



PATHWAYS FOR AN INCLUSIVE AND RESPONSIVE
NATIONAL EVALUATION SYSTEM IN LEBANON
A POLICY ABSTRACT



ABSTRACT COVER

Presenter's full name (title, name, surname)	Mr. Hamad Elias
Nationality	Lebanese
Gender	Male
Country of residence	Lebanon
Institutional affiliation	Managing Partner of SRM (Socially Responsible Management)
Contact information including email and telephone	h.elias@srm-mena.com
Title of the abstract	Pathways for an Inclusive and Responsive National Evaluation System in Lebanon
Conference session	<input checked="" type="checkbox"/> Stream A. Responsive National Evaluation Systems <input type="checkbox"/> Stream B. Inclusive National Evaluation Systems <input type="checkbox"/> Stream C. Future Driven Systems and Approaches
Name(s), title(s) and institutional affiliation(s) of all other authors/contributors (if applicable)	SRM (Socially Responsible Management) in Partnership with the Observatory on Public Service and Good Governance at Saint Joseph University of Beirut (USJ-OFP)
Preferred format:	<input checked="" type="checkbox"/> Formal presentation (maximum 10 minutes) <input checked="" type="checkbox"/> Participation in a panel discussion where the experience can be shared <input type="checkbox"/> Participation in an interactive session where the example can be shared, without a formal presentation <input type="checkbox"/> Other (please specify) -----
I will need to apply for bursary support, if selected.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Language to be used for presentation	<input checked="" type="checkbox"/> English <input type="checkbox"/> French <input type="checkbox"/> Spanish <input type="checkbox"/> Chinese

ABSTRACT



Lebanon is facing a multifaceted crisis that has severely impacted its ability to meet basic human needs. Since 2019, unprecedented political and economic turmoil has led to the collapse of public services like electricity, water, education, and healthcare, exacerbating inequalities and positioning Lebanon among the most underachieving countries in key SDGs. Corruption and a stagnant political status quo have compounded these challenges, stalling essential reforms for sustainable economic growth and environmental sustainability. The lack of political will has undermined governance reforms, eroding public trust and confidence in the government. Consequently, Lebanon lags in adopting necessary institutional reforms to restore trust and meet international commitments, particularly the SDGs.

Under these circumstances, SRM and USJ-OPF have joined forces. Inspired by their successful initiative at the "[Evaluation and Reform](#)" which took place at Saint Joseph University in Beirut on June 6, 2024, during the gLOCAL 2024, they propose an innovative, holistic, and practical roadmap for institutionalizing and operationalizing robust national evaluation systems in Lebanon.

The first step before implementing any public reform policy is identifying and agreeing on a clear set of goals that align shared expectations about the emerging national evaluation system (NES) notion. NECD stakeholders recognized that implementing NES in Lebanon requires long-term, participatory actions. The conference highlighted three main takeaways for achieving these objectives:

1. **Highlighting the Positive Correlation between NES, Anti-Corruption, and Trust:** NES can restore trust and combat corruption. Non-state actors, including civil society, international community actors, and the private sector, play a significant role in the evaluation process. This inclusiveness ensures that the voices of youth, women, and all community factions are heard. Enhanced social audit mechanisms will empower civil society, while transparent evaluations will bolster international support and attract foreign investments, showcasing Lebanon's commitment to reform.
2. **Changing the Narrative of Evaluation Systems:** Traditionally seen as tools for public accountability, NES must also be viewed as mechanisms for enhancing public governance. This shift is essential for creating a collaborative environment among public sector staff and stakeholders, leading to more effective implementation of evaluation findings and recommendations. Lebanon's first Voluntary National Review (VNR) in 2018 exemplifies this challenge, where initial enthusiasm was dampened by perceptions of additional burdens and accountability barriers.
3. **Establishing a Coordination Framework for Community-Based Strategy Implementation:** Following SDG 17's principle, a coordination framework for implementing a community-based strategy for NES in Lebanon will be established. This ensures cohesive actions, aligning local and international efforts to foster sustainable development and institutional resilience.

The conference paved the way for advancing the following shared roadmap: mapping existing evaluation strategies to ensure no one is left behind; collecting international best practices to foster peer learning and collaboration; conducting stakeholder mapping to strengthen evidence-based decision-making and governance; elaborating an evaluation framework that promotes transparency and participation; engaging citizens through public opinion polls to enhance equity and data quality; establishing a citizen complaint mechanism for accountability; fostering expert discussions to address institutionalization challenges; and drafting a national evaluation strategy with training and implementation milestones.