



## Executive Summary

This report is the deliverable of the “*Lebanese e-Government Strategy Document Update Consultancy*” project commissioned by the Office of State for Administrative Reform (OMSAR) at the request of the Ministerial ICT Committee (MICTC). The project was undertaken during the period of October – November 2007.

This strategy builds on the earlier strategy issued in 2002 and takes into account the experience gained during the past five years of implementing e-Government projects in Lebanon and abroad, and the significant changes in computer and communications technology that are taking place today.

A situational analysis was undertaken to review progress in e-Government implementation to date, to document the significant achievements and to identify key “roadblocks” and issues that are preventing realization of the original vision. These show that the institutional structure focusing on the MICTC is the correct way to go but more needs to be undertaken in “energizing” the process.

There is now a significant pool of ICT skills, knowledge and experience in the Lebanese government agencies but it needs to be harnessed better to develop efficient services to citizens that are the outcome of successful e-Government implementations including the “one-stop-shop” concept for the delivery of services to citizens and the sharing of infrastructure. The analysis highlights the need for government agencies to work more collectively and to think of the government more as a single “enterprise”.

Six significant approaches are proposed:

1. **Progress Monitoring Modality.** More frequent meetings of the MICTC with the Chief Information Officers (CIO) and a CIO Council taking a significant role in the strategy acceptance and implementation combined with a Progress Reporting modality which will be based on e-Government implementation plans developed by agencies.
2. **Chief Information Officers (CIOs) and CIO Council.** The appointment of CIOs in all key agencies to be extended to all government entities and the establishment of a CIO Council. Following precedence in other countries, the CIOs will be the focal point for all ICT matters in their agency and will report to the head of the agency. The CIO Council will meet



regularly, discuss and agree on ICT issues across government and make recommendations to Ministers and to the MICTC.

3. **Single Window Government.** The construction of two government wide Portals, an e-Citizen Portal to provide a focal point for the delivery of services to citizens (“one-stop-shop”) and the private sector and an Intra-Government Portal for government-to-government communications. The Intra-government portal would link to all agencies and to a government datacenter and provide the basis for achieving interoperability between government systems.
4. **Public Private Partnerships (PPPs).** Greater use of the private sector in implementing e-Government projects through adoption of outsourcing and use of Public Private Partnerships initiatives.
5. **Partnerships with Multinationals.** Potential adoption of government wide solutions provided by large multinationals which have been implemented successfully in other governments (e.g. “Texas Online”). This expedites the process as it relies on adopting readymade and tested solutions.
6. **Partnerships with other Governments.** Greater use of partnerships with other governments in implementing specific projects simplifying and streamlining the process (e.g. no competitive tendering) and speeding up reform.

A number of priority projects are proposed for implementation over a three year timeframe and these were discussed with key stakeholders. A high level Action Plan was also developed.