

MASTER IN PUBLIC MANAGEMENT

مــــاجستير الإدارة العامــــة

Master of Public Management Programme

Graduates Handbook Cohort 2 2019













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His Royal Highness Prince

Salman bin Hamad AL-Khalifa

The Crown Prince,

Deputy Supreme Commander

and First Deputy Premie Minster



His Majesty King **Hamad bin Isa Al-Khalifa**The King of the kingdom of Bahrain



His Royal Highness Prince **Khalifa bin Salman Al-Khalifa** The Prime Minister

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The Master in Public Management (MPM) is a professional and academic program, which provides students from the government and private sector with the opportunity to obtain a graduate and professional degree, meeting the labour market requirements.

The program was launched in 2016, driven by the Bahrain Institute of Public Administration's belief in the importance of research in developing public administration systems to achieve the highest levels of quality in delivering public services, in line with the development aspirations.

The (MPM) is offered through partnership with Aix Marseille University (AMU) and Ecole Nationale d'Administration (ENA) of France, in addition to local partnerships with University of Bahrain and Tamkeen.

The program has been implemented on the basis of a scientific approach, aiming to qualify government leaders capable of making sound decisions and developing policies in line with the best professional and scientific practices. The program is designed to meet the training needs of the public sector. The levels of competency and skills required for development of government performance have been identified. In addition, elite international practitioners and academic professors well versed in the fields of public administration and management will bring their professional expertise and academic knowledge to create a unique experience for students in the program.

Chairman speech



Dr. Raed Mohammed Bin Shams Chairman,Board of Master of Public Management
Programme
Director General of Institute of Public
Administration (BIPA)

We are proud to witness the graduation of 26 leaders who have taken part in achieving distinctive accomplishments in the public sector, through their participation in policy making to achieve unprecedented levels of quality in delivering public services to Bahraini citizens.

We believe that government leadership development in the Kingdom of Bahrain is a renewed and sustainable approach that attracts national minds and competencies. The leaders will participate effectively in shaping the future of the public sector and achieve the objectives of the national strategic plans represented by Bahrain Vision 2030 and the government agenda.

We expect our national leaders, who represent a major decision-making factor in government ministries, to apply their academic knowledge and expertise in their respective areas, and to inspire and motivate the government's team with dedication, transparency and adaptability to accept challenges.

His Excellency Dr. Raed Mohammed Bin Shams

Program partners



Bahrain Institute of Public Administration "BIPA", Bahrain

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 2006 ,28 and it follows the Council of Ministers.

The Institute seeks to achieve sustainable development for the country and its citizens, based on the Constitution of the Kingdom of Bahrain and the National Action Charter, and in line with the strategic priority within the work of the efficient functioning government program for the service of citizens. To this end, we have also acted in implementing two national economic initiatives within the Bahrain Economic Vision 2030, namely finding a distinct program for training the government leaderships and developing leaders in the public sector as well as improving the quality and availability of the training.

And a commitment to its responsibility, Institute of Public Administration works to improve government performance in the areas of policies and strategies, resource management, change management, and government services development through the development of skills, behavior and knowledge based on learning and training; participation in the decision-making process through consultancy; problem solving by means of scientific research; building and developing capabilities through coaching and assessment. The Institute also works to promote the awareness and culture of government performance through strategic communication.



Aix-Marseille University "AMU", **France**

Aix Marseille University (AMU) figures in the 130 top ranked universities in the world (Shanghai ranking). As the largest French-speaking University in the world and the largest public university in France, with 72,000 students, it covers all disciplines. Within AMU, the Institute of Public Management and Territorial Governance (IMPGT) is the only French research and training Institute fully specialized in Public Management. Established in 1996, IMPGT trains Public Management Specialists working in administrations, the service sector, research and consulting and offers a comprehensive cycle of higher education from Bachelor to Ph.D. AMU's Master degree "Master of Public Administration", which will also be offered in Bahrain, is ranked in the top 10 French Masters degrees.

Program partners



Ecole Nationale d'Administration "ENA", **France**

ENA, the French National School of Administration, was created in 1945 by General de Gaulle and is one of the world's most prestigious public administration schools. Up and coming leaders from all over the globe seek out its distinctive practical educational model that has become an international reference for civil servants training. Each year, ENA recruits and trains the men and women that become France, Europe and the world's top leaders, while imbuing them with a unique sense of public service performance and impartiality. ENA's alumni comprise 3 French Presidents, numerous Heads of State, Ministers and public and private sector leaders.



University of Bahrain "UOB", Bahrain

The University of Bahrain is the largest public university in the Kingdom of Bahrain, and the Minister of Education with other ministers as members chairs its board of Trustees. UOB is dedicated to providing the country with professionals, technocrats and experts in a variety of fields, while focusing on building partnerships with both the public and the private sectors.



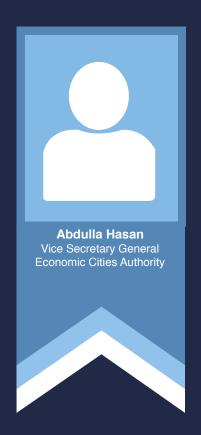
Tamkeen, Bahrain

Tamkeen established in August 2006 as part of Bahrain's national reform initiatives and Bahrain's Economic Vision, and tasked with supporting Bahrain's private sector and positioning it as the key driver of economic development.

Tamkeen's two primary objectives are fostering the creation and development of enterprises, and providing support to enhance the productivity and growth of enterprises and individuals.



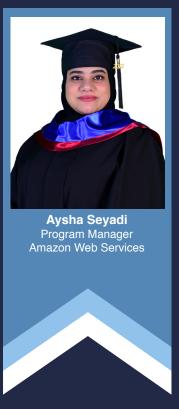


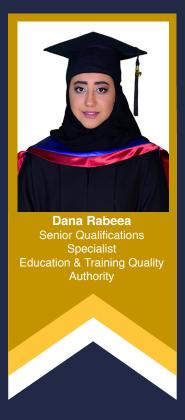






















First Class Honours













First Class Honours



Muneera Al Doseri Senior Equal Opportunity Specialist Supreme Council for Women



Investment Development
Manager
Economic Development
Board







Osama Al Alawi Manager - Financial Regulatory Compliance Keypoint



& Insurance Ministry of Finance & National Economy



Yusuf Bucheeri Acting Chief of Procurement & Services Institute of Public Administration (BIPA)









Theses Summaries



The Identification of Critical Success Factors for Public Services Co-Production through Waqf in Bahrain.

By: Abdulla A.Aziz Qahtan Al Amari Director of Quran Affairs Directorate Ministry of Justice, Islamic Affairs & Endowment

Abstract:

Governments often experience complex political, economic, social, and environmental problems and strive to find long-term solutions to them. Governments realize that sustainable development cannot be achieved without working through a comprehensive and balanced system of goals and programs that cover all areas of life. In light of this, in association with countries, the United Nations launched its international initiative of sustainable development goals (SDG), or the 17 global goals.

In Arab and other Islamic countries, Waqf has an illustrious history and has made major contributions as one of the most important components of the Voluntary and Community Sector in performing its role in the co-production of the provision of public services. It has done this remarkably well over the centuries and, with further research and serious work it can be revived.

This research aims to determine how far the Voluntary and Community Sector is willing and able to cooperate in the provision of public services in Bahrain. Also to identify the opportunities and challenges faced by Waqf in co-producing the public services. Finally, to identify the critical success factors for public services co-production by the means waqf in Bahrain.

The methodology used in this research was the quantitative method. The primary data was collected through questionnaires and completed by limited qualitative semi-structured interviews. The study population is 2000 persons working in the Waqf field either as employees in the Sunni Awqaf or Jaffary Awqaf Directorates or as volunteers in one of the religious positions.

The technique used was probability or random sampling, in terms of which every person in the sector has an equal chance of being included in the sample and it consequently has maximum freedom from bias.

The results of the study demonstrate and discuss the critical success factors for co-production in the provision of public services from the point of view of those working in the Waqf sector in Bahrain. These factors can be listed in descending order of importance as: trust, clear objectives, transparency, clear working plans, working with a long-term perspective, encouraging creativity and innovation, ensuring motivation, participation of all the bodies concerned, a real understanding of active co-production, commitment by all the bodies concerned, and sharing information.

Keywords:

Public Service, Wagf, Public Sector, Third Sector, Voluntary and Community Sector.



Voluntary Turnover in Electricity and Water Authority: The Role of Psychological Contract

By: Alya Mohamed Taqi Ali Husain Human Resources Specialist Electricity & Water Authority

Abstract:

The study of public management is very essential nowadays, especially for civil servants, because it examines public policies in a scientific way. Employee turnover is a key area in public management as it is influenced by public policies and has an impact on the organisations' performance.

According to the talent shortage survey which was done by the Manpower group, an international organisation, globally %38 of employers had difficulty filling jobs in 2015. Skilled trades, sales representatives and engineers, were the hardest jobs to fill.

The psychological contract conceptual framework was applied to solve the issue of voluntary turnover. The researcher used the mixed method research in which phone calls with resigned employees, face to face interviews and survey with Electricity and Water Authority workforce were made.

The study shows that voluntary turnover is a complex phenomenon and is caused by many internal and external factors. The optional retirement scheme introduced recently by the government has a strong influence on the turnover decision. The study also shows that employees who purchased or awarded virtual service have more intention to leave than employees who did not purchase. Moreover, a breach in psychological contract does not necessarily means actual turnover.

Public managers are facing real challenges in managing voluntary turnover and they should follow a cost effective targeted strategy to retain their talented employees instead of hiring and retaining new ones.

Keywords:

Voluntary Turnover, Psychological Contract, Employee Retention



BQA School Reviews and Their Influence on Parents' Awareness, Choice and Governing Role in Private Schools in Bahrain

By: Ameera Mohamed Hasan Al Balooshi Chief of Private Schools Reviews Education & Training Quality Authority (BQA)

Abstract:

The Education and Training Quality Authority (BQA) was established in 2008 as a part of the education reform initiatives. It is an independent organisation assuring quality in both educational and training sectors in the Kingdom of Bahrain. As a part of its mandate, the BQA's reviews and reports on the performance of all private schools in Bahrain. The involvement of stakeholders. including the Ministry of Education, private schools and the public, is essential in achieving the desired improvement in education and training. Parents are one of the key stakeholders who benefit from the information on school performance through the published review reports; they can contribute to BQA reviews through online questionnaires in which they can share their opinions of their children's schools. After completing almost two cycles of reviews of private schools, it is important to examine the impact of BQA reviews on parents. This thesis focuses on the influence of BQA efforts and processes on raising parental awareness of the education quality expectations from schools and how their awareness of BQA judgements and quality expectations affects their choice of schools for their children. This thesis also examines the influence of parental involvement in the review process and their benefit from BQA reports on governing their children's school performance through monitoring and holding these schools accountable for their provision and performance. It represents the views of parents whose children are enrolled in different private schools in Bahrain that offer both National and Foreign curricula and were given different judgements in the reviews conducted by the BQA. The data obtained from 361 online questionnaires and 40 interviews was analysed. The findings indicate that although parents are well aware of the BQA reviews and judgements and regard them as important for the improvement of school performance, the influence of these reviews on their choice of private school for their children varies greatly due to other limiting factors that affect their choices, such as finances and availability of seats in other schools. The influence of the BQA reviews on parents' governing role is limited due to the lack of comprehension of review basis and available guidance to help parents realise their importance in holding schools accountable for performance.

Keywords:

Quality assurance, Parental awareness, Parental choice, School governance and accountability, Parental involvement



How Public-Sector Employees Prioritize their Daily Tasks/Decisions?

By: Sh. Ateyatalla Bin Salman Bin Ateyatalla Al Khalifa Head Of Human Resources King Hamad University Hospital

Abstract:

This research strived to contribute to bridging the existing gap in knowledge regarding an important aspect of time management, which is prioritization. Specifically, the research explore how managers of public hospitals priorities their daily work activities. This was done by investigating "How managers in public health hospitals priorities there daily work activates?" and "What can interrupt the manager's daily work activities during the day and after the prioritization is set?" To answer the research inquires, the research adopted qualitative research approach. Twelve semi-structed interviews were conducted with managers from King Hamad University Hospital. The research findings showed that managers in public hospitals give higher priority to perform activities related to doing the job higher than that given to perform activities related to developing the job. Furthermore, the findings highlighted two types of interrupters of the daily work activities, specifically, solving unexpected problems and orders from the top management.

Keywords: Time management, daily work activities, prioritization, work interrupters.



Improving The Vocational Institutions' Compliance With The National Qualifications Frameworks (NQF) Standards: Challenges and Opportunities, From The Vocational Institutions Perspective

By: Dana Hasan Rabeea Senior Qualifications Specialist Education & Training Quality Authority

Abstract:

The implementation of the National Qualifications Framework (NQF) in Bahrain in October 2014 has introduced new requirements that higher education, general education and vocational education and training (VET) institutions are mandated to fulfil. In particular, VET institutions demonstrate less compliance with NQF requirements than other institutions. Compliance with NQF requirements has several implications at the operational and national levels, such as meeting the objectives of Economic Vision 2030, which are related to the development of human capital, and making the Bahraini citizens the number-one choice in the local and international labour markets.

Thus, this research aims to identify the challenges that hinder VET institutions from complying with NQF standards, explore the opportunities for overcoming those challenges and recommending a national-level proposal for improving the VET institutions' compliance with NQF requirements. The Nielsen–Parker holistic compliance model (2017) is used as a base for a qualitative-dominant mixed methods approach. For this study, face-to-face in-depth interviews and online survey are conducted among quality managers/specialists or others in charge of NQF compliance at VET institutions. The interview sample consists of eight participants from listed VET institutions. These participants are selected through the purposive sampling technique. Meanwhile, the survey is targeted at all public and private VET institutions in Bahrain (n = 130).

The study reveals several challenges that hinder VET institutions from complying with NQF standards. These challenges include the following: (1) the people involved in the education and training field are not fully aware or unsure of the requirements, concepts and benefits of NQF; (2) the perceived costs of compliance are higher than its perceived benefits; (3) the financial, technical and management capacities of VET institutions need to be improved; (4) the incapacity of the current VET system to facilitate compliance with NQF requirements is due to the overlapping stakeholders' duties, demanding requirements and absence of a regulatory framework that supports some of the NQF processes.

On the contrary, the main opportunities for improving compliance with NQF requirements could form a twining system of (enforcement and management) approaches for effectively deterring non-compliance behaviour.

This system comprises six major steps: (1) rule interpretation and capacity building to prevent non-compliance resulting from rule ambiguity and capacity limitations; (2) provision of the appropriate financial incentives; (3) attainment of a satisfactory level of acceptance of NQF policies, procedures and processes to ensure psychological legitimacy; (4) confirmation that the current VET system and the environment encourage voluntary compliance with NQF requirements as a collective decision; (5) creation of a continuous monitoring procedure to enhance transparency; and (6) establishment of a clear sanction system as a final measure for deterring the non-compliance of 'free riders'.

This study contributes to bridging the gap in the literature on compliance with NQF requirements. The action plan proposed in this study could contribute to improving the VET institutions' compliance with NQF requirements and thus generate positive effects at the operational and national levels. Future research could validate the feasibility of the action plan from the perspective of other stakeholders. Developing a national-level communication strategy for NQF could be another interesting topic for future studies, especially in the current era of globalisation and technological advancement.

Keywords:

National Qualifications Framework (NQF), vocational education and training (VET), compliance, enforcement, management



The Tension Between Ambitious Objectives and Obstacles in The Implementation of Social Measures: Bahrain's Policy to Improve The Employment of Persons with Disabilities

By: Eqbal Salman Salem Belal Chief International Affairs Ministry Of Labour & Social Development

Abstract:

Creating suitable employment opportunities for persons with disabilities (PWD) is a major challenge for the Ministry of Labour and Social Development (MLSD). Policymakers in Bahrain have paid notable attention to PWD to promote their empowerment and their social integration, most notably with a comprehensive policy that was enacted in 2006. While many PWD aspire to have a decent life through finding a suitable job, only a few private organisations are willing to employ them. Questions have been raised regarding the effectiveness of the policy implementation. This study assesses the effectiveness of the implementation process of the employment policy for PWD and determines the obstacles to the process of implementation. The study uses a qualitative approach that incorporates document analysis and in-depth interviews with relevant actors to explore the factors impeding the intended outcomes of the policy. The research found that employing PWD is challenging in most countries, and some of the hindering factors regarding the successful implementation of the policy in Bahrain are similar to those in most other developed countries. Such factors include the heterogeneity of the target group and the readiness of the work environment to accommodate the needs of persons with different types of disability. In addition, some contextual factors were found, including the weakness of law enforcement and the lack of awareness in society regarding the policy for PWD employment and its objectives.

lly, the one percent policy was mentioned in the Malaysian Civil Service Circular No. 10 of 1988. Subsequently, it was refined and enforced in April 2008. This policy allocated a quota of one percent of the total workforce of every government agency for employing PWDs.

However, statistics in October 2013 showed only 1,754 PWDs are employed by government from the approximately 1.4 million civil servants. Moreover, very few government agencies have assigned one percent of their total work force to PWDs. The policy has been in place yet the implementation is far from satisfactory.

Hence, by reviewing literature on policy implementation and with reference to the one percent policy for persons with disabilities (PWDs), this paper discussed the possible reasons for the gap between the intended and actual outcome of the policy.

Discussion comprised of the interactions of the policy and its institutional setting, relationship of the policy makers and policy implementers and the multiactor character of the policy.

The findings demonstrate the complexity of implementing the one percent policy for PWDs. Based on these findings, it is recommended to conduct a comprehensive survey on the types of disability in society. The MLSD should organise an information bank that provides more accurate and updated information about each person and the type and degree of their disability. Furthermore, the role of the media should be employed to raise the awareness of society and institutions regarding the importance of employing PWD, as well as providing more effective incentives for employers.



Success and Failure Factors for Public Private Partnership Projects in The Ministry of Works, Municipalities and Urban Planning

By: Hamad Bin Yusuf Bin Ebrahim Bin Ahmed Al Ghatam General Engineer Southern Area Municipality

Abstract:

This research aims to find the critical success and failure factors of PPP projects in the Ministry of Works, Municipalities & Urban Planning. The objectives of this research is to investigate the projects which had been done in the Ministry of Works, Municipalities & Urban Planning in the Kingdom of Bahrain and identify the success and failure factors in those projects. This research adapts a qualitative approach where interviews were conducted with the executives in the Ministry and the private sector. The findings of this study finds the factors which lead to have a successful or failed partnership. This research shed the lights on how to have a successful PPP model by identifying the success and failure factors in the ministry and push other projects to succeed by knowing what to do and what to avoid to have a successful partnership.

Keywords:

PPP – success factors – failure factors – Ministry of Works, Municipalities & Urban Planning



Enabling Co-Production of Public Services – A Study on The Role of E-Government Program in Kingdom of Bahrain

By: Hamad Mohammed Ahmed Al Shomeli Leader, Entity Liaison Information & Egovernment Authority (IGA)

Abstract:

As the challenges related to the fiscal pressures and privatization are increasing, Government across the world are looking forward to a more effective and efficient delivery of public services. Coproduction of public services has become one of the alternative models of choice by Governments utilizing the collaboration and participation of citizens, residents, Non-Government Organizations (NGOs) in providing high-quality public services. In this age of ubiquitous connectivity, through electronic Government initiatives, the administrators have been able to seamlessly interact with the citizens, business and society, and vice-versa via channels of their choice and time. The Government of Bahrain, over the past few decades, have been leading in the forefront of implementing eGovernment initiatives that promote participation and collaboration among its constituents for improving their quality of life. However, there has been no research on studying the ecosystem that supports the co-production of public services in the Kingdom with a specific focus on the role of eGovernment Program in promoting the co-production of public services. This research attempts to plug this pertinent gap by following an action research approach to identify the factors that affect the co-production of public services in Bahrain, evaluate the role of Kingdom's eGovernment Program in co-producing the public services, and make recommendations that would improve the effectiveness of eGovernment Program in co-producing public services. The outcome of this research is expected to enable the Bahrain Government administration to devise strategies and initiatives that support the co-production of public services utilizing the eGovernment Program.



Towards Adaption of Innovative Health Appointment System A Study of Patients Perception in Primary Health Care at Kingdom of Bahrain

By: Khadija Abdulla Mohamed Head of Medical Records Ministry Of Health

Abstract:

The waiting time for patients in Primary Health Settings is a worldwide problem. Primary Health Care Services in Kingdom of Bahrain is facing an increasing pressure to improve the quality of their services through effective appointment scheduling in an effort to reduce waiting time. No previous studies has been conducted to investigating the views of patients regarding the utilization of health appointment systems at Primary Health Care Services in Bahrain nor about the influencing factors and the barriers they experienced regarding adopting e-appointment system. The aim of this study is to investigate the perception of patients utilizing health appointments system at Primary Health Care Services in Kingdom of Bahrain. A quantitative explorative descriptive research design was adopted. Data was collected through the use of A self-administered and anonymous survey questionnaire that was validated and used. Two hundred fourteen patients responded from the four randomly selected health centres. SPSS version 23 was used to analyze the data. The findings revealed that the highest utilized method was walk-in (%74.3). Patients' had positive attitude towards health appointment system and were satisfied with all methods with a significant relationship between waiting time and web based method. (%74.8) of patient were aware of call based (%74.8) and (%72.9) with the web-based. Approximately half of the respondents preferred the three methods. The majority of patients perceived the web based health appointment system as useful and easy to be used. 1.24 ± 3.55 agreed with the attribute statements of relative advantages. Approximately half of the respondent agreed that the method fits their lifestyle with mean of 1.26 ± 3.47. Other reasons for adopting the innovation was the age (11 to 50 years) and educational level (undergraduate or above). %66.8 of the respondents agreed that the adopting have benefits. It is recommended that the findings can be used as a foundation to provide new insights and strategies that can be adopted by health records managers at Primary Health Care Services in Kingdom of Bahrain in order to increase patients' adoption to e-appointment system and consequently reduce waiting time.



Toward Innovative Services: Role of Public Sector Employees and Barriers

By: Khaled Isa Abdulrahman Mohamed Medical Technologist - Region 3 Ministry of Health

Abstract:

This master thesis is a study in the field of innovation in public sector organizations at Kingdom of Bahrain. The main purpose of this study is to investigate the role of public sector employees in public sector organization and the effect on the innovation of public services. The barriers affecting the innovation process will be identified and some examples of innovative services at Kingdom of Bahrain will be listed in the literature. The research question and sub-question are linked with the role of public sector employees in innovation of public services and to identify some innovative services implemented in Bahrain. The results are based on a semi-quantitative analysis using the "Innobarometer survey 2010" and the research model influenced in this study was the "European Commission 2011" study which measured the administrative innovation in the EU countries; but in this study it has been modified to be in line with the context of this research. The data analysis gathered in this research supports the hypothesis. All the analysis revealed that the employees play a major and important role in the innovation process of public sector services. Ideas from employee, training, employee engagement are the most important factors for the innovation process. According to the data analysis, the main factors or barriers affecting the innovation process were risk adverse culture in the organization, regulatory requirement and lack of sufficient human or financial resources.

Keywords:

Innovation, public services, public sector, employee engagement.



The Ruling Rule of Cryptocurrency in The World Cyber Fraud

By: Khulood Abdulaziz Al Janahi Financial Auditor Ministry of Interior

Abstract:

Investigating the rule of cryptocurrency in cyber fraud is currently one of the most significant topics that is worth research. Significance of this topic stems from the numerous impacts cryptocurrencies have on the economic stability in the present era. This is actually the major motive behind the researcher's intention to do the present research. The key objective of the present research is to "assess the impact of Bitcoin as cryptocurrency on the increase of the rate of cyber fraud all over the world. The research problem is stated through the following research question. Is there a significant impact for the introduction of Bitcoin as cryptocurrency on the increase of the rate of cyber fraud all over the world?" To be able to achieve this objective, the descriptive research design is decided on. Furthermore, a mixture of the quantitative and qualitative approaches is used. This mixture compels the researcher to make use of the questionnaire and the interviews for primary data collection. The population of the research includes all the specialists in the Bahraini ministry of interior in the cybercrime sector. The study sample is selected purposefully from those whose knowledge, positions, and educational degrees serve the purposes of the research. The collected data is analyzed by Excel for the quantitative data while the content analysis is employed for the data collected from the questionnaire.

The findings assured that Bitcoin investment in Bahrain is not that effective. There are many issues that help people and investors avoid putting their money in it. There is still a need to enhance people's awareness about such investments.



The Impact of Public Marketing on The Acceptability of Health Reforms

By: Mohamed Ali Al Shaaban Chief of Health Policies & Programs Supreme Council Of Health

Abstract:

Public Marketing is a widely evolving concept in public management and change policies. Research has highlighted the importance of stakeholder values in public marketing strategies to garner trust and acceptance of reforms. The government of Bahrain has realized the need for this within its package of reforms in the face of rising public debt. This study explored the impact of public marketing strategies on the acceptability of the planned health reforms in the Kingdom. Using a mixed-method approach, the research measured the impact of the adopted public marketing plan by the Supreme Council of Health on stakeholder acceptability over a sixmonth period. All empirical data proved the hypothesis valid. The results showed a statistically significant, direct correlation between an increase in acceptability with the implementation of the public marketing strategy. Three main methods were used. A triangulation, qualitative method, through ten focus groups was conducted with the different stakeholders prior to the launch of the marketing strategy. The results showed reduced acceptability with all stakeholders, mainly due to the lack of awareness. This sentiment changed at the end of the focus group sessions, after detailed presentations of the reforms. A quantitative assessment technique through a randomized sample survey (N=189) was then conducted at the end of the six-month period, following the launch of the marketing plan. %95.2 expressed the need for public marketing with government reforms, %73 claimed the launched marketing plan affected their perceptions positively, and an overall %83.6 were supportive of the insurance program. An accompanying content analysis of opinion pieces in national print and digital media supported the validity of the findings, with an evident shift in rhetoric from resisting to supporting the reforms following the launch of the public marketing campaign.



Delay in Road Projects Approach and Consequences in Public Practices

By: Mohamed Ali Jaafer Hayyat Ali Mohamed Head, Roads Improvement & New Highway Group Ministry of Works, Municipalities Affairs & Urban Planning

Abstract:

One of the major problems that face the construction projects in general and road projects in particular is being behind the work program. The time delays and cost overruns have become a hallmark of infrastructure projects in the Kingdom of Bahrain. The subject of time overrun and cost overrun in road projects in the GCC countries is not been popularly researched. The main purpose of this research is to identify the factors that are causing delays in road construction projects and the consequences of those delays on the public management practices. The approach followed in this research is a qualitative methodology to explore the delay and the impacts on the stakeholders as well as attempts to resolve the consequences of the delay. The database collected through multi cases study for 127 road projects completed in the period of 2006 to 2018. The common causes of delays found are poor management at site by either the client or the contractor, change of scope, design errors and delay by utilities. An inductive approach, semi structured interviews were conducted with 17 managerial levels representing clients, consultants and contractors to reveal the expert professional opinion in order to provide an independent views presenting all parties involved in delivering the projects. I hope this research will add a good value to the existing studies and constitute a database for future studies in order to motivate the involved parties to collaborate and all other stakeholders to act collectively in order to minimize the potential risks of delays.



Factors Impacting The Adoption of E-Government Services a Case Study of Bahrain E-Government

By: Mohamed Khaled Abbas Al Shishani Chief of Government System Development Information & Egovernment Authority

Abstract:

The period of innovation has seen the hole between nations increment. The hole is caused by the implementation trends between the two worlds and the easy access to innovations. E-Government service is a technology that was invented to enhance service delivery among government agencies. In Bahrain, the implementation of e-Services has not been effective due to the lowlevel of adoption among citizens. It is difficult to understand low uptick towards e-Services in Bahrain. Therefore, this research objective is to investigate the factors that impacts the adoption of e-Government services in Bahrain. The study uses the Unified Theory of Acceptance and Use of Technology (UTAUT) model. The evaluation focuses on four constructs: performance expectancy, effort expectancy, social influence, and facilitation conditions. These four constructs define culture and trust. A questionnaire survey was carried out in Bahrain only 181 participated According to the results of the study, culture and trust are the major factors that impact the adoption of e-government in Bahrain. The culture was examined through two constructs: performance expectancy and social influence. The study found that if people believe that e-government will improve their lives because of its efficiency, they will most likely adopt or accept the e-government services. Similarly, if people around them use the services, they are likely to be influenced to adopt its use. The concept of trust was also defined using two constructs: effort expectancy and facilitation condition. In short, people are influenced to use e-government services if they trust that the government will guarantee the privacy of their data, they are likely to be influenced to adopt e-government services. Effort expectancy is defined by how easy it is to use and learn the e-government services whereas facilitation condition is defined by the availability of facilitators such as gadgets and the internet. The availability of these factors positively influences Bahrain to adopt e-government services. Therefore, the concept of trust and culture are the major factors that influence the adoption of e-government services in Bahrain.

Keywords:

Adoption, Bahrain, eGovernment, e-Services, UTAUT.



The Impact of The Flexible Work Arrangements on Employee Satisfaction: An Empirical Study on The Supreme Council For Women

By: Muneera Subah Salem Al Doseri Senior Equal Opportunity Specialist Supreme Council For Women

Abstract:

The purpose: Despite the widespread application and diversity of flexible work arrangements (FWAs) on the international level, these kinds of flexible arrangements still are not widely applied in the Kingdom of Bahrain, especially in the public sector. Therefore, we found that Bahrain's context lacks the studies in this field. Besides, it has been almost three years since the first initial application for flexitime in the Supreme Council for Women (SCW) in Bahrain, and no evaluation studies have been conducted on the effectiveness of the system and its impact on employee satisfaction.

Methodology: A descriptive analytical approach was applied alongside a quantitative cross-sectional method. The population of the study included all the staff who are eligible to use the flexitime system in the SCW. The researcher used a questionnaire to collect the main research data. Besides, the researcher conducted the correlation, regression, and other related statistical analysis using the SPSS application.

Findings: The study found that employees were, in general, highly satisfied with flexitime. Besides, the organizational factors provide a level of support ranging from low to high. From the respondents' point of view, policies and regulations provide the most significant support for flexitime, while their supervisors fail to provide the required backup. Finally, the research found that the majority of employees want to apply other types of flexible arrangements such as compressed hours and telecommuting.

Research limitations: First, this study is limited to the Supreme Council for Women (SCW), which is an organization guided by its internal laws and regulations, while the other governmental institutions followed and governed by the Civil Service Law in Bahrain. Second, the restricted time frame limited the researcher ability to capture all of the elements related to both employee satisfaction and organizational support factors. Third, the study was based on one source for collecting the main research data (which was the research questionnaire).

Practical implications: The results of this research will mainly contribute to help decision makers improve the flexible system in the SCW. Furthermore, other institutions in the Kingdom of Bahrain could benefit from the research findings. Also, this study contributes to enriching the field of scientific research related to FWAs, locally as well as regionally. Finally, the researcher suggests a research model to be tested and confirmed in future studies; which proposed three relationships 1) the use of FWAs raising the level of employees satisfaction, 2) the level of FWAs usage affected by the organizational support, and 3) the extent of organizational support impacting the satisfaction level.

Recommendations: This study proposes that flexitime can be a system used by the organization to increase the employees level of satisfaction. Besides, the organization and its staff must be appropriately configured before providing the FWAs. Organizations that seek to offer flexitime should not overlook the need to create an environment with resources and services commensurate to the new arrangements. Finally, this study can be expanded by measuring the impact of FWAs on both employee well-being and health-related issues and by increasing the sample size to get more accurate results. Also, there is an opportunity to compare the impact of FWAs in the public sector to that of FWAs in the private sector.



The Impact of Current Regulatory Practices on The Growth of Private K12- Education in The Kingdom Of Bahrain

By: Munther Al Mudawi Investment Development Manager Economic Development Board

Abstract:

Purpose: This thesis sought to study the Impact of Current Regulatory Practices on the Growth of Private K12- Education in Bahrain. It examined the effectiveness of the implementation of the K12- Private Education Regulations through the experiences of the stakeholders. The thesis also explored the role of public policy in enhancing the openness of education to the private sector.

Design/Methodology Approach: Using a qualitative research approach, semi-structured interviews are conducted with policymakers, investors and school operators. Pattern Analysis was utilized to assess the emerging themes.

Findings: The Empirical results highlight several regulatory and non-regulatory challenges facing the Private Education Sector in Bahrain. These challenges underline the pressing need for a revision of the current modus operandi, through the development of a National Policy for Private Education and "modern" supporting regulatory infrastructure (Regulatory Framework) to resolve the issues and enhance the value proposition of Private Education in Bahrain.

Practical Implication: the practical implications of this research are derived from three strategies that involves developing a sustainable partnership between the public sector and private sector in education provision. Those strategies put great emphasis on the implementation approach which should be based on the three pillars of responsiveness, transparency and accountability.

Originality/Value: This thesis sheds light on the role of public policy in Private Education. It takes into account Open Market and New Public Management concepts and applies them to Education. Hence, treating Education as a commodity rather than a Public Service/Product.

Therefore, this thesis contributes to the academic knowledge of public management, specifically public policy design and implementation.

Keywords:

Private Education, K12-, Education Policy, Foreign Direct Investments (FDI)



Digital Innovation in Financial Services and its Impact on Regulatory Policy – An Action Plan to Facilitate The Digital Transformation of Bahrain's Financial Services Sector

By: Osama Saleh Hashem Salman Al Alawi Manager - Financial Regulatory Compliance Keypoint

Abstract:

Over the past decade, digital innovation and technological advancements altogether referred to as "FinTech" has caused a paradigm shift in the provision of financial services and the way it is regulated. This thesis will qualitatively explore multiple perspectives relating to this evolving phenomena from different angles including academia, industry and policy makers and will also identify and study the top macro trends and concepts relevant to FinTech including Blockchain, crypto-assets, robo-advisory, open banking and crowdfunding. Information will be synthesized to build a basis for a high-level action plan consisting of three dimensions such as policy, technology and infrastructure, to facilitate the digital transformation of Bahrain's financial services sector. The thesis will be supported by some primary data collected from three semi-structured interviews conducted with the most relevant people in this area in Bahrain.

Keywords: Digital Innovation, Innovation, Banking, FinTech, Disruption, Financial Services, Policy, Regulation, Technology, RegTech, Crypto-Assets, Open Banking, Crowdfunding, Retail Banking



Barriers To Succession Planning of Executives in Government Entities in The Kingdom of Bahrain, The Case of Government Organization

By: Sami Saeed Ali Al Hawaj Chief, Risk Finance & Insurance Ministry Of Finance & National Economy

Abstract:

The purpose of this study is to examine the barriers and obstacles to succession planning to prepare second line executives in the public sector in the Kingdom of Bahrain, taking government organization as a case study. The thesis sheds light on the importance of succession planning, and the various barriers that affect the planning related to cultural, financial, managerial, strategical, ethical and political issues.

The auditors highlighted the extreme importance to implement a proper succession plan approved by higher authority for critical positions due to the nature of operational activities conducted by the organization. No adequate steps have been taken for succession to ensure a smooth transfer of knowledge and skills. Most of the succession planning studies related to the private sector, with limited published studies related to government entities in the kingdom of Bahrain,

This thesis followed a qualitative methodology to explore the various barriers acting on the succession planning to prepare second line executives for a future post once position vacant. The researcher conducted thirteen semi-structured interviews with key persons at varies levels including directors, chiefs of sections, heads, and seniors.

The empirical results identified the main significant barriers to succession planning in the public organization were management support, administration changes, organizational culture, grooming, training and development programs, shortage of human resources, availability of the appropriate person, budget limitation, insufficient marketing, and awareness effort.

This research study extends the understanding of the importance of succession planning and contributes to the academic knowledge of public management, and support decision makers to overcome barriers to succession planning.



Public Private Partnership in Bahrain Implmentation, Chalanges & Ways To Improve

By: Yusuf Abdulla Ahmed Bucheeri Acting Chief Of Procurement & Services Institute Of Public Administration (BIPA)

Abstract:

The new procurement method of PPP came to replace the general public procurement, especially for infrastructure and big projects, as it is the best solution for overcoming financial difficulties, receive a better quality, faster outcome and risk sharing. In the Kingdom of Bahrain, the PPP concept is still new, although some projects were implemented using PPP, but still need more support to evolve and expand more and more in the country. Newly, the Bahrain came to increase and apply the PPP projects into infrastructure, power and water plants, affordable citizens housing and transportation fields.

The research strives to explore the implementation of public–private partnerships (PPPs) in the Kingdom of Bahrain. The research is attempting to highlight how PPPs are implemented. It is also trying to identify the main challenges faced and to propose general guidelines for improving PPP implementation. The research adopts a qualitative approach, where sets of semi structure interviews were conducted with public sector officials who witnessed the executing of PPP projects implementation. Furthermore, the findings highlighted the PPP process; main challenges faced and suggest recommendations to improve PPP project implementation in Kingdom.

Keywords: PPPs, PPP implementation, PPP challenges, PPP improvement.



Does The Use of Social Media Foster Online Civic Engagement Behaviour in Bahrain?

By: Yusuf Khaled Mohamed Al Qattan
Oracle Database Administration Senior Executive
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Abstract:

Social media platforms have facilitated communication between people to such a level that it sometimes appears that the entire world has become a small village. These platforms have changed the behaviors of citizens around the world, so many researchers have sought to study and analyze these changes. This study will focus on the behavioral changes of Bahraini citizens, with regard to civic engagement, and will seek to answer the following questions: What is the relationship between the use of social media and online civic engagement in Bahrain? What is the relationship between the two types of online civic engagement in Bahrain – civic publications, and the coordination of activities? What is the relationship between group incentives and online civic engagement in Bahrain?

This study could well be useful for the Bahraini public administration in that examines the extent and importance of civic engagement. Many contemporary countries are trying to encourage civic engagement for main reasons: first, it can help to increase the quality of public services, which leads to an increase in the overall performance of the government; and second, it can boost trust between governments and their citizens. The study could help the public administration in Bahrain to understand the civic engagement behaviors of its citizens, and therefore try to adapt to these changes and encourage them with suitable contemporary tools and actions, such as social media platforms.

In order to answer the research questions, the researcher will first pursue an exploratory quantitative approach, with a sample of 214 participants, and second, conduct a confirmatory qualitative study, taking the form of four semi-structured interviews.

The results of the research have proved to be very interesting. Although the literature review established a strong relationship between social media and online civic engagement in many countries, this is not the case in Bahrain. The use of social media and group incentives is very strong among Bahraini citizens, but the same cannot be said about online civic engagement activities; in fact, civic engagement in Bahrain is very weak. The authors conducted four semi-structured interviews to further investigate this issue, which yielded three main reasons that explain the previous results: First, the concept of civic engagement is still new in Bahrain, and many citizens still do not fully understand it; second, most Bahraini citizens prefer to criticize actions and policies, rather than take action themselves; and finally, most Bahraini citizens believe that the government is unlikely to take their complaints or suggestions into account.

Keywords: Civic engagement, Online civic engagement, Social media platforms, Bahrain



The Impact of Public-Private Partnership in The Tourism Sector on Effectiveness of The Tourism Business Industry in The Kingdom Of Bahrain

By: Zainab Ali Mohsen Ebrahim Al Aali Marketing Specialist Bahrain Chamber of Commerce And Industry

Abstract:

There is an agreement that tourism does currently play significant roles in enhancing any country's economic opportunities especially in developing countries all over the world. Nevertheless, reviewers assure that expanding the contribution of tourism to national economy is a paradox that can be resolved through the cointegration between different sectors within the same country. Tourism companies are offered the potential to play leading roles in making tourism sector step forward. Resolving the paradox of the tourism sector and its contribution to enhancing national economies was given due attention especially during the first decade of the new millennium. Cointegration between the public and private sectors is one of the main pillars on significant developments in tourism can be made. Thus, the key objective of the present research is to investigate the relationship between cointegration the efforts of Bahrain's government tourism business industry with the Bahrain Private sector's service providers on improving the contribution of tourism to Bahrain's economy.

In order to fulfil this objective, the researcher makes use of the descriptive research design. Further to that, a quantitative methodology is implemented. This tool is the major reason for making the research depends on it for the purpose of primary data collection. The population of the research includes all those who are concerned with the tourism industry in the Kingdom of Bahrain from different authorities in the public and private sectors. Consequently, the sample of the study is chosen purposefully from those whose knowledge, positions, and educational degrees serve the purposes of the research. The collected data is analyzed by Excel for the quantitative data. The researcher concluded that the partnerships between the public and the private sector in the tourism business industry in the kingdom of Bahrain are effective. Also, There are effective roles played by partnerships between the public and the private sector to improve the tourism business industry in the kingdom of Bahrain.

Key words: Tourism Industry, PPP (Private Public Partnership), Investment, Roadmap



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