

**The National eStrategy
for Lebanon**

The United Nations Development
Programme

The Office of the Minister of State for
Administrative Reform

The Cover Document

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1.0 Background

This document is the cover document of the 5 main deliverables of the National eStrategy for Lebanon project. The following sections present background material for the project.

1.1 ICT for Development/UNDP

This assignment funded by the United Nations Development Programme's ICT for Development Thematic Trust Fund (ICTD TTF) falls within the scope of the first ICTD service line (Elaboration of National ICTD Strategies). This addresses the need for developing countries to design and implement national ICT strategies due to the continuous development potential of ICT and the need to respond proactively to the opportunities and challenges posed by the new global environment.

1.2 Office of the Minister of State for Administrative Reform

The Office of the Minister of State for Administrative Reform (OMSAR) is responsible for supervising the implementation of the Government's National Administrative Rehabilitation Program (NARP), a comprehensive program proposing the restoration of functionality to all public institutions in the Lebanese Government. Under the NARP, formal initiatives to mainstream Information and Communication Technology in post-war Lebanon (1991) began.

OMSAR has actively participated and launched various initiatives in support of e-government attainment over the last six years. OMSAR's proactive role is linked with a close partnership and working relationship with all the key ICT players in the public sector, private sector and academia. Moreover, OMSAR has well-established core competencies in the fields of ICT designs and implementations, modern procurement procedures, and institutional and legal framework developments.

In 2001-2002, OMSAR prepared an eGovernment Strategy working document, which shall be open to discussion with representatives of the various sectors. To complement this effort, it was necessary to develop a National eStrategy for the country as a whole, the subject of this assignment.

1.3 Scope of Work

The scope of the assignment is to develop a national eStrategy for Lebanon through a technical assistance consultancy study, undertaken by a Consulting Team.

The following services were requested:

- Draw a situation map for e-readiness
- Draft an eStrategy document highlighting priorities
- Draft a preliminary implementation plan
- Organize and participate in a national consensus building workshop

1.4 The Work Plan and Phasing of the Project

The work carried out by the team as part of this project covered 5 phases:

Phase 1: Inception Phase

Paves the grounds for the rest of the project and covers preliminary activities. The key deliverable was the Inception Report.

Phase 2: eReadiness Assessment

The design and conducting of an eReadiness assessment study for government, private sector and academia.

Phase 3: Formulating the National eStrategy

The development and formulation of a National eStrategy for Lebanon was carried out to address ICT policies in 7 major initiatives:

National Policies:	Policies for Closing the eReadiness Gap
National Policies:	National ICT Policies
Sectoral Policies:	Policies for ICT as a Production Sector
Sectoral Policies:	ICT and Human Capacity Development
Sectoral Policies:	ICT for Social Development
Sectoral Policies:	ICT for Economic and Business Development
Sectoral Policies:	eGovernment

Programs, Solutions and Recommendations were identified and developed for the above 7 Initiatives.

Phase 4: Developing Implementation Plans

A broad implementation plan was developed concentrating on the short term implementation of the National eStrategy. A 6 stage roadmap was proposed.

Phase 5: Consensus Building Workshop

The project required the conducting of a single Consensus Building Workshop. However, the Consulting Team started by such a workshop to ensure early acceptance of the project's objectives and scope. During the development of the National eStrategy, the Consulting Team conducted several focus group as well as individual meetings with key stakeholders. The project was completed by conducting another Workshop to introduce the findings of the National eStrategy for Lebanon and to acquire feedback from the stakeholders.

1.5 The Consulting Team

The Consulting Team was made up of 3 persons:

Akram Najjar was the **Lead Consultant** and was responsible for the following:

- Project management and coordination
- Development of the Inception Report
- Development of the eReadiness phase activities
- Establishing with the team all project decisions
- Selecting with the team all project parameters (Criteria, priorities, issues, etc)
- Formulation and design of ICT solutions and strategies

- Development of the implementation plans
- Development of all content and technical writing
- Involvement with all Consensus Building activities including leading the final workshop

Kamal Siblini was the **Development Analyst** and was responsible for the following:

- Initial planning of the overall project
- Development of the Inception Report
- Identification of eReadiness criteria and assessment of eReadiness
- Carrying out of most activities in Phase 3: development of the National eStrategy that relate to the various national priorities, socio-economic issues and related indicators and measures.
- Clarifying the selection criteria of the various issues
- Assisting the lead Consultant in the formulation of the Implementation plan
- Assisting the lead Consultant in facilitating the workshop

Salam Yamout was the **Data Analyst** and was responsible for the following:

- Research on all issues
- Collection and consolidation of all documentation
- Conducting all interviews and meetings with stakeholders
- Assisting the lead consultant in the formulation of ICT solutions and strategies
- Development of the eReadiness assessment
- Assisting the lead Consultant in the formulation of the Implementation plan
- Assisting the lead Consultant in facilitating the workshop

1.6 The Technical Committee

The Consulting Team worked with a Technical Committee from both the UNDP and OMSAR:

1. Dr. Raymond Khoury – Director of the Technical Cooperation Unit in OMSAR
2. Mr. Nasser Israoui – Senior Coordination Officer in OMSAR
3. Mrs. Hala Makarem Saab – ICT Project Manager in OMSAR
4. Miss Randa Aboul-Hosn – Policy Specialist with the UNDP
5. Mr. Christian de Clerq – UN Coordination/Senior Advisor

The Technical Committee worked closely with the Consulting Team and reviewed all the deliverables of the project.

2.0 The Structure of the Deliverables

The National eStrategy is presented in 6 major documents:

Document 1 The National eStrategy for Lebanon: An Executive Summary

Document 2 The National eStrategy for Lebanon: This is the main document where the rationale, objectives and the eStrategy are presented.

Document 3 The eReadiness Assessment: An analysis of eReadiness criteria for Lebanon based on a survey carried out by the Consulting Team. The survey resulted in a comprehensive eReadiness Assessment.

Document 4 The ICT Policies: The document presents an analysis of the 7 proposed ICT initiatives that meet the requirements of the National eStrategy.

Document 5 The Implementation Roadmap: Proposes a Roadmap for the National eStrategy for Lebanon and discusses related issues such as roles, challenges, critical success factors and implementation best practices.

Document 6 Programs, Solutions and Recommendations: Proposals for around 100 programs, solutions and recommendations are presented in detail.

The above documents are available from the UNDP and OMSAR. They are also available on OMSAR's website (www.egateway.gov.lb). This is the government portal developed by OMSAR to host all information, international references, discussion forums and reports associated with all national eInitiatives.

3.0 Persons and Organizations Met with

The following persons were met with through stakeholder meetings, direct interviews or focus group meetings:

Name (No Title)	Organization
Abalan Barbar	Lebanese University
Abdo Yammine	SchoolNet
Abdulilah Dewachi	ESCWA
Adel Bichara	World Bank
Adnan Al-Amin	LAES
Ahmad Itani	Ministry of Post and Telecommunications
Akram Zuhairi	IDAL
Alain le Fevre	Consultant to World Bank on HIV/AIDS
Ali Shamseddine	ALSI
Aline Dantziguian	Euro-Med WTO Unit (Federation of Chambers of Commerce)
Alissar Chaker	UNDP (Environment)
Amal Karaki	Council for Development and Reconstruction
Amin Mardam Bey	LibanCell
Arianne Saadeh	UNDP (Environment)
Bassam Ramadan	World Bank
Berj Hatjian	Ministry of Environment
Charbel Sarkis	OMSAR
Dima Khatib	UNDP
Fadi Fawaz	Advisor to the PM
Fadi Issa	Parliament
Fadi Munla	CDR
Fadia Kiwan	USJ
Fares Kobeissi	ALSI
Gaby Deek	PCA
Georges Younes	OMSAR
Ghassan Tannous	UNDP - Office of the Prime Minister
Ghazi Youssef	Advisor to the PM
Hamdan Hajjar	Directorate General of the Office of the President
Issam Masri	CNRP MEME Centre National des Recherches Pedagogiques
Iyad Dirany	Al Iktissad Wal Aamal
Jacques Bekayev	Ministry of Interior and Municipalities / ISF
Jalal Fawaz	ACT / (PCA)
Jalal Fawaz	PCA
Jean Zovighian	Synergy
Jihad Azour	Ministry of Finance
Jim Billings	SRI International
Joumana Rizk	UNDP (Environment)
Juliana Daher	ESCWA
Kamal Merhej	Rocktech
Khalil Arzouni	Ministry of Education (Coordinator)
Lian Catinis	EU
Lina Abou Habib	Center for Research and Training on Development
Mahmoud Batlouni	State University of NY Albany (USAID)
Maroun Asmar	Berytech

Maroun Chammas	IDM
Matilda Khoury	UNDP (Environment)
Michel Nseir	PCA / Software Design
Mirna Barbar	Ministry of Social Affairs
Moein Hamzeh	CNRS
Mohammad Khawlie	Remote Sensing Center - CNRS
Mona Assaf	CNRS
Nabil Costantine	Ministry of Education (CERD)
Nada Mneimneh	Centre de Recherche et Development Pedagogique
Najat Rochdi	Ministry of Planinng - Morocco
Najib Batlouni	Credit Libanais
Najwa Fleihan	Education
Nicolas Rouhana	Berytech
Nora Bazzi	Mercy Corp
Patricia Nabti	Association for Voluntary Services
Patrick Frick	ALSI
Pierre Hamouche	UNDP
Prof. Nashat Mansour	LAU
Raghda Jaber	MOF (Cadastre)
Raghed Assi	UNDP (Environment)
Ramzi Hafez	Lebanon Oportunities
Raya el Hassan	Assistant to Dr. Fuleihan
Riad Khoury	Middle East Business Consultants (MEBA) - Jordan
Riad Mumtaz	OGERO
Riad Tabbarah	Madmac
Roy Badaro	Chamber of Commerce
Saeed Ghazzi	Order of Engineers
Salah Rustum	ITIA
Salim Balaa	Customs - Najm
Salim Nasr	LCPS
Sami Rizk	Syndicate of Hospitals
Samir Majdalani	Ministry of Agriculture
Serge Bertran	CDR
Sophia Hallal	International Chamber of Commerce (ICC)
Tania Helou	Saradar Foundation
Tania Zaroubi	OMSAR
Tony Feghali	American University of Beirut
Tony Issa	ADIL
Toufic Chebaro	OGERO
Wadih Jureidini	AUB / Logos
Walid Nasser	UNDP (Environment)
Yousef Deeb	Parliament
Yousef Monsef	Lebanese University
Youssef Harb	Parliament
Zakie Karam	IDM