

AGENDA - UNDP REGIONAL CONFERENCE ON PUBLIC ADMINISTRATION IN THE ARAB STATES

Stronger networks for responsive institutions – how to achieve effective and accountable public administration in the Arab region?

26-28 October 2015, Dead Sea, Jordan

Monday 26 October – Towards Responsive, Effective and Modernized Public Administration in the Arab States

| | |
|----------------------|--|
| 08:30 – 09:00 | Registration |
| 09:00 – 09:30 | <p>Official Opening of the Regional Conference</p> <p>Chair: Zena Ali Ahmad, Country Director, UNDP Jordan</p> <p>Opening Remarks:</p> <ul style="list-style-type: none"> • Khaled Abdelshafi, Director, UNDP Regional Hub for the Arab States • H.E. Jan Thesleff, Ambassador of Sweden to the United Arab Emirates and Bahrain • H.E. Dr. Khleef Al-Khawahldeh, Minister of Public Sector Development, The Hashemite Kingdom of Jordan |
| 09:30 – 10:00 | Coffee/tea break & Group photo |
| 10:00 – 11:30 | <p>PLENARY SESSION 1 – AN OVERVIEW OF PAR IN THE ARAB STATES</p> <p>PAR in the Arab States at national and local level – towards a common understanding of current development, particular features, challenges and opportunities</p> |

| | |
|---|---|
| <p>10:00 – 11:00</p> <p>11:00 – 11:30</p> | <p><i>The aspirations and expectations of citizens for reform and development, poignantly articulated as a call for a new social contract between State and society, ultimately rest on the capacity of national public administration systems to translate the promise of resilient and inclusive governance institutions into jobs, security, service delivery and sustainable development. This session will consider the findings of two commissioned papers that examine, respectively, the challenges and opportunities for transformative change and the political economy of reform across the Arab region. Participants will address but are not limited to the following questions:</i></p> <ul style="list-style-type: none"> • <i>What are the institutional hurdles that must be overcome to achieve transformative change in public administration systems, and how to effectively address them?</i> • <i>What principles should inform effective change governance strategy and what dilemmas are likely to need addressing?</i> • <i>Are there specific or system-wide priorities and sequencing considerations in reforming public administration structures, systems, processes and values?</i> • <i>How will strategies and measures to strengthen public administration systems vary between national and local levels of government?</i> <p>Chair: Zena Ali Ahmad, Country Director, UNDP Jordan</p> <p><i>Panel Speakers:</i></p> <ol style="list-style-type: none"> 1. Mark Evans, Director and Professor of Governance, University of Canberra - <i>Presentation of study on Public Administration Reform in the Arab Transitions</i> 2. Jakob Wichmann, co-author of study on <i>The Political Economy of Public Administration – A Study of the Arab Transitions</i> 3. Ra'ed Mohammed BenShams, Director General, Bahrain Institute of Public Administration (BIPA) – <i>The Case for Collaboration to Achieve Public Administration Excellence in the Arab Region</i> 4. H.E. Bakheet Al-Essa, Mayor of Sabha and Dafyanah Municipality, Jordan – <i>experiences from the local level of government</i> <p><i>Q&A/Discussion</i></p> |
| <p>11:30 – 13:00</p> | <p>PLENARY SESSION 2 – GOOD PRACTICES FROM THE GLOBAL SCENE</p> <p>Implementation of public administration reforms during times of change: lessons from the global arena</p> <p><i>The session will examine how international experience, lessons and practices on public administration reform relate to and can inform policy choices for restoring or reforming state capacity in the countries of the Arab region experiencing or following political transitions or crises. Inspired by two UNDP-commissioned papers, particular attention will be given to a</i></p> |

| | |
|---|---|
| <p>11:30 – 12:15</p> <p>12:15 – 13:00</p> | <p><i>range of experiences (successes and failures) in other regions and countries, such as Central and Eastern Europe and South Korea. Key questions for consideration include:</i></p> <ul style="list-style-type: none"> • <i>What are the concrete and practical lessons and applications that the experience of other countries and regions reveal about reform priorities, sequencing and/or pitfalls to avoid?</i> • <i>What type of reform priorities are apt for scalability and replication in Arab transitions through South-South and Triangular cooperation exchanges?</i> • <i>What can proceed with immediate implementation vs. reforms that require wide and inclusive consultations and inputs from both government and society?</i> <p>Chair: Jose Cruz Osorio, UNDP, Team Leader Responsive and Accountable Institutions, UNDP</p> <p><i>Panel Speakers:</i></p> <ol style="list-style-type: none"> 1. Max Everest-Phillips, Director, UNDP Global Centre for Public Service Excellence, Singapore 2. Sultan Barakat, Head of the Post-War Reconstruction Center at York University and Head of the Brookings Institute in Doha 3. Maria Eugenia Boza, UNDP SiGOB – <i>Reforming the Public Administration from the Center of Government, lessons from Latin America</i> <p><i>Q&A/discussion</i></p> |
| <p>13:00 – 14:00</p> | <p><i>Lunch Break</i></p> |
| <p>14:00 – 15:30</p> | <p>PLENARY SESSION 3 – PUBLIC SERVICE INNOVATION</p> <p>Sustaining dynamic relationships and inclusive dialogue between state and society: the role of youth, innovation and social entrepreneurship in finding solutions</p> <p><i>The session will focus on topics such as the relationship between society/private sector and government, participatory design of solutions to current public admin challenges, e-governance, and citizen participation in institutional reform. The session will take the point of view of decision-makers in the public administration and focus on the role of State institutions in identifying and disseminating innovative practices to improve the lives of citizens. Focus will be on two different approaches to public service innovation from the perspective of public institutions: (i) the role of public institutions as a partner for social innovators and; (ii) the role of public institutions as a potential incubator for new ideas to solve societal challenges. The session will build on a social innovation workshop taking place prior to the conference. Key questions for consideration include:</i></p> |

| | |
|---|---|
| <p>16:00 – 16:45</p> <p>16:45 – 17:15</p> | <p><i>and local governments to gain a better understanding of their capacities to deliver services grounded on the respect for the rule of law and human rights principles.</i></p> <p>Chair: The Folke Bernadotte Academy of Sweden</p> <p><i>Panel Speakers:</i></p> <ol style="list-style-type: none"> 1. Nizar Barkouti, Public Service Advisor, Director at the Governance Department, Presidency of the Government, Tunisia - <i>Measuring Effective Governance: piloting of measuring SDG 16 on governance</i> 2. Shane Quinn, Project Manager, Folke Bernadotte Academy of Sweden (FBA) – <i>Presentation of UNDP-FBA Toolkit for Assessing Rule of Law Principles in the Public Administration</i> <p><i>Q&A/discussion</i></p> |
| <p>17:15 – 17:45</p> | <p>Wrap-up and closing of day 1</p> <p><i>Note: For planning purposes, participants will receive handouts based on which they will indicate breakout sessions that they plan to attend during Day 2.</i></p> |
| | |
| <p>19:30</p> | <p>Welcome Dinner</p> |

Tuesday 27 October: Challenges and Priorities for the Role of the Public Administration in Complex Environments

| | |
|---------------|---|
| 09:00 – 09:15 | Recap of Day 1 and Introduction to Day 2 |
| 09:15 – 10:30 | <p>PLENARY SESSION 5 The Role of Public Administration in Fragile, Crisis and Post-Crisis Environments</p> <p><i>The capacity and role of public administration in settings impacted by fragility or outright conflict is of critical importance to building stable, just and inclusive societies that can sustain peace in the long term. However, this is a recent recognition in both research and support provided by the international community which has traditionally focused its support on political processes and security issues. The UN Secretary-General’s Report on Civilian Capacities in the Aftermath of Conflict identifies five core functions of the public administration (i.e. “Core Government Functions”) for well-targeted support in crisis settings: (i) civil service management; (ii) policy formulation and public financial management; (iii) managing the centre of government (e.g. Cabinet Offices, Prime Minister’s or President’s Offices); (iv) local governance and; (v) aid management. The United Nations distinguishes between “core” or “basic” public administration functions—the “plumbing and wiring” aspects of government—which are precursors to policy implementation on one hand, and service delivery functions on the other. Key questions for consideration include:</i></p> <ul style="list-style-type: none"> • <i>What are the Core Public Admin Functions (Core Government Functions) that, based on input from across the region and lessons from other regions, should be prioritized in crisis settings?</i> • <i>What should drive public administration reform in fragile environments: targeted approach on core government functions, a more comprehensive whole-of-government strategy, or a hybrid of the two?</i> • <i>Means to consolidate the shift from subordinated and centralized bureaucracies to public administration reforms based on organisational effectiveness for transparent and accountable service delivery and excellence in public service performance?</i> <p>Chair: Sultan Barakat, Head of the Post-War Reconstruction Center at York University and Head of the Brookings Institute in Doha</p> <p>09:15 – 10:00</p> <p><i>Panel Speakers</i></p> <ol style="list-style-type: none"> 1. H.E. Mohamed Taha Osman, Minister of Finance, Red Sea State, Sudan - <i>Recommendations and practical</i> |

| | | | | |
|--|---|---|--|---|
| 10:00 – 10:30 | <p><i>models for effective public administration in transition from conflict to post-conflict: the experience of Sudan</i></p> <ol style="list-style-type: none"> Jose Cruz-Osorio, Team Leader, Responsive and Accountable Institutions, UNDP – <i>Regional launch of “Restore or Reform - Lessons Learned Review on UN Support to Core Government Functions in the Immediate Aftermath of Conflict” including focus on strengthening crisis coordination across government, and vertically between the central and local levels</i> Salvatore Schiavo-Campo, Independent Expert – <i>Regional launch of UN-WB Diagnostic Tool for assessing needs for restoration of core functionality of the public administration in crisis and post-crisis environments</i> <p><i>Q&A/discussion</i></p> | | | |
| 10:30 – 10:45 | Tea / Coffee Break | | | |
| 10:45 – 12:00 | <p>BREAKOUT SESSIONS</p> <p>[Note: Each breakout session will be facilitated and will start with a 5 minute presentation from a subject-matter expert/practitioner as an “ice-breaker” to frame key issues and kickoff discussion]</p> <table border="1" data-bbox="367 792 1885 1208"> <tr> <td data-bbox="367 792 835 1208"> <p>Supporting the Center of Government, including in crisis and post-crisis settings</p> <p>Facilitator: Maria Eugenia Boza, SIGOB Project</p> </td> <td data-bbox="835 792 1360 1208"> <p>Civil Service in crisis settings or the immediate aftermath of conflict (e.g. Yemen)</p> <p>Facilitator: Jose Cruz Osorio, UNDP</p> </td> <td data-bbox="1360 792 1885 1208"> <p>Aid Management and Coordination in crisis and post-crisis settings</p> <p>Co-facilitators: Salvatore Schiavo-Campo, Independent Expert Pau Blanquer, Programme Specialist, UNDP Somalia</p> </td> </tr> </table> | <p>Supporting the Center of Government, including in crisis and post-crisis settings</p> <p>Facilitator: Maria Eugenia Boza, SIGOB Project</p> | <p>Civil Service in crisis settings or the immediate aftermath of conflict (e.g. Yemen)</p> <p>Facilitator: Jose Cruz Osorio, UNDP</p> | <p>Aid Management and Coordination in crisis and post-crisis settings</p> <p>Co-facilitators: Salvatore Schiavo-Campo, Independent Expert Pau Blanquer, Programme Specialist, UNDP Somalia</p> |
| <p>Supporting the Center of Government, including in crisis and post-crisis settings</p> <p>Facilitator: Maria Eugenia Boza, SIGOB Project</p> | <p>Civil Service in crisis settings or the immediate aftermath of conflict (e.g. Yemen)</p> <p>Facilitator: Jose Cruz Osorio, UNDP</p> | <p>Aid Management and Coordination in crisis and post-crisis settings</p> <p>Co-facilitators: Salvatore Schiavo-Campo, Independent Expert Pau Blanquer, Programme Specialist, UNDP Somalia</p> | | |
| 12:00 – 12:30 | <p>PLENARY SESSION 6</p> <p><i>Reporting Back and Discussion of Findings and Recommendations from Breakout Sessions</i></p> <p>Chair: Surayo Buzurokova, Team Leader, Governance and Rule of Law, UNDP Sudan</p> <p><i>Presenters from break-out sessions:</i></p> <ol style="list-style-type: none"> Majida Alassaf, Deputy Country Director, UNDP Jordan | | | |

| | |
|---------------|--|
| | <p>2. Musa Duale Aden, Programme Specialist, UNDP Somalia</p> <p>3. Pelle Lutken, Policy Specialist, Core Government Functions, UNDP HQ</p> |
| 12:30 – 13:30 | LUNCH |
| 13:30 – 15:15 | <p>PLENARY SESSION 7</p> <p>Modernizing towards service-oriented public institutions that build trust between State and society: inclusion, integrity and a high-performing civil service</p> <p><i>The capacity of governments to provide public goods and services that meet citizen demands and expectations rests firmly on a skilled civil service that is impartial and effective in performing its functions. How this workforce is constructed and institutionalized is both the art and science of civil service reform. Political leaders must weigh critical political and technical design factors—ranging from the rightsizing, lustration, integrity measures and the fiscal sustainability of the public sector workforce to considerations of professional development, employee motivation, and performance evaluations—that determine the capacity of government to fulfill its policy making and service delivery functions with quality, openness, responsiveness, and responsibility.</i></p> <p><i>The session will explore in particular the role of the civil service in transition and crisis settings. Aspects such as compressed time horizons, unrealistic expectations, resource limitations, bureaucratic uncertainty and the need for social cohesion are a few of the special considerations that impact the speed and sequencing of civil service reforms.</i></p> <p><i>The session will also focus on the role of the public administration in building trust between the State and society (including policies, guidelines, practices), through enhancing transparency and accountability measures as well as improving aid absorption capacity, managing public finances and the cost of public administration reform (including planning, reporting and evaluation), and modernizing heavily bureaucratic public systems. The presentations and discussion will yield lessons and useful comparisons across regional experiences, as well as inform future UNDP and partner efforts regarding the role of the public administration in building increased trust between State and society.</i></p> <p><i>Key questions include:</i></p> <ul style="list-style-type: none"> • <i>How can the human resource management of the civil service be modernized while parting from severely politicized or dysfunctional systems, and what measures, including incentives and sanctions, can be put in place to rapidly develop capacity and change behavior towards striving for excellence in public service?</i> • <i>What is the appropriate balance for civil service reform between meritocracy provisions and inclusion quotas to ensure representation of marginalized groups (e.g., women, ethnic minorities, youth, etc.) at all levels of the civil service including in decision-making positions?</i> • <i>Are the goals of civil service capacity, efficiency and sustainability better served by continuity of workforce or lustration laws/ measures (whether de jure or de facto)</i> |

| | | | | | | | | |
|---|--|---|--|--|---|---|---|--|
| <p>13:30 – 14:45</p> | <p>Chair: Max Everest-Phillips, Director, UNDP Global Centre for Public Service Excellence, Singapore</p> <p><i>Panel Speakers:</i></p> <ol style="list-style-type: none"> 1. H.E. Musa Abou Zeid, Minister and Head of the General Personnel Council, State of Palestine – <i>Reforming the Civil Service in Palestine</i> 2. Malika Benradi, Professor at the Faculty of Law in Rabat, Morocco – <i>Women’s Role as Decision-Makers in the Public Administration</i> 3. Arkan El Seblani, Regional Project Manager and CTA, UNDP Anti-Corruption Programme in the Arab States – <i>Mitigating corruption risks and its importance for building trust between state and society</i> 4. Ellen Lust, Professor, University of Gothenburg / University of Yale – <i>Experiments from the Arab World with Measuring Public Administration Performance at the Local Level: the Local Governance Performance Index in Tunisia</i> 5. <i>Showcase: Lutfi Abu Hazeem</i>, Project Manager – <i>Results of the Property Tax Reform project, Jordan</i> | | | | | | | |
| <p>14:45 – 15:15</p> | <p>Q&A / discussion</p> | | | | | | | |
| <p>15:15 – 16:30</p> | <p>BREAKOUT SESSIONS</p> <p>[Note: Each breakout session will be facilitated and will start with a 5 minute presentation from a subject-matter expert/practitioner as an “ice-breaker” to frame key issues and kickoff discussion]</p> <table border="1" data-bbox="367 941 1883 1492"> <tr> <td data-bbox="367 941 741 1492"> <p>Gender Equality in Public Administration Reform: challenges, opportunities and recommendations</p> <ul style="list-style-type: none"> • Women in decision making positions in public administration • Gaps in data, policies and strategic frameworks </td> <td data-bbox="741 941 1121 1492"> <p>Youth as leaders in the civil service</p> <ul style="list-style-type: none"> • What is the current role of youth in the civil service? • What is needed for the civil service to tap into the potential of the youth? </td> <td data-bbox="1121 941 1503 1492"> <p>Building Trust through enhancing internal and external oversight mechanisms</p> <ul style="list-style-type: none"> • M&E functions and other internal controls • Supreme Audit institutions and anti-corruption agencies • Role of Parliamentary oversight </td> <td data-bbox="1503 941 1883 1492"> <p>Local governance and service delivery in the context of urbanization</p> <ul style="list-style-type: none"> • The role of local governments in improving service delivery • What is the impact of a territorial approach on public administration? • How to localize, implement and </td> </tr> </table> | | | | <p>Gender Equality in Public Administration Reform: challenges, opportunities and recommendations</p> <ul style="list-style-type: none"> • Women in decision making positions in public administration • Gaps in data, policies and strategic frameworks | <p>Youth as leaders in the civil service</p> <ul style="list-style-type: none"> • What is the current role of youth in the civil service? • What is needed for the civil service to tap into the potential of the youth? | <p>Building Trust through enhancing internal and external oversight mechanisms</p> <ul style="list-style-type: none"> • M&E functions and other internal controls • Supreme Audit institutions and anti-corruption agencies • Role of Parliamentary oversight | <p>Local governance and service delivery in the context of urbanization</p> <ul style="list-style-type: none"> • The role of local governments in improving service delivery • What is the impact of a territorial approach on public administration? • How to localize, implement and |
| <p>Gender Equality in Public Administration Reform: challenges, opportunities and recommendations</p> <ul style="list-style-type: none"> • Women in decision making positions in public administration • Gaps in data, policies and strategic frameworks | <p>Youth as leaders in the civil service</p> <ul style="list-style-type: none"> • What is the current role of youth in the civil service? • What is needed for the civil service to tap into the potential of the youth? | <p>Building Trust through enhancing internal and external oversight mechanisms</p> <ul style="list-style-type: none"> • M&E functions and other internal controls • Supreme Audit institutions and anti-corruption agencies • Role of Parliamentary oversight | <p>Local governance and service delivery in the context of urbanization</p> <ul style="list-style-type: none"> • The role of local governments in improving service delivery • What is the impact of a territorial approach on public administration? • How to localize, implement and | | | | | |

| | | | | |
|---------------|---|--|---|--|
| | <p>Co-Facilitators: Kawtar Zerouali, Regional Gender Programme Manager, UNDP Malika Benradi, Professor and Gender Equality Expert H.E. Nesreen Barakat, former Minister of Public Sector Development, Jordan</p> | <p>Co-facilitators: Abou Fassi-Fihri, Regional Director, MENA Programs, Search for Common Ground Nur Laiq, Author of <i>Talking to Arab Youth</i> Adel Sabaneh, Project Manager</p> | <p>Facilitator: Walid El Chaar, Head of Legislation Department, Ministry of Finance, Lebanon</p> | <p>monitor SDGs in the Arab region?</p> <p>Co-facilitators: Giovanni Camilleri, Global Programme Coordinator, UNDP ART Initiative</p> |
| 16:30 – 16:45 | <i>Tea / Coffee Break</i> | | | |
| 16:45 – 17:30 | <p>PLENARY SESSION 8 <i>Reporting Back and Discussion of Findings and Recommendations from Breakout Sessions</i></p> <p>Chair: Max Everest-Phillips, Director, UNDP Global Centre for Public Service Excellence, Singapore</p> <p><i>Presenters:</i></p> <ol style="list-style-type: none"> 1. H.E. Nesreen Barakat, Independent Expert, former Minister of Public Sector Development in Jordan 2. Linda Haddad, Programme Specialist, UNDP Regional Hub for the Arab States 3. Huda Al Hani, Public Sector Reform Portfolio Manager, Prime Minister Advisory Commission, Iraq 4. Abderrahmane Seddini, Research Director, Ministry of Interior and Local Authorities, Algeria | | | |
| 17:30 – 17:45 | Wrap-up and closing of Day 2. | | | |

Wednesday 28 October - Exploring Networks and Partnerships; Statement on Public Administration in the Arab States

| | |
|--|--|
| 09:00 – 9:15 | Recap of Day 2 and Introduction to Day 3 |
| <p>09:15 – 10:45</p> <p>09:15 – 10:00</p> <p>10:00 – 10:45</p> | <p>PLENARY SESSION 9 - “Networking the networks” Presentation of primary PAR networks in the region and facilitation of partnership opportunities</p> <p><i>The session will aim to facilitate strengthened partnerships, coordination and exchange among the existing regional networks of public administration and local governance working to advance public administration systems and research in the Arab Region. The Conference provides a unique opportunity for these networks to pool their resources and comparative strengths, as well as to highlight the added value of participation to new stakeholders in the region.</i></p> <p>Chair: Khalil Amiri, Vice President, Arab Governance Institute and Dean of the Mediterranean Institute of Technology, Tunis</p> <p>Presenters:</p> <ol style="list-style-type: none"> 1. Sofiane Al-Sahraoui, BIPA Senior Advisor and Executive Coordinator of the MENAPAR research network 2. Azmi Al Shuabi, Member of the Non-Governmental Group of the Arab Anti-Corruption and Integrity Network (ACINET) 3. Basman Faisal, Counselor, Arab Administrative Development Organization (ARADO) 4. Lamia Moubayed Bissat, Head, Institut des Finances Basil Fuleihan, GIFT-MENA <p><i>Q&A and discussion</i></p> |
| 10:45 – 11:00 | Tea / Coffee Break |
| <p>11:00 – 12:30</p> <p>11:00 – 11:15</p> <p>11:15 – 12:15</p> | <p>PLENARY SESSION 10 – Outcome Statement</p> <p>Chair: Jose Cruz Osorio, Team Leader Responsive and Accountable Institutions, UNDP</p> <p><i>Outline content with a focus on tangible, time-bound goals and source input from the plenary.</i></p> <p>Discussion</p> |

| | |
|----------------------|--|
| 12:15 – 12:30 | Summary |
| 12:30 – 13:00 | <p>CLOSING CEREMONY</p> <p>Closing Remarks: Khaled Abdelshafi, Director, UNDP Regional Hub for the Arab States</p> <p>Outcomes of the Regional Conference</p> <p><i>Summary of conference conclusions and considerations on the way forward: the role of public administration in the efforts of the public institutions to contribute to an inclusive, just and peaceful development trajectory by forging an inclusive, accountable interface between State and society and providing durable services and solutions to citizens.</i></p> |
| 13:00 – 14:00 | LUNCH |
| | |
| 14:00 | Departure of Non-UNDP Participants |
| | |
| 14:00 – 16:30 | <p>INTERNAL UNDP SESSION – Chair: Yakup Beris, Regional Programme Coordinator, UNDP</p> <p>The session will convene staff and representatives from UNDP and other UN agencies as well as regional organisations in a closed forum to review the achievements of the conference with a view to the pre-defined objectives:</p> <ul style="list-style-type: none"> • Map out the key <i>issues, opportunities, and challenges</i> that current environments in Arab States present in relation to public administration development; • Discuss <i>comparative experiences and lessons</i> from countries in the Region and beyond that have supported public administration development as a result of a political transition or shift to more democratic politics; • Identify <i>practical solutions, principles, and approaches</i> that can help guide the formulation and implementation of strategies, action plans and programmes for public administration development; • Provide basis for <i>establishing partnerships and supporting existing networks</i> among regional organisations and public administration institutions in view of developing a knowledge forum of public administration specialists. <p>Based on this, the session will discuss next steps in taking forward the recommendations from the conference proceedings.</p> |