

Report and Outcome of the meeting on:
Towards an Arab Administrative Reform Process for the SDGs
“Institutional Performance Measurement and Management.”

Administrative Reform Priorities

I-Summary of the Remarks and presentations.

The Governance section organized a webinar on the 9th of March on Public Administrative Reform in achieving the SDGs, and the role of Institutional Measurement Monitoring in increasing the effectiveness of public administration.

The webinar began with an intervention by Dr. Younes Abouyoub, Chief Governance and State-Building Section, in which he focused on the role of administrative reform as a key factor in achieving the Sustainable Development Goals for Arab countries, especially for the institutionally fragile and conflict affected countries. It is important in achieving social, environmental, and economic sustainability. He also noted the role of institutional measurement and management in the public sector, in improving efficiency and effectiveness in government work and its contribution to increasing confidence and trust in government and public institutions.

This was followed by a presentation of the results of the preliminary survey, presented by Mrs. Hend El-Khatib, Governance and Public Administration Officer, through which she focused on the current reality of the Member States in institutionalizing and applying monitoring, measurement and institutional performance evaluation, through the experience of the Ministries of Health, Education and Social Affairs as crucial to citizen trust. The presentation focused on the challenges and needs indicated by Member States and concluded in setting priorities.

In turn, Ms. Veronique Edith D. Verbruggen, Senior Interregional Advisor Governance and Public Institutions, UNDESA, highlighted that institutional changes are required to improve policy coherence for a more effective government. Public servants are the key drivers of change in public sector organizations. Institutional change does not mean a change of rules and goals per se, it implies changing the beliefs and attitudes (mindsets), and values of public servants to reorient behavior to attain those goals. Only when public servants can translate formal prescriptions into actual behavior can institutions achieve their intended results.

Mr. Titouan Chasagne, Policy Analyst in the Department of Public Governance, Organization for Economic Cooperation and Development (OECD), addressed the approach used as well as the challenges and opportunities for monitoring and evaluation in the OECD member countries. He focused on the importance of streamlining and institutionalizing monitoring and evaluation and the importance of its availability as a condition for enhancing the quality of policy evaluation.

II- Interventions and Discussions

The interventions of the participants from the Member States, focused on the necessity of reforming and building public institutions and administrations, strengthening institutional culture, and building capacities for foresight planning, in addition to the need for guidelines for monitoring, measuring and evaluating institutional performance. In the table below, we display the interventions of the representatives of the Member States, as well as the detailed requests as they were made during the meeting:

Name/ Ministry/Country	Main points discussed	Specific request/s
<p>Nasser Milad Hussein - Economic advisor at the National Planning Council / expert and economic advisor</p> <p>- Ministry of Planning. - Libya</p>	<p>After the conflict period, life is gradually returning to Libya.</p> <p>There is a need to build the capacity of the Ministry of Planning to go back to its planning role. In addition, in sectors such as health and education, their planning function needs to be supported.</p>	<p>-Policy Planning and cohesion.</p> <p>-Capacity building in the field of planning.</p> <p>-Support and capacity building in the field of risk-informed governance and strategic foresight planning for crisis/conflict prevention.</p>
<p>Suzan Rashid -General Director of Organizational Excellence.</p> <p>Ministry of Public Health - KSA</p>		<p>-The need for regional workshops to exchange experiences, best practices and lessons learned.</p> <p>-Policy development</p> <p>-Framework for policy coherence.</p>
<p>Haitham Abu Nazzal - Institutional performance development officer.</p> <p>- Ministry of Education. - Jordan</p>	<p>An Institutional Performance Development Department has been created in the Ministry of Education in Jordan, and a complete functional structure has been formed, such as risks, innovation, institutional planning, and monitoring and evaluation.</p> <p>We have a simple framework for institutional monitoring and evaluation in partnership with UNESCO.</p>	<p>-Organization of a regional workshop to exchange experiences.</p> <p>-We look forward to developing methodologies, frameworks, and tools around institutional performance, and this complements the work we have done after creating the monitoring and evaluation unit within the Institutional Performance Development Department.</p> <p>-Planning foresight.</p>

<p>Khalifa Meli -Director General- General Administration of Evaluation and Quality.</p> <p>-Ministry of Education - Tunisia</p>	<p>We have institutional in relation to administrative performance as well as pedagogic performance.</p> <p>The Tunisian educational system is on the verge of comprehensive educational reform.</p>	<p>-We aspire to establish consistency.</p> <p>-Build the capacities of public stakeholders and civil servants and set standards for the development of institutional measurement and monitoring of performance.</p>
<p>Ahmed Al-Saeedi -Director General of Information and Research.</p> <p>-Ministry of Health and Population -Yemen</p>		<p>- To develop a methodology for institutional measurement and monitoring of performance and develop agreed-upon indicators to track and monitor the progress in the field of administrative reform.</p> <p>- Raising institutional culture and awareness, especially in the Ministry of Public Health i.e. changing the mindset of employees in their dealing with the institutional work.</p> <p>- Enhance the performance of the health system, under the current circumstances.</p> <p>- Building institutional culture in government and enhancing the principle of transparency.</p>
<p>Ola Aker -Acting Director General of Health Policy and Planning</p> <p>- Ministry of Health -Palestine</p>	<p>There is an existing process for strategic planning. However, there is a weakness in monitoring and evaluation due to the scarcity of resources.</p>	<p>- The need to develop guidelines on institutional monitoring measurement and evaluation for the Arab region</p> <p>- There is a need to organize a series of regional workshops to exchange information.</p>

	Lack of guidelines on how to implement institutional monitoring.	(To create a platform for exchanging experiences, and information.)
Ghaida Hamid Muhammad Mahdi -Director of the Total Quality and Institutional Development Department -Ministry of Health -Iraq	The example of public health shows that there are guidelines and standards adopted in the evaluation and institutional performance, and they are based on international standards such as EFQM which measures the institutional performance, but it needs more effort to mature. - There is a weakness in the implementation of monitoring and evaluation techniques and guidelines.	-Build the capacities of civil servants in ministries, especially the Ministry of Health, to implement monitoring and evaluation techniques.

III- Conclusion and recommendations

The participating Arab states stressed the importance of enhancing the cooperation with ESCWA, and among countries of the region, in the field of improving the efficiency and effectiveness of public administration and activating the administrative reform process to help achieve the sustainable development goals, especially Goal 16.

Accordingly, and based on the discussions and specific requests from each country, the Governance Section will develop a work program and a timetable to address the above different requests for providing the necessary training that focused on: reforming and building public institutions and administrations, enhancing institutional culture, building capacities for strategic foresight planning and risk-informed governance, in addition to providing support in various fields of monitoring, measuring and evaluating institutional performance

IV- Annexes

- **Annex (1): List of Participants:**



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- **Annex (2): Agenda of the meeting**



Agenda- Virtual
Meeting Instit. perfor

- **Annex (3): link to the webpage of the meeting:**
<https://www.unescwa.org/events/administrative-reform-realization-sdgs>