Profile of
MIDDLE EAST & NORTH AFRICA
PUBLIC ADMINISTRATION
RESEARCH NETWORK
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 subsequent Press conference.

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 BIPA/UNDP joint 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!

Around 250 people came to witness this event which was held concomitantly with the first MENAPAR conference. The second conference will take place in the Spring of 2015 in a different country. The Founding BOARD, which was designated for one year, will decide who will host the second MENAPAR conference.
The MENAPAR (Middle East & North Africa Public Administration Research) is a network of professionals and organizations in the Arab region with an interest in public administration research. Though focused on the Arab region, MENAPAR will be open to participation from institutions, scholars and practitioners on a global basis.

MENAPAR is a joint-venture between public administration, the academic world, NGO’s, and multilateral organizations as an effort to bridge the gap between theory and practice and build research capacity to improve public governance in the Arab region. MENAPAR is being created under provisions of the Laws of Bahrain.

**Mission**

MENAPAR will promote evidence-based policy and decision-making in public administration through:

- developing thinking and a research culture about strategic issues in Arab Public Administration;

- building research capacities within Arab public administration;

- building networks and harnessing their collective efforts to set the cause of PA in the region;
The objectives of MENAPAR are the following:

- to promote a research culture and help build research capacities in the region’s public sectors;

- to facilitate the implementation of innovative ideas in the region’s Public Administration;

- to foster contacts and create networks among practitioners, researchers and civil servants in the Arab region;

- to further research and academic/practitioner exchange on issues of public administration, public policies, and good governance in the Arab region;

- to harness the collective intellect and efforts of organizations in the region to promote evidence-based PA and policy-making;

- to develop an indigenous research discourse on PA; one that tackles the problems of PA in the region as identified by the local actors; to 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 will achieve its objectives through a number of means; chief amongst these are:

- MENAPAR community of practice/portal;
- Annual conference to pursue the research agenda of MENAPAR;
- Seminars/forums to bring together forward thinkers and share experiences and best practices of PA and governance;
- Training curricula to build research capacity and research absorption in the public sector;
- Applied research deliverables (exp. White/concept papers, case studies, empirical studies, etc.);
- Dissemination of findings through publications, specialized policy outlets, participation in professional PA events, etc.;
- Development of research streams, research partnerships and collaborations, and organization of events to support a cross-regional harmonization of PA practices;
- Organization of panels during international events (IIAS, IASIA, etc.);
- Editing of the Arabic Review of Public Administration (ARPA);
- Communities of practice in a variety of PA subjects and projects;

MENAPAR will foster institutional contacts and exchanges with professional organizations in the field of public administration within and outside the MENA.
Major Activities

Other than creating and maintaining the network itself, MENAPAR will manage the following major activities:

• organize the biennial conference of MENAPAR;
• co-organize the biennial conference of the EUROMENA;
• publish and manage the MENAPAR portal;
• publish the Arabic Review of Public Administration (ARPA);
• Run regional dialogue events with other regional groups of the world (e.g. African Forum). Other than the EUROMENA dialogue which will be run every two years with the EUROMENA conference, dialogues with other regions will be integrated within the programs of the MENAPAR conference;

MENAPAR Governance

• The NETWORK
The network includes all members of MENAPAR who are approved by the Board of Directors. The latter will develop guidelines for new member approval. A call for membership is included with this brochure for those who wish to join the network.

• The BOARD OF DIRECTORS
The BOARD of Directors is comprised of a President, five other members and one representative of Bahrain, the host country (without voting rights). The Research Director of MENAPAR (who is also the Head of the Research Board and ARPA Editor) will also sit on the Board of Directors with no voting rights.
The Board of Directors can also include observer members who are proposed to the BOARD for approval.

The Board of Directors is elected by the NETWORK of member organizations. Board members are elected for a term of three years renewable only once.

**First Year Plan of Action**

The organizational meeting and BOARD sketched the immediate plan of action of the MENAPAR as follows:

- Designation of responsibilities within the BOARD;

- Establishment of MENAPAR Research Board to conduct the scientific activities of the Network including the scientific programme of the second conference in collaboration with the local organizing committee;

- **Development of a plan of action and working groups to tackle the following:**
  - Research Agenda
  - MENAPAR second conference
  - Building the Network
  - MENAPAR Portal
  - MENAPAR Legal Registration
  - Membership drive
  - Issue zero of the Arabic Review of Public Administration

The next conference of the MENAPAR will gather the NETWORK of members that would have enrolled in the meantime and which will vet a BOARD that will manage the Network for the following 3 years.
Membership

MENAPAR has voted a Founding BOARD to manage its affairs until the first meeting of the NETWORK Assembly and the election of a Board of Management, which will be held in the Spring of 2015 along with the second conference of the MENAPAR.

In its first meeting, the BOARD has voted a temporary chart and called for members to join. Membership is currently restricted to institutions that are involved with public policy and administration. Higher education institutions, research centers, public policy groups, NGOs, government departments, multilateral organizations, etc. all are welcome to join. Membership is free until a final determination of the Board of Management in 2015.

Please go to the MENAPAR website at: [http://www.menapar.net/](http://www.menapar.net/), to become a member of MENAPAR.
Membership benefits include:

• Community of Practice/Portal access;

• MENAPAR publications including ARPA;

• Preferential contribution to MENAPAR publications;

• Memberships in MENAPAR communities of practice and information networks;

• Participation in MENAPAR conferences at reduced rates.

• Eligibility for a management and other active roles in MENAPAR;

• Representing MENAPAR in a variety of forums;

• Preferential treatment in the sponsorship/organization of MENAPAR events;

• Access to participation in MENAPAR projects and other international collaborations;

• Participation in the MENAPAR research streams, research partnerships and collaborations.
BIPA is the Institute of Public Administration of Bahrain, established in 2006 with a mandate to develop individual and institutional capacity in Bahrain Public Sector. BIPA has since emerged as a cornerstone institution for the development of the public sector in Bahrain through a comprehensive learning framework that covers leadership training, professional competency-based programs, and single-competency developmental courses. BIPA is currently developing a Masters of Public Management to address the needs of the Gulf region for high-level professional qualifications. BIPA also conducts consulting and research as a prelude to its capacity development activities. The MENAPAR initiative is an off-shoot of BIPA’s research strategy.
L’École nationale d’administration du Maroc (ENA Rabat) or National School of Administration of Morocco is a public institution established in 1948 by Sultan Mohammed Ben Youssef, to train the future cadres of Moroccan public administration. ENA has since acquired regional scope becoming a leading public administration training institution in French-speaking Africa.

The Arab Governance Institute was established in early 2012 to research governance issues within the transitional environments of the Arab region. It has held several high profile events on transitional government and evaluation of public policies in the region and is currently working on developing research to stock take the key governance issues in the Arab region and create a debate across the region where common thought is brought to bear on common problems through the sharing of experiences.
The General Personnel Council is a government institution that seeks to develop the Palestinian civil service system by raising the efficiency of human resources and administrative regulations, and to ensure the application of the system to state employees in a homogeneous, transparent and equitable way, so as to ensure the provision of quality service to the Palestinian people.

Dr. Lamya Al-MOUBAYYED - Director, Basel Fleihan Institute of Finance, Lebanon
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The Institut des Finances Basil Fuleihan (IoF) is a civil service learning center specialized in Public Financial Management and Customs. It hosts the WCO regional training center and the secretariat of the GIFT-MENA Network. The Institute is an autonomous public agency operating under the tutelage of the Minister of Finance. Established in 1996 through cooperation between the French and the Lebanese Ministries of Finance at the initiative of HE PM Fuad Siniora, the Institute subsequently benefited from the financial support of the Governments
of Canada, the Netherlands, the European Union, as well as the Arab Fund for Economic and Social Development, until it was granted, in 2004, total financial and administrative autonomy.

Members of the Board

Dr. Badr Al-MALALLAH - Director General, Arab Planning Institute, Kuwait
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The Arab Planning Institute is a not for profit trans-Arab regional organization, which aims to support the development of Arab countries through national capacity building, research, consulting, and scientific forums and publications.

Mr. Adnan Al-MAHMOUD, Manager of Information Technology & Knowledge Management, Gulf-Petrochemical Industries Corp - Bahrain
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Established as a joint-venture between three countries of the GCC (Bahrain, Kuwait and Saudi Arabia),
GPIC uses natural gas to produce ammonia, urea, and methanol. GPIC has evolved to become the jewel of Bahrain’s industrial development and one of the best run companies worldwide in its industry. Other than injecting about a million $100 in the local economy, GPIC supports public initiatives such as the MENAPAR and endeavors to promote the public sector towards higher levels of efficiency and effectiveness.

Dr. Sofiane SAHRAOUI
Senior Advisor at BIPA and Director of Research of the MENAPAR
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The MENAPAR was incubated as an offshoot of the research activities of BIPA within the Capacity Development Facility; a joint project of BIPA and the UNDP. BIPA Research Division is expected to continue its leadership role in establishing the MENAPAR until it becomes self-standing.