterial). This change in behavior, as a natural impact of prevalent of information technology, was the main reason behind the spread of a new range of contracts, named and unnamed, concluded via the internet, called “e-contracts”.

And as a result of the success of e-commerce, many countries tended to benefit from the progress of information and communication technology for facilitating matters for individuals and companies, dealing with government administrations and using technological development, somewhat, to ensure the improvement of the service performance of public utilities through what they called the project of “e-government” which became the talk of the hour among governments. Additionally, most of the governments, particularly in developing countries, hang their hopes upon them to enhance the quality of service performance and reduce red tape and administrative corruption. And it is no secret that there are obstacles, encountered by anyone, dealing with any government administration or entity, in terms of administrative complications, slow pace of procedures implementing and inaction in performing public services to the utmost degrees. This is known by scholars of public administration as the problem of red tape and administrative complexity.

The technological development overshadowed the bidding system in a way that requires reconsideration of its rules. Tenders are one of State means to achieve its goals. It cannot be isolated from successive and swift currents in the field of communications and information technology, that is because tenders are associated with management and personnel. Yet, it has become necessary to use IT due to speedy communication and provision of information for all individuals in full transparency, as well as setting a new framework, corresponding with the technological revolution we are witnessing.

The importance of this subject lies in developing and simplifying the procedures of tender conclusion, usually characterized by slow actions and long time consuming till completing the contract of the tender in the traditional manner, with the aim of keeping pace with the revolution of ICT that swept the world and decreasing costs and corruption.

And the conclusion of e-tenders is one of the applications of e-government. The administration can make bids over the internet by announcing tenders or bids on the website of the administration. Then, bids are submitted online and examined. After this, the contractor will be selected. And the prices of all bids, submitted and selected ones, will be published. Then, the best bidder will be chosen online and the contract is to be signed also electronically.

And the shift to the system of concluding e-tenders has several aspects:

- Technological aspects: the efficiency of equipments of technological information is very important to improve the effectiveness of e-system, as it disseminates trust and confidence among stakeholders of e-procedures. So, technological equipments must be of sufficient sophistication.

- Organizational aspects: it is necessary to establish sufficient e-system and determine its approach, in terms of being central or decentralized. And in case of selecting the centralized one, the ministry to hold the responsibility for coordinating the operations of e-tenders must be inquired about.

- Financial aspects: necessary financial resources for the work of such system and economic feasibility must be specified.

- Legal aspects: the principles and rules that form the basis of tenders, applying to traditional and electronic system.

However, it must be analyzed to see if the electronic system requires specific rules, consistent with the way of tender conclusion; and whether existent legislations are sufficient to be applied to the e-system or should new legislation be passed?

However, tender conclusion by using electronic means granted it make him some privacy that had some influence upon it, in addition to some features that set it apart from traditional way of tender conclusion.

And the electronic conclusion of tenders achieves several advantages, including:

1. Increasing the intensity of competition in the market that may take months, while under the electronic one, it can take a very short time. This saves time and efforts.

2. Eliminating very slow conclusion of tenders in the traditional manner, as under the traditional method, a tender may take months, while under the electronic one, it can take a very short time. This saves time and efforts.

3. Reducing corruption in government contracts, which is regarded as fertile ground for administrative corruption, in addition to reducing direct contact between contractors or suppliers and contracting or purchasing entities, leading to enhance public confidence and transparency in the contracting process.

4. The electronic way can reduce spending for the contractor and the administration, as the contractor sends bid online, saving the expenses of mail or going to the administration and deliver it. These expenses are added by

Research on Conclusion of E-Tenders Presented for MENAPAR Inaugural Conference Held on 23-24 April 2014

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the contractor to the value of the contract. And as for the administration, it saves the fees of advertising in newspapers. That is because announcements through the internet are of no costs, in addition to its reduction of public money.

5- It also leads to faster meeting of the needs of public utilities and their regular or sustained operation.

The institutional, government and regulatory changes, involving use of electronic means, need to follow a phased approach. This applies to the system of concluding e-tenders electronically, which should initiate the implementation of less complex stages, such as online advertising, and leave the more complex operations, including e-bidding and evaluation of bids, for later stages. So, the execution of an efficient electronic contracting system for the administration is not easy. And it is important to set a proactive plan for the systems of public administration to ensure responding to their needs, not only for the current time but also in the future.

All tender procedures, whether based on paper or information technology, are taken during three phases: preparation, selection and management.

The technological development has contributed in strengthening the principles governing the tender (principle of openness - freedom to apply to tender - principle of transparency and equality - and confidentiality of bids received), as well as strengthening and consolidating them. This is positively reflected in terms of choosing the best applicants, technically and financially, and the reduction of corruption and abuse of government contracts.

And in the light of transformation to concluding tenders electronically, it will not be suitable to pay funds or insurance in cash, by check or a letter of guarantee, as the traditional way, as all paperwork will be eliminated. Hence, it was necessary to search for a repayment way that conforms to the nature of the conclusion of tenders electronically. For this, e-payment was devised for insurance and financial obligations, arising out of the tender.

And the application of e-payment system for the online settlement of transactions requires a banking system, assigned to complete and simplify the process of payment. This role is mainly linked to banks, as banks play a major role in the field of e-transactions. And this also necessitates the availability of a legislative environment that recognizes and regulates the rules of e-payment.

Bahrain government started different initiatives as part of the electronic government project. One of the most important initiatives is “electronic tendering (e-tendering)”, where the first phase of the system has been officially launched in February 2012. The first phase meant to automate the tendering process partially, while the second phase expected to cover the complete cycle. Recently, Bahrain government initiated public e-procurement project by e-Government agency. Bahrain e-procurement project is supposed to automate all the government purchasing process including prequalification, tendering, requisition and contract management. However, the implementation of such project (e-procurement) has different obstacles. One of the most important challenges expected to face Bahrain e-procurement project is the absence of unified public procurement classification.

The need to have a standard, unified and integrated public procurement classification emerges as an essential requirement for the government of Bahrain. Unifying all the data is not an easy task that can be accomplished in a short-term and requires a complete coordination and cooperation from different government entities. The aim of this paper is to discuss the existing product and services classification used by the different government authorities in Bahrain and globally, highlight the importance of having a unified procurement classification and discuss the possible challenges of such national project implementation.

1- Public Procurement

Public procurement is defined as per the online Cambridge dictionary (2014) as “the buying of goods and services by government organizations”. Long history is associated with the public procurement, where earliest public procurement order evidenced before 2800 B.C (Thai, 2011; Coe, 1989). However, public procurement has been an ignored part of research interest by scholars (Thai, 2011). Different journals and books were published discussing the public procurement from different perspectives, however, it is almost neglected by Arabic researchers.

How many internet sites, financial journals (if any), publications you have to read in order to get a report or write a statement about the total Gulf Council Countries (GCC) expenditures? Actually, it took me around three days investigating the website of finance ministries in each country in order to get their financial statement for the year 2012. However, the statistics found analyzed the expenditure from different perspectives, that make it very difficult to analyze it or aggregate it. New center for GCC statistics will officially launch in April 2014(http://gccstat.org). However, its website is still very basic with limited aggregated or analyzed data for the whole GCC region as shown in Figure 1.
2- Public Procurement in Bahrain

In Bahrain, the recent reports published by ministry of finance and Central Informatics Organization show that the total public expenditures are exponentially growing as shown in figure 3 (Ministry of Finance, 2012). The Total public expenditures –excluding the manpower expenses– was around 2057 milliard Bahrain Diners (approximately to 544 milliard US dollar) (Ministry of Finance, 2012).

Figure 1 - GCC statistics Center Website
Figure 2 - Imports of GCC States from 1980-2011 (Source: GCCStat.org)

The actual governmental expenditures are more those published in both ministry of finance and Bahrain Tender board due to two reasons. First, Ministry of Finance report does not include the expenditures of some of the big governmental companies. For example, companies like BAPCO (Bahrain Petroleum Company), ALBA (Aluminum of Bahrain), Muntaka holding, Gulf Air, Banagas, etc. are not considered in the final report published by Ministry of Finance. Second, the report published by Bahrain Tender Board covers the tenders within their limit, where the estimated cost of those tenders is beyond 50,000 Bahraini Dinars (132,275 US Dollar). Therefore, that report does not cover the small expenses which has big contribution in the total expenditures. Consequently, we cannot get a total accurate public expenditure analysis due to the aforementioned reasons, in addition to the absence of common classification for all the government authorities.

Apart from the all the analysis and planning processes, having a unified procurement classification is a must for the new Bahrain electronic procurement (e-procurement) initiative. This is due to the need for standard coding system and precise descriptions that can be used for all the government entities’ orders.

3- Public Procurement Classification

Classification is defined as “the act or process of dividing things into groups according to their type” (Cambridge, 2014). Defining those types depends on the analysis purposes, which will identify the hierarchical levels according to the business needs. Procurement classification may be very difficult to be applied generally due to the variety of systems, products, services and authorities. However, it is highly used in public procurement in the developed countries. Having a unified classification enable governmental authorities to have the power to compare and share financial data quickly, easily and precisely with any government authority. Furthermore, the agreement on certain classification can be used in planning and analysis purposes to help governments understand their expenditures and plan for their future projects. The importance of procurement classification to governmental authorities owing to the expected benefits, which include (1) standard reporting, (2) easy exchange and comparison of information; (3) Cost reduction by planning collaborative procurement; (4) successful e-procurement system deployment with codes that support ordering process (Cole, 2006).

Figure 4 - Total Value of Awarded Tenders by Bahrain Tender Board in 2012

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Figure 5 - Importance of Public Procurement Classification

Different classifications are used around the world to categorize public procurement. This classification will be discussed with more details in the next section. The criteria on how to choose the best classification that suite the current situation may differ from organization to another. However, there are certain attributes that participate in defining the successful classification, which may include as suggested by Cole (2006) (1) having appropriate hierarchy (i.e. not too simple to fit the complexity of the different purchases and expenditures possibilities, and not too complex that has more than three levels); (2) Easy to maintain and extend; (3) Can be mapped easily to any existing classification, structure or general ledger of accounts; (4) Unambiguous definitions and descriptions that can be used by non-literal workers; (5) Limited number of classifications that does not exceed for example 200 sub-groups.

Figure 6 - Attributes of successful procurement classification

- Appropriate Hierarchy
- Easy to maintain and extend
- Can be mapped easily
- Unambiguous definitions
- Limited number of classifications

Attributes of Successful Procurement Classification
Existing Classifications in Bahrain


The UN statistics division shows that Directory of classification of economic activities in the GCC is used by all the gulf states, which is based on United Nations International Standard for Industrial Classification (ISIC). Harmonized system is used by both Bahrain and Kuwait as product classification. No standard expenditure classification is used by any of the GCC states. See Table 1.

<table>
<thead>
<tr>
<th>Country / Area</th>
<th>Activity classifications</th>
<th>Product classifications</th>
<th>Expenditure classifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bahrain</td>
<td>ISIC Rev.4</td>
<td>Harmonized System</td>
<td></td>
</tr>
<tr>
<td>Kuwait</td>
<td>ISIC Rev.4</td>
<td>Harmonized System</td>
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</tr>
<tr>
<td>Qatar</td>
<td>ISIC Rev.4</td>
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<tr>
<td>UAE</td>
<td>ISIC Rev.4</td>
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<tr>
<td>Oman</td>
<td>ISIC Rev.4</td>
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<tr>
<td>Saudi Arabia</td>
<td>Not written</td>
<td></td>
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</tr>
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</table>

5- International practices related to public procurement classification

Table 1- International Classifications used by GCC countries (Source: UNSTATS.UN.ORG)

literature review of the existing e-procurement classification of the developed countries shows different systems and approaches. The “United Nations Standard Products and Services Code” (UNSPSC) in Australia, the “North American Industry Classification System” (NAICS) in United States, the Procurement Classification (ProClass) in United Kingdom or the “Integrated Tariff of the European Communities” (TARIC) in the EU are examples of efforts to unify and model procurement-related data.” (Alvarez-Rodríguez et al, 2014; Cole, 2006).

Brief information about each classification will be discussed in this section to overview the obstacles and challenges associated with similar efforts in the future.

Figure 7 - Classification systems used by Government Entities in Bahrain

6- Public Procurement Classification Implementation Challenges in Bahrain

Implementation of unified procurement classification for Bahrain is not an easy task. It requires the collaboration and different meeting with all the stakeholders with clear links to the Bahrain 2030 strategy outcomes. Both business and technical implications may not be considered as the main challenges considering the other possible barriers like for example:

Non-acceptance of the classification by all the organizations, resistance from individual authorities, inability to differentiate between the product coding and classification, or any other top management support to fund and disseminate the concept to all the entities.

REFERENCES


Session 8

E-government
Requirements of Effective e-Government and Encountered Obstacles

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Concept of e-government

E-government is the transformation of the interests of the government and private sector towards carrying out their functions and tasks, in relation to public service or one another, in an electronic way, by using information technology and modern means of communication.

E-government in its simplest form means the transactions that can be conducted by the citizen with government agencies through the internet, in what can be called Business - to - Government.

This technique allows for citizens and government agencies to exchange information and do businesses through the internet or other means.

Objectives of e-government

There are four objectives for e-government. These are:

1- Improving the level of performance of the services, as this objective avoids manual errors that may occur when doing services in the conventional method, and therefore, the flow of transaction data are easily made available, providing safe room for transparency, so as to easily track performance of each transaction at any time, helping in forming officials and stakeholders about the causes of delay.

2- Reducing administrative complexities, as ICT can deliver information quickly and easily; in addition to completing the transaction in a short time of less than minutes. So, the public can browse communication site and accomplish information quickly and easily; in addition to completing transactions led to heavy reliance on computers. This makes the number of computers at the moment. This may only be understood as computer in its conventional size. However, the require- ments of e-government go beyond computer itself to include two key elements. These are computer networks and inclu- sions of workstations, software, local networks and large- scale networks.

These networks have key components, which are main service set that powers the network and organizes work of hardware components of the network. As for the second ele- ment, it is the network operating system that manages net- work resources.

So, it is clear that there are two levels for computing require- ments. Firstly, at the level of individuals, which is the abil- ity of individuals to acquire the devices that enable them to upload and track their transactions and track their progress. And secondly, at the official level, represented in providing ser- vices, networks and data operating systems, circulated on the network.

5- Communications infrastructure:

Wherever communications infrastructure is solid, it will have the ability to fulfill huge requirements that use information technology to upload work of e-government, allowing for ab- sorption of future increases and expansions.

6- Reengineering business processes in government:

E-government projects require reengineering and automation of procedures (converting them to digital or electronic format) to allow for the implementation of digital pattern.

Implementation Strategy:

There is a common denominator between the government and the private sector, in terms of taking into account the cost factor when performing service and ensuring efficiency in production. So, the method of reengineering the imple- mentation of business processes is quality, speedi- ness in delivery, low cost and to satisfy customers is a mat- ter of urgency. Yet, this will only come from the complete design and openness in this area, qualifying to transform to an operable e-government as mere announcement of e- government is not enough.

Based on this, the importance of having a strategy to de- termine the features of e-government and its set vision and the achieved clear goals comes. The leadership plays an active role in this regard, through urging all members to step forward towards achieving the objectives of the strategy, while caring for the human element, regulatory environment and awareness factor, representing the components of the strategy selected to carry out work.
1- Vision: Clear vision is important for e-government, as it determines how e-government will act during the coming period and the appropriate position.

2- Driving: Leadership plays an important role in guiding e-government project. And here, two types of leadership can be identified. These are political leadership and executive leadership. Political leadership must have the initiative in advance to issue the directives, intended to achieve e-government, taking into consideration the demographic and geographic dimensions. As for executive policy, it bears the burden of guiding all competent sectors in the field of e-government towards achieving the goal. It should identify the roles, follow-up workflow, guide and take corrective steps, and make sure of pushing forward necessary changes to translate set plans into reality. More importantly, the performance of timetable must be tracked for implementing drawn plans.

3- Human element: The human element is an essential productive output that is indispensable for e-government. That is why the human element must be focused on as a driver. Therefore, develop- ing and training such an element are a matter of urgency. This will only become facile through the provision of technical and human resources.

4- Regulatory environment: The access to a digital pattern for completing and managing transactions, whether or not the government is the originator or executing party, requires the presence of legal parties to facilitate the establishment of e-government, making of it a project, recognized by everyone, which requirements are bound for everyone. This also necessitates that there should be a general trend that stimulates all categories to engage the human element to take the right decision.

5- Awareness raising: The e-government project carries the dimensions that can change many concepts, both individually and collectively. And perhaps these changes may affect the future of individuals in the prospective digital system.

The sources of challenge can be identified in the following points:
- Regulating laws
- Financial obstacles
- Confidence factor
- Social obstacles
- Knowledge Management

1- Legal framework: The completion of legislation is a fundamental factor for completing and generalizing e-government. So, in case of no endorsement of electronic documents that are not given legal form, this will affect the effectiveness of e-government. Therefore, demand is urgent for issuing appropriate and specialized legislations to organize e-government work.

2- Financial obstacles: The obstacles before the efficacy of operating e-government and Arab societies are the areas of youth density. This suggests that the rate of population growth puts pressure on communications infrastructure, and this does not provide the speed of access to the service. The same is measured for scattered places of difficult terrain and low population densities. All these factors together constitute a financial challenge for telecommunications providers to monitor financial budgets so as to provide sufficient space of frequencies and broad bands, as well as constantly evolving communication technology.

3- Confidence: Confidence is a substantial factor within the scope of e-government. It must take root in the minds of individuals, and institutions as well, that use of modern technology is a safe procedure that saves time and effort at the same time. For example, there is only a small percentage of bank account holders in Yemeni banks, specifically CAC Bank, who use phone banking to pay utility bills and transfer from one ac- count to another. This refrainment indicates a point that must be gathered around by all parties, in an effort to attract individ- uals to start and adopting this service, as it repre- sents the best and safest way and for all parties and allows room for transparency and precedence in information.

4- Social factor: One must not overlook the fact that there is a percentage of illiteracy in the Arab world and Yemen is not excluded, with a ratio of 26%. This is a fairly large percentage. Moreo- ver, Yemen, like other Arab countries, is characterized by a young population density, underscoring the importance of giving the education sector utmost importance in this area, as long-term investment should have a greater share. This indicates that human element, previously described, is one of the pillars of strategy that must be cared for, trained, and qualified to cope with demands of modern technology.

5- Management of knowledge: Knowledge is the real capital, and whenever accumulated knowledge meets with modern requirements, it will ex- hibit more ability and success in dealing with businesses and developments in all areas. As a matter of fact, the man- agement of this information represents a challenge to institutions. And the compilation of figures and data can be seen as an essential and important process, for the aspect of knowledge. Therefore, success does not lie in the col- lecting of data and number rather, it lies in the ability to provide safe and modern information at the required time. Hence, the importance of knowledge management shows, as it provides valid information that effectively mean to serve the target, in addition to its ability to deliver information be- tween concerned parties as fast and safe as possible, when directed, as well as relevant entity and how it is managed. Note-worthy, browsers of some websites have facts and fig- ures. However, these figures are characterized by modernity and veracity and translated for one reason, which is that efforts, made in designing and publishing sites, are distinct, while exerted efforts to update the contents of sites are diminished with time which sees these websites to lose their popularity. Therefore, the browser will not visit the web- site again.

Recommendations and proposals to be taken into account: If you well correct information from any person or provide them with distorted, incomplete or stuffed with propaganda- da and falsehood information, you will be destroying their thinking of taking them to below the human level” Arthur Sulzburger, founder of New York Times. “It is the correct in- formation which builds generations and the orientation to- wards adopting an electronic pattern for the achievement of progress and development in all areas. As a matter of fact, the man- agement of flowing information represents a challenge to institutions. And the compilation of figures and data can be seen as an essential and important process, for the aspect of knowledge. Therefore, success does not lie in the col- lecting of data and number rather, it lies in the ability to provide safe and modern information at the required time. Hence, the importance of knowledge management shows, as it provides valid information that effectively mean to serve the target, in addition to its ability to deliver information be- tween concerned parties as fast and safe as possible, when directed, as well as relevant entity and how it is managed. Note-worthy, browsers of some websites have facts and fig- ures. However, these figures are characterized by modernity and veracity and translated for one reason, which is that efforts, made in designing and publishing sites, are distinct, while exerted efforts to update the contents of sites are diminished with time which sees these websites to lose their popularity. Therefore, the browser will not visit the web- site again.

1- Developing clear vision and strategic objective to achieve the e-government project, for better future.
2- Starting plans and setting schedule of implementation, through determining the services that can be computer- ized and the sectors to be automated as a first step to implement the project.
3- Building broad databases that include all financial and administrative sectors in the State, which is the first step to build e-government and be circulated among all in transparency. Only then, the investment climate can be characterized by relief, the economy grows and routine disappears. This will happen only by rehabilitating infra- structure of communications to accommodate the qualitative shift that takes us to the digital space.
4- Taking experiences of others into account when e-gov- ernment is established. The best example for application is the Government of Dubai. The Government of Dubai applied the model of e-government system provided by Oracle Corp., a leading company in e-government sys- tems.
5- Qualifying cadres and supporting curricula with com- puter sciences and databases, in addition to embed- ding these materials as a prerequisite for graduating a sophisticated digital society, and colleges can be prepared for specializations and expansion of research and develop- ment.
6- Amending laws necessary for the process of change and beginning to develop programs to raise awareness and demonstrate the advantages the citizen will have by ap- plying electronic systems, as well as the conditions and obligations to be taken while handling systems.
Policy Making and Assessment: Case Study of Bahrain Enterprise Architectures Policy & Standards in Information Technology (IT)

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Building on the belief that there exists a positive correlation between the desired level of e-government capability and maturity and the required level of policy architecture maturity, The E-Government Authority (eGA) of the Kingdom of Bahrain embarked on a Agenda to ensure improving service delivery to citizens through seamless integration and connected governance.

In order to ensure increased efficiency and effectiveness of e-Government, it is important that “Whole of Government” operates in a consistent, standardized and best practice driven manner. There is the journey for Kingdom wide e-Governance policies and standards initiatives. Policies are formal documents that aim to guide the behavior of Government and the application of standards with the aim of achieving a desired outcome such as “safe IT environment”. These standards establish uniform requirements for all Government entities with regards to current or planned organizational component of ICT (Soft, FDM, IT).

This paper will describe the Policy and Standards project starting with definition of policy, principle, objectives and scope of the project, the approach taken to plan & assess, Architect, design, implement, govern. This paper demonstrates the Policy Making and Assessment view was established and concluded. This built a foundation to study and analyze the current state in the government entity and the international best practices are taken into consideration to set a map forchanges, support business & IT budget prioritization etc. Different issue in any organization like legacy transformation, business changes, infrastructure renewal, Application renewal and Business IT alignment can be resolve by designing Enterprise Architecture. This paper demonstrates the Policy Making and Assessing

What is “Policy”?
A definite course or method of action selected (by govern ment) or administrative directions by organizations in response to the changing world around them. These standards exist to implement the directions and goals set by policies. They are designed to achieve outputs. To reach consistent results, they place boundaries on how much individual discretion is permitted when interpreting policy.

Policy can:
• Be broad and visionary.
• Set direction.
• Express standards, behaviours, and expectations to guide actions.
• Be a concept or stated position of intended outcomes.
• Be a statement of principle.

INTRODUCTION
Government around the world are leveraging advances in Information and Communication Technologies (ICT) to enhance their services delivery mechanism so as to improve citizen satisfaction towards government as well as gain competitive advantage over other nations in attracting. In order to achieve this objective, eGA realized the need for a Kingdom-wide strategy and holistic guiding plans, and hence decided to design, develop and implement National Enterprise Architecture Framework (NEAF) for Kingdom of Bahrain. NEAF would help in managing complexity, managing innovation, business changes, infrastructure renewal, Application renewal and Business IT alignment can be resolve by designing Enterprise Architecture.

Project Objective and Scope
Enterprise Architecture (EA) is practiced in many industries; private and public sectors. It is very important before embarking EAs “Policy and Standards” project that the objectives to be achieved are defined clearly. As a trend EA could serve different objectives; in this the primary objective of this project is to transform Kingdoms e-Government environment to implement cross-government IT policies and standards designed in conformance with international best practices yet customized for catering to specific needs of the Kingdom.

1. To run eGovernment in Secure, Best Practice Driven yet Efficient manner.
2. To adopt and implement Systematic Enforcement mechanism.
3. To run eGovernment in Secure, Best Practice Driven yet Efficient manner.
4. To adopt and implement Systematic Enforcement mechanism.

Driving Principle
This paper intended to demonstrate the eGovernment authority (eGA) Kingdom of Bahrain case study of policy making and assessment. eGovernment authority studied across twenty eight (28) government entities through a National Enterprise Architecture Program to streamline the public administration particularly in the field of information technology. The project will ensure the standards and processes. The Policies and Standards are, Key to improve efficiency in Government by:

• Enforcing efficient governance & compliance across the eGovernment ecosystem
• Achieving standardized operating environment conforming to best practices
• Easier accomplishment of connected government paradigm

Critical to National Level Governance and compliance
Hence it should be managed centrally as National Initiative, owned by the formed governance group, it ensures the active involvement of Information Communication Technology Governance Committee (ITGC) and Supreme Committee of ICT (SCICT) of Kingdom of Bahrain, and it should be implemented and monitored across ministries and government entities.
Illustrative Approach
A comprehensive set of activities needs to be followed by government entities for empowering the policy making and assessment journey. At first, the eGA has laid out overall approach mechanism as illustrated in the below figure. Which is a stage wise approach mainly consist of plan, assess, architect, design, implement and govern along with cross government collaboration.

Plan & Assess Stage
During the planning stage there are key major activities are undertaken by the team to analyses, study the current state in the government to derive a mechanism to address, there are many data points had been collected from the National Enterprise architecture initiative's AS-IS Architecture artefacts and as well made a survey with key government entities in the kingdom. The primary activities includes
- Identify and assess exiting Policies and Standards
- Establish complete list of required policies and standards
- Establish priorities and implementation sequence
- Identify Stakeholders
- Establish communication plan

This paper does not elaborate detailed information of these stages since it is more theoretical in nature and all government can use their own pragmatic approach which is commonly been played across the region. This paper try to elaborate primarily on the architecting and governance framework model and try to explain one cross government key policy been designed approved by the committee and implemented and educated. In order to achieve a quality policy making and assessment journey. Hence understanding, managing and governing bodies and decision authorities, Conformance of policies & standards integrated with review and audit cycle. Well defined and agreed Policy and Standards Lifecycle framework as exhibited in the below figure…

Architect Stage
This is the key area where the real policy lifecycle framework, governance model has been formed and team has formed the below stated activities to drive forward.
1. Policy and Standards Lifecycle Framework
2. Governance Structure
3. Define Stakeholder Roles & Responsibilities
4. Policy Structure and Criteria
5. Policy Criteria Decision Tree
6. Policy Document Templates

1. Policy and Standards Lifecycle Framework
Operating policy and standards driven eGovernment is a journey. Hence understanding, managing and governing the lifecycle is critical. Conceptualization, development and implementation of policies and standards require multiple critical perspectives to be addressed… Awareness on overall need among government entity leadership, Management support from all government entities, Effective participation from key entities, Acceptance of ownership across governing bodies and decision authorities, Conformance of policies & standards integrated with review and audit cycle. Well defined and agreed Policy and Standards Lifecycle framework as exhibited in the below figure…

Illustrative Approach

E-Government and E-Citizenship in the Kingdom of Bahrain: Manifestations, Perspectives and Future Trajectories

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ABSTRACT
E-government and e-citizenship are trends in governance that are believed to have gained significant momentum in the second decade of the 21st century. It is based on the principle that effective and efficient administration of basic services and facilities to the communal sector can be brought to a higher ground through the exercise and utilization of Information Communication Technology (ICT) and other related computer applications that are readily accessible to the public (Jeong, 2007). An intrinsic element to the aforesaid tenet is the pivotal role of computer technology in the process of positioning e-governance and e-citizenship to actual practice. Nkwe (2012), in a discourse about the shift from traditional governance to the novel model of public administration, highlights the impact of electronic forms and methodologies in providing varied social services to the general public. These outcomes have positive bearing to both the government and the civic domains of society such as enhancing the transparency of supervision and control; advancing physical, resource, and time management aspects; and enriching the attitudinal and human relation dimensions of the state interaction with the citizens (Monga, 2008). Hence, e-government has been accepted as an indication of a systematic and well-planned attempt in employing ICT to ameliorate the management of public affairs and the formulation of political decisions (Haldenwang, 2004).

The aforesaid propensities of e-governance and e-citizenship in transforming conventional governance have led many governments across the globe to reinvent their image by incorporating the principles of the former. In Australia, the exercise of e-governance is primarily based on the trans-sector model wherein an entity is responsible for the infrastructure shared by the health, communication, environment, media, business, education, public administration, social services, and other sectors of the communal society (Budde, 2013). Korea's implementation of e-governance has proven to be avant-garde which is facilitated by careful collaborative planning. This is explicitly described in Song's (2003) work wherein utilization management, operation and maintenance, monitoring and evaluation, system development, managing critical factors, setting up strategies, benchmarking, environmental analysis, and institution building are all components of the three phases of e-governance implementation. In 2012, the United Nations Public Administration Network declared that most of the countries in the world have integrated the use of ICT in the delivery of public services (UNPAN, 2012). The said premise finds verity in the report of Kitaw (2006) wherein the ubiquity of e-governance initiatives are also evident in other African countries such as Rwanda, Ethiopia, and Mauritius. Presence of electronic and digital means of governance is also evident in other African countries such as Kenya, Tanzania, and Uganda which are also member-states of the East African region (Kaaya, 2001).

Despite the positive promises of e-government and e-citizenship, many scholars continue to document the limitations in the course of reinvention of government strategies using ICT. Cordella (2007) describes that some bureaucratic institutions that use e-government framework neglect vital areas of public administration such as the facility to coordinate efforts in the public arena and the mechanisms to employ standards of impartiality and equality. Edmson (2003) succinctly notes that creation of marketing schemes, reinforcement of privacy, and fostering equity and financing are
the common concerns related to the complete and successful implementation of e-government. The limited transformative power of e-government approaches is also accentuated by recent empirical studies through the measurement of online transactions and interactivity among the users of the technological infrastructures. (Norris and Reddick, 2012). Szeremeta and Kerby (2005) report that leadership, political commitment, infrastructure, access to the internet, trust, and financial resources are some obstacles to the full operation of e-governance. Resistance to e-governance initiatives has also been noted as one of the related drawbacks that are experienced by some industrialized countries. One of the documented cases of conflict between the civil society and the government is that of Korea, wherein the former refuses to submit to the state’s legislation to digitalize the education system and to utilize the national electronic ID card (Jho, 2005).

In the inquiry about the elements of e-government and e-citizenship, reference to existing frameworks and models can be advantageous and practical. Chen, Chen, Huang & Chin (2006) proposed a comprehensive framework of e-governance between developed and developing countries, wherein history and culture, technical staff, infrastructure, citizens, and government officers are the main components. A four-tiered e-governance implementation framework was outlined by the International Telecommunication Union (2009) which takes infrastructure, policy, governance, and outreach to the center stage. The two phases of e-governance implementation was explored by Reddick (2004) wherein the first phase involves the process of information dissemination and the second phase entails actual transactions that are viewed to be schemes of public administration from street-level to system-level formalities. Al-Adawi, Yusafzai, & Pallister (2005) proposed a useful conceptual model of citizen adoption of e-government by featuring the mechanism of the government to monitor the perceived power of e-government approaches is also accentuated. (Al-Khouri, 2011). This paper explores the manifestations, perspectives, and future trajectories of open government and e-citizenship in the Kingdom of Bahrain. Using a systems review approach, the first section of the paper shall probe the various manifestations and strategies used by the government of Bahrain to implement the said practice in the area of education, healthcare, commerce, and trade, and environment as well as other aspects of public administration. The second section of the paper shall elucidate the economic, political, social-cultural, and eclectic potentials of open government and e-citizenship in the context of Bahrain. It shall also give light on the challenges in terms of implementation, assessment, and development issues associated with the aforesaid practice of public governance. The e-governance frameworks and models proposed by the International Telecommunication Union (2009), Reddick (2004), Al-Adawi, et al (2005), and Al-Khouri (2011) form an important element of the discussion paradigm in this analysis. A set of future trajectories and recommendations based on empirical and theoretical discussions about the open government and e-citizenship practices in the Kingdom of Bahrain shall comprise the final section of the paper.

E-Government and E-Citizenship in the Kingdom of Bahrain: Manifestations, Perspectives and Future Trajectories

BIBLIOGRAPHY


Introduction: Exponential increase of usage of e-government system has led the author to carry over this research work. In present paper, IDS and hybrid encryption have been focussed to protect data and system of e-government of Bahrain from different types of attacks. Proposed IDG system is designed on the basis of various classifier methods from which the system will learn about the traffic, “normal” and “anomaly”. Proposed 7 phases of encryption algorithm will protect the data in storage, in transition in processing from the hackers. Objective of this hybrid complicated encryption technique is to make the computation time high for decryption.

Section 2 depicts various attacks. Section 3 explains protection system from attacks. Section 4 discusses proposed IDS and hybrid encryption, Section 5 mentions experimental results, Section 6 concludes the paper.

Various Attacks: Objective of this research is to propose the security mechanism which will protect, entire e-government system, its data in storage, during transition, during processing. Mostly three categories of attack are existing, attacks against availability, attacks against confidentiality, and attacks against integrity [3].

Attacks against confidentiality:
Attempts are made to reveal the contents of the communication in this type of attack. Attackers can reveal the secret information of communication. “Eavesdrop” is such type of attack. “Eavesdrop” attack cost the loss of secrecy, privacy, confidentiality of the system though in such type of attack no attempt is made to change the content of the communications. As e-government system deals with the data of citizen, it is utmost important to maintain privacy of the personal data of those citizens. Proposed IDS will identify such traffic and protect the e-government system from “Eavesdrop” attack. “Aggregation” is another form of attack against confidentiality where attackers deduct the information from set of data available in the system. Here, also it’s important to identify the unauthorized user when such attempt is made. Real-time IDS can help in identifying such attacker and block that IP immediately to keep the data of citizens confidential.

Attacks against availability:
In such type of attack, attempts are made to overload the available resources or some resources are made unavailable for certain time to the legitimate user. DOS is such type of attack which can result in unavailability of particular portal services to the legitimate citizen in e-government services.

Attacks against integrity:
Attacks, where attempts are made to modify the contents of the communications, are categorised as ‘attacks against integrity’. “Man In The Middle” (MITM) is one such attack where the attacker sniffs the data during transition and modifies the content of the packet and resend without the knowledge of sender and receiver. Such types of attacks are very dangerous as they can make misleading for e-government system as it handles the data of citizens. Again proposed IDS and real-time encryption technique can help in protecting e-government system from MITM attack. “Web Site Defacing” or “Hacking” is another such attack where attackers change the contents of the web page of any institution without the knowledge of the owner. In e-government system, for such type of attack, attackers can gain information about the citizen. “Password sniffing” is another attack which affects confidentiality. Again, hybrid encryption technique where decryption will be computed can protect the e-government system from such attack.

Protection System for Attacks:
Various security mechanisms can work as protection system from such types of attacks. These protection systems can be implemented in different layers of the e-government system, like in network layer, physical layer, application layer, operating system layer.

Authentication in User-Node:
Authentication is checked in user-node system. Password, smart card, encrypted key or biometric features are used for authentication in user-node. When session is established with any citizen and government through the network, before starting session, authentication should be verified in server system. Biometric authentication is more reliable than pass-word or smart card or encrypted key.

Access Control:
This protection mechanism decides which user will be given rights to which part of the system. Once the authentication is satisfied by the protection system, authorization of e-government system toward which user will allow access only the parts for which the particular citizen is authorized. It protects the system and data from the attacks of confidentiality, integrity, and access control. Here go side by side. There are three access control policies should be implemented in e-government system, Mandatory Access Control (MAC), Discretionary Access Control (DAC) and Role Based Access Control (RBAC). The sensitivity level at which the citizen is working should be compared to the sensitivity level of the object being accessed in MAC which will give the access rights on the object. MAC checks are passed. DAC should restrict the access of the citizens (objects) to objects based on the identity of citizen(s) in e-government system. In RBAC, access is given to the citizen to those data set of system related to the roles / functions for which the user is authorized to e-government system. To implement these three policies, any of the mechanism, like Access Control Lists, Capabilities, Authorization Table can be implemented to store the access matrix of the e-government system. This access matrix should contain the information which citizen has access rights to which data object.

Intrusion Detection:
Intrusion Detection System is a protection mechanism which monitors the traffic and analyses each traffic. It identifies the traffic as ‘normal’ or ‘anomaly’. The traffic identified as ‘anomaly’ can be related with any attack against availability, confidentiality, integrity. There are three models of IDS, i) misuse model, ii) anomaly model, iii) specification based model which are mainly used for protection. Misuse detection model maintains a database for known attacks, i.e., data base is maintained for patterns of attacks or attack signatures. This model is also known as “signature based intrusion detection”. Machine Learning technology helps the system in learning regarding traffic. Rules are generated to identify the traffic as ‘anomaly’ or ‘normal’ depending on the values of their characteristics. This model monitors the traffic, analyses the traffic applying the rules learnt from the system and decides the traffic. Anomaly model considers any unexpected behaviour as intrusion. It monitors the traffic and if it finds the behaviour of the traffic does not match with the normal behaviour, it considers the traffic as ‘anomaly’. Sometimes such detection becomes false. This model uses the statistical, data mining technique to determine the traffic. Specification based model captures the sequences of normal traffic and if it observes any traffic which is not following the sequences as per the normal traffic, model declares the traffic as intrusion.

Extrusion Detection:
This technique analyses system activity and outbound traffic to detect suspicious users which can be a threat to the system. It works on data mining techniques by generating rules from the behaviour of outbound traffic.

Cryptography:
This technique combines encryption and decryption technique. Here, in e-government system, objective should be applying a complicated encryption technique so that hackers need more computation time to decrypt key. In that case, sensitive data of citizens can be protected from hackers from the attacks against confidence and integrity.

Proposed IDS and Hybrid Encryption:
Proposed IDS uses various classifier methods to classify the traffic data. According to the classification methods, error rates will be different. After experimental result, in absence of actual e-government system data, NSL-KDD 2009 Data set has been used. Some of the classification methods, like Support Vector Machines, Decision Tree, Naive Bayes classification, explained below. For each of these classification methods applied for IDS, error rates have been represented in terms of confusion matrix [4]. IDS for practical applications should be designed based on the two criteria, i) error rate, ii) computation time. Both the two factors are guided by actual system data. If the size of system data is too large for computation, dimension reduction should be considered before classification to achieve...
is often impractical to
test the system data for identification of redundant data. These redundant data should be removed for classification to improve time efficiency. Rough Set Theory can be applied to reduce di-
mension size of system data [5].

Support Vector Machine(SVM): A significant amount of research on support vector ma-
Chines have been carried out already and it has established its place as classifier in many applications. Support vector machine uses a kernel function for transferring the training data into a high dimensional feature space and the hyper plane is learnt for classification. In essence, support vector machines define hyperplanes, which try to separate the val-
ues of a given target field. The hyperplanes are defined us-
ing kernel functions. The most popular kernel types are sup-
ported: linear, polynomial, radial basis and sigmoid. Support Vector Machines [6,7] can be used for both, classification and regression. The computational complexity of SVM train-
ning depends on the number of training data samples.

Decision Tree: Quinlan’s ID3 decision-tree building algorithm [8,9,10] is one of the popular and powerful algorithms for inductive learning. In the tree, decision class denotes the leaf node and characteristics represent non-leaf nodes of the tree. For training set, ID3 takes objects of a known class, which has the values of all conditional attributes (non-leaf nodes). Rules of the decision tree are generated incorporating these attributes that correctly classify all the given objects. It uses optimized path to reach the decision class including all attribute values mentioned in the tree applying if-then rules.

Naïve Bayes: A Naïve Bayes classifier is constructed by using the training data to estimate the probability of each category given the system feature values of a new instance. Bayes theorem is used to estimate the probabilities:

\[ P(C = c_1 | x) = \frac{P(x | C = c_1) P(C = c_1)}{P(C)} \]

The quantity \( P(x | C = c_1) \) is often impractical to compute without simplifying assumptions. The Naïve Bayes classifier [11] assumes that the features \( x_1, x_2, \ldots, x_n \) are conditionally independent, given the category variable \( C \). This simplifies the computations yielding:

\[ P(C = c_1 | x) = \prod_{i=1}^{n} P(x_i | C = c_1) \]

Naïve Bayes classifier is surprisingly effective for classifica-
tion for most of the systems.

Confusion Matrix:

Confusion Matrix or table of confusion provides informa-
tion about actual and predicted classification achieved by a classification system. Actual values are written columnwise and predicted values are written as row wise. Following confusion matrix table gives the indication how actual and predicted are represented.

<table>
<thead>
<tr>
<th>Predicted Value</th>
<th>Actual Value</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>True Positive(a)</td>
<td>False Positive(b)</td>
<td>Total</td>
</tr>
<tr>
<td>False Negative(c)</td>
<td>True Negative(d)</td>
<td>N'</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>P</th>
<th>n</th>
<th>Actual Value</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>P'</td>
<td>True</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>False Positive</td>
<td>False Positives</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td>Negative</td>
<td>True Negative</td>
<td>N'</td>
<td></td>
</tr>
</tbody>
</table>

Accuracy (AC) is the proportion of the total number of cor-
rect predictions. It is calculated by the following formula

\[ AC = \frac{a + d}{a + b + c + d} \]

False positive (FP) is the proportion of negative cases that are incorrectly classified as positive and calculated by the following formula

\[ FP = \frac{b}{a + c} \]

False negative (FN) is the proportion of positive cases that are incorrectly classified as negative and calculated by the following formula

\[ FN = \frac{d}{b + d} \]

Precision (P) is the proportion of the predicted positive cases that are correct and calculated by using the formula

\[ P = \frac{a}{a + b} \]

Confusion Matrix or table of confusion provides informa-
tion about actual and predicted classification achieved by a classification system. Actual values are written columnwise and predicted values are written as row wise. Following confusion matrix table gives the indication how actual and predicted are represented.

<table>
<thead>
<tr>
<th>Feature Description</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duration</td>
<td>Continuous</td>
</tr>
<tr>
<td>Protocol type</td>
<td>Discrete</td>
</tr>
<tr>
<td>Service</td>
<td>Discrete</td>
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<tr>
<td>Flag</td>
<td>Discrete</td>
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<tr>
<td>Source bytes</td>
<td>Continuous</td>
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<tr>
<td>Destination bytes</td>
<td>Continuous</td>
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<tr>
<td>Land</td>
<td>Continuous</td>
</tr>
<tr>
<td>Wrong fragment</td>
<td>Continuous</td>
</tr>
<tr>
<td>Urgent</td>
<td>Continuous</td>
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<tr>
<td>Hot</td>
<td>Continuous</td>
</tr>
<tr>
<td>F Archives</td>
<td>Continuous</td>
</tr>
<tr>
<td># Compromised</td>
<td>Continuous</td>
</tr>
<tr>
<td># Root accesses</td>
<td>Continuous</td>
</tr>
<tr>
<td># File creations</td>
<td>Continuous</td>
</tr>
<tr>
<td># Shells</td>
<td>Continuous</td>
</tr>
<tr>
<td># Access files</td>
<td>Discrete</td>
</tr>
<tr>
<td># Outbound commands</td>
<td>Continuous</td>
</tr>
<tr>
<td># Hot login</td>
<td>Discrete</td>
</tr>
<tr>
<td># Guest login</td>
<td>Continuous</td>
</tr>
<tr>
<td># Connections</td>
<td>Continuous</td>
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<tr>
<td># Srv count</td>
<td>Continuous</td>
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<td>Srv error rate</td>
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<td>Same srv rate</td>
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<td>Diff srv rate</td>
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<td>Srv diff host rate</td>
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<td>Srv host count</td>
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<tr>
<td>Srv diff host count</td>
<td>Continuous</td>
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<tr>
<td>Srv host count</td>
<td>Continuous</td>
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</table>

Experimental Results:

In proposed IDS, NSL-KDD 2009 Intrusion Detection Sys-
tem data set has been considered for experimental analysis. Each object has 42 attributes, out of 42 attributes 41 are con-
ditional attributes and 1 is decision attribute which has two class levels, ‘anomaly’ and ‘normal’. Out of 41 attributes, 34 are continuous and 7 are discrete attributes. Description of each attribute is given in Table 1. Various classifier, Support Vector Machine (SVM), ID3, Naïve Bayes have been applied for classifying traffic as ‘normal’ and as anomaly. Experi-
mental results have found out by using Tanagra Software. Table 2, Table 3, Table 4 represent confusion matrix with error rate of “SVM”, “ID3”, “Rudal Basis Classifier”, “Na-
vie Bayes Classifier”.

<table>
<thead>
<tr>
<th>Feature Description</th>
<th>Type</th>
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<tr>
<td>Duration</td>
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<td>Protocol type</td>
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<td>Source bytes</td>
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<td>Land</td>
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<td>Wrong fragment</td>
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<td>Urgent</td>
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<td>Hot</td>
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<td>F Archives</td>
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<td># Compromised</td>
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<td># Root accesses</td>
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<td># File creations</td>
<td>Continuous</td>
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<td># Shells</td>
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<td># Access files</td>
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<td># Outbound commands</td>
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<td># Hot login</td>
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<td># Guest login</td>
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<td># Connections</td>
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<td># Srv count</td>
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<td>Same srv rate</td>
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<td>Srv diff host count</td>
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<td>Srv host count</td>
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34. Dst host same srv rate % of connections having the same destination host and using the same service Continuous
35. Dst host diff srv rate % of different services on the current host Continuous
36. Dst host same src port rate % of connections to the current host having the same src port Continuous
37. Dst host diff srv host rate % of connections to the current host having the same srv rate Continuous
38. Dst host sever rate % of connections to the current host that have an S0 error Continuous
39. Dst host srv sever rate % of connections to the current host and specified service that have an S0 error Continuous
40. Dst host rerror rate % of connections to the current host that have an RST error Continuous
41. Dst host srv rerror rate % of connections to the current host and specified service that have an RST error Continuous

Table 2.
Confusion Matrix value with 34 continuous attributes where error rate is 14.04% using “SVM” classifier

Table 3.
Confusion Matrix value with 34 continuous attributes where error rate is 5.5% using “ID3” classifier

Table 4.
Confusion Matrix value with 34 continuous attributes where error rate is 18.16% using “Radial Basis Function” classifier

Table 5.
Confusion Matrix value with 34 continuous attributes where error rate is 13.42% using “Naïve Bayes Classifier” classifier

Conclusions:
It is clear from experimental analysis that different classifier produces different error rate for same set of data. It is very important to analyse the actual system data for conclusion. Accordingly, classifier can be decided for implementation for security of e-government system of Bahrain.

References:

Confusion Matrix value with 34 continuous attributes where error rate is 18.16% using “Radial Basis Function” classifier

Classifier performances

Results

Classifier performances

Results

Classifier performances

Results

Classifier performances

Results

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Confusion Matrix value with 34 continuous attributes where error rate is 18.16% using “Radial Basis Function” classifier

Table 5.
Confusion Matrix value with 34 continuous attributes where error rate is 13.42% using “Naïve Bayes Classifier” classifier
1. Introduction
In the modern organization, Information Technology (IT) plays an increasingly important role in enabling all business processes. IT has become everybody's business and the proper management of IT across the enterprise can substantially boost competitiveness, increase efficiency and enhance customer satisfaction.

Strategic planning is not just a task. It is a process. The better planned the process, the better the results. A strategic planning process is also a crucial communications vehicle between IT and the rest of the organization. An open and inclusive process will lead to a better plan, increased understanding by all, and closer alignment of corporate and IT strategy.

The term “IT Governance” refers to formal high level processes and structures for IT strategic planning, prioritization, decision making and performance measurement. By having these formal processes and structures – such as IT strategy and steering groups – the organization can more effectively:
- Align IT strategy with the business strategy
- Transform high level strategic goals into actual IT projects
- Align IT strategy with the business strategy
- Establish procedures for prioritizing IT projects that are understood and supported by all senior managers

By “high level” we mean that these processes and structures extend beyond managing the IT department to address strategic IT issues across the entire enterprise. As they impact the entire organization they demand wider involvement and particularly the participation and support of senior management.

2. Scope and Objectives
The Government Authority of Bahrain (EGA) has taken this matter as one of its high priority initiatives in its 2010-2014 strategy. This was based on the belief that smart, wise and cost-effective IT investment at national level is only the result of properly structured and accurate IT planning and governance at the lower levels, i.e. various government entities (ministries, authorities, directors, etc.). This belief was recently translated into a very strategic project that has shown very successful during its pilot phase. This project was not only aimed at developing an IT planning toolkit but at the same time implementing it with three key ministries: using a combination of best IT management practices and industry guidelines such as COBIT. A best practice methodology and the handshaking methodology were the two key success factors in raising the IT planning skill sets of the engaged entities.

This paper will demonstrate to the audience the experience, findings and challenges of the above initiative. Additionally it will highlight the success factors that could be used to further enhance the methodology that was applied in the project, and how this initiative would impact the alignment of the various government entities' IT plans with the national IT and financial plans.

3. IT Toolkit Process and Methodology
The goal of this methodology is to provide you with an effective process for goal setting and decision making in IT that aligns with the business goals of government organization. This methodology has three components that will help guide the planners through this process:
- This step-by-step guide takes you through the stages of establishing an IT Steering Committee and building a Strategic IT Plan.
- A collection of tools and templates that are used for information gathering and analysis throughout the Strategic Planning process.
- A report template upon which will be used to build the Strategic IT Plan document.

Figure 1: High level strategic IT Planning process

4. IT Strategic Planning Pilot Experience
The pilot took around 4 months engaging three entities. They were first familiarized with the methodology (toolkit) with a condensed training, and then the approach of the project was agreed with them along with a personalized plan that mapped to the methodology’s deliverables.

The aim of the pilot phase was to first test the toolkit in smaller scale of entities and hence fine tune before applying it to bigger number of entities, second learn the nature and culture of government IT and business environments. The latter was very important, as it would help fine tune the approach the eGov project team would follow in the next phases with bigger number of entities. In the following sections some of the benefits or positive experiences that were identified and some of the challenges encountered during the pilot project and were used to further enhance both the toolkit and the approach.

4.1 Positive Experience
- This exercise has helped entity IT leadership to better understand their corporate strategy and functional priorities
- This exercise has helped in improving strategic planning capability within entity IT organizations
- This exercise has helped entity IT organizations to plan and prioritize IT investments ensuring highest benefits to functional organization
- Through this exercise entity IT organization has put together specific plans for maintaining active relationship with internal customers (functional unit leadership)
- This exercise has bought in place a formal, participative (collaborative) governance and decision structure where entity management and functional unit
representatives jointly decide on IT investment priorities considering overall entity objectives.

Entity IT leadership have appreciated the need for formal program management capability. One of the pilot entities has strategized operational Program Management Office setup as their priority.

It has been a great learning experience for everyone involved where we collectively improved our understanding on diversity as well as similarities between government organizations and accordingly fit our approach towards strategic planning.

4.2 Challenges Encountered

- Lack of appreciation and clear understanding about importance of effective strategy and planning for successful business outcome
- Unavailability of specific long term vision and priorities at entity level. Even in cases where formal strategy is articulated, the same is not seamlessly syndicated across the board
- Unavailability of sufficient planning skills within IT organization
- The IT leadership is too occupied with ongoing engagements, operational issues and administrative responsibilities and therefore find it hard to commit adequate time for strategic planning
- Serious capability challenges in the areas of budgeting, investment prioritization and analysis of complete decision impact
- In one of the cases, IT does not have any direct allocation or control over the budget. The entire entity budget is maintained as a common pool resulting in unmanageable uncertainty in planning and executing initiatives
- In another entity scenario, too many and too frequent changes in entity priority (controlled by top authorities like Cabinet or PM office) resulting in unplanned IT initiatives and postponed previously prioritized initiatives
- Lack of communication, understanding and collaboration between government entities preventing successful planning or execution of cross-government initiatives
- Silo thinking at entity level obstructing possibilities of whole-of-government IT investment
- Unavailability of Government level vision on IT investments and commoditization

5. Conclusion and Way Forward

Not only developing a tool to guide and enable entities to follow a standard methodology and produce a consistent output that is in-line with government strategy, but this project (pilot) has played an important role of identifying IT Strategic Planning skill gaps within government entities. Hence and during the IT planning process (stages), these gaps were being filled while their IT strategic plans were being developed. This enabled eGov Authority to building a new generation of IT planners within government entities.

The project, and after successful pilot and proof of concept, is now in the full implementation stage where the new batches are being engaged with. However, in this phase all the lessons learnt are being fed back into the modified approach, which the eGov project has developed, especially the merger of training within the stages of the 3-5 months planning process. Therefore, in the modified approach, instead of providing a big bang formal training and then closely support them in during the implementation, the training would be split into 4 stages along with their deliverables, i.e. train on the methodology stages, for instance 1&2 (see Figure 1), entities then implement what they learnt with certain timeframe, and then come back for next stages training, and then implement it, and so on until all stages are completed. On the other hand eGov project team would play two roles; conduct formal training, guide and support the entities by following them up remotely along with regular visits to the entities’ premises for close support and monitoring of their progress. The latter one has also another benefits, it puts pressure on the entities’ IT planning officers and their management (IT directors/CIOs) to stick to their implementation plan and meeting the project deadlines. This was one of the lessons learnt in the pilot phase.
Session 9 (Panel discussion)
- Public management education in the Arab region
Introduction
This study investigates Public Administration as a discipline in the Arab region. More specifically, the nature of current curricular offerings in the top ten Masters of Public Administration programs in the Arab region is identified and classified according to its emphasis on core competencies.

Problem Statement
Questions about the state of public administration as a field of study are abound (Bouckaert, 2010; Fritzten, 2010; Hou et al, 2011; Moloney & Gujariani, 2010; Pollitt, 2010). In the United States, themes like global and comparative studies, multidisciplinary approaches, collaborative management, public values, network governance and competing conceptualizations of the public are starting to become dominant. Beyond subject matter areas as traditional requirements of Masters of Public Administration (MPA) program design, the latest National Association of Schools of Public Affairs and Administration (NASPAA) accreditation standards stresses the need for a competency based program design (NASPAA, 2009). To this end, NASPAA believes that students should develop competencies such as an ability to Lead and Manage in Public Governance, Participate in and Contribute to the Policy Process; Analyze, Synthesize, Think Critically, Manage in Public Governance, Participate in and Contribute to the Policy Process; Analyze, Synthesize, Think Critically, and Interact Productively with a Diverse and Changing Workforce and Citizenry (NASPAA, 2009).

Competencies are defined as the attitudes, skills, abilities, qualities, behavior, motives, or any other personal characteristics essential to the successful performance of a task (Rychen and Salganik, 2001). This model entails introducing case studies, simulations, individual and group exercises, fieldwork, and other active modes of learning to develop and reinforce selected management competencies through the classroom experience (Roberts and Pavlik, 2002).

As to what concerns the shift towards competencies beyond subject matter areas in MPA curricula in Europe, the European Association for Public Administration Accreditation (EA-PAA) has initiated the ‘Tuning Public Administration Project’. This initiative aims to identify a set of competencies that are relevant as the basis of design for public administration degree programs in Europe. This initiative is also aimed towards integrating programs in light of increased economic, social and political integration among countries of the EU. This project is still in its early stages, whereby competencies have been categorized but not fully described. The EA-PAA is currently borrowing from the NASPAA accreditation standards, using it as one of its main sources of inspiration. The current competencies criteria are classified as instrumental, interpersonal and systemic.

While debate about the state of Public Administration as a field of study is plentiful, this debate is limited to the United States and Europe. At the present time, there is limited literature that addresses the state of Public Administration as a field of study, in the Arab region. Rather, the literature that exists is limited to the state of public administrations in the region, and the need for administrative reform (Jreisat, 2006; 2012). There is, nevertheless, a need for information which is valuable to those who attempt to advance the current state of the field of Public Administration in the Arab region. In response, this study explores the nature of current curricular offerings in the top twenty Masters of Public Administration programs in the Arab region in terms of the emphasis on core competencies that they help students acquire.

Research Questions and Methodology
This study explores the current state of the discipline in the Arab region with specific emphasis on the following research question:
1. What competencies are offered by the top twenty public administration programs in the Arab region?

Data Collection
The top ten ranked graduate programs in public administration was identified using information previously available in the public domain as well as data requests. This information included program and degree requirements, curriculum information, course catalogues, course descriptions and course objectives. The data collection process revealed a total of 209 courses for the Arab region.

Content Analysis
The objective of this methodology is to ‘quantify salient and manifest features of a large number of texts and the statistics are used to make broader inferences about the processes and politics of representation’ (Deacon et al., 2007, 119). These features are reduced to more convenient bits of data. For this study, the large number of texts represents curriculum information, while the generated statistics are made up of the categorized course offerings under a specific competency. As for the inferences, these explore the nature of current curricular offerings or in other words, the current state of the field in the Arab region.

Data Coding
The information contained in the curriculum material will be coded in terms of competencies. A single course can represent one or more competency. During the coding process, data will be entered into an Excel spreadsheet. Once the coding process is finished, the data will be reviewed to check for accuracy.

Data Analysis
Once the data set is complete, descriptive statistics will be generated using Excel. These statistics will allow me to review the nature of curricular offerings in terms of competencies in the Arab region.

Significance of Study
This study provides an insight into the nature of current curricular offerings available. This study also reveals a number of interesting facts about the nature of the study of Public Administration in the Arab region. These characteristics supplement our knowledge of Public Administration as a field of study in this specific region. Some of the more important findings are associated with the prevailing literature review and further elaborated in the concluding segment of the study.

Based on the findings, this study recommends a number of propositions for courses and programs in the Arab region. The value of this study lies in the findings it provides about existing curricular offerings. Knowledge of the nature of these curricular offerings is necessary to both evaluate the current state of the field, and advance discussions about the bases of future MPA curriculum design. Hence, with the present as a starting point, the study will also provide an indication of directions the field may take in the future. Furthermore, this study serves as bases for further analysis of public affairs education and curriculum in the Arab region on a general level.
The researches and studies of the parliament should not be captured by the opinion of one expert or specialist in the subject or law. Otherwise, the opinion concluded by the parliament will just be the opinion of the expert or specialist. This makes us before a purely technocratic parliamentary decision, claim or recommendation. This contradicts with the idea or theory of representation, as parliament are a mixture of representatives of the general will of citizens.

Methodologies used in for preparing parliamentary researches
Firstly: arguments as a methodology, successfully used in the preparation of researches and parliamentary studies and is based on two main components:
- Firstly: What do MPs want from parliamentary researches and studies?
- Secondly: How can this wish be achieved? And what are the practical ideas to develop them?

Researchers also agree on the importance of developing parliamentary knowledge of MPs, because this will reduce the independence of MPs on the adoption of the opinion of Ministers or the government.

Steps of justification methodology:
1- When dealing with any parliamentary research or study, you have to ask one definite question: why that problem occurred? Who is responsible for its occurrence? And to what degree it can affect public policy of the State?
2- Justify the reasons for the occurrence of the problem or issue, and justification here is:
   - Direct justification: the reasons that directly led to the submission of the draft law or topic, discussed by the commission or parliament.
   - Indirect justification: indirect reasons that indirectly led to the submission of the draft law or topic, discussed by the commission or parliament.

Potential justifications: study of potential reasons, from the scientific or academic viewpoint, or the reasons featured as an exception.
- 1- A schedule is prepared to arrange research problems and their causes, according to their importance. There are compelling reasons, most pressing problems, non-urgent reasons, normal causes, less urgent reasons and ineffective reasons. And after submitting full justifications and arguments, concerning the draft law or a topic to be discussed before committees or the Council, the next step begins.
- 2- Basic results: this stage represents results, and is the most important step. It entails investigating and examining all kinds of causes. And another parallel table is made for the most important results, less important results, normal results, unimportant results and the results that may occur in the future.
- 3- The parliamentary researcher may think of starting combination of as much information as possible. So, the information gathered can be sufficient to accomplish their research or study. Then, they can edit this information in their research. They may believe that they provided a good search to MP.

Secondly - historical methodology in the preparation of parliamentary researches and studies:
Historical methodology is returned to when writing parliamentary researches, in a cautious manner, in accordance with certain regulations and grounds, namely:
1- Is there a relationship between used information in the present time and in the parliamentary research, and between historical information, submitted in the past?
2- How necessary is historical information to reach a specific conclusion on the results, recommendations, suggestions or causes of the problem the researcher wishes to reach?

And the following questions are asked:
- a- Will this historical information result in a connection with any of the problem causes?
- b- Will this historical information result in benefiting of the recommendations and proposals?
- c- Can this historical information be done without, and in such a case, will the parliamentary research be affected?

Examples of parliamentary research papers
Regulatory impact paper: this paper focuses on any law will be debated by the House of Representatives for the purpose of being acceptable on the part of stakeholders and those targeted by its provisions. So, each law achieves many social and economic impacts and interacts with them, in addition to their effects on the environment, as well as the damages that will be affected freedoms and rights of individuals as a result of the phenomenon or problem the researchers are studying.

Legal considerations paper: this paper focuses on the study of to be studied law. This will automatically lead to knowledge and examination of the solutions to be provided by the application of the provisions of the law. So, if the parliamentary researcher (author of the paper) finds that solutions are positive enough to achieve the purposes of the law, it will be important to provide compatibility with the beneficiaries of these solutions. The elements of the paper consist of: reasons of submitting the draft law, in terms of being urgent or important, the solutions developed by law, gains expected, mechanisms and procedures of implementation and the extent of its social acceptance, as well as the damages that will be affected freedoms and rights of individuals as a result of the phenomenon or problem the researchers are studying.

Task of parliamentary researcher:
- Identify skills parliamentary researcher.
- Forwarding types of legislative research papers.
- Understanding the concept and importance of legislative research and research papers, submitted to MPs about the topics discussed by the legislative authority of any country, contributing in faster provision of services.
- Providing elements, advantages and methodologies of preparing legislative research.
- Identifying skills of parliamentary researcher.
- And there is a difference between academic research and parliamentary research:
   - The first: is the effort exerted by the researcher to inspect, study, criticize and authenticate in a given subject to reach or discover a fact, reaching results that are documented and supported with arguments and grounds of a future effect.
   - And parliamentary researches can be similar to the first part of the definition above. They are exerted for analysis and comparison. However, these aim to demonstrate or prove a case or endorse an opinion, as inference not as a presumption, in order to achieve the vision of parliament in finding solutions for the present problems.

Objective:
- Understanding the concept and importance of legislative research and research papers, submitted to MPs about the topics discussed by the legislative authority of any country, contributing in faster provision of services.
- Providing elements, advantages and methodologies of preparing legislative research.
- Identifying skills of parliamentary researcher.
- Forwarding types of legislative research papers.
- Identifying skills of parliamentary researcher.
If a nation was unjust to a worker-a right to failed to hail their work, enthusiasm will fade and endeavors in public interest will decrease. Jamaluddin Al Afghani, Al-Urwa al-Wuthqa.

The paperwork prepared is related with human resources in Mauritanian civil service. It is extracted from a database, most of which is empirical, extracted from making use of studies, surveys and participatory observations that enabled them to live with the system for years.

The paperwork also includes a diagnosis of the situation of civil service, an analysis of noted functional imbalances, in addition to proposals that can contribute to upgrading civil service in Mauritania.

It is also a contribution to the definition of civil service in this country and a participation in enriching the exchange of information about public administration in the Arab world.

Diagnosis

The diagnosis of the situation of Mauritanian public service requires, at the beginning, learning some basic data that will help understand its different aspects. These inputs highlight two key aspects of this diagnosis: diversity of information sources and existence of “parallel public function” of multiple elements.

1. Diversity of sources

Inputs vary according to data sources. And there are two basic sources:

- The Ministry of Public Service, which holds administrative management - (book keeping, following up career path, etc.) for staff and assistant agents, appointed in permanent positions in civil departments of the State departments and public institutions of an administrative nature.
- Ministry of Finance that conducts financial sides of agents whose salaries are paid from the State budget, whatever their system may be.

The number of employees and State agents, according to the Ministry of Public service, are 31617, distributed as follows: Staff: 20754, equivalent to 94 %, assistant agents: 1863, equivalent to 6 %. And According to inputs from the Ministry of Finance, registered numbers the State budget rose to 38731, of which, 61% are in Nouakchott.

The existence of a parallel public service of multiple elements

The imbalances raised by everyone includes having a parallel public service, known under the name of “non-permanent workers” which is made up of workers, used outside set out rules in the general system of public service and are paid from the State budget.

This public service is characterized by the multiplicity of legal systems, as it includes employees and assistant agents, in addition to contractors and agents who are provided with rewards, according to statements of carried out service or by the lists, prepared at the ministerial level, in tune with financial interests.

The diagnoses performed in various studies on civil service (most recently in 2012) always outlined the continued existence of four obstacles, mainly related to non-application of legal and regulatory framework of public service, poor management and progress of human resources, lack of control in numbers of employees and level of salaries and the problems related to better exploitation of human resources. These constraints include the absence of State policy, which is consistent, comprehensive and coherent in the management of human resources, in spite of shy attempts in the years 1967, 1993, 2007 and 2012.

The salary level is relatively low and unattractive, despite the great efforts with which it was valued since 2006. And still, underwriting and retention of good human resources in our departments is difficult.

In the same context, the absence of continuous configuration programs and effective tools to manage the numbers did not help promote this sector. Added to this is the weakness of statistical information system.

At the organizational level of managing public service, there are three interveners in the function of managing State workers: the Directorate General of Civil Service, which is responsible for administrative management, Public Administration of Budget, responsible for paying salaries, and sectorial ministries, taking part with Directorate General of Civil Service in the responsibility for administrative management. On the other hand, social dialogue - which originally was established to ensure the participation of employees in public service management - is still weak.

The public service is not competitive, and is primarily used as a safe resort for functionalism.

However, this functional deficiency should not hide some of the positive aspects that may be opportunities to be grasped as a basis for management of human resources policy. These aspects include:

- Expanding the terms of joining a public service through reconsidering the minimum age underwriting, which rose to 40 years old in 2010, instead of 30
- Underwriting by competition with the reorganization of National Competition Committee in 2008
- Training staff in the wake of restructuring the National School of Administration and its transformation into the National School of Administration, Journalism and Jurisprudence in 2010
- Valuation of payroll system (increase in index value of 187 ounces per year in 1974 to 477 ounces per year in 2013, with major effort between 2006 and 2012, representing an increase of 255 % ) and improving compensation system in a more equitable manner
- Creating a team, in charge of preparing an integrated system for managing human resources during the year 2013.

2. Analysis

The abovementioned absence of a policy for public service stems, from our point of view, from the lack of a vision for public administration and need for confidence by policymakers in staff generally, in addition to the impact of policies of structural reform programs and coexistence between the conflicting two scenarios of management, presented as the subject model, presented the German philosopher and sociologist Max Weber: rational and legal management, on the one hand, and traditional management (patrimonialism) on the other.

This situation is the basis of most of obstacles presented in the diagnosis, including the constant recourse to non-employees in the circumstances, represented by fogginess and exceeded texts. These conditions are continuing due to political and administrative instability, in addition to shortage of professionalism (resulting from weak impact of ICT and modern tools of management, as well as non-application of texts, shortage in the art of leadership and lack of valuation of human resources management in our departments), evolution of bribery, favoritism and growing politicization of administration.

3. Proposed measures

It is necessary to design a new policy for managing human resources, based on a clear vision: Human resources are a major capital that must be developed. It cannot be isolated from the structural framework (functions and structures) and information system to manage public policies.

Public agent, as a component to sincerely serve citizens, is qualified with necessary skills for this service, and they should be held accountable for the way and results of performing this service.

This policy should include reorganization of the governance of managing public service, whether it is related to the centralized and decentralized level, as well as introducing tools to modernize public management, including task messages, action plan, payment according to performance, dashboards, monitoring, evaluation and management based on results, with the aim of developing a career in civil service.
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Introduction:
No two persons would dispute on the importance and impact of work environment on the performance of personnel and their ability to accomplish their work with a high degree of efficiency and quality. And it is worth noting that most of personnel spend more than 50% of their time in offices, something which makes place of great importance and high motivation for work, progress, development and quality of performance (Hameed, 2009).

And in a study, carried out in 2000 by (Hughes, 2007) in different organizations and factories with multiple levels, 90 % of them are bigger, it is showed that the workplace affects the attendance of staff and increases their productivity (Hameed, 2009). The office design is defined by the trade dictionary (2008) as the order of the place in a particular manner, contributing to the completion of work in the best way. This certainly does not preclude that the design of offices is different, with a certain order, distinct lighting and good ventilation, in accordance with the nature of businesses.

Problem of study:
There is an overwhelming feeling that surrounding circumstances of work and office design have a significant impact on the performance of employees and their continuation in giving. Here lies the problem of the study, in terms of appropriateness of workplace to carry out work and to what extent it affects the performance of personnel or employees. It can be summarized in the following question:
1. What is the impact of workplace design on the performance of personnel?

Variables of study:
Subsequent variable: performance of personnel

Assumptions of study
First main assumption:
1. There is a relationship of statistical significance between workplace and performance of personnel in GPC.

Second main assumption:
There are differences of statistical significance, attributed to personal variances like age, job description and gender.

Importance of study:
The importance of study lies in the importance of workplace for the performance of personnel. It is also important to summarize the management in GPC, in terms of being concerned with providing the suitable place for accomplishing tasks only, but also for creativity.

Objectives of study:
The study aims to promote the performance of personnel through:
1. Specifying the importance of workplace
2. Specifying the importance of design and workplace
3. Specifying positive aspects and determinant of open spaces

The Status Of Scientific Research in The Kingdom Of Bahrain

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Introduction:
Bahrain Chamber of Commerce and Industry (BCCI) is one of the commercial and industrial chambers, prominent in the region. It accompanied the march of economic development of the Kingdom of Bahrain since its inception in 1939. It is an independent non-governmental entity of an effective impact in highlighting the importance and role of commercial and industrial private sector in the development process. And recently, Bahrain Chamber of Commerce and Industry intensified its efforts in the field of scientific research and development. And later on, it has effectively participated in setting the national strategy of research and development, through submitting its videos to Stanford Research Institute and Higher Education Council, whereas the first stage of strategy was finished and through which, the public and private sectors engaged, in addition to all relevant entities took part in the workshop of forwarding the preliminary draft of strategy, dated 25 February 2014.

Situation of scientific research and development in the Kingdom of Bahrain:
According to statistics of UNESCO, submitted in the workshop of the elaboration of preliminary draft of national strategy for scientific research and development in the Kingdom of Bahrain on 25 February 2014, the Kingdom of Bahrain is the least among countries of the region, in terms of spending on scientific research and development. As a matter of fact, the budget of spending on scientific research and development mounts to 0.04% of GDP, whereas it is the highest in Qatar, whereas the spending percentage is 2.9% of GDP. It is in the following rank after UAE, which spends 0.47%.

Secondly: the role carried out by Support Center for SMEs in BCCI, in addition to its role in preparing and organizing various workshops and training programs, endorsing creativity and innovation of entrepreneurs and university students. As well, Support Center for SMEs attracted international Malaysian certified expert and trainer and present specialized training programs in the fields, concerned with entrepreneurship, creativity and others, including training teachers of the Ministry of Education, so that they are trained on is reflected upon the educational materials they provide students with. This aims to embed the principle of “provide a job rather than being a job seeker”. And various workshops within the training program “are you willing to …?” were organized. And each program was taken part
Third: the program “be a guide” was launched to encourage those of experiences and innovations to help culture among students. And the Support Center for SMEs cate university students about what entrepreneurship is, and developing productive and service projects of added by SMEs committee in BCCI. It aims to motivating young competition, under the title of “project journey”, prepared business world, including elaboration of the project of a as to adopt future projects, as well as polishing the spirit submit projects and programs to develop ambitious ide-

Fourthly: scientific publications Many scientific periodicals were not sufficiently studied and reviewed, except for the few of them, especially with the chauvinists and students about what entrepreneurship is, and embedding its concepts and tools, to disseminate this culture among students. And the Support Center for SMEs paid two official visits to Polytechnic University and AMA University, while awaiting the approval of other universities and the Ministry of Education regarding the event, in addition to establishing and developing productive and service projects of added value to national economy.

Secondly: some BCCI videos regarding “development of national strategy for scientific research and development”

1- Gathering efforts of different parties, concerned with sci-

2- Linking national strategy of research and development with the policies of industrial strategy, through the item, assigned to supporting, encouraging and providing the optimum environment for scientific research.

3- Founding an independent authority, concerned with developing the process of scientific research in the Kingdom of Bah-

4- The national strategy for research and development focus es from different sectors were cooperated with universities, the sectors of production and development and different services, through scientific researches and creative ideas of students, via engaging competent enti-

5- The necessity of raising the awareness of teaching staff, especially private universities, in respect with the impor-

6- The necessity of setting up an integrated database for scientific researches and theses of higher studies and graduation, present to the students, and the Support Center, and those from which it will be available for all, through a website, similar to an e-library that comprises all of these scientific researches.

Thirdly: models of researches and methodologies in specific administration issue:

We consider the following models of researches, carried out by BCCI in the different issues, as follows:

- BCCI, through the Department of Studies and Interna-

- The Department of Studies issued on November 2012 a number of 10 instructive manuals, in collaboration with Support Center for BCCI in the different issues, and students.

Fifthly: BCCI seeks, through its sectoral committees, to submit projects and programs to develop ambitious ide-

Sixthly: subjectivity in publication

1- Does the provided research represent new and original scientific works, which will be published, must take the route of honesty, subjec-

7- Be critical and precise, without taking any theory or idea upon standards. This must also contribute in achieving edu-

8- Use of suitable statistical curriculum for describing and analyzing inputs.

Fifthly: ethical behavior in science

The ethical behavior in science shall not violate the agreed upon standards. This must also contribute in achieving edu-

Sixthly: subjectivity in publication

1- Does the provided research represent new and original ideas as for a patent, it is a legal permission, giving the work will be decreased.

Patents: as for a patent, it is a legal permission, which gives the right of reproduction for the invention. The patent must not also be given for being a referee in reproducing original work. That is why peer re-

Copy rights: the copy right must be renewable, and it is a legal protection for the author, guaranteeing them the ability for being a referee in reproducing original work. That is why peer refereed system was adopted. This works as a precise study.

Hence, peer refereed system was adopted. This works as a precise study.

Types of protection:

1- After a project is presented, it is a legal permission, giving the work will be decreased.

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Upgrading and developing housing policies of Kingdom of Bahrain

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Introduction:
As a beginning, effective and sustainable housing policies mainly aim to improve the quality of life, through focusing on comprehensive development, with its social, economic and environmental dimensions. The first housing policy was drafted and executed in the Kingdom of Bahrain in 2003, within the general framework of National Economic Vision 2030. And currently, most of its recommendations are carried out. Additionally, present policies are subject to periodic revision for being upgraded and developed to be more flexible and responsive to economic and social variables. And to perform the constitutional obligations of the government, in respect with providing suitable housing for Bahraini citizens of limited income, the government is highly searching for solutions that guarantee the provisions of sufficient number of houses for citizens, on a continuous basis, in addition to providing necessary support for swift execution of housing projects, so as to guarantee the provision of healthy and suitable houses for limited income families. The government also sought to reduce the waiting time to get a housing unit through partnership with private sector, as well as investing in construction of social houses and encouraging the private sector to play a role, to solve the housing problem, through providing competitive loans within the framework of real estate mortgage system.

Methodology of research and study
The research handles three pivots:
1. Comprehensive revision of the results of executing housing policies of 2003.
2. Setting out mechanisms for monitoring and evaluating the efficiency of applicable housing policies.
3. Suggestions of upgrading and developing current housing policies.

First pivot: comprehensive revision of the results of executing housing policies of 2003
Bahrain is seriously caring for the welfare and housing of the citizen. Proudly, it was the first Gulf nation to assign a great deal of its oil revenues to finance social development and improve the living standard of citizens. The Bahraini government is aware of the right of its citizens in appropriate housing, in accordance with UN Universal Declaration of Human Rights. And in conformity with UN Habitat Agenda, approved by the second conference in 1996, Bahrain is seeking to execute its obligations of providing houses for citizens, as well as improving houses and housing neighborhoods, through the execution of housing policy that was initiated in 2003.

Based on this perspective, the research deals with the following issues facing the housing sector in general, represented in the following:
1. Massive and accelerated growth in the number of population and families.
2. Limitation of the capabilities of local construction sector and its productive capacity.
3. Serious shortage in the availability of government lands, assigned for housing projects.
4. High costs of lands, proportionate for housing projects.
5. Fluctuating price of construction materials.
6. Limited participation of private sector in the projects of social housing.

The research also deals with comprehensive review of housing policies recommendations of 2003, including:
1. Basically depending on private sector markets and families to provide housing for secondary markets for nationals and expatriates.
2. Changing the role of the government from being the direct supplier of housing services to the facilitator of these, and limiting its role to organization, monitoring, legislation and controlling of the housing sector in general.
3. Assuring the role of government to ensure that those of limited income and needy families benefit of subsidized housing services.
4. Supporting and endorsing these basic reforms with other supportive changes in the field of planning, policies, regimes and laws, related to lands and the like.

It is known that the private sector provides most housing in Bahrain, as it always used to do for the past decades. The dependence on market economy can be regarded as a substantial paradigm for the development of national economy in general. And the changing role of government from constructing houses in an indirect manner (presently) to its role as a facilitating entity, is regarded as important strategic objectives for the Ministry of Housing. This is the international approach of most countries, considered as the best practice, and the government services comes as a support for this approach, within the framework of current national policy. The guarantee of providing housing services for limited income category can certainly be regarded as an essential principle. And the government is always looking forward to directing support to this class, in a more effective way. Accordingly, effective housing policies and strategies in housing sector can have a number of important advantages:
1. Provision of sufficient number of required houses.
2. Ensuring balance between supply and demand, especially in secondary market of Bahrain.
3. Provision of more support and facilitation of benefiting of housing services by needy families and limited income category.
4. Activation of the role of private sector in investment in the projects of social housing market and other developmental sectors, linked with the housing sector. These sectors have markets, whereas the values of their products and services are affected by influential forces in market, determining the gap between supply and demand. And definitely, any flaw or deficiency in the components of these sectors will lead to imbalance of product prices, consequently, increasing the prices of housing units.

Second pivot: setting out mechanisms for monitoring and evaluating the efficiency of applicable housing policies
The research tackles the mechanisms of monitoring and evaluation to measure the effectiveness of housing policies through performance indicators, including the waiting time to obtain the housing unit and the percentage of private sector participation in the housing sector and the extent of participation framework between the public and private sector for executing housing projects, efficacy of housing system and sustainability, in addition to the quality of housing services provided to them, effectiveness of housing measures to target social classes that deserve housing subsidies, in addition to other developmental policies and their efficiency. And the housing system must be distinguished by the following:
1. Efficacy: achieving the utmost possible benefit of available resources.
2. Effectiveness: providing the suitable number of housing units for different categories.
3. Justice: directing government subsidies to limited income category.
4. Sustainability: meeting continuous demand of housing services for current and future generations.

Third pivot: suggestions of upgrading and developing current housing policies
The research discusses the suggestions of upgrading and developing the current housing policies in a way that makes it more effective in accomplishing balance between housing supply and demand, at the level of government and private sectors, for all the different markets, associated with the housing and real estate sector, through arranging, developing and controlling the housing sector. This role will be assigned to the Ministry of Housing in the future. That is because the housing sector is closely related with productive factors, like land, construction materials, infrastructures, housing finances, workforce and construction sector. Adapting a sustainable approach in these sectors is a fundamental role of the government. The objective of government is to ensure the stability of the real estate sector, to provide the necessary resources for sustainable housing, through supporting the housing sector, and encouraging the private sector to invest in the housing sector, through applying the right policies and mechanisms. The Bahraini government is ahead to other countries in terms of housing policies, but there is still much to do to achieve the greatest benefit from the oil revenues, and to meet the current needs of the Bahraini society. The government should some how achieve the greatest possible benefit from upgrading and developing current housing policies.
And to achieve these suggestions, the housing policies and strategies, represented in the Ministry of Housing, are working on activating the housing markets of the private sector and relevant secondary markets, operating under the umbrella of governing ministries, within harmonizing system, whereas the Ministry of Housing plays a pioneer, organizational and supervisory role of housing sector, in collaboration with the ministries, concerned with these sectors, including:

1- Economic sector:
   Working on ensuring the provision of construction materials in a timely manner, in collaboration with the Ministry of Trade, to direct the private sector to invest in the industry of construction, setting up the factories for construction materials of cement, concrete and other building requirements and making available workforce, considering that housing is the main drive for developing national economy.

2- Financial and real estate sector:
   Developing institutional framework of the financial system to enable citizens of obtaining long term housing finances, with competitive pricing, through setting the system of real estate mortgage, developing the system of housing finances, effectuating the role of National Audit Office to reduce risks, build the trust of investors and motivate financial institutions to enable developers to get loans of real estate development, through developing legislations and laws and facilitating procedures.

3- Municipal technical and administrative framework:
   Improving the system of obtaining permissions, as well as developing legislations and laws, governing construction permits, dividing and developing lands and proprietary laws, through entities, concerned with constructional and urban planning.

4- Legislative, organizational and environmental framework:
   Encouraging developers to maintain the environment and evaluation of environment impacts of the projects of housing and legislations and carrying out environment studies in the field of environment affairs, in addition to developing rules, laws benefiting of construction materials, suitable for the environment, utilizing solar energy technology and green facilities and materials that reduce the consumption of energy in buildings, ensuring the reservation of the lands of social facilities and housing areas, which organization will be assigned to future land uses 2030 to reserve and possess lands, especially the lands that are going to be in a process of converting to commercial and industrial lands, ensuring stability of pricing and limiting the consumption of energy in buildings.

5- Organizational and legislative framework for urban and constructional planning:
   Carrying out strategic plans, including the strategic plan of land uses 2030 to reserve and possess lands, especially the housing areas, which organization will be assigned to future competencies of the Ministry of Housing, in addition to guaranteeing the reservation of the lands of social facilities and services, attached to housing projects, including gardens, schools, health centers and entertainment places, and that developers and engineering consultancies offices are going to abide by certified constructional plans and engineering and planning standards.

6- Sector of training and qualifying human resources for housing sector:
   Providing requirements of trained and skillful workforce, in collaboration with professional universities and institutes to educate specializations, necessary in the field of engineering and construction, in addition to improving the quality of workforce, through trainings, in coordination with concerned parties to develop and build the capabilities of labor, qualifying contractors and developers and ensuring that the inputs of education are suitable with the needs and requirements of labor market, to bridge the gap between supply and demand in human resources.

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Depuis les années 1990, nous entendions parler beaucoup de la gouvernance, ce terme a été largement utilisé par les organisations internationales, notamment l’ONU, la Banque Mondiale et le Fonds Monétaire International (FMI), surtout dans la mesure de la capacité et de l’efficacité des gouvernements des pays. En outre beaucoup d’économistes et des sociologues ont discuté que le mal fonctionnement du gouvernement et de ses institutions constitue des barrières dans les opérations d’attraction des investisseurs étrangers et d’amélioration de l’économie, ainsi ils considèrent que les bonnes politiques, les investissements sains, et le développement continu exigent un bon gouvernement et des institutions publiques efficaces.

Etablir et préserver la confiance du public est l’un des défis majeurs d’une administration publique, ainsi que l’exigence citoyenne quant à l’efficacité de cette administration conduit l’État à modifier ses modalités d’action, pour cela la modernisation du secteur public est devenue une priorité majeure pour les pays. Dans ce cas une série de réformes sont adoptés par les États afin d’améliorer la performance du gouvernement et d’assurer un bon développement économique et social.

Les dernières recherches ont démontré que la bonne gouvernance constitue un élément nécessaire pour la performance fiscale et l’efficacité du gouvernement, et que la faible gouvernance a un impact direct sur le comportement des contribuables comme l’augmentation de l’évasion et la diminution des impôts collectés. D’après la Banque Mondiale, la corruption est un indicateur essentiel pour la gouvernance publique, Jouliain (2006) a démontré d’après ses études et ses statistiques que l’évasion fiscale est 2.5 fois plus grande quand les contribuables identifient la corruption comme banale que quand elle n’est pas très répandue pour le public. D’où l’importance de notre sujet qui doit étudier la qualité de la gouvernance publique et la corruption ainsi que leurs impacts sur la performance globale des administrations publiques.

Cette recherche discute aussi le concept de la gouvernance publique qui a récemment réapparu. Nous trouvons aujourd’hui beaucoup d’analyses et de statistiques qui tiennent compte de ce concept et récemment nous en tendons parler de notions comme : pilotage, réforme, bonne gouvernance, performance globale, etc. Dans notre recherche nous parlerons de la gouvernance publique qui prend aujourd’hui une certaine importance dans le monde et nous analyserons sa relation avec la performance globale (économique et sociale). En outre, nous présenterons les différents indicateurs adoptés dans le monde pour mesurer la qualité de la gouvernance dans les pays.

Les analyses de la banque mondiale montrent que la gouvernance dans les pays de Moyen Orient est timide. Le Liban étant l’un de ces pays, nous avons choisi le ministère des Finances libanais comme un terrain d’observation scientifique pour analyser l’application et la qualité de la gouvernance du pays.

En étudiant la gouvernance publique plusieurs questions se posent sur ce sujet, ces interrogations constitueraient ensemble notre problématique.

Nous remarquons que les analystes, les auteurs et les publications concernant la gouvernance, parlent d’une certaine relation entre la gouvernance publique et l’efficacité du gouvernement et sa performance économique et sociale, d’où vient la première question : la gouvernance est-elle l’amélioration de la performance globale? Et durable? Ou bien c’est simplement un phénomène moderne? Une deuxième question se pose sur cette relation : si c’est l’amélioration de la performance, la performance économique et sociale sont-elles concernées?
La démarche de recherche que nous utilisons dans le cadre de nos recherches s’appuie sur une approche qualitative du type: Recherche-Intervention complète par une méthode quantitative du type: Bases De Donnés.

La Recherche – Intervention
Elle est une méthode à visée transformative entre le chercheur et le personnel des administrations publiques qui forment notre terrain de recherche. Cette approche méthodologique est à dominante constructive ; il s’agit de décrire, comprendre, participer, et essayer de transformer le mode de fonctionnement des agences où nous intervenons. Nos objectifs, par cette méthode de recherche, sont d’aider les acteurs dans le secteur public à concevoir et mettre en place des modèles et des outils de gestion adéquats à par-tir de problématique préétablie, et de rechercher des méthodes contingentes de transformation organisationnelle.

Par cette méthode de recherche, le paradigme épistémologique dominant est le constructiviste, et la connaissance produite est de nature procédurale, spécifique et contingente. Pour atteindre nos objectifs, nous allons faire appel à une interprétation objective des acteurs, et nous allons faire d’autres études quantitatives (bases de données) complémentaires afin d’essayer d’étudier la possibilité de généraliser les résultats obtenus à d’autres cas d’agences bancaires et de banques.

La Recherche - Intervention est la méthode de recherche la plus favorable dans notre cas pour plusieurs raisons :
- elle nous donne l’avantage d’observer dynamiquement les phénomènes réels ;
- elle favorise la compréhension du sens des décisions et des comportements,
- elle favorise la contribution à la génération de nouvelles théories ou de nouveaux concepts.

La base de données
Nous utilisons dans notre recherche cet instrument de collecte d’informations dans l’administration publique débutée. Cette approche méthodologique est à dominante explicative ; il s’agit d’une collecte d’informations primaires en position extérieure, notre objectif est de valider nos hypothèses par une étude statistique. Par cette méthode de recherche, le paradigme épistémologique dominant est le positiviste, et la connaissance produite est : substantielle et générique.

Il s’agit d’évaluer les efforts effectués par l’administration publique concernée en termes de gestion et réforme, à identifier les dysfonctionnements qui y existent et à présen-ter enfin quelques recommandations qui peuvent l’aider à améliorer sa gestion publique.


Public and regional governance and applicability in Yemen and MENA

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First Chapter

Introduction:
Governance is regarded as one of the most prominent themes in regional and international institutions and organizations. And the interest in this subject grew ever more, starting from a number of emerging and developed economies over the past years, especially after a series of various financial crises that have occurred in many companies in East Asia, Latin America and Russia in 1990s, sparked by financial corruption, mismanagement and lack of oversight and expertise, in addition to the need of transparency. This led to the emergence of governance concept and its circula-tion. This is summarized in setting controls and supervisi-son means that ensure good management of organizations and limit unsafe behaviors of managers.

And in Yemen, are in dire need for ever increasing atten-tion and spreading a better culture on the subject of gov-ernance, especially in light of the changes and transforma-tions, taking place in Yemen, in particular, and MENA and the whole world in various political, economic, social and military aspects, etc., starting from the governance of public administration through transitional government, then region-al government, in preparation for globalization governing administration in general (public and private administration). Therefore, it is necessary to seriously and consciously deal with the concept of governance and create the appropriate framework to put it into practice, as one of important means to meet the challenges set by globalization and great and accumulated imbalances in Yemeni public administration. And generally, this promotes Yemen to encountered chal-lenge, internally and externally, particularly in light of the continuing current economic situation, ongoing decrease in the competitiveness of Yemen, non-stopping decline on global development ladder, let alone the painful status quo.

Research problem:
Most institutions, departments and various State agencies, at different levels, suffer from the lack of application of rules and standards of government when carrying out their ac-tivities, despite that there are legislations and controls within the constitutional and legal organization and in spite of the establishment of regulatory bodies, such as Central Organiza-tion for Control and Auditing, Supreme National Authority for Combating Corruption and Auditions and Tenders Author-ity, etc. However, it is legally and practically affiliated to the President of the Yemeni Republic, not to mention the de-pendence of the House of Representatives and the Shura Council on the President, because of the majority system, as a resultant condition of the multiparty system of power. That is to say it was due to the corruption of the system it self, encouraging any president on corruption and usurping, rather owning, all regulatory entities and all authorities in the country, let alone the law of establishing the Cabinet, which makes the government collectively responsible before the House of Representatives, controlled by a majority of the party followed the President, as well as founding a public administration for supervision and inspection in the Council of Ministers for internal and external control on the various public administrations, but it is disabled and does not exer-cise its work nor have the minimum elements for executing its functions. It only has the name, and is just a receiver and sender of the reports of Central Agency without any opinion, examination or even notes. And the reign of Central Agen-cy are forwarded to the Prime Minister, full of accumulating corruption for many earlier years for each government entity. Then, they are referred to this administration, which are in turn directed to concerned authority regarding the need of responding to the apparatus about the contents of the report, according to a cliché (form), prepared in advance, whereas the date and the name of their God is only changed. And no amendments are made, more than forwarding a memo-randum and responding to it, whenever the entity wishes, without obligations or follow up. Even if those laws and regu-
lations are sought to be applied, in addition to activating the work of different regulatory agencies, and whether or not we changed their administrators, they are likely to fail, because they are in all cases formal and very far away from the peo-
ple, the owner and the source of power itself. However, de-
cisions are still individual and authoritarian and the situation
did not change, let alone the dependence of judiciary and public prosecutions, etc. and the absence of the principle of reward and punishment, and so on.

Hence, we can raise the research problem through the following question:
Is the Yemeni administrative environment suitable and ready for applying the standards and rules of governance for the time being? Were they so before the revolution of change? Will they be ready and willing to apply the principles of public and regional governance after the transitional period ends? Are there accurate and logical indicators to determine the answers to these questions? If there are genuine effective guarantees for the output of national dialogue, will it become a suitable environment for public and regional governance? Can the outputs of national dialogue, in the event of the ex-
istence of guarantees, make it a suitable and effective envi-
ronment at the local, regional and international level, in case administration is globalized?

Are organizations, institutions, public administrations and Yemeni agencies applying different governance rules when practicing their various past and present activities?

What is the extent of the obligation of these departments by such rules?
Are there any regulators of the work of these institutions and departments? What is the limit of the authority of regulatory agencies and their effectiveness, and what are the main dif-
ficulties that hinder their work? Is it the flawed constitutional and legal system, or there are other reasons, related to the work of administrators?

What is the importance of applying governance in the vari-

ous State departments and agencies in Yemen?

How can the principles of governance be supported and endorsed in these departments, agencies and institutions across the Yemeni executive, legislative and judicial authori-
ties at the moment? Will the participation of Yemen in the works of MENAPAR conference be regarded as an actual contribution to the achievement of this support, presently and in the future? What are the safeguards, mechanisms, programs and controls that will make (ME-

NAPAR) an effective foundation at the level of Arab and international public administration?

What are the requirements of applying governance in the Republic of Yemen, through regional governance?

And finally, is MENA region a suitable environment for re-
gional governance? What are the standards and determi-
nates for that? What are alternative means and solutions to exceed the different difficulties and obstacles, if any?

Importance of research:
Goverance has become an important issue, appearing on the agenda of States, governments, organizations and lo-
cal, regional and international entities, in search of justice, transparency and clarity and to facilitate ways of communi-
cation and cooperation at various levels. The application of governance rules has become a slogan, adopted by pub-
lic and private sector alike, in addition to being a means of enhancing cooperation between nations and upgrading any country in various fields. So, this research may assist and contribute to the definition of real governance and the stages of its development, especially in Yemen, as well as identifying mechanisms that can contribute to the activation of the principles of governance in the local, regional and international environment of administrative businesses and different constraints and solutions to overcome all expected difficulties. Furthermore, the research and its writer will be regarded as efforts to be reckoned upon, for the sake of making MENAPAR a success, as well as achieving its objec-
tives and expanding its future prospects.

Purpose of research:
This research targets the following:
1- Enriching cognitive aspect of governance issue, by iden-
tifying the nature and concept of governance.
2- Shedding light on the situation and concept of govern-
ance in Yemen in the past, present and future with realis-
tic and logical evidences.
3- Highlighting the efforts of the State, represented by the three authorities, and various organizations in Yemen in defining this concept and its actual application.
4- Highlighting the most important aspects of success and failure in the application of this concept at the local level and underlining the most important constraints that may face its application at regional and international levels.
5- Providing recommendations, proposals and amendments of any of these dilemmas upon appearing, practically and theoretically.
6- Providing proposals and mechanisms to serve the activi-
ties of MENAPAR conference in order to actually and sin-
cerely contribute to achieve its objectives.

Methodology of research:
Philosophical research methodology has been relied on, based on analysis and synthesis, where all known scientific methods, from the extrapolation, and devising and assump-
tion, etc. mix in a way or another. Extrapolation, is firstly ac-
cording to what is available of references and sources, then comes measurement, as the concept is constantly evolving and is addressed by most of researches in various forms, including as corporate governance, public administrative governance, private governance and electronic govern-
ance, etc. Then comes assumption. And in light of these all and others, each search in the areas of human sciences and other sciences is based.

Second Chapter
Theoretical framework of research
- Islamic and historical glance at governance.
- Definition of governance, in terms of linguistics and traditions.
- Stages of governance and its spatial, timely and practical do-
man.
- Basic components of public and regional governance con-
cept.
- Determinates of public governance and regional governance.
- Objectives of public and regional governance.
- Importance of public and regional governance.
- Stages of applying public and regional governance:
  - First stage “defining governance and founding a support-
ive opinion”
  - Second stage: “establishing infrastructure of governance”
  - Third stage “setting a timeline and determining its standard
  timings”
  - Fourth stage “applying governance”
  - Fifth stage “following up and developing governance”
- Components of public governance and regional governance.
- Objectives of public governance and regional governance.
- Importance of public governance and regional governance.
- Components of public governance and regional governance.
- Challenges and obstacles before public governance and regional governance.
- Important solutions and alternatives to face these obstacles.
- Requirements of applying public governance and regional governance.
- Recommendations, proposals and notes.
Conclusion.
Importance of Compliance with Accounting Disclosure in Governance of Entities to Combat Financial and Administrative Corruption under International Financial Reports

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Nature of problem: It cannot be overlooked by any of financial, investment, operational and administrative decision-makers, in addition to those making other types of decisions, that accounting information has a great importance in making and taking these crucial decisions of business organizations. And in order that this information is effective and of high quality, it must have qualitative characteristics and is guided by certain principles and criteria, mostly focused on in recent years. That is the principle of accounting disclosure. And in what follows, we will summarize the meaning of this accounting principle.

What is meant by accounting disclosure? It is not possible to have a joint definition that includes all dimensions, areas, boundaries, types and implications of accounting disclosure. However, this does not invalidate the necessity of forwarding an approved and professionally accepted definition.

It was defined by Hendrickson as "the presentation of necessary information about economic units for the purposes of operational optimum of effective capital markets". As for Meigs, he defined accounting disclosure as "focusing on the necessity that accounting information contained in financial reports must be complete, and deletion of any important information that may be of interest will make accounting information contained in reports as misleading for users".

And we call for the adoption of the following definition: "Accounting disclosure is regarded as a basic international norm, used by all economic organizations and government institutions to embody the principles of transparency and presentation of financial statements in order to stand in the face of financial and administrative corruption and reduce its occurrence."

The determination of such distinguished importance of any information remains as relative, because importance criteria are different from one decision maker to another. The accounting disclosure is considered as one of important and basic principles in which interest is growing. And the necessity of applying it was efficiently and effectively emphasized in order to avoid a lot of forms of corruption and implicitly to apply the principles and foundations of corporate governance.

And it organically link between the two variables of search, represented in accounting disclosure and governance, a simplified definition of the concept of governance must be presented.

The governance of institutions represents the enactment of laws, legislation of regulations, setting standards and developing basic rules that stand as the work guide to ensure control provisions and apply the principles of accountability and exploitation of money in general and public funds in particular, to counter all forms of squandering, loss, abuse of power and all forms of corruption. And the principles of governance requires regulation of the relationship between management, on one hand, and existing and prospective owners and stakeholders, whether directly or indirectly, and the unit or business organization.

The interest in wide application of governance increased a lot in the first decade of the third millennium, resulting in 2002 in passing the law of (Sarbanes – Oxley) by the Federal US government, after the massive financial collapses that caused a big crack in the US economy, in the wake of the bankruptcy of some of giant companies, such as Enron and WorldCom Inc. and others.

Importance of research: Research is increasingly assuming an importance in recent years, particularly during the last decade of the twentieth century and the beginnings of the third millennium of this century, because of the spreading phenomenon of corruption in various forms and manifestations, specifically financial and administrative corruption.

This new situation imposed new regulatory tasks, resulting in new challenges and responsibilities for the governments and apparatuses of financial and administrative regulation, on one hand, causing the necessity of being concerned with activating the principles of corporate governance. As well, professional organizations, in the field of accounting and auditing at the local, regional and international levels, assumed new professional responsibilities. This necessitated the development of international accounting standards, as well as international auditing standards and embodiment of these in international financial reporting standards, including specifically International Accounting Disclosure Standards no. (30), (32) and (39).

Purpose of research: The research aims to accomplish the following:

1- Highlighting the role of international accounting standards, in general, and standards of accounting, in particular, in the representation of transparency principles and presenting financial statements of users, in a way that serves the purposes of decision making.

2- Clarifying the importance of accounting disclosure standards in applying the principles and foundations of corporate governance.

3- Revealing the role and effectiveness of applying the principles of corporate governance, in terms of curbing financial and administrative corruption.

Assumptions of research: Research depends on drafting two key assumptions, branching from them four secondary assumptions. These are:

H-01 first assumption – nihilistic negative assumption; which results in the following two assumptions:

H-01-1 assumption that there is no relationship between abideance by accounting disclosure standards and application of the principles of corporate governance:

H-01-2 assumption that there is a relationship between abideance by accounting disclosure standards and application of the principles of corporate governance:

H-02 second assumption – positive assumption, which results in the two following assumptions:

H-02-1 assumption that there is a relationship between abideance by accounting disclosure standards and application of the principles of corporate governance:

H-02-2 assumption that there is a relationship between abideance by accounting disclosure standards and application of the principles of corporate governance:

Methodology of research: The researcher will rely on descriptive methodology in presenting secondary sources. This will help in scientific contribution with qualitative additions, based on the method of conceptual-intellectual research.

Obstacles before research: Results of research:

Conclusions and recommendations: Researcher Prof. Dr. Kamal Al Naqeeb
Professor of accounting and auditing/ University of Bahrain
Session 12
- Performance management
Establishing E-System of Training Management (ETMs) as Means of Strategic Development of Human Resources

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Introduction:
Successful organizations depend to a great extent in accomplishing their objectives upon the efficiency of the performance of workforce, taking part in their processes, in addition to their ability for production, competition, adaption to variables of surrounding environment and how these human forces can respond to state of art methods in administration and supportive technology. Hence, the good preparation and qualification of workforce is the basis through which, goals can be scored.

As a matter of fact, the increasing inclination towards specialization in work performance and the necessity of adapting to updated technologies, as well as changing and successive conditions in business field, led to raising the need to training personnel and highlighting training as one of the most important pivots, contributing in the provision of enhanced productivity of personnel and time saving, as a result when some institutions exaggerate in training their members (all or some of them) without getting the appropriate output of these training processes and costs. On the other hand, some institutions are stingy with trainings, with different pretexts, starting of scarcity of assigned budget and ending by the inability to send personnel to training due to growing workload that does not allow for doing without any employee.

Training motives
The priorities and motives of training differ from one institution to another, and this may happen inside the same institution. However, these priorities and motives can mostly agree on the following:

- The ability for competition and opening new markets: globalization put many institutions between the anvil of competition for existence and the hammer of continuous change of surrounding environment and need of opening new markets. This raises the necessity of ensuring the continuity of competition, in providing services or products.
- Production and sales increase: and we mean here the quantities and qualitative increase. This can be achieved through training personnel on the way of performing their obligations effectively, consequently, increasing their productivity.
- Economization of charges: the training programs lead to creating returns more than costs, via increasing the productive efficacy of personnel and time saving, as a result of good knowledge of work method and performance way.
- Reducing extravagance: that is because training personnel inform them about their work and how to perform it, creating knowledge and awareness of self -criticism in a way where the trainee will not need more supervision and follow-up in work performance.
- Customer satisfaction: there are many theories that set customer satisfaction as an optimal goal to be achieved.
- Increasing functional satisfaction: through training, employee feels the seriousness of the institution in providing them with assistance, in addition to its sincere wish to develop employee and embed their relationship with their profession, leading to increasing their loyalty and proficiency in work accomplishment.
- Creating second line leaderships: international experiences prove that in case institutions are not interested in creating second line leaderships, they will face the danger of discontinuity, especially when changing current leaderships.
- Creativity and innovation: creativity and creative thinking are means for the continuation of institutions and their assuming internationally advanced positions. Hence, training is an important way to support and develop creative scientific thinking.
- Increasing security and safety: training means that personnel should know about the best ways to run machines, materials handling and mobility and all other things, as a source of industrial accidents. Also training works on annihilating or reducing the accidents, associated with these processes.

Training and plans between immoderation and extremism
Observer and follower up of Arab training programs, as well as the conclusions of field researches, carried out by Bahraini Canadian Group for Consulting and Training, will, beyond doubt, see that the current training plans fall between immoderation and extremism, at the same time when some other programs exaggerate in training their members (all or some of them) without getting the appropriate output of these training processes and costs. On the other hand, some institutions are stingy with trainings, with different pretexts, starting of scarcity of assigned budget and ending by the inability to send personnel to training due to growing workload that does not allow for doing without any employee.

Advantages of system:
- Planning for training
  The system is characterized by flexibility and ability to contain a number of material, human and informational moral inputs, in addition to its super power to plan the processes of institutional training, as it receives information from numerous sources, for example:
  1. Matrix of skills and requirements
  2. Analysis of quality reports
  3. Reports of performance assessment
  4. Organizational structures
  5. Duties and tasks
  6. Developmental and strategic plans of the institution
  7. Institutional values and principles
  8. Etc.
  By and by merging these pivots, the system helps training officials to set short, medium and long term training plans.

- Advantages of system in implementation stages
  The system is characterized in implementation processes of training by its ability to carry out the following, for example:
  1. Ability to automatically nominate employee of dire need of training courses.
  2. Assessment of conformity of candidates and how they are expected to benefit of the course, according to prepared standards beforehand.

Components of Electronic Training Management System (ETMs):
- The tremendous development in ICT field and urgent need for managing the processes of training created the need for setting an electronic, or semi electronic, system to manage trainings, particularly at the strategic level and maximization and measurement of the outputs of this process.
- And to meet this urgent need, the Bahraini Canadian Group for Consulting and Training tend to design and execute an electronic system that satisfies the strategic requirements of training for most of private, public or government institutions, in particular. The system is consisted of four main units, which, secondary units branch, with the aim of meeting the different needs of the training process. Refer to the figure below.

- Advantages of system:
  - Planning for training
  - Advantages of system in implementation stages
Moroccan Experience in Evaluating Personnel Performance

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The process of evaluating performance is a critical process, carried out by the department of human resources, as contribute in providing good competences, as well as measuring and evaluating the performance and behaviors of individuals.

- Eligibility by recognizing and valuating efforts of employee by investing evaluation results to improve administrative and social position of employee.
- Participation in achieving results with managerial ap-pnaches, based on achieving goals and overcoming purely administrative logic that makes assessment as a penalty.
- Consultation and dialogue by adopting interviews as a new mechanism that enables directors of having dia-logues/ consultations with personnel on how to perform the work and the tasks to be carried out, as well as obsta-cles and suggestions.
- Transparency by allowing employee to submit their views and remarks on the evaluative interview and its results, while exercising the right of complaining.

The new system also aims to measure the extent of harmony between actual performance and required or expected per-formance. And it seeks to improve and develop the perfor-mance of employees and create competition among them.

Hence, the system has twin objectives for the management and employee alike, because it aims to:

Firstly, anticipatorily plan the policy of managing human re-sources, via specifying the numerical and qualitative needs between actual performance and required or expected per-formance. And it seeks to improve and develop the perfor-mance of employees and create competition among them.

Secondly, manage administrative life of staff by investing evaluation results to improve administrative and social position of employees.

Finally, anticipatorily plan the policy of managing human re-sources, via specifying the numerical and qualitative needs of human element to take necessary actions to have the right employees in the right place.

Thirdly, enable the employee of continuously tracking and supervising workflow, in addition to contributing in the con-solidation of trust and cooperation relations between man-agers and personnel and improving working conditions.
Development of Scientific Research Agenda in Public Administration in MENA
MENAPAR Inaugural Conference
Documentation of Good Practices in Public Administration

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Abstract
Performance management process is deemed as one of the most important human resources management processes, and it is an essential and indispensable tool for high-performance organizations. It is one of the most important responsibilities of managers, if not the most important responsibility at all. So, the process of performance management is in general a cycle that includes four successive stages. These are planning, implementation, following up evaluation and performance review. And mainly, the aim of this process is to make decisions, relating to wages and promotions or to the development of staff, or even both objectives.

Therefore, and if performance management process is properly carried out, it leads to valuable results for the institution. As shown in the clarification of job responsibilities, individual and collective productivity increase and enhancing of staff development. Also, the most important result at the Ministry of Interior is an improvement of the work behavior to keep pace with core values, objectives and strategy of the organization. This underlines the importance of the performance management process, particularly in Arab public institutions, due to their weaknesses in the level of performance and low productivity in general. The Department of Human Resources (DHR) at the Ministry of Interior in the Kingdom of Bahrain began the project of institutional excellence at the end of 2013 in order to develop and strengthen all administrative systems and processes, carried out by DHR, within the framework of its continuous struggle and long journey in the field of raising the level of performance of different divisions and to maintain that level. DHR obtained quality certificate ISO 9001:2008 in 2006 and is now moving towards institutional excellence, as it has broader understanding of total quality. It is an integrated system, built on continuous development of performance and employees, and it is crucial for public institutions because it puts customer service at the top of its priorities. DHR has formed a working group to bear the responsibilities and tasks of the project. Therefore, it proceeded to work on several axes in order to enhance performance. The most important of these is studying and developing the process of institutional performance management. So, the workgroup studied and analyzed the current situation, with regard to performance management in human resources departments, whereas reference was done to all available documents on organizational structures of departments, in addition to their descriptive contents of the tasks of divisions, branches and services. Additionally, interviews and meetings were held with the directors of these divisions, branches and services, in addition to heads of departments, to investigate the information and data on how to plan and implement the current performance management process, how to accomplish the tasks or what their opinions and suggestions for work development were. The results of meetings and interviews, as well as studies and analysis of data concluded the existence of a long-term standing and steady evolution in the process for performance evaluation. However, there is no integrated, unified and approved process for performance management in human resources departments. The various sections complete their daily tasks without any objectives that direct their work, as well as without linking them to the objectives and strategies of human resources. This is the vital and important part of the performance planning process. As a matter of fact, the stage of performance planning is always the biggest and heaviest, as it includes the study and analysis of all aspects of work, such as vision, goals, processes, relationships between departments, partnerships and the impact on the environment and society. For example, and with respect to the quality of processes, all that is related to provided services is planning, implementation, following up evaluation and performance review. And mainly, the aim of this process is to make decisions, relating to wages and promotions or to the development of staff, or even both objectives.

And finally, engineer configuration and continuous training. So, to what extent can the new system estimate the professional activity of obtained results and in comparison with previously set objectives?

This key problem branches in a number of secondary questions, such as:

- What are the developments of the current system of evaluation?
- What are the strengths and weaknesses that characterize the current performance evaluation system?
- What are the basic principles and foundations of the current performance evaluation system?
- What are the guarantees provided by the current system to protect the employee from the arbitrariness of management in the field of performance evaluation?
- How effective is the current system in the real evaluation of the outputs and efficiency of the staff?

Handling the subject - and answers to the aforementioned problems - requires dividing it into two separate chapters, as follows:

First chapter: basics and foundations of the current system for evaluating the performance of staff in Morocco
And we will divide it into two sections:
- Foundations of the current system for evaluating staff performance in Morocco
- Guarantees provided by the current system for evaluating staff performance in Morocco

Second chapter: estimation of the current system for evaluating staff performance in Morocco
And we will divide it into two sections:
- Weaknesses in staff performance evaluation system adopted in Morocco
- Prospects of reforming staff performance evaluation system in Morocco

And in general, the current evaluation system maintained the technique of points, followed by the past system, yet, in a new manner. The manager determines points for staff, in respect with promotion report. It also can ask that the administrative manager, within the limits of its competence, to reconsider numerical points granted to a staff and the possibility of accessing general estimation by these committees.

As for administrative court, it considers that evaluation decisions, though falling under the discretion of management, serve as administrative decisions, issued by administrative authorities, in addition to being influential in legal centers of stakeholders. Hence, they are subject to its supervision whenever detected with deviation of power use or in case the administration announced the reasons for issuing its decisions.

And despite the positive aspects, included in the updates of the Decree of 2 December 2005 on the assessment of staff performance, the administrative authorities considered a number of gaps and weaknesses that can be summarized in the inadequacy of the process at several levels: field of points - principle of annual - standards of points - invalidation of interview mechanism - guarantees granted to concerned assessors - limits of the efficiency of assessors - biased evaluation of supervisors.

Based on the above, this paper, intervention, aims to monitor all aspects of the current Moroccan experience in the area of staff performance evaluation, in order to produce a number of suggestions that would re-examine the basics and foundations of the current system to evaluate performance and adopted manner (s), as well as to reconsider the position of this system within the system of human resources management, for configuration, movability and stimulation.

And the annual point authorizes the following features:
- Excellent for employee who received a numerical point that equals or is greater than 10 and is less than 14
- Very good for employee who received a numerical point between 18 and 20
- Good for employee who received the numerical point that equals or exceeds 14 and is less than 16
- Intermediate for employee who received the numerical point that equals or is greater than 10 and is less than 14
- Weak for employee who received the numerical point of less than 10

And the rate of annual points must be taken into account in the report employee promotion.

It is noted that the Decree of 2 December 2005 seeks to review the criteria of evaluation through the indicators that enable managers to assess staff according to their levels of seriousness, competence and behaviors.

As for the guarantees granted by the current assessment to prevent its abuse, by depriving or delaying some personnel of promotion, or missing opportunities to take responsibility, they are represented in the institution of administrative committees, of equal members, and the possibility of referring to administrative court.

And the administrative committees of equal members consists of management representatives and staff alike, and plays an advisory role in evaluating the performance of staff, in respect with promotion report. It also can ask that the administrative manager, within the limits of its competence, to reconsider numerical points granted to a staff and the possibility of accessing general estimation by these committees.

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the other, did not lead employees to be concerned with or-
ganizational behaviors and gaining required competencies
to achieve the results that facilitate achievement of higher
goals of institution in an adequate manner. As well, this led
to overlook some of important tasks of these sections, which
have been identified and approved in the organizational
structure of the management. Most importantly, this was a
reason behind missing the opportunity to review current per-
formance, as well as studying the possibilities and opportu-
nities of improvement and development.

Actually, setting targets for departments directs the attention
of personnel and managers alike towards achieving results and
accomplishment. It also enhances the sense of partici-
pation in the planning of the institution work for employees,
in addition to the important role they play in shaping its fu-
ture. On the other hand, it increases the coordination of the
efforts of staff and clarifies the picture for managers and the
institution regarding the productivity, qualifications and po-
tentials of each employee, as well as what they need of sup-
port and training to develop and embed these possibilities.
The team set a plan for the development of work and im-
provement of the process of performance planning, based
on two main axes; namely to set goals for all divisions,
branches and departments of human resources, stemming
from the vision and objectives of human resources and their
mission, and secondly, making the process of goal-setting
as corporate culture and annual routine process in order to
improve performance. The team informed all managers
about institutional excellence, its objectives and themes and
the difference between excellence and quality by focusing
on the importance of setting goals to improve the results and
outputs of work and holding a series of training courses for
formulating and refining institutional goals.

HR departments submitted their own performance goals for
2014, which they were reviewed with the excellence team
through meetings and brainstorming sessions for several
times before having them in their final form. And despite
what these goals contained of ambition in customer ser-
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HR departments submitted their own performance goals for
2014, which they were reviewed with the excellence team
through meetings and brainstorming sessions for several
times before having them in their final form. And despite
what these goals contained of ambition in customer ser-
vice and increasing employee satisfaction, the team and
departments have been keen that these targets must be
smart, pouring into achieving the objectives of DHR and the
Ministry of Interior in general, and can be achieved by the
end of the current performance session. As well, the results
and outputs of these targets can be measured. These split
broadly into three sets of goals:

1- Goals related with developing performance of depart-
ment, such as enhancing software that facilitates the work
of departments and saves time and efforts of reviewers and
employees alike, in addition to reducing paperwork, con-
sequently leading to reduced costs. There are also the
targets of increased coordination between relevant
departments, resulting in improved customer service.

2- Goals of raising awareness about laws, regulations and
advantages, regarding personnel of the Ministry of In-
terior, through manuals, lectures and brochures, as well
as electronic publishing. This is because the type of au-
dits and inquiries of auditors clarified the need to spread
awareness of such laws and regulations that govern the
work of the personnel of the Ministry of Interior of military
men and civilians, in addition to what it contained of rights
and privileges.

3- Goals associated with surveying the current situa-
tion through researches and studies: whereas it will be
learned about how work flows in certain services, speci-
fied problems and their causes, as well as developing ap-
propriate plans to address them. And most importantly,
standards are to be set for measuring the effectiveness of
such dealings. So, through these researches and studies,
the best practices in human resources management will be
documented, disseminated and outstanding employ-
ees are going to be encouraged and rewarded.

One of the main outputs of the stage of formulating goals
was the eight studies to be conducted during 2014, which
have been identified by departments as indispensable case
studies to gather important information about the influential
factors on workflow, its development. These will be utilized
in the next planning cycle and the development of human
resources work, customer service and increasing employee
satisfaction in general.

Also, the process of goals discussion and brainstorming at
the level of divisions and branches resulted in important rela-
tionships and links between some departments, which must
be mutually strengthened and activated to ensure smooth
workflow and quality. And the vision and mission of each
department and the role it plays in reaching the goals of the
institution have become more visible to managers and em-
ployees alike. Therefore, departments developed their own
detailed action plans to achieve their goals, while identifying
key tasks of the department, staff, resources and skills re-
quired for accomplishing these tasks, in addition to common
goals and tasks of other departments.

And the next challenge will be that the plans of department
performance will be applied, so that they can have tangible
results for managers and employees, as well as added val-
ue to beneficiaries and increasing effectiveness of human
resources, which creates the motivation for the continuing
application of system performance planning as an important
part of performance management process. This will also be-
come corporate culture that is not only sought to be applied,
but also to be developed on an ongoing basis.
Visitors’ Testimonies

Dr Najat Zarrouk  Former Governor - Ministry of the Interior - Kingdom of Morocco

MENAPAR will certainly be an opportunity for all of us to boost the Public administration in the MENA Region for its development, progress and well-being.

Toni Saker - Lebanon

Attending and participating in the conference was a genuine honor. I am also grateful and impressed with the hospitality of the Bahraini people.
I wish this nascent network (MENAPAR) all the very best and also have high hopes for it in the future.

Ayman Hussein (American & University of Beirut) - Lebanon

Husamuddin Jaber Salem - Head of Political and Social Research Council of Representation

Amale Hawwa Publications Manager - Institute des Finance of Basil Fulaihan

Khalil Amiri - AGI, Tunisia

Thanks BIPA for the pioneering effort, for investing in the future, for the generous welcome! Exciting times lie ahead! Happy Birthday MENAPAR.