

OFFICE OF THE MINISTER OF STATE
FOR ADMINISTRATIVE REFORM

OMSAR

ANNUAL REPORT
1999-2000

A WORD FROM THE MINISTER OF STATE FOR ADMINISTRATIVE REFORM

An ordinary citizen is accustomed, as a result of a common misunderstanding, to limit the process of administrative reform to purging the public administration of corrupt elements, thus depriving the process of its main constituents. Though it is a fact that an administration is as efficient as the integrity of its human elements, yet this is not possible in a physical and human environment that does not provide the requirements for an efficient performance.

Within this correct interpretation, the focus of the Office of the Minister of State for Administrative Reform has been on three basic tracks:

- The rehabilitation of the administration as far as it is a physical structure and re-supplying it with the proper office productivity tools;
- The development of the administration as far as it is a human entity to reconnect its human resources with the scientific and technological developments of the age;
- The dissemination of a new administrative culture that aims at qualifying civil servants to fulfill their tasks through practices and concepts different from what is common in the public sector, not in Lebanon only but in various countries around the world, and transforming them into agents for serving their country and fellow citizens to the best of their abilities.

The annual report for the year 1999/2000 concentrates on this context and presents a set of projects that answer to the objectives of these three tracks:

- regards restructuring, legislation and other problems that ail the administration in general, and concluding in recommendations presented to the proper authorities;
- Second, are ambitious projects for automating the administration on all levels through the deployment of the latest technologies from the Presidential Palace to ministries and agencies such as the Commercial Register, the Government Employees COOP and the National Social Security Fund to mention a few examples;
- Thirdly, a continual human resources development process which aims at qualifying civil servants through major training projects covering essentials of information technology and the use of computers, network administration, database management and modern managerial practices, besides specialized training for specific applications all tending to enhance the efficiency of their performance and add to it transparency and credibility aspects that were non-existent;
- And finally, a process for disseminating a new administrative culture through a number of activities the most important of which is a series of workshops that deal

with basic issues, problems and concepts that are relevant to the public administration, and focus on best practices and the latest managerial techniques. The last two workshops for instance were significant:

- e Public
Minister of State for Administrative Development, another delegation from Jordan representing the Higher Institute for Administration, the General Manager of the Arab Institute for Administrative Development as well as a number of local and international experts who addressed over two day the mechanism for transferring the public administration from the concept of
○ the concept of
- The second, prepared in coordination with the Ministry of Economy and Administration from a traditional one where tons of paper documents are
time and cost.

With this new understanding of administrative reform, synonymous in all details to administrative development, the work team of OMSAR did not spare any effort over the last few years, in silence and without pretension, carrying out realistic and factual

belief that it is the only way to redeem the country. The team has kept on with its performance with the same efficiency and momentum unperturbed with the changes in governments or ministers, thus exhibiting a model of continuity in institutions to be followed in suit by other public administrations.

Hence our obligation to offer this registry achievements realized by the OMSAR team in all seriousness and without ado, and to extend our gratefulness to the members of the team who have demonstrated the highest aptitude in undertaking the tasks defined in the National Administrative Rehabilitation Program.

Dr. Hassan Chalak

OMSAR Mission Statement

The Vision

The Office of the Minister of State for Administrative Reform operates within a comprehensive vision aiming at a future, for the short and long runs, when Lebanon, with its rich diversity, will have built on that resource in the promotion of its national identity. It will have regained its standing in the region and abroad in the pursuit of peace, social development, and economic prosperity. It will be a civil society respectful of the rule of law, formal and informal, promoting equality of opportunity, and environmentally conscious. It will be served by a dynamic and prosperous private sector and a renewed public administration considerably less consuming of human and material resources and reflective of the Lebanese society and its aspirations. It will have become a modern Public Administration, outward looking and open to the world. Its modernity will have been acquired by reaching into its historical and cultural roots.

The Strategy

The central thrust of the strategy is to develop and integrate missions and policies of the central and local administration in such a way as to keep the public and civil servants better involved.

The Mission

The main purpose of administrative reform in the Government of Lebanon is: to develop a new substantive relationship with the public and enhance the role of the government as the instrument of national integration through the following elements of good governance:

- A competent, more productive and better performing civil service;
- Prudence, responsibility, responsiveness, transparency, and accountability; and
- Working in harmony with and increased participation of the private sector - those institutions around which civil society voluntarily organizes in mutually supporting initiatives.

The Means

OMSAR is to build institutional capacity by the early introduction of the public service to the contemporary management culture, given to decentralization, deconcentration and empowerment of civil servants in exchange for full accountability.

It will promote a system of government which will gradually abandon the culture of sterile and inflexible controls, and be seen as doing positive things for the people. Government regulations are to be made fewer, less intrusive and simpler. Concern for the welfare and dignity of the citizen will inspire the provision of services, with attention to results. Services will be delivered at a point of contact nearest to the population and according to predetermined service standards.

Constructive relationships will be developed with businesses and the voluntary sector. The latest possibilities offered by Information Technology (IT) will be exploited to the maximum in the streamlining of administration, financial management, material

management, and combating corruption by ensuring efficiency and transparency of performance in a considerably simplified system of public administration.

OMSAR promotes the essence of the above strategy government-wide and in every central body, ministry and public agency of the Government of Lebanon in the pursuit of

projects, both government-wide and department specific. .

OMSAR shares the responsibility with those departments and agencies in the various stages of program and project development from identification, to conception and implementation. But, ultimately, it is the department or the agency which internalized the reform that assumes its ownership.

OMSAR - THE STRUCTURE

a more efficient and effective Government administration. The Technical Cooperation Unit (TCU) addresses the short-term strategy. For example, the TCU is implementing the National Administration Rehabilitation Program (NARP) by conducting needs assessments in terms of the funds required to carry out the necessary changes. While the TCU focuses on short-term strategies, the Institutional Development Unit (IDU) works, in parallel, on the mid- and long-term strategies.

The purpose of the TCU is to:

- Interface with the Ministries and Government Agencies on an ongoing basis to direct and guide each institution towards achieving the strategies set by the IDU through short- and medium-range action plans.
- Facilitate the implementation of administrative development strategies by identifying each public institutio accordingly.
- Provide consulting services to ministries and agencies when required in such areas as human resources management and development, information technology, financial control systems, purchasing procedures, etc.

The purpose of the IDU is to:

- Formulate a long-range strategy on administrative development measures to be executed by Ministries and Public Agencies.
- Lead public institutions in integrating the strategic plan to bring about administrative Structure and Functions. This addresses both organizational and personal needs.
- Educate and inform civil servants and citizens on administrative reform issues to raise
- Study proposals for changes in administrative structures or functions, with a view to ensuring that the relevant legislation is carefully considered before final ratification.

OMSAR - A MODEL ORGANIZATION

OMSAR is dedicated to achieving, over time, a smaller, efficient and better compensated public administration.

For this purpose, a dual strategy has been developed: a short-term strategy known as the National Administrative Rehabilitation Program (NARP), to be carried out by the TCU; and a long-term strategy known as the Administrative Reform, to be carried out by the IDU.

The purpose of the NARP is to rehabilitate the essential functions of the Lebanese Public Administration in the short-term, in order to strengthen its institutional and management

economic recovery. The ultimate goal of the NARP is to build a lean, efficient and modern public administration.

The objectives of the NARP are to enable ministries and public agencies to carry out their essential functions by:

- Rehabilitating their capacity to study, plan and formulate policies;
- Providing the necessary basic equipment, including computers, to restore basic working conditions in administrations;
- Training, reorganizing structures and procedures, and supporting these activities through technical assistance and advisory services, policy studies, master plans, surveys, databases, and management information systems;
- Improving the responsiveness of ministries and public agencies to public needs;
- Activating the control agencies and restructuring control procedures to strengthen accountability and management by results.

Among the main objectives of Administrative Reform are:

- The design of a new salary scale;
- The development of a performance appraisal system;
- The review of organizational structures;
- The reclassification of positions; and
- The laying out of conditions of appointment in all the cadres of the public sector.

A temporary salary scale has been set up until the review of organizational structures and all position classification has been completed.

Introduction

In conformity with the stipulations of decision No. 1 dated the 20th of June 1994, and with the objective of driving the operation of administrative reform forward, the Council of Ministers has established a committee that headed by the Minister of State for Administrative Reform and has for members each of: the Minister of State for Financial Affairs, the Chairman of the of Civil Service Board and the Chairman of Central Inspection.

The committee was entrusted with:

1. The preparation of a new scale of salaries that shall include, in its core, the compensations subject to integration.
2. Study the structures of the public administration.
3. Formulate a regulation for the description and classification of jobs.
4. Formulate a regulation for performance evaluation.

The above mentioned decision, has been sustained through the 2 project agreements concluded on April 1994 (LEB/92/013) and on December 1994 (LEB/93/007) between the Lebanese government and the United Nations Development Program (UNDP) where the former provided for the establishment of the Technical Cooperation Unit (TCU), and the latter the establishment of the Institutional Development Unit (IDU), within the Office of the Minister of State for Administrative Reform (OMSAR). However, work did not start in these two units till the beginning of the year 1996.

OMSAR became engaged with full dedication- as of the beginning of year 1994 till the end of year 1996 in executing the 2 projects: the description and classification of jobs and the review of the structures of the public administration, in conformity with the stipulations of the aforementioned decree of the Council of Ministers. Also, the project of the National Administrative Rehabilitation Program (NARP) has been initiated. This program is financed by the UNDP and the French government - in collaboration with Lebanese and international consulting experts - to study the urgent needs for six control agencies and public administrations, twenty-five ministries and thirteen public agencies in order to prepare the required planning budget for the horizons of 3 years (1995-1997).

Within the framework of the project of the Lebanese public administration rehabilitation, the IDU undertook the task of establishing a strategy concerned with the development of the public administration, the preparation of propositions, policies and projects in addition to the placement of the strategy under application; Whereas, the TCU undertook the responsibility of programming, coordinating and supervising all the technological projects.

And, since the main reason for the impediment of the projects of economical, financial and social development financed by the World Bank- is the lack of capacities in the public administration, OMSAR has been activated via the consent that the Lebanese Parliament has granted to the Lebanese government, and that was signed by the

President on the 8th of December 1995, to conclude the loan agreement No. 3930, dated on 6/9/1995 with the World Bank for US \$ 20 million. This agreement aimed at assisting Lebanon in rehabilitating its administrative body through the program of administrative reform undertaken by the IDU and the TCU at OMSAR.

Since then, OMSAR succeeded in mobilizing loans and grants, offered by many donors (Arab Fund for Economical and Social Development, World Bank, Canadian International Development Agency) for the projects of administrative reform.

By the completion of the project LEB/93/007 on year 1998, coinciding with the IDU accomplishment of the formulation of the administrative reform strategy, the UNDP- in collaboration with OMSAR prepared a new project LEB/98/002 that was signed by the concerned parties in September 1999. This project plans the general setting of the work of OMSAR insomuch as both the reformatory and technological components, where it revolves around the application of a comprehensive strategy for administrative reform thus in order to achieve a wholesome approach for the administrative development in Lebanon.

Tasks Executed by the IDU:

The tasks, executed by the IDU, have been categorized into four principal chapters:

Chapter One: The studies prepared by the IDU have been classified in accordance to the administration or the concerned public agency.

Chapter Two: Monitoring the implementation of the ARLA project (Assistance in Rehabilitation of the Lebanese Administration).

Chapter three: Participating in the execution of the national strategy to fight corruption.

Chapter Four: Organized Workshops.

Tasks Executed by the TCU

The tasks executed by the TCU have been categorized under four main headings:

Heading One: Projects executed under the World Bank Loan;

Heading Two: Projects executed under the Arab Fund Loan;

Heading Three: Projects executed under the EU Grant;

Heading Four: Others

**Work of the Institutional Development Unit
at the Office of the Minister of State for
Administrative Reform
for the Years 1999/2000**

CHAPTER ONE

A Resume of the Studies Prepared by the IDU

1. Reorganizing the General Directorate of the Presidency of the Council of Ministers:

As a result of a complete field study of the state of affairs of all the units, the available resources and the impeding difficulties, a complete organizational study was conducted in which the following 3 axes have been considered:

- Developing the structure and the tasks of the General Directorate of the Presidency of the Council of Ministers according to stipulations;
- The administrative make-up of the units, their actual tasks and the human element in them;
- The work style and administrative premises.

What follows is a resume of the major suggestions concerning the structure of the branches and the services.

➤ The Ministerial Affairs Branch:

The Service of Affairs of the Council of Ministers

- Expanding the cadre of the Service of Affairs of the Council of Ministers and increasing the number of controllers and first controllers (from 7 to 10). The head of the service may nominate two from among the most qualified and experienced officers to supervise the work of the service employees (controllers and 1st controllers), helping in their training and direction and consequently reducing the burdens of the head of the service;
- Introducing a substantial development in the work style of the controllers through the extensive usage of Informatics in the operation of texts and data treatment that can be invested in many fields concurrently, whether in

facilitate the work and to economize the time;
- OMSAR may offer the controllers support and assistance in the field of organizing training sessions for computer usage in specialized institutes;
- Asserting the circular issued by the Chairman of the Service of Ministers as regards refraining from presenting any file or transaction on the agenda of the Council of Ministers before the completion of all the proceedings and the phases that require its presentation before the administrations and the concerned or regulatory agencies.

The Service of Affairs Common with the Parliament:

- Maintaining the Service of Common Affairs with the Parliament at the Branch of Ministerial Affairs because of the tight relation of its function with this branch and contenting with the specified cadre;
- Finding a work mechanism that enables the Service of Common Affairs with the Parliament to coordinate with this latter to acquire the data related to the urgent draft laws in particular as to the computation of the 40 day time limit (date of initiation, duration of suspension and date of completion).

➤ **The Follow-up and Coordination Branch:**

The study included a proposal aiming at the establishment of the Branch of Follow-up and Coordination consisting of two services, which are:

- **The Service of Follow-up and Coordination:**

To undertake the arrangement of the preparatory and preliminary affairs that enable the Prime Minister to practice his entrusted assignments by virtue of the paragraph 7 of Article 64 of the Constitution.

- **The Service of Follow-up of the Execution of Decisions:**

To undertake the functions and the assignments noted when we studied and analyzed this service.

➤ **The Protocol and Public Relations Branch:**

- Necessity to invalidate the Office of the Prime Minister for it opposes and duplicates the work of the Secretariat Special of the Prime Minister, along with the need to fill up the cadre of this service, to note the required occupations in the field of public relations and protocol and to transfer all the presently noted occupations in the contractual cadre at the Office of the Prime Minister to the Service of Special Secretariat.
- Proposal to create a service for the affairs of the media, considering the importance of this occupation at the level of the Prime Ministry that shall undertake all the matters related to communications and media, so as to prepare the meetings between the Prime Minister and the people of the media, to arrange the press conferences, to summarize newspapers and printouts, to set analysis when necessary and to bring them before the Prime Minister, in addition to preparing the press statements issued by the Presidency.
- Accordingly, the Branch of Protocol and Public Relations shall be consisting of:
 - The Service of the Secretariat Special of the Prime Minister.
 - The Service of the Media.

➤ **The Legal Affairs Branch:**

Activating the Branch of Legal Affairs by entrusting it with additional assignments related to the following 3 axes:

- The axis of assignments related to legal studies.
- The axis of assignments related to administrative tutelage affairs
- The axis of assignments related to the official gazette.

➤ **The Technical Affairs Branch:**

The role of this branch still needs clarification, though, for sure, there are many basic functions it can perform, most important of which are:

- Presenting consultation to the Prime Minister and the parties involved with the Presidency of the Council of Ministers concerning all the technical matters, files and projects presented before the Council of Ministers.
- Following-up the execution of the decisions related to the technical projects or the constructional projects that are approved by the Council of Ministers in coordination with the Service of Follow-up of Decisions.

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- The modifications, included in the law decree No.1329/98, in the structure and the cadre of the Service of Diwan, have rectified the dilemmas and the obstacles facing the service, thus allowing it, to some extent, to handle the duties and the entrusted responsibilities; But, experience and practice have shown that the noted body of the Bureau of Information and Complaints exceeds the service actual needs, which necessitates the reduction of the number of controllers from 5 to 2.
 - Restricting all the affairs of registry: receipt, recording and distribution of incoming and outgoing mail at the Registry of the Service of Diwan; and, consequently refraining the Branch of Ministerial Affairs from directly corresponding with the administrations and the public institutions, on the grounds of the reasons stated at the study and the analysis of the activities undertaken by the Diwan, in the second part, and the encumbrance hindering the workflow.
 - Restricting all the affairs of the records, centrally, to the Bureau of Administrative Archives at the Service of Diwan; thus avoiding the dispersal of the archives between the different administrative units.

➤ **The Center of Informatics:**

- Activating the role of the Center of Informatics, thus and so to become a center for the support of decision-making; For it provides, on account of being a decision-making authority, the Council of Ministers, the Ministers

and the adjoined units with the data, the statistics and the studies.

- Informatics (center for decision support), provided that this directorate be incorporated in the structure of the General Directorate of the Council of Ministers.

- **The Human Element and the Conditions of Recruitment:**
 - Expediting the process of filling vacant posts.
 - Integrating the occupations of controller and first controller under the same naming, as acted upon in the Central Regulatory Agencies.
 - Giving holders of law degrees the priority to be appointed as controllers.

- **Work Styles:**
 - Initiating the use of computers and computer networks to accomplish the office daily tasks and the repetitive regular administrative procedures, thus to upscale the quality of the administrative work and to accelerate it (modernized information, effective administrative control, fast informational flow, reduced efforts and burdens in the execution of the work); as well as to ameliorate the quality of the presented service (the automation of salaries and wages, the general accounting, the personnel

 - Initiating the photocopying of transactions and important circulated archives at the Diwan, using a scanner, and saving them in the computer memory thus resulting in the creation of electronic archives subject to circulation within a network between the computer trained employees.

2. Studying the Structures of the Public Administrations on a Sectorial Basis:

The Minister of State for Administrative Reform has issued decision No.12 dated the 13th of April 2000, establishing specialized work teams to revise the previously prepared organizational studies of the structures of the public administrations, on a

consider the need to update them and to recommend the appropriate amendments, whenever necessary, with the objective of attaining an efficient, consolidate and lean administration.

These organizational studies shall be placed at the disposal of the European Consulting Team that operates under the supervision of OMSAR.

Said committees have been assigned to the following sectors:

- The educational sector.
- The financial and economical sector.
- The sector of water and electrical resources and fuel.
- The health and social sector.
- The sector of public works and transport.
- The Central Inspection.
- The Municipality of Beirut.

➤ **The Ministry of Education and Higher Learning:**

The committee, charged with the study of the educational sector, saw the need to integrate the Vocational and Technical Education and the Educational Center for Research and Development under the same ministry to be called 'the Ministry of Education and Higher Learning' consisting of 5 general directorates and a general secretariat responsible for the coordination between the directorates from one side and the Minister from the other.

The proposed general directorates are the:

- General Directorate of Education and Higher Learning.
- General Directorate of Vocational and Technical Education.
- General Directorate of Inspection, Guidance and Consultancy.
- General Directorate of Cultural Researches.
- General Directorate of Youth and Sport.

Directorate of Youth and Sport from the Ministry of Education, and has noted the establishment of an independent ministry for youth and sport.

This study has introduced prominent ideas found necessary to be presented and discussed, especially concerning:

- Expanding the authorities of the educational districts and charging them with the authorities of the 2 directorates of elementary and secondary education.
- Separating Educational Inspection from the Central Inspection and integrating same in the Directorate of Guidance and Consultancy.
- Abolishing the Educational Center for Research and Development as being a public agency under the tutelage of the Ministry of Education and creating a general directorate for educational research in the core structure of the Ministry of Education and Higher Learning.

➤ **The Social Sector:**

The committee has studied the conditions of the Ministry of Work and the Ministry of Social Affairs and has concluded the following:

- **The General Directorate of Social Affairs:**

- Abolishing each of the Directorates of Social Services and Social Development.
- Reducing the number of services in the central administration from 10 to 5.
- Proposing the creation of a service for social affairs in each governorate, and activating decentralization in the governorates so that the services initiate the offering of the social and developmental assistance and care for the handicapped.
- Reducing the number of the jobs noted in the cadre from 470 to 281 and significantly increasing the number of jobs in the governorates.

- **The General Directorate of Labor:**

This directorate has been reorganized and a scheme to expand the structure to include 5 services instead of 2 has been proposed, to become capable of facing the burden of the work laid upon it. These services are the:

- Service of Administrative and Financial Affairs.
- Service of Planning, Studies and Programs.
- Service of Labor Force and Recruitment.
- Service of Technical Affairs.
- Service of Inspection, Safety and Health Prevention.

Besides, the committee has recommended the creation of a regional service in each governorate with wide authorities in order to consolidate decentralization and to

➤ **The Sector of Works and Transport:**

After the integration of the Ministry of Public Works and the Ministry of Transport into one ministry, the committee suggested the maintenance of the basic structure of this ministry, which consists of 4 general directorates:

- The General Directorate of Roads and Buildings.
- The General Directorate Urban Planning.
- The General Directorate of Land and Marine Transport.
- The General Directorate of Aerial Transport.

Also, the committee has suggested the separation of the Directorate of Real Estate Affairs from the Ministry of Finance, promoting it to the level of a general directorate and adjoining it to the Ministry of Public Works and Transport for the following considerations:

- The national wealth consists of movable assets (whether public or private) and many agencies (Ministry of Finance, Central Bank, different banks and others.) have been entrusted with its management, whereas the real estate wealth (the non-movable assets) which is the actual wealth, and exceeds in value many folds that of the movable assets, remains in lack of a dedicated agency assigned for it.
- The Directorate of the Real Estate Affairs is concerned with the private real estate but no dedicated agency was designated for the public estates.

administrative unit at the level of a bureau burdened by tremendous, interrelated and branched issues.

- It is necessary to entrust the guardianship of the public estates and to provide them with the ultimate care since they are considered an important real estate wealth and their investment in some cases pours serious money into the state and increases the incomes. It is essential to designate a distinct agency instead of distributing their tasks to many units and in more than one administration and ministry since there is practically no methodological concerned party, and the transgressions are numerous, hard to identify or to track.
- Almost 50% of these estates has been surveyed, and the survey of the remaining part should be completed for the good investment of the real estate wealth, the elimination of common properties, the reexamination of the surveyed parts in the shadow of divided properties, and the correction of errors in the light of technological development in the subject of Topography, the usage of advanced equipments and the precision that may be attained.
- Most of the operations at the Ministry of Public Works and Transport are associated with land and real estates, whether as regards the plans and the works performed by the General Directorate of Roads and Buildings or, as regards the public guiding designs, the technical classification of districts, the Civil Organization, and the real estates, their partitioning and the foundation of buildings on them; Thus, the committee considered right to attach the General Directorate of Cadastre and Land Survey to the

Ministry of Public Works and Transport considering its active association to real estate, the mandatory coordination and integration between it and the Civil Organization, the roads, the buildings and others; whereas practically no link relates it to the Ministry of Finance except for the virtually meaningless name related to the non-movable assets.

- The marine public properties are presently linked to the General Directorate of Transport - though, absolutely, not related to matters of Transport. And, the subject of ports is a minute part separately considered, at a time when there is no dedicated agency to account for the marine public properties, to supervise, protect, restrain violations, preserve and utilize them, a thing evidenced by the discouraging debate circulating the scene of the marine public properties.
- The public properties of land and roads and what results from renouncing some of these properties and halting their usage in the act of renewing and modifying the roads network and the consequent conditions, as well as the areas purchased for constructing these roads which exceed the need according to the nature of the land and the stipulations related to the subject of the ownership of all the property which remains practically under the disposal of their owners to be invested, thus depriving the state from the profits in spite of the latter owning the land and having paid for it; And, this is apart from the residual estates that fall within the

establishment of a special unit to care for these properties, to account for, to preserve and to utilize them in the best possible way.

- Adding to this, the fluvial public properties of, waterways and lakes that should be preserved as well. For this reason, the committee suggested the establishment of a special unit to be called the Service of Land and Fluvial Public Properties to be concerned with its affairs in view of the lack of a special concerned unit whether at the General Directorate of Roads and Buildings or at the General Directorate of Water and Electrical Equipping.
- As regard necessity to reinforce them by up-scaling them to the level of a service considering the abundance of these properties and the need to account for, preserve, care and invest them in the most appropriate means, especially in the light of the enfolded physical, moral and national value and the expected incomes.
- The General Directorate of the Cadastre and Land Survey to be established shall consist of:
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 - The Directorate of Private Properties (Cadastre) and it shall consist of the:
 - ✓ Land Registry Secretariats.
 - ✓ Secondary Land Registry Secretariats.
- The Directorate of the Cadastre and shall consist of the:
 - Service of Marine Public Properties.
 - Service of Land and River Public Properties.

- Service of the Private Properties of the State.
- The Directorate of Survey and shall consist of the:
 - Service of Land Survey.
 - Services of the Survey in the Governorates.

➤ **The Sector of Water Resources and Petroleum (Ministry of Water and Power)**

The committee has studied the actual state of affairs of the Ministry of Water Resources and the Ministry of Petroleum and has pointed the following gaps:

- Overlapping authorities among the various ministerial units.
- Overlapping between the Council of the South and the Council of Development and Reconstruction.
- Overlapping between the tasks of the Service of Purifying the Surroundings and the tasks of each of the Ministries of Environment and Urban and Municipal Affairs.
- Overlapping between the Ministry and the adjoined commissions like the Electricity of Lebanon and the National Authority of the Litany River.
- Violation of many units for the simplest administrative and organizational regulations.
- Charging private offices in conducting specific studies.
- Non-existence of a common administrative unit.
- Non-existence of an administrative unit assigned to insure relations with the citizen.
- Non-existence of a bureau for petitions and complaints.
- The Service of Appropriation and Water Rights is noted in the Directorate of Technical Studies while its tasks are of a legal nature.
- The naming of the General Directorate of Water and Electrical Equipping should be changed into the General Directorate of Water and Electrical Resources.
- The Service of Purifying the Surroundings should be separated from the Ministry of Interior and Municipal Affairs in view of the fact that the authority to handle waste water and to build facilities to collect it and stations to purify and treat it, has been assigned to municipalities.
- Non-existence of any interrelation between the tasks of the Bureau of Mines and Quarries and the tasks of this Ministry.
- In addition, the law No. 221/2000 has entrusted the public investing institutions with the authority to execute the projects of potable water and irrigation.
- The Electricity of Lebanon is not legally obliged to supply the remote areas with electrical power; hereby, the role of the Ministry, in the study and the execution of the projects of electricity in remote areas, should be maintained.

➤ **The Ministry of Finance:**

The committee charged with the preparation of a visualization of the structure of the Ministry of Finance, has studied the state of affairs of the General Directorate of

Finance and the Directorate of Cadastre, but has not set about the administration of Customs considering its special condition.

The committee has suggested the modification of the structure of the General Directorate of Finance much to be organized according to the following:

▪ **The Secretariat general of the Ministry of Finance to which shall be adjoined:**

- The General Directorate of Budgeting and Expenditures Control.
- The General Directorate of Administrative Affairs.
- The General Directorate of the Treasury.
- The Directorate of Financial Control over public administrations.

▪ **The General Directorate of Revenues and shall consist of:**

- The Central Administration of Taxes.
- The Services of Taxes in the governorates.
- The Regional Accounting Units in the headquarters of the governorates.
- The Local Accounting Units in the headquarters of the districts.

▪ **Center of Information:**

The committee has suggested reconsidering the structure of the Ministry of Finance according to the aforementioned, and has adopted the structure as shown after comparing it to the structural elements of the financial make-up that was approved of for the past forty years and still remains incapable of fulfilling the purpose of its establishment.

▪ **Justifying the Creation of a General Secretariat at the Ministry of Finance:**

The above mentioned financial and regional units are presently related to the Directorate of Finance without attaching to it i.e. to the Directorate any assisting unit, the matter that forces upon it all the financial and administrative burdens. In order to avoid this pressure, the proposed structure noted the creation of a secretariat general to which a general directorate for the affairs of budgeting preparation and another general directorate for revenues concerned with taxes and fees shall be directly attached; provided that administrative, financial, computational, technical, technological and legal units to be involved in the provision of the up-to-dateness in the styles of public cash management, be directly adjoined to the secretariat general.

▪ **Justifying the Creation of the General Directorate of Budget and Expenditures Control:**

The Directorate of Budget presently consists of:

An Administrative bureau, a budgeting bureau and a bureau of expenditures control.

This structure dates back to more than forty years

public budget was restricted to limited and recurrent channels of expenses barely exceeding the charges operation.

Therefore, the committee has proposed, in its report, to activate the Directorate of Budgeting so and thus to make it a general directorate of budgeting capable of going with the development on the close and long run. Also, the committee has entrusted this general directorate, not only with the preparation of the budget and the control of the expenditures, but with:

- The affairs of revenues, researches, statistics and programming that should precede the preparation of this project.
- The affairs of an important phase of the phases of execution of the budget expenditures which is the of issuing of the money orders (Directorate of Expenses) for its being an administrative phase preceding the actual phase of payment that should be separated from the antecedent administrative phases among which is the outlay phase; provided that the payment phase remains within the authorization of the Directorate of Treasury under the supervision of the Secretariat General of the Ministry of Finance.

On this ground, three directorates shall be attached to the general Directorate of Budgeting and Expenditures Control, which are:

- The Directorate of Budget.
- The Directorate of Expenses.
- The Directorate of Expenditures Control.

➤ **The General Directorate of Revenues:**

The General Directorate of Revenues presently consists of the following bureaus:

The Bureau of Income tax, the Bureau of Built Estates, the Bureau of Succession Fee, the Bureau of Indirect Taxes and Fees, the Bureau of Land Taxes, and the Bureau of Accountants, in addition to: the administrative bureau, and the Bureau of Taxation Legislation. Also adjoined to this directorate are inspection controllers and taxes first controllers.

The taxes regional units are constituted of a financial presidency in each governorate except for the Governorate of Beirut where the management is undertaken by a financial president holding the rank of a chief of service.

This directorate, its services in the governorates and its central bureaus in Beirut is incapable of fulfilling its assignments.

This structure dates back to before the year 1959; the matter which made it a poor structure totally incapable of coping with the complications and the volume of the taxes and fees actualization.

The committee has proposed a new administrative structure leveling with a general directorate for revenues and shall consist of three directorates:

- The Directorate of Administrative Affairs
- The Directorate of Direct Taxes.
- The Directorate of Indirect Taxes and Fees.

➤ **Central Inspection:**

- **As Regards the Board:**

Inspection consisting of the Chief of the Board of Central Inspection as chairman, the Director General of Legal and Follow-up Affairs (newly proposed occupation), and a full-timer general inspector instead of the as chairman and each of the Financial General Inspector and the Cultural General Inspector as members, considering that the two latter undertake specific penalties; So, their presence is not feasible in the Board of Central Inspection which undertakes, in its turn, penalties and transfers to a higher disciplinary board, just in order to uphold subjectivity and impartiality.

▪ **Separating the Health, Social and Agricultural General Inspectorate into the Following Three General Inspectorates:**

The Health and Pharmaceutical General Inspectorate, the Social and Economic General Inspectorate and the Environmental and Agricultural General Inspectorate, because there is absolutely no relation between the health, agricultural and social issues for them to be falling within one Inspectorate.

Adding to this is the matter that we need a health general Inspectorate to control the cash spent on health affairs, an agricultural general Inspectorate to offer the proposals that should upraise the agricultural condition and a social general Inspectorate to follow the cash spent on the beneficent and other communal societies.

➤ **The Establishment of an Administration for the Affairs of the Citizen at Central Inspection:**

It is an administration concerned with the follow-up of the ci needs at the official administrations and the public institutions similar to the program of Omdudsman that was established in Sweden on 1809 and recently

in few North African countries.

The creation of this administration shall economize for the citizen the time and the payment of bribes. Because the creation of this administration, as similarly operative in France, America and England, shall give way for the citizen to present the complaints directly to this administration, and this latter shall be committed to answer the citizen back within a period not exceeding forty-eight hours.

➤ **The Establishment of the General Directorate of Legal and Follow-up Affairs:**

The establishment of this directorate shall force it undertake the study of the legal cases, the preparation of agreements and contracts drafts, the offering of consultations regarding the application of legal texts, the study of legal petitions and lawsuits, the presentation of recommendations concerning the various legal cases placed before the Central Inspection, the revision and the study of the periodic reports of the directors general in public administrations and institutions, the study and the revision of the reports of the self-audit boards, and the preparation

of replies drafts to the Parliament interpellations that the government decides their referral to the Central Inspection.

Most important is that the head of this administration shall be a member of the Central Inspection Board.

Consequently and post the prepared study, the Central Inspection shall consist of the:

- Presidency of Central Inspection.
- Board of the Central Inspection.
- General Directorate of Legal and Follow-up Affairs.
- Administrati
- Administrative General Inspectorate.
- Financial General Inspectorate.
- Educational General Inspectorate.
- Engineering General Inspectorate.
- Health and Pharmaceutical General Inspectorate.
- Environmental and Agricultural General Inspectorate.
- Social and Economic General Inspectorate.
- Secondary General Inspectorate.
- Government Commissariat at the Superior Disciplinary Board.
- Service of the Diwan.
- Secretariat of the Board.

➤ **The Municipality of Beirut:**

The committee, charged with the preparation of a thorough study of the organizational structure of the Municipality of Beirut, in view of the drastic changes arising in the social, cultural and environmental states of the occupants, considered the creation of new services and the integration of existing services insomuch as the resulting modifications in the assignments and the structure of bureaus and sections. The committee suggested the following structure at the

- The Service of the Secretariat of the Municipal Council.
- A service for administrative affairs.
- The Service of Litigations (newly proposed service): The nature of the work and the burden of the assignments at the Bureau of Litigations necessitate expanding its cadre and up-leveling it to a service. Besides, the Directorate of Recherche and Guidance has, since 1974, suggested the necessity for establishing a service for litigations (Letter No.802/74).
- The Service of Classified Institutions: The committee suggested maintaining this service till the issue of the organizational texts related to the Ministry of Industry and stipulated in the law No.642, on the 2nd of June, 1997 and considering the possibility of its integration with the proposed Service of the Environment.
- The Financial Service.

- The Service of Engineering: The Bureau of Gardens and the Bureau of Traffic have been invalidated in this service but were attached to the Service of the Environment. Also, the Bureau of Works by consignment and the Bureau of the Parkland have been attached to a newly proposed service to be called the Service of Works by Consignment, Parkland and Supplies.
- The Service of Works by Consignment, Car Parks and Supplies consisting of the Bureaus of Works by Consignment, Car Parks, Factory and Supplies. This service has been newly established and has been entrusted with the assignments once undertaken by the Service of Engineering, specifically in this concern.
- The Service of Inspection.
- The Service of Public Health.
- The Service of Public Cleanliness.
- The Service of the Environment, Beaches and Gardens: The establishment of this service and the attachment of the Bureau of Gardens and Green lands to it, has been proposed as well as the establishment of a bureau for the purification of the environment in view of the important environmental aspect in a capital suffocating with habitats, solid cement, air pollution and stuffy traffic.
- The Service of Social, Cultural and Touristic Affairs: In order to highlight the civilized aspect of the capital, it was considered right for the municipal structure to include a service for the social, cultural and touristic affairs that shall undertake the care of the clubs and the societies in the capital, in collaboration with the concerned parties.



The Ministry of Economy and Trade

- **Studying the Silo of the Port of Beirut and Suggesting the Appropriate Legal Formulation for its Management**

Based on the letters of His Excellency the Minister of Economy and Trade No.506/av dated on 17/12/1999 and No.3370/av dated on 14/4/2000 where he demands the assistance of one of the experts of OMSAR to accomplish a number of organizational studies; among which are studying the state of affairs of the silos of the port of Beirut and suggesting the legal formulation to manage them under the existing, legal and organizational void.

OMSAR has accomplished a thorough study concerning the aforementioned. It included many legal formulations to manage the silos and a presentation of the weak and the strong points for each of these formulations. OMSAR has laid this study before the Office of His Excellency the Minister of Economy and Trade by virtue of the letter No.209/r/2000 dated on 5/5/2000 to be reviewed and to adopt the most appropriate formulation.

We, hereby, show a resume of the major contents of this study:

- **As Regards the Legal Status:**

Since the Lebanese Republic reacquired the silo of the port in 1990, after the expiry of the contract signed between the Ministry of Economy and Trade and the corporation of the management and the investment of the Port of Beirut, the legal state of affairs of the silo administration is characterized by vagueness. For, it cannot be currently considered part of the Ministry of Economy and Trade analogous to all the units of the ministry, and consequently falling outside the framework of the Civil Service, nor can it be considered a public institution compliant to the tutelage of the Ministry of Economy and Trade analogous to all the public institutions compliant to the tutelage of the concerned ministries. This fact calls for finding the appropriate formulation for it.

- **As Regards the Nature of the Work:**

The nature of the work at the grains silo at the Port of Beirut is characterized by dynamism, speed and competition i.e. that the workflow at the administration of the silo is analogous- to a high degree- to the workflow of the private sector. And, in spite of the characteristic relative flexibility in comparison to public administrations, many opportunities to increase the incomes and to up-level the competitive capability are being mishandled and missed. The administration of the Silo, though free of many restraints that govern the work of the public administrations and institutions, needs to maintain this flexibility that insures bringing in the grains importers and keeping them through the supply of the finest and the fastest level of services exceeding the one to be offered by the private

establishment of a financial system that provides the strict control over expenditures and the performance of financial audit and post-audit.

- **As Regards Supervision:**

The administration of the silo does not comply with any of the supervision types adopted at the Lebanese administration- including the post-audit of the Diwan of Accounting. This matter poses the necessity to adopt an effective mechanism for supervision that shall ensure the right of the silo administration for the work flexibility from one side, and shall define its responsibilities related to sound and effective performance according to the standards of economics, qualification and effectiveness from another side; all this, within the framework of advantageous accountability.

- **As Regards the Human Element:**

Since the legal framework of the silo is non-existent, this situation applies to the laborers of the silo - they cannot be considered included in the category of public administrations employees, nor are they public agencies employees. And, the collective contract, governing the relation between the Syndicate of Employees and the Management and the investment of the Port, remains presently effective. However, the average age is high and

the age of almost 50% of the laborers falls between 50 and 60 years. On a different level, the salaries and benefits of the silo laborers constitute the biggest portion of the expenditures, since they receive more than the employees in the various public administrations because of the volume of additional working hours demanded by the nature of the work at the silo.

▪ **As Regards Equipping:**

Though relatively in acceptable condition, there is a need- beginning as from now- to establish a plan to re-equip the silos with modern instruments and apparatuses, and to note the necessary funds for investment. But, this issue cannot be discussed outside the framework of a clear administrative vision for the future of the silos under the possible to-be- adopted options to settle the statuses of the laborers.

▪ **The Proposed Reformatory Formulations:**

- *Option one*

It shall require the establishment of a public institution, for the management and the investment of the silo that shall be characterized by a moral personality and a financial and administrative independence to own and to operate this vital utility on the grounds of the Port of Beirut. This institution shall comply with the supervision of the Central Inspection, The Civil Service Board and the post-audit of the Court of Accounts.

But this option might contradict with the dynamism of the work that the silo should run accordingly and should maintain rapid adaptation with the

represented in the huge discrepancy between the wages and the compensations granted to the laborers of the silo and the ones granted to the employees of the other public institutions.

- *Option Two*

It shall require the establishment of a public institution to own the premises and the equipments of the silo and to be offered the authorization of tendering the works of operation and maintenance according to a technical bidding document and to specific engineering and health standards.

But, the principal problem shall remain related to the treatment of the overall status of the silo laborers and to the settlement of their statuses in agreement with the company to be granted the works of operation and maintenance.

- *Option Three*

It shall require the establishment of a commercial company totally owned by the Lebanese government and complied with the law of commerce and the law of work. This company shall own the silo and shall operate its establishments; much as this, demands a special law considering that the law of commerce stipulates the presence of three contributors to establish a company to go to the Lebanese government.

- *Option Four*

It shall require the establishment of a commercial company totally owned by the Lebanese government and complied with the law of commerce and the law of work by virtue of a special law that shall clearly stipulate the right of the company to demand the assistance of the private sector

financial capabilities. And, it is possible on the long run- for the Parliament to accredit the government to float a certain percentage of this

the principal owner of the company. And, it is possible in a later stage to float more shares. But, as regards the control of the company works, a regulatory board shall be established to organize this vital alimentary sector, in charge of control without daily direct interference with the alimentary security, the continuous supply of provisions, the insurance of justice and equality

in dealing with the importers, the supervision of fees and the surety of good commitment to the stipulations of the contract of specialization.

➤ **Draft Decree for the Creation of two Bureaus in the Cadre of the Ministry of Economy and Trade**

Based on the letter No.506/av of His Excellency the Minister of Economy and Trade dated on the 17th of December 1999 in which he demands the assistance of one of the experts at OMSAR to carry out a number of organizational studies; among which is the creation of the units capable of activating the work at the General Directorate of Economy and Trade at the level of Informatics and planning, economic studies and statistics, OMSAR has prepared a draft decree that includes the creation of two bureaus at the General Directorate of Economy and Trade: the

re His Excellency the Minister of Economy and Trade by virtue of the letter No.224/r/2000 dated on 11/5/2000 for review, and upon approval, to be given the appropriate legal course.

The draft decree basically included the creation of a bureau for economic studies and a bureau for Informatics, directly related to the Director General of Economy and Trade

The Bureau of Economic Studies shall be primarily assigned to study and to analyze the economic policies and all the economic data, to prepare the economic programs, and to propose the macro-economic policy analysis.

And, the Bureau of Informatics shall be assigned the tasks related to information technology: automation, programming and training, maintenance of computer networks, updating the Internet web page and the presentation of suggestions in the field of electronic commerce.

The establishment of these two bureaus shall gain distinctive importance considering the basic tasks they shall handle, especially when the structure of the Ministry of Economy, dating back to 1959, does not note the presence of similar units.

➤ **Draft Law Aiming at the Separation of the General Directorate of Grains and Sugar Beet from the Ministry of Economy and Trade and its Integration with the Ministry of Agriculture:**

Based on the letter No.506/av of His Excellency the Minister of Economy and Trade dated on the 17th of December 1999 in which he demands the assistance of one of the experts at OMSAR to carry out a number of organizational studies; among which is a draft law separating the General Directorate of Grains and Sugar Beet from the Ministry of Economy and Trade and adjoining it to the Ministry of Agriculture considering the interrelated authorizations and responsibilities, OMSAR prepared the aforementioned draft law and placed it before His Excellency the Minister of Economy and Trade by virtue of the letter No.224/r/2000 on 11/5/2000.

The draft law shall require the integration of the General Directorate of Grains and Sugar Beet as well as all its agencies and cadres, with the Ministry of Agriculture, and the transfer of its employees and workers to the cadre of the previously referred ministry without any modification to their occupational statuses.

The purpose for this integration is represented in the existence of powerful relations of correlation and complementation in the assignments and the authorizations of each of the General Directorate of Grains and Sugar Beet and the Ministry of Agriculture. This matter necessitates this separation and this integration.

The activity of the General Directorate of Grains and Sugar beet is characterized by an agricultural trait since it works at satisfying the needs of the local market for wheat and other grains through import, developing the production of grains and sugar beet at the local level and securing selling these products. This task coincides with the tasks of the Ministry of Agriculture that is concerned with the development of the local production of all what is related to the agricultural wealth along with the study of t
of the local markets.

➤ **The Ministry of Agriculture:**

A Draft Decree Aiming at Canceling the Classification of few Employees at the Animal Production Office, that is integrated in the Permanent Cadre of the Ministry of Agriculture and Classifying them in New Occupations.

Based on the letter No.2478/r of the General Directorate of the Presidency of the Council of Ministers dated on the 18th of November 1999, demanding OMSAR to express its opinion concerning the draft decree aiming at canceling the classification of few employees of the former animal production office that is integrated in the permanent cadre of the Ministry of Agriculture, and reclassifying them in the occupations of: agricultural technical assistant or veterinary technical assistant, according to the permanent cadre issued in the organizational decree No.5246 on 20/6/1994; and upon studying the whole file, OMSAR considered that the draft decree falls in its legal position especially after the Ministry of Agriculture has issued the organizational decree No.5246 on 20/6/1994 that reviewed the structure and the cadre and modified the naming of few occupations (the new naming for technical assistant became agricultural technical assistant, and the naming of technical controller became veterinary technical assistant) considering that these occupations are of the fourth category- first rank. And, it is to indicate that the certificates and the qualifications that the technical assistants and the technical controllers hold are equivalent to the certificates required for the occupations of: agricultural technical assistant and veterinary technical assistant.

➤ **The Ministry of Youth and Sport:**

The study of the structure and the assignments of the General Directorate of Youth and Sport has started before the issue of law No.247 on 7/8/2000 (law of the integration of ministries) and the creation of an independent ministry under the naming of the Ministry of Youth and Sport.

And, it is to indicate that this study fits to be the essential nucleus for the new ministry but remains in need for minor modifications to be agreed upon by the concerned parties in this ministry.

▪ **A Draft Law Aiming at the Reorganization of the General Directorate of Youth and Sport.**

Based on the request of His Excellency the Minister of National Education, Youth and Sport addressed to OMSAR by virtue of the letter No.9066/11/95 dated on 6/1/1999 and which includes the request to approve of the draft law of the proposed structure to reorganize the General Directorate of Youth and Sport, OMSAR devoted itself to the study of the file.

It was clear for OMSAR that the work of the committee charged to examine the file by virtue of the decision No. 65/99 issued by the Prime Minister on 8/4/1999, is limited to the study of the subject matter of the

reintegration of the vocational and technical education with the Ministry of National Education, Youth and Sport without studying the organizational structures of the general directorates constituting the Ministry of National Education, among which is the General Directorate of Youth and Sport. Furthermore, the administration of researches and guidance has previously agreed on the organizational structure proposed for the General Directorate of Youth and Sport (Letter No.291/9 dated on 17/8/1995); Also, the Council of Civil Service has agreed on the proposed structure with the introduction of few remarks and suggestions that the General Directorate of Youth and Sport has actually adopted.

The structure has been proposed as such:

- The Service of Sport and Civil Education.
- The Service of Youth and Popular Education.
- The Service of Preparation and Training.
- The Bureau of Informatics and Statistics.
- The Bureau of Public Relations.
- The Bureau of Diwan
- The regional Bureaus.

And, we shall begin- in collaboration with the officers of the new ministry- the preparation of the draft law that shall define the general structure of the Ministry of Youth and Sport during the first phase, then the preparation of

a definition of the necessary assignments and premises.

➤ **The Ministry of Culture**

A Draft Law Aiming at Amending few of the Stipulations of the Law No.215/93 (Creation of the Ministry of Culture and Higher Education)

According to the Decision No.1, dated on 20/6/1994 of the Council of Ministers, an organizational work team, under the supervision of OMSAR, has prepared an organizational study dealing with the structure and the tasks of the Ministry of Culture and Higher Education. This study has been displayed before the Administration of Researches and Guidance to which this latter agreed by virtue of its letter No.2/9 dated on 15/1/1998, also it has been displayed before the Board of the Council of Civil Service in which concern the board has pointed remarks that were adopted.

On the 22nd of April, 2000, the Prime Minister issued the decision No.87/2000 requiring the establishment of a committee to be headed by the Director General of Archeology and to include the representation of the Administrative Reform and specialists from: the Council of Civil Service, the Administration of Research and Guidance, the Presidency of the Council of Ministers and the General Directorate of Archeology. The committee achieved the establishment of a complete draft law for structuring the Ministry of Culture and Higher Education, updating and

developing the law of Archeology and organizing a new flexible structure for the General Directorate of Archeology.

However, after the issue of the law No.247/2000 (Integration of the ministries), the draft law has been reconsidered after the separation of the Higher Education from the Ministry of Culture and adjoining it to the Ministry of Education and Higher Education. Consequently, the ministry has grown to comprise:

- The General Directorate of Culture.
- The General Directorate of Archeology and Heritage.
- The Common Administrative Directorate.

The Ministry of Culture shall be concerned with the affairs of the cultural development, the creative works and the various cultural, artistic and traditional activities; providing them with the widest growth, managing the tasks related to Archeology and especially undertaking:

- **As Regards Culture:**
 - The promotion and the activation of the cultural movement, the encouragement of the creative talents, the protection of the heritage and the support of the societies and the cultural boards in the fields of intellect and various arts.
 - The support and the development of the national library (the house of national books) and the establishment, the management and the wide circulation of public libraries.

- **As Regards Archeology:**

Excavating for remnants, displaying, caring for and managing them, and protecting the archeological and historical places and civilized landmarks, and establishing museums in the capital and the districts.

A thorough conception, for the structure of this ministry at the level of all the services, was set thus and so to:

- **Creating a common administrative directorate:**

Shall be directly related to the Minister and shall practice the authorizations and the assignments that the laws and the complied regulations entrust the common administrative service.

- **At the General Directorate of Culture:**
 - Creating the Service of Cultural Relations, Arts and Folklore, that shall care for the cultural relations, and shall preserve the arts and the national folklore.
 - Creating a special service for Cinema and Theater and separating the affairs of exhibitions and entrusting them to the Service of Cultural Relations, Arts and Popular Traditions.
 - Creating the Service of Plastic Arts to care for the plastic arts and the plastic artistes and to establish plastic arts exhibitions.
 - Creating a separate fund to support Cinema and Theater to be called

financing, producing or participating in the production of movies, documentaries, and auditory and visual publications.

▪ **At the General Directorate of Archeology and Heritage:**

A number of services were innovated and the assignments related to the remaining services were clarified more precisely as detailed in the draft law text:

- Creating a service associated with archeological, historical and traditional buildings to handle the thorough survey of all the archeological, historical and traditional buildings on the Lebanese grounds and suggesting inputting or registering them in the general inventory or possessing them.
- Creating the Service of Researches, Documentation and Publication to handle the preparation and/or the publication and the documentation of studies and archeological, historical and traditional researches.
- Creating the Technical Service that shall handle the restoration and the maintenance of the remnants and the physical legacy, establishing and managing the laboratories and the specialized workshops to preserve, to exhibit and to store remnants and to manufacture the requirements of their restoration.
- Establishing a separate

to the protection and the development of archeological and traditional sites, groups and buildings and museums in the various Lebanese districts.

The discussed draft law shall give the Ministry of Culture an effective role, through its provision with a studied, developed, tenacious and modern structure. And, as soon as the law is issued, the organizational decree set to define the structure at the level of bureaus, cadre, appointment conditions, and ranks and salaries scale shall be decided.

➤ **Ministry of Information**

Draft law Aiming at the reorganization of the Ministry of Information.

The Council of Ministers has issued the decision No.15 on the 17th of February 1999, ordering to approve of the recommendation to study the structure of the Ministry of Information and to update it by way of a special committee to be supervised by the Minister of State for Administrative Reform. The aforementioned committee has accomplished the assigned mission and has laid before the Minister of State for Administrative Reform a complete copy of the file of the reorganization of the Ministry of Information, by virtue of the letter No.2210-2211 dated on 16/9/1999. Subsequently, few appropriate modifications were introduced in the draft law of the reorganization of the Ministry of Information in light of the remarks of each of: His Excellency the Minister of Public Works, The Minister of

Transport, The Council of Civil Service and the Administration of Researches and Guidance.

And, by virtue of the legislative decree No. 25 dated on 25/4/1983 that reorganized the ministry restrictively at drawing the general guidelines of its structure, this latter had undergone drastic modifications. And, it was supposed to define the details of the application of the legislative decree No.25/83 by virtue of decrees adopted at the Council of Ministers during a period of six months starting the date of its issue. But, these decrees have not been issued, and the structure of the Ministry of Information remained in lack for tenacity according to the last regulation. So, this state of facts created a defective organizational state represented in a structure amputated into 2 halves, the first half consisting of the directorates and the services governed by the legislative decree No.25/83, and the second half consisting of the bureaus and the sections still governed by the decree No. 7276/61.

Added to this are the obstacles and the gaps denoted in: the exaggerated expansion in the branching and the sectioning of the structure into administrative units, the creation of numerous serial levels, the partition and the fragmentation of homogeneous assignments, the deprivation of the ministry of units for planning, programming and proposing informational policies, the potent vacancy in the cadre, the low-grade conditions of appointment and the extended number of agents at the ministry. Also, the ministry lacks the flexible regulations that give the informational agencies the chance for renovation, development and possible competition.

All these causes have set forth the establishment of a draft law that reorganizes the Ministry of Information especially after the issue of the law No.382/94 related to the television and radio broadcast.

The General Guidelines of the Proposed Draft Law for the Organization of the Ministry of Information are:

- Noting the necessary units and agencies needed to cope with the new assignments included in the law No.382/94.
- Emphasizing the importance of the tasks of planning and studies, which are presently completely non-existent.
- Concentrating on the role of Informatics in the development of the work styles and formulating the databases that facilitate the administrative work and support the operation of decision making.
- Emphasizing the work of the public relations and the informational collaboration with the informational institutions in and out at the central level; And, this work is presently scattered and disarranged in more than one administrative unit.
-

granting them the administrative and financial freedom to work according to the rules and principles adopted in the investing, commercial and

be consisting of an administrative council that shall include a chairman

and two members all full-timers- one of the members shall be nominated deputy chairman- in addition to an executive unit.

➤ **The Council of Development and Reconstruction**

Draft Law Aiming at the Amendment of few Stipulations of the Decree No. 6789 Dated on 20/5/1995 (Personnel Law of the Council of Development and Reconstruction)

Based on the letter No.1505/r of the Secretariat General of the Council of Ministers, dated on 18/8/1999 demanding OMSAR to study the file related to the draft decree aiming at the amendment of few stipulations of the decree No.6789 dated on 20/5/1995 (Personnel law of the Council of Development and Reconstruction) and to express an opinion in its concern,

OMSAR has accomplished studying the draft decree and all its annexes, and has presented the appropriate remarks in its concern by way of two separate reports placed before the Secretariat General under No. 1371/r/99, dated on 27/11/1999 and No. 109/r/2000, dated on 22/2/2000.

OMSAR suggested rejecting the draft decree for two principal reasons:

- **First reason:** is related to its disagreement with the spirit of paragraph 5 of annex (A-2: Salary Scale) of the personnel law No.6789 dated on 20/5/1995.
- **Second reason:** is related to the presence of gaps, weak points and many flaws in the form and the text of the draft decree.

The principal remarks on the draft decree are:

- - to the salary scale of the public administration employees, knowing that there is a huge difference in the legal formulation for each of the public administrations and the public institutions along with entailing variance and discrepancy, as well as the organizational condition of each of the permanent cadre employee and the public institution laborer. In addition to this, it is not feasible to compare the contractual cadre to the permanent cadre. Furthermore, the salary scale of the laborers or the contractors in the public institutions was never identical to the salary scale of the employees in the public administrations where the organizational and legal texts have seek to improve the materialistic statuses of the workers of the public institutions in order to attract the qualified elements.
- - variance between few groups and categories.
- The annulment of the annex that proposes the determination of the upper limit of the productivity fee, excluding this latter from the scope of supervision and approval of the Council of Ministers and restricting it to

- The modification in accordance to the grades value in the salary scale of the general administrative cadre employees.
- the official time at the monthly rate of 16% of the basic salary, instead of 42 hours against 35 working hours in the public administrations.

The major suggestions presented by the Office of the Minister of State for Administrative Reform are summarized in the following points:

- 1st. Necessary reconsideration of the proposed salary scale so much it remains harmonious with the general course adopted for the various salary scales of the laborers at the Council of Development and Reconstruction (CDR) throughout the successive personnel laws. And, these scales have maintained a distinguished and significant margin with the salary scales of the public administrative cadre occupations which enabled the CDR to attract highly qualified elements where the personnel laws of the council stipulated, in order to contract with it, holding highly specialized degrees and expertise exceeding the ones required in the permanent cadre occupations.
- 2nd. Mandatory work on correcting the basic mistakes in the structure of the proposed salary scale and the unjustified variance between few groups and categories.
- 3rd. determination of the upper limit of the productivity fee that should remain mobile and connected to the level and the degree of the effort, the work and the sacrificed offering of the council and its employees.
- 4th. (time) at the monthly rate of 20% instead of 16%.
- 5th. And necessary accordance the priority to establish the organizational structure to the Council.

➤ **The Economic and Social Council:**

a) **Preparing the Applied Texts for the Stipulations of the Law No.389 Dated on 12/1/1995 (Establishment of the Social and Economic Council)**

The Minister of State for Administrative Reform has issued the decision No.11 on the 5th of April, 2000 requiring the establishment of a committee to set the administrative structure of the units of the Economic and Social Council and the required assignments, cadre, and conditions of appointment, and the preparation of the drafts of the related applied texts.

The committee has accomplished the charged assignments and has placed before the Minister of State for Administrative Reform the:

- Draft decree related to the organization of the Economic and Social Council.
- Draft decree related to the determination of the conditions of appointment of the Director General of the Council.

- Financial law.
- Personnel law

In his turn, the Minister placed it before the President of the Economic and Social Council by virtue of the letter No.337/r/2000 on the 29th of June 2000.

By virtue of the draft decree, a general directorate was established in the Council, consisting of:

- The Service of Administrative and Financial Affairs.
- The Service of Statistics and Informatics.
- Also, a service- leveled secretariat is adjoined to the Presidency of the Council.

The chairman of the council is the prime leader of all the employees and workers, and, under it is under his supervision that the director general exercises the hierarchical authority over the various administrative units.

b) Draft decree Requiring the Determination of the Conditions of Appointment, Mandate and Allowances of the Director General of the Economic and Social Council:

The Director General of the Economic and Social Council shall be nominated (by contract) from among holders of university degree in Lebanese Law, Public Administration, or Administrative and Political Studies or Business degree with an experience of not less than 5 years. The contractual duration shall be of 1 year subject to renewal.

Also, it is possible to nominate the Director General from inside the public administrative cadre, from among the employees of the second category who shall be promoted into the first category and shall be placed outside the cadre in accordance to the principles.

➤ **National Archives**

OMSAR prepared, in coordination with the National Archives Authority (NAR), a draft law for national archiving, and the file was submitted by the Minister of State for Administrative Reform to the Secretariat General of the Council of Minister in his communication no. 1133/r/99 dated the 7th of July 1999. The Civil Service Board having stipulated in his communication no. 5356 dated the 15th of January 1999, that the issue falls outside its jurisdiction, while the Research and Guidance Directorate included in its communication no. 145/mr-365/98 dated the 28th of January 1999 valuable comments that were adopted by OMSAR.

The National Archives with what it comprises of archives, documents, scripts and literary, cultural and political heritage, is what really constitutes the national memory, and hence the focus on the issue and ratifying the necessary relevant laws, and promoting the institutions that foster it as is practiced in other countries where the issue of archiving occupies a basic space in their concern -- at the top of their priorities because archives is the living and real picture of its past and cultural progress.

The draft law is made of 27 articles that comprise:

▪ **Defining National Archives:**

National Archives is the collection of scripts and documents that are linked to any of the domains of the national heritage, be it intellectual, artistic, literary, political, informational or administrative, and that was produced by, received by or collected and retained by a public or private natural person or body corporate, irrespective of the dates of these scripts and documents, their form or content. Such archived may be public or private.

▪ **Public Archives:**

Public archives consist of scripts or documents resulting from:

- The legislative or executive works of the state;
- The works of public administrations and agencies, utilities of public nature, municipalities and municipal unions;
- The works of individuals undertaking the management of a public utility;
- The works of courts and notaries public.

For all practical purposes, shall be considered public archives all private archives obtained by any public administration or agency, any municipality or municipal union, byway of donation, legacy or purchase. In such cases, it shall be mandatory that the beneficiaries respect the conditions set by the original owner of these archives as regards the principles of maintaining and accessibility.

As shall be considered public archives all material resulting from the implementation of law no. 441 dated 17th August 1995 (amendment of article 29 of the press law) related to deposition.

Public archives that were accessible to the public before being deposited with the NAR, shall remain accessible and shall not be subject to any restrictions. As to other public archives, NAR may specify a period of accessibility based on the nature of each, that, with the exception of the following public archives where accessibility shall be restricted until the expiry of a period of time specified as follows:

- 50 years of the date of production as regards documents which include information infringing national security, or **related** to privacy or the personal status of citizens;
- 40 years of the date of the issue of a verdict, or upholding or dismissing a case as regards documents of personal nature.

NAR may allow accessibility to the documents of an archive before the expiry of the periods noted above for the facilitation of scientific research after consulting with the concerned party that has originally produced the document, provided that this does not lead to an infringement of the public order or personal life.

➤ **Private Archives:**

Private archives consist of the set of scripts and documents produced or obtained, during the undertaking of an assignment, by any natural person or body corporate not noted above.

Any natural person or body corporate that owns or retains private archives dating back to more than 50 years has to submit a declaration to NAR of same, and this latter has to make a decision, within two months of receipt of the declaration and after looking into the nature of these archives, whether these archives should be classified as national or not.

➤ **Partial Provisions:**

The partial provisions in the draft law determine the sanctions to be imposed on any one who violates the stipulations of the law.

➤ **General Provisions:**

The general provisions of the draft law stipulate the necessity of enforcing operational secrecy on any person or persons who undertake the task of collecting and maintaining scripts and documents, and demand that NAR seek to buy or retrieve documents related to the Lebanese heritage that are held by countries, international organizations, individuals, museums or public and private libraries, or in the least, to seek to get copies in coordination with the Ministry of Foreign Affairs.

A consulting body to be formed of experts in archiving in the public and private sectors and of historians and individuals concerned with the national heritage. Such a body shall be formed, and its mandate defined, by way of a decree issued by the Council of Ministers based on a proposal by NAR.

Documents of the Ministry of National Defense and Foreign Affairs shall not be subject to the provisions of the archiving law.

➤ **The National Council for Scientific Research**

A draft decree aiming at raising the minimum wage

b) Compensating Overtime

Based on a referral from HE the Prime Minister no. 2267/99 dated 25/10/1999, OMSAR studied the communication of the Civil Service Board no.158/r dated 24/9/1999 concerning compensations for overtime, and concluded the necessity for amending article 2 of law no. 717/98 as to exclude overtime from annulment. The amendment shall allow public administrations and agencies to re-apply the provisions of article 23 of the personnel regulation, due to the fact that resorting to overtime can be a solution to shortage in manpower or to face the arising of emergency situations in a public administration or agency, provide compliance with criteria stipulated in the afore mentioned article 23, knowing that the absolute annulment of the right of an administration to resort to overtime ties the

hands of this latter and does not comply with the legislations which determine the rights and obligations of employees.

c) A draft Decree which defines the criteria to be adopted in compensating overtime and granting rewards

OMSAR submitted to HE the Prime Minister a communication (no.120/r/2000 dated 28/2/2000) containing a draft decree aiming at defining the criteria to be adopted in granting overtime pay and cash rewards, in light of the amendment on article 2 of law no.717/98 introduced in the text of article 19 of the government budget law of the year 2000.

The government introduced said amendment, and reactivated article 23 of the personnel law, when it became clear that article 2 of law no. 717/98 which stipulated the annulment of compensating overtime and granting cash rewards, has tied the hands of the administrations, the thing that reflected negatively on

undertaken during the official working hours.

However, the above-mentioned decision of the government necessitates setting up appropriate controls, which prevent abuse of this authority the most important of which is that the assignment of over time work to an employee by his direct superior includes a detailed description of the required work and the estimated period for completion, in addition to the reasons that necessitate accomplishing the work outside official working hours.

As regards rewards, the work for which an employee is to be rewarded should be distinguished in quantity and quality as verified by the direct superiors, and on condition that the employee has not received penalties of the first or second degree as stipulated in article 55 of the personnel law.

Chapter Two

Assistance for the Rehabilitation of the Lebanese Administration (ARLA)

1. Background

The ARLA project was designed in 1996 in light of the dire need then for rehabilitating the public administration in Lebanon following the physical and moral destruction caused by the war. ARLA ensued in 1996 as a component of the National Administrative Rehabilitation Program set in 1995, and which defined the needs of such a process of office equipment and technologies, besides training and technical assistance. The cost of the program was estimated at US\$ 106 million to be financed by the World Bank (WB), the Arab Fund for Economical and Social Development (AF) and the European Union (EU).

The EU allocated, through the MEDA program, a grant of about US\$ 48 million for the ARLA project which covers basically the Regulatory Agencies, Ministries (especially those concerned with the social and educational affairs), Ministries of tutelage over public services networks in addition to local authorities.

2. Aims of the Project

The ARLA project, extending over three years of launch date, aims at supporting the efforts of the Lebanese Government in rehabilitating the basic administrative function, activating their essential tasks, enhancing their institutional capacities and assisting them in performing their role in the development process in Lebanon thus setting the scene for institutional development.

To achieve these aims, the project undertakes to:

- Provide technical assistance, including training, to benefit from scientific developments and international expertise in the various domains of public administration;
- Launch studies and implement outcomes by way of advanced programs and projects, with what accompanies that of standardizing and enhancing Management Information Systems (MIS), and supplying the required equipment;
- Provide training, which includes specialized training that meets the needs of the beneficiary administrations;
- Provide equipment, including specialized tools requires by some of the beneficiary administrations.

OMSAR, is undertaking the implementation of the ARLA project with the help of a Program Monitoring Consultancy (PMC), which contributes also in providing technical assistance.

3. The Preparatory Phases for Implementation

OMSAR started implementation in September 1999 following the contracting in of Arcadis BMB/LDK - a Dutch/Greek consultancy firm.

The consultant team conducted, between September and mid October 1999, a revision of the situation within the public administration to determine the developments that occurred between the design date (1996) and launch date (late 1999). As a result of the revision, the team prepared a pre-inception report that included the outcome of the survey, and suggested the work program for the next phase known as 'Inception Phase'. The report concluded that the most significant developments were the issues of privatization and fiscal rectification. Besides Central Inspection was added to the list of beneficiaries.

The inception phase was implemented in two stages:

- The first extended between mid October and end of December 1999. During this stage, work teams were formed of members of the staffs of OMSAR and the consultant to conduct a directional survey of the needs of the beneficiaries under ARLA to complete the design of the projects related to each administration precisely. As a result of the survey the consultant prepared an inception report which was submitted to both, the Minister of State for Administrative Reform and the EU.

During January 2000, the Minister of State for Administrative Reform and the EU informed the consultant of their remarks on the inception report that included the necessity for:

- ✓ The preparation of a comprehensive plan with reformative and strategical dimensions and to include the projects suggested by the consultant;
 - ✓ The adoption of a more precise mechanism for determining the needs of the beneficiaries, analyzing same on a sectorial level and highlighting the aims of the various projects;
 - ✓ Determining the financial and human resources required for each project;
 - ✓ Linking to ARLA a clear monitoring and evaluation system;
 - ✓ Defining a mechanism for the implementation of the project.
- The second stage known as the 'inception phase' extended between February and April 2000, during which the consultant proceeded with his work taking into consideration the remarks of the Minister of State for Administrative Reform and the EU. New experts and sectorial specialists were brought in and asked to consolidate the previous study and prepare a final report. The report was **presented to the EU and to the Minister of State for Administrative Reform** who formed a special consulting committee to study the text of the report and note its remarks.

4. Project Description

The inception report addressed the issue of administrative rehabilitation on three levels:

- The administrative vision level which treats the capabilities of the administration in the domain of drafting general and sectorial policies;
- The administrative tasks level where the project treats the issue of defining the roles, tasks and responsibilities of the various administrations as befits general and sectorial policies, within the available resources;

- The administrative efficiency level where the project is concerned with the enhancement of the performance of the various administrations in offering public services.

Within this comprehensive outlook of ARLA, the support of the EU grant focuses on the following groups:

- Central administrations which include the Presidency of the Council of Ministers, the Civil Service Board, Central Inspection, Central Statistics and the Public Administration Institute.
- OMSAR especially as regards:
 - ✓ Programming and follow up on ARLA;
 - ✓ Mobilizing sectorial management support consultancy units;
 - ✓ Coordinating projects in the area of administrative reform, as well as the external assistance allocated to the office;
 - ✓ Setting up a programming, monitoring and evaluation system for the work of the office;
 - ✓ Setting up of an information management system;
 - ✓ Promoting the project management capacities of the office;
 - ✓ Promoting the capacity of the office in studying and evaluating the needs and capabilities of the administrations that benefit from the support of OMSAR;
 - ✓ Assisting the office in conducting surveys of public sectors and services.
- Sectorial administrations where management support consultancy units are recruited in specialized domains such as: the social sector (the Ministries of Labor and Social Affairs); the communications sector (the Ministry of Post and Telecommunications); the financial sector (the Ministry of Finance); the economic sector (the Ministry of Economy and Trade); the educational sector (the Ministries of Education and Vocational Training); and the transport sector (the Ministry of Transport).

5. Launch of the Implementation Phase

Following the comments on the final report, both the Minister of State for Administrative Reform and the EU asked the consultant to proceed with the implementation of the ARLA project. A meeting for this purpose was held in the OMSAR in July 2000, where were set the priorities and the practical steps to be taken for the start of the implementation stage. In parallel, a Protocol Agreement was drafted in relation to the implementation mechanisms through which the bases of cooperation and complementarities among the EU, the CDR and OMSAR were determined.

Meanwhile the consultant is working in cooperation and coordination with OMSAR to prepare a master plan for ARLA to extend over the period between July 2000 and June 2001. The plan shall include a work program which defines the following:

- Setting up a strategy for ARLA;
- Preparing a paper on the policies of social security to be presented to the concerned authorities;

- Preparing a special TOR for the establishment of the organizing body for the communications sector;
- Preparing the bidding documents for the projects noted for the Ministries of Transport and Economy and Trade;
- Opening channels of communication with the Ministry of Finance to determine the Ministry's needs as regards managing expenses and the value added tax.

Chapter Three

Contributing to the Implementation of a National Strategy for Combating Corruption

The Lebanese government has always announced its commitment to combat corruption, and in this respect, the Prime Minister forwarded, on the 5th of July 1999, a communication to the Executive Officer of the Center for International Crime Prevention (CICP) declaring the intent of the Lebanese government to be considered for a pilot role within the International Program for Crime Prevention organized by the Center and the UN Interregional Crime and Justice Research Institute (UNICRI).

The project, extending over 36 months as of the 1st of October 1998, comprised the following stages:

The First Stage

Extended from October 1998 and December 1999, and aimed at supporting the capacities of concerned entities: parliamentary committees, regulatory agencies, the judiciary and the employees responsible for the supervision of the enforcement of law and financial services, in addition to ensuring coordination among same and supporting the campaign for combating corruption.

The cost of the first stage: US \$ 34,115.00.

The Second Stage

Extends from January 2000 to October 2001, and comprises:

- A country assessment of the levels and extension of corruption through various means such as desk research, case studies and focus groups;
- A National Integrity Meeting in which, and based on the above assessment, shall be proposed a National Integrity Strategy, and shall be drafted an Anti-Corruption Action Plan.

A Donor's meeting shall follow during which the Lebanese Government shall present the final documents to secure the support for the ensuing stages.

The implementation of this stage shall be in coordination with the UNICRI, while the Lebanese Government shall be represented by the OMSAR, besides Lebanese research centers and NGO's. The fund available for this stage is US \$ 271,436.00.

The Role of OMSAR

The role of OMSAR is manifested through:

- Assisting in the selection of the national research center to undertake the task of analyzing the results of the desk research;
- Reviewing, in cooperation with CICP and UNICRI, the TOR's of the selected research center to select and gather three illustration cases of the highest levels of corruption;
- Selecting representatives from the public and private sectors, in addition to a specimen of citizens to be represented in the focal groups which shall be distributed as follows:
 - Two focal groups for the public sector personnel (police, customs, regional administrations);

- Six focal groups for citizens to determine causes of corruption and consider possible solutions;
- Two focal groups for representatives of the private sector;
- Two focal groups for representatives of Donors.

Bringing the number to twelve focal groups whose task is to describe the levels of corruption, spread and means of combating it.

- Assisting in securing facilities such as translations and audio-visual aids;
- Conducting meetings with the CICIP and UN ICRI to discuss the results of the country assessment, to be concluded by publishing those results in a report of about 20-25 pages (1000 copies) and a summary of 2-3 pages (10000 copies) in Arabic and English to be distributed during a National Integrity Meeting and over the Internet.

Besides, and within the framework of the national unity strategy and the plan for combating corruption, the role of OMSAR manifests itself through:

- Ratifying the establishment of a National Integrity Steering Committee, and defining its role;
- Taking part in nominating individuals who enjoy qualifications, expertise and integrity from the civil society, the public sector and the private sector, in addition to parliamentarians and judges to be represented in the Steering Committee;
- Reviewing and approving resulting papers before these are being distributed during the National Integrity Meeting, and which shall pivot around:
 - Proposal of a Code of Conduct for the civil servants (CICIP);
 - Proposal of a text which grants citizens the right of access to information (CICIP);
 - A paper about the cost of corruption in Lebanon to be utilized later in future awareness campaigns (prepared by local experts);
 - A paper on enhancing control practiced by the government through the establishment of a Central Service for Combating Corruption (prepared by local experts);
 - Establishing an 'Ombudsman', taking into consideration the experience of the Complaints Office in the Presidential Palace (local experts);
 - A paper exhibiting some recommendations that aim at enhancing the abilities of the civil society in combating corruption (local experts);
 - A paper defining standards and means of combating corruption (CICIP);
 - A paper presenting the best practices focusing on the experience of Hong Kong (CICIP);
- Preparing and conducting, in cooperation with CICIP and UNICRI, a National Integrity Meeting of one day to host substantial groups of parliamentarians, judges, youth, students, the media, NGO's, the private sector, the political opposition, labor unions and representatives of municipalities. The results of the country assessment, as well as suggested means for combating corruption, shall be presented in the Meeting in order to put the last touches on the National Integrity Strategy and the Anti-Corruption Action Plan.
- Selection of the TV station that shall live broadcast the proceedings of the Meeting, and approving the method to be adopted;
- Evaluating the outcomes of the first National Integrity Meeting, the National Integrity Strategy and the Anti-Corruption Action Plan during a second National

Integrity Meeting to be held during the year 2001 by the Steering Committee in cooperation with OMSAR.

Chapter Four

Workshops and Agreements

In addition to the tasks entrusted to it as per the texts and decisions issued by the Council of Ministers and international agreements, OMSAR performed a number of activities of which was organizing a number of specialized workshops which pivoted on:

- Transparency and Curbing Corruption;
- Archiving and Document Management;
- Developing the Concept of HR Management in the Public Sector.

These workshops aimed at educating both public sector officials as well as the citizenry and raising their awareness. The workshops led to a number of positive results as shall be seen from the following presentation:

- Transparency and Curbing Corruption

The issue of curbing corruption in the public administration is an issue that preoccupies officials in most countries, a thing that led to the establishment of local and international societies and programs to raise the awareness of the civil society as well as the public officials concerning the dangers of corruption.

OMSAR realized, since its inception, the importance of this issue and conducted a number of activities seeking to raise the awareness of official and citizens and to mobilize resources through a number of workshops on the different aspects of the issue. Besides Lebanon was the first country to ratify an agreement with the UN International center for Crime and Drugs Prevention, allowing the country to be adopted as a model for implementing a program for combating corruption.

- **Workshop on 'Corruption and Means of Combating it'**

OMSAR conducted the first workshop on corruption in 1997, during which the issue was treated on the historical, administrative, legal, social, moral and economical levels. Recommendations of said workshop were included in our previous annual report;

- **Workshop on 'Nature of Corruption and its Impact on the Financial and Administrative Levels'**

OMSAR, in cooperation with CICP, conducted the second workshop under the patronage of HE the Prime Minister, Dr. Salim Al Hos, between the 25th and 29th of November 1999. The workshop was under the title 'Nature of Corruption and its Impact on the Financial, Economical and Administrative Levels', and hosted local and international official bodies such as the World Bank, Transparency International, the Civil Service Board and Central Inspection. The workshop was followed by the ratification of an agreement between the Lebanese Government represented by OMSAR, and the UN CICP, stipulating the implementation of a program for curbing corruption set-up by the United Nations and being implemented as a pilot scheme in five countries, as a preamble for implementation in all countries around the world.

The workshop includes a number of interventions and speeches:

- ✓ HE the Prime Minister pointed to the various activities run by local and international bodies to curb corruption, and stressed the

drawbacks and dangers of corrupt practices on the national and social levels. HE noted that such practices violate the principle of equality, threatens the social contract and weakens the confidence of decent citizens in the state and consequently lead to the upsetting of the bases of the state. HE focused on the importance of the human element in the administration and called for the adoption of a comprehensive strategy to combat corruption and to care for the human resources in the public sector through development for a better, more efficient and more transparent services to the citizens;

- ✓ In his turn HE the Minister of State for Administrative Reform pointed to the necessity of raising the awareness of the citizens and the civil servants alike to the dangers of corruption, and the dissemination of a new administrative culture as regards transparency, delegation of authority, accountability and performance evaluation, that besides enforcing the principle of reward and punishment, ratifying a code of conduct for the civil service and adopting continual training.

- **Workshop on 'Archiving and Document Management'**

Decision makers these days have a great need for different and varies means for reaching information that should be available, easily accessible, precise, fast and meet the need of the end user. Despite the fact that work is done nowadays by means of paper documents, yet a major part, especially at the decision making stage, shall be performed in the near future in the environment of electronic networking which is spreading at a fast rate. These changes necessitate a new treatment of the traditional structures such as the programs/administrations of archiving and document management, IT strategies and the roles of the staff entrusted with the protection and activating all forms of information resources.

Due to the importance of the issue, OMSAR organized a workshop in cooperation with the National Archives and other concerned administrations during which problems were studied and solutions recommended.

The workshop aimed at raising the awareness of participants as regards the importance of archiving and records in the life and history of a country, besides discussing the present cases related to archiving management in an attempt to come out with a draft for a comprehensive national policy for the management of archives and records together with an integrated work plan.

The workshop covered a study of the status quo of archiving as well as the experiences of other countries through the work of three specialized discussion groups where each treated one of the following axes:

- ✓ Legislation;
- ✓ The status of archiving management in the National Archives and other administrations;
- ✓ Records.

The workshop concluded with the following recommendations:

- ✓ Rehabilitating the tasks of the archives in the Lebanese administration

heritage keeper; consequently emphasizing the employment related to records keeping to organize them in every public administration, working on the establishment of an administrative unit concerned exclusively with the undertake of this task, creating the occupation of

cupations, setting the appropriate conditions of recruitment and working on the organization of preparatory and intensive training courses for the human element in the field of archives according to clear specifications determined by the Institution of National Archives for the required qualifications and knowledge that the human element should hold.

- ✓ Working on the rapid adoption of the necessary proceedings to refer the draft law of national archives, that was prepared in association between OMSAR and the Institute of National Archives, to the specialized parties to be given the appropriate legal course and recommending the necessary inclusion, in this law, of a text that shall clarify the concepts related to archives and documents in order to anticipate the conflict of authorizations between the Institution of National Archives, and the National Library and heritage museums.
- ✓ Issuing the organizational stipulations to define the relationship between the national archives and the public administrations and unifying the foundations of classification, safekeeping, organization, admission, delivery and impairment of the archives.
- ✓ Activating the Institution of National Archives and habilitating it to be ready for the application of the law of National Archives, and working on:

- Updating its provisions.
- Providing it with an appropriate structure that shall note the presence of regional units in the governorates.
- Furnishing the institution with the suitable premises that shall fulfill its needs, provided that these premises are marked with international archiving specifications and be equipped accordingly.

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disposal.

- ✓ Working on providing locales, in all the administrations, public institutions and municipalities, that shall have suitable specifications and shall be equipped according to the requisite technical specifics of safekeeping, and insuring the means of safety and prevention from
g on
furnishing these locales with the needed cabinets, shelves and files and adopting the advanced technologies like microfilms, computers, and others according to the nature of the work of each administration and the types of its transactions.

- ✓ Running an enlightenment campaign for the importance of archives and documents via:
 - The organization of documents exhibitions in the principal cities.
 - The issuing of posters circulated to schools, clubs and societies.
 -
 - for the oldest exhibited document.
 - The organization of an annual national day for archives and documents.
 - The issuing of a stamp reminding of the importance of documents.
 - The organization of symposiums and lectures and the encouragement of the media to approach the subject of documentation.
 - The encouragement to establish communal boards for the preservation of the historical documents and the heritage.
 - The issuing of a specialized magazine to highlight the importance of archiving and documentation and the publication of few important documents.
 - ✓ Acquiring the documents indexes that were prepared by the International Council of Archives and other European countries.
 - ✓ Establishing a work plan in association between the Institution of National Archives and the Lebanese Universities to perform a thorough survey of the Lebanese documentary heritage inside and outside Lebanon and to work on the collection of this heritage with the assistance of the Lebanese Ministry of Exterior either through restoring it or photographing it.
 - ✓ Forming a committee for the most prominent historians, to work in collaboration with the Institution of National Archives, to establish the standards and the methodology of documents publication and to control the operation of publication.

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-19-20 July 2000)

The economic, social and technological changes surrounding public administrations and agencies necessitate improvement of their concepts, policies, programs and projects to offer the citizen the desired service. Therefore, the public administrations should develop the capabilities and the qualifications of their employees as well improving their statuses. The fulfillment of this purpose demands to move from what is known as Personnel Management to the modern concept of Human Resources Management. This new concept requires not only improving the organizational structure, job regulations, modern instruments and technologies and the simplification of procedures, but also requires a drastic review of the statuses of the human element.

OMSAR has always emphasized the importance of the human element in the public administration and called for its development as an essential administrative component. Therefore, the programs and the workshops initiated by our office place the human element in priority. On this basis, the

th, 19th, and 20th of July, 2000 in association with the Council of Civil Service, the patronage of His Excellency the Prime Minister Dr. Saleem El Hoss and the participation of many regional and international representatives: His Excellency Dr. Hassan Nouri, Minister of Administrative Development in Syria - Dr. Mohammed Touwayjry, Chief of the Arabian Organization for Administrative Development ministers, heads of councils, economic and social representatives, international experts in Human Resources Management in the public and private sector in France and England, and general managers in Syria and Jordan.

The workshop was divided into 3 parts:

- Part one approached the Human Resources practices in the public sector of a number of Arab and foreign countries through the declarations of His Excellency Dr. Hassan Nouri, Minister of Administrative Development in Syria - Dr. Mohammed Naboulsi, Chief of the Academy of Administration in Syria - Dr. Akla Moubayideen, Chief of the Academy of Administration in Jordan The French Expert Bruno Blanc - and the two British experts Mr. Dennis Battle and Mr. Roger Fernando.
- Part Two included a lecture presented by Mr. Edmond Ousta, General Manager of Pre and Post Training at the Council of Civil Service on the subject of Human Resources Management in the Lebanese Administration - Current Situation and Methods for Development, and another lecture presented by Mr. Raheef Hajj Ali, Chief Analyst of Policies at OMSAR on the Provisional Management of Functions and Competencies.
- Part Three included work groups discussions to tackle four axes, which are:
 - Suggesting new concepts of a modern public employment system.
 - Redesigning the relationship between the Councils of the Civil Service and the Public Administrations.
 - Conceiving the methodology of linking the system of performance evaluation with the policies of grading, promotion, advancement, training and career planning.
 - Developing the pre and post training programs.

The workshop resulted in the following recommendations:

1. Develop a modern civil service regulation inspired by the best practices in the countries that laid the basis for a dynamic human resource management. The aim is to achieve maximum efficiency in service delivery and work achievement within a framework of transparency, accountability, and updated basis for selection, appointment and transfer. The sought regulation shall stipulate the right of the civil servant to training, measurement of achievements, rewarding good performance, setting a code of ethics and putting an end to automatic progression.

2. Redraw the relationship between the Civil Service Board and the public administrations by amending the activities of the CSB. The Personnel Administration will be responsible, in addition to its current activities, for human resource management, especially in the fields of strategic planning, development of innovative HR policies with special emphasis on:

- Monitoring developments of civil service employment
- Forecasting future needs for positions and skills
- Mobilizing the energies of personnel in the public sector and motivating them to strengthen their ties with the administrations in an attempt to increase productivity.

In addition, the CSB shall delegate the daily functions of HRM, especially the assessment of training needs and coordination with the National Institute of Administration and Development.

3. Develop the Personnel Units in the administrations and public autonomous agencies. Human Resource Managers will be Heads of these units. The latter will seek to transform their unit from being traditional personnel administration units into human resource management units. These units will be responsible for developing a personnel database that contains all the necessary information that is required to retrieve HRM indices and criteria, such as:

- The age categories;
- Qualifications and specialization;
- Skills and potentials;
- Career paths;
- Training needs;
- Utilization of the performance appraisal system in various fields.

The above recommendation will lay solid basis for cooperation and coordination between the CSB and the administrations concerned in a variety of areas like:

- Applying advancement and promotion as stipulated in the Civil Service Regulations;
- Motivating personnel and mobilizing their skills;
- Designing and updating job descriptions and position classification

order to maintain the balance between labor supply and demand.

4. Since it is the authority that supervises the proper application of the performance appraisal system, the CSB should insist on the Directors General to assume their responsibilities in applying the system successfully and effectively. The Directors General should make this clear for their assistants. It is hoped that that the CSB will

follow up the application of the system on field by authorizing a team of experts to support and direct the administrations, and remove obstacles.

5. The total compliance with the merit system, especially with regard to the filling of leadership positions (grade one), through the adoption of a specific mechanism.
6. Asserting the need for delegating some executive functions to subordinates in accordance with the principle of empowerment. This will better allow superiors to exercise their responsibilities for leadership.
7. Administrative leaders should give high priority to the application of the performance appraisal system in the public administrations since it provides the mechanism for putting the legal texts on advancement and promotion into effect. The results of performance evaluation must be utilized in many other personnel affairs (assessment of training needs, transfers, selecting prospective trainees, etc.). The outcome of the system is especially important for manpower planning. The latter is essential for maintaining balance between responsibilities and functions on one side, and the human elements on the other side. The results of the system can also be useful for discovering the potentials of employees for career development, and making sure that the right person is in the right position.
8. Linking advancement and promotion to the results of the performance appraisal system. The competent authority shall be committed to abide by the outcome of the training sessions when appointment of employees in grade two positions takes place.
9. consideration in order to guarantee an objective performance evaluation.
10. Training sessions must be organized for particular groups of superiors who are concerned with the implementation of the performance evaluation system in each public administration. These trainees shall in turn train the other heads of units in order to harmonize the application of the system. They should also be trained on the techniques of interviewing subordinates in a positive atmosphere of frankness and transparency. A framework of a new managerial culture must be set up that values from the traditional superior-subordinate relationship and the hierarchical authority.
11. The continuous review of the performance appraisal system in order to develop and update it in the light of the international best practices.
12. Emphasizing the importance of pre and post-entry training in the development of the changes that the public administrations face. It is essential to confirm the right of the employee to training and the responsibility of his/her administration for providing the necessary training.

13. Since it is a continuous process, training should be part of a strategy for civil service modernization. Training plans and programs should take into consideration the principles of flexibility and adaptability to the new sciences and technologies applied in the field of public administration. These plans should pay attention to the training needs of the public administrations and agencies in order to make them consistent with the strategy of the state for human resource management and development.
14. Design a variety of short-term training programs that meet the needs of harmonious groups of positions in order to develop the scientific skills and expertise of personnel and upgrade their performance. This training should not only be theoretical. The training programs must include work ethics.
15. Training should be directed towards all the managerial levels. Special importance must be given to the training of senior leaders who are responsible for change management, in addition to on-the-job training.
16. The academic institutions must participate in the development of training programs. Private training institutes can provide assistance in this respect. The training classes and laboratories should be fully equipped to gain the best results of the training sessions

**Work of the Technical Cooperation Unit
at the Office of the Minister of State
for Administrative Reform
for the Years 1999/2000**

A WORD FROM THE TECHNICAL COOPERATION UNIT DIRECTOR

OMSAR projects implemented in the 1999–2000 period constituted another step towards our objective of realizing a Lebanese Electronic Government or E-Government that provides speedy services to the general public and businesses in addition to allowing for interagency timely sharing of information, all with a well-trained workforce. Building upon achievements of prior years, 1999–2000 projects ranged in scope from the resolution of the globally important Year 2000 problem or millennium bug on the national level, to the further deployment of local communication infrastructures for targeted ministries and agencies, to the implementation of integrated solutions (mainly vertical applications) for key government beneficiaries, to the launch of activities recommended in the first phase of the trade facilitation project, to the additional training of civil servants on both office productivity tools and advanced systems administration functions as well as on custom system applications, to the successful organizing of key workshops in the areas of procurement modernization and human resource development, and finally to the initiation of a number of master plan studies with Information and Communication Technologies (ICT) focus.

As accustomed, each of these project categories was given the detailed level of attention of the TCU staff members covering functions of ICT, procurement, training, legal and administrative logistics. I am proud to add that our staff has once again risen to the occasion to realize the most number of successful project deployments possible for the benefit of the Government of Lebanon and its citizens. To insure this, at many times we had to get involved in extensive discussions with targeted beneficiaries to explain to them the objectives behind realizing the project(s) at hand so as to make the key senior officials catalysts for convincing their fellow staff to actively get involved in the project(s) from their onset until the official handover. With the increase in the number of such catalysts, it is our profound belief that the likelihood of our continuing success in rolling out similar project(s) with ICT and administrative reform elements in the future cannot but be higher. This exercise will also lead to an open dialogue between fellow staff at various agencies, which in turn will raise the level of information and knowledge sharing.

9-2000

period to implement projects under the World Bank loan given the approach of its closing date. We also succeeded in securing \$500,000 in grant funds from the

the Arab Fund loan, we have initiated a reassessment of the project components initially earmarked under this loan program so as to be current with Government of Lebanon requirements in support of the autonomous agencies. For instance, the intended privatization of the telecommunications sector has necessitated us halting an ICT project for the OGERO agency. The ARLA program under the EU grant was finally launched and is being scoped to compliment work already achieved under the World Bank and Arab Fund loan programs.

Given this synopsis of achievements and the detailed descriptions provided in this annual report, I end by assuring all readers that my staff and I remain steadfast to carry forward our mission of modernizing the Government of Lebanon through integrated measures of administrative reform and ICT deployments.

Dr. Raymond Houry

PROJECTS IMPLEMENTED UNDER WORLD BANK LOAN 3930-LE

Project Title: Nationwide Information Technology (IT) Policy and Strategy

Beneficiary(ies): Nationwide

Description:

This document outlines in draft form the Lebanese government's policy and strategy for using IT nationally for economic and social development. The document has been prepared with the main objectives of raising awareness, stimulating discussion and encouraging all sectors of the country – government, industry, and private - to consider the opportunities and provide feedback in terms of national goals and priorities.

Today the world is entering the *information age* where the marriage of information technology and communications combined with the explosive growth in communication networks, illustrated by the Internet, is resulting in major social and economic changes. This transformation is revolutionizing the manner in which we do business, purchase goods, learn, communicate, and work. The barriers of distance and time are being broken down as low cost; sophisticated networks enable us to communicate across the world. This document sketches a vision for Lebanon in the information age and proposes a framework within which the different sectors of Lebanese society can work together to use technology to achieve economic success and quality of life improvements. The whole approach is premised on government taking responsibility for key regulatory functions (privacy, intellectual property, security, information content etc) but with the private sector being the main driver in implementation.

The draft policy draws on the experience of a number of other international government IT policies and seeks to adapt these to the particular needs of Lebanon. It outlines the context of the *information age* and assesses the potential benefits in the following:

- Industry
- Learning and Education
- Government in its three roles - facilitator, regulator and as a major user of technology
- Communications
- Culture

An outline of a vision is sketched for each of these and of the objectives sought for Lebanon.

The following seven key strategies are proposed as forming the framework to be used in achieving overall aims:

- Government as a facilitator.
- Government as a regulator.
- Government as a major user of technology

- Communications
- Developing the IT Industry in Lebanon
- Education and Learning
- Information Services for each sector of Lebanese society.

The document provides a framework within which each sector, government and private can take responsibility for addressing its requirements, developing plans and being

also proposes a more significant role for the private sector in government business by contracting more of this out to the private sector and so promoting the development of the IT industry in Lebanon.

The world of technology is fast changing and potential competitors of Lebanon in the region are active in these developments. Urgent and vigorous action is required if current opportunities are not to be lost to Lebanon.

Status:

Contract Signature: July 1998

Completed Activities: National Information Technology Policy and Strategy document

Targeted date of Completion: February 1999

Costs: \$ USD

Project Title: Automation of the Directorate General of the Presidency Phase III

Beneficiary: Directorate General of the Presidency (DGP) Office of the President of the Republic

Description:

In 1997 and 1998, the OMSAR successfully carried out at the DGP the following office automation activities:

- a) The partial network cabling of some of the buildings of the presidential palace;
- b) The introduction of a small PC-peripherals);
- c) The customization and implementation of document, asset and personnel management software packages;
- d) Training and support.

During December 1998, the DGP asked the OMSAR to come up with a wider, all-encompassing communication, automation and rehabilitation plan that extends the reach and the advantages of the above-mentioned activities. A new project (phase III) with the following objectives was drawn out:

- a) Consolidate a segmented communication environment;
- b) Get the Lebanese public closer to the administration;
- c) Improve staff efficiency;
- d) Propagate the advantages of the already introduced software packages;
- e) Continue the automation process by analyzing the specific software needs of the palace and developing solutions and applications that are otherwise unavailable on the open market;
- f) Ensure the success of previous and future administrative rehabilitation efforts by providing comprehensive training and support.

The project covers the purchase, delivery and installation of office productivity equipment (photocopiers, shredders, fax machines, etc.) as well as cabling, new computer hardware and software, training and support).

Status: Near completion.

Targeted Date of Completion: End of 2000

Costs: Phase I: US \$ 190,000.00

Phase II: US \$ 100,000.00

Phase III: US \$ 900,000.00

Project Title: New Draft Procurement Legislation

Beneficiary: National

Description:

The Minister of State for Administrative Reform formed a Committee to draft a modern law for Public Procurement. The Committee members come from OMSAR, Court of Accounts, CDR, and the Ministry of Finance.

Status:

- The draft of a new Procurement Law is completed.
- The draft of Implementation Decrees and that of forming of a new Tender Board is about to be completed.

Targeted date of Completion: October 2000

Costs: US \$ 82,400.00

Project Title: Trade Efficiency

Beneficiary(ies): Ministry of Economy and Trade (*Primary*) Ministry of Finance, Customs, Port of Beirut, Trade Professionals, Private sector

Description:

The aim of the project is to strengthen trade efficiency by reducing trade transaction time and cost; and to identify and outline the scope required for the establishment of a government wide integrated electronic trade data exchange system accessible to both the private and public sectors based on well defined data standards.

Project Scope - two phases:

- *Phase 1* shall review and streamline processes which enable and enhance trade efficiency in Lebanon, this phase shall also identify and outline the functional requirements for an integrated trade information system which will be used by various governmental agencies, as well as the private sector to exchange information and improve coordination.
- *Phase 2* shall address the implementation of a trade information system.

Status:

Phase 1 implementation: started July 98 and completed May 99

Phase 2 implementation:

- In October 1999, based on circular number 21/99 issued by the Presidency Council Of Ministers, three task forces were formed, namely:
 1. Project Management Task Force
 2. Legal Task Force
 3. Electronic Commerce /Information Technology Task Force
- In May 2000, a project manager was assigned
- In June 2000, several projects were identified, including an UNCTAD proposal for the implementation of a PortTracker system for the Port of Beirut with a direct link to the ASYCUDA system implemented at the Customs

Targeted date of Completion: December 2000 (Phase 2)

Costs: *Phase 1:* US \$ 94,550.00

Phase 2: US \$ 125,000.00 (*estimated*)

Project Title: Implementation of

Beneficiary: Ministry of Finance (MOF)

Description:

Most government agencies manually collect and then communicate their budget data to the Ministry of Finance (MOF) in printed form. Some have already started automating

the process. Standardizing on and implementing an automated budget processing system across all these agencies will speed up and decentralize budget preparation and expenditure control. The main benefit to the citizen is the improvement and the speeding of payments to the private sector.

The Ministry of Finance, well advanced in the field of automation, has already internally automated its own budget preparation and control system. It has developed a stable, fully operational application, which is referred to

The current project covers the implementation of the ABS. It includes the training of the trainers, the installation and set-up of the ABS, the installation and configuration of an RDBMS, the configuration of the OS, the training of the users, implementation assistance

implementation.

Status: Advanced stages of implementation

Targeted date of Completion: End of 2000

Costs: US \$ 137,000.00

Project Title: Automation of the Directorate General of Customs

Beneficiary: Ministry of Finance Directorate General of Customs (DGC)

Description:

The DGC is the office that is responsible for the management, control and supervision of all th

subdivision, the department of the Registry, has direct dealings with the Lebanese public, -routine customs operations. In its efforts to speed its operations and to improve its services to the public, the DGC has set up a joint committee, consisting of staff from the OMSAR and the Directorate, to determine the immediate and future automation needs of the Directorate. The committee devised a project that has the following objectives:

1. To improve services to the public by introducing an application that will register

transactions by providing a central reference for all parties involved (citizens, employees and management);

2. To increase the transparency of internal proceedings. This will be achieved

will keep track of all current possessions, future purchases, etc.

3. To speed internal administrative procedures with the introduction of a

is severely inefficient, as no statistical analyses of any sort could be compiled of the thousands of records at hand.

Along with the above-mentioned software applications, the project will also cover:

1. The one-time cabling effort of the whole Directorate;
2. The introduction of a central computer network (PCs and peripherals);
3. Appropriate training and support.

Status: Final phases of implementation and acceptance

Targeted date of Completion: End of 2000

Costs: US \$ 125,000.00

Project Title: Information Offices Two Projects (hardware and software)

Beneficiary(ies):: Various Ministries and Agencies (Ministries of Agriculture, Tourism, Labour, Industry, Economy and Trade, Public Works, Telecommunications, Social Affairs, Lebanese University)

Description:

In keeping with its policy of improving government services and standardizing them, the OMSAR is setting up information offices in government departments that have direct dealings with the public. These information offices will:

- a) Give the citizen a familiar point of reference at government departments;
- b) using different methods and technologies so as not to exclude any segment of the population;
- c) access to government services, as well as increase transparency by making information about transactions (needed documentation, routing, pricing, etc.) widely available.

To achieve these objectives, the OMSAR devised two companion projects (separate hardware and software components) that feature the installation and configuration of the following elements:

1. A central and easily accessible information desk, manned by an appropriate number of properly trained employees;
2. A PC server that holds the necessary databases;
3. An appropriate number of PC workstations (1 or 2), with network access to the above-mentioned PC server and databases;
4. -
network access to the above-mentioned PC server and databases (for those who
5. Computer telephony (CT) equipment and software that will allow 24-hour telephone and fax access to recorded information.

Status: Both projects are in their final phases of implementation and acceptance

Targeted date of Completion: Last quarter of 2000

Costs: Hardware (US \$ 90,692.00) Software (US \$ 115,216.00)

Project Title: Central Telephone System

Beneficiary(ies): 12 Government Ministries and Government Institutions

Description:

Installations of Central Phone Systems with their related Software and providing Phone Consol and hand sets and other related accessories, the Purpose of this project is to replace the old and the inefficient phone system with an effective and more efficient system

Status: Provisional Acceptance was completed for all sites with the exception of the Ministry of National Education, which is currently being installed

Targeted date of Completion: Mid October 2000

Costs: US \$ 646,505.00 (#600,272.00 + extension of \$46,233.00)

Project Title: Time Attendance / Access Control

Beneficiary(ies):

Time Attendance: Ministry of Information, Ministry of Finance, Ministry of Justice, Ministry of National Education, Ministry of Industry, Central Inspection Board and the Civil Service Board, Ministry of Public Works, Ministry of Economy and Trade

Access control and Time Attendance: Office of the President

Description:

One of the reform areas addressed by the Government of Lebanon is the irregularity of its

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 biometric hand recognition control system linked to a computerized time attendance control and payroll management system and launched through the administrative rehabilitation project (ARP), a pilot project. The system is expected to facilitate physical access control, time and attendance complemented with detailed

work status (e.g. arrived early, left late, absent, etc.)

The main objectives of the project are to:

- Ensure accurate personnel identification and authentication;
- Ensure the physical registration of attending employees;

- Control the working hours of the various categories of employees depending on their job requirements;
- Provide the facility to grant access to valid users and to deter unauthorized people;
- Eliminate the possibility of the "Buddy-punching" practice which ensures the uniqueness of the staff and assures people are who they say they are;
- Eliminate costly and time-consuming manual time card calculations;
- Provide more accurate financial decisions which in turn directly affect the overall budget of the Ministries, and indirectly the overall budget of the government

Status:

Contract Signature: November 1999

Completed and Accepted Implementation: September 2000

- Ministry of Finance,
- Ministry of Justice (Beirut)
- Ministry of Industry,
- Civil Service Board
- Ministry of Economy and Trade

Completed Implementation awaiting final Acceptance: August 2000

- Ministry of Municipality and Rural Affairs

Targeted date of Completion:

- Office of the President - October 2000
- Ministry of National Education October 2000
- Ministry of Public Works October 2000
- Ministry of Information pending personnel identification
- Ministry of Justice (Regional Judiciary Courts) pending personnel identification

Costs: US \$ 516,868.00 (419,213.00 + Extension)

Project Title: Automation of the Civil Service Board

Beneficiary: Civil Service Board

Description:

The previous computer system of the Civil Service Board was installed in late 1980's. 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 CSB. The objective of the Civil Service Board project is to upgrade the existing

network infrastructure cabling and to provide the CSB with clustered servers, computers and software packages to support an updated Human Resources Management System that consolidates personnel records of all civil servants. In addition to that, the project includes a training component that allows technical staff to administer the network and to develop applications and databases when the need arises.

Status: The project has been initiated in September 1999. The contract was signed in November 1999.

Targeted date of Completion: Completed in May 2000

Costs: US \$ 142,393.00

Project Title: Implementation of a Student Information System

Beneficiary: Lebanese University (LU)

Description:

The Lebanese University (LU) is the official national institution that is responsible for higher education in Lebanon. Scattered around the country are forty-eight sites/campuses, three thousand full-time faculty members, two thousand part-time faculty members, two thousand staff members and a student body of sixty-five thousand. To deal with the ever-growing number of new student applications and the potentially overwhelming administrative demands of this growth, the administration of the LU and the OMSAR formed a committee that had as its main tasks the streamlining and overall improvement

integrated, technologically advanced student information system will allow the LU to:

- a) Improve services to current and prospective students, faculty, staff, alumni, and others;
- b) Provide easy access to information, giving students, faculty and others the ability to conduct administrative business electronically, anywhere, anytime;
- c) Re-engineer processes and modernize procedures;
- d) Accelerate the decision-making processes at all levels.

Status: Advanced stages of implementation

Targeted date of Completion: End of 2000

Costs: US \$ 1,314,428.00

Project Title: Provision of a Communication Infrastructure to the Lebanese University

Beneficiary: Lebanese University (LU)

Description:

The scarcity of available funds has meant that the Lebanese University continues to suffer from a lack of adequate computer and communication facilities. This fact negatively impacts academic and student outputs and hinders daily administrative operations.

To remedy this situation, the LU and the OMSAR have devised a long-term plan that includes the following activities:

1. The set-up of a central computer system at the headquarters/central administration building of the university;
2. The implementation of software packages to run different aspects of the
3. The installation of computer hardware and peripherals for satellite computer centers in LU campuses across Lebanon;
4. The creation of a wide area network (WAN) to link the computer systems at remote campuses with the central computer system at the main offices;
5. The training of students, staff and faculty members on the use of the above-mentioned technologies and infrastructure.

The first activity has already been successfully implemented. The second activity is at an advanced phase of implementation. The current project deals covers the last three activities. Its main objectives are:

- To provide the LU with a network infrastructure which can grow and develop over time;
- To ensure that the technologies used in building this network are compatible with the latest international standards and that they allow the modular expansion of the networks;
- To train the LU technical staff in order to build up expertise for the day-to-day implementation, running, maintenance and future planning and development of the network.

The project covers the supply, installation, testing, certification, implementation and documentation of a cabling/communication system (passive and active components) for eighteen selected sites (thirty-three buildings) of the Lebanese University.

Status: Early stages of implementation

Targeted date of Completion: End of 2000

Costs: US \$ 600,000.00

Project Title: Commercial Register System

Beneficiary(ies): Ministry of Justice

Description:

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 that housed all data and transaction histories related to such firms. Furthermore, since the Commercial Register is public domain information, the Ministry of Justice hopes to provide a service that is available to the private sector, individuals, and organizations alike, whereby various legally available data can be made accessible to the public.

Automating this register comes in a time of particular importance when expectations are rising for many Lebanese and foreign companies to settle in Lebanon and participate in the reconstruction, thereby enriching the economic activity. Hence the growing need for fast and accurate company information that interests entrepreneurs and managers as well as public and private entities like the Ministry of Finance, the Ministry of Economy & Trade, the Ministry of Industry, the Chamber of Commerce, etc

To achieve these objectives, OMSAR devised two companion projects, one dealing with the provision of hardware and the other for the development of an information system that is characterized by the following:

- Data entry from the beginning of an event;
- A single database containing all the different register types;
- A database of all individuals having any kind of relationship with a company;
-
- Conservation of the full history of a company;
-
- Extensive use of INTERNET as a query tool for the administrative partners and the public
-
- Arabic interface and bilingual data entry support.
- The importing of data already entered by the Ministry Of Justice regarding the archives

Status:

Contract Signature: Hardware Component (June 2000); Software Component (January 2000)

Completed Activities: The cabling and the hardware are being installed in all the mouhafazat. The system is being tested with real data from the Commercial Register. Staff will commence training in October 2000.

Targeted date of Completion: December 2000

Costs: Hardware (US \$ 534,890.00) Software (US \$ 354,273.00)

Project Title: Insurance Licensing and Control System

Beneficiary(ies): Ministry of Economy and Trade

Description:

On September 22, 1999 the Insurance Control Commission (ICC) was officially formed. It is mandated by Law to supervise the activities of insurance companies and brokers/agents to protect policyholders from unfair market practices.

ICC will be dedicated to monitoring, testing and enforcing solvency of insurance and reinsurance companies that are licensed to operate under its jurisdiction; for that, it is vested with powers of intervention over these companies should conditions of financial weakness occur.

The Ministry of Economy and Trade shall supervise the operations of insurance companies through the Licensing, Monitoring, and Control process.

The scope of work for this project is the implementation of the study that took place by Price Water House Coopers for the Insurance Licensing and Control system of Insurance companies for the Ministry of Economy and Trade. This entails the detailed analysis and design, development, implementation, data import and training of staff for this system and the data import of the ICC electronic data already available.. Within this framework, all systems of control such as financial, legal, and other controls, as well as licensing and control of all parties engaged in insurance, like insurance companies, insurance brokers and others, in addition to following-up on the imposition and settlement of fees, fines, and others are to be included.

Status:

Contract Signature: March 2000

Completed Activities: The system has been developed and tested and is being deployed at the Ministry this month (October 2000).

Targeted date of Completion: November 2000

Costs: Software (US \$ 79,000.00) Hardware (US \$ 51,800.00 from Y2K grant)

Project Title: Decentralization of School Data Collection

Beneficiary: Ministry of National Education, Youth and Sports (MNE)

Description:

The process of school data collection is totally centralized and is carried out at the computer unit of the National Center for Research and Development (CERD). The main objective of this project is to support the decentralization of the process of collecting and processing school census data. This decentralization is essential for the following reasons:

- a) To develop the capacity of regional General Directorates of Education to analyze their own data and to use the data in management planning;

- b) To enable said Directorates to have immediate access to data on schools, teachers, and students in their own regions and to compare the data with the data collected in other regions;
- c) To reduce the workload of the CERD;
- d) To shorten the time of data processing from twelve to three months.

This project comprises the creation of a computer network at each regional directorate (a server with several PCs and peripherals installed in eight sites) as well as appropriate training. The decentralization project is an integral part of a larger effort being addressed by the General Education Reform project that is aimed at improving the quality of the Lebanese public education system.

Status: Final stages of implementation.

Targeted date of Completion: Late 2000

Costs: US \$ 250,000.00

Project Title: Provision of a Communication Infrastructure to the UNESCO Buildings (Central Location of the Ministry of National Education, Youth and Sports)

Beneficiary: Ministry of National Education, Youth and Sports (MNE)

Description:

The Ministry of National Education (MNE) has a sprawling campus in Beirut that is collective are half a century old and until recently lacked a cabling/communication infrastructure.

to align its work methods with the ever-growing needs of the country. This project set up a modern communication infrastructure (voice, data, video) that extends over and included the supply, installation, testing, certification, implementation and documentation of a modern cabling system with state-of-the-art passive and active components. 2 kilometers of fiber-optic cable, several kilometers of UTP and phone cables, ten one-gigabit switches and a PABX were laid out, installed, configured and tested. The ministry has already started using the newly laid-out infrastructure.

Status: Completed and accepted

Targeted date of Completion: Completed during the summer of 2000

Costs: US \$ 139,941.00

Project Title: Legal Decision Document Management System

Beneficiary(ies): Ministry of Foreign Affairs

Description:

A turnkey automated solution for the Legal Consulting, Research, and Documentation center unit at the Ministry of Foreign Affairs, which shall enhance the efficiency and transparency of decision-making on the administrative, diplomatic, and financial levels. The requested legal document management decision support system shall facilitate the decision making of the center through the implementation of a system, which supports text-based document management and archiving while tracking the location and status of each request/operation.

The project aims to:

- Enable Lebanon through the Ministry of Foreign Affairs to formulate a transparent and effective foreign policy;
- Improve the decision making of Ministry of Foreign Affairs through the provision of a system that electronically archives, indexes and retrieves data when required;
- Provide diplomatic missions and delegations participating in bipartite or international conferences with accurate up-to-date information, thus allowing them to take the appropriate decisions at the right time.

Status:

Contract Signature: April 2000

Completed Activities: August 2000

- Hardware installation
- Network cabling
- Training of personnel on office productivity applications and network administration
- Data preparation and Indexing

Pending Activities:

- Software implementation
- Data Entry
- Document Management training (end-user and system administration)

Targeted date of Completion: November 2000

Costs: US \$ 146,344.00

Project Title: The Rights and Access Information System (RAIS) Two projects (hardware provision and software development)

Beneficiary: Ministry of Social Affairs (MSA)

Description: 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 (MSA) established several community centers that are

various methods to keep track of clients (the disabled) and services. The principal tracking method currently in use at all regional centers is a computer program that was developed in-house a few years ago. This outmoded FoxPro/DOS program is run in standalone mode on older PCs. Both software and hardware can no longer accommodate the growing needs of the centers. The OMSAR devised two companion projects one dealing with the provision of hardware, the other with the development of an application - that will see the development and implementation of a centralized online information system, the creation of regional computer networks and the linking of six regional centers into a wide area network. 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.

Status: Early stages of implementation

Targeted date of Completion: End of 2000

Costs: US \$ 335,000.00

PROJECTS IMPLEMENTED UNDER THE ARAB FUND LOAN

Project Title: Office Productivity Tools Training

Beneficiary: Public Agencies

Description:

As part of the National Administrative Rehabilitation Program (NARP), and by way of automating the functions of the Public Administration, 11 Public Agencies benefited from a loan from the Arab Fund for Economic and Social Development. The beneficiary agencies were supplied with necessary hardware, applications and networks. Consequently a training project was implemented through which about 600 employees were subjected to training courses intended to equip them with the required skills for utilizing the supplied office productivity tools effectively and to enhance their performance. The training covered:

- End-User Training: Essentials of P
- High-End Technologies: MS Project Management, Data Base Management and Network Administration.

Targeted date of Completion: Completed on the 2nd of October 2000

Costs: US \$ 142,579.51

Project Title: Archiving and Information Management Systems for the Port of Beirut

Beneficiary: Port of Beirut (POB)

Description:

The Port of Beirut has accumulated during its 100 years of existence more than 6 million paper documents of various sizes, paper quality and importance. The POB, with the help of the OMSAR, proceeded with the sorting of these archives during 1998. The filtering process extracted about 2.5 million documents of historical value. The OMSAR then devised a project that includes the scanning and storing in electronic format of these documents for easy access during the coming years. The project also caters to other needs such as document, information and financial data management.

The project covers the purchase, installation, configuration and implementation of computer hardware (servers, PCs and peripherals), software packages (electronic archiving, workflow and COLD), appropriate training as well as the outsourcing of data entry and storage for a period of eight months.

Status: Final stages of implementation and acceptance

Targeted date of Completion: Late 2000

Costs: US \$ 4⁵5,000.00

Project Title: Medical and Social Compensation System for Cooperative

Beneficiary(ies): Cooperative of Government Employees (COOP)

Description:

The COOP is an autonomous public institution that enjoys administrative and financial independence and is under the tutelage of the Civil Service Board and the post control of the Government Accounting Office.

Established in 1963, the COOP provides services (medical aid, grants, loans, etc.) for permanent Government employees (in Public Administrations, Justice, Lebanese University, Public Institutions, Independent Agencies, Municipalities, and Parliament employees and guards).

The COOP, with branches all over Lebanon, remained active and was offering its services in spite of the war and its limited human resources, lack of automation of its daily operations, lack of information technology and related network, as well as the inadequacy of premises at all branches.

The COOP is developing an integrated information system that links all its branches with the head office, in order to enhance performance and improve productivity, and maintain a data base of its daily activities.

The objective of this project is to design and implement a complete automated system for all existing work done by the COOP concerning:

- Medical compensation;
- Social compensation;
- Hospitalization compensation.

The role of the COOP is to give compensations to all government employees. Each employee has his own file in the COOP; this file contains all personal information and all the compensations, which have been given by the COOP. Each employee, based on his administration, title, and position, has some rights concerning the compensations.

All existing work is entirely manual.

The system will be installed in the central branch and all other branches and offices. There will be communication between these branches. The data is centralized and resides in the central office. The main objective is to have at any time from any branch all needed information for any subscriber.

Status:

Contract Signature: February 99

Completed Activities: Has been developed and tested and is being deployed currently at COOP three sites.

Targeted date of Completion: December 2000

Costs: Software (US \$ 259,000.00) Hardware (US \$ 139,775.00)

Project Title: Financial System for Cooperative Compensation System

Beneficiary(ies): Cooperative of Government Employees (COOP)

Description:

In order to complete the cycle of the Medical and Social Compensation at the Cooperative, it would be essential to implement a financial system that would complete the cycle started for the mentioned compensations.

The scope of work for this project, the Financial System for the COOP is as follows:

- Analysis and Design of the needs in the financial area at the COOP of government employees.
- Development of software programs according to the above conditions that will satisfy the modules described below.
- Implementation of the developed software at COOP headquarters.
- Training of users on the use of software and the training of the administrators on the administration of the database and tables related to the financial system

Status: Has been developed and is being tested now (October 2000).

Targeted date of Completion: December 2000

Costs: US \$ 48,000.00

Project Title: Implementation of the National Electronic Archiving and Retrieval (NEAR) System Phase I

Beneficiary: National Archives of Lebanon (NAR)

Description:

The National Archives of Lebanon

Lebanese government, being the repository of official and historical documents. During the long years of the Lebanese civil war (1975-1991), its collections suffered from bad storage conditions, neglect and pilfering - not to mention a general lack of interest in the fate of the institution.

After the end of the civil war, the administration and the workers of the NAR started rebuilding the collections. The institution now has a large number of holdings that encompass official and historical documents as well as books, magazines, pictures, microfiches, audiotapes, videotapes, films, etc. The OMSAR has devised a project that will give the NAR the capacity to electronically archive and retrieve its holdings.

The

system that will:

1. Electronically capture, store, organize, share, retrieve and protect the holdings of the NAR;

2. Expedite physical access to these holdings at the NAR by providing user-friendly, multi-language research workstations to employees and researchers alike;
3. Eliminate geographical barriers by making as much of the information as possible available for research on the Internet.

The NEAR project will provide, install, configure, customize, integrate and support hardware, software, training and data entry for a period of fifteen months.

Status: Advanced stages of implementation

Targeted date of Completion: Second quarter of 2001

Costs: US \$ 400,000.00

PROJECTS IMPLEMENTED UNDER WORLD BANK GRANTS

Project Title: Y2K National Survey (part of Y2K planning grant received from InfoDev in 1998)

Beneficiary(ies): Nationwide

Description:

In order to optimally preserve the continuation of the daily business for the citizen and the country whether in the public or the private sector, and to make sure that the daily facilities of life such as the Electricity, Water, Communications, Health facilities, Food, Banks, etc. do not in any way jeopardize the life of the Lebanese Citizen, a comprehensive Y2K survey was conducted. The objectives of this survey aimed at the following:

- Determining the level of awareness in Lebanon
- Assessing the gravity of the problem
- Determining the most critical sectors to be attended to
- Focusing on the problem and its nature: Hardware, Software, embedded systems?
- Identify remedial actions being taken
- Assessing the level of readiness before the Year2000. Will the concerned entities be ready before the Year2000?

By the end of the survey, it was feasible to determine the most critical sectors to be addressed, the level of severity of the Y2K problem in Lebanon, and what efficient and effective actions must be taken to resolve the problem.

With the results of the survey, a work plan was formulated through which prioritization of the most critically needed sectors, Ministries, agencies, etc. to be attended to will be based on sound national statistics

Status:

Grant Awarded: September 1998 (part of Y2K planning grant)

Implementation Start Date: February 1999

Completed Activities: National Y2K survey covering both the public and private.

Date of Completion: June 1999

Grant Amount: part of Y2K planning grant, cost of survey: US \$ 34,700.00

Project Title: INFODEV Y2K Implementation Grant

Beneficiary(ies): Nationwide

Description:

The Lebanese government commenced its Y2K activities in early 1998, and achieved early successes in its national initiatives. These included the development of a national

awareness program and supporting printed publications, identification, and qualification of several key systems exposures, development of legislation aimed at directly addressing the potential for import or development of non-compliant solutions, and securing funding for a number of key rectification projects.

The key concern was the limited amount of time within which to finalize action on assessing the extent of the problem nationally, to develop and implement focused strategies to address key risk areas based on this assessment, and to pursue compliance activities within the new government structures. In this context, focused management of the Year 2000 effort is required within government in conjunction with the national awareness and compliance efforts.

OMSAR applied for the INFODEV Y2K Implementation Grant, which covered a range of activities that are aimed at:

- Increasing awareness and activity in the public and private sector, with particular focus on supply chain issues and contingency planning;
- Ensuring that the public health sector reaches full compliance before 1st January 2000;
- Supporting the private and public sectors in their efforts to qualify cross-border risks.

The overall objective of the grant is to provide key resources and support to groups involved in addressing the issue across Lebanon, and increase the level of understanding and coordination of activities in the public sector with the consequent benefits to society and the economy of effective measures to safeguard public systems.

The objectives of the implementation grant were to:

- Increase the level of central coordination and reporting in order to ensure that resources are allocated to best effect, and to ensure timely and effective action is taken in key government areas;
- Increase the levels of awareness and action in key utilities across local government entities, particularly with respect to key utilities, and assist with the development of effective contingency plans in this sector;
- Ensure the safety and integrity of the public health sector and promote action in the private health sector and support industries;
- Increase the levels of public awareness of the problem with particular emphasis on compliance, supply chain analysis, and contingency planning in the small business sector;
- Increase understanding of cross-border trading risks in all sectors.

Status:

Grant Awarded: April 1999

Implementation Start Date: May 1999

Completed Activities: Numerous technical assistance, awareness and media campaigns, as well as hardware procurements for Y2K non-compliant items.

Targeted date of Completion: December 2000

Grant Amount: US \$ 500,000.00

Project Title: Y2K Media Plan

Beneficiary: The Lebanese Public Individuals, Businesses, Public Sector,

Description:

OMSAR launched a wide campaign for raising awareness among the Lebanese citizens as well as members of the Public and Private sectors, as regards the possible consequences of the failure of computer hardware and systems due to what was termed as

took into consideration the different levels and standards of the targeted groups:

- A series of workshops were conducted in which Lebanese and international experts addressed the various features of the problem, its implications and dangers, methods for detecting the probability of a failure and means for protecting against it, precaution measures and contingency plans. After a principal workshop that was conducted in 1998, five regional workshops were conducted in the five governorates and targeted private institutions while a sixth was dedicated to the health sector;
- Six films were designed, produced and broadcasted on all working TV stations in Lebanon. The first film depicted the dangers that may be encountered in the case of a crash of system, while the rest focused on precautions to be adopted by citizens directly before and during the night of December 31st 1999 – January 1st 2000;
- to answer the queries of Lebanese citizens, whether individuals as regards domestic appliances that may be affected, or businesses as regards their institutions and the systems they are using. The line received and answered thousands of calls during the period November 1999 and April 2000

Status: Completed before the end of December 1999

Costs: The Campaign was financed by the World Bank Y2K Grant, except for the TV and production of the first).

Project Title: OMSAR and The Y2K National Health Task Force

Beneficiary(ies): Nationwide

Description:

Work started in August 1998 when OMSAR started communicating with the Ministry of Health regarding the Year 2000 problem.

The priority then was to raise awareness and to put a plan of work to face the Year 2000 problem in the Health sector with all its dependencies.

In February 1998, OMSAR worked with the Ministry of Health and several private hospitals, mainly the American University Hospital (AUH), who already had started working on the problem in their regions, in putting a huge workshop that would raise awareness in the Health Sector, for all Lebanon.

A Council of Ministers Decision (31/3/1999) to setup an Emergency Unit for the Y2K Problem, took place, headed by the Minister of Economy and Trade and whose members are the director generals from all critical sectors: Telecommunications, Electricity, Health, Water, Banking, Civil Aviation, and OMSAR.

In April 1999, the National Y2K Survey funded by the World Bank to assess the severity of the problem in Lebanon commenced and a Working Agenda for the Emergency Unit for the Y2K Problem was prepared and approved by all unit members.

In July 1999, a set of Y2K Health sector raising awareness workshops took place in all mouhafazat. The Workshops included all sides of the Health sector dependencies and direct responsibility. This meant the workshops included biomedical equipment, the infrastructure of the facility, the telecommunication, the management of the whole facility, the staff training, the medication, the medical supplies, and the commitment from the management.

The Y2K Health Task Force contracted the services of Biomedical Engineers, IT professionals and administrative workers to carry out its initiatives. It also solicited the help of the Medical Profession Syndicate, The Medical equipment Suppliers Association, the Red Cross, and the Hospital Syndicate.

The Media was also involved in carrying all the messages throughout the Lebanese territory and to the outside world. TV spots, TV ads, TV and radio interviews where the opportunity was open to the public to ask questions and make their own comments, newspaper and magazine articles and a hot line at the Ministry of Health.

Multiple communications were sent to all health institutions including the medication factories, a big number of visitations took place, and surprise (unannounced) inspections were done.

In July 1999, the Y2K survey for Health Sector was launched, covering over 1700 public and private medical facilities. The survey covered the biomedical equipment, the facilities, and the communications

The results of the survey contributed to the emergence of a White and Black list of health institutions of which the results were given to the Y2K National Emergency Committee for a decision to be made. Also this list was given to the Private Hospital Syndicate and the National Social Security Fund.

A Contingency plan was put by the Y2K Health sector Task force after deliberations were done by all concerned. The plan was distributed to 175 hospitals.

A list of equipment which must be stopped (put offline) was prepared and not used and distributed to all the health institutions and the suppliers.

Health Sector representatives from 100 hospitals were on standby with their teams.

The Red Cross, the Internal forces, and the Y2K Health Sector Task Force formed a Y2K Health Sector Operation room during the Y2K rollover period at the head quarters of the Red Cross. The operations room was active for 36 hours and was in contact with the Central Command Center that was being run by the National Y2K Emergency Committee. All hospitals cooperated and were on standby.

Status:

Grant Awarded: April 1999 (part of Y2K implementation grant)

Implementation Start Date: May 1999

Completed Activities: Numerous technical assistance, awareness and media campaigns, as well as hardware procurements for Y2K non-compliant items.

Targeted date of Completion: March 2000

Grant Amount: part of Y2K implementation grant plus some funding from the World Bank Loan to the Ministry of Health.

Project Title: Y2K-Office Technology Equipment

Beneficiary: OMSAR & Government Institutions including Serail Hajj Department, Ministry of Economy & Trade, EU PMC

Description:

Y2K -OT Equipment/Hardware & Software Installations

Status: Installed and operational

Targeted date of Completion: Completed between February-October 2000

Costs: US \$ 24,806.00 Contract #28/99

US \$ 28,265.00 Contract # 30/99

US \$ 30,500.00 Contract #32/99

US \$ 51,800.00 Contract #33/00

US \$ 94,757.00 Contract #36/00

**PROJECTS IMPLEMENTED
UNDER GOVERNMENT BUDGET**

Project Title: Photocopiers Equipment

Beneficiary: Ministry of Justice

Description: Provision and Installations of Heavy duty Photocopiers and their related accessories.

Status: Installed and operational

Targeted date of Completion: Completed as of late February 2000

Costs: L.L. 26,460,000.00
