

Table of Contents

1	Introduction	7
1.1	Research Background.....	8
1.2	Research Methodology.....	16
1.3	Chapter Structure.....	17
2	Public Management Reform Variables	19
2.1	Preface.....	20
2.2	Definitions	20
2.3	Drivers	34
2.4	Components and Patterns.....	46
2.5	Actors and Implementation.....	57
2.5.1	Domestic Actors.....	60
2.5.2	External Actors	74
2.5.3	Reform Implementation.....	87
2.5.4	Reform Dilemmas.....	92
2.6	MENA Authoritarian Regimes.....	95
2.6.1	Public Management Reform in other Regions' OECD Countries.....	95
2.6.2	Public Management Reform in MENA Region.....	103
2.7	Summary.....	116
3	State Reform in Syria 2000–2007	127
3.1	Syria.....	129
3.1.1	Governance Indicators.....	131
3.1.2	State Reform Influencing Actors.....	132
3.1.3	State Reform's Three Dimensions (political, economic, and administrative).....	135
3.2	Challenges to State Reform in 2000.....	145
3.3	Implementation of State Reform 2000–2007.....	165
3.4	Summary.....	191
4	Political Leadership	195
4.1	Nature and Influence Structure.....	196
4.1.1	Nature of the Political Leadership	196
4.1.2	Connection with the Ba'ath Party.....	202

4.1.3	Connection with Government.....	204
4.1.4	Connection with Society.....	206
4.1.5	Connection with Domestic Pressure Groups.....	207
4.1.6	Connection with Regional Geopolitics.....	208
4.2	Motives.....	210
4.3	Influence on State Reform	213
4.4	Summary.....	219
5	Domestic Pressure Groups	221
5.1	Actors and Interest Networks.....	222
5.2	Motives.....	236
5.2.1	Ba'ath Party Leading Members.....	237
5.2.2	Top Public Officials, in Civil and Non-Civil Sectors	238
5.2.3	Top Merchants and Industrialists.....	238
5.2.4	Public Sector Employees.....	240
5.3	Influence on State Reform.....	240
5.4	Summary.....	247
6	Regional Geopolitics	249
6.1	Middle Eastern Politics	250
6.2	Motives.....	259
6.3	Influence on State Reform.....	263
6.4	The Challenges of Regional Geopolitics.....	276
6.4.1	Failed Peace and War Against Terror 2000–2002.....	277
6.4.2	Iraq 2003–2005	283
6.4.3	Lebanon 2005–2007.....	288
6.4.4	Events' Reflections on Political Leadership.....	299
6.5	Summary.....	300
7	Conclusion.....	303
	Bibliography.....	322
	List of Tables.....	343
	List of Figures.....	344
	Acronyms.....	346
	Annexes.....	348