Lebanese Republic

**Office of the Minister of State
for Administrative Reform**

Annual Report

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**in Collaboration with the Institutional Development Unit
and the Technical Cooperation Unit**

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The political and administrative atmospheres in Lebanon stand an obstacle in the face of change. Both political and administrative authorities have to be reminded always of the need for administrative reform. All those who occupied the Office of the Minister of State for Administrative Reform so far have suffered of the absence of a decisive political decision without which no reform attempt will succeed.

At a time when it is obvious that neither the political authorities nor the public administration deal with OMSAR as the authority entrusted with the handling of the administrative reform responsibility, we were never reluctant, regardless of the costs, to raise our voice, driven by our belief that our role is the "compass" which points to the right direction and leads those concerned to the right path.

Moreover, the Minister of State for Administrative Reform does not enjoy the power to take authoritative decisions. This complicates his role in answering the questions of the citizens who expect from him radical solutions for developing the public administration and combating corruption in government departments. The Minister feels that his hands are tied when facing political interventions and partaking. He has no authority to object, or power to change a decision.

Despite this fact, the Minister is forced to respect cabinet solidarity and defend Lebanon's good image in international forums. Subsequently, the role of the Minister has turned into a kind of camouflage for political authorities practices. This, in turn, encouraged the political authority to go further in its transgression against the administration, and consequently erode its credibility and the citizen's confidence in the State. But, for how long will this continue?

But we did not despair. We worked patiently and incessantly expressing our will to cooperate with various public administration departments. In most cases, we ourselves requested their permission for executing development projects of benefit to them. Our efforts were limited to partial reforms and marginal development projects in anticipation of more appropriate atmospheres for conducting comprehensive and credible strategic reforms, which will regain confidence in the public administrations and respect of international donors, mass media, civil servants and citizens.

In addition, we formulated scores of draft laws relating to administrative reform. These are still awaiting to be approved by concerned authorities.

This annual report comes across many achievements… For those who care or ask "which achievements and what administrative reform", my answer is that in the absence of a clear and decisive political decision, the capacity of OMSAR will remain confined to implementation of partial development projects. In this regard, I have done my best as a Minister of State for Administrative Reform. As a minister responsible for real administrative reform, I assure that I have tried.

Fouad el Saad

Minister of State for
Administrative Reform

Administrative Reform: The Political Side

In a country like Lebanon, where there is continuous struggle between politics and the administration, it is expected from the minister in charge of administrative reform to take courageous stands reminding of daily intervention of politicians in public administration affairs, which results in hindering administrative reform. In this context, the Minister of State for Administrative Reform is not a pacesetter. Previous ministers for Administrative Reform have always resented lack of political support to the reform process and expressed such resentment within the limits allowed by the cabinet solidarity requirements.

We point hereunder to the stands of Minister el-Saad in this regard:

The Administrations do not Implement the Council of Ministers' Decisions

"Tugging prevents appointments and vacancies comprised Control Agencies?

The Minister of State for Administrative Reform, Fouad el-Saad, asked the Council of Ministers about the party responsible for implementing the 40 items listed on the Council's agenda. Addressing the ministers, he said: "There is no administration in Lebanon capable of implementing such a number of items. The administration is crippled and 50% of its posts are vacant. Eleven months passed and we were unable to fill the vacancies. This is unaffordable."

He also said: "To date nobody sought our opinion in any single appointment. We indirectly hear of tug but we know its results: appointment prevention. This is unbearable. This situation paralyzes the work of the State and is no longer permissible.

Appointment of deans in the Lebanese University should have taken place last November. A new academic year is going to start without having incumbent deans in the university. Essential issues, such as placement of diplomats can not be procrastinated" (...)

Interview, Al-Nahar Newspaper, Oct.16, 2001.

Since its establishment, the Office of the Minister of State for Administrative Reform (OMSAR) faced unaffordable hardships. It found itself face to face with an administration emerging from two decades of crisis with no contact with the age and its technological and administrative innovations. Average age of employees in the public administration exceeded 54 years, 20 years of which were lost without capturing the quick changes and developments in international public administrations. Imprisoned in formulas it created in the sixties, the public administration is still working in a deteriorating or rather an unhealthy atmosphere (...)".

The Fourth audio-visual day, 21/5/2002.

Argument between Hariri and el-Saad on discharging Dumiati from office

"The Minister of state for Administrative Reform raised at the Council of Ministers the issue of discharging Adnan Dumiati from his office as Mouhafez of Mount Lebanon. He noted that the decision was passed "as if secretly". The Prime Minister answered that the issue was discussed in the Council and some ministers might have been outside the hall or have been distracted during discussion".

In a succession ceremony, Mr. Dumiati raised the question of his discharge from office.

Al -Nahar, 15/11/2002.

Waste is going on and risk of collapse is imminent

The feeling of insecurity that employees have makes them a prey to politicians' dominance. This is felt less in permanent rather than in contractual jobs. The employee in such a situation finds himself at the minister's mercy who, depending on his temperament, renews or terminates their contracts. Politicians misuse of power exceeds that of civil servants.

Interview, Al-Nahar Newspaper. 28/4/2002

"There are basic differences between public and the private sectors. While most profit seeking establishments in the private sector possess clear vision and competitiveness, public sector agencies work in a "liquid environment" as described by experts. What is meant here is that they are highly politicized. Politics overlap with social, economic and technological elements. The public sector as a whole is affected by influence disputes and rivalry for benefits whether moral or materialistic".

A workshop on the quality of service in the public sector, August 30, 2002.

We are passing through dark days and aggression against liberties

"We are passing through dark days. What we are witnessing today cannot be described as security measures. It is rather political, due to its size and dimensions. Such critical issues should have been referred to the cabinet, to whom, assembled, the Lebanese Constitution has vested the executive power and not to either HE the President of the Republic nor HE the Prime Minister. Any practice to the contrary is a breach of the Constitution. The methods used are illegal and unconstitutional. They constitute an aggression against public freedom. What is happening today reminds me of the famous film "z" about the reign of the Greek generals in the sixties."

He added: "what happened yesterday in the house of parliament, forcing it to withdraw the principles of penal prosecutions law after being passed by it 15 days earlier is a stab to the parliamentary system. It is a dark day for the Lebanese democracy. It draws us many years backward."

A statement at the Patriarchal residence in Diman, 15 August 2002.

Administrative corruption, and corruption in general, is not an exclusive Lebanese phenomenon. Regretfully, corruption is there. As a Minister of State for Administrative Reform, I feel embarrassed when I am asked about administrative reform at a time when corruption is widespread in public administrations. What are we doing to combat this corruption?

(…) Planning to match the size of the administration with its future requirements, selection, appointment and continuous training have become an independent science. In spite of this, we regret to say that some appointments during the last two years did not observe such criteria.

(…) Surgery is inevitable. No reform is achieved by prosthetic means. Though painful, surgery is the only solution to get rid of disqualified employees. If training and rehabilitation of civil servants did not succeed, their services must be terminated, and thus eliminating the negative effects their presence has on public administration and its credibility in addition to the citizen's confidence.

*Meeting for announcing administrative projects, 17/12/2002.*

Jobs are partaken and politicians continue to interfere in the Administration

On local political level, top officials tug and disagree on issues of protocol characteristic sometimes, and in other times about financial and political issues. In fact, these are political quarrels deeply rooted in the Constitution, which is a main pillar of the Lebanese regime. On the economic level, we are suffering from huge public debt whose servicing alone devours all our incomes, which are already low. Also, the gap is widening between the haves and the have-nots and threatens to abolish the middle class.

The story of the administration and administrative corruption is endless. Jobs are distributed according to quotas and politicians continue their intervention in the administration, even in its daily running. The employee is between a rock and a hard place: small salary on one side and pressures by superiors, citizens and politicians on the other. After all, the administration is the victim.

In a ceremony in UAE for honoring Minister el-Saad, May 2002.

OMSAR Projects 2001 - 2002

Reduction of the Cost of the Public Sector

- Up-dating of the Public Procurement Law
- Study of Size and Cost of the Public Sector
- Issuance of the Catalogue for Studies and Projects Relating to the Public Sector
- New Structures for Public Administrations and Agencies
- Establishment of Telecommunications Regulatory Authority

Institutional Reform

- Institutional Support to the Ministry of Interior and Municipalities:
  - Assistance to Municipalities
  - Municipal Training and Development Institute
  - Study on the Automation of the Ministry of Interior and Municipalities
- Institutional Support for the Presidency of the Council of Ministers:
  - Follow-up and Decision Support Unit
  - Information and Decision Support System
  - Document Management/Archiving & Workflow System
  - Infrastructure and Data Center
  - Notebook Computers for the Council of Ministers and Ministers
- Strategy for the Reform of Public Administration
- Institutional Support to the Ministry of Foreign Affairs and Emigrants:
  - Organizational Management of Foreign Representations
  - Automation of the Ministry of Foreign Affairs and Emigrants

- Institutional Support to the Ministry of Public Works and Transport:
  - Establishment of a Transport Sector Policy
  - Establishing the Civil Aviation Authority
  - Compliance of Ships and Sailors with International Norms and Standards
- Institutional Support to the Ministry of Labor:
  - Assistance to the Ministry of Labor and the National Employment Office
  - Human Resources System Aiming at Matching Job Supply and Demand at the National Employment Office
  - Automation of the Work Permits Procedures

- Institutional Support to the National Social Security Fund:
  - Master Plan
  - Wide Area Network
- Development of Central Core Agencies
  - Assistance to the Civil Service Board
  - Assistance to the Central Inspection
  - Developing Specific Indicators for Measuring the Institutional Performance of the Public Administrations
  - Assistance to the Court of Accounts
- Improving the Central Administration of Statistics
- Performance Improvement Plan
- Development of a New System for Public Agencies
- Institutional Support to the Ministry of Justice:
  - Improvement of the Administration of Justice
  - Automation of the Commercial Register
  - The commercial Register on the Internet

Human Resources Development

- Job Description and Classification
- Employee Guide: Rights and Obligations
- A new Performance Evaluation System
- Support and Launch of the Institute of Public Administration
- Encouraging Creativity in the Public Administration
- Up-grading the Promotion System
- Honoring Retired Senior Civil Servants
- The Third Arab Administrative Conference on Creative and Innovative Leadership

Training

- Inter-ministerial Workshops for Director General
- Training on Project Management
- Training on Personal Development, Communication and Customer Service
- Inspectors Training or Transfer of Knowledge
- Training of Civil Servants on Supervisory and Management Skills
- Training of the Members of Parliament on the use of computers
- Enhancing OMSAR's Staff Capabilities
- Training in office work efficiency and ICT
- Re-activation of Municipal Work
- A Seminar on School Administration and Educational Supervision
- A Seminar on Skills for Preparation of Scientific Research
- Training as Part of Specific Activities

Technical Assistance for Administrations

- Technical Assistance in the Organization of the French and Arab Summits
- Capacity Building of the Lebanese National Center for Remote Sensing
- Technical Assistance to the Ministry of Public Health
- Automation of the Ministry of Displaced
- Conversion and Storage of the Microfilms of the National Archives
- Electronic Document Management and Workflow at the DG of Urban Planning
- Automation of Beirut Water Authority (Centralized Control System)
- Technical Support Team for the Government of Lebanon

ICT Infrastructure for Public Administrations

- Automation of the Parliament
- Provision of Hardware and Training for Municipalities of Liberated Regions
- Hardware for the Railway and Public Transport Authority
- Provision of Queuing Machines to Ministries and Public Agencies
- Provision of Computer Hardware and Software to Ministries and Public Agencies
- Attendance and Payroll Management Systems
- Automation of the DG of the Presidency

Information Systems for Public Administrations

- Automation of the Ministry of Social Affairs - Phase II
- Automation of Elyssar
- Geographical Information System for Litani River Authority
- Automation of the Directorate General of Customs
- Automation of the National Council for Scientific Research
- Implementing the "Rights and Access Information System" at the Ministry of Social Affairs
- Imaging, Document Management and GIS Systems for the Ministry of Culture
- Automation and Modern Statistical Equipment For the Lebanese Agricultural Research Institute
- Automation and Simplification of the Medical and Social Compensation systems at the Co-operative of Government Employees
- Automation of Barouk Water Authority
- Automation of the Vehicle Handling and Registration System at the Lebanese Borders

New ICT Initiatives

- E-Government Strategy for Lebanon
- New ICT Salary Scale and Job Classification for Government
- The Ministerial ICT Committee Projects
- Developing Standard Guidelines to be Adopted in all ICT Projects in Public Sector
- A National E-Strategy for Lebanon
- Establishing a Unified Base Map for GIS Implementations
- E- Government Workshop
- Issuance of a Guide to Information and Communications Technology Good Practices
- Adoption of a Unified National ID Smart Card

Mass Media in promoting Administrative Reform

- Publications of OMSAR
- Information Center for Investors and Businessmen in IDAL
- OMSAR's Web Site
- Administrative Information: the Audio-visual Days
- Newsletter to Promote Principles of a Modern Administration
- Extend ICT Education through the Media

The Administration and the Citizen

- The Citizen's Charter (and Sectorial Citizen Charters)
- The Citizen's Environment Charter
- Simplification of Procedures
- Improvement of Service Delivery in Ministry of Finance
- Partnership between the State and Civil Society: Training of NGOs
- Development of the Ability of the Ministry of Finance in Communicating and Relaying Information to the Public
- International Conference around the "Ombudsman"
- A Workshop on Quality Services in the Public Sector
- The Citizen's Health Charter
- The Citizen's Educational Charter
- The Citizen Enterprise
- An Anti-Corruption Draft Law
- Establishing a Central Office for Administrative Information
- A Draft Law for Organizing Citizen-Administration Relationship
- A Seminar on Decentralization and the French Experience

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Minister el-Saad: "The absence of political decision supporting adoption of adminis-trative development draft rules and regulations which we have prepared in collabora-tion with the donors, causes embarrassment to the State in dealing with those donors and weakens our credibility in implementing required administrative development."

In September 2001, the Minister of State for Administrative Reform present-ed a group of projects (more than 81) programmed and launched to enhance administrative performance in the public sector, and promised to implement them.

In line with the principles of trans-parency and respect to the citizen who is, after all, the target of performance improvement in the administration, the Minister presented to the public, on 17/12/2002, the Office of the Minister of State for Administrative Reform (OMSAR)'s achievements and reform accomplished projects.

In a speech on the occasion, the Minister said:

"When we launched our 80 projects last year, we were aware of the heavy responsibility and the big challenge. What you have seen today is but a small part of our plans and aspirations. These projects are detailed in the handbook. It is a wit-ness of what we achieved and of what we should achieve.

It is a first step in the one million miles difficult and challenging trip. Over two years we worked as one team with those sincere fellows in the public admin-istration and the public and private sec-tors. We erased from our dictionary words such as fatigue, despair, reluctance

Presentation of OMSAR projects in 2001

Presentation of OMSAR projects in 2002

The European Experts team which assisted OMSAR in preparing the organizational laws

and factionalism and worked incessantly day and night. Without such firm belief in the human being, the state and the nation, it was impossible to achieve this huge number of projects.

However, we live in Lebanon, where political and administrative atmospheres are unfriendly and stand as the main obstacles to reform, development and modernization. We live in Lebanon where serious and deep reforms are not on the agenda of State priorities.

(…) We are aware that priority in Paris II was given to financial issues. However, the conference success depends on administrative and economic reform. A good administration is a key in the hand of the State to achieve its goals.

We have prepared various draft texts covering a variety of administrative development issues, in collaboration with the donors experts. The absence of a political decision supporting their adoption causes embarrassment to the State in dealing with donors and weakens our credibility in implementing the required administrative development.

These projects include:
- Draft law for establishing the office of the mediator of the republic
- Draft law for organizing the relationship between the citizen and the State
- Anti-corruption draft law
- Draft laws and decrees concerning the streamlining of procedures
- Draft law for public procurement
- Draft law for establishing a ministry for administrative reform
- Draft laws for the enhancement, activation and modernization of the control bodies and the regulations in relation thereto, such as job incentive systems, dispatch of accounts of public administrations, agencies and municipalities to the Court of Accounts, and principles for preparing municipality budgets…
- Draft laws for updating texts, functions and structures in most public administrations.
- A new system for evaluating employees performance in general and special systems for judicial assistants, public teachers and Lebanese University professors, in addition to employees of the foreign corps.

Minister el-Saad has sent two reminders to the Presidency of the Council of Ministers on October 3 and December 9, 2002 on the importance of passing these legal texts by concerned authorities.

Reducing the Size and Cost of the Public Sector

Dr. Marwan Iskandar and Dr. Kamal Hamdan

OMSAR completes a study on "The Size of Public Sector, its benefits and Expenditures" and Real Administrative Reform Depends on the Implementation of its Recommendations

The Council of Ministers, in accordance with its decision no 3, dated 13/9/2001, entrusted a committee headed by Deputy Prime Minister Mr. Issam Faris with studying the size, offerings and expenditure of the public sector. The ministerial committee assigned Mr. Fouad el- Saad, Minister of State for Administrative Reform and Mr. Fouad Siniora, Minister of Finance to prepare and submit a study on the subject to the Committee.

OMSAR assigned two economists, Dr. Kamal Hamdan and Dr. Marwan Iskander to prepare a study on the subject. It supplied the two economists with available studies, reports, and projects accumulated since more than twenty years on various sectors, to assist in the preparation of the required study.

The main objective behind preparing the study is to establish guidelines which will help the government in implementing policies for the reduction of spending in various sectors, assuming the availability of more suitable macro-economic conditions to proceed further with the reform process. The study covered sectors related to education, health, the National Social Security Fund, armed forces, telecommunications, transporation, public works, energy, and water and electricity resources.

The study included: identifying the basic jobs and services for in each sector; current patterns for financing these jobs and services, structure of public expenditure and costs and their distribution across these jobs and services; identifying indicators and variables which reflect the State's capacity to cover public expenditure in each sector; developing potential criteria to be followed in transfering certain basic functions and services to the non-government sector; and identifying potential alternatives concerning transfer operation and stages; offering concrete suggestions for lowering state expenditure in relation to the sectors concerned, supporting the State strategies, and rationalizing State policies regarding this sector.

The study was submitted to the ministerial committee for discussion in order to be submitted later to the Council of Ministers. Minister Fouad el-Saad stressed the importance of the study to HE the President of Republic.

This study could be the most important since IRFID mission. However, the essence of the problem stays with the state's ability to take suitable political decisions for adopting its recommendations.

Excerpts from the Study:

The Macro-Economic Frame and the Capacity of the State to Continue Spending:

The State's capacity to continue financing its spending is related to a number of variables some of which are connected to the macro-economic indicators, while others are directly connected to the nature of the sector to be financed, and in particular to the State prioritization of sectors in certain stages.

Deficit and Debt Servicing:

The deterioration of the economic situation which started in 1997 was translated into aggravated deficit in the State budget and increased public debt. The deficit still

constitutes more than half the general annual expenditure.

This deficit was reflected in the State performance. Restoring balance to public finance has been the main target of fiscal policies, in particular during the last three years. Expenditure priorities were governed by two main factors: debt servicing and employees salaries and wages on one side and the operating costs of the public sector on the other. The growth of debt rates far beyond the economic growth rates and the ceiling for deducting additional revenues from the gross domestic product by the State, raised legitimate questions about the State's capacity to continue social, as well as other items of spending.

Shifting "Public Services" from the Public to the Private Sector?

In facing the critical financial situations, "the shift from public to private" is proposed as a step towards compensating for a long awaited and unfulfilled reform and adapting to the comprehensive changes resulting from globalization. The social service sectors fall in general within the frame of government interventions of most urgent social nature. These sectors cover a wide range of services which fall under the "public service" and which experiences of other countries, mainly advanced ones, have shown that they are the main cornerstones of social policies, where the public sector shoulders the responsibility of financing most of the "public service".

Criteria to be Adopted Under Available Options:

The status of social sectors, is reflected in the kind of criteria to be adopted in dealing with such sectors when facing deteriorating financial situations. In such a case, these criteria are no more related to the principle of shifting from the public to the private, in as much as it is related to the control of expenditure and increased productivity, within the scope of relatively retreating public resources. Thus, the capacity of the State to continue spending is governed by lower ceilings. It is to be mentioned that the sectors involved are,

in general, consumption oriented. They cover services, which are mainly free in full, such as mandatory primary education, provision of preliminary health services and social welfare services.

The alternatives for the State are mainly governed by the following trends:

- Continuing the same current pattern of expenditure (and financing) without heeding the results of the public finance crisis or its impact on the State's ability to continue the provision of such expenditure in the future. In this case, all "actors" will stick to what they consider as their rights, without identifying means and sources of financing such rights. The result will be the loss of rights, as the State objectively loses its capacity to cover expenditures. The great concern, or fear, that the main burden of the crash falls on poor and middle classes, as they do not possess other alternatives in this regard, or

- the State, driven by the aggravated public financial crisis, applies a new concept and scope for public service, while following the same prevailing style of handling social problems. In this case the State will resort to random termination of civil servants without applying any specific standards. It will also introduce radical changes to size, type and cost of benefits rendered to the citizens, or

- the State takes the difficult decision of opening reform files in the sectors concerned and taking concrete steps towards re-structuring expenditures. Once people feel that there are serious attempts for reform, they will have the incentive to participate in direct financing of reform process, within their financial capabilities and in accordance with certain criteria and priorities.

By choosing the third alternative, remedies of the government to ensure expenditure financing will, to a great extent, depend on reaching a national consensus on the introduction of radical reforms, which will improve the administration, define expenditure priorities and social goals, rehabilitate human resources and rationalize the use of financial resources in various administrations concerned.

Re-considering the Size of Organizational Structures in the Public Administration in Line with the Government's Policy to Downsize the Public Sector
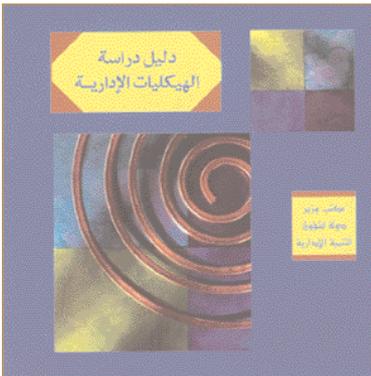
Up-to-date Achievements:

Since 1994, the Office of the Minister of State for Administrative Reform has been engaged in an extensive program aiming at preparing profound organizational studies for re-considering functions and structures of many ministries and public agencies most of which were established between 1959 and 1961 and are in massive need for developing and modernizing.

It is worth mentioning that up-grading administrative structures achieves many goals, most important of which is in making the functions of the public administration become more concerted with its present and future goals and responsibilities. Administrative structures must ensure harmony and integration between units, and observe certain

criteria on top of which is being compact and clear without any duplication or conflict. Also, basic roles must be given to planning, statistics, information technology, and updating appointment conditions so as to reflect the specialization and expertise needed by the administration to perform its functions with greater efficiency and less costs.

It was obvious that these studies will in future need revision and updating, taking into consideration the basic orientations of the State and the necessity for a clear definition of its role ensuring a balanced distribution of roles between public, private and civil sectors on the basis of genuine partnership and cooperation.

The New Role of the State:

In the midst of growing tendencies towards liberalization of international trade, resistance of economic pressures, keeping abreast with the technological revolution and facing international competitiveness, governments feel they need to re-formulate their role. Local, regional, and international developments urgently call for formulating a modern role for the Lebanese State commensurate with new orientations and policies, as applied by other countries of the world.

The role mainly depends on finding new relations between the State on one hand and the private sector and civil society on the other, and re-arranging State functions and responsibilities to match its capabilities. This requires development of legal and regulatory frames to suit privatization and other forms of partnership and cooperation between private and public sectors, while safeguarding citizens' rights, especially the social.

The New Frame for Study:

1- Organizational Frame:

Whereas law no.247 dated August 7, 2000 decreed for merger, abolition, and establishment of ministries and councils, and since some ministries issued, in the light of the above law, their administrative organizational structures, and based on OMSAR's attempts to give top priority to re-considering the functions and structures of the public administrations and agencies, the Council of Ministers entrusted OMSAR on 15/3/2001 with accomplishing the following:

■ Complete the file concerning the structures and

cadres of all public administrations and agencies.

■ Form a working team from all competent ministries to formulate the necessary legal texts.

The completion of this file has become urgent, as it provides the chance to review old legal texts, and consequently re-define functions, tasks and cadres of various public administrations and agencies in line with current government orientations and policies. Also, it will achieve government's aspirations of having a modern and efficient administration which will contribute to downsizing the public sector and reducing its costs, providing high quality services to citizens, and creating the conditions for economic recovery and enhanced development. The Strategy for the Reform and Development of the Public Administration in Lebanon, prepared by OMSAR, in collaboration with experts from the European Union, and approved by the Council of Ministers under its order no.39, dated September 13, 2001, expressly calls for adoption of efficient administrative structures compatible with the expected role of the modern administration.

2- Main Guidelines:

The two circulars no.24 and 39 issued June 1, 2001 and November 24, 2001 consecutively, by the Prime Minister, and addressed to the public administrations and agencies included the following basic guidelines:

■ Re-considering present structures of public administrations and agencies, in line with the government's policy of downsizing the public sector and rationalizing administrative spending.

■ Avoiding wide structures and fragmentation of concerted tasks and functions, so as to facilitate handling of formalities and streamlining of procedures.

■ The proposed legal texts shall include the general framework and the main topics related to goals and functions of public administrations and agencies and their basic units. To ensure flexibility of legislation and to facilitate future amendments, clarification of details shall be left for organizational texts.

■ Re-distribution of functions and competences between the central administration and the regional units at each ministry. The central administration shall concentrate on developing policies, plans and programs, as well as taking decisions and conducting strategic functions, while regional units handle daily formalities and provide necessary services to citizens, at the widest possible scale.

■ Re-distribution of functions and mandates between central administration and municipalities in support of administrative decentralization.

■ The proposed structures shall observe new developments in administrative science and ICT field, through creation of units for handling public functions and responsibilities: planning, programming, legal affairs, human resources management, information technol-

Discussion of the structure of the Min. of Youth and Sports

Discussion of the structure of the Min. of Agriculture

Discussion of the structure of the Min. of Social Affairs

Discussion of the structure of the Min. of Telecommunications

ogy, telecommunications, archiving, documentation and citizen relations.

■ Up dating terms of employment concerning jobs within the cadre, taking into consideration qualifications of candidates, especially IT literacy.

3- Work Mechanism

Work mechanism shall be as follows:

3-1- Formation of Committees:

■ The Minister of State for Administrative Reform shall form committees for engineering organizational structures and developing laws for public administrations and agencies, coordinate between them, and supervise their work, provided that each committee comprised representatives of:

■ The concerned ministry or administration;

■ The Civil Service Board;

■ Research and Guidance Administration;

■ OMSAR;

■ Specialists from the sector under study;

■ Predecessor administrative leaders (if necessary);

■ Private sector university cadres or professors (if necessary).

The committee may seek OMSAR's help to provide additional expertise to support its work.

3-2- Logistics:

The Office of the Minister of State for Administrative Reform shall provide all previously prepared studies on the sector (strategies, policies, structures…) and make them available to all committees.

3-3- Duration:

Duration specified for each committee in its formation resolution shall be adhered to.

3-4- Provision of Political Support:

■ Political support shall be provided by concerned ministers through holding periodical meetings after developing structures by the competent committees.

■ Each minister shall authorize his representatives to decide on the new

organizational study and shall commit the concerned administration to abide by the new study when officially referred to it.

Methodology:

■ A central committee emanates from the ministerial committee headed by the Prime Minister. It comprises the Minister of State for Administrative Reform, the president of the Civil Service Board and the president of the Research and Guidance Administration and shall supervise the work of formed sub-committees.

■ OMSAR shall deliver to the central committee a summary of the policies and strategies relating to each sector.

■ The central committee shall convene once a week. It shall define the goals of each ministry and present them to the competent committee for approval.

The committees formed by the end of December 2002, in response to the Prime Minister's circular, were entrusted with conducting a comprehensive re-organization of the following public administrations:

■ Civil Service Board
■ Central Inspection
■ Court of Accounts
■ Energy and Water
■ Public Works
■ Town Planning
■ Transport
■ Higher Education
■ Culture
■ Youth and Sports
■ Telecommunications
■ Public Health
■ Social Affairs
■ Industry
■ Economy
■ Litany River
■ Justice

The central committee has completed studying the structures of the ministries of Culture, Foreign Affairs, Telecommunications and Environment.

Establishment of a Telecommunications Regulatory Authority

3.4 Million Euros to assist the Ministry of Telecommunications in the establishment of a Telecommunications Regulatory Authority

Background and Objectives:
The Government of Lebanon has also made significant steps towards telecommunications and postal sector reform and withdrawal from day-to-day operations. Much of the growth in telecommunications services in the last five years has been achieved through private sector BOT investments in two cellular telephone networks.

The principal institutional challenge set by telecommunications reform is to establish a new and independent Telecommunications Regulatory Authority. A Telecommunications law gives the Telecommunications Regulatory Authority the authority, among other things, to regulate the telecommunications sector, to allocate frequencies and manage the spectrum and to issue, oversee, amend, suspend and revoke licenses.

The objective of the project is to provide support to the Ministry of Telecommunications (1) to establish an independent and effective Telecommunications Regulatory Authority and (2) to provide additional management resources to the Ministry to smoothly manage its transition to the private sector in the light of the planned institutional reform.

Scope of Work:
It is expected that the support will result in the design of the institutional set-up of the Authority including organizational framework, structures, procedures and staffing related matters, the development of regulatory procedures and systems providing advice on licensing and regulatory issues, the design and implementation of communication and of public information strategies and the definition of the new structure of the Telecommunications Regulatory Authority.

Source of Fund:
European Union.

Status:
A consulting firm was awarded a contract and is currently undertaking the execution of the support project for the Telecommunications Regulatory Authority in January 2003.

A press conference held to launch the project in the presence of Minister Cardahi and Ambassador Renauld
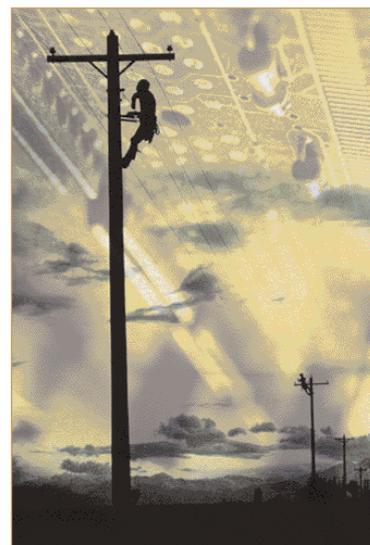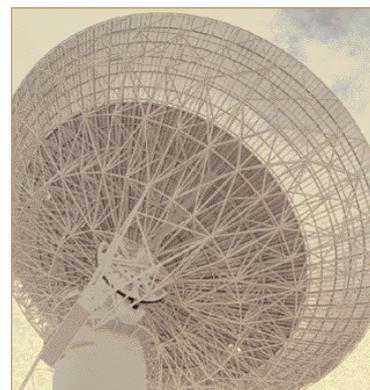
Issuance of the Index for Studies and Projects Relating to the Public Sector
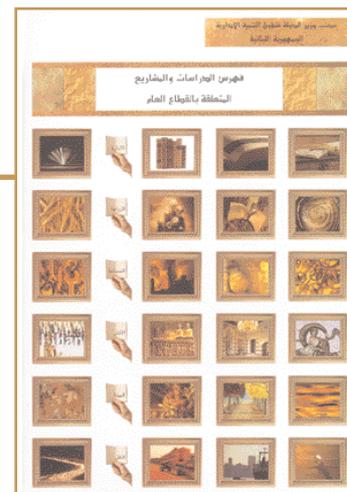
Lebanon is living now an important phase of development in different domains. A huge number of studies related to the public sector has been produced. The decision makers need to have a database of these studies and reports produced by local or international agencies. There is thus need to gather all the studies of the public sector, to list them in a catalogue, to establish a database related to them, and to update this database of studies yearly. A working team in the Office of the Minister of State for Administrative Reform have undertaken gathering, photocopying, and automating the studies.

In preparation of this index, the Office of the Minister of State for Administrative Reform, approached all public administrations and agencies, consulting firms, and private sector establishments, which issued studies related to the sectors mentioned herein below, with the aim of gathering them. OMSAR was able to gather more than 4000 studies in Arabic, French, and English, distributed over the following sectors: education, higher education, labor, health, social affairs, environment, energy and waters, telecommunications, finance, administrative reform, industry, agriculture, interior and municipalities, foreign and immigrants affairs, youth and sports, information, transport, public works, tourism, justice, rural and regional development…, in addition to studies by international organizations such as UNDP, FAO, ESCWA, private sector establishments, civil society groups and consulting firms.

The index for studies and projects in the public sector has been completed and launched by Mr. Fouad el-Saad. As for the database, it still needs the following:
(1) Locating all studies, reports and project documents concerning Lebanon.
(2) Classifying the documents according to their subject and contents.
(3) Creating a record for each study. This record contains information about the study, its subject, authors, date, source of funding, language, sector, keywords, beneficiaries and a summary of the contents of the study and its recommandations.
(4) Enabling the multi-keyed search and retrieval of the studies through the keywords.
(5) Enabling the access to the database and the documents through the Internet.
(6) Scanning and archiving the documents of the studies. Fast link reference is made to these documents from the study record.

Work is underway to transfer this catalogue to digital one, save it on compact discs, turn it into a database and avail it through the Internet.
In the preface of the index the Minister of State for Administrative Reform wrote:

"The latest serious attempt for gathering and cataloguing sectored studies, plans, and projects, designed and conducted for the benefit of various public administration agencies, goes back to the days of the Ministry of Planning in the seventies where a type-written catalogue was prepared on the subject.

Since starting my ministerial functions, I was aware of the importance of gathering and cataloguing studies, and making them available to decision-makers in the Lebanese public administration. I was driven by the desire to uncover our precious hidden paper treasures, in order to identify the needs of various sectors, and consequently coordinate loan and/or grant expenditures in collaboration with the administrations and agencies concerned.

The process of gathering studies on projects related to the Lebanese administration has been a tedious one. For more than one year, I personally took the lead, contacting minis-

ters, general directors, and department heads to trace studies. We concentrated our efforts on gathering documents rather than going into details and technical issues. The outcome was the present index.

Upon our request, the Prime Minister issued two circulars whereby he instructed public administrations and agencies to cooperate with us in this matter. Before launching this index, we have issued two press releases asking public administrations, agencies, consulting firms and researchers to supply us with copies of studies prepared by them. I extend my thanks to all who showed interest and cooperation. For the record, only one university professor responded.

The unorganized storage, or rather the "non-storage", of these studies by the parties concerned, even international organizations, is astonishing. Strangely enough, the most important recommendations of studies conducted in the seventies have not been implemented. They are repeating themselves today: From the necessity to establish and update an audio-visual studio which will provide administrative information on State activities, to the importance of cooperating with the private and public sectors in providing social services to citizens, updating and implementing new policies for human resources in the civil service, and establishing one-stop shops for meeting citizen demands…

It is strange enough to know that the development of the deprived areas in Lebanon, which is always a hot topic in the parliamentary "bazaar", has been discussed and planned since the sixties. It is still going on through the program of the United Nations for integrated rural development of the Baalbeck-Hermil area. However, the deprived areas are still without development until now.

In addition, there are scores of studies and strategies for various sectors that repeat themselves, without any coordination between the originators, and without implementation by the sectors concerned. The departments concerned have always chosen the easiest alter-

native: instead of resorting to, and updating, old precious studies which cost the State millions of dollars, new studies are contracted, sometimes to the same firms.

We believe that the studies (more than 4,000) which were gathered, classified, catalogued, and stored are but a small portion of the various studies already prepared on different subjects relating to the Lebanese public administration. The greater part of the studies is still "sleeping" in the drawers and storage rooms. Unless these studies are retrieved, "awakened", classified, catalogued and made available to those concerned, our effort will be lacking much of its luster.

Because of our belief in the benefit of such studies to researchers, as well as ordinary people in the private and public sectors, we have established a special library that contains all the studies which we were able to gather. The library will be supplied by further studies, whether old or new. Serious attempts to modernize the State start with planning, organizational studies, and identification of new studies needed for various sectors, in order to avoid fruitless repetitive studies, random practices, and losses".

The studies of public sector team

Based on this index, the Prime Minister issued circular no 34/2002 dated December 18, 2002, whereby he asked all public administrations, municipalities, and municipal federations to coordinate with OMSAR in connection with the preparation of various new reports or studies on the public sector.

A joint committee comprised representatives from the Ministry of Finance, the Ministry of Public Works and Transportation, the Court of Accounts, and OMSAR issued the following legal texts (these were submitted for study to a ministerial committee presided by Council of Ministers vice-president Issam Fares):

I Draft law for public procurement:	It has been long since the statutes governing the public procurement of supplies, works, services, assignment of revenues, and sale of movable and immovable properties were issued and thus they need to be amended. Since most modern legislations have adopted a standard procurement law, a draft law including the main provisions of public procurement has been set up. The draft law authorizes each administration to conduct its own public procurement instead of centralizing the process in a single administration. It also authorizes the establishment of new forms of procurement and new contracting methods as well as the development of special conditions for restricted tenders, procurement of technical services, and on demand procurement.
II Draft law for the establishment of an administration for procurement affairs:	The draft law aims at establishing a General Directorate for Public Procurement Affairs linked to the Presidency of the Council of Ministers, as well as providing necessary technical and financial expertise for municipalities and public administrations and institutions allowing them to handle their own procurement. It also aims at training the employees in charge of the setting up and handling of public procurement and the management of contracting operations.
III Draft decree for a new tendering system:	The draft decree is characterized by a de-limitation of tendering procedures so that they will not remain restricted to the Tender Administration, while preserving some of its prerogatives. It suggests the formation of tendering committees within each public administration composed of the administration's civil servants. The draft decree also stresses on the necessity of specifying the main components of the tender and assigning a party in charge of its inspection before declaring the tender and giving tenderers, if terms of tendering permit, the chance to submit more than one tender.
IV Draft decree for restructuring the tender administration:	The draft decree aims at defining the prerogatives of the tender administration and restructuring personnel cadres in category three and above. The most important elements of the draft are: To give the Tender Administration prerogatives that do not contradict the previous laws in force. This allows the Administration to turn into a center for expertise, information, and training, and to develop regulations and procedures. Restructuring personnel cadre through establishing administrative units and special committees to handle training and development.

Institutional Reform

Reform of Public Administrations

In its session held on September 13, 2001, the Council of Ministers approved, by virture of its decision no.39 the Strategy for the Reform and Development of Public Administration in Lebanon, which contained guidelines for reforming and developing public administration. Many believe that this strategy did not find its way to application and that the administration did not witness any changes in this regard. For this, the Office of the Minister of State for Administrative Reform is anxious to give an evaluation of the achievements since the approval of the Strategy.

We will try hereunder to review the basic components of the Strategy (contained in chapter three) and the progress achieved by OMSAR as regards each component:

Focus of the State on Core Functions and Tasks (3-2-1):

Concerning focus of the State on core functions and tasks, especially the privatization file (3-2-1), it is worth mentioning that the process is under way. OMSAR tried to focus on redefining clarifying the role of the State in determining the core functions and services, which will be rendered by the private sector more efficiently and for less costs. OMSAR organized a conference on this subject in May 2001. Recommendations of the conference were adopted by the Council of Ministers.

In the field of privatization, OMSAR is supporting the creation of a regulatory body for telecommunications and another for the Civil Aviation, through the Assistance for the Rehabilitation of the Lebanese Administration program (ARLA).

Ensure Coherent Structures of the Public Administration (3-2-2):

❈ Concerning administrative structures and organizational laws, and following strong political pressure by the Prime Minister who issued two circulars to the ministers asking them to accomplish the administrative structures, Minister Fouad el-Saad was entrusted with presiding over a committee comprising the president of the Civil Service Board and the General Director for Research and Guidance to finish this task. The committee held regular meetings with many directors general to determine the objectives of the ministries in this respect. Specialized committees were formed to draft necessary regulatory laws and, consequently, submit them to the Council of Ministers.

❈ Concerning re-considering the role of public agencies to acquire more autonomy (3-2-1), a new draft law for public agencies was formulated by a special committee set-up on demand of the Minister of State for Administrative Reform. The Council of Ministers referred the draft law to a ministerial committee for study.

Strengthen Policy Making and Implementation Capacity (3-2-3):

❈ Given the present status of the Lebanese public administration, strengthening policy making and implementation capacity might seem extremely theoretical. However, as a first step, an index was published and distributed containing all studies, policies, sectoral strategies and reports relating to the public sector.

❈ A Performance Improvement Plan for public administrations and agencies was launched. Its implementation covers up till now 12 agencies and administrations.

Ensure High Quality of Service and Civil Servants (3-2-4):

❈ Whereas the Strategy recommends taking necessary measures to bring the civil service size in line with available financial resources required for the core functions (3-2-4), OMSAR assigned two

economists to prepare a comprehensive study on the cost and size of public sector and how to squeeze them. The study is being reviewed by a special ministerial committee.

❈ We have introduced a general scheme for evaluation of the performance of civil servants as stated for in the Strategy (3-2-4). The scheme was referred to the Council of Ministers. After approval of the general scheme, secondary schemes for performance evaluation will be implemented.

❈ After 6 years of work, classification of jobs in the public sector (3-2-4) has been completed. Evaluation of said jobs is being completed.

❈ Developing flexible incentives (3-2-4) is extremely important. The Council of Ministers has approved, as a first step, the draft decree for benefits prepared by OMSAR and the Ministry of Finance.

❈ As to quality training (3-2-4), many training programs are under way: ICT training, training civil servants on principles of modern management and supervision, specialized workshops for employees in categories I and II, training of employees in categories III and IV to improve their communication skills, training on re-activation of municipal functions, training of non-government organizations and training of inspectors.

Streamlining and Modernizing Procedures and Systems (3-2-5):

❈ It turned out that streamlining procedures (3-2-5) is costly and time-consuming, though not impossible. If the year 2002 is considered the year of in depth preparing studies concerning streamlining procedures in the Ministry of Public Health and the General Directorate for Urban Planning, the year 2003 will witness launching the application of said studies, especially in the Ministry of Public Health.

❈ Introduction of ICT (3-2-5) is under way. However, the approach is sporadic as it depends on requests of the beneficiary ministries, available finances and capable human resources. For solving the human resources problem, Minister el-Saad prepared a draft law providing for special salary scale for IT specialists.

Enhancing Quality of Governance (3-2-6):

❈ Due to the existing political state of affairs it is difficult to implement the part of the Strategy concerning enhancement of the quality of governance. However, OMSAR has drafted a law for combating corruption and another for improving transparency and relationship with citizens. Both draft laws are being studied by concerned official authorities. On the other hand, the Council of Ministers has approved the Civil Servant Guide prepared by OMSAR. It has been distributed to all civil servants.

Client and Results Oriented Administration (3-2-7):

❈ In collaboration with the Bar Association, OMSAR has drafted a law for establishing an ombudsman's office (3-2-7). The issue was discussed in an international conference attended by a number of foreign ombudsmen. The draft law is awaiting approval by the concerned authorities.

❈ The Council of Ministers approved the citizen's charter recommended by the Strategy (3-2-7). The special formed committees, formulated sectoral charters (health, education and environment).

❈ OMSAR aims at creating the one-stop-shop (3-2-7). As a start, the Central Office for Administrative Information was launched. It allows citizens to access various information regarding transactions, either by phone or Internet. Currently, in line with a cooperation agreement with Quebec, there are attempts to enable citizens to follow-up their transactions from their homes through the Internet. This is the core of the one-stop-shop idea.

Creation of a Central Body for Administrative Reform (4):

Creation of a Central Body for Administrative Reform (4) seems to be difficult. The Council of Ministers refused the draft law relating to the creation of a Ministry for Administrative Reform (which was the second option in the strategy).

Background and Objectives:

The first stage of the Performance Improvement Plan (PIP) was launched in February, 2001 as a pilot project targeting 4 ministries and public administrations: Electricité du Liban, Water Authority of Beirut, the National Employment Office and the Land Register and Cadastre Directorate. The PIP aims at helping the public administration or agency to adopt modern approaches based on systematic and objective methodology for achieving specific and clear goals set by the administration. Result measurement shall be according to administrative criteria prepared in advance to make sure that the selected objectives are reached. Implementation of action plans in Water Authority of Beirut, the National Employment Office, and the Land Registry and Cadastre was launched during the summer of 2001.

The second stage of the PIP was launched in February, 2002 targeting 6 public administrations and agencies: Water Authority of Beirut, Water Authority of Barouk, Intellectual Property Protection Service at the Ministry of Economy and Trade, Revenue Directorate at the Ministry of Finance, the Customs Department, and the Ministry of Environment.

The project followed a systematic methodology based on institutional performance management and measurement sciences. At the outset, it started by determining the goal of the administration or agency concerned and moved to explain the main tasks and competences needed to achieve it. After that, the administration quantitatively determined its goals, and defined responsibilities and time needed to fulfill them. Then comes the stage of determining performance criteria, which is considered one of the most important stages in measuring institutional performance. Based on such criteria, a practical performance plan is established to improve specific sides of the institutional performance.

Scope of Work:

Working groups in the 6 public administrations and agencies elaborated action plans that can be summarized as follows:

1- Customs Department:

The action plan aims at enhancing and developing the performance of the Post Clearance Division and establishing a frame for post audit of manifests. It adopts a modern approach based on risk management in choosing manifests with high potential for error and fraud. The plan also calls for seeking expert services to train those involved on principles and methods of risk management, updating desk and field audit procedures, as well as commercial fraud procedures, organizing the archives of the department, and establishing internal IT network connecting various units of the Division, in order to facilitate exchange of information and access to "NAR" data base and outside information available through the internet.

2- Revenue Directorate at the Ministry of Finance:

The action plan aims at controlling the operation of tax estimation and allocation, reducing the percentage of errors in estimates, limiting deception practices and fraud, as well as drawing attention of taxpayers to their tax duties; consequently increasing the annual revenues of the Bureau of Built Property Tax.

3- Water Authority of Beirut:

The action plan aims at re-considering procedures and progress of work at the Material Management Department and developing IT programs compatible with the proposed changes. It also aims at training staff on inventory management according to modern methods, which will improve institutional performance and boost feasibility and efficiency of material handling and accounting.
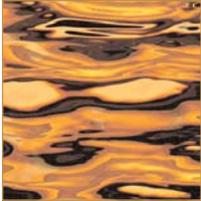
4- Water Authority of Barouk:

PIP for Water Authority of Barouk aims at enhancing revenues through development and improvement of the performance of all employees involved in the billing function and the collection of bills. This involves changing internal processes, developing specialized IT programs, and training employees on all newly developed measures including: accounting, professional customer service, new collection procedures, and the newly developed software application.
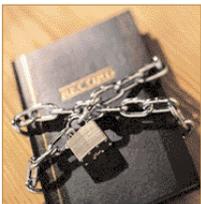
5- Intellectual Property Protection Service:

The action plan for this Intellectual Property Protection Service at the Ministry of Economy and Trade aims at enhancing its performance through re-considering work procedures to become more organized and simplified, training employees on new procedures and IT systems in place, completion of data base, and archiving. This aims at facilitating the work of the citizen who is desirous of protecting individual intellectual property in Lebanon and shortening the duration for handling various formalities.

6- Ministry of Environment :

The action plan is divided into two different sections: the first section is related to launching citizen awareness campaign which explains the roles and authorities of the Ministry in the field of environment conservation, as well as stressing the roles of the citizen in this regard. The second section deals with developing and operating an IT program, which will handle transactions and complaints in the Ministry, through automation of the various steps.

IT Projects within the PIP:

The Performance Improvement Plans involve many IT projects which will serve selected objectives of the concerned agencies and administrations. These projects include preparing a register for subscriptions and collection at Beirut and Barouk Water Authorities, billing and collection systems at EDL, warehouse management system at Beirut and Barouk Water Authorities, in addition to developing personnel administration, wages, and accounting systems at both authorities. IT projects also include a work flow and taxation systems for the Bureau of Built Property Tax in the Revenue Directorate at the Ministry of Finance, procedures and complaints follow-up system at the Ministry of Environment, and national archive indexing system at the Customs Department. Implementation of these systems will be accompanied by providing necessary equipment and training.

Source of Fund:
European Union

Status:
Necessary studies have finished. Contractual arrangements started.

Development and Modernization of the Role and Functions of Central Core Agencies

OMSAR, within the framework of the EU-funded ARLA Programme (Assistance to the Rehabilitation of the Lebanese Administration), has been assisting the Civil Service Board, the Central Inspection and the Court of Accounts for the Implementation of the Performance Improvement Plan which aims at the support and consolidation of their institutional potentials.

Assistance and support to the Civil Service Board

The Performance Improvement and Modernization Plan resulted in the implementation of a number of activities during 2001-2002, namely:

- Drafting of a general policy framework for a modern Human Resources Management Development Strategy.

- Development of an new draft law that defines the structure of the Civil Service Board in the light of its mandate and functions.

- Developing a new document for a performance appraisal system for the public servants in general, as well as for the Lebanese University staff, education sector, justice and foreign affairs.

- Drafting a code of conduct for civil servants.

- Development of promotion, reward and advancement systems with objectives and rational criteria based on merit considerations.

- Development of a modern selection system making use of reliable and appropriate testing methods. This issue assumes greater urgency in Lebanon in view of the large number of vacancies in the civil service and the need to fill many of them soon, as well as the currently applied inadequate testing system which lacks validity and objectivity and gives greater weight to education at the expense of experience and job related competencies.

Assistance and support to the Central Inspection

A policy framework was developed which set a vision for the future role of the Central Inspection. It dealt with the reformulation of general policies and objectives of the Central Inspection that promote a modern central inspection institution in terms of its future mandate. The policy framework has been translated into specific actions as follows:

- A new draft law which aims at assigning an additional role to the Central Inspection. The existing legal framework concentrates on tracking down violations and imposing penalties on offending employees while the new proposed mandate adds a dimension related to the evaluation of the administrations' performance. The new draft law also aims at ensuring the smooth running of such institutions and full use of their resources with competence and efficiency, and anticipation of mistakes before they occur.

- A training program for junior inspectors related to basic inspection techniques was provided by senior and retired inspectors. The training program has been implemented in the domains of finance, administration and engineering.

Modern Look on the Role of the Central Inspection

Developing Specific Indicators for Measuring Institutional Performance of the Public Administrations

Within the context of strategic planning for administrative reform, many countries have reached the firm conviction that in order to improve the quality of public services, the present administrative pattern of applying bureaucratic procedures should be changed to focus on achieving results and establishing a new administrative culture; that is, mainly, to satisfy citizen-client expectations and wishes to have efficient and quality public services.

To this end, governments attempt to implement a scheme for measuring institutional performance, as an important means of improving productivity and rendering quality service through using various quantitative and qualitative indicators for measuring the performance of public administrations and agencies.

It is to be stressed that many countries have already started applying a great number of performance indicators in different fields of private policies like social policy, labor market, environment, health, consumer protection, transport and public finance...

Stress should be laid on the fact that the Central Inspection enhances the administrative reform. In fact, within the context of its new orientations and responsibilities, the role of the Central Inspection is no more limited to controlling the progress of work and verifying whether civil servants abide by applicable laws and rules, but also checking whether public administrations and agencies are making good use of the available resources, measuring their achievements and performance, and locating the shortcomings and problems of the administration at various levels.

Eventually, the Central Inspection submits to the competent ministries and public agencies its recommendations concerning potential fields of improvement.

In many countries, authorities entrusted with central inspection (Central Inspection, or other verification establish-

Presidents of core agencies: Mr. Rachid Hoteit, Mr. Mounzir Khatib, Mr. Fouad Haidamous and Mr. Michel Tabet

ments) undertake regular inspection, review and evaluation of the accuracy and legitimacy of the performance measurement information. Inspectors, auditors, and controllers identify the loopholes and shortcomings and report them in their annual reports.

To achieve this goal, some countries established specific performance measurement indicators for the inspectors to abide by during various stages of inspection. This is the aim of the current project for the re-activation of the Central Inspection. Studies and implementation are being supervised by OMSAR, in collaboration with the Project Mangagement Consultancy (PMC), within the ARLA project.

A series of joint meetings were held by the Central Inspection and OMSAR to crystallize the idea.

It is worth mentioning that an inspection indicator system, and a system for professional standards of the Central Inspection in Lebanon have been developed.

With the prior approval of the president of the Central Inspection, we decided to go on with the two projects, on experimental basis, in December 2002. This will currently apply to two public administrations, and is expected to cover all other administrations in a later stage.

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Assistance and Support to the Court of Accounts

Within the plan that aims to improve the performance of the Court of Accounts, a global policy framework including the basis for modernization and development has been set up. The Court of Accounts and OMSAR worked on translating this policy framework into specific actions as follows:

 📖 Amendment of the laws and regulations related to the work of the Court of Accounts in light of the developments and requirements of modernization, based upon the experience acquired by the Court in control and auditing. OMSAR set up for this purpose three committees to study legal texts as follows:

 📖 The first committee included high-ranking judges in the Court of Accounts as well as a representative from OMSAR who worked on drawing a new draft law for the Court of Accounts in light of their local and international experience. The new draft law provides flexibility of work in public administrations and institutions, municipalities, and municipality unions that are under the supervision of the Court of Accounts. It also provides the Court of Accounts with autonomy in task performance and control efficiency.

 📖 The second committee worked on amending the mandates related to the control of the Court of Accounts on public administrations and institutions (amendment of decree 3489/1965 on the submission of accounts to the Court of Accounts, amendment of decree 13615/1963 on the scope of control of the Court of Accounts and the commit-

Mr. Mahmoud Batlouni, Regional Director of SUNY Office

tees, development of a regulation that governs the submission of accounts of the public administrations to the Court of Accounts…).

 📖 The third committee not only worked on methods for preparing municipality budgets but also on the amendment of the mandates related to the control of the Court of Accounts on municipalities, the drawing up of new laws that govern the submission of municipal accounts to the Court of Accounts, and the regulation of budgetary procedures.

The committees ended their work in February 2002, after drawing up the above-mentioned texts that still need to be adopted by the concerned authorities.

 📖 Setting up a training program for auditors which includes auditing supervision, planning, execution, and evaluation. Since the program is funded by the EU, OMSAR established with the collaboration of the European advisory team the training program terms of reference according to EU standards, based on a survey and assessment of the Court of Accounts auditing performed by a specialized OMSAR team in October 2001. OMSAR is currently calling for bids from specialized auditing companies.

Through the EU-funded ARLA project, OMSAR is currently working with the United States Agency for International Development (USAID) and the State University of New York in Albany (SUNY) on the automation of Control Agencies, according to the agreement of understanding that was reached between the Lebanese government represented by OMSAR, USAID, and the Legislative Studies Center (LCS) in SUNY. The agreement items are detailed as follows:

Name of the Project	Description of the Project	Implementation	Project Current Status
The Central Inspection			
The Decisions and Interpretation System (DIS)	Computerisation of the Decisions and Interpretations of the Central Inspection Board allowing the search and retrieval using keywords or through multi-key search techniques.	ARLA	Project implemented (end 2002)
Business Support Software Development	Computerisation of the Workflow and Transactions Managemenand of some Diwan and board secretariat activities. Database of the Research and Guidance Administration.	ARLA	Project under implementation - design phase completed
Upgrading the ICT Infrastructure	Upgrading the ICT infrastructure and expansion of the network to cover the whole CI building.	Arab Fund	Contract awarded - expected implementation March 2003
Computerisation of the Penalty Cards	Computerisation of the penalties and acknowledgments and storage of their information.	SUNY	Project implemented (2002)
Budget System	Updating the computerised budget system.	SUNY	Project implemented (2002)
Personnel Files System	Personnel management system including financial and administrative management.	SUNY	Project implemented (2002)
The Court of Accounts			
The Decisions and Interpretation System (DIS)	Computerisation of the Decisions and Interpretations of the Court of Accounts allowing the search and retrieval.	ARLA	Project implemented (end 2002)
Business Support Software Development	Computerisation of the Workflow and transactions management in the administration.	ARLA	Project under implementation - design phase completed
Computerisation of the Auditing over the Public Administrations	Design and Development of an electronic audit system over the pre and post audit activities in the Court of Accounts.	SUNY	Project under implementation
Computerisation of the Penalty Cards	Computerisation of the auditing over the databases and computerised systems in the Municipalities.	SUNY	Project under implementation
Budget System	Computerisation of the budget preparation and execution tracking activities.	SUNY	Project implemented (2002)
The Civil Service Board			
The Decisions and Interpretation System (DIS)	Computerisation of the Decisions and Interpretations of the Civil Service Council allowing the search and retrieval using keywords or through multi-key search techniques.	ARLA	Project implemented (end 2002)
Business Support Software Development	Computerisation of the Workflow and transactions management in the administration. It provides also the computerisation of the testing bureau database.	ARLA	Project under implementation - design phase completed
Personnel Files System	Personnel management system for the whole Lebanese administration.	SUNY	Project implemented (2002)
Higher Disciplinary Council			
Automation of the Higher Disciplinary Council	Implementing a network infrastructure cabling, computers and software packages in addition to training the IT staff members on network and database administration.	Arab Fund	Under implementation
Core Agencies Hardware Supply	Equipping the Central Inspection, the Court of Accounts and the Civil Service Board with Hardware and Basic Software.	ARLA	Contract awarded - expected implementation March 2003

Establishment of a Transport Sector Policy

Background and Objectives:
The Ministry of Transport requires a new National Transport Policy that incorporates transport logistics and inter-modality. The National Transport Policy will build on earlier studies and various transport mode policies that have been prepared by the Government of Lebanon. It will propose an outline of the institutional structure of the transport sector, including the regulatory structure.

The objective of the project is to assist the Ministry in the preparation and formalisation of the National Transport Policy and to propose plans for the implementation of this policy.

Scope of Work:
The project covers the drafting of a transport policy document for reform including recommendations for institutional, legal and regulatory framework. It will also include a maritime transport policy document.

Source of Fund:
European Union.

Status:
The project was completed after the establishment of a policy for the transport sector.

Establishing the Civil Aviation Authority

Background and Objectives:
The Civil Aviation law has prescribed the establishment of the Civil Aviation Authority as the regulator and control authority that oversees the management and investments of all (sub) sectors related to civil aviation, i.e. air transport services, aircraft navigation and civil airports.

The objective of the project is to assist the Government of Lebanon, following approval of the relevant law, to establish a Civil Aviation Authority in the framework of the liberalization and deregulation of the civil aviation and airport sector.

Scope of Work:
The project aims at:
- the implementation of the recommended design of a two-step institutional change process to set up the authority;
- the development and implementation of human resources policies and training programs as well as of operating procedures and systems including for financial management;
- the development of regulatory procedures and systems including advice on airline, airport and air traffic control services, regulatory issues and licensing, in the context of liberalized bilateral agreements and Open Skies policy implementation.

Source of Fund:
European Union.

Status:
Tendering for procuring a consulting company that will execute the project is underway.

Compliance of Ships and Sailors with International Norms and Standards

Status:

The project was completed and the recommendations in the report about the compliance of ships and sailors with international norms and standards were adopted. The Minister of Public Works and Transport Najib Mikati announced these recommendations in February 2002.

Based on this report and on the sailors' training that was completed, Lebanese sailors are now welcomed in all ports around the world.

Background and Objectives:

Ships raising the Lebanese flag were until recently considered a great risk for navigation because of their non-compliance with international standards. As a consequence, Lebanese ships were detained in foreign ports, thus causing great financial losses to shippers, ship-owners, and sometimes to the national economy. This also affected negatively Lebanon's image abroad.

This project aims at providing the Directorate General for Land and Maritime Transport with a strategy and a practical approach that will allow the government to comply with the international maritime agreements it joined and ratified, and will reduce the high rate of unemployment in the maritime sector caused by the non-competency of certificates and licenses of ship crews.

Scope of Work:

The project includes clarifying note on the seriousness of the current situation with regard to the technical skills of sailors, the Lebanese ship certificates, and their compliance with international standards. It also considers alternative solutions for issuing the appropriate licenses to ships and sailors and evaluating the training needs of sailors, and recommends a financial arrangement among the shareholders who are responsible for "certified sailors".

A seamen training was completed in accordance with the International Agreement for Training, Licensing and Guard Standards for Seamen and its amendments for 1995.

Training commenced on February 2, 2002. Trainee number to date is 1285 seamen (captain, engineer, sailor, beginner seaman). All trainees were awarded technical certificates according to their occupation. The importance of this training is that it helps rehabilitate seamen and provides the legal cover for the bearer of the Lebanese training certificate to work on board Lebanese and other ships, in line with the terms and conditions of international agreements. It will also create more chances for the Lebanese marine work force to work in the marine transport sector.

Assistance to the Ministry of Labor and the National Employment Office

Background and Objectives:

There is a massive need for dealing with hardships and obstacles facing the Ministry of Labor and the National Employment Office (NEO) in performing their daily functions.

The project aims at up-grading the administrative units at the Ministry and the Office to adapt to the changing social and economic environment.

Scope of Work:

The project focuses on enhancement of labor opportunities through the NEO and on the protection of employee rights. Also, it aims at developing structures and human resources schemes at both the Ministry and NEO, through a new role to be assigned to them.

The project also includes providing advice and assistance in applying organizational and functional reform at the Ministry and the Office, and improving the services rendered within their terms of reference, such as providing information to employers, issuing work permits for foreigners, inspecting work sites, health and safety measures, work relations, and services of the Central Employment Office. Moreover, it includes automation of certain NEO functions concerning follow-up of developments in labor market.

Source of Fund:
European Union.

Status:
A technical assistance contract was signed with a consulting firm. The project will be implemented starting February 2003.

Human Resources System Aiming at Matching Job Supply and Demand at the National Employment Office

Background and Objectives:

The National Employment Office (NEO) (www.neo.gov.lb) is an autonomous public agency aiming at developing, formulating and implementing policies regarding employment in Lebanon. The Central Employment Bureau under the Directorate of Employment and Career Guidance is responsible for providing free of charge employment services to the public. Its main objectives can be summarized as follows:

✳ collecting data on available job opportunities and employing manpower;

✳ receiving job offers for Lebanese citizens, experts, specialists and the disabled;

✳ receiving job applications;

✳ performing matching between job seekers and available offers.

In order to enhance its services to the public, the National Employment Office needs to expand, upgrade and web-enable their existing information system in order to be more comprehensive in addressing all their new requirements. A joint OMSAR/NEO committee devised a project with the aim of implementing a web-based Human Resources Matching System that facilitates (a) collecting data on available job opportunities and employing manpower; (b) receiving job offers for Lebanese citizens, experts, specialists and the disabled; (c) receiving job applications; (d) performing matching between job seekers and available offers.

Scope of Work:
The project covers the following activities:

Minister of Labor, Mr. Ali Kansou

✳ Implementation of a web-based human resource matching and employment opportunities system .

✳ Provision of the physical infrastructure required for the implementation of the application (mainly hardware and standard applications).

Source of Fund:
Arab Fund.

Status:
The project has been completed and is operational.

Automation of the Issuance and Handling of Work Permits

Background and Objectives:
Granting of work permits is considered as a core activity of the Ministry of Labor. The whole administrative process of applying for approval and issuing work permits is currently manual, which leads to the compiling of documents, difficulties in retrieving information and delay in processing applications.

Therefore it was necessary and urgent to implement an Information System to organize and manage the work permits processes electronically.

The objectives of automating the work permits procedures are to ensure higher and improved control levels, faster delivery of the service and more reliable record keeping for the purpose of national security and protection of the domestic labor market.

Scope of Work:
The project includes the provision of servers, personal computers, scanners, and communication equipment to link the ministry's main building with the regional labor offices in Tripoli, Zahle, Sidon, and Nabatiyeh. In addition to a specialized software application automating all the processes of the work permits covering the prior approval, first-time issuance, work permit renewal, bank guarantee refund and status adjustment (disclaimers).

The project provides also a specialized training of the concerned Ministry of Labor staff in addition to one year technical support to ensure an effective implementation.

Source of Fund:
Arab Fund.

Status:
Contract award is planned for March 2003 and the system is expected to be in place by November 2003.

A Master Plan for the National Social Security Fund

Background and Objectives:

The National Social Security Fund (NSSF) has established the basis and objectives of its master plan through OMSAR with the collaboration of the French company CESIA.

The main objectives of the master plan are:

✽ Establishment of a global strategy for the NSSF that covers all its main activities.

✽ Setting up of a framework for the information and communications system as a coherent target that meets the internal business needs such as production, archiving and use of information, as well as the external needs such as
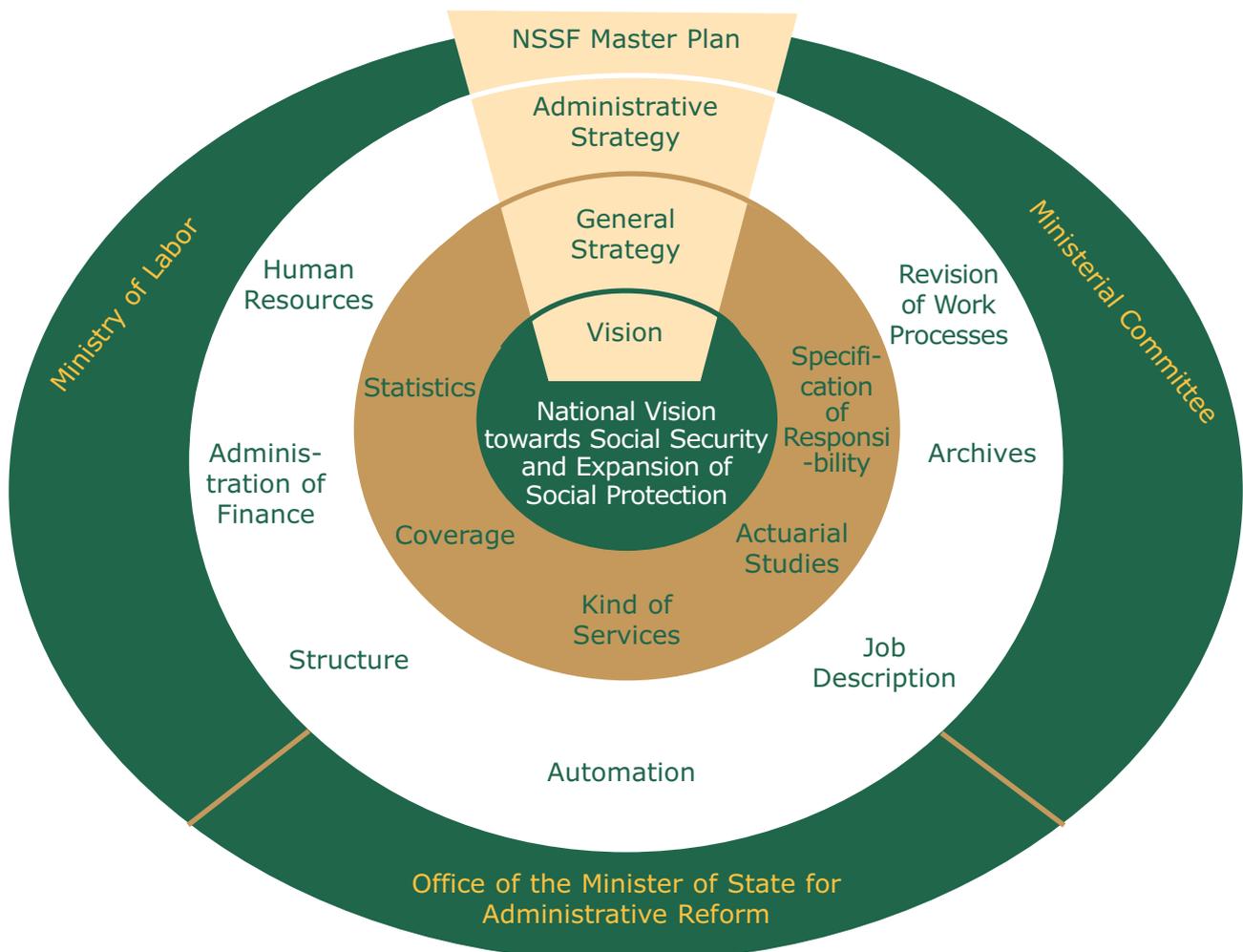
A meeting around the NSSF master plan
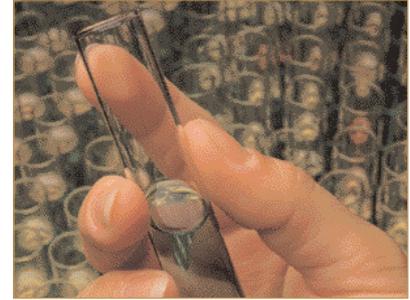
spreading of information, guidance, and decision making.

❋ Specification of the conditions of new applications in respect to the current situation.

❋ Clear definition of the role of the NSSF as well as the assignment of responsibilities.

❋ The establishment of a customer service center that keeps up with technological developments in order to provide excellent service to the beneficiaries.

Scope of Work:

After the study of the procedures and work methods applied at the NSSF, and in light of the detailed analysis performed by joint committees from the NSSF, OMSAR and CESIA, work plans have been set up for the five coming years within a comprehensive program for the automation of every task and every department.

Source of Fund:
Arab Fund.

Status:

The project has been completed and the technical specifications for the coming stages of execution have been set up.

Background and Objectives:

The National Social Security Fund (NSSF) has many offices across Lebanon as well as a mainframe computer that manages most of the applications of these offices. Since the regional offices are not connected to the mainframe, the head office is in charge of data entry. Unfortunately, this limits access to the data and considerably slows down operations. In order to speed up operations and broaden the use of the mainframe, the NSSF requested OMSAR's assistance in designing and implementing a wide area network that will connect most of the regional offices to the head office in Beirut (around 29 locations).

Scope of Work:

This project will create local area networks in each of the 29 locations and will link the locations among each other in a wide area network. The project will also provide the offices at these locations with computers and peripheral material along with the necessary training and support.

Source of Fund:
Arab Fund

Status:

The final design of the local area and wide area networks have been completed.

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Institutional Support to the Ministry of Justice

Improvement of the Administration of the Judicial System

Background and Objectives:

The Lebanese judicial system, based largely on the French system of justice, is confronted today by a variety of problems affecting the public's trust as well as the country's political, economic and social life. The administration and quality of justice has become a major concern of the Government of Lebanon as a democratic cornerstone and a vital element in gaining the confidence of the justice users.

The performance of the judicial system faces delays in a tardy and slow processing of court cases which exceed acceptable deadlines. Bureaucratic structures, and lack of transparency, means and human resources in courts are subject to criticism.

OMSAR has started to work with the Ministry of Justice and the EC Delegation in Beirut. An instruction mission for the modernization of the judicial system in Lebanon has been launched in early August 2002 under the EU-financed Programme for Assistance to the Rehabilitation of the Lebanese Administration (ARLA).

The objective is to improve the quality of the administration of justice and ensure rapid and impartial access to justice so that it can respond more effectively and with better results to the expectations of the citizens and society.

Scope of Work:

OMSAR in concert with the European Union wishes to support the GoL in its judicial reform. The on-going project, supported by the Programme Monitoring Consultancy (PMC) team of European and local experts, aims as a first stage to identify and support the priority needs of the Ministry of Justice and to give a real impetus to the sound functioning of the justice system on a short, medium and long-term basis.

The on-going mission, based on the strategy of the Ministry of Justice, is focused on three main components:

a) Training: for improvement and diversification of the competencies and professional skills of the judicial staff.

b) Modernisation of the Judicial Records: with view to reducing delays in the processing of dossiers.

c) Access to Justice: through information, communication and popular actions which ensure greater awareness and transparency.

Source of Fund:
European Union.

Status:
On-going. A mission report (part I) has been prepared by the PMC short-term judicial expert and submitted mid-November 2002 to the Ministry of Justice, highlighting a number of areas for improvement. The mission will continue and be completed by February 2003.

Public Sector · **Private Sector**

Judiciary Courts — Judgements
Ministry of Justice — Administrative Instructions
Ministry of Economy & Trade — Query
Ministry of Labor — Query
Ministry of Industry — Query
Bank of Lebanon — Cash (from taxes)
Bank
Judges Mutual Fund — Checks (from taxes)
Social Security — Query
Individuals — Authorized Queries
Companies — Register Application Changes
Chambers of Commerce — Query
Lawyers — Registration Certificate Request
Ministry of Finance — Query Creation and Update

Commercial Registers

Figure A

Figure A reflects private and public sector roles with regards to the Commercial Register.

Automation of the Commercial Register

Background and Objectives:
Throughout the civil war, a variety of files and documentation stored within the Ministry of Justice were lost and/or destroyed. In its effort to control the status of various commercial and noncommercial entities, the Ministry of Justice required a Commercial Register (CR) that housed all data and transaction histories related to such firms. In 1997, OMSAR signed a contract with a joint venture of a Consultant company, for the design and planning of the future information system at the commercial register. In 2000, a Lebanese company won the bid for the Development and the Implementation of the Analysis and Design study. Another Lebanese company won the bid that complements the implementation of the CR by supplying the Hardware and all data communication needed to get the system working. All this has been also complemented by extensive training for all concerned in running the system.

Scope of Work:
The system has been designed to connect all the CR offices whereby the exchange of data and images of all official documents will be feasible. As the CR is a publishing tool, a module has been added to this system whereby all non-confidential data will be accessible through the internet worldwide, without the ability to modify any data.

Source of Fund:
World Bank.

Status:
The CR has been deployed in all the mouhafazat and the remaining training of all the users has finished. The system has already been used with the customers of the CR in Beirut and will be functional in all mouhafazat during the first quarter of 2003.

The Commercial Register on the Internet

Background and Objectives:

After finalizing the automation of all the Commercial Register Offices in Lebanon, by the Office of the Minister of State for Administrative Reform, a team from the Office specialized in security systems, and working in collaboration with concerned officials in the Commercial Register of the Ministry of Justice, developed a study that enables the Commercial Register to offer its services on the web in a secure way.

The project aims at preparing a comprehensive study, which enables the Commercial Register to display on the Internet its available services, which would help citizens to retrieve data that assists them in speeding-up their formalities at various State departments.

Scope of Work:

The terms of reference of the project are being prepared by OMSAR. They encompass all international standards related to security and storage of data expected to be on the Internet. OMSAR also prepared the terms and conditions for protecting the inventory. These include:

❋ Security of infrastructure
❋ Data security
❋ Employee awareness and training
❋ Adoption of international security standards

Source of Fund:
The Arab Fund

Status:
On-going.

Institutional Support to the Ministry of Interior and Municipalities

Assistance to Municipalities

Background and Objectives:

In response to the desire of a group of municipality heads to provide technical support to the municipalities, a draft law has been prepared to this end.

Field visits conducted by competent parties, in addition to preliminary work in the project have shown that there existed common concerns between municipal heads, such as: Environment protection, treatment of solid and hazardous wastes, economic development, improvement of living conditions of the population, such as provision of potable water, rehabilitation of sports and cultural facilities, touristic projects, foresting, etc…

✠ The project aims at providing institutional support to municipalities and boosting their capacity in administering municipal affairs, and consequently play a better role in economic and social development. This general goal can be achieved through providing support to the ways and methods of local development. It is expected to achieve the following:

✿ Direct results: preparation of documents and studies on municipal planning and relevant project files.

✿ Indirect results: establishment of work practices and programs, which will ensure greater efficiency in managing municipal affairs.

The project also allows for:

✠ Providing methods and programs to municipalities, which will enable them to study and consider future economic potentials, through using controllable methods.

✠ Giving an operational characteristic

EU Representative, Mr. Joseph Piazza d'Olmo

Municipality of Zouk Mokayel

Municipality of Beit Eddine

to this planning activity, leading to preparing projects supported by technical files and municipalities support, which will secure financing for the execution of such projects.

✠ Providing municipalities with necessary means to develop, and even administer such plans and projects through twinning with European municipalities, provision of specialized technical staff, and allocations for technical studies.

✠ Developing municipal administrative practices, through planning programs and practices: Training municipality members and employees, developing ICT techniques, activating involvement of citizens in local affairs, developing capabilities for the preparation and management of projects, and improving technical services and benefits.

Scope of Work:

The Consultant must develop an action plan for the project, including preparing questionnaires which will allow, through field and social visits with the heads and members of the municipal council, collection of necessary field data on municipalities having common interests and willingness to cooperate and work together on projects of common aim (focal points).

This will be followed by analysis of collected data and preparation of special documents which will allow municipalities (or focal points) to determine their needs and identify development priorities: the area involved (description of geographical, economic, and social

situations), targeted cities and villages in the area, objectives of the proposed plan (reasons for selection, brief description of the plan, and expected results).

Following collection of the field data and discussing the feasibility and priorities of the proposed projects, suggestions are made concerning the methodology to be followed in submitting clear documents for the development plans, in addition to technical files for the related projects.

The Consultant may seek the expertise of locally based European groups, as well as members of the municipal councils who possess certain qualifications, such as: technical cooperation, planning and local development, and preparation of technical files and specifications for the proposed projects.

Source of Fund:
European Union.

Status:

The follow up of the municipality support project necessitates seeking the services of a consultant to define the project in a more realistic way (technical content and budget). The Consultant may ask the assistance of an expert of international experience to be in charge of the task, in addition to a local expert. He may also benefit from the reports of the locally based European groups. The expert in charge shall hold a conference to present the results of the work and reveal the approaches and methods to be used in supporting the municipalities.

Municipal Training and Development Institute

Background and Objectives:
The strategy for the Reform and Development of the Public Administration in Lebanon stresses the importance of enhancing administrative decentralization and activation and development of the municipal activity in line with the economic and social development and the enhancement of the municipal capabilities regarding provision of various quality services to citizens.

Needless to say, the municipality sector in Lebanon was severely hit during the civil war. Municipal elections were suspended for a long period, which led to a decline in financial revenues and dissolution of many municipalities, in addition to qualitative and quantitative shortage of municipal staff.

Lately, the government recognized the importance of re-activation of the municipal work. The Ministry of Interior and Municipalities submitted to the Parliament a new draft law for municipalities, which released them from certain restrictions applied by the central administration and enabled them to practice their role in a better way. However, activation of the municipal functions cannot be properly achieved unless the government embarks on tackling the most important problem facing municipalities nowadays, which is the severe shortage in manpower and financial resources. For this, the new draft law called for the establishment of an institute for municipal training and development. The Ministry approached OMSAR asking its assistance in preparing a study on the establishment of the institute. An adhoc committee was formed from OMSAR experts and other parties to prepare the required study.

Scope of Work:
The committee started its work by preparing a study on the role, objectives, functions, organizational structure, training programs, staff, and financing. It prepared a draft law for the establishment of the institute.

Source of Fund:
European Union and the Lebanese government

Status:
The study is in its final stages. It is expected to be completed by mid January 2003.

A Study on the Automation of the Ministry of Interior and Municipalities

Background and Objectives:
Within ARLA program financed by the European Union, IT expert at PMC and an IT team chosen by the Minister of Interior and Municipalities are working together to develop a study on the requirements of IT development and preparation of an IT master plan for the Ministry of Interior and Municipalities.

Scope of Work:
The work includes studying current IT situation in the Ministry and its General Directorates (civil), preparing a list of requirements concerning infrastructures, equipment, training, manpower rehabilitation, IT systems and programs.

The study draws a preliminary concept for connection between IT systems in the Ministry, in order to proceed in establishing Ministry's core platform, as a step towards the E-government, taking into consideration plans and projects achieved by various public administrations.

Source of Fund:
European Union

Status:
A draft study is being discussed before adoption.

A Decision Support Unit for the Office of the Prime Minister
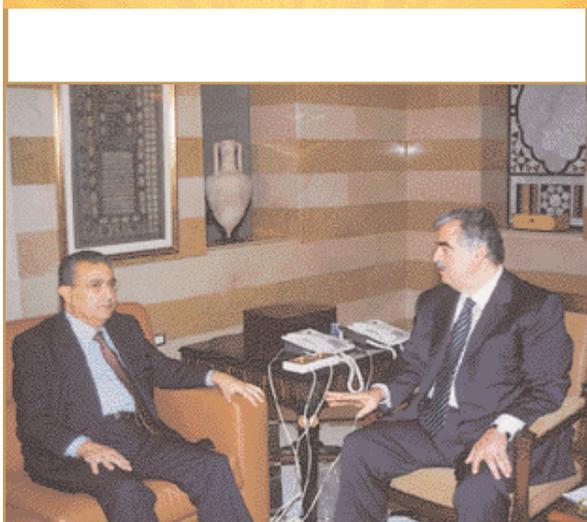
Prime Minister Rafic Hariri

Background and Objectives:

By request from the office of the Prime Minister, an expert was assigned to study the establishment of a follow-up and decision support unit at the Office in order to enhance the capabilities of the working team, which is playing a consultative role for the Prime Minister.

The expert's study included:

✗ Evaluation of the present situation, detailed review of the current functions and activities of the team, and its expected functions and responsibilities in the light of the suggestions of numerous officials, donors, and others.

✗ Suggestions concerning the establishment of the follow-up and Decision Support Unit. These include defining the tasks and functions of the Unit, manpower, work programs, supplies and equipment needed.

✗ Necessary conditions for launching the Unit and suggestions concerning its legal institutionalization.

Scope of Work:

Necessary technical support will be provided to the unit. It is focused around the following:

✗ Technical support to assist in identifying the needs of the Follow-up and Decision Support Unit, quality, form, and workflow of information, verifying the efficiency of the current systems, in addition to determining all work requirements (preparation, study, analysis and implementation).

✗ Technical support to assist in identifying programs, procedures, and mechanisms needed for coordination between donor parties, through working meetings and exchange of information, and through information systems for solidifying cooperation and coordination between donors and solving operational problems facing implementation.

✗ Provision of hardware and software required for the implementation of the above two projects.

Source of Fund:
European Union

Status:

In case of approval of the technical assessment presented by OMSAR, necessary arrangements will be made for formulation of the terms of reference and mobilization of necessary expertise for implementing the project.

Information and Decision Support System
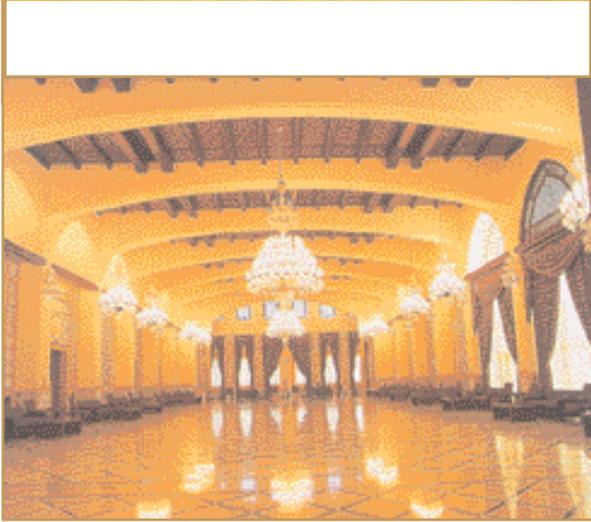
Government's Serai

Background and Objectives:

In its efforts for Lebanon's advancement, the government receives different loans and grants from various donor countries. It also secures funds from its budget-limited amounts for target projects. All those loans, grants, and budget-limited amounts are trusted to designated implementers/executors of projects within the government. There is no central body within the government that receives those amounts and implements them at the same time. Different players manage and execute, yet all are responsible to report back to the Council of Ministers and the Prime Minister's office as and when needed and through different means. As such, there is no central entity within the government that has all the information required on the spot, where analysis and manipulation of data regarding all donors' funds exists.

The presidency of the Council of Ministers has thus decided in 2001 to set up an Information and Decision Support Center (IDSC) that will be the central entity within the executive branch of Government. The IDSC will institutionalize the decision making process through accessing information. Its primary function will be to report to the Prime Minister in a timely manner and upon need basic information regarding the country's infrastructure-size, components, and sectors, sources of financing, executing agencies, implementation progress, development plans and future financing requirements.

Scope of Work:

The objective of the current project is to create an information database within the Prime Minister's office that will collect, analyze and report using data generated by existing information resources. This information will complement but not duplicate existing data managed through the CDR, Ministry of Finance and other government ministries and agencies. Indeed, it's more comprehensive nature will allow other government institutions to more rationally identify all infrastructure projects, financing costs, and related budgetary expenditure requirements.

Source of Fund:
World Bank and Government.

Status:

This project has two components, hardware and software. The hardware contract was awarded to a Lebanese company and has been completed. As for the software, the design of the reporting system was done by two local programmers / analysts guided by OMSAR, and the development and testing of this system finished in the last quarter of 2002.

Infrastructure and Data Center for the Presidency of the Council of Ministers

Background and Objectives:

Conscious of its need to move to a unified ICT environment by adopting a more integrated approach to automation, the Presidency of the Council of Ministers asked OMSAR to conceive and implement an overall automation plan that would take into consideration its current and future needs. The overall automation plan that was devised by OMSAR includes several elements and is to be implemented over several phases.

Scope of Work:
The first phase of the overall automa-

tion plan includes the establishment of the PCM's automation infrastructure, the provision of computer hardware and peripherals, the creation of a data center that would eventually cater to the needs of a government-wide WAN as well as immediate support needs.

Status:
The contract has been signed. Implementation started during November 2002.

Document Management / Archiving and Workflow System

Background and Objectives:
The Council of Ministers is the Executive Authority in the Country. The Directorate of the Presidency of the Council of Ministers covers the administrative, legal and technical support functions of the Council of Ministers.

In order to enhance the efficiency, performance and transparency of communication, daily operations and decision making at the Presidency of the Council of Ministers, there is a need to develop and implement a system that manages all its documents and processes.

The implementation of an electronic document management system combined with a workflow application at the Presidency of the Council of Ministers shall serve towards:

✗ Improving the decision making of the Presidency of the Council of Ministers through the provision of a system that electronically archives, indexes and retrieves data when required;

✗ Improving efficiency and streamlining of internal processes through their mapping in an electronic workflow solution;

✗ Increasing accessibility and distribution of information in a timely manner;

✗ Expediting the completion of a transaction;

✗ Reducing lost documents;

✗ Allowing efficient document tracking;

✗ Enabling the easy and accurate monitoring and control of various tasks;

✗ Facilitating coordination with various public administrations; and

✗ Moving towards a paperless environment;

Scope of Work:
The project addresses the implementation of an up-to-date document management/archiving system application to ensure the synchronization, integration and fast accessibility of all the information and data available at the Presidency of the Council of Ministers. This shall be matched with an electronic workflow system to address the multiplicity of existing manual processes.

The activities of the project cover the:

1- Detailed assessment of the document management & archiving / workflow process requirements;

2- Implementation and customization of a document management & archiving / workflow system;

3- Specialized end-user, administration and development training;

4- Technical support.

Status:
On-going (Final Procurement Stage).

Notebook Computers for the Council of Ministers

Within the efforts to streamline the work of the Council of Ministers, the Presidency of the Council and the ministers were provided, as a first step, with 36 notebook computers. Ministers were trained to use them.

The aim behind the project is to avail ministers of reviewing the agenda of the Council of Ministers sessions, through CD ROMs, and of digitally expressing their comments, in addition to enabling them of reviewing the resolutions of previous sessions.

Institutional Support to the Ministry of Foreign Affairs and Emigrants

Mr. Mahmoud Hamoud, Minister of Foreign Affairs and Emigrants

Organizational Management of Foreign Representations

Background and Objectives:

The Ministry of Foreign Affairs is charged with arranging for the formal and operational representation of the Government of Lebanon outside of Lebanon through embassies and other representations in various countries. It is felt that there is room for improvement in the organisation, systems, procedures, resources, etc. with regard to the work of the embassies and representative missions as well as their relationships with the Ministry of Foreign Affairs. This may be taken up by way of a quick and relatively short study. This study will not focus on policies but on key organisational and operational aspects that affect the separate as well as joint performance of embassies and the Ministry.

The objective is to review the intra-ministerial coordination and communication capacities and its organisational, human and material resources by means of a fact-finding mission to the Lebanese international offices in Paris (Embassy, Consulate and UNESCO Mission) and Marseilles (General Consulate).

Scope of Work:

The fact-finding mission covers the determination of the scope and volume of the tasks of the embassy and representation, the human resources and communication facilities available, and make recommendations for performance improvement.

Source of Fund:
European Union.

Status:
On-going.

Automation of the Ministry of Foreign Affairs and Emigrants

Background and Objectives:

The Ministry of Foreign Affairs is charged with the affairs of Lebanon's foreign policy, including registrations, coordination and execution. Although it has started to introduce computerization in its daily operation, it lacks funds and resources to complete its major directive of modernizing the whole ministry with the latest available technologies.

During 2000, OMSAR completed the implementation of a legal document management and archiving system at the Legal Consulting, Research & Documentation Center at the Ministry of Foreign Affairs. This system shall enhance the efficiency and transparency of decision-making on the administrative, diplomatic, and financial levels. The system is currently operational with all treaties available electronically. Minister Fouad el-Saad and Foreign Affairs Minister Mahmoud Hammoud launched the implementation of the legal document management and archiving system at the Legal Consulting, Research and Documentation Center in July 2001.

Scope of Work:

In order to complement the successful implementation of the above-mentioned project, OMSAR launched in December 2001 Phase II of the Automation of the Ministry of Foreign Affairs project. The project covers the definition of a global document management and archiving solution for the

Ministry of Foreign Affairs. The project will implement an ICT network infrastructure supported with essential hardware and standard applications for the whole Ministry.

The project is considered to be the cornerstone of all future IT projects that the Ministry of Foreign Affairs wishes to implement.

Source of Fund:
World Bank.

Status:
The project has been completed and its implementation was launched by Minister el-Saad and Foreign Affairs Minister Mahmoud Hammoud in November 2002.

Improving the Central Administration of Statistics

Background and Objectives:
The Central Administration of Statistics (CAS), which is directly linked to the president of the Council of Ministers, is in charge of gathering, publishing, and analyzing the national statistical data which covers all the economic, demographic, and social aspects in the country. The CAS is currently working on rebuilding the economic statistics system as well as its own restructuring with the support of the EU. To date, the CAS has made important achievements in the building of its institutional capacities despite the difficulties and challenges that face it. The CAS is still in dire need for support in order to be able to perform the tasks assigned to it, namely the provision of national accounting data and detailed data related to the national economy.

Scope of Work:
The major objectives of the assistance to the CAS are:

1- institutional development of CAS in the following main domains: human resources, organizational structure, legislative framework, financial and budgeting management and ICT policy, including data access and protection;

2- building capacity for producing economic statistics for modern national accounts;

3- producing provisional national accounts for 1997-2000 and in the process training staff in the modern international national accounts methodologies.

Source of Fund:
European Union.

Status:
The plan has made some major achievements in institutional structuring as well as in the completion of the preparatory work for surveys and basic field statistics.

The most important achievements of the past year were the setting up of a strategy plan for rebuilding the economic statistics system as well as the completion of all the necessary preparatory work for the enumeration of buildings and institutions, including training of the field work team and completion of 80% of the preparatory works for the execution of economic surveys. The necessary computer equipments for implementing the plan of the CAS for the coming year will be provided.

Development of a New System for Public Agencies

The Institutional Development Team

The main objective behind the establishment of public agencies was to setup an intermediary administrative body between the public and private sectors that will liberate the public sector from routine and bureaucracy and provide it with the simplicity and rapidity of procedures of the private sector. The public orders for public agencies, which are currently in force, were established in 1972. Despite the fact that these agencies were given legal entity as well as financial and administrative autonomy, they were subjected to tutelage and control which drastically curbed their independence and froze any decision made without prior consultation of the tutelage authority.

In order to promote the role of public agencies, OMSAR submitted to the Council of Ministers a draft law that amends the currently in force decree 4517/72. The draft law was referred to a ministerial committee presided by the vice-president of the Council of Ministers which suggested "making partial amendments to the current regulations, but without suggesting a substitute law."

Accordingly, OMSAR pursued its work and submitted two draft decrees and three circulars to the Presidency of the Council of Ministers:

1- The first draft decree defines the commitments of the president and members of the board of directors of public agencies.

2- The second draft decree deals with performance evaluation of public agencies.

3- The first circular asks public agencies, especially those that are investment-oriented, to adopt administrative, financial, and accounting systems appropriate to the nature of each agency, as well as rules and methods inspired by the private sector, whenever possible.

4- The second circular deals with encouraging the boards of directors of public agencies to delegate some of their prerogatives to the general directors, especially those related to transactions, reconciliations and arbitration in legal proceedings or disputes.

5- The third circular deals with establishing work programs as well as plans for implementation in public agencies.

These comprehensive texts are not substitutes for the general regulations for public agencies (4517/72). They merely introduce necessary amendments to these regulations and provide organizational guidelines to public agencies through circulars that will be issued by the President of the Council of Ministers.

Human Resources Development

After Six Years of Work... Completion of the Job Description Project

Job Description and Classification Working Team

OMSAR has completed the job description project for the public administration and handed it in to the Civil Service Board. The project aims to identify jobs in the Lebanese public administration, define their functions, responsibilities, requirements, work environment, qualifications, and evaluate each job to determine fair compatible salaries in light of the established criteria.

Preparation for the project started in mid-1994 when the Council of Ministers set up a committee headed by then Minister of State for Parliamentary Affairs, the Minister of State for Financial Affairs and the heads of the Civil Service Board and the Central Inspection. The committee was entrusted with "developing new grade and salary scales, performance evaluation and incentive systems… job descriptions, employment requirements, and compatible qualifications." The project was launched by ex-Minister, Mr. Anwar el-Khalil, followed up by Minister Bechara Merhej, and then stopped for some time. By the end of the year 2000, and after taking office, Mr. el-Saad decided to resume work on the project regardless of the obstacles and the huge scope of the work. Extensive field work started by preparing job descriptions for occupied and vacant jobs for categories three, four, and five. The exercise was totally completed in less than one and a half years. The Civil Service Board, represented by a senior controller, contributed to the exercise.

The functions of the team were restricted to the description of permanent jobs in the public administration, including those of the control agencies and the diplomatic corps. The jobs of the judges, military, and teaching staff, as well as those of public agencies were not included. All jobs in the public administration, whether vacant or occupied, were described with the exception of those of the ministries of Defense, Telecommunications and the Displaced. These jobs are now described in 14,930 forms of 106,000 pages and classified and documented in 171 files, according to the hierarchy of each ministry. The exercise has been automated through entering all gathered information in a database established for this purpose.

With the completion of the job description project, the main part of the work has been completed. Work has started in job classification. The services of a European expert were sought to assist in developing an action plan.

The job description exercise will allow the adoption of objective terms for employment together with defining the requirements and qualifications needed for each job. It will assist in accurate and comprehensive evaluation of performance, and in developing specialized training programs compatible with the actual requirements of each job, as well as sound and logical re-deployment and promotion of staff.

As to the job classification exercise, it will assist, through the evaluation of the functions, in classifying jobs into general and specific groups according to functions, and into categories, in addition to establishing fair salary scales that ensure equality between public sector employees. Up till now, Classification of all present jobs in Category 1, in all public administrations, and of all jobs in different categories in the Ministry of Economy and Trade has been completed.

Employee Guide: Rights and Obligations

In 1959, the Central Authority for Administrative Reform, which follows the Presidency of the Council of Ministers, recommended in a report on improving administrative work in Lebanon, the preparation of an "employee guide", which will encompass legislation and rules governing various job situations and information. It also recommended distribution of the guide to all employees to assist them in knowing their current and future rights, obligations and guarantees. On the other hand it made the employee aware of his limits of authority, obligations and how to practice and perform them.

In 2002, or 43 years after the recommendation, Minister el-Saad declared the issuance of the "Employee Guide" of which 10 thousand free copies shall be distributed to all civil servants.

The "Employee Guide" aims, first of all, at acquanting the employee during his work and after completion of his service with details of his rights in cases of appointment, compensation, allocations, leave of absence, retirement, termination of services, State Employee Cooperative benefits, and what he should or shouldn't do. In many cases ignorance might lead to unintentional mistakes, which adversely affects the employee himself and the citizen who is supposed to benefit from the public administration services.

The Committee, which undertook responsibility for preparing the Guide consisted of: Khattar Shibli, Samir Bader, Alia Abbas, Atef Merhi, Rahif Hajj Ali and Youssef Naous.

In a press conference announcing the issuance of the Guide, Minister el-Saad said:

"At the outset of the Third Millennium, accelerating developments in various fields, especially in technology, created new challenges. It crossed all borders and distances and turned the world into a small village governed by a harsh and merciless international system, with struggle for survival as one of its main aspects. Societies have no choice other than being strong or they will vanish. Despite its large area or huge resources, a society cannot be strong without this social partnership".

"Our meeting today is characterized by more than one aspect:

- Strengthening the basis of partnership with the private sector enterprises within the frame of the "citizen enterprise" project, which we launched earlier. I am proud to announce today the participation of "Chemaly and Chemaly" in the project. They have contributed the printing of 10 thousand copies of the "Employee Guide" and 10 thousand cards for the Central Office for Administrative Information".

This is an example of how relations should be. In the meantime we ask for your assistance. We are still in the beginning of the road. The journey will be tough and tiresome unless we are supported by our partners, i.e. you and the private sector enterprises and the civil society organizations.

- It is the day of launching the Guide. We have always considered that the close relationship between the behavior of the employee who sticks to his code of conduct and his full awareness of his rights and obligations is fundamental. For this we have issued the Guide.

By this Guide we add a new document to the collection of purposeful documents issued by OMSAR within the context of its mission to propagate a new administrative culture in response to new developments and challenges to formulate a new vision for the role of the State and employee responsibility for offering quality services to citizens".
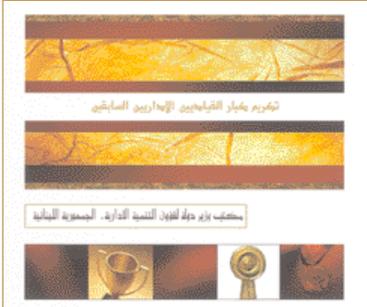
The ceremony of honoring retired civil servants

On December 29, 2001, OMSAR launched an initiative for honoring retired senior civil servants as a tribute and sign of gratitude to their services in the Lebanese administration. It is hoped that this event will be established as a yearly tradition and will be a step towards creating a "civil service" honor, which will be granted for distinguished public servants whose generous sacrifices surpass the limits of their job duties towards creation and innovation. In advanced countries, most administrative development plans stress that the human element is the most important administrative resource. They give great attention to human resources through an integrated process which starts by selection and rehabilitation followed by training and performance evaluation which will reward achievers and rectify and punish those who commit mistakes until they adjust their performance. The plans also offer material and moral incentives which will spur civil servants to do their best and enhance their performance. The process ends by honoring distinguished figures and heralding their names and achievements in mass media and honoring ceremonies.

In December last, a new batch of retired senior civil servants included: Mohammed Ghaziri, Zafer el-Hassan, Edward Ghorra, Zidan Zidan, and Mohammed Fawwaz.

OMSAR prepared a booklet on the new batch. It was distributed to participants in the ceremony and to mass media.

The booklet contained articles on administrative reform written by the honored themselves. Following are excerpts of Zafer el-Hassan's article:

"If the administration is not considered a cornerstone of the State, it is at least a condition and sign of its continuity. Administration is found since the birth of societies. The need for its reform goes back to the very beginnings. It seems strange that the administrative reform train after blowing 3 whistles before sixty years haven't yet reached its final destination. A question here arises: is the train going to make it in a country where allegiance to the faction precedes allegiance to the country? Every faction wants to tailor the nation according to its interests instead of tailoring the faction according to the interests of the nation. Politicians have also turned double personality into a methodology. They declare what is contrary to their intention and practice what they do not believe in. The public interest knights prefer illusion to reality. They trade in people's happiness and push them to spend more than they earn.

(…) For the administrative reform to be achievable and fruitful, it has to start from individual consciousness then from collective consciousness. This should be accompanied by the presence of an exemplary ruler who will set the pace for his subjects to follow, apply self-accountability before holding others accountable, and does not keep to himself what belongs to others, otherwise the wealth of the nation will dwindle and the number of the wealthy will increase. The ruler should act rather than talk instead of talking rather than acting. He must also be convinced that knowledge is not power monopoly or personal privilege. What he thinks as correct might be wrong and what seems as others' errors might be correct. Finally, public affairs are like a spring and thirsty people should kneel or bend to reach the water.

Is it a cry in the wilderness or futile idealism? Never. It is a reminder. It is a culture of commitment, preparedness and diligence".

A *new Performance Evaluation System*

After two years of enforcement of the existing performance evaluation system, it turned out that some of its provisions and mechanisms were in need for reconsideration and updating. The overall objective was to modernize the system and render its clauses clear, simplified, and easy to apply. In this context, the Civil Service Board sought the assistance of OMSAR in the elaboration of a new performance evaluation system and a development and modernization strategy to be carried out in coordination and collaboration with the Board. Consequently, a committee formed by the Minister of State for Administrative Reform formulated a new performance evaluation system, the main characteristics of which are:

◉ A one-level system for evaluation of the employee's performance by his immediate supervisor, instead of the two-level evaluation system, in order to avoid any potential complications and problems.

◉ The adoption of simplified work rules and mechanisms which are easy to apply by administrative leaders, in addition to setting short durations for implementation of the various stages of the system.

◉ The de-concentration in handling complaints, through the formation of an organism for handling complaints in every public administration.

◉ The new system gave the entrusted higher committee the authority to evaluate the performance of the civil servants of the first and second categories who are linked by a ministerial authority. It also gave the minister the right to establish evaluation committees and a higher committee for reference in each ministry.

🖎 The designing of clear and easy to use evaluation forms with reference criteria, which would enable the immediate superiors to   fill them smoothly. These forms will also include the superiors' suggestions for upgrading employee performance.

🖎 Introducing provisions which would allow the Mohafez (governor) to delegate his authorities in the evaluation of employee performance, within the Mohafaza's different units, to the heads of these units.

The project makes no mention of conduct matters such as disciplinary and punishment actions, as they are explicitly stipulated for in the Public Servants Statute. In parallel, the project work team is also preparing special evaluation systems for some professions conditions of which differ from those of the others. This is currently done in cooperation with the relevant parties such as the judicial assistants at the Ministry of Justice, the staff members at both the Ministry of Culture and Higher Education and the Lebanese University, and the employees of the foreign corps. Most of these systems have been elaborated and submitted to the concerned authorities for study and approval.

Minister Bechara Merhej in the opening ceremony

Arab delegates

Minister Asaad Diab in the opening ceremony

Under the auspices of the Lebanese Prime Minister, Mr. Rafic Hariri, the Arab Organization for Administrative Development held its Third Arab Administrative Conference under the heading "Creative and Innovative Leadership within the Bounds of Integrity and Transparency in the Lebanese capital, Beirut, in collaboration with OMSAR, between 28-31 October, 2002.

The Conference aimed at achieving many goals the most important of which:

□ Analyzing and diagnosing innovative leadership patterns of the Arab establishments, and methods for developing creative thought among their leaders.

□ Studying and analyzing visions of the Arab establishments and develop their human resources for the sake of change and development.

□ Grasping some Arab regional experiences in the field of government administrative reform.

□ Discussing the principles of integrity and transparency and the role of control, regulatory and social systems in eliminating administrative corruption.

The conference was attended by a distinguished group of 270 Arab administrative leaders, administration experts and practitioners representing 17 Arab countries: Jordan, UAE, Bahrain, Tunisia, Algeria, Saudi Arabia, Sudan, Syria, Iraq, Oman, Qatar, Kuwait, Lebanon, Libya, Egypt, Morocco and Yemen in addition to representatives of the Arab League, United Nations and International Transparency Organization.

Attendants discussed over four days and eight sessions subjects related to the objectives of the conference. They covered:

□ Creative leadership, vivid administration and organizational development.

□ Re-habilitation and development of human resources, re-structuring of operations, information and manpower, and reforming the public administration.

□ Integrity and transparency, control systems and fight of corruption.

Attendants came up with an action plan, in addition to the following recommendations:

1- The Arab Organization for Administrative Development, in collaboration with training centers and institutes in the Arab countries shall hold quality-training courses aiming at developing creative skills and strategic capabilities of the leader groups, which will achieve a quality move for Arab administrative cadres.

2- Holding annual meetings on the new roles of the State within the frame of partnership between the three sectors (public, private and civil society) and the role played by each of them in achieving sustained development.

3- Stressing the need for developing and formulating educational and training

programs which will meet effective needs of the individuals, institutions and the society at large and assist in boosting their performance and of their goals.

4- Expanding the circle of writing and publication in administrative knowledge and applicable labor guidebooks for various Arab institutions and companies, through seeking the services of well experienced and outstanding experts, in addition to documenting and wide spreading successful administrative experiences and practices.

5- Monitoring distinguished administrative experiences and practices of institutions and cadres operating in various productive sectors and services, with a view to documenting and spreading them and benefiting of their results.

6- Propagation and deepening of awareness of the integrity, transparency and accountability culture, through publication and holding of seminars and conferences, in order to reach practical and applicable mechanisms, which will sort them out and reveal the negative practices resulting from administrative corruption at all levels.

Encouraging Creativity in the Public Administration

Announcing the prize

As an encouragement to best administrative practices and creativity in the Arab institutions, and in line with the desire to develop human resources, improve their services, and activate their initiatives, and for encouraging the spirit of creation, quality and distinction in the Arab administration, and acting upon the initiative of UAE crown prince Mohammed Bin Rashid Al-Maktoum, establishment of a prize known as "Mohammed Bin Rashid Al-Maktoum for the Arab Administration was announced on 28/10/2001.

The general secretariat of the prize held on 10/10/2002 a familiarization seminar, where the goal of the prize, its rules, categories, and award criteria and nomination procedures were explained. The seminar was held in Bristol Hotel, in collaboration with OMSAR and under the auspices of Minister el-Saad.

Categories of the Prize:

▱ Distinguished Arab Institution: it includes any non-government Arab institution working in the Arab countries. Under this category falls: company, university, center, secretariat, divan, club, authority, office, forum, academy, institution, or the like.

▱ Distinguished Arab Government Institution: it includes any Arab government organ. Under this category falls: ministry, department, body, divan, administration, university, authority, secretariat, or the like.

▱ Distinguished Arab Administrative Experience: it includes any modern administrative experience, project or system applied in the public or private sectors, which had a positive impact on improving user or society services, or various fields of development.

▱ Distinguished Arab Administrative Personality: it includes choosing an Arab administrative personality well known for its distinguished performance. Selection will be based on the services and achievements performed by such personality.

▱ Distinguished Arab Administrative Woman: it includes selection of an Arab administrative woman known for her distinguished performance and achievements. Selection will be based on the record of service and achievements.

▱ Distinguished Arab Employee: it includes selection of a he/she Arab employee working in the public or private sectors, depending on his/her distinguished achievements.

Training

In line with its firm belief that the development of human resources, especially in the Lebanese public administration should precede any development or reform activity, OMSAR continued its extensive efforts in this regard through launching many ambitious and pioneer projects, which were implemented in the form of seminars, workshops and training courses.

These training courses aimed at dissemination of modern concepts in administering public agencies, eradication of IT illiteracy, transfer of new experiences, and enhancement of administrative and supervisory skills. Also, sectorial and specialized training was launched with the aim of boosting the standard of knowledge and skills of civil servants within their fields of specialty.

Category I Employees   Category II Employees   Category III Employees   Category IV Employees

Training

OMSAR staff

Engineers and Lab Technicians in Agricultural Scientific Research Institution

Municipal Councils

Members of Parliament   Inspectors   N.G.O.s   Media Staff and Information Attachès in Public Administrations
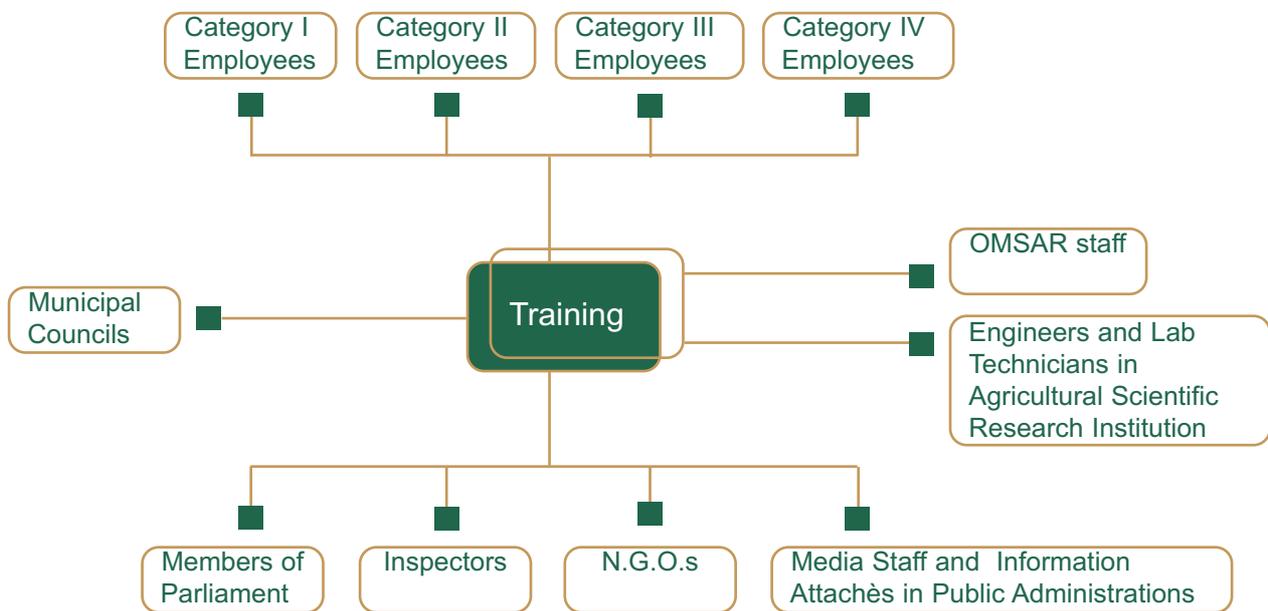
Training of Civil Servants

Training of Civil Servants on Supervisory and Management Skills

Training Session on Supervisory Skills

Background and Objectives:
Planning, setting priorities and supervising subordinates are basic to managing individual and organizational performance. The critical paradox of the situation is that a supervisor, while handling the same chores daily, he/she is pressed by shorter deadlines, competing priorities, endless meetings, interruptions and

higher demand on quality as some of today's challenges in an information-driven workplace, yet, the number of hours of his/her day remains the same!

The main objective of this project is to give the necessary tools to the staff of the various government ministries and agencies for making their work more productive, and to be able to improve the quality and the accuracy of their daily tasks.

Scope of Work:

The project addresses the training needs in administration of civil servants in the public sector through two sessions: administrative skills for the civil servants of the first category and supervision skills for the civil servants of the second category.

Source of Fund:
Arab fund.

Status:

The project was launched on June 17, 2002. Every session included 15 groups of 15 civil servants each. More than 450 civil servants were trained. Furthermore, the Arab Fund has given its approval for the completion of the project and the welcoming of 10 additional groups in each session.

Training on Project Management

Background and Objectives:

The aim of this proposal is to establish a pilot project dealing with project management within the Public Administration to make the best use of scarce and valuable resources. The subject choice is based on the various training needs assessments and surveys conducted among the middle cadre civil servants by the European Training Experts. The goal of this pilot project is to duplicate this training programme throughout the administration within the framework of generic training requirements in the absence of a national training strategy.

Scope of Work:

The target audience is selected Grades 2 and 3 civil servants who are currently or will eventually be involved in various aspects of activities requiring project management disciplines within the realm of their jobs' duties and responsibilities.

Source of Fund:
European Union.

Status:

A training session was held in September 2002 for a group of 18 employees. OMSAR has launched a new bid to train 10 new groups.

Training on Personal Development, Communication and Customer Service

Background and Objectives:

The aim of this project is to strengthen the civil servants' power of communication and its effects in breaking down work environment barriers by choosing the right method and approach to accommodate on-hand situations.The subject choice is based on the various training needs assessments and surveys conducted to date among the lower cadre civil servants by the European Training Experts.

Scope of Work:

The target audience is selected Grades 4 civil servants whose jobs require them to often be in contact with outside stakeholders and who must provide executive assistantship within the realm of their responsibilities.

Source of Fund:
European Union.

Status:

A training session was held in September 2002 for a group of 20 employees. OMSAR has launched a new bid to train 10 new groups.

Training of Administrative Figures

Inter-ministerial Workshops for Category I Civil Servants on Trends in Administrative Reform

Background and Objectives:

In the year 2001, a series of lectures carrying the name "Modern Public Administration: a Lebanese vision", and financed by the European Union, were performed addressing senior administrative figures in Category I. The series dealt with certain subjects such as "modern trends in administrative reform", "the citizen as a focus of the public administration", "result-oriental public administration", "new techniques for managing human resources", "reforming systems and legislation and eliminating organizational restrictions", and "moral accountability and control systems in the public administration".

These lectures were destined to provide a platform for discussing subjects relating to reform mechanisms and propagate a new administrative culture derived from experiences and successes of the public and private sectors in many countries, in addition to establishing social ties and relations between officials who are in need for interaction within the limits of performing their functions and exchanging their personal experiences.

Scope of Work:

Since these workshops were welcomed by administrative leaders, a new series was designed within the scope of "a modern public administration" workshop for 2002. The workshop was organized by OMSAR, in collaboration with the Civil Service Board at Al-Sheikh Hotel-Behamdoun, on 14/7/2002. The basic topics discussed in the seminar over two days centered around horizons for managing strategic planning in the public sector and its importance in developing and modernizing the Lebanese administration, its impact on improving public serv-ices and creating atmospheres suitable for change. Over two days, and in the presence of 22 top administrators from the central control agencies, ministries, and public agencies. The workshop discussed the importance of strategic planning in enabling administrators to achieve the goals of the administration with greater efficiency and vision. Planning will provide administrations with best programs and techniques, which will have direct impact on decision-making. It also identifies the obstacles, which have to be conquered in order to have an enlightened administration capable of taking right decisions.

OMSAR also organized a second workshop on modernizing the administration under the topic "Creative Leadership and Management of Change". The seminar was held in Park Hotel, Chtoura on August 10, 2002. Over two days, the workshop discussed the following topics: Management of change in the public administration, "the management of change: identifying problems and proposing solutions", and "systematic methods for the management of change".

The third workshop was held at Royal Park Hotel, Ain Saadeh on September 14, 2002, under the heading "common assessment framework in the public administration".

This technique avails the administrative leader to detect points of weakness in his administration as a prelude to identifying "possible areas for change", through involving the administration employees in the amelioration of proposals leading to the enhancement of "improvement areas", as the best means for mobilizing their capacities.

The workshop dealt with the following topics:

◗ Presenting the Common Assessment Framework (C.A.F) technique, as a tool for managing quality services, identifying mechanisms and indicators adopted in C.A.F, assessment of results and bench marking the achievements of the administration

◗ Analyzing assessment results and preparing improvement and development plans.

Status:
Three workshops were held in 2002. All these seminars were opened by Minister el-Saad.

Series of workshops held in Chtoura, Ain Saadeh, Brummana and Behamdoun

Specialized Sectorial Training

Inspector Training or Transfer of Knowledge

Background and Objectives:

Whereas the Office of the Minister of Sate for Administrative Reform believes in the necessity for the transfer of knowledge, or what is better known in the advanced countries as "Knowledge management", and whereas the Office believes in the need for benefiting of the expertise of those retired from the public service, a committee was formed of general inspectors and previous inspectors to undertake training of new inspectors, in cooperation with the Central Inspection.

Scope of Work:

Training courses were conducted as follows:

▲ Training financial inspectors on preparing for inspection functions and on ways for inspection and investigation, studying certain tax audit, expenditure, and public procurement files, and evaluating of the financial performance of the public agencies and municipalities.

▲ Training administrative inspectors on employee disciplines, organization of the public administrations, authorities and obligations of inspectors, preparing for inspection, investigation methods, data collection and report writing.

▲ Training educational inspectors on inspection methods, educational development plan, new educational programs, assessment of the educational process, school funds, parents' councils and school fees.

▲ Training inspector engineers on central inspection rules, construction and town planning rules, report writing, inspection methods and survey operations.

▲ Training inspectors in the Public Authority for Health, Social, and Agricultural Inspection on organizing inspector functions.

Source of Fund:
Lebanese Government.

Status:
All training courses were held in 2002.

Enhancing OMSAR's Staff Capabilities

Boosting the capabilities of OMSAR's staff is being achieved through specialized training financed by the European Union and UNDP. Examples of such training:

▲ Training members of the Procurement Unit on EU methods of procurement and contract management.

▲ Extensive training course abroad for OMSAR's main staff, each within his/her field of specialty, for a maximum of two weeks on modern techniques. Subjects include administration, procurement, and information and communication technology…

Training as Part of Specific Activities

It is worth mentioning that training constitutes also a part of OMSAR's specific activities. Such training is called Tailor-made Training Programmes.

This is the case of training in performance improvement planning (PIP) in the context of the PIP action plans, capacity-building training programme in simplification of administrative procedures and better regulation, capacity-building training in development of sector-specific key performance indicators, capacity-building of the Civil Service Board staff in Human Resources Management, training of

NGOs, training media personnel of public administrations on administration information...

A Seminar on Skills for Preparation and Presentation of Scientific Research

The Office of the Minister of State for Administrative Reform, organized, in collaboration with Team International, a citizen enterprise, a seminar on preparation and presentation of scientific researches. The seminar was organized in Tel El-Amara, Bekaa targeting researchers, engineers, and lab. technicians in the Agricultural Scientific Research Institute.

Main Goals of the Seminar:

▲ Developing methods for the preparation of scientific material and researches.

▲ Empowering participants to master modern and advanced presentation skills in scientific research.

Main Contents:

▲ A brief review of different kinds of scientific research and methods for preparation and writing.

▲ Data presentation methods:

☺ Highlighting the main points to be presented.

☺ Choosing the best method for presentation.

☺ Tables.

☺ Graphs.

▲ Statistical handling of data.

▲ Design and specifications of the research report.

▲ Oral presentation of the research report (addressing scientific audience).

▲ Oral presentation of the research report (addressing non-scientific audience).

A Seminar on School Administration and Educational Supervision

The Office of the Minister of State for Administrative Reform organized in collaboration with TEAM International, a citizen enterprise, a seminar on school administration and educational supervision. The seminar took place at the premises of the General Directorate for Technical and Vocational Training in Dekwaneh. It targeted headmasters of schools and technical institutes.

Main Goals of the Seminar:

Development and improvement of the administrative and educational performance of headmasters of schools and technical institutes.

Main Contents:

▲ The administrative process at schools.

▲ The Headmaster: Functions and Skills.

▲ School planning: Elements, steps and methods.

▲ Methods for evaluation and development of school staff.

▲ Administration of school meetings.

▲ Preparing and supervising the execution of the teaching program.

▲ Methods for supervising the work of teachers and students.

▲ Dealing with parents and local community.

▲ Creativity and innovation in school work.

▲ Presentation of financial and accounting affairs which identify procurement decisions, functions of material handling committees and financial records.

Minister el-Saad and Minister of Higher Education, Abdul Raheem Murad distributed certificates to the directors of technical and vocational education who completed the training course on "School Administration and Educational Supervision".

Computer Training

Training in office work efficiency, information and communication technology

IT training in Marjeyoun

Background and Objectives:

The main objective of this project is to give the necessary tools to the staff of the various beneficiaries for making their work more productive, and to be able to improve the quality and the accuracy of their daily work.

Scope of Work:

This project addresses the training of civil servants in different grades. Those are expected to use their own computers once trained. Worth mentioning is that training shall be conducted by a training provider through a demand driven framework for one complete year. Training is not limited to end-users, database management or network administration, but covers all types of ICT requirements and administrations/agencies' needs.

Source of Fund:
Arab Fund.

Status:

The project was launched in June 2002 and is open to all trainees, whatever their number and/or specialization.

The project has welcomed to this day more than 2800 employees from various public administrations and agencies from all categories (1 to 5).

Training of the Members of Parliament on the Use of Computers

The Members of Parliament (who were trained) on the use of computers are:

Ahmad Fatfat - Antoine Haddad - Bassem Sabeh - Jean Oghassabian - Jamal Isamil - Georges Kassardgi - Georges Najem - Robert Ghanem - Sami al-Khatib - Salim Saadeh - Serge Toursarkissian - Atef Majdalani - Abbas Hachem - Abdel-Latif Zein - Abdallah Farhat - Alaeddine Terro - Ali al-Khalil - Ali Hassan Khalil - Ghazi Zeaïter - Faysal Daoud - Kassem Omar Hachem - Kayssar Mouawad - Karim el-Rassy - Mohammed Hajjar - Mohammed Kabbani - Mohammed Yehya - Mahmoud Abou Hamdan - Marwan Farès - Nayla Mouawad - Nasser Kandil - Nazih Mansour.

Other Members of Parliament will also be trained soon.

Training of Municipal Councils

Re-activation of Municipal Work

Background and Objectives:

OMSAR launched with the collaboration of the Ministry of Interior and Municipalities a series of sessions held in the different mohafazas in Lebanon with the aim of reactivating municipal work.

Scope of Work:

The seminars covered three main topics: Administrative, Financial and Technical affairs presented by six Local experts in the field. The administrative part dealt with the general municipal regulations and bylaws such as: mandates, elections of head and vice head, resolution passing, holding meetings and keeping minutes and other related issues. The

financial part dealt with the preparation of the municipal budgets and the interpretation of accounting procedures as required by the Lebanese accounting system. It also dealt with the instructions on accounting entries and general bookkeeping. The technical part covered land regulations and permits, classified businesses, plus several other legal related matters.

These sessions target, in their first stage, the small municipalities the members of which do not exceed 9. In a later stage, they will be expanded to encompass all municipalities in Lebanon.

Municipal councils in Marjeyoun

Source of Fund:
European Union.

Status:
Six training sessions were held with a focus on the liberated regions, and were followed by more than 800 heads and members of municipalities. These sessions were held in:
* Aley (11/8/2001).
* Saida (25/8/2001).
* Zahle (1/9/2001).
* Tripoli (9/7/2001).
* Jezzine (9/3/2002).
* Marjeyoun/Hasbaya (24/8/2002).

Municipal councils in Tripoli

Re-activation of the Municipal Work in the Liberated Areas:
Minister el-Saad delivered a speech in Jezzine Sarai. Following are some excerpts:

"Though we have been isolated from recent developments for compelling reasons you are aware of, the municipal elections which took place in 1998

Municipal councils in Jezzine

followed by the elections in the liberated areas, put the elected municipal councils as well as the government face to face with long awaited demands:

Re-activation of the municipal role in economic, social, environmental and development fields in various Lebanese areas, organization and control of urban expansion, infrastructure construction and maintenance, and provision of basic services to citizens.

Since you were elected, you had a big responsibility. You are no more a competing party. You represent all the citizens of your village or city, whether they voted for you or not. This is the essence of true democracy. You have the responsibility of providing better services to all your citizens without discrimination, bias or vengeance. This is the core of efficient and sound institutional work.

We do not assume that we are able within twenty-four hours to address all issues relating to municipal activity or best practices. However, we will try to write the first line in the register of achievements. You have the responsibility of completing the job, and we hope that it will be great.

These are your villages and cities, and you are the owners of the house, and the owners of the house know its problems better than others. You are more capable than others in finding the solution, which will keep the house prosperous and in good shape".

Institutionalizing Training

Support and Launch of the Institute of Public Administration

French Ambassador Mr. Philip Le Courtier

Background and Objectives:

It is clearly understood that the initial and continued training of public servants in Lebanon is rather archaic and neglected. Training, however, is the key element which permits the reactivation of the Public Service whilst preserving the experience of the existing personnel, in an era where management of know-how in the public and private sectors is the best guarantee for the success of an institution or enterprise.

What is the current state of Training? The Institute of Public Administration (IPA) replaced the National Institute for Administration Development (NIAD) which was established in 1959 and which constituted an integral part of the Civil Service Board. Compared to its predecessor, the IPA today enjoys far greater autonomy. It exists as an autonomous entity whilst remaining under the tutelage of the Board. This gives the IPA greater liberty to maneuver and stay at a distance from the burden of bureaucracy.

Scope of Work:

To guarantee the success of the IPA, the Lebanese government has requested the aid of the French National School for Administration (ENA) to develop an efficient training program in the field of public administration. A protocol was signed in June 1999 between the Civil Service Board and the ENA; all that remains is the implementation. In this light, the Minister of State for Administrative Reform, during two trips to Paris, made contact with the ENA officials to discuss ways for establishing fruitful cooperation with ENA (public servants recruitment, organization of examination, organizations of different IPA services, developing educational and training programs…). Minister el-Saad has followed up this file with the Council for Ministers:

1- On the one hand, amending the decree of the 7th of May 2001 relating to the conditions for nomination of the board of directors, opening the doors of the Board to ENA graduates regardless of age and experience. On the other hand, a post was created for a wholly engaged director general who will assume executive power in parallel to the board's decision-making power. The decree no 4329 was amended on 25/10/2000. It stipulated that the chairman of the board shall be wholly engaged in his position and shall also assume the role of the director general.

2- Since the IPA does not yet have its own budget, OMSAR has used its own resources to rent and furnish offices and has put them temporarily at the disposal of the IPA to enable it to commence its proper functioning. OMSAR will do its best to provide the IPA with required future needs of office equipment and computers.

3- In 2002, a new board of directors was formed and moved to a new building which was inaugurated by French president Jacques Chirac and Lebanese president Emile Lahoud during the Francophone Summit.

4- Coordination with ENA was also launched in 2002 after the visit of ENA directors.

Source of Fund:

The rent of the offices was financed by OMSAR and their equipments by the Arab Fund (before the IPA moved to the new building).

Status:

OMSAR has provided the assistance required for IPA office operations.

Technical Assistance for Administrations
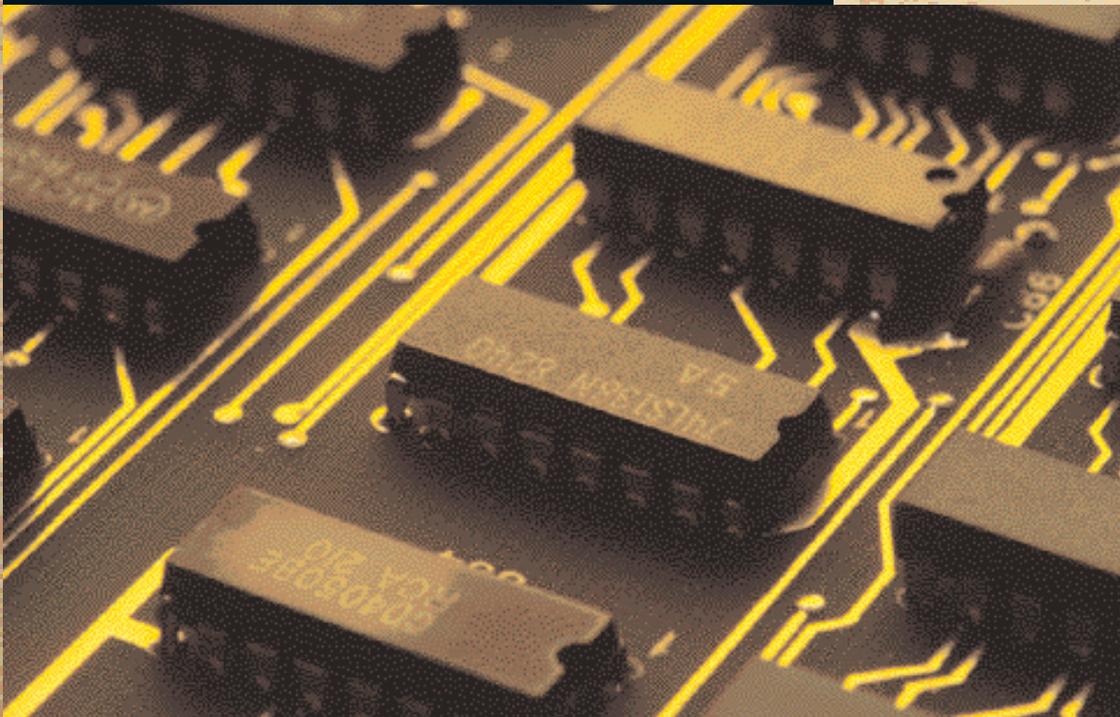
OMSAR is well known for the transparency of its tenders.

The procurement team within the Technical Cooperation Unit provides a mechanism for implementing projects financed by loans or grants within the frame of the National Administrative Rehabilitation Project (NARP).

The team follows the procurement methods adopted by donor parties concerning procurement of goods and services needed for these projects. This procedure has been adopted since the launching of the project and through preparation of the terms of reference, award of the contract and handing the project over to the beneficiary administration or public agency.

Because of the wide expertise acquired through continuous dealing with the financing parties, and due to its members high qualifications, the working team has gained the confidence of various administrations. As a result the procurement team's advice and/or participation in the works of several other administrations has often been sought.

Technical Assistance to the Ministry of Culture in the Organization of the Francophone and Arab Summits

Background and Objectives:

The Ministry of Culture which was responsible for organizing the Francophone Summit (October 2002) and the Arab Summit (March 2002) requested the assistance of the Information and Communication Technology department (ICT) at OMSAR which provided necessary means and equipment to help manage this huge operation.

The Francophone summit is of great importance to Lebanon's location on the world map. Lebanon welcomed all the member states in the organization of French-speaking countries except the Dominican Republic which did not attend for economic reasons: 51 member states, 5 observing states (Poland, Czech Republic, Slovenia, Lithuania, and Bulgaria), and two invitee states (Algeria and Slovakia). The 42 delegations that participated in the Francophone Summit included Arab leaders such as the king of Morocco, the heir apparent to the Kingdom of Saudi Arabia, and the Presidents of Syria, Yemen, Tunisia, and Algeria.

As for the Arab Summit, all the Arab states were present.

French president Mr. Jacques Chirac

Scope of Work:

OMSAR provided the necessary computer equipment and software, human resources, and

The Francophone Summit

training sessions for the Arab and Francophone Summits.

Source of Fund:
Lebanese government

Status:
Project completed.

Technical Assistance to the Ministry of Public Health

Background and Objectives:
The Central Laboratory of the Ministry of Public Health in Beirut does not currently have an IT team that is capable of designing an IT environment that would be suitable for running its operations. A few months back, the director of the laboratory requested the help of OMSAR in order to devise an IT plan that would take care of its immediate automation needs.

Scope of Work:
The minister and the director formed a team that included a project manager, a project supervisor and a programmer/analyst. The team put together a proposal that included technical and functional specifications for the following elements:
✿ networking infrastructure
✿ computer hardware, peripherals and related software
✿ customized applications for stock/asset management, accounting, tracking medical tests and a workflow system.

Source of Fund:
Government of Lebanon

Status:
Bidding stage.

Automation of the Ministry of Displaced

Background and Objectives:
The previous computer system of the Ministry of Displaced was installed in the early 1990's. During late 1999, OMSAR carried out site inspection to assess the implications of the Year 2000 (Y2K) problem. Some components were fixed, others needed to be replaced. Updating and adding functionality and new technologies to the system had become a necessity, as it no longer met the current operational and administrative requirements of the Ministry of Displaced.

Scope of Work:
The automation of the Ministry of Displaced project covers the implementation of a new ICT infrastructure network and providing the ministry with new servers, computers and software packages to support an application system that consolidates records of all Displaced Citizens and their related data. The project includes a training component to allow the ministry's technical team run and administer the network and all running application systems.

Source of Fund:
Government of Lebanon.

Status:
The part of the project related to the ICT network, servers and computers was completed. As for the part related to the upgrade of the application systems and programs used by the Ministry of the Displaced for records and data, it is still on-going.

Conversion and Storage of Microfilms of the National Archives

Background and Objectives:
The National Archives possesses a great number of microfilms numbering in the tens of thousands that are starting to get old and to decay. In order to be saved, the information on these microfilms needs to be transferred to another, longer-lasting medium. OMSAR, having provided the facility to store this information on optical disk and having developed the appropriate application in the first phase, will continue the work by implementing a project that would ensure the transfer and safekeeping of tens of millions of images.

Scope of Work:
The project will provide enough microfilm digitizers and human resources to transfer the data into digital images and save them on optical disks.

Source of Fund:
Arab Fund.

Status:
Preparation phase.
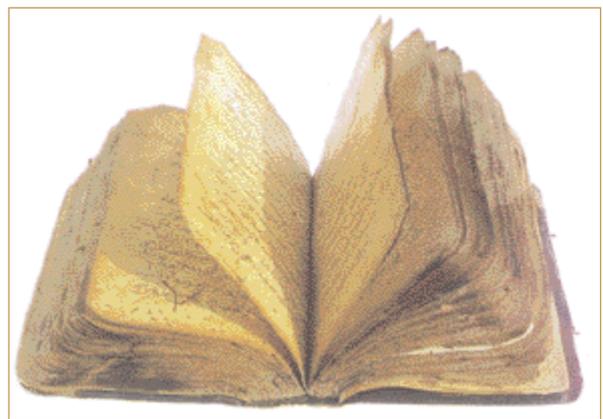
Books and newspapers belonging to the National Archives

Capacity Building of the Lebanese National Center for Remote Sensing

Background and Objectives:
With a profound belief that it is a vital institution with mandates allowing it to serve many sectors in developing thematic maps to improve their decision making process, OMSAR is planning to launch some activities to enhance the capacity of the Lebanese National Council for Remote Sensing.

Scope of Work:
The project should assess the current capacities and facilities of the National Center for Remote Sensing, evaluate the technical gaps (hardware, software & peripherals) and identify the training needs.

Source of Fund:
Arab Fund.

Status:
The study was performed by an international expert and the execution of its

recommendations is currently being examined with the collaboration of the Lebanese National Center for Remote Sensing.

Automation of Beirut Water Authority (Centralized Control System)

Background and Objectives:
Established in 1951, the Water Authority of Beirut is in charge of continuously ensuring the supply of safe potable water to inhabitants of Beirut and its suburbs. It operates and maintains the water pumping and treatment installations and supplies to subscribers through its primary, secondary and tertiary networks.

Scope of Work:
OMSAR will coordinate and manage the implementation of an integrated Centralized Control System to monitor the whole water network in order to optimally exploit and utilize water resources in Beirut. The system will allow the Water Authority of Beirut to centrally monitor the Water Network and dispatch requests for action through work orders to correct centrally monitored situations.

Source of Fund:
Arab Fund.

Status:
The elements of the project were designed based on a study performed by a local expert. OMSAR will provide the centralized control system through an international tender.

Electronic Document Management and Workflow System at the Directorate General of Urban Planning

Background and Objectives:
A joint committee, consisting of staff from the Office of the Minister of State for Administrative Reform and the Directorate, conducted site surveys and interviews with key personnel to determine the immediate and future ICT needs of the Directorate of Urban Planning. The committee laid out a long-term plan that has the following objectives: To improve services to the public by introducing a document management application (electronic archiving and workflow system) that will register and keep track of all its dealings with the Directorate.

Scope of Work:
The first phase of the long-term plan covered the following:
1. The improvement of the network infrastructure of the Directorate;
2. The deployment of computer hardware and software packages;
3. The development and implementation of an electronic document management and workflow system;
4. Appropriate training and support.
The first phase was completed. As for the second phase, it includes computer hardware and software that will help the Urban Planning to implement electronic document management in 21 regional centers attached to the Directorate General of Urban Planning.

Source of Fund:
Government of Lebanon (DG of Urban Planning) and Arab Fund.

Status:
The tender related to the second phase has been launched.

Technical Support Team for the Government of Lebanon

Support Staff and Network Administration Team

Background and Objectives:

The government of Lebanon signed during 2002 an enterprise agreement with Microsoft for the provision and maintenance of the most commonly used desktop and server applications. In order to help with the deployment of this project, OMSAR created a support team that would have as its main functions the following:

★ Helping with the deployment of software packages that fall under the umbrella of the enterprise agreement.

★ Assisting government institutions with common IT-related problems.

★ Following up with suppliers on support and maintenance issues.

Scope of Work:

OMSAR hired and trained a team of 4 technicians that are on call 6 days a week. The team may be contacted cur-

rently by phone. In the near future, the team will use the HP Openview Help Desk Module to keep track of its calls and to allow the online logging of calls over the Internet.

Source of Fund:

The government of Lebanon and the World Bank (for the help desk module).

Status:

Implementation started in September 2002.

A circular was issued by the Council of Ministers concerning coordination with the Office of the Minister of State for Administrative Reform in connection with ICT projects.

The circular states as follows: "Whereas the Office of the Minister of State for Administrative Reform possesses a qualified and experienced staff, which enables the Office to successfully implement ICT projects, and

(...) Whereas coordination between ICT projects is necessary, especially in the early stages, as it eliminates repetition and duplication of effort, increases the chances for sharing data at various government levels, saves conflict between ICT systems, increases alternatives and available solutions, and assists in increasing the chances of success.

Therefore, all public administrations, agencies and municipalities are asked, when studying or implementing a project related to Information and Communication Technology, to inform OMSAR of the details of the project, coordinate with it, and seek its opinion and support, in order to ensure maximum efficiency and guarantee secure investment in the ICT public sector projects in a regular manner, and in accordance with standard rules, principles and criteria".

ICT Infrastructure for Public Administrations
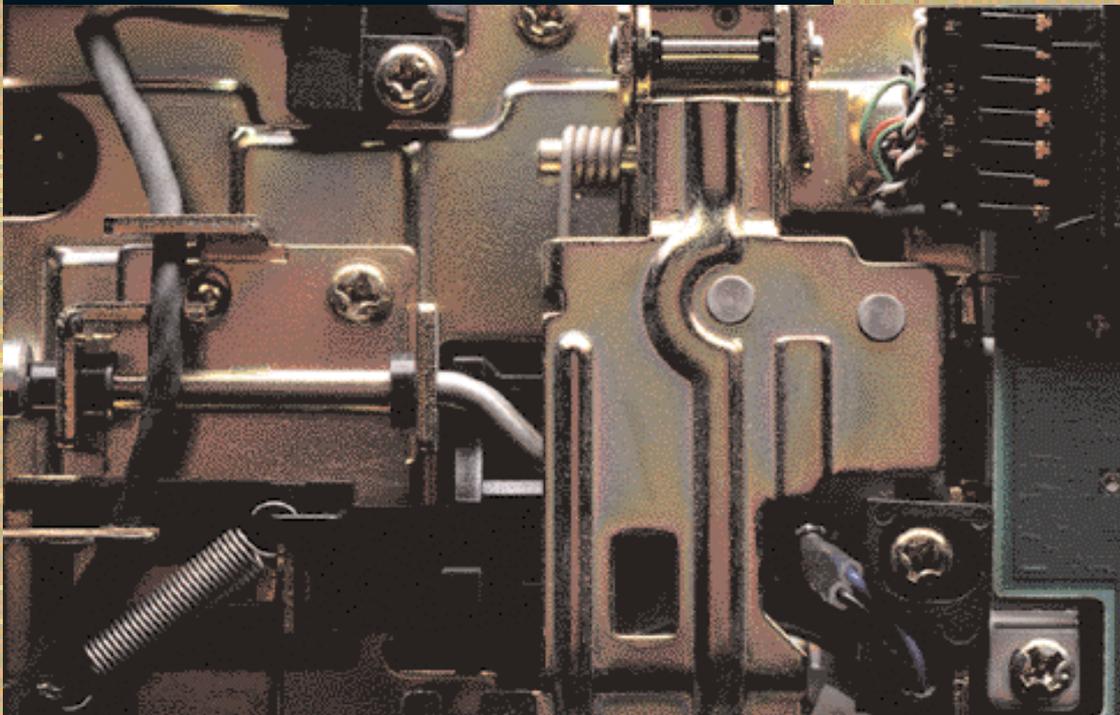
Automation of the Directorate General of the Presidency (Phase four)

Background and Objectives:
Following the successful implementation of the first three phases of the project related to the automation of the Directorate General of the Presidency, new buildings were added to the presidential palace. OMSAR accompanied this expansion by providing the necessary infrastructure, equipment, systems as well as training of new personnel.

Scope of Work:
The project covers the purchase, delivery and installation of computer hardware and software, basic and advanced training, support as well as the consolidation and improvement of the existing communication infrastructure (cabling, switches, modems, routers, etc.).

Source of Fund:
Arab Fund.

Status:
Tender was launched.

Automation of the Parliament

Background and Objectives:
The Parliament of Lebanon started its automation efforts a few years back. Like many first attempts, the effort was limited to specific areas and applications. As essential as they were, these pilot endeavors overlooked many areas of the Parliament and created a fragmented ICT environment. Conscious of its need to move to a unified ICT environment by adopting a more integrated approach to automation, the Parliament of Lebanon asked OMSAR to conceive and implement an overall automation plan that would take into consideration its current and near future needs.

Scope of Work:
The overall automation plan includes several elements and is to be implemented over several phases. This project covers the first phase. It includes the Parliament's automation infrastructure, hardware and immediate support needs and is coupled with an extensive training component that will be taking place simultaneously. The included support component and the accompanying training will ready the staff and users of the Parliament for the upcoming phases of the project. The second phase will include document and library management systems.

Source of Fund:
Arab Fund.

Status:
Phase one was completed, and phase two is to be launched at a later stage.

Provision of Computer Hardware and Software to Ministries and Public Agencies

Background and Objectives:
In its constant quest to introduce information and communication technology to public administrations and institutions, OMSAR regularly uses the funding it receives to provide the necessary infrastructure of communication networks, computer hardware, servers, and accessories as well as the related software.

Scope of Work:
This project provides complementary computer equipment and software licenses to a number of ministries and agencies under two separate contracts.

Source of Fund:
World Bank - Arab Fund - Lebanese government.

Status:
More than 198 computers and servers with their hardware and software were provided in 2002.

Provision of Hardware and Training for Municipalities of the Liberated Regions

Background and Objectives:
The Israeli occupation of the South had meant that local municipalities were left to fend for themselves for a period that extended more than 20 years. After the liberation of the area, many of these

municipalities contacted OMSAR for assistance.
The main objective of this project is to introduce municipalities to modern work methods and to improve services to the public.

Scope of Work:
The project covers the distribution of 59 PCs, 59 printers, 59 UPSs and the training of 60 municipalities with permanent staff .

Source of Fund:
World Bank (IDF Grant).

Status:
Project completed.

Hardware for the Railway and Public Transport Authority

Background and Objectives:
The Railway and Public Transport Authority is responsible for the operation of the public transport network (buses and railways).
It is in the process of automating all its internal operations and procedures.

Scope of Work:
The project consists of providing the Railway and Public Transport Authority's fleet with a maintenance software package along with the associated hardware and networking equipment.

Source of Fund:
Arab Fund.

Status:
Computer equipment was delivered. Upcoming phases are currently under study.

Attendance and Payroll Management System

Scope of Work:
The project covers the implementation of a turnkey integrated biometric fingure prints recognition time attendance control system for many government ministries and agencies. Following the success of the first phase, a second phase was initiated to cover additional ministries.

Source of Fund:
World Bank and Arab Fund.

Status:
All the elements related to equipment and training were delivered in two phases in 75 locations in public administrations and institutions having 10,000 employees.

Background and Objectives:
The Government of Lebanon has placed reform on its top priority. One of the areas it has addressed is the irregularity of the government employees attendance at their respective offices. It plans to correct these irregularities and to curb any form of deception of the existing system. To that extent, the Presidency of the Council of Ministers issued on the 15th of February 1999 a circular number 12/99 to all government agencies asking them to implement a modern electronic time attendance control system. Requests for these systems where received by OMSAR, which designed an integrated project. The primary purpose of this project is to control the attendance of employees at the government ministries and agencies. Its main objectives are to (a) ensure accurate personnel identification and authentication; (b) ensure the physical registration of attending employees; (c) control the working hours of various categories of employees depending on their job requirements; (d) control salaries and wages expenditure which directly affects the overall budget of the Ministries, and indirectly the overall budget of the government.

Provision of Queuing Machines to Ministries and Public Agencies

Background and Objectives:
Citizens come in great numbers to public administrations and agencies each day. In order to organize their access to public services, OMSAR suggested the installation of queuing machines that guarantee equal access to all citizens, since they give each citizen a serial number to facilitate his submission or reception of procedures.

Scope of Work:
The project involves the installation of queuing machines in a number of ministries and public institutions.

Source of Fund:
Lebanese government.

Status:
The project was completed in the Ministry of Labor and is on-going in other ministries in need of such machines.

Information Systems for Public Administrations

The Automation and Simplification of the Medical and Social Compensation at the Co-operative of Government Employees

A press conference to launch the project

Background and Objectives:

The Co-operative of Government Employees (COOP) is an autonomous public institution that provides services (medical aid, grants, loans, etc.) for permanent Government employees. Its role is to give medical and social compensations to all government employees (estimated at 75000). Each employee, based on his administration, title and position, has some rights concerning the compensations. A joint OMSAR/COOP committee identified the automation of the Medical and Social Compensation function as critical for ensuring the provision of quality service.

The main objectives for the implementation of a Medical and Social Compensation Information system are: (a) providing a better service to the subscribers, making major savings on budget by avoiding illegal cases and thus serving more cases with the allocated budget; (b) uniform standardization of the work throughout all branches; (c) speeding the processing time of a claim; (d) cross branch hospitalization; (e) effective management of branches and department by viewing their activities.

Scope of Work:

The scope covers the full implementation of a centralized information system, including all necessary equipment, standard applications, training and data entry.

Source of Fund:

Arab Fund.

Status:

The system has been operating since 2001 at the COOP center in Beirut. We are currently working on providing a link between the COOP centers in all the mohafazat and the COOP center in Beirut. The procedures related to the COOP have been simplified and its offices reorganized to facilitate and speed up "customer" service.

Minister el-Saad and the Director General of the COOP, Mr. Anwar Daoe, held a joint press conference on July 1, 2002, where the Minister launched automation of the health-social system in the Cooperative, including educational, marriage, birth, medical, and treatment assistance in addition to the financial system. He also announced that the second step will be the creation of a web site which will provide beneficiaries with various information related to Cooperative services, automation of archives and resolutions of the board of directors.

This is considered a pioneer project in the public sector, as it provides new methods for formality handling and new work methods and practices.

Automation of the Documentation Center in the National Council for Scientific Research

Background and Objectives:

The National Council for Scientific Research (CNRS) is entrusted to prepare the general outline of the national science policy, promoting of scientific research and the optimum utilization of the country's scientific resources for public welfare.

The National Council for Scientific Research Documentation Center provides various services to CNRS staff and all subcontracted scientists such as collecting, processing, and disseminating scientific information at national and international levels using appropriate information and communication technology.

In compliance with Lebanon's obligations as member of the International Atomic Energy Agency (IAEA) and the Food and Agriculture Organization of the United Nations (FAO), the documentation center periodically provides reference information to the projects and researches in the relevant fields.

The objectives of this project are to protect the scientific information currently available on paper from potential loss due to distortion, and make them available and easily accessible to the CNRS staff, scientific researchers, international organizations and at a later stage to the public through the Internet.

Scope of Work:

The project includes the provision of servers, personal computers, scanners and communication equipment. It also includes a specialized software application to scan, store and facilitate the retrieval of documents.

The project provides also specialized training for the documentation center staff in addition to technical support help in scanning archival documents.

Source of Fund:
Arab Fund.

Status:
Tender documents under preparation.

Automation of Elyssar

Background and Objectives:

The southwestern suburbs of Beirut are home to a large community of displaced people who are living in the area in substandard, makeshift homes that were built haphazardly, hastily and illegally after the 1978 and the 1982 Israeli invasions and during the Lebanese civil war. The area is bursting at the seams with an exploding population, a fact that is imposing an exacting toll on an underdeveloped infrastructure.

In order to deal with the daunting social, urban and legal problems that had developed during years of war and neglect, the Lebanese government approved in 1995 a master plan/project that contained an outline for the general redevelopment and improvement of the area and created the Public Agency for the Planning and Development of the Southwestern Suburbs of Beirut (code name: Elyssar).

Scope of Work:

The project includes the following elements:

▢ Structured cabling, computer equipment and peripherals.

▢ Development and implementation of the "Elyssar Geographical Information System (EGIS)".

▢ Customization and implementation of a document management system.

▢ Customization and implementation of a human resources management (HRM) package.

▢ Customization and implementation of a financial management software (FMS) package.

▢ Training.

Source of Fund:
Arab Fund.

Status:
Under preparation.

Geographical Information System and Document Management System for Litani River Authority

The launching of the project

The Procurement Team

Background and Objectives:

In order to improve its working environment, the Litani River Authority needs to develop a system to manage all documents and maps that are in its possession. OMSAR has created a project that will assist the Litani River Authority in organizing its resources and data by the acquisition, development and implementation of a GIS (geographic information system) package that includes a full set of digitized maps. The project also covers the purchase, customization and implementation of a DMS (document management system) for all non-GIS-specific data as well as the integration of both packages.

Scope of Work:

For this project, OMSAR has adopted a brand new approach that will combine both the GIS and the DMS needs of the Litani River Authority into one integrated application. This integrated approach will eliminate duplication in the areas of data entry and research and will greatly enhance the performance of both the staff and the administration of the Litani River Authority. It is worth noting that the integrated GIS-DMS application of the Litani River Authority will be the first of its kind in the Middle East.

Source of Fund:
Arab Fund.

Status:
Implementation started in early November 2002.

Automation of Barouk Water Authority

Background and Objectives:

The Barouk Water Authority is mandated to manage the Chouf Water Supply. This entails managing the water flow from the various sources under its mandate, operating and maintaining the pumping and water treatment installations and supplying water to the sub-

scribers. The Barouk Water Authority aims at modernizing itself in order to provide better customer service to its subscribers.

Scope of Work:

The Technical Terms of Reference for the projects identified by OMSAR and the

Barouk Water Authority include the implementation of a Local Area Network and a Wide Area Network at the main office, an Archiving/Document Management System, a Complaints Handling System, a Stock Management System...

Source of Fund:
Arab Fund.

Status:
On-going.

Automation and Modern Statistical Equipment for the Lebanese Agricultural Research Institute

Agriculture in Bekaa

Meeting with D.G. of Agricultural Scientific Research Institute, Dr. Michel Afram

Background and Objectives:

With the help of international donors, the Lebanese Agricultural Research Institute started automating some of its operations few years ago. Many of its research departments are still without appropriate modern equipment that would allow them to enhance research inside their laboratories. Providing new modern equipment would help researchers in performing their work, whether in the field or laboratory.

Scope of Work:

✳ The project includes re-habilitation and completion of the infrastructure needed for automation of the Lebanese Agricultural Research Institute at its headquarters in Tel el-Amara, providing computer hardware and relevant software, and establishing a system for document handling, training on Geographic Information System and provision of urgent support needs. The works covered by the project will include seven different locations in Lebanon (Al-Fanar- Mount Lebanon, Tel-el-Amara and Turbul-Bekaa, Sour and Libaa- South Lebanon, Abdeh and Kfershakhna- North Lebanon).

✳ The project also provides the Lebanese Agricultural Research Institute with data collection equipment and modern statistical tools, in order to improve capacity and ensure accuracy of agricultural scientific research, in addition to specialized IT programs. It also includes training of the Institute researchers on using such equipment and entering data into the computer to obtain statistical reports.

Source of Fund:
Arab Fund

Status:
On-going.

Imaging, Document Management and GIS System for the Ministry of Culture

The National Museum

Minister of Culture, Mr. Ghassan Salameh
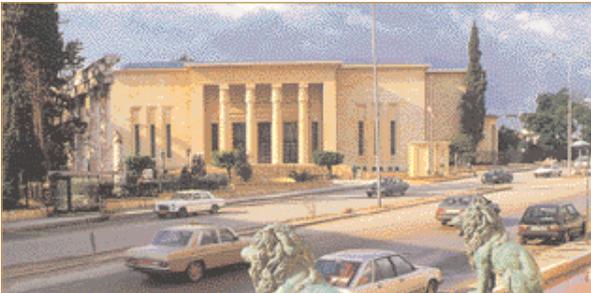
Background and Objectives:

At the Directorate General of Antiquities, a big number of rare photographs and maps is accumulated since the end of last century, in addition to a huge number of administrative files for sites and antiquity pieces.

Since the historical sites have lost many of their architectural and heritage components during the war, the available photographs, maps and documents are considered of utmost importance for review and renovation operations. It is necessary, therefore, to archive and scan these documents according to modern methods, in order to protect them from damage and decay and ensure their flexible retrieval and use in an optimum way and with less time and effort.

The project aims at protecting said documents against damage, facilitating their use by antiquity specialists and amateurs, and improving functional, administrative and scientific performance for better management of our heritage. It also aims at database developing for paintings, books, and historical collections currently available at the Directorate General for Culture.

Scope of Work:

The project includes provision of advanced hardware to scan and store documents, photographs, maps and work of arts databases electronicaly, in addi-

tion to linkage between the Directorate General for Culture and Antiquities and the UNESCO Palace and the National Higher Institute for Music (Conservatoire).

The project also includes introducing a specialized software system for document management (DMS), in addition to specialized training for antiquity experts and employees at the Ministry of Culture.

Moreover, the project provides technical assistance for scanning photographs, documents and maps.

Source of Fund:
Arab Fund.

Status:
Tender documents are being prepared.

Implementing the "Rights and Access Information System" at the Ministry of Social Affairs

Background and Objectives:

The Lebanese civil war, in addition to car, work-related and other accidents, has left behind many handicapped/disabled who are in need of rehabilitation, retraining and re-introduction to productive life. To deal with the needs of the disabled, the Ministry of Social Affairs

established several community centers that are spread out geographically throughout the country. The "Centers for the Disabled" use various methods to keep track of clients (the disabled) and services. The principal tracking method that was in use at all regional centers is a computer program that was developed in-house a few years ago and which was run on older PCs. Both software and hardware were no longer able to accommodate the growing needs of the centers.

The Rights and Access Information System has the following objectives:

a- tracking clients;

b- identifying the rights and entitlements of clients (Rights);

c- facilitating and improving access to available services (Access);

d- avoiding duplication of services across regional centers;

e- providing statistical data to help analyze current and future needs and pinpoint possible areas of improvement;

f- linking donors -and eventually service providers- to the main database in order to speed up procedures.

Scope of Work:

Two components, each procured under a separate contract, were identified: Hardware and Software. The scope of the software component of the project includes the analysis, design, development, testing, user training and implementation of the Rights and Access Information System in six locations that are spread out across Lebanon. The scope of the hardware component of the project includes the creation of a communication infrastructure in six locations that are spread out across Lebanon, in addition to the supply of PCs and peripherals.

Source of Fund:
World Bank.

Status:
The Ministry of Social Affairs has implemented the new system, and the project was inaugurated in April 2002 by the Minister of State for Administrative Reform and the Minister of Social Affairs.

Automation of the Ministry of Social Affairs - Phase II

Background and Objectives:
A social welfare system is currently implemented in six centers for the handicapped, in various parts of Lebanon. The Ministry of Social Affairs and OMSAR believe that the application of this pilot system is a prelude to the implementation of a bigger and more comprehensive automation project which, if fully implemented, will provide the following:

✄ Continue and improve on the efforts that were started with the implementation of the RAIS;

✄ Ensure the sustainability of the application;

✄ Cater to the needs of the MSA locations that were excluded from the pilot implementation effort;

✄ Propagate the benefits of the existing application to the ministry as a whole.

Scope of Work:
OMSAR will soon implement a new project that will modernize, automate and improve most of the work methods and procedures that take place at the central site of the MSA. This new project should be considered as the logical continuation of the efforts that were previously undertaken at the centers for the disabled. It includes the development of software applications that will cover the following departments:

✄ Social welfare and Joint Contracts
✄ Accounting
✄ Development Centers
✄ Registry (diwan).

Source of Fund:
Arab Fund, World Bank, and Lebanese government.

Status:
Under preparation.

Automation of the Vehicle Handling and Registration System at the Lebanese Borders

Background and Objectives:
This system aims at registering the flow of the Lebanese and foreign vehicles at the Lebanese border points, including tourist cars, taxis, buses, and cargo trucks. The project is based on an IT system, which guarantees speed and accuracy in registration, verification and follow-up procedures for in-coming vehicles. The project will also provide reports and statistics on the movement of tourist cars and cargo trucks across the Lebanese borders, and consequently give significant indicators on trade exchange and tourist flow across the borders.

Scope of Work:
The project includes providing the General Directorate of Customs with computer sets, printers, scanners and links, in addition to specialized software, which would enable the Directorate to register and control movement of various vehicles across the Lebanese borders. The system connects between various border points via the headquarters of the General Directorate, where data will be stored in a comprehensive central database.

The project also includes registration of the Lebanese, Syrian and Jordanian vehicles in possession of the Unified Vehicle Registration Book according to a relevant protocol between the three countries. It also comprises other vehicles such as those in possession of a "Triptyque" etc… In addition, the project includes specialized training on the use of the above software.

Source of Fund:
Arab Fund and European Union.

Status:
Preparation of tender documents is on-going.

Automation of the Directorate General of Customs

Background and Objectives:
The Directorate General of Customs at the Ministry of Finance (www.finance.gov.lb) is the office that is responsible for the management, control and supervision of all the operations of the Lebanese Customs.

A joint OMSAR/DGC committee devised a project that had the following objectives: 1) to improve services to the public with the introduction of a "Document Management and Tracking System" that will register and keep track of all operations with the Directorate General of Customs; 2) to increase the transparency of internal proceedings with the introduction of the "Asset Management System"; 3) to speed internal administrative procedures with the introduction of a "Human Resources System".

Scope of Work:
The project covers the following: a) the cabling of the whole Directorate; b) the installation of a central computer network with switches, servers, PCs and peripherals; c) the implementation of a human resources system, an asset management system and a document management and tracking system; d) related training and support.

Source of Fund:
World Bank.

Status:
Completed.

New ICT Initiatives
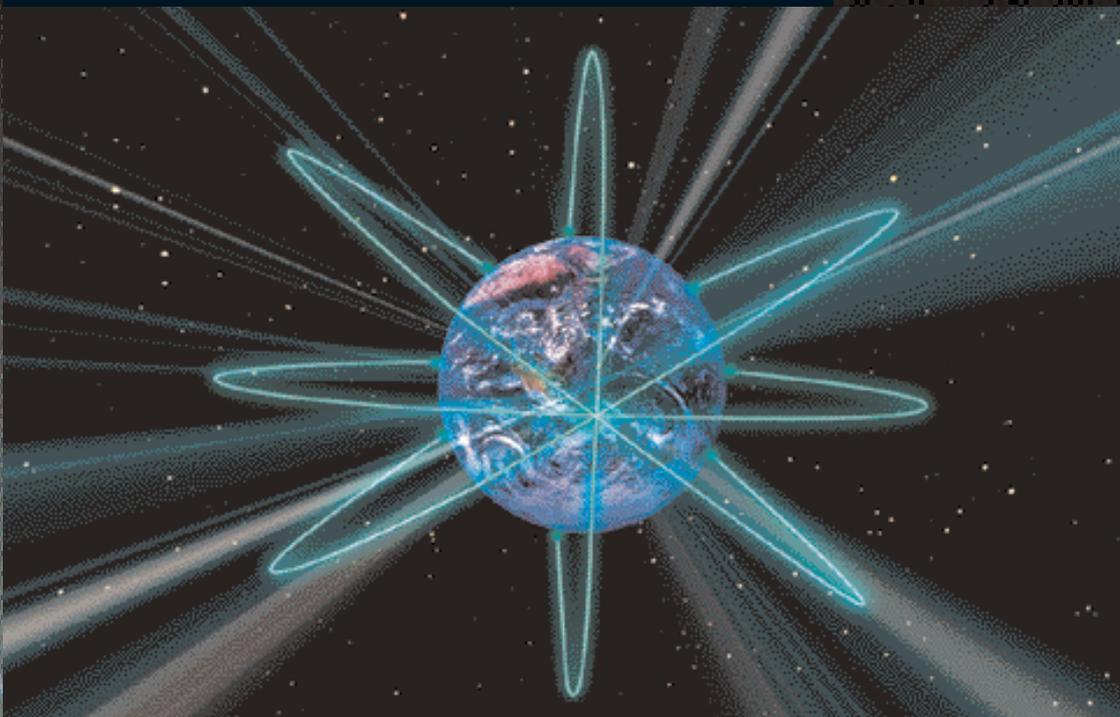
A National E-Strategy for Lebanon

Background and Objectives:

The economic growth of Lebanon, the individual prosperity of its citizens and their integration in the borderless global era is significantly linked to deepening public understanding about technology through up-to-date education, training and awareness. This process will also have to motivate all involved policymakers, private businesses, academicians, students, researchers and citizens to be successful and sustainable. And as a result, Lebanon can come closer to become a center of excellence in the region, leading the Arab world in a more aggressive participation in the global information age.

That's why OMSAR, which was designated to lead e-Government initiatives, through technical assessment, preparation of specifications and outsourcing function, assisted by UNDP, reviewed and expanded its targets to the formulation and mainstreaming of a national e-Strategy.

The UNDP Global Trust Fund has thus approved to provide a grant of forty thousand dollars with the aim of drafting an e-Strategy for Lebanon.

Scope of Work:

The purpose behind the proposed e-Strategy for Lebanon is to lie out the roadmap for the enabling building blocks for a national e-society covering information and communication technologies (ICT) infrastructure, institutional and legal frameworks and human resources from both the service user and service provider perspective. This roadmap will for example allow for realizing in addition to e-Government, e-Commerce/e-Business, e-Learning and e-Banking applications.

Source of Fund:

United Nations Development Programme.

Status:

The Council of Ministers accepted the grant. the implementation of the e-Strategy will start in January 2003.

E-Government Strategy for Lebanon

Background and Objectives:

Since the mid 1990s, the Government of Lebanon has launched a good number of modernization projects that include Information and Communication Technology (ICT) solutions. These projects and the associated ICT solutions were initially planned with the active involvement of the international funding organizations that provided loans and grants for this purpose to select government Ministries and Agencies. With time, the planning for these projects and ICT solutions shifted to a more flexible direction becoming more of a beneficiary (government office) or demand-driven process based on a pre-defined project selection criterion. This allowed for earmarking of available funds to the best suitable project that would render the targeted modernization and operational results through use of ICT.

With this background, and for proper future planning that goes one step further to ascertain the requirements of the citizen as well as the business and investment community insofar as government modernization / ICT projects are concerned, there is a need to lay out an overall strategy for the eventual attainment of all government information and services electronically or online.

Scope of Work:

To attain the e-government vision for Lebanon, the strategy needs to be supported by a number of underlying principles which can be summarized as follows:
- ✛ The government will assure the

enactment of the required institutional, regulatory and legal frameworks for the administration at large in an orderly and timely manner.

✣ The government will undertake the necessary measures to realize a comprehensive network infrastructure throughout the administration and to gradually roll out compatible information systems.

✣ The government will adopt a secure means of data entry for all e-government applications through the use of leading-edge smart card technology and biometrics.

✣ All public servants will be given an equal opportunity to be part of the electronic or networked society, whether for their provision of services to the citizen or for intra-government communications.

✣ The government, in partnership with the private sector, academia and non-government organizations, will work on the proliferation of ICT literacy throughout the country.

✣ Electronic commerce will be adopted by the private sector, with government taking a leading-by-example role through its e-procurement initiative.

✣ The government will actively involve the local ICT industry in the various e-government related projects and constantly work on promoting this industry for it to be a national resource in support of the national and international Information Society.

Source of Fund:
The Lebanese Government.

Status:
OMSAR staff elaborated an E-Government document strategy which provides an all encompassing strategy for the realization of a Lebanese E-Government initiative. The strategy document has been submitted to the Ministerial ICT Committee and was approved in December 2002. It has been now sent to the Council of Ministers for the final endorsement.

The Ministerial ICT Committee Projects

A Ministerial Information and Communication Technologies (ICT) Committee was established by virtue of decision no. 11 taken by the Council of Ministers on the 25th of January 2001. The Committee is presided by the Minister of State for Administrative Reform and includes the Minister of Economy and Trade and the Minister of Telecommunications. The tasks entrusted to the Committee comprise:

⬚ Setting a master plan for disseminating the usage of ICT in Ministries and public administrations;

⬚ Setting up the proper integrated technical standards;

⬚ Determining the means and procedures required for the different governmental bodies for sharing information, facilitating this process and building the capacity of remote handling of administrative transactions and services;

⬚ Adopting the appropriate mechanism or avoiding unnecessary excess of information resources on one hand, and reducing costs through the adopted technical solutions, as well as suggesting the common technical standards and specifications on the other hand;

⬚ Drafting the necessary appropriate decrees, laws and systems.

During the year 2002, the Committee convened periodical meetings and invited representatives of the ICT private sector to attend a few. A Support Technical Committee was also created to provide the ICT Ministerial Committee with the assistance needed.

UNDP Resident Representative, Mr. Yves de San and the Head of the EU Delegation, Mr. Patrick Renauld

Under the Patronage of HE Prime Minister Rafic Al Hariri, the Office of the Minister of State for Administrative Reform held an E-Government Conference in Beirut, entitled "E-GOVERNMENT APPLICATIONS AND THEIR BENEFITS TO THE CITI-ZENS" on April 23 and 24, 2002.

The objective of this conference was to share international and regional experiences in defining and rolling out e-government programs, with the aim of raising awareness and triggering more interaction with the decision makers of the public sector and strategic planners for the Lebanese government.

This event was attended by government officials, international and regional experts in the field of the e-government/e-governance, representatives of public, private and academia sectors. Among the pre-senters were representatives from different IT com-pagnies. Opening keynote addresses on e-govern-ment, its importance in institutional and national development and the strategy being prepared by the Government of Lebanon were respectively made by the UNDP Resident Representative in Lebanon, HE Mr. Yves de San, the Head of the Delegation of the European Commission in Lebanon, HE Mr. Patrick Renauld and the Minister of State for Administrative Reform, HE Minister Fouad el Saad representing HE Prime Minister Rafic Al Hariri.

The keynote speech for the first day was presen-ted by Darrell West, Professor of Political Science and Public Policy and Director of the Taubman Center for Public Policy at Brown University. His keynote focused on "E-Government Applications: An international per-spective" and presented findings from a global survey that the Taubman Center for Public Policy conducted in late 2001 on e-government deployments in some 196 countries. The second day keynote speech was presented by the author of the newly released book "E-gov: e-business strategies for government", Mr. Douglas Holmes. He presented his views on the ABCs of government services and what are the business-like strategies to be followed by governments to attain such services.

During day 1 of the conference, the main sessions addressed the following e-government topical areas:

Session 1: "E-GOVERNMENT APPLICATIONS: THE LATEST ENABLING TECHNOLOGIES" .

Session 2: "E-GOVERNMENT APPLICATIONS EMPOWERING CITIZENS."

Session 3: "E-GOVERNMENT APPLI-CATIONS EMPOWERING BUSINESSES."

Session 4: "PRIVATE-PUBLIC SECTOR PARTNERSHIPS IN E-GOVERNMENT SOLUTIONS."

Session 5: "E-GOVERNANCE: EMPO-WERING GOVERNMENT EMPLOYEES AND OFFICIALS".

Session 6: "DEVISING AN INTEGRA-TED E-GOVERNMENT".

Session 7: "E-GOVERNMENT APPLI-CATIONS: REGIONAL CASE STUDIES".

Session 8: "E-GOVERNMENT IN FUNCTIONAL AREAS".

Following the main sessions of day 2, six breakout solutions sessions were held in which a number of vendors demons-trated their e-government application solutions. The solution areas that were covered by the respective vendors were as follows: "E-procurement", "E-Health", "Smart Cards", "Dubai E-Gov Portal".

The e-government conference suc-ceeded in bringing together various deci-sion makers from Lebanon and the region and exposing them to the latest develop-ments in e-government enabling techno-logies, solutions and strategies required to attain successful solutions. The video conference dialogue with the US govern-ment official overseeing the Firstgov.gov federal government-wide portal added to this exposure. Also, the event enabled the sharing of regional e-government experiences, setting the process for futu-re regional coordination and cooperation in the various "domains of practice" nee-ded to attain sustainable e-government implementations. A follow-up e-govern-ment event to further these successes and focus to more detail on the building blocks for and lessons learnt from key e-government applications is being plan-ned.

New ICT Salary Scale and Job Classification for Government

The Law n° 717/98 dated 5/11/1998 on "Raising the level of salaries and wages and shifting to a new salary scale for the Civil Servants and teachers of the Lebanese University" did not include any special scale for Information Technology specialists in the Public Administration and the Lebanese University.

The law does not differentiate in salaries and wages between the adminis-trative staff and the IT specialists, in the public administration. As a result, IT spe-cialists refrained from participation in competitions for filling vacant IT posts in the administration.

Also, the salaries allocated for such jobs are discouraging and do not provide incentives for those IT specialists who are working in the administration. They would rather prefer to move to the pri-vate sector than stay in their present positions.

In light of the above, we have pre-pared a draft law concerning a special salary scale for IT specialists in the Public Administration and the Lebanese

University. However, if this draft law does not meet the ambitions of the Lebanese administration, it still enhances the Information Technology Units through creating better conditions for the recruit-ment of qualified and experienced spe-cialists.

This project is done in collaboration with the Ministry of Finance and has reached its final stage after the ministry made a few suggestions concerning it.

A comprehensive survey conduct-ed by OMSAR on information technol-ogy situation in the Lebanese Administration has demonstrated a considerable shortage not only in net-works, hardware, training and IT allo-cations in the public budget. It also has shown vacancies in certain techni-cal IT posts and in certain posts which are not envisaged within the organiza-tional structure, such as network or data base managers.
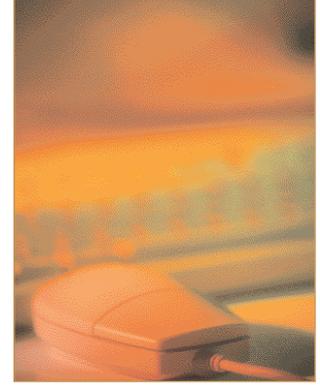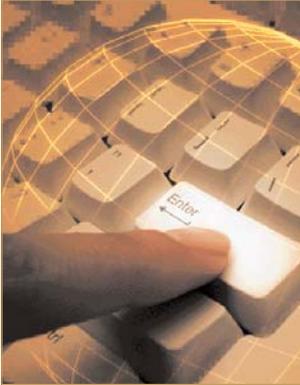
Members of the ICT Group

Background and Objectives:

After the project caught the interest of most of the countries around the world, OMSAR is working on the introduction of an electronic smart card that will allow the citizen to complete official procedures immediately without endless comings and goings to public administrations.

The project aims at gathering extensive information regarding the citizen in one smart card which he will be able to rapidly and efficiently use in most administrations.

Scope of Work:

The project will involve many stages:

✍ Setting up an extensive study about the type and size of data on the smart ID card.

✍ Linking ministries and institutions via a unified computer network.

✍ Developing and updating the programs currently in use by the concerned ministries.

✍ Providing technical training for the use of the smart ID card.

✍ Spreading the use of the smart ID card in most ministries and public administrations.

Source of Fund:

Lebanese government.

Status:

The first phase of the work plan has been defined in collaboration with the Ministry of Interior and Municipalities. The sample project for the unified and coded national ID card will include the following: criminal record, individual civil status, and family civil status.

A Unified National ID Smart card is basically an E-Government card the purpose of which is to combine various pieces of information pertaining to a Lebanese national (for example medical, insurance, tax, social security and personal identification - civil record data) on to one card with the needed security and authentication measures. This single card will replace the certificates needed to be produced to the public administration/agencies every time a government transaction is to take place and hence will relieve the citizen from time spent in having to accumulate those documents and money spent in paying for the services rendered in producing them.

Issuance of a Guide to Information and Communications Technology Good Practices

Background and Objectives:
In its role of Administrative Development, OMSAR will always back any effort that improves the efficiency with which ICT processes are being implemented. OMSAR has therefore launched a multi phased project. The project has as its main task the development and dissemination of a Guide to ICT Good Practices.

In its initial phase, the project aims at distributing the Guide in printed format. During the coming phase, the Guide will be converted into web format and will be setup on OMSAR's web site for open sharing as well as distributed on CD-ROM.

Scope of Work:
The Guide shall present a variety Activities proposed as Standard Operating Procedures or Good Practices. When carried out, these Activities can ensure that the policies and goals of the Management are being properly implemented. The Guide has grouped its recommendations under 11 main ICT Processes:

1- Preliminary and Administrative Activities.
2- Managing ICT Human Resources.
3- Relationships with Suppliers.
4- Qualification Processes.
5- Logical System Access and Security.
6- Physical System Protection, Access and Security.
7- Information Integrity: Backup / Archiving and Data Protection.
8- Information Integrity: Business Continuity Planning.
9- Software Application Development.
10- Operations Management.
11- Environment Management.

Source of Fund:
Arab Fund.

Status:
Done.

Developing Standards Guidelines to be adopted in all ICT Projects in the Public Sector

Background and Objectives:
There is a strong need in the Lebanese Administrative Reform program to view the introduction of Information and Communication Technology (ICT) in a global government wide perspective. It is not efficient, nor desirable to implement various ICT projects without a unified view and a policy of ICT practices and standards. Currently, the market drives the solutions, the procurement of hardware and software, networks, etc., individual initiatives instead of following a common goal, etc. The main objective from the use of ICT in the public sector is to achieve budget savings and improvements through efficiency. This can be best realized by developing and introducing standards in government for data, hardware, software, procurement of ICT related equipment... The resulting ICT Standards Guidelines document would also serve as a guide for all ICT developers submitting projects to the Government.

Scope of Work:
The scope covers:
a- Identification of standards covering software systems, hardware, system architectures that can be used in a range of ICT applications across government and in specific government ministries or agencies;
b- determining the role that the private industry can best play in achieving benefits including the potential provision of a range of managed services;
c- estimation of the potential cost savings through the bulk purchase of systems used for this purpose or by the use of industry;
d- development of an implementation plan.

Source of Fund:
Arab Fund.

Status:

An international company has been chosen to perform the study which is expected to be completed in the first quarter of 2003. A workshop is expected to be organized for discussing the findings that were established.

Establishing a unified Base Map for GIS implementations
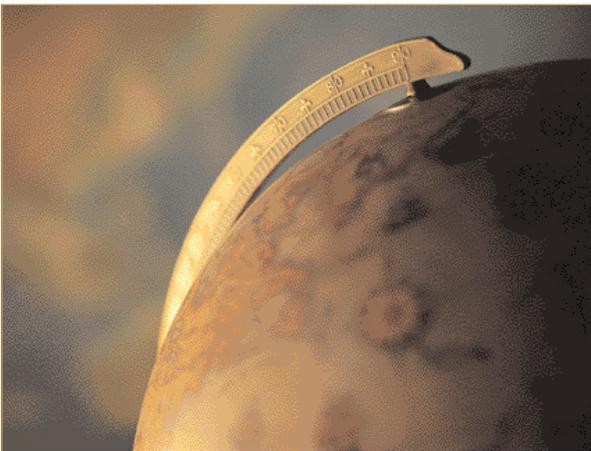
Background and Objectives:

OMSAR is launching several activities related to the development of a national GIS base map and the adoption of standards for all data that will be superimposed on it through sector specific GIS layers or so called themes. Also, in order to ensure proper coordination between the major players in such an effort, OMSAR in coordination with the Directorate of Geographic Affairs at the Ministry of Defence established a national GIS coordination committee that includes the Ministries concerned. The main objective of this committee is to combine and harness all GIS-related work that has been achieved or is under preparation so as to realize harmonized national GIS base and layer maps.

Scope of Work:

The aim of this initiative is to develop a national base map for the country and recommend the most suitable scale or grades of scales as per geographic location (cities, villages, mountains, plains, etc) that could constitute the common denominator(s) to satisfy the needs of the greatest number of public agencies and private concerns.

Source of Fund:
Arab Fund.

Status:
There is a regular follow-up of the project through committee meetings and technical presentations.

Mass Media in Promoting Administration Reform

Administration Information: the Audio-visual Days

Minister of Information Mr. Ghazi Aridi and the Ambassador Mr. Patrick Renauld

The four audio-visual days

Background and Objectives:

The "Administrative Information" is the group of audio-visual and written aids and products which inform citizens of their rights and obligations, and of the administrative services in general and the administrative formalities in particular. This kind of information is subject to information ethics, especially accuracy in detecting information, verifying their sources, and clear and unbiased reporting. This kind of information is different from marketing, propaganda and mass media campaigns. The "Administrative Information" project aims at using information aids as a means for supporting modern administration principles. The audio-visual days endeavor to explain how information can be administrative and how administrative information can be developmental.

The Office of the Minister of State for Administrative Reform seeks to transform the motto "administration- public service" into a reality through administrative and developmental information, which addresses the citizens who benefit from public services.

Scope of Work:

OMSAR suggests to deal with any problem through administrative information, at the levels of content, ethics, information technology, and issuance of administrative information releases for press, radio, and T.V. focusing on problems of interest to public service beneficiaries.

Source of Fund:
European Union.

Status:

The Administrative Information Project extends over 5 audio-visual days, four of which were already organized. The five days are:

1- Familiarization with the formalities in the administrations (November, 14, 2001).
2- Covering the news and activities of the public administrations (January 4, 2002).
3- Training Information staff and information attachés in the public administrations (March 1, 2002).
4- Current local information in Lebanon (May 21, 2002).
5- Activating the role of the Unions and vocational bodies in administrative information.

A book was issued on the proceedings of the first four audio-visual days.
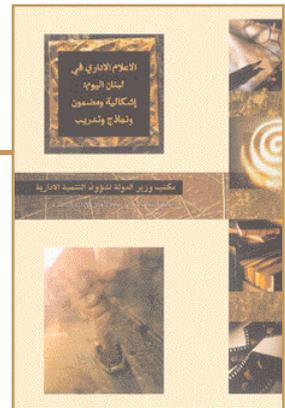
On the Fourth audio-visual day, Minister Ghazi El-Aridi delivered the following speech:

"(…) Every minister is accompanied by a delegate from the "National News Agency" to cover his activities. This is unfair. The role of the delegate should be changed from covering the Minister's news to covering Ministry affairs. The Ministry is for all. For this, we called a big group of our colleagues in the Ministry and affiliated agencies to attend and be real partners in follow-up. We will have a meeting with the audio-visual and written media people to involve them as partners in the paper presented by OMSAR. We are asked through our broadcasting and TV stations to provide necessary guidance to the Lebanese citizen, in order to ease his problems and inform him of the obstacles facing the Lebanese administration (…)"

(…) This is the fourth audio-visual day organized by OMSAR. Since the first day many efforts were exerted, many files prepared, many documents compiled, many tapes and recordings recorded and heard. Alas! The administrative situation is still in bad shape.

OMSAR is exerting huge and outstanding efforts. However, it is not authorized to take final decisions concerning the Lebanese administration (…) I hope that the media will continue to cover and give exceptional attention to the work of OMSAR. It is not enough to criticize, or to turn the screens and the mass media into a kind of political barricades. It is not sufficient to turn our screens into a wailing wall for politicians, and overlook the positive side of the work of certain Lebanese administrations in particular and the political authority in general. On the contrary, we are involved in following up these issues. We are involved in these tapes and documents periodically prepared and distributed by OMSAR. This is a national responsibility.

How we, as mass media will assume responsibility, for following up and covering materials produced by the administrations and ministries and presenting them to the public? This is the question".

Background and Objectives:

OMSAR's newsletter addresses both employees and citizens, with the aim of propagating the concepts of modern administration. In each issue, the newsletter allocates a special report to a key administrative subject.

Scope of Work:

The main subjects dealt with up till now covered: corruption, studies and projects of the public sector, cultural policy, administrative decentralization, management of human resources, innovation in the public sector, the citizen's charter, the code of coduct for civil servants, administration information...

Moreover, the newsletter seeks to portray the image of the modern administration in various parts of the world, so as to benefit from their experiences. It constantly covers OMSAR projects and activities and reflects upon international experiences in administration reform and development that are of importance to the Lebanese administration.

In 2002, the newsletter started to cover various activities of administrations and public agencies in Lebanon.

## Source of Fund:

The European Union and the Lebanese government.

Status:

The newsletter is published regularly every month.
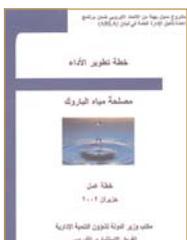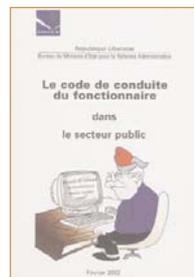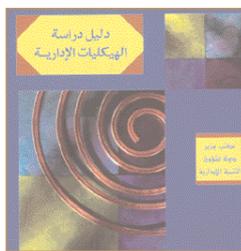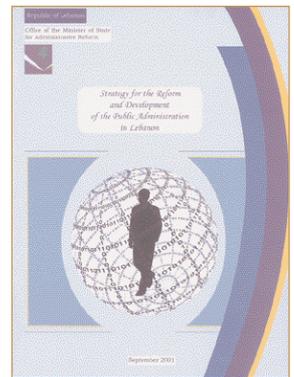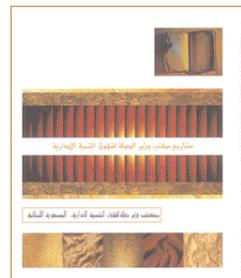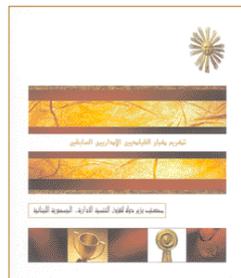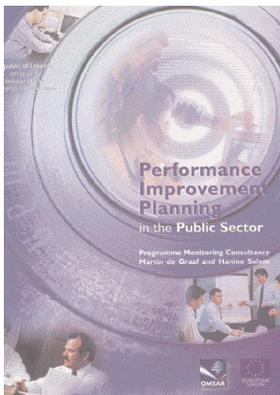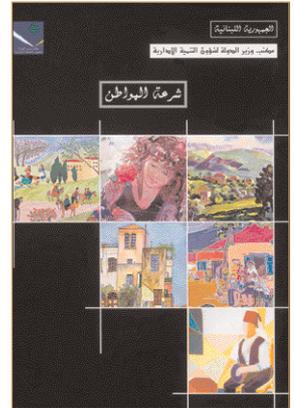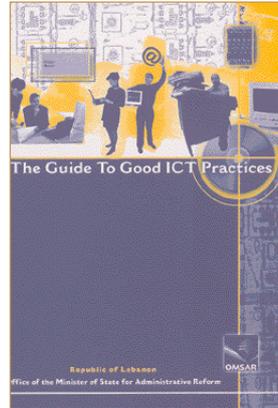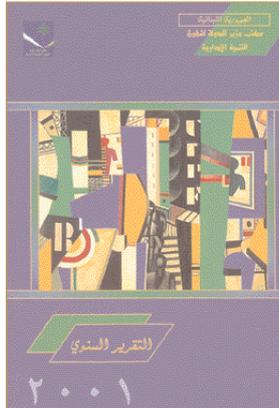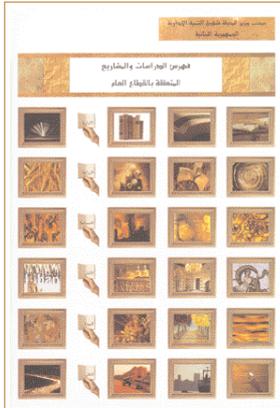
OMSAR's Web Site

OMSAR re-launched its website (www.omsar.gov.lb) which is intended to keep visitors informed of OMSAR's administrative development activities.

The site hosts the various activities performed by OMSAR team including: a searchable database of all ICT projects, a list of various institutional studies and policies, a list of all publications (newsletters and annual reports). Procurement and job announcements and press releases are also published on the site, when available.

Extend ICT Education through the Media

Background and Objectives:
It has been estimated that the number of internet users in Lebanon does not exceed the 10% -15% of the Lebanese population. Such numbers immediately point to the width of the existing digital divide indicating the variance between those who can use the Information Communication and Technology facilities deployed and the ones who cannot.

With the Information Age wave and what it brings with it to this world, Lebanon cannot afford to stay behind. In everyday life, technology plays a role and this role must be to the benefit of man and the citizen.

The objective of having such a project is to minimize the digital divide hence bringing people closer to the information age. The citizen will be able to use the services the government is providing in a more efficient way through shorter time, less cost and , more accurate and easier ways.

Scope of Work:
This project aims to raise awareness and educate the citizen through the different channels of the media. Raising awareness of ICT and ICT projects, and simple education to enable the citizen to use the benefits of the government ICT projects which will result in better servic-

es to the citizen and increase revenue to the government. As a first step, the media itself is considered the vehicle for reaching the goals set by this project.

Source of Fund:
European Union

Status:
Television appearances by several ICT achievers in Lebanon and within the specific scope of raising awareness first to the media itself and then to the citizens took place during the year 2002.

Information Center for Investors and Businessmen in IDAL

Background and Objectives:
The Investment Development Authority of Lebanon, IDAL, is the Lebanese governmental agency responsible for attracting private capital investments to Lebanon and assisting investors in the development and implementation of their projects. As part of the various services offered to investors, the Authority intends to set up an Investors Support Information Center, which would provide extensive and dependable information to investors.

Scope of Work:
At a first stage, OMSAR will finance a study to define the services of this center, the sources of information, and the process for collecting, processing and disseminating information taking into consideration the relationship with various agencies within and outside the government. The consultancy will also prepare the technical designs for the establishment and implementation of this center. The requested services for this project are mainly an ICT plan and a business project plan for the center.

Source of Fund:
Arab Fund.

Status:
The project was contracted to a local consulting company which will perform the above-mentioned study.

The Administration and the Citizen
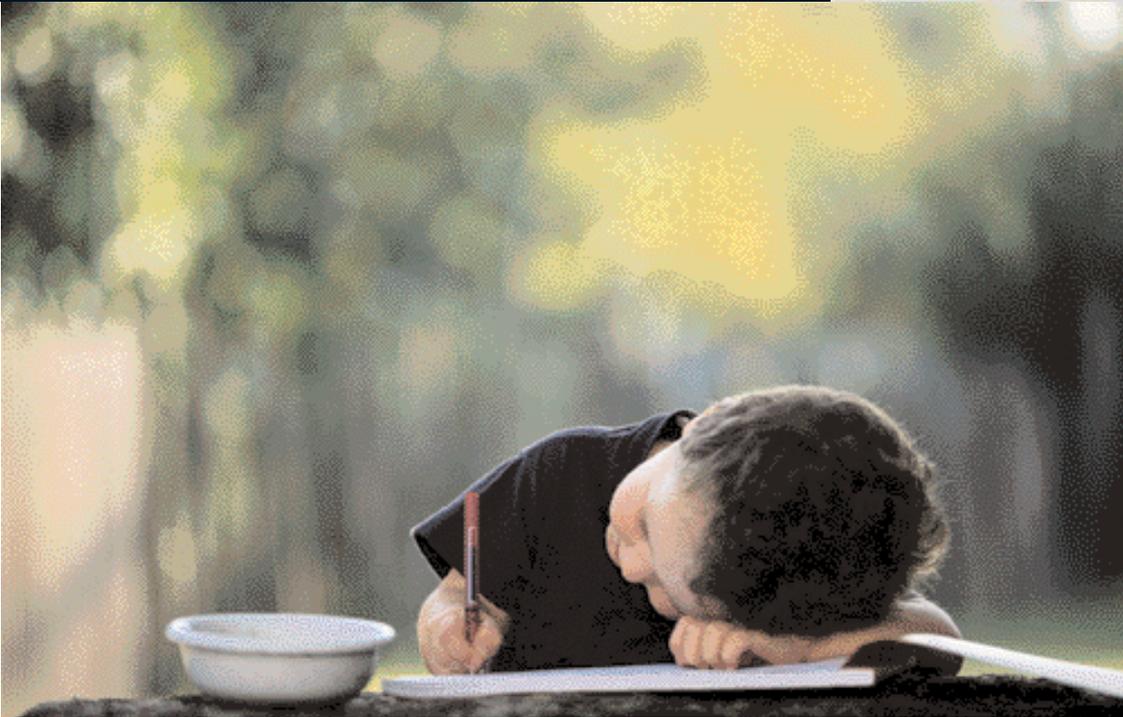
The Citizen's Charter

In its session held on November 15, 2001, the Council of Ministers approved the Citizen's Charter, which was prepared by the Office of the Minister of State for Administrative Reform. The Charter is aimed at improving relations between the Lebanese citizen and the public administration and boosting his confidence in it.

In most cases, the Charter seeks to achieve the following objectives:

Consolidation of the administration's democratic trend, compliance with the rule of the law, achievement of the principle of transparency, protection of the citizen against power abuse by the administration, and improvement of services provided by the State to the public.

The Citizen's Charter is part of a more comprehensive program, which aims at the formulation of specialized charters that would cover various sectors of the public administration. Every sectorial charter includes principles that detail the rights of those involved in the sector, as well as a mechanism for application.

In 2002, citizen charters for health and environment were completed. OMSAR, in collaboration with the ministries concerned, organized three workshops for discussing and adopting these charters by the civil society organizations. The charters were sent to the Presidency of the Council of Ministers for approval.

The Citizen's Educational Charter

The components of the Citizen's Educational Charter are summed up in the introduction. They include the following basic principles:

- Education is a lifelong right.
- Every person is capable of learning regardless of his personal characteristics.
- Providing equal opportunities, education chances, and success conditions for all without any discrimination between all the residents of Lebanon.
- Education is a responsibility of the State and of the society as a whole. The charter paves the way for providing the means of education to all.

The Citizen's Educational Charter seeks to develop a specific formula for citizen's educational rights and obligations. The citizen in this case is the student, teacher, guardian, educational institution and public sector bodies, including the Ministry of Education and Higher Education.

The Citizen's Health Charter

According to the Citizen's Health Charter, health affairs are fundamental. They occupy an advanced position in the formulation of social policies, which lead to the welfare of the societies and a better life for citizens.

Health is the most precious thing to human beings. It is not restricted to sickness and remedy. It has a social dimension.

Huge amounts of State revenues go to treatment. Though the economic problem is aggravating, the culture of prevention is absent. There is no health education, early diagnosis, tests and check-ups, or discharge of wastewater... This culture will not prevail unless supported by mass media in order to establish awareness and good and transparent communication between the specialists and the public.

Citizens complain that medical practice is no more a humanitarian service as mentioned in the oath of Hippocrates, who is considered the father of medicine. In most cases, it is a means for profit and gathering of fortunes rather than a mis-

sion. We have to remind here of the Medical Ethics Law which stipulates that "human organs are neither granted nor sold".

The continuous improvement in health indicators, in spite of the war between 1975 and 1990, does not mean that the medical system in Lebanon is without loopholes or shortcomings. We are still complaining of inequality and variable standards and high costs of medical services, in addition to the interference of politics in health administration. Also, the medical services sector in Lebanon observes the principles of the free economy and is consequently without controls.

Because of this reality, it is necessary to rationalize Citizen's behavior and establish treatment ethics. Establishment of a Citizen's Health Charter would support public policies and legislation and positively reflect on reduction of budget deficit and public debt.

It is impossible to go on endlessly with this increased spending on health, otherwise we will not be able to go out of this vicious circle.

The Citizen's Environment Charter

The "Citizen's Environment Charter" prepared by a small committee from OMSAR, in cooperation with the Ministry of the Environment, contains main guidelines which may be summarized as follows:

1- Environmental behaviour is a daily practice which starts with knowledge and awareness and ends with empowerment and action.

2- Development of mechanisms for the protection of the environment to safeguard the quality of life.

3- Concentration in environmental issues on sharing responsibilities between the central authority, society and citizens regardless of their positions or capabilities.

4- Necessity for prior assessment of the environmental impact of every project or activity.

5- Adoption of educational and information programs which would highlight, follow up and monitor awareness of the importance of the environment for public good.

The "Citizen's Environment Charter" was simultaneously announced with the Environment Law. The efficiency of legislation and policies lies with the society and its capacity to exert pressure, control, initiate, participate and support.

Opening the environment seminar, Minister el-Saad said: "The commercial approach to the environ-

Minister of Environment Mr. Michel Moussa

*Minister of Education
Mr. Abdul Raheem Murad*

Sectorial Charter Seminars

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mental issues in Lebanon led to grave consequences seen on our coasts, in forests, waters and all aspects of life… Public finance is not the only victim of the political contracting and award of construction projects and discretionary application of the law. The great victim is the environment.

In turn, the Minister of Environment,

Michel Moussa asked: "what is the interest of the country when the environment is destroyed? Where is the public interest when certain people try to make a big fuss in order to evade application of the resolutions of the Council of Ministers? How come that certain people are reaping personal benefits through alleged defense of citizens lives and daily bread?"

A Seminar on Decentralization and the French Experience

French ex-Premier Mr. Pierre Mauroy

On the occasion of the visit of the French ex-Premier Pierre Mauroy to Lebanon, the Office of the Minister of State for Administrative Reform organized on Sept 26, 2002, a seminar in Movenpick Hotel on "Centralization and the French Experience after 20 Years of Application".

Mr. Mauroy addressed the audience saying: "Regardless of the core entity of the state, the organizational structure has shifted towards de-centralization to secure better living for citizens. I believe that de-centralization is not merely a group of reforms. It is first of all a will to proceed towards enhancing democracy. It is necessary to make the citizen a partner in decision-making.

The laws laid in France between 1992-1993 aimed at turning municipalities into independent and responsible establishments and at ending the tutelage of governors. Contrary to some opinions, these reforms did not affect the

structure of the State and did not turn it into a federal system as in some European countries nor led to the disintegration of the country.

Ex-Prime Minister Mauroy also stressed the need for belief in democracy, which proved its success all over the world. He considered that the second stage of democracy and freedom was decentralization, which is the establishment of good relationship between the ruler and the ruled. He explained that while decentralization does not mean federation, it suits all regimes. It is applied in France with its republican regime as in Germany with its federal regime.

He also added: "during my visits to the President of the Republic, the Prime Minister, and the Minister of Interior in Lebanon, I heard support to the principle of administrative decentralization and the need for applying it in Lebanon. I consider this unanimity worth noticing".

Simplification of Procedures

The Simplification of Procedures Team

Background and Objectives:

The Task Force for Simplification and Better Regulation - which was formed in July 2001 with experts from OMSAR, the Directorate General of Research and Guidance, the Programme Monitoring Consultancy (PMC) of the EU ARLA Programme as well as experts from concerned Ministries - has the function task to provide support and co-ordinate the implementation of the simplification and better regulation programmes and follow up on the activities developed by departments and simplification units.

Scope of Work:

The Task Force continued its work during this year with the analysis and review of identified administrative procedures and formalities and the preparation of a set of recommendations for simplification in the Ministry of Public Health, the DG of Urban Planning and the Ministry of Finance (Customs and Revenues Departments) producing (9) reports as follows :

- Four (4) reports for the Ministry of Public Health:

✎ Recommendations for the simplification of 13 formalities for licensing medical and paramedical facilities.

✎ Recommendations for the simplification of procedures for the assignment of Indemnity for disabled civil servants and / or their dependants.

✎ Recommendations for the simplification of the procedure to ensure medical coverage for patients in need of dialysis.

✎ Recommendations for the simplification of procedures for registration and pricing of medicaments and authorisation to import new medicaments.

- Three (3) reports for the DG of Urban Planning:

✎ Recommendations for the simplification of the procedure for land re/adjustment of plots over 50,000 sqm and for issuing of conformity certificate.

✎ Recommendations for the simplification of transfer of public land from public to private property.

✎ Recommendations for the simplification of procedure for licensing classified institutions.

- Two (2) reports for the Ministry of Finance:

✎ Recommendations for the simplification of procedures for the custom clearance of household effects & re-export and paid duties' refund in the Ministry of Finance / Customs.

✎ Recommendations for the simplification of the succession tax procedure in the Ministry of Finance / Revenues.

The beneficiary Ministries are expected to take the appropriate administrative and regulatory measures for simplification and de-regulation as recommended by the task force.

In addition, a Code of Administrative Procedures has been drafted and submitted in February 2002 to be elaborated and finalized by OMSAR.

Source of Fund:
European Union.

Status:
Upon the completion and submission of the reports, action plans were prepared by the Ministry of Public Health with the assistance of the PMC and implementation are started. Action plans for implementation are to be prepared by the DG of Urban Planning and the Ministry of Finance.

The Citizen Enterprise

Mrs Maria Raidy, Deputy Director of Raidi printhouse

The Minister of State for Administrative Reform, Fouad el-Saad launched "The Citizen Enterprise", a dedicated enterprise concerned with sustained development through allocating part of its resources for development projects. It takes into consideration the political, legal and social affairs of the citizen, based on sound social and environmental criteria and principles of ethics and transparency.

Four enterprises were declared "Citizen Enterprises" until now:

❖ "L'Affichage Picasso" which put at the disposal of OMSAR five thousand billboards to be used in campaigns for promotion of citizenship concepts and citizen - state relation. The first topics addressed by the campaign were the citizen's charter, and the Central Office for Administrative Information..

❖ Team International company which developed training programs tailored to meet the requirements and goals for developing the public sector. Its donation also comprised adopting a new system for evaluation of quality public services, developing a framework which guarantees shifting from a traditional public administration to a modern result-oriented administration and developing a work plan for the operational activities conducted by the State similar to those adopted by commercial establishments.

❖ "Raidi" printhouse which contributed printing 17,000 copies of the booklet on the "Code of Conduct for Civil Servants in the public Sector", in addition to 2,000 posters. The Code of Conduct has been distributed to public servants in various ministries".

❖ "Chemaly and Chemaly" printhouse which contributed printing 10 thousand copies of the "Employee Guide" and 10 thousand cards for the Central Office for Administrative Information.

During the press conference held by the the Minister of State for Administrative Reform to announce participation of Raidi printhouse in the Citizen Enterprise program, Mr. Joseph Raidy gave a speech. He said:

"It is an embarrassment to me and my establishment to consider the gesture of your Excellency as a reward for things which I believe are my duties. Your relentless efforts and those of your team are a subject of high esteem by citizens, particularly at a time when politicians are engaged in continuous bickering and hassle, as if they have nothing serious to care for.

I hope that your Excellency will, sometime, drop the citizen enterprise initiative. I am looking for a time when the experience is universalized to cover all establishments. In that case, we will fulfill part of the Ministry's objectives. We have to extend many thanks to you and your team for the great work you have achieved with such a small budget, which is even smaller than that of some ministries regarded by citizens as fruitless and unnecessary.

The best saying which applies to our case is that of a French thinker "all peo-

In any case, the committee will not entail any financial burdens.

The draft law was referred to the State Council, The Legislation and Consultation Body at the Ministry of Justice, the Civil Service Board, Research and Guidance Department, and the Central Inspection for opinion. After receiving their feedback, the draft law was re-formulated and submitted to the Presidency of the Council of Ministers. Later on, it was discussed by the Cabinet in its session of October 3, 2002.

The Council decided forming a ministerial committee to study the draft law.

A Draft Law for Organizing Relations between the Citizen and the Administration

Committee for the Draft Law of the Administration and the Citizen

Upon request by the Minister of State for Administrative Reform, a committee comprising legal experts has developed a draft law for organizing the relations between the citizen and the administration through:

1- Entitling citizens to access administrative documents in general.

2- The decisions of the administration must be grounded and justified.

3- Establishing an administrative committee with judicial authority to observe the application of this law before resorting to courts. It shall also have consulting authority in relation to public administrations and shall play an important role in eliminating judicial follow-up and inquiry functions.

An Anti-Corruption Draft Law

OMSAR has formed a committee of senior legal experts to draft an anti-corruption law aiming at:

1- Avoiding all forms of corruption, revealing and fighting malpractices, refraining from non-adherence to job responsibilities and obligations, using influence, abusing power, robbing and investing job money, and exploiting social, political, or technical position for achieving illegitimate private interests.

2- Questioning, accountability, and punishment of an employee, or a person who is rendering a public service, performing a public good activity, or holding a technical responsibility if he/she abuses the targeted objectives of the job, service or technical activity.

3- Fighting all methods hindering citizens from acquiring their legitimate rights and needs, through sound legal means, without putting additional material or moral burdens on the citizens, whether by bribery, job exploitation, influence, or any similar means of benefit seeking, soliciting, or reaping, or any other means or methods that contravene public ethics and conduct in job performance.

The draft law was submitted to the Presidency of the Council of Ministers on February 18, 2002.

Minister of Justice , Mr. Samir El-Jisr

Under the auspices of Prime Minister, Mr. Rafic Hariri, represented by Minister Bechara Merhej, OMSAR organized a workshop at Marriott Hotel on "Quality Services in the Public Sector. The workshop was prepared by TEAM international on August 28, 2002 within the framework of the "citizen enterprise". The workshop came out with important recommendations including:

I- Development of an integrated system for the responsibility of the political leadership, through calling a national conference on "Reform and development of the administration", with active participation of political leaders. The following recommendations might constitute the basis in a main working paper for the proposed conference:

a- Establishment of a "Lebanese Quality Council" similar to the successful "Dubai Quality Council". The Council shall develop strategic policies and plans for boosting the productivity and administrative efficiency of the public sector and provide technical and field support to institutions looking for developing their administrative systems to match international quality standards. It shall also establish a "Lebanese Quality Mark" which will be granted to services satisfying the above requirements.

b- Creation of a "Lebanese Quality Award" which will be annually awarded to establishments of distinct performance, services, and productivity.

c- Developing a "Code for Quality Services and Development of

Administrative Environment in the Public Sector" to complement the "Citizen's Charter" and the "Code of Conduct for Public Servants", and develop effective means for its implementation.

II- Developing an integrated system for defining the responsibility of the upper management and ensuring its compliance with quality principles as regards planning, incentives, encouragement, and skill development, in addition to continuous analysis and improvement of the administrative environment as a whole, especially through:

a- Adoption of the "pattern of goal, result, and achievement - oriented administration" which leads to the advancement of the society instead of hindering improvement of services expected by the public.

b- Establishing a "Quality Commissioner" position in each institution to enhance quality culture and familiarize all citizens with the requirements of the International Standard Systems.

c- Asking public agencies to develop a "quality policy" as a general framework for its whole activities, operations and services, and taking into consideration compatibility between the "quality policy" and the above "Code for Quality Services in the Public Sector".

III- Developing an integrated system for resource management in the public sector and providing of all resources necessary for the achievement of "quality goals" in every agency, particularly:

a- Drawing plans for development of

human resources and enhancement of productivity through identifying qualifications, technical know-how, and expertise necessary for the provision of services. Also, adoption of these plans as the sole basis for appointment and promotion of employees.

b- Adopting modern plans for sustained and specialized training, and adequate development of new employees.

IV- Developing an integrated system for rendering sectorial services, in line with quality standards, especially through planning, development, and implementation of services, ensuring their adequacy for meeting requirements, determining quality standards for accepting or refusing service, and developing a service procedure system to enable citizens to follow-up formalities and progress of services.

V- Developing an integrated system for control, measurement, analysis, and continuous improvement of public sector services, especially adopting internal verification methods, through a quality management system, questionnaires concerning "public satisfaction", control and measurement of unsatisfactory service, and taking suitable corrective and preventive measures to treat the root causes of problems and violations.

Development of Communicating and Relaying Information to the Public in the Ministry of Finance

Background and Objectives:
Human resources development and communications and public awareness policies in the Lebanese Public Administration constitute top priorities of the governmental reform strategy and the reform efforts embarked by the Ministry of Finance (MoF). The Institute of Finance (IoF), more specifically, has the primary role of linking the staff of the Ministry with its modernization projects. In this context, the Institute has initiated, on behalf of the MoF, a process of change with particular emphasis on transforming and modernizing its methods of governance, human resources management and communication and information sys-

tems. This process is expected to bring substantial changes to the way the MoF is relating to its Lebanese public.

A sector-specific project plan for the MoF comprising these components has been developed in the course of the year by OMSAR with the main objectives:

a- to improve, at the sector level, human resources management and assist the Ministry in better utilizing its human capital to meet the challenges of economic development, and

b- to develop the Ministry's ability in communicating and relaying information to the Public.

Scope of Work:
The on-going support sectoral project (in the form of an MSC) aims at:

a- Supporting the process of reform in the Ministry of Finance in the area of human resources development (HRD) and devising mechanisms that would enable it to implement an appropriate HRD strategy;

b- Supporting the development of an effective communications and public awareness strategy which is well-coordinated, reliable, timely, pro-active and sensitive to the needs of the media and the citizens at a time when major reform initiatives have been undertaken by the Ministry and the Institute of Finance.

Source of Fund:
European Union.

Status:
On-going. Terms of Reference to be approved by stakeholders.

Improvement of Service Delivery in the Ministry of Finance

Background and Objectives:
Satisfaction of the people's needs has been set as a strategic goal of administrative modernization in the Ministry of Finance. The improvement of service delivery is a fundamental priority for the Ministry in its reform programme and various measures have been taken to improve the services provided to the tax-

payers and users of the services it renders. A well-structured project has been developed in the course of this year by OMSAR in concert with the Ministry of Finance and the EU Delegation in Beirut aiming at a more customer-oriented approach in the management of the MoF vis-à-vis citizens. The central objective of this initiative is to provide quality services that are more relevant to needs and more responsive to demands through means such as streamlining of structures, simplifying procedures and establishment of access opportunities for interactive relationship between citizens and public administration.

Scope of Work:

This on-going project focuses on improving the Ministry's service delivery functions; enhancing the ministry-citizen relationship; ensuring a service quality orientation which leads to services that are more responsive to the citizen's needs and demands; eliminating bureaucratic, unnecessary and cumbersome procedures; speeding up transactions; making the Ministry's staff more customer-oriented.

Source of Fund:
European Union.

Status:
On-going. Terms of Reference approved by all stakeholders.

Partnership between the State and Civil Society: Training of NGOs

Background and Objectives:
The civil society in Lebanon, with its active private bodies, possesses high potentials which, if activated, would constitute a major factor in any development effort. To address the civil society with a different language, it is important, among other things, to develop a new civil culture, which would contribute to the improvement of the overall performance in Lebanon on various political, administrative and civil levels.

This project is in response to some recommendations of the seminars held by OMSAR on May 2002, which called for re-discovering new horizons for cooperation and partnership between the State on one hand and the private sector and the civil society on the other.

Since this national triangle needs 3 sides which are equal in knowledge in order to be strong and, since the public sector is strong by the authority given to it by the constitution, and since the private sector is strong by its resources, OMSAR has focused its attention on the civil society, and the NGO's in particular because they are a fundamental cornerstone of this society. The aim was to support these organizations and create conditions for their development through a training program, which OMSAR aspires to make them equal to the other two sides of the triangle in the activation of partnership mechanisms.

Though we are convinced that it is impossible for us to cover all NGO's, we started this project by addressing active organizations in the women, youth, and socio-environmental fields.

Scope of Work:
The subjects to be dealt with in this project are:

1. In the international context": The economic globalization and the new requirements, on top of which is partnership between the state and the civil society.

2. In the local context: the civil society and the local communities.

3. From rule to ruling.

4. State/ civil society and partnership mechanisms and techniques.

The above subjects were dealt with in the form of case studies and working groups. During the training courses certain cases were studied, such as communication and negotiation techniques, and transparency and efficiency in the work of government bodies.

Source of Fund:
Lebanese government.

Status:
The training courses have been completed after covering various governorates at the average of one session for each governorate. As a first step, OMSAR intended to target remote areas, which were traditionally isolated from communication with the State.

Training courses were held at the following locations:
+ Baakleen (2/3/2002).
+ Akkar (23/3/2002).
+ Saida (5/5/2002).
+ Byblos (3/8/2002).
+ Chtoura (17/8/2002).
+ Beirut (14/12/2002).

Training session in Akkar

In a speech delivered at the center of the Social Movement at Badaro (Beirut), Minister el-Saad said:

"Our direct goal behind these training sessions is to enhance the capabilities of the private sector bodies in negotiation, dialogue and deliberation in public affairs. Our medium term goal is the establishment of private civil network of relationships, which would empower the civil society to continue interaction with the State and the private sector.

On the long run, our goal is to change the image of the State and contribute to developing new concepts for partnership, which would enable the State to keep abreast with new developments and changes on the local, regional and international levels. The enhancement of communication capabilities is a push to this targeted interaction. It is destined to boost the sense of responsibility, accountability mechanisms, and transform such mechanisms into sustained institutional practices.

However, the general goal is to develop administrative and citizen performance, which would enable us to meet challenges and prepare for future."

Training session in Saida

Training session in Baakleen

Under the auspices of President Lahoud, represented by Minister Fouad el Saad and in the presence of many officials, OMSAR organized in Rotana Hotel, Gevinor Center, on 4 and 5 June, 2002, a workshop on the Mediator of the Republic, or "Ombudsman".

The workshop was attended by "Mediators of the Republic" in France, U.S.A, Belgium, Greece, Spain, Sweden, Switzerland, Tunisia, Italy, Mali, South Africa, Mexico, Slovenia and Hungary. Syria and Egypt were represented by top officials in the Presidency of the Council of Ministers and State Council.

A delegation of "Ombudsmen" visited President Lahoud at his presidential palace, as well as Prime Minister Hariri at the Grand Sarai. The President told the delegation that Lebanon was committed to the creation of the "Ombudsman" institution.

On this occasion, Minister el-Saad said:

(…) "States follow the example of Sweden, a pioneer in establishing an independent authority known as the "Ombudsman". This establishment is even independent of the establishing or Ombudsman appointing party. The "Ombudsman" is like a protector of citizens in their dealing with the public administration, especially when they cannot reach to their legitimate rights because of mismanagement or injustice".

"Our belief in the importance and feasibility of the project led us to the formulation of a draft law which was discussed in a seminar organized in collaboration with the Bar Association in 2001 in the presence of Ombudsmen from different friendly countries. The discussions helped ameliorate the need for the Ombudsman institution in Lebanon and identify establishment methods, role, responsibilities and mechanisms. At the outset of the year, we formed a committee comprising judges, lawyers, professors as well as experts from OMSAR to study the formulation of the law in the light of the experiences of other countries. Deliberations and proposals resulting from the working sessions will also be discussed by the committee, in addition to developing a mechanism for creating the suitable climate for boosting public awareness of the importance of the Ombudsman institution for Lebanon".
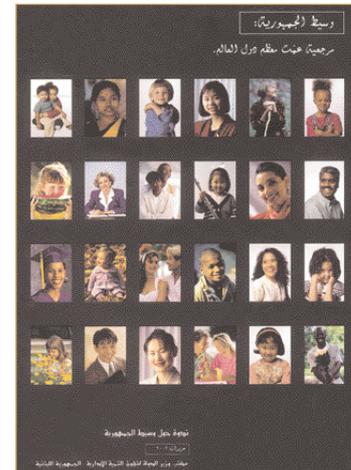
In the opening session the chargé d'affaires of the EU delegation in Lebanon, Mr. Vincent Depeigne delivered a speech in which he said: this seminar is complementary to the series of discussions which already started with the Lebanese authorities two years ago. It deals with the creation of an important establishment in line with the efforts to modernize the Lebanese administration. The Ombudsman institution is gaining increased attention from our part within the frame of cooperation between Lebanon and the European Union. It falls within our program for Rehabilitation of the Lebanese Administration (ARLA) via OMSAR on one side, and within our priority interests to establish the state of the law in Lebanon on the other.

The Ombudsman in the European Union countries is an inseparable part of the public authorities. It has become a natural expression of a theory which says that the administration must be accountable for sound progress and respect of the law and that the Ombudsman institution is the real expression of the commitment of the Lebanese administration to improve administrative progress".

He also added: "We meet today to benefit of the presence of an elite of Ombudsmen or their representatives, in addition to a number of ministers and M.P.s, politicians, judges, lawyers, intellectuals, and administrative leaders, representatives of the civil society, academics, and political parties in Lebanon.

The purpose is to benefit, over two days, of their experiences and suggestions with the aim of achieving the following:

1- Benefiting of the know-how of Ombudsmen through talking about the experiences of their countries.

2- Holding technical working sessions that would discuss the main axis of our draft law, with the aim of rectifying any shortcoming or error in said law.

3- Gaining the elite support to the project upon discussion of the draft law by the relevant authorities".

The workshop reviewed the Ombudsman's experience and its main characteristics in the participating countries. The first speaker was the Belgian Ombudsman, Mr. Pierre Yves Monet, who discussed the work of the federal Ombudsman in Belgium, who provides support to citizens in case of facing problems with the federal administration. In such case the Ombudsman tries to hear the opinion of the complaining citizen and reconcile it with the opposing opinion and suggest necessary changes.

The Canadian Ombudsman, Clar Louis, explained that the function of the mediator of the republic was to see into the complaints against public agencies. In case the Ombudsman discovers a certain error he submits his recommendations

Ombudsmen visiting President Emile Lahoud

Opening of the Conference

for solving the problem. Should no corrective action be taken by the administration, the Ombudsman will refer the case to the legislative authority.

In his turn, French Ombudsman, Bernard Stasi said that the "Ombudsman is an independent authority. He does not receive instructions from others and does not follow the administration or the government. He helps citizens who fail personally to find solutions to their problems, and tries to arrive at a mutually agreed solution. The Ombudsman is not entitled to interfere in the course of a judicial case, nor contest any judicial decision".

The Greek "Ombudsman", Nickiforus Diamendoros, reviewed the basis for the establishment of the Ombudsman institution in Greece. He said that the mediator of the republic enjoyed immunity and powers. He also stressed the importance of being independent executively and financially, and reviewed the rules for Ombudsmen accountability.

The Ombudsman of Hungary, Bernabas Linkovitch presented the functions of the Ombudsman institution in his country stressing that it investigates contraventions and corrects shortcomings and errors in the administration. He revealed that the budget of the institution was decided by the parliament and that the confidentiality of files and formalities in the public administration did not obstruct the Ombudsman's investigations.

The Ombudsman in "Valée d'Aoste", a region in Italy, Maria Gracia Vatchina, said that the role of the mediator of the Republic is to defend citizen's rights. She said that since 1992 every region in Italy had its own mediator and that the number of Ombudsmen in Italy was the highest in any single country in Europe.

The financial Ombudsman in Mali, Diakeet Fatoumata Ndai, declared that the functions of the mediator in her country were to ensure understanding between the administration and the State. She said that complaints received by the mediator from any resident of the country (not necessarily a Mali citizen) may be handled free of charge.

The president of the National Committee for Human Rights in Mexico indicated that the president of the Committee was appointed by the Senate and enjoyed complete independence in his work. He revealed that the Committee received around 50 thousand complaints and that many of its recommendations were implemented.

The Minister of Justice in Slovenia, Evan Bijack said: "The characteristics of the Ombudsman are independence, easy communication with citizens and flexible performance. He also said "The Ombudsman must be subject to accountability. It is important that he be responsible in front of the citizens. He must also serve the citizens and posses wide knowledge about human rights and enhancement of democracy".

The Ombudsman of South Africa, Silpi Bakwa said that the Ombudsman "is a top official, independent of the government, and is appointed by the parliament according to the constitution. He receives complaints and is authorized to investigate them, suggests corrective measures, and issues reports". The Spanish Ombudsman, Manuel Garcia Viso considers that the Ombudsman has the right to interfere in constitutional, legislative and legal affairs. On his part, the Swedish Ombudsman, Kial Swantrom, said that his country knew parliamentary mediators of the republic whose functions were to make sure that the courts as well as government authorities comply with the law.

The vice president of the Ombudsman institution in U.S.A presented the fundamental principles that should govern a draft law for the establishment of the institution. He also mentioned various methods for appointing Ombudsmen.

Establishing a Central Office for Administrative Information

Signature of the agreement with Minister Louise Baudouin

The Informs Team

Background and Objectives:

The Central Office for Administrative Information was established by request of the Minister of State for Administrative Reform who considers as top priority the provision of quality services to citizens as well as access to the necessary information concerning administrative procedures. The Office gathered all the information related to the procedures in use in public administrations and institutions which might benefit citizens. This information can be obtained by calling 1700 (a toll free number) or accessing the following website: www.informs.gov.lb.

Scope of Work:

☎ Giving citizens access to useful information in public administrations and institutions.

☎ Facilitating and improving access to government services.

☎ Increasing transparency through the provision of information related to the procedures (requested documents, process of procedure, cost, etc.)

Source of Fund:

European Union and Lebanese government.

Status:

The information has been gathered and programmed, and is constantly updated. Prime Minister Rafic Hariri inaugurated the Central Office for Administrative Information on January 21, 2002 in the presence of many ministers, deputies, and director generals.

During the Francophone Summit which was held lately in Beirut, a cooperation protocol was signed between the Lebanese government - represented by OMSAR - and the Quebec government - represented by the Ministry of State for International Relations Affairs and the Ministry of State for Administration and Civil Service.

The protocol provides for cooperation between the two sides in electronic administration fields, as a step towards the One Stop Shop, which allows for formality handling through the Internet. This will save citizens the trouble of moving between different locations to complete their formalities. The agreement also provides for the formation of a joint working team, which would undertake transfer of the present center for administrative information into a One Stop Shop. Quebec government will provide the necessary expertise for the project. The Agreement was signed by Minister el-Saad, on the Lebanese side and Minister Louise Boudwan on the Quebec side.

OMSAR has already carried out a field visit to Quebec to get better acquainted with the possible avenues of cooperation.

UNDP Resident Representative, Mr. Yves de San and the Head of the EU Delegation, Mr. Patrick Renauld

Partnership Strategy:

OMSAR plays the role of the executive agency to various loans and grants. Being the custodian of critical external funding for promoting administrative reform and development, OMSAR continues to mobilize and manages donor funds, including the European Union, the World Bank, the Arab Fund, and maintain technical liaison with the UNDP Sub-Regional Facilities for Arab State (SURF-AS) and the UNDP Regional Bureau for Arab States (RBAS).

The donors as partners contribute through funding support, resource persons and assignment of a focal person for the portfolio. They will participate in joint sponsoring, planning and implementation of activities, and joint presentations of results of assistance to the Government in this sector.

World Bank Loan

Project Title:	Administrative Rehabilitation Project
Loan Amount:	US$ 20 Million
Closing Date:	June 30, 2003
Interest Rate:	Cost of Qualified Borrowing of the Preceding Semester+1/2
Under the Responsibility of OMSAR:	US$ 13.965 Million
Under the Responsibility of other Ministries:	US$ 6.035
Grace Period:	5 years
Repayment Period:	17 years

Brief Description:

This Project addresses the administrative rehabilitation needs of the Lebanese administrations and public agencies, and therefore fulfills a major part of the requirements defined by the overall National Administrative Rehabilitation Program (NARP).

The project objectives are to:

❊ Provide basic information technology applications and management information systems.

❊ Provide the necessary basic ICT infrastructure to the various ministries (PCs, servers, networks, printers and other peripheral), as well as other basic office equipment.

❊ Develop training programs on ICT and other management aspects.

❊ Improve the responsiveness of the public administration to the needs of the general public.

❊ Promote information exchange and co-ordination of resources among the various ministries to avoid duplication of efforts and improving delivery of services.

Status of the World Bank Loan (Figures in Millions of US $)

13.74 — Contracted & Disbursed
0.20 — Contracted not Disbursed
0.02 — Projects in the Pipe-Line

Allocation by Category (Figures in Millions of US $)

11.555 — Information Systems & Related Services
0.960 — Workshops & Studies
1.450 — Implementation Expenditure
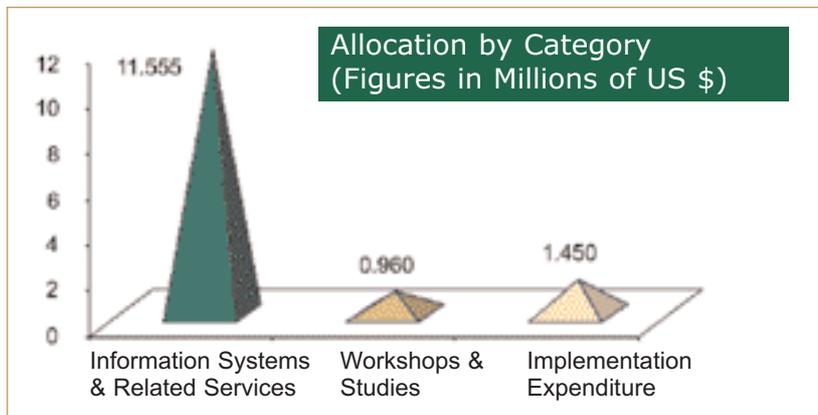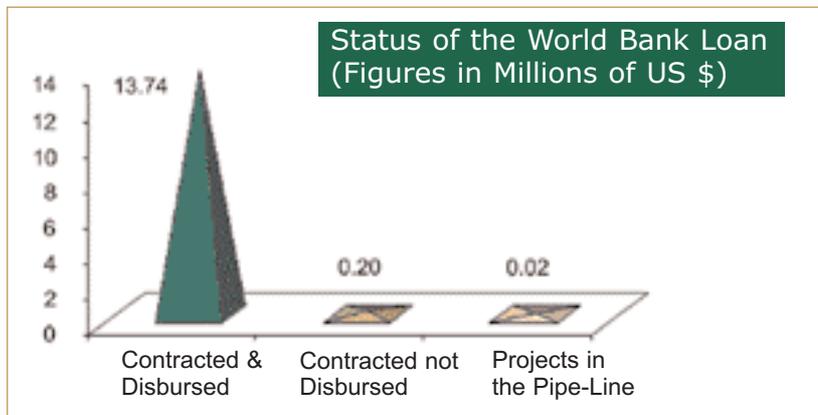
Arab Fund for Economic and Social Development Loan

Project Title:	Arab Fund Project for the Rehabilitation of Administrations and Public Agencies
Implementing Agency:	Office of the Minister of State for Administrative Reform
Closing Date:	December 31, 2003
Loan Amount:	KD 6 Million (Equiv) US$ 20 Million
Interest Rate:	4.5%
Grace Period:	5 years
Settlement Period:	22 years

Loan Distribution as Per the Agreement
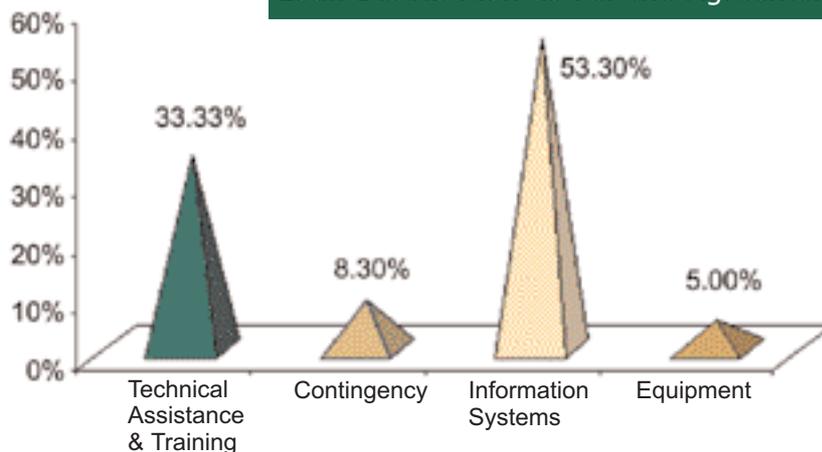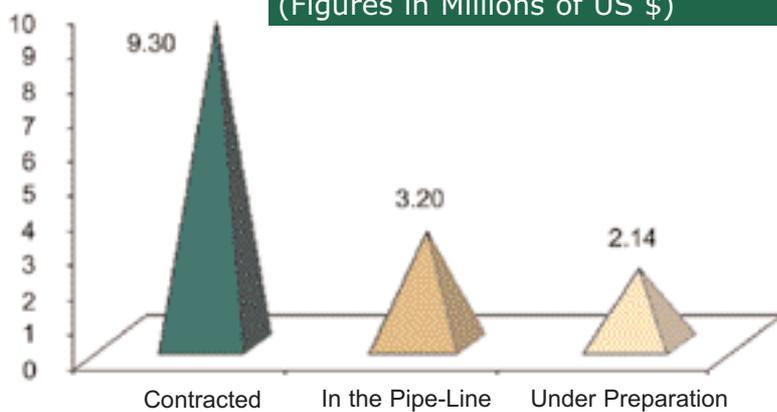
- Technical Assistance & Training: 33.33%
- Contingency: 8.30%
- Information Systems: 53.30%
- Equipment: 5.00%

Status of the Arab Fund Loan (Figures in Millions of US $)

- Contracted: 9.30
- In the Pipe-Line: 3.20
- Under Preparation: 2.14

Brief Description:

This Project addresses the administrative rehabilitation needs of the Lebanese Government-Public Agencies as well as the public administration, and therefore fulfills a major part of the requirements defined by the overall National Administrative Rehabilitation Program (NARP).

The Project objectives are to:

✳ Rehabilitate the public agencies and the public administration and enhance their capacities to study, plan, formulate policies, and identify and manage activities and projects.

✳ Provide the necessary basic ICT infrastructure (PCs, servers, networks, printers and other peripheral), as well as specialized equipments and other basic office equipment.

✳ Develop and upgrade human capacity by: training, reorganising structures and streamlining procedures, providing technical assistance, advisory services, and comprehensive master plans.

✳ Establish basic information technology applications and management information systems.

Progress in 2002:

Several vital projects were launched at new beneficiaries, in addition to several others originally specified in the loan agreement. The chart below shows the status of the loan program categorized according to the stage of progress of the various projects.

Financial Status of the Arab Fund Loan (Figures in Millions of US $)

- Contracted & Disbursed: 5.1
- Contracted not yet Disbursed: 4.2
- Outstanding: 10.7

Contracts by Category (Figures in Millions of US $)

- Information Systems: 4.640
- Equipment: 0.714
- Technical Assistance & Training: 3.960
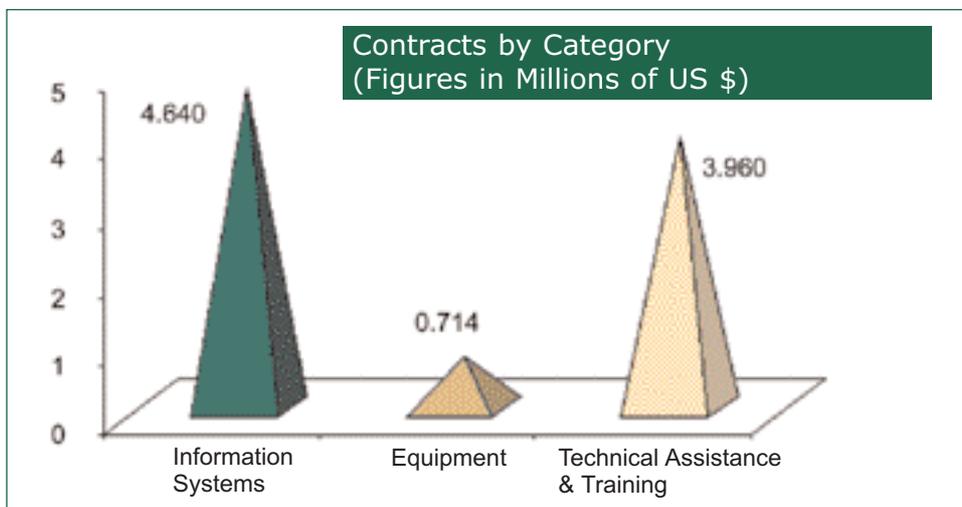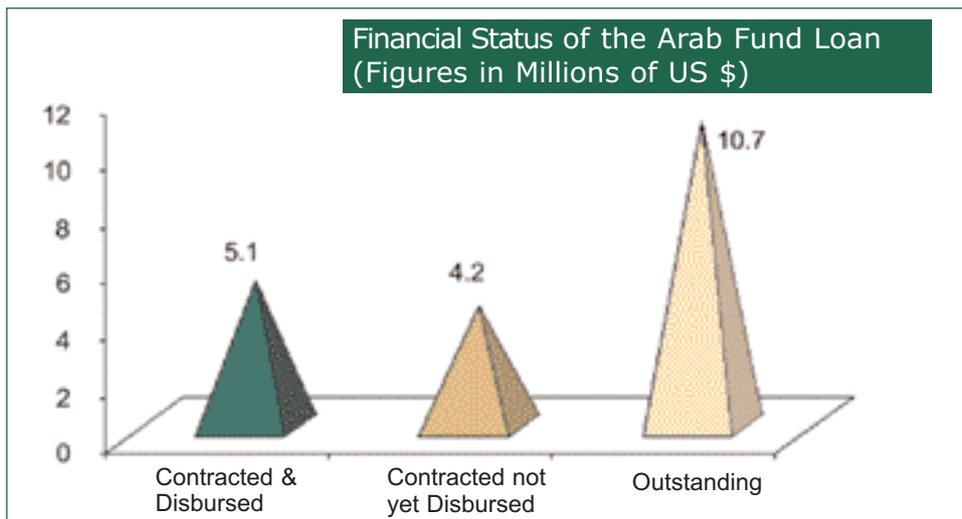
European Union - ARLA Grant

Project Title:	Assistance to the Rehabilitation of the Lebanese Administration (ARLA)
Implementing Agency:	Office of the Minister of State for Administrative Reform
Closing Date:	December 31, 2005
Grant Amount:	38 Million Euro

Brief description:

This project addresses the rehabilitation and improvement of the performance of the public administration in Lebanon.

The project objectives are to:

❋ Streamline and strengthen a number of Ministries and Core Administrative Agencies in their key-tasks.

❋ Assist OMSAR in establishing and subsequently monitoring specialised projects under ARLA (Assistance for the Rehabilitation of the Lebanese Administration) in various public institutions in central administration, public utilities & service networks, and in local administration, in order to strengthen these institutions.

❋ Strengthen the Office of the Minister of State for Administrative Reform (OMSAR) in its functions of managing the ARLA programme and promoting administrative reform.

Progress in 2002:

Several vital projects were launched at new beneficiaries. The chart below shows the status of the loan program categorized according to the stage of progress of the various projects.

Project Distribution as per Financing Agreement (Figures in millions of Euros)

By Categories:

1 Technical Assistance	27.750
2 Studies & Services	2.350
3 Training	1.670
4 Equipment	3.715
5 Operations	1.160
6 Monitoring & Evaluation	0.600
7 Contingencies	0.755

Project Distribution as per the Agreement
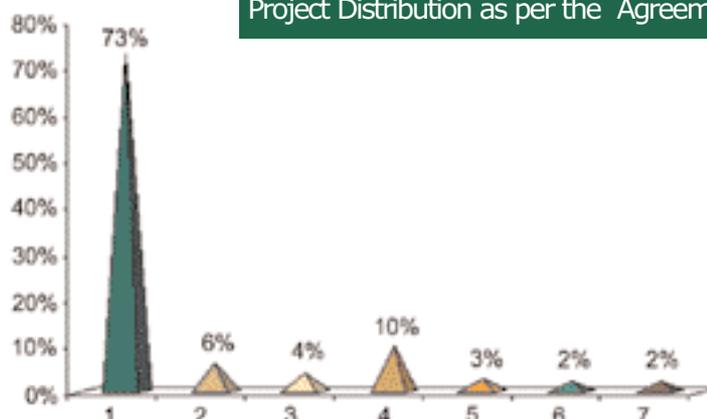
Status of the EC Grant
(Figures in millions of Euros)

Developments in 2002:

1 Contracted & Committed	7.80
2 Work Plan Activities in progress	8.20
3 Projects to be Undertaken	22.00

Status of the EC Grant
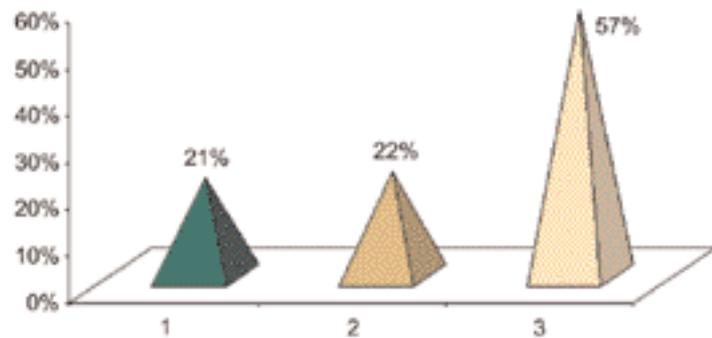
Status of the ARLA Programme
(Figures in millions of Euros)

By Components:	Budget:
1 OMSAR & Core Agencies	10.00
2 MSCs & IAPs	21.76
3 Monitoring & Evaluation	0.60
4 To Be Determined	5.64

ARLA Budget
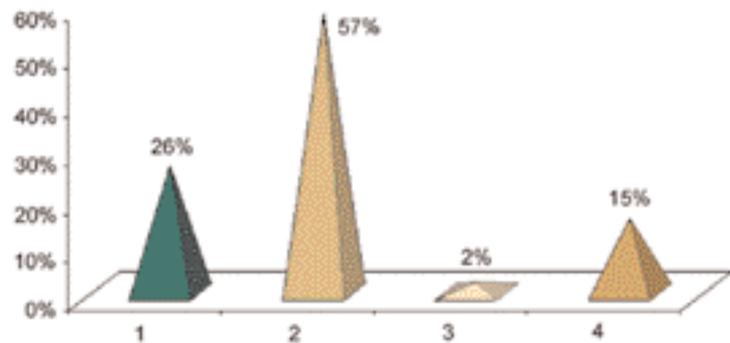
Status of the ARLA Programme
(Figures in millions of Euros)

By Components:	Committed:
1 OMSAR & Core Agencies	7.300
2 MSCs & IAPs	0.383
3 Monitoring & Evaluation	0.125

ARLA Committed
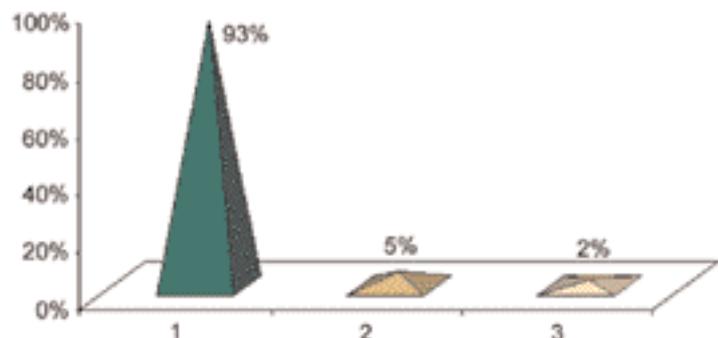
OMSAR: The Vision, the Role, and the Structure

The Administrative Staff

OMSAR is still striving for mapping out a global vision of the administrative reform and development, that tackles the different elements of the public administration. This vision has been embodied in the "Srategy for the reform and development of the public administration in Lebanon", which was adopted by the Council of Ministers in September 2001. It includes the essential guidelines for building up the basic capabilities for a competent and efficient public administration which addresses the needs of the citizens and renders the legitimate services to which they aspire. Such an administration shall bring into action the governmental policies and programs, and carry them out with efficiency.

In this context, OMSAR assumes the role of stimulator and supporter of the projects and programs pertaining to administrative reform and development. The aim behind this is to have a downsized, highly competent and modern public administration ready to meet the citizens' needs, and is committed to the accountability rules and integrated with both the private sector and the civil society. This role particularly focuses on the following pivots:

- The rehabilitation of the public administration through reconsidering its functions, responsibilities, and structures, and boosting office productivity to reflect with more precision and veracity the state's policies and trends, mainly in the economic and social arenas.

- The creation of a dynamic human resources management, in cooperation and coordination with the Civil Service Board, so as to ensure integration of these resources with the state-of-the-art scientific and technological innovations, and encourage such management to adopt the latest successful experiences and practices, mainly in the fields of delegation of authorities and sustained learning and training.

- Modernization of the techniques and methods of work in the public administration, in order to ensure a high degree of performance and achievement, and good use of the resources and energies.

- Boosting the public administration's tendency to serve the citizens, satisfy their needs and simplify and review applicable procedures. The aim is to speed up the handling of formalities, enable the citizens to deposit their formalities via postal, electronic or other modern means, and offer the necessary services, information, and explanations with speed and precision.

- Developing plans for improving performance of the public administration through the creation of mechanisms and tools for measuring performance within the frame of measurable achievements principle, in an endeavor to improve the quality and level of efficiency, competency, and productivity.

- Intensive introduction of Information and Communications Technologies (ICT), provision of technical support and advice to the public administrations, agencies, and municipalities, mainly through introducing IT network infrastructure, provision of appropriate software and system applications, and preparation of tender documents.

- The consolidation of the principles of integrity, accountability, and transparency, through the promotion of a new administrative culture, which will encourage the employee to apply the latest principles of modern administration and observe the ethical rules when dealing with the service beneficiaries, as stipulated for in the Citizen's Charter.

Work Organization

OMSAR's structure centers around two main units:

The Minister of State
for Administrative Reform

1-   The   Institutional Development Unit (IDU), which is assigned to develop and put into action a strategy for development of the public administration in Lebanon, in cooperation with the central control agencies, mainly the Civil Service Board, and the Research and Guidance Department.

2- The Technical Cooperation Unit (TCU), which assumes the responsibility for realization of the ICT-related projects, in the frame of the strategy for reform and development of the public administration in Lebanon, through identifying the public administrations' and agencies' needs of hardware and software packages, and carrying out these projects in cooperation with the IDU.

This strategy also involves the support of the Programme Monitoring Consultancy (PMC), which assists OMSAR in the implementation of the ARLA program, financed by a European Union grant.

Minister Fouad el-Saad has formed a number of committees composed of representatives from OMSAR, some public administrations and agencies, and the private sector, in order to implement certain projects and objectives.

Also, a big number of retired employees were asked to participate, so as to benefit from their past experiences. In addition, job opportunities for youths were created through the technical support committees, as shown in the following graph:

OMSAR's Team and Working Committees

Committees for Developing the Civil Service Board

Committees for Developing the Central Inspection

Committees for Developing the Court of Accounts

Committees for Simplifying Procedures

Committee to Up-date the Public Procurement Law

Committee for Developing a Performance Evaluation System

Support Staff to the Ministerial ICT Committee

Ministerial ICT Committee

Procurement Evaluation Committees

Support Staff to Public Sector Studies and Projects

Sectorial Citizen's Charter Committees

Citizen's Charter Committee

Minister of State for Administrative Reform

NGO Training Committees

Committee for Drafting a New Law for Public Agencies

Sub Committee to Draft Organizational Laws

Central Committee to Draft Organizational Laws

Committee to Draft a Citizen-Administration Relation Law

Committee to Draft an Anti-corruption Law

Committee for Job Description and Classification

Ombudsman's Committee

Committee for Information Compilation of Civil Service Surplus

Committee for the Central Office of Administrative Information

Employee Guide Committee

ICT Support Staff to the Government