



EUROPEAN  
GROUP OF  
PUBLIC  
ADMINISTRATION  
(EGPA)

INSTITUT DE MANAGEMENT  
PUBLIC ET GOUVERNANCE  
TERRITORIALE  
UNIVERSITE PAUL  
CEZANNE

FRANCE

ENA

TUNISIE

## ***First Euro Mediterranean Public Management Dialogue***

**1<sup>ST</sup> MED**

***Invitation***

### **Place and Date**

Place: Institut de Management Public et Gouvernance Territoriale  
21, rue Gaston de Saporta ; F-13 100 Aix-en Provence (France)

Dates: 10-11 octobre 2008

Website: [www.med2008.org](http://www.med2008.org)

### **Welcome Message**

The Mediterranean region is home to two hundred and fifty million people. It has been the cradle of many great civilisations over thousands of years, and, throughout history, many different peoples, cultures and nations have come together here. A region of contrasts and, at times, dangers. With the awakening of Asia, this region will play a pivotal role in world affairs. The problems in the public sector preoccupy all the actors, be they on the public or private stage. So it is natural that EGPA and the University Paul Cézanne have chosen to organise the « First Euro Mediterranean Public Management Dialogue » in Aix-en-Provence.

The great city of Aix-en-Provence, founded by the Phoenicians, is the perfect setting for such a symposium. The work which has been done by the Euro Mediterranean partnership since 1995 and the creation of a Mediterranean Union project show how opportune this dialogue is.

Our aim is to use this first get-together as an opportunity for practical exchanges, ideas, reflections and analyses pertinent to each of our countries from around the Mediterranean and to look at the challenges we face in common.

This First Euro Mediterranean Public Management Dialogue, in partnership with ENA, is directed at representatives, senior civil servants, all academics as well as the heads of large organisations involved in territorial development.

***Prof. Robert Fouchet***  
***Director of the Institute of Public Management and Territorial  
Governance***  
***President of the Organising Committee***

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**AIX-EN-PROVENCE (FRANCE), 10-11 October 2008**

## Conference Themes

### Working Groups

#### ***Plenary session: Politics of reform of public management in Europe and in the Mediterranean countries***

Presidents of session: Afif Hendaoui (ENA, Tunisia), Bachir Mazouz (ENA)  
Geert Bouckaert (EGPA)

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During this plenary session, the speakers will sketch out the major trends and perspectives of reform in public management in Europe and the Mediterranean area. Together, they will underscore the diverse aspects of the reforms already in motion and will define possible elements for comparison. This introduction will form the framework for the evolution of public administration in the various regions surrounding the Mediterranean Sea.

#### ***Working Group 1: Human Resources (capacities-competencies-training)***

Presidents: Themistocles Panagiotopoulos (EKDDA-Greece)

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In each and every country, human resources are the keystone of the administrative system. The challenge lies in how to manage all aspects of these resources. Supply (quantity and quality) has to be guaranteed. Skills need to be in tune with issues in society. Training needs to be flexible and « avant-gardiste » and continuity should be kept in mind.

The problems are many and varied. Market forces often do not guarantee organisations being able to attract the most competent people. Due to the inflexibility of labour laws, the organisation is not always able to evolve according to its needs.

Diversity is essential in order to move with the changes in society. Managing the workforce is a crucial matter in many countries since the budgetary load in the public sector has profound consequences for the public sector economy. Finally, controlling performance and guaranteeing the quality of the benefits implies important changes in the traditional public service. Public sector administrators and personnel can learn from the experience of other countries. This exchange can be brought about through an open dialogue concerning problems and possible solutions.

#### ***Working Group 2: Public Private Partnership (contractualisation)***

Presidents: Marco Meneguzzo (Università di Roma, 2Tor Vergata – Italy) & Jennifer Bremer (American University of Cairo, Egypt), Mohamed Benaissa (Université Tunis-Carthage, Tunisia)

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More and more, public administration seems to be « a rule for one and another rule for the other» It is still necessary to use the words in their strictest sense, but they are, increasingly, insufficient. The Public Sector, administration and governments require multiple partners in their respective countries in order to deliver public services. These partners could be companies or NGOs. The contractualisation of public services is self-evident. Nevertheless, success is conditional. On the public side, the ability to call for tenders is required as well as being able to establish and manage contracts and to evaluate and, where necessary, rectify them. Public administration can learn from the experiences of other countries, again through open dialogue covering problems and possible solutions.

#### ***Working Group 3: Territorial Development***

President: Ali Sedjari (Morocco)

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The development of the regions bordering the Mediterranean is dissimilar. These territories, because they belong to different States, have specific characteristics, political, institutional and most notably, social.

This being said, the Mediterranean basin has historically been a special place of culture, experiencing economic fluctuations and exchanges of people and ideas throughout the centuries.

In this context, can we envisage a Mediterranean development model? This would imply integrating the specific characteristics of each country while distinguishing them from other regional developmental modes, for example, those of Latin America or Asia. Could we set down guidelines for such a system, applicable to all the Mediterranean regions?

Failing this, is it possible to identify the specific problems in the contiguous regions in terms of local development? Can we contemplate over-all economic, social, environmental or commercial themes, to state but a few?

Are there any spheres of activity in the public sector (education, management of regional resources, the vigour, or otherwise of the local clubs and societies, etc.) which might give us cause for optimism vis-à-vis the development of the Mediterranean region? Who among them mobilises the territorial actors and charges them to be vigilant?

From this perspective, is the North/South divide relevant? Or could we consider that the Mediterranean logic supplants, in certain areas, at any rate, the Europe – Africa dichotomy?

#### ***Working Group 4: Civil Society***

Presidents: Wim van de Donk (Tilburg University, Netherlands), Zuhair Al Kayed (Jordan) & Hocine Cherhabil (ENA, Algeria)

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The function of civil society in our contemporary societies is undeniable. Its part in the modernisation of the State and its corroboration in the legitimacy of governmental systems are evident. The key questions of this working group have a bearing on the manner of constructing, reinforcing, empowering and integrating the organisations belonging to civil society and consolidating ties with the Public Sector.

The development of policies, participation in decision-making, the responsibilities of certain missions and their contribution to the evaluation of the same, are some of the duties of civil society. Public administration can learn from the experience of other countries through open dialogue concerning problems and possible solutions.

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### **Working Group 5: Public Decision**

Presidents: Claude Rochet (IMPGT, France); Juan Montabes (Euro-Arab Foundation, Spain) & Eran Vigoda-Gadot (Israel)

The role of public opinion, with the affirmation of the move towards « New Public Management » has, for several decades, been moving towards a management decision, in search of the Holy Grail of « efficiency » separating public opinion from the vast questions of political philosophy. However, the State is essential in the reality of development and with the renewing of institutional economy and research into economic history.

The aim of this workshop is to stimulate discussion on the following points:

- Public opinion: from the political decision to management decision.
- Are there universal principles which define « good public decision »?
- In what way is public opinion specific in the present context of the transition towards the 3rd industrial revolution? By its position? By its process?
- How can public opinion accept turbulence and uncertainty?
- What is the role of citizen participation?
- What is the place of « civic virtue » (Machiavelli's vivere politico)
- What constraints does the development of new media in society have on the process of public decision-making?
- How do we integrate public opinion in the long term?

This workshop seeks to provoke discussions which are theoretical and historical as well as practical, with case studies.

### **Working Group 6: Evaluation and performance**

Presidents: Jean-Michel Eymeri-Douzans (France), Emanuel Camilleri (Malta) & Carlos Conde (OCDE)

Audit and evaluation are key concepts in modern administration. Evaluation and the measuring of performance are based on empirical methods and techniques which require pertinent and reliable data. Administrations require specific expertise for this approach: specialised professionals as well as adequate information systems are necessary for management based on analysis and evaluation. The ability to engage contradictory debate on the performance of a public organisation or on public policy is also necessary. The essentially political nature of public management can only be dealt with through a strictly technocratic approach. Public administration can learn from the experience of other countries by means of an ongoing dialogue about problems and possible solutions.

### **Pre-Conference for doctoral candidates/PhD Students**

**Dates:** 8-9 October 2008

**Chairpersons:** Jean-Rodolphe Lopez (France), Claude Rochet (France) ; Carlos Conde (Spain and OECD) & Ghazi Gherairi (Tunisia)

**Papers:** Eva Beuselink (Belgium)

**Target Group:** **Doctoral candidates/PhD Students** – maximum 25 persons

**Procedure and message to Doctoral candidates/PhD Students available at:** [www.med2008.com](http://www.med2008.com)

### **Join us in Aix-en-Provence!**

#### **Registration**

<b>Registration Fee</b>	
<b>EGPA Members</b>	250 €
<b>1st MED Participants</b>	350 €
<b>Doctoral Candidates/PhD Students (Pre-Conference)</b>	Free
<b>Doctoral Candidates/PhD Students (Pre-Conference + MED)</b>	100 €
<b>Speakers</b>	Free
<b>Accompanying Persons</b>	100 €

The registration form and payment procedure will be available at: [www.med2008.org](http://www.med2008.org).

## Programme

### *Wednesday and Thursday, 8-9 October 2008*

#### **Pre-Conference for doctoral candidates/PhD Students**

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[www.med2008.com](http://www.med2008.com)

Wednesday, 8 October 2008: 02.00pm-06.00pm: Doctoral workshop

Thursday, 9 October 2008: 09.30am -05.00pm: Doctoral workshop

### *Thursday, 9 October 2008*

06.00pm: MED Steering Committee Meeting

### *Friday, 10 October 2008*

08.30am – 09.30am: Registration and Welcome Coffee

09.30am – 10.30am: Opening Ceremony: J. Paul De Gaudemar (Rector for Academic Affairs), M. Pena (University President), ENA, Robert Fouchet and Officials (to be confirmed)

10.30am – 12.30pm: Plenary Session  
Keynote Speaker:  
Prof A. Hendaoui (ENA Tunisia), B. Mazouz (ENA) and Prof G. Bouckaert (EGPA)

12.30pm – 02.00pm: Lunch

02.00pm – 04.00pm: Working Groups

04.00pm – 04.30pm: Coffee Break

04.30pm – 06.30pm: Working Groups

07.30pm: Dinner

### *Saturday, 11 October 2008*

08.30am – 10.00am: Working Groups

10.00am – 10.15am: Coffee Break

10.15am – 12.15pm: Plenary Session / return to Working Groups

12.30pm – 02.30pm: Working lunch: organisers of the 2nd MED

03.00pm : City tour: Aix-en-Provence

## Contacts

### **Steering Committee**

Prof. Geert Bouckaert (EGPA President)

Mme Françoise Camet (Directrice de la formation permanente et de la recherche ENA)

Prof. Carlos Conde (OECD)

Prof. Robert Fouchet (Directeur IMPGT, Université Paul Cézanne)

Prof. Afif Hendaoui (Director ENA, Tunisia)

### **Registration and contacts**

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### **Welcome and practical details**

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## PARTNERS

Région



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Conseil Régional Provence  
Alpes Côte d'Azur



Conseil Général des Bouches  
du Rhône



Aix en Provence  
LA VILLE

Communauté  
d'Agglomération du Pays d'Aix