



Annual Report 2003



PRESIDENT OF THE REPUBLIC OF LEBANON

GENERAL EMILE LAHOUD

The Man of Stability, Liberation
and Reform

INTRODUCTION

- STATEMENT OF MINISTER KARIM PAKRADOUNI
- STATEMENT OF MINISTER FOUAD EL SAAD



LEBANON ON THE PATH OF SUBSTANTIAL DEVELOPMENT

With my personal conviction that management of any public sector entity is a continuous process that should not be affected by the transfer of leadership brought forward by a government change and as a testament to the promise I made at the hand over event with my predecessor and colleague H.E. Minister Fouad el-Saad, work at OMSAR continued at the same pace and without any interruption since I became Minister on April 17, 2003. Whether under implementation, under preparation or at the very early stage of identification, all our projects remained on track.

OMSAR's main mission of administrative reform is the basis of a transparent and productive government with the first step towards transparency being the fight against corruption and the first step towards productivity being information and communication technology (ICT). Over and above, transparency and productivity require political tenacity in order to achieve the administrative reform agenda called for by H.E. President General Emile Lahoud

Human resources play a crucial role in the administrative reform process. This is reflected in our diverse management and ICT training projects which recently resulted in training 638 and 2047 1st, 2nd and 3rd category civil servants, respectively. In line with this direction, we plan to intensify training at public administration and municipalities with the main goals of (1) eradicating computer illiteracy and facilitating the realization of e-Government and (2) improving organizational and individual performances.

In 2003, work on performance evaluation mechanisms was done and so was work on formulating most of the citizen's charters with the remaining expected to be completed in 2004 (those concerning heritage, public funds, public safety, and youth charters).

In order to build a better national consensus on administrative reform, we collected different viewpoints and suggestions from a variety of sources and compiled them into one booklet. We also continued to communicate with our various donors (UNDP, the Arab Fund for Economic and Social Development, the EU, the World Bank, and USAID)

to foster better synergy between our different portfolios and strengthen our relationships with them. This effort has resulted in the EU providing us with additional funding for new projects that aim at promoting decentralization and balanced development through the rehabilitation of municipalities and targeted support to civil society.

In 2004, I look forward to concluding more projects that we started in 2003 including: establishment of the Ombudsman's Office, establishment of the Ministry of Planning, the Conflict of Interest law concerning simultaneous work in the private and public sectors, the law related to citizens' right to access all government forms and documents as well as work towards Lebanon's signing the UN Anti-Corruption Treaty.

I close by thanking all OMSAR and UNDP staff and our projects' donor community for the dedicated work fulfilled during this year and vowing to make 2004 as promising a year for further administrative reform achievements.



Karim Pakradouni
Minister of State for Administrative Reform



THE GOAL OF ALL REFORM : A CITIZEN-SERVING ADMINISTRATION

2003 constituted yet another year filled with a sizeable number of achievements on our path towards reforming and developing the entire Lebanese Public Administration. As in prior years, our work was spread across 4 main axes of intervention, namely (1) institutional development; (2) legislation modernization; (3) information and communication technology (ICT) solutions; and (4) donor and beneficiary coordination functions. These complementing areas of work were further harmonized in January 2003 when we, together with the UNDP, formulated and officially approved a 4-year joint project entitled "Support to Civil Service Reform: Enhancing Policy Making and Management Capacity".

Through a results-oriented framework, this new project aimed at reinforcing national efforts to achieve the following 4 objectives: Modern management capacities developed and established in key administrations; Reduction of the size and cost of the public administration; Modernization of legislation; and a Citizen-oriented administration. And it is these objectives with their outcomes and required indicative activities that will constitute from this year forward the benchmarks against which annual work performance at OMSAR is measured.

In 2003, we also continued to provide national thematic workshops with support from our donors in a variety of areas that promote sustainable capacity development and modernization in the central and local branches of the administration. Relevant recommendations were made at each workshop and pertinent parties were entrusted with follow-up activities.

In the area of promoting a national information society – an enabling building block for any e-government initiative, we secured a grant from the UNDP ICT Thematic Trust Fund (TTF) to prepare a National e-Strategy for Lebanon. Work on this project started in February 2003 and is expected to yield a number of key national policies, solutions and recommendations in support of any e-initiative, all for bringing Lebanon closer to a knowledge based society and for advancing the national ICT sector as a production sector for national and regional markets.

On the donor portfolio front, our World Bank loan program was completed in full in early 2003 with some administrative and audit work remaining for its final closing at the end of June 2003. With this status, discussions were initiated with the World Bank for a follow-up loan to continue our progress in developing the administration. Also, contacts with developed countries were made for possible funding of e-government projects.

With all these mentioned activities in progress came the change of government on April 17th at which time I handed over the reign of OMSAR to H.E. Minister Karim Pakradouni in whom I have full confidence in continuing this challenging journey. I end my word by expressing my sincere appreciation to the hard working OMSAR team and my wishes to all concerned with national administrative reform and development for continuous success and progress towards attaining this national key goal.



Fouad el-Saad
Member of Parliament
Former Minister of State for Administrative Reform



SECTION ONE : INSTITUTIONAL PERFORMANCE

CONTEXT	16
EXPECTED PERFORMANCE FOR 2003	18
PERFORMANCE ACCOMPLISHMENTS FOR 2003	24
I. CITIZENS ORIENTED ADMINISTRATION	24
1.1 FOCUS AND IMPLEMENT PROJECTS FOR THE SIMPLIFICATION OF PROCEDURES IN KEY SECTORS MINISTRIES AND ADMINISTRATIONS	24
1.2 ICT STRATEGIES AND MASTER PLANS	28
1.3 DEVELOP AND ADOPT AN IMPACT ASSESSMENT MECHANISM	33
1.4 ESTABLISH A RESPONSIVE ADMINISTRATION	33
1.5 MEDIA COVERAGE ON ADMINISTRATION	37
II. REDUCTION OF THE SIZE AND COST OF THE ADMINISTRATION	40
2.1 CONSOLIDATION AND ANALYSIS OF EXISTING DATA ON THE SIZE OF THE ADMINISTRATION	40
2.2 ACCESS TO UPDATED EXECUTIVE-LEVEL DATA BY DECISION-MAKERS	42
2.3 DEVELOP POLICY PROPOSALS TO REDUCE EXCESS COST	60
2.4 REVIEW & REFORM FUNCTIONS OF CONTROL AGENCIES	65
III. MODERN MANAGEMENT CAPACITIES DEVELOPED AND ESTABLISHED IN KEY ADMINISTRATIONS	74
3.1 PROMOTE NATIONAL COMMITMENT TO A STRATEGIC DEVELOPMENT VISION AND ITS IMPLEMENTATION	74
3.2 DATA BASE OF HUMAN RESOURCES ESTABLISHED AND MAINTAINED IN KEY SECTORS	74
3.3 MODERN JOB CLASSIFICATIONS ADOPTED	75
3.4 HR REFORM POLICIES DEVELOPED AND ADOPTED	77
3.5 TRAINING AND CAPACITY BUILDING	81
3.6 CONTROL AGENCIES AND KEY MINISTRIES AND INSTITUTIONS MODERNIZED AND AUTOMATED	91
3.7 RESULT-ORIENTED ADMINISTRATION	96
3.8 OMSAR SPECIFIC PROJECTS	102

IV. MODERNIZATION OF LEGISLATIONS	108
4.1 REVIEW OF CURRENT LAWS & REGULATIONS	108
4.2 PROMOTE DECENTRALIZATION AND DECONCENTRATION	112
4.3 LEGISLATION ON COLLECTION AND ACCESS TO STATISTICS	114
4.4 BETTER REGULATIONS	115

SECTION TWO : ORGANIZATIONAL PERFORMANCE

MANDATES AND MISSION	122
ORGANIZATIONAL CHART	127
DONOR PORTFOLIO	126

SECTION ONE : INSTITUTIONAL PERFORMANCE

- CONTEXT
- EXPECTED PERFORMANCE FOR 2003
- PERFORMANCE ACCOMPLISHMENTS FOR 2003

CONTEXT

The mandate and role of the Office of the Minister of State for Administrative Reform (OMSAR) (established in 1993) towards improving the performance of the public sector and reducing its cost is in line with on-going national efforts to control the budget deficit and reduce the debt burden. This mandate and role were operationalized with UNDP assistance in 1994, with the establishment of a Technical Cooperation Unit (TCU) and an Institutional Development Unit (IDU). These two Units secured highly qualified professionals to manage donor resources and programmes (World Bank loan: USD 20 million, Arab Fund loan: USD 20 million and EU grant: Euro 38 million) and reinforced OMSAR as a policy advisor and an Information and Communication Technology (ICT) driver in the administration. The teams, in spite of the weak absorptive capacity of the public sector and their own vulnerability to political changes, demonstrated a capacity to provide reliable advice and services, thus creating a high demand for OMSAR services.

In 2001, OMSAR contributed towards the identification of reform needs, through a National Strategy for Administrative Development. During the past decade, OMSAR led the introduction of ICT to the public administration, calling attention to the fundamentals for simplifying processes and increasing efficiency. Concrete products of institutional development advisory services by OMSAR include a new job classification in preparation of a new salary scale for public servants; performance improvement plans in key service agencies; modernization of legislations; and raising awareness among civil servants.

With the adoption of the National Strategy for Administrative Development and the alignment of the UN Development Assistance Framework (UNDAF) goal on Enhancing Decision Making Capacity with OMSAR's mandate, a new generation of UNDP assistance was initiated in 2002 and formalized in early 2003. This assistance focused on realizing a results-oriented framework project entitled "Support to Civil Service Reform: Enhancing Policy Making and Management Capacity" to help OMSAR in better targeting and sustaining results. The framework was formulated by the members of the TCU and IDU teams in a participatory process, which consisted of three phases of analysis and deliberations:

- 1) taking stock of the lessons (strengths and weakness) of the previous phase, reviewing functions legislated to OMSAR in the previous years and anticipated ones to come; and the national context for reform;
- 2) an analysis of national objectives, outcomes, baseline indicators and projected outputs using the Results Based Management Approach adopted by UNDP; and 3) identifying the indicative activities and inputs of the project and the drafting of this document. The project formulation strategy also focused on four key axes of intervention and/or functions for OMSAR:
 - 1) Institutional Development,
 - 2) Coordination,
 - 3) Legislative, and 4) ICT. Collectively, these functions are expected to achieve the identified national objectives and outcomes and project indicative activities which will form the basis for annual OMSAR performance reports.

EXPECTED PERFORMANCE 2003

This national level outcome focuses on bringing the public administration closer to the citizens and making it more responsive to their needs through a series of strategic goals and related outputs that are elaborated in this section.

1 CITIZENS ORIENTED ADMINISTRATION

1 FOCUS AND IMPLEMENT PROJECTS FOR THE SIMPLIFICATION OF PROCEDURES IN KEY SECTORS MINISTRIES AND ADMINISTRATIONS

- 1 IDENTIFY AND STREAMLINE AT LEAST 20 TRANSACTIONS
- 2 CREATE ONE-STOP SHOP FOR INFORMATION IN GENERAL AND PERFORMING KEY TRANSACTIONS ON-LINE

2 ICT STRATEGIES AND MASTER PLANS

- 1 DEVELOP A NATIONAL ICT OR E-STRATEGY
- 2 DEVELOP E-GOVERNMENT STRATEGY AND IMPLEMENTATION PLAN
- 3 AGENCY-SPECIFIC ICT MASTER PLANS

3 DEVELOP AND ADOPT AN IMPACT ASSESSMENT MECHANISM

- 1 EVALUATE PROJECTS, SYSTEMS AND REGULATIONS PERFORMANCE BASED ON IMPACT ASSESSMENT

4 ESTABLISH A RESPONSIVE ADMINISTRATION

- 1 FOLLOW-UP ON THE ISSUANCE OF THE OMBUDSMAN LAW
- 2 FOLLOW-UP ON THE CITIZEN'S RIGHT TO ACCESS INFORMATION LAW
- 3 FOLLOW-UP ON THE ANTI-CORRUPTION LAW
- 4 BUILDING AND DISSEMINATING CITIZEN'S CHARTER PLANS

5 MEDIA COVERAGE ON ADMINISTRATION

- 1 DRAFT A COMMUNICATION STRATEGY AND DEVELOP ITS ACTION PLAN
- 2 DEVELOP AND IMPLEMENT AN AWARENESS CAMPAIGN

2 REDUCTION OF THE SIZE AND COST OF THE ADMINISTRATION

1 CONSOLIDATION AND ANALYSIS OF EXISTING DATA ON THE SIZE OF THE ADMINISTRATION

- 1 CIVIL SERVICE CENSUS COMPLETED AND MATCHED WITH THE MINISTRY OF FINANCE PAYROLL
- 2 ENHANCE THE CAPACITY OF THE CENTRAL ADMINISTRATION OF STATISTICS (CAS)
- 3 FACILITATE FLOW OF INFORMATION FROM AND TO CAS

- 4 DESIGN AND ESTABLISH GOVERNMENT DATA CENTERS
- 2 ACCESS TO UPDATED EXECUTIVE-LEVEL DATA BY DECISION-MAKERS
 - 1 REDUCE THE DIGITAL DIVIDE AMONG CIVIL SERVANTS TO A MINIMUM
 - 2 DEVELOP DATABASES IN SEVERAL MINISTRIES AND INSTITUTIONS
 - 3 PROMOTE ICT TOOLS
- 3 DEVELOP POLICY PROPOSALS TO REDUCE EXCESS COST
 - 1 CONDUCT STUDIES TO SUPPORT THE PRIVATIZATION PROCESS
 - 2 CONDUCT STUDIES AND SUPPORT THE SETTING-UP OF REGULATORY BODIES
 - 3 CONDUCT STUDIES ON THE COST OF THE PUBLIC ADMINISTRATION
 - 4 INTRODUCE UNIFORM STANDARDS FOR GOVERNMENT PURCHASES
- 4 REVIEW & REFORM FUNCTIONS OF CONTROL AGENCIES
 - 1 RE-FOCUS CONTROL AGENCIES MORE ON STRATEGIC REQUIREMENTS
 - 2 FOCUS ON POST-AUDIT (PERFORMANCE AUDIT) TO ASSESS EFFICIENCY AND COMPLIANCE
 - 3 BETTER ALLOCATION OF HUMAN RESOURCES
 - 4 BETTER ALLOCATION OF PUBLIC SECTOR RESOURCES (ASSETS AND PROPERTIES)
- 3 MODERN MANAGEMENT CAPACITIES DEVELOPED AND ESTABLISHED IN KEY ADMINISTRATIONS
 - 1 PROMOTE NATIONAL COMMITMENT TO A STRATEGIC DEVELOPMENT VISION AND ITS IMPLEMENTATION
 - 1 FORMULATE A DETAILED STRATEGY WITH TIMELINE
 - 2 PROMOTE CONSENSUS WITHIN THE PUBLIC ADMINISTRATION
 - 3 ANALYZE NEEDS THROUGH REGULAR ASSESSMENT
 - 2 DATA BASE OF HUMAN RESOURCES ESTABLISHED AND MAINTAINED IN KEY SECTORS
 - 1 UPGRADE AND UPDATE DATABASE SYSTEM AT MINISTRIES AND AGENCIES
 - 2 INSTALL AND MAINTAIN TIME-ATTENDANCE SYSTEMS AND CONNECT TO THE HR DATABASE
 - 3 MODERN JOB CLASSIFICATIONS ADOPTED
 - 1 COMPLETE JOB DESCRIPTION
 - 2 COMPLETE JOB EVALUATION AND CLASSIFICATION

4 HR REFORM POLICIES DEVELOPED AND ADOPTED

- 1 PERFORMANCE EVALUATION SYSTEM
- 2 TESTING & RECRUITMENT SYSTEM
- 3 PROMOTION & MOTIVATION SYSTEM
- 4 SUPPORT TO ENA (AND OTHER TRAINING CENTERS)

5 TRAINING AND CAPACITY BUILDING

- 1 TRAINING (MANAGEMENT)
- 2 TRAINING (ICT)
- 3 WORKSHOPS AND INTERNATIONAL EVENTS

6 CONTROL AGENCIES AND KEY MINISTRIES AND INSTITUTIONS MODERNIZED AND AUTOMATED

- 1 ENHANCE CAPACITY ON LEGAL AND MANAGEMENT ASPECTS
- 2 ASSESS AND IMPLEMENT ICT WORK PLAN
- 3 CONDUCT ICT TRAINING

7 RESULT-ORIENTED ADMINISTRATION

- 1 IMPLEMENT PERFORMANCE IMPROVEMENT PLANNING (PIP) FOR AT LEAST 2 MINISTRIES/INSTITUTIONS
- 2 SET PERFORMANCE MEASUREMENT SYSTEM FOR AT LEAST 1 MINISTRY/ INSTITUTION

8 OMSAR SPECIFIC PROJECTS**4 MODERNIZATION OF LEGISLATIONS****1 REVIEW OF CURRENT LAWS & REGULATIONS**

- 1 REVIEW STRUCTURES & MANDATES OF MINISTRIES AND INSTITUTIONS
- 2 REVIEW & FINALIZE LEGISLATIVE FRAMEWORK OF THE CONTROL AGENCIES
- 3 FINALIZE AND ISSUE PROCUREMENT LAW
- 4 DEVELOP AND ADOPT LEGAL FRAMEWORK FOR ICT

2 PROMOTE DECENTRALIZATION AND DECONCENTRATION

- 1 DEVELOP APPROPRIATE LEGAL FRAMEWORK
- 2 PROMOTE THE APPLICATION OF THE DELEGATION OF AUTHORITY
- 3 INTRODUCE ENABLING ICT ENVIRONMENT

3 LEGISLATION ON COLLECTION AND ACCESS TO STATISTICS

1 LEGAL FRAMEWORK TO FACILITATE EXCHANGE OF DATA FROM AND TO CAS

2 ICT ENABLED SYSTEM

4 BETTER REGULATIONS

1 DEREGULATION

2 GUIDELINES FOR FORMULATION OF NEW LAWS & REGULATIONS

3 LANGUAGE SIMPLIFICATION OF THE LEGAL TEXT



"In addition to being the key to investment, economy, and development, administrative reform has become a gateway to the future. No reform is possible without reformers and without the participation of the government as a supporter and organizer, and of civil society as a partner and contributor."

*Karim Pakradouni
23/7/2003*

MISSION OF THE ADMINISTRATION

In an ever-changing world ruled by economic changes, modern administration has taken a new course that focuses on productivity and commitment to the principles of effectiveness, efficiency, and economy, i.e. offering high-quality and low-cost rapid services to the citizen.

The relationship of the administration with the citizen, that can be summarized as “the public administration at the service of the citizen”, has come to include the different modern concepts in public administration.

This new notion makes us shift from an administration that is content with executing the tasks specified in legal texts to a modern administration that uses strategic planning, sets objectives for itself, and is held answerable for its results at the end of each year. Its institutional performance is subjected to the evaluation of monitoring authorities based on accurate and objective performance evaluation indicators. The new relationship between the administration and the citizen promotes unity among citizens as well as their trust in the government and loyalty to it. It also encourages investments and capital flows and boosts the economy.

Since modern administration is one of planning and result achievement, we have set the following four general objectives which we shall strive to achieve within the time limits and possibilities presented to us:

- a) **Establishing an administration at the service of the citizen**
- b) **Cutting down costs and decreasing the size of the public sector**
- c) **Developing institutional capacities**
- d) **Modernizing legislation**

The present annual report about the achievements accomplished in 2003 differs from previous annual reports in that it follows the general guidelines set by the Prime Minister for drafting official reports in circular no. 23 of 2/9/2003. In it, we specified our main objectives and focused on the results obtained in a clear, brief, concise, and simple manner.

"I am convinced that no reform is possible without change. All types of reform clash with the conservative forces within society that try to prevent it. By nature, reform is against corruption and prompts accountability. Anyone who fears accountability hinders reform: there is no reform without a mentality of change, accountability, and a fight against corruption."

*Karim Pakradouni
19/11/2003*

PERFORMANCE ACCOMPLISHMENTS FOR 2003

1 CITIZENS ORIENTED ADMINISTRATION

This national level outcome focuses on bringing the public administration closer to the citizens and making it more responsive to their needs through a series of strategic goals and related outputs that are elaborated in this section.

1 FOCUS AND IMPLEMENT PROJECTS FOR THE SIMPLIFICATION OF PROCEDURES IN KEY SECTORS MINISTRIES AND ADMINISTRATIONS

This national goal focuses on making procedures as simplified as possible resulting in more effective and timely service delivery to the concerned citizen, whether for the needs of this citizen or for those of the organization that he represents.

2 IDENTIFY AND STREAMLINE AT LEAST 20 TRANSACTIONS

The Council of Minister issued decision No. 51 dated November 11th, 2003 that officially delegates OMSAR the job of streamlining all transactions in the Lebanese public sector. Also, and through the Performance Improvement Planning (PIP) project, a number of processes were identified, analyzed, streamlined or re-engineered within the allowable limits of current legislation relevant to these processes. These processes are explained in details under section 3.7.1.

- *“IMPROVEMENT OF THE QUALITY OF SERVICE TO CITIZENS AT THE MINISTRY OF FINANCE”*

Background

This Immediate Action Package (IAP) is one of several support projects for the rebuilding of Public Sector capacity in Lebanon within the EU financed program of Assistance to the Rehabilitation of the Lebanese Administration (ARLA).

The objective of this project is to provide quality services that are more relevant to needs and more responsive to demands through means such as streamlining of structures and simplifying of administrative procedures, and the establishment of mechanisms for efficient interaction between citizens and the public administration.

Scope of Work

This project is going to focus on studying the existing regulatory and functional framework of internal regulations and related procedures which hinder or facilitate the relationship and interaction between the citizens and the Ministry of Finance, as well as analyzing the human resources available and their capacity to fulfill specific objectives of the Ministry in the field of quality service delivery and customer oriented service quality, in addition to studying the structures suitable to ensure high quality responsiveness to citizens' needs and requests. Therefore, and based on this study and analysis, a policy and an operational action plan are going to be presented covering the issues related to the statutory re-determination of the legal, functional and procedural general framework regarding the actual ministry-citizen relationship, in addition to developing the most appropriate institutional options for a constructive dialogue between citizens and public administration and at the same time establishing general orientations and identifying areas for regulatory reforms and simplification of administrative procedures.



Source of Funds
European Union.

Status

Due to bidding difficulties the project needs to be re-launched; meanwhile certain amendments were added to the TOR taking into consideration certain comments presented by the Ministry of Finance. Implementation is planned to start during the first quarter of 2004.

- *“DEVELOPMENT OF THE TRANSACTIONS AND WORKFLOW MANAGEMENT SYSTEM IN THE MINISTRY OF PUBLIC HEALTH”*

Background

In its aim to win back the confidence of its citizens and to ensure that its administration and procedures meet the highest standards of integrity, and in order to de-bureaucratize the government administration through the simplification of work methods and procedures, the Office of the Minister of State for Administrative Reform (OMSAR) has launched a program of simplification of administrative procedures for the Ministry of Public Health (MoPH).

The development of the Transactions and Workflow Management System as a business support application software for the Medical Professions Service at the MoPH is based on the simplification of related procedures. The application software will be used to support operations of a One-Stop-Shop for certificates and license issuing.

Scope of Work

The scope of work entails the following:

- a) Analysis and design of the application software.
- b) Development and implementation of the application software in the MoPH.
- c) Providing additional Database licenses (5 licenses).
- d) Support, Warranty and Maintenance for one year.



Source of Funds
European Union.

Status

This project has been signed and awarded and is in its analysis and development stage.

Cost

LBP 48,470,000.

- *“Simplification of Procedures”*

Since mid year 2001, twenty administrative procedures in seven public administrations and agencies have been streamlined by a team of international and local experts from OMSAR, the Directorate of Research and Guidance and the benefiting institution. These institutions are: the Ministry of Public Health, the Directorate General of Urban Planning, the Directorate of Revenue, the Directorate General of Customs, the Ministry of Justice, Beirut Port Authority and the Ministry of Education.

The simplification of procedures for the Ministry of Education and the Beirut Port Authority was undertaken during 2003 while the remaining 18 procedures from the other institutions were completed by 2002 and their implementation began in 2003:

- *“SIMPLIFICATION OF TRANSFER PROCEDURES AT THE MINISTRY OF EDUCATION”*

Background

Transferring students, who are studying abroad, to Lebanon has always been a source of hardship to parents of these students wishing to relocate to Lebanon. Many complain of the slowness and complexity of the required procedures and the lack of guiding information at the Ministry of Education (MOE).

Scope of work

The recommendations that were developed included merging the two existing committees to eliminate redundancy and to speed up the process, creating a website that allows parents living abroad to access vital information such as documents needed before they travel, and producing a guide book to be available to parents who don't have access to the Internet.

Status

The Ministry of Education started implementation as of the end of 2003.

- *“SIMPLIFICATION OF IMPORT AND EXPORT PROCEDURES AT THE PORT OF BEIRUT”*

Background

Import and Export procedures to and from the Port of Beirut are known to be complex, slow and a major source of complaint. Reviewing these procedures has become imperative for the Port of Beirut to position itself as a regional and international leading authority to facilitate trade to and from Lebanon.

Scope of Work

All the steps of the import and export procedures were reviewed and documented and the areas to streamline were identified. However in view of the vital nature of the Port, which carries international economic dimensions, it was decided to use the services and recommendations of a highly qualified international expert.

Status

An international expert in port organization and management has been identified and commissioned by the Authority of the Port of Beirut to review and complement the study and issue expert advice for the management of the Port before the previously recommended steps are implemented.

- *“IMPLEMENTATION OF SIMPLIFIED PROCEDURES”*

The year 2003 is the year that saw several of the 18 procedures simplified earlier implemented by the corresponding institutions together with OMSAR's assistance:

- *“MINISTRY OF PUBLIC HEALTH”*

Based on the recommendations of the simplification team and the ensuing joint report, the Ministry of Health equipped a center at their premises designated for processing Health Professions Licensing. This one stop shop will allow all Healthcare professionals to apply and obtain licenses to practice their respective professions with great ease and comfort. Moreover the relative application form can be downloaded from OMSAR website (www.omsar.gov.lb) thus saving the applicant a trip to the Ministry. For the

purpose of automating the process of the newly created licensing center, OMSAR contracted a company to develop an information system that allows the processing of the licenses quickly and efficiently.

In addition, and based on the recommendations to simplify two more procedures, several ministerial decisions were issued that helped streamline those procedures. One decision allowed the import of FDA approved pharmaceuticals into Lebanon without submitting to laboratory testing. Another decision allowed the application for Disabled Orphans Compensation to be submitted directly to the concerned committee specially created for this purpose.

• *“MINISTRY OF FINANCE”*



The Simplification of Procedures Team

Similar to the implementation program carried out at the Ministry of Public Health, recommendations issued in the simplification report for the Ministry of Finance involved streamlining the inheritance tax declaration. Implementation began in the second quarter of 2003 with the automation of the Inheritance Tax Service which is under the Directorate General of Revenue. In addition, later on this year the newly modified inheritance tax declaration form, which was developed by the simplification team, was adopted. The new tax form has been sent to volume printing to be made available to the public this December. The automation of the Inheritance Tax Unit includes equipment and software to carry out procedures electronically in addition to creating a data base for the vital information and documents provided by the concerned citizen.

2 CREATE ONE-STOP SHOP FOR INFORMATION IN GENERAL AND PERFORMING KEY TRANSACTIONS ON-LINE

• *“THE CENTRAL OFFICE FOR ADMINISTRATIVE INFORMATION (COFAI) AND THE INFORMS WEBSITE”*

Background

OMSAR created the COFAI during May 2001. After gathering information about more than 1700 citizen-related government formalities, the COFAI launched on 21 January 2002 the Informs website (www.informs.gov.lb) as well as a call center (phone number: 1700) that answers the enquiries of citizens 6 days a week. The Informs website involves several interconnected databases that hold a wealth of administrative information and is the first government portal in 3 languages.



The Central Office for Administrative Information Team (Informs)

The Informs website constitutes the first major step towards performing key transactions on-line. The detailed level of information provided for each documented (digitalized) administrative formality – all required supporting documents, process required to fulfill each formality submittal and the responsible government ministries and agencies, actual cost or fee for each formality, and the estimated time frame to complete each – forms the foundation for drawing the related workflow or process path. Hence, the automation of each path, taking into account simplification of related procedural steps can be carried out more effectively and in a very structured manner. Moreover, prioritization of what transactions to be placed on-line first can be

rightly achieved by sorting out the most frequently required supporting documents for all formalities. A top 10 list has been generated and will be used for planning the transition to on-line transactions.

Scope of Work

The COFAI continued improving the Website and the information gathering process during 2003. Major updates to the Website design and content brought a brand new Website – in terms of look and expanded content - that was launched on 15 July 2003. The new Website took into consideration citizen feedback, acquired experience and increased content as well as Web technological advances.



Source of Funds

The Government of Lebanon.

Status

The new look of the website, the increased content (currently 4555 citizen-related government procedures covering all levels, local and national), the addition of personalized pages and subscriptions, the sending of regular e-mails to subscribers, as well as continuous marketing efforts that included advertisements, participation in Termium 2003 and other exhibitions and a big show at the UNESCO Palace have managed to increase the number of weekly visitors from around 1000 to more than 5000.

Cost

OMSAR internal human resources.

2 ICT STRATEGIES AND MASTER PLANS

This national goal focuses on putting in place the required frameworks for ICT or e-initiatives to be launched in Lebanon in general and in the public sector in particular. More specifically, in the public sector these frameworks can be furthered detailed and associated with a particular ministry or agency.

1 DEVELOP A NATIONAL ICT OR E-STRATEGY

- *“NATIONAL E-STRATEGY FOR LEBANON”*

Background

A National e-Strategy technical assistance project was launched in February 2003. The aim of the National e-Strategy is to move Lebanon towards a Knowledge Based Society in the shortest possible time while at the same time addressing the related challenges and opportunities that Lebanon is facing. Those aims are aligned with the Beirut Declaration resulting from a regional preparatory meeting for the World Summit on the Information Society (WSIS) and the directions of WSIS itself.

A main objective of the study was to lay out the roadmap for the e-enabling building blocks covering capacity development, economic opportunity and social equity in addition to infrastructure and other policy dimensions.

Scope of Work

The following services and deliverables were requested from the Consultancy Team:

3 DEVELOP AND ADOPT AN IMPACT ASSESSMENT MECHANISM

This national goal focuses on developing qualitative and quantitative indicators or benchmarks on government operations and services before they are modernized and automated so as to be able to measure and assess the impact of our projects accordingly and in a more systematic manner.

1 EVALUATE PROJECTS, SYSTEMS AND REGULATIONS PERFORMANCE BASED ON IMPACT ASSESSMENT

While some ground work for this evaluation process was carried out in 2003, a more elaborate Impact Assessment Mechanism will be formulated in the year 2004. Performance Indicators will also be developed and embedded in to the developed mechanism.

A related internal automation project at OMSAR was developed in 2003, namely the "OMSAR Projects Database". This application that was developed for OMSAR staff - project and management - to store and retrieve details on projects that will or are being implemented. For each project record, detailed information pertaining to project plan, milestones attained and progress remarks or notes can be entered and retrieved when needed. The application was enhanced to become an input application for the website: www.OMSAR.gov.lb that presents OMSAR projects. The projects database application has been tested and will be put to full use in 2004. Enhancements with newer features and indicators will be made to the application as well.

4 ESTABLISH A RESPONSIVE ADMINISTRATION

This national goal focuses on putting in place various measures to make the public sector more responsive to the ever increasing demands of the citizen. These measures include setting up facilities with the proper legal framework to address complaints filed by citizens, strengthening legislation against corruption and the rights of the citizen to access information, in addition to forming and disseminating the citizen's charters.

1 FOLLOW-UP ON THE ISSUANCE OF THE OMBUDSMAN LAW

Background

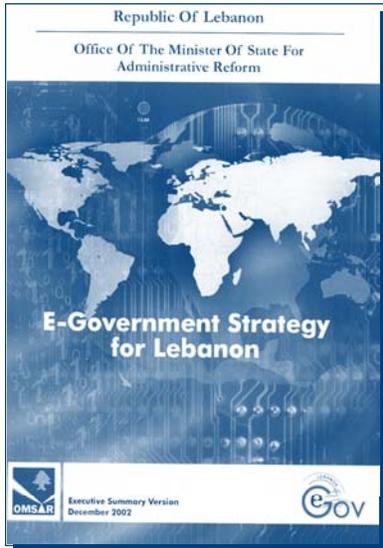
Frequently the citizen may feel that, during the course of his dealing with the public administration, he has been mistreated or has reached a dead end where he is no longer able to achieve the objective he had in mind; this is a citizen that has no one to turn to and can't think of an adequate solution to resolve his situation.

In order to address this problematic situation, several countries have created an independent authority known as the "ombudsman". The ombudsman would act as a protector of the citizen which provides him with a free of charge assistance and guidance to help him resolve his problems with the public administration.

The ombudsman is an independent authority that seeks to facilitate the processing of the citizen's transactions; investigates complaints and contraventions, and corrects shortcomings and errors in the public administration.

Scope of Work

A special committee was formed that developed the first version of the draft ombudsman law. The committee later on decided to invite and collect more comments on the initial draft law. As a result, the following changes/amendments were incorporated to the final version of the ombudsman law: the assignment of five vice



projects were implemented in the government over a shorter period of time.

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

Scope of Work

Given the years of work at OMSAR in the area of providing ICT solutions and services to the Lebanese Administration, through a diverse donor-funded portfolio of projects, this document depicts what has been accomplished on the road towards E-Government and presents in detail what needs to be achieved as per international best practices in this domain along the various coherent axes of intervention (legal, technical, services, capacity building/promotion/operations) to attain a full E-Government status. A high level implementation plan for the roll out of E-Government over a span of 7 years is also projected taking into account a number of strategic priority projects.



Source of Funds

Government of Lebanon.

Status

In late 2002, the e-Government Strategy was reviewed, enhanced and validated by a number of local and international domain experts from both the private sector and academia. It was also reviewed and endorsed by the Lebanese Ministerial ICT Committee in early 2003. This committee is chaired by the Minister of State for Administrative Reform and which has as members the Ministers of Economy and Trade and Telecommunications. The document is now awaiting Council of Ministers approval.

Also, currently a more detailed annual implementation plan is being prepared so as to constitute an immediate launching blueprint for all e-Government framework projects to start once the Strategy document is approved by the Council of Ministers.

Cost

OMSAR internal human resources.

- *"THE NATIONAL GIS BASE MAP"*

Background

With the diversity of national projects in the area of Geographic Information Systems (GIS) (see section 2.2.2 for OMSAR GIS projects) comes the need to facilitate coordination among all concerned ministries and agencies in the public sector in order to complement GIS work already done and avoid any duplication. Furthermore, the variety of GIS thematic maps on the national level and at different scales adds to the level of complexity when trying to overlay or compare maps to draw, for example sectoral development conclusions. These issues necessitated the intervention of OMSAR in coordination with the Directorate of Geographic Affairs (DGA) at the Ministry of Defense – the agency entrusted with GIS work on behalf of the government – to work on establishing a national GIS base map that can be used as a scale reference and a



*Presenting
the National e-Strategy Project*

coordination facility for all public and non-public sector entities to use and build upon their specific GIS thematic data. To ensure active involvement of all concerned government ministries and agencies, a national GIS coordination committee was formed to work towards realizing this base map and establishing the best means for GIS work coordination and sharing of GIS thematic data and maps. In addition to OMSAR and DGA, this committee included representatives from the Ministry of Finance, Ministry of Telecommunication, the Ministry of Public Works, the Council for Development and Reconstruction, the National Council for Scientific Research and Electricité du Liban.

Scope of Work

With the technical assistance of a GIS consultant hired by OMSAR, the national GIS coordination committee worked on:

1. Assessing the feasibility of developing a national base map for the country and recommending the most suitable scale or grades of scales as per geographic location (cities, villages, mountains, plains, etc) that could constitute the common denominator(s) to satisfy the needs of the greatest number of public agencies and private concerns;
2. Determining the basic layers that would be of most use in a national GIS map and advising best practices for transforming all previously achieved GIS layers to the national map;
3. Identifying the best source of imagery (aerial, satellite, etc.) to use for enhancing and updating the already available geographic maps of the country.
4. Specifying how and where to maintain the base map and proposing continuous maintenance /updating procedures to keep the base map as current as possible.
5. Proposing the best electronic means to exchange GIS data and maps among all public sector concerns in addition to offering access to outside groups.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The national GIS coordination committee was formed by a decision by the Prime Minister (decision no. 78/2002) on July 8, 2002 for the duration of one year. During this period, monthly meetings were held by the committee and at the end initial recommendations for each area of work as mentioned above were made as part of a comprehensive report that was raised to the Office of the Prime Minister. The report proposed an extension of the mandate of this committee for one more year and the addition of a representative from the Central Administration of Statistics (CAS) so as to complete the work in more detail and come up with final specifications and time line for the realization of a national GIS base map, the establishment of a modernly equipped GIS entity in the government and the deployment of a secure GIS network for GIS data and map exchanges among the public sector and access by the non-public sectors. The committee's mandate was renewed for one more year starting August 2003 and is currently working towards its final GIS base map specifications for launching a bid to realize this most needed map.

Cost (estimate)

USD 1,000,000.

3 AGENCY-SPECIFIC ICT MASTER PLANS

- *“MASTER PLAN FOR THE NATIONAL SOCIAL SECURITY FUND”*

Background

Developed through OMSAR with the services of the French company CESIA, the Master Plan of the National Social Security Fund (NSSF) aims at:

- Establishing a global strategy for the NSSF covering each of its main activities.
- Producing an information and communications system framework as a coherent target that fulfils the internal business needs such as the production, archiving and usage of information, as well as the external needs such as information dissemination, guidance and decision making;
- Devising an Internet-enabled and open-architecture information system featuring satisfactory flexibility, diversity and modularity that allow for a wide range of applications while optimising choices specification and protecting investments to the extent of ensuring a better homogeneity among all information systems;
- Spreading the modern concepts of human and physical resource management, taking into consideration the conditions of the current and future situations, and applying them within the context of: organisation, finance, technology, society, and politics as well as to the level of service quality and required security.
- Gradually developing the actual manual system to replace paper work processes with electronic documents workflow for information/data exchanges with doctors, pharmacies, hospitals, subscribers and establishments.

Scope of Work

This project comprises two components:

1. A global strategic study of the NSSF, covering each of its main activities
2. An Information System Master Plan.

As part of this master plan, a global work plan was formulated over a period of 5 years for the automation of each task within the NSSF. Also, technical specifications were developed for the implementation of the master plan.



Source of Funds

Arab Fund for Economic & Social Development.

Status

This project was completed on November 2002, 3 months after its original completion target date. Yet, despite the fact the final delivery report was comprehensive and of good quality, OMSAR-NSSF steering committee and the team in charge of accepting the project deliverables insisted that it lacks important information that would in particular lead to delays during the implementation phase if not provided at this stage. Accordingly, intensive meetings and several correspondences with the company during 2003 led to the improvement of the quality of the deliverables to cover all key project requirements. This led to a further delay of some five months - a time period which would have been at least doubled had the implementation phase started with an incomplete foundational report.

Cost

Euro 698,366.



UN Resident Representative
Mr. Yves de San at the launching of the
National e-Strategy Project

1. e-Readiness assessment document
2. e-Strategy document highlighting priorities
3. A preliminary implementation plan document
4. A national consensus-building workshop

The approach taken by the National e-Strategy is an encompassing yet practical one. The statement of clear objectives was achieved through the formulation of ICT-based policies (32 were identified). Strategic programs and solutions that meet the objectives of the stated policies and formulated as projects were also proposed.

Consensus building was incorporated into the project from its inception. Stakeholders from the public, private, and academic sectors were identified and dialog with them continued throughout the project through meetings, direct interviews and focus groups.

An e-Readiness assessment for Lebanon was one of the key project outputs. This study which was conducted in the following main areas; Access and Infrastructure, Government Leadership, Human Capacity, e-Business and Economic Environment, and Social Environment and Public Awareness; resulted in the identification of 18 e-Readiness criteria. It also revealed that initial conditions for the acceleration of the information society building process exist. However, Lebanon still faces major gaps.

Under the same project, a National e-Strategy portal site (www.e-gateway.gov.lb) was designed and developed to incorporate all information and data pertaining to national e-initiatives and the Information Society.



Source of Funds

United Nations Development Program's ICT for Development Thematic Trust Fund (UNDP ICTD TTF) (Grant) and the Government of Lebanon (GoL).

Status

The initial conclusions of the project were completed in October 2003 and documented in a working paper which shall be circulated among key champions for their endorsement. The input of the key champions and involved stakeholders shall result in the refinement and finalization of the proposed National e-Strategy, with a complementary implementation action plan clearly defined.

Cost

USD 60,000 (USD 40,000 from the UNDP and USD 20,000 from the GoL).

2 DEVELOP E-GOVERNMENT STRATEGY AND IMPLEMENTATION PLAN

- **"LEBANESE E-GOVERNMENT STRATEGY"**

Background

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

ombudsmen in order to facilitate the ombudsman's performance of duties and to ensure national balance, and the change in the duration of the ombudsman's appointment from six to four years.

Status

The final draft law was submitted to the Presidency of the Council of Ministers on November 6th, 2003.

2 FOLLOW-UP ON THE CITIZEN'S RIGHT TO ACCESS INFORMATION LAW

Background

In order to bridge the gap between the administration and the citizen and to enhance transparency, a proposed law was drafted that gives the citizen access to all administrative documents except those categorized as secretive or related to national security.

The proposed law also requires all administrations to reduce the number of required administrative decisions to a minimum in order to limit possible abuse of power as much as possible.

Scope of Work

The formed committee, which consists of a judge from the Council of State and three lawyers, was assigned to draft the law. The draft was then submitted to the Legislative & Consultative Board, the Council of State, the Civil Service Council, the Central Inspection and the Research and Guidance for review and comments.

Status

After modifications, the draft law was submitted to the Presidency of the Council of Ministers, was then returned to OMSAR to secure the endorsement of his Excellency Minister Pakradouni, and has now been re-submitted to the Presidency.

3 FOLLOW-UP ON THE ANTI-CORRUPTION LAW

This project aims at combating all forms of corruption, potential malpractices, non-adherence to the responsibilities and obligations of the job, abuse of power, exploiting social, political or technical positions for the purpose of achieving illegitimate private gains.

The draft law that was previously prepared and submitted to the Presidency of the Council of Ministers was returned to secure the endorsement of his Excellency Minister Pakradouni. As a result of further revision some changes that were deemed as necessary, particularly in the area pertaining to conflict of interest, are now being integrated into a revised final text.



A workshop on Administrative Reform in Lebanon, Approaches to the Challenge of Change, held under the Auspices of H.E. Minister Pakradouni

4 BUILDING AND DISSEMINATING CITIZEN'S CHARTER PLANS



Background

The underlying reasons behind issuing the health, environment, educational, heritage, public safety, and public funds charters include improving the citizen's relationship with the public administration, promoting transparency in the public sector, protecting the citizen from the arbitrary use of authority, and enforcing the accountability system. While focusing on the rights and obligations of citizens, these charters serve not only as informative tools but also contribute to setting up detailed principles with specific application machineries.

Herein resides the importance of exposing and discussing these charters in workshops attended by all parties concerned - particularly civil society organizations - to take into account different views and to raise awareness regarding the significance of committing to their contents. The final drafts of these charters will be presented to the Council of Ministers.

Scope of work

The citizen's charters were established by three committees comprising experts from both the public and private sectors and coordinated by a national expert. Three workshops are planned to take place during January, February, and March 2004 and will be attended by public administrations and institutions as well as by the civil society organizations concerned with the topic of each drafted charter. The final goal is to reach a consensus on the final draft of each charter before presenting it to the Council of Ministers.



Source of funds
European Union.



Dr. Antoine Massara, Coordinator of the Sectorial Citizen's Charters Team

• *"THE CITIZEN'S HERITAGE CHARTER"*

The responsibility to preserve and guard the Lebanese heritage, with all the physical and intellectual cultural values it represents, is greatly emphasized in our current times as many of its elements can be seriously damaged, destroyed, or fall into oblivion due to the prevailing economic and social conditions. Nations all around the world are striving today to preserve their heritage and highlight its importance and value through various programs and policies, particularly through the introduction of the different heritage elements into society. This can only be accomplished through the combined efforts of the government, NGOs concerned, educational institutions, media, and citizens.

The main axes of the charter include:

- Heritage in the daily life: family, educational institutions, and the media. The family's obligations to raise awareness of children regarding their national heritage, habits and customs. The educational institutions' obligations to establish relevant educational programs, encourage research and studies, and instill the sense of respect of habits and customs. The axis also deals with the obligations of the media and their active role in raising awareness about the subject.
- Protecting the heritage: participation and solidarity. The different obligations of the central authority, municipalities and non-governmental organizations.

- Particularity and globalization of the heritage: the traditional Lebanese production is threatened by unrestricted competition and external traditions which emphasizes the need to create a database of geographical indicators for local Lebanese products and to protect them as well as to adopt a special system for geographical designations for Lebanese products in view of protecting them within the framework of the WTO and the EU.

- *“THE CITIZEN’S PUBLIC FUNDS CHARTER”*

This charter is directed at the public administration at large including (a) civil servants, (b) any person who receives salaries or indemnities from public funds, (c) any person who spends or manages public funds, (d) any tax-paying citizen, (e) any citizen that benefits from public services, and (f) non-governmental organizations such as informatory and educational institutions and syndicates.

The charter strives to promote the public administration’s democratic approach in dealing with the citizen as a tax payer and a beneficiary of public services. Its main axes include:

- Public funds in the daily life: any fund-related activity by the government is an immediate concern of the citizen. Low-quality development projects constitute a clear manifestation of the ill-management of public funds that ultimately affects the citizen’s quality of life.
- Building “tax-related” citizenship: any citizen who contributes has the right to participate in public life and ask for accounts; politics in its general understanding is the management of public interest to the benefit of tax-paying citizens whose tax-related awareness starts at home, in school, and in society.
- The philosophy of monitoring: Considered as a basic democratic principle for the execution of the budget, monitoring is used to ensure that the executive authority doesn’t exceed the expense limit set by the legislative authority.
- Building the citizen’s trust: The citizen must feel confident that the taxes he/she pays are effectively used in the interest of the public.

- *“THE CITIZEN’S PUBLIC SAFETY CHARTER”*

This charter focuses on six priority axes: public safety in daily life, public works contracts, pursuing and punishing violators, complaints of citizens, public safety and limiting damage in natural disasters, and methodology of spreading public safety awareness.

The disdain of public safety rules is closely linked to cultural factors, mostly the belief that the use of safety prevention equipment and tools damages an otherwise fearless and heroic self-image. Moreover, people think that using these equipment and tools may obstruct their movements, delay their achievement of a certain task, or even lessen the accuracy of their work.

Comprising 327 articles, the charter addresses the following main points:

The overlapping prerogatives related to traffic and roads; the necessity to include public safety standards and procedures in public works contracts; controlling the conflict of responsibilities among the different executive authorities in the application of laws related to public safety; issuance of legislations with clear penalties applied on violators who threaten public safety; introduction of public safety principles at all levels of the curricula of educational institutions; raising awareness of the painful and distressing consequences of disregarding basic public safety rules; building a collective memory and constructing memorials in public places; and speeding up court judgments in cases related to public safety.

5 MEDIA COVERAGE ON ADMINISTRATION

This national goal focuses on establishing the proper media coverage on the administration through the development and implementation of a communication strategy coupled with an awareness campaign. Such coverage enhancement will provide more transparency and a better understanding of the operations of the administration as well as provide all concerned citizens and organizations with an enhanced awareness of the administration's work and achievements.

1 DRAFT A COMMUNICATION STRATEGY AND DEVELOP ITS ACTION PLAN

Since its inception, OMSAR has been aware that good communication is an important element in the success of any reform program. OMSAR can not meet its mandates if it works alone and in isolation of the main counterparts of the administrative reform program: the citizen, the public sector and the private sector. Hence, it is indisputable that proper communication tools need to be established in order to ensure the proper and efficient involvement of OMSAR's counterparts in the reform journey.

In that context, OMSAR has been committed to publishing an annual report since 1998. In addition to its active website that is providing a detailed coverage of its activities, OMSAR is publishing many of its work to ensure proper dissemination of information and communication between all concerned parties. Such activities are complementing other tools of communication such as the workshops and seminars that are conducted on a regular basis as well as when special needs arise.

In an effort to further improve and better focus its communication efforts, OMSAR will be revisiting, evaluating and improving its communication strategy that was originally documented in 1997.

2 DEVELOP AND IMPLEMENT AN AWARENESS CAMPAIGN

During 2003, OMSAR continued the implementation of its workshops program of the "Administrative Media Campaign" which aims at involving the media and the civil society in the administrative reform program.

Moreover, OMSAR continued its targeted distribution of some awareness printouts such as the citizen charter, environment charter, health charter, education charter and the "Guide to Good ICT Practices" and others.

SUMMARY

AN ADMINISTRATION AT THE SERVICE OF THE CITIZEN

Establishing an administration at the service of the citizen requires the transition from a bureaucratic system to a system that is open to the citizen's desires, a goal to which any public administration strives and which we shall attempt to achieve through projects that bring the citizen closer to the administration:

- Improving the quality of the services offered to the citizen and simplifying administrative procedures:
 - Ministry of Finance (Study of legal texts that govern the relationship between the citizen and the Ministry of Finance)
 - Ministry of Public Health (Simplification of medical profession procedures and issuance of certificates and licenses through the one stop shop).
 - Ministry of Education (Equivalence of school and university diplomas)
 - The Port of Beirut Administration (Import and Export procedures)
- An administration that responds to the needs and complaints of the citizen:
 - The ombudsman draft law
 - The draft law related to the right of the citizen to access administrative documents
- Making the citizen aware about his rights and obligations:
 - Heritage charter
 - Public funds charter
 - Public safety charter
 - Youth charter for fighting corruption

“Good governance implies a comprehensive and radical democratic reform on all levels in order to replace domination with freedom, nepotism and favoritism with competence, individualism with institutions, squandering with planning, and tribal allegiance with national pacts.”

*Karim Pakradouni
24/1/2004 (Egypt)*

2 REDUCTION OF THE SIZE AND COST OF THE ADMINISTRATION

This national level outcome focuses on achieving a series of sub-goals that make the administration more effective and efficient in its operations and services delivery using the optimal number of civil servants spread across a required number of Ministries and Autonomous Agencies.

1 CONSOLIDATION AND ANALYSIS OF EXISTING DATA ON THE SIZE OF THE ADMINISTRATION

This national goal seeks to provide the proper information and data foundation for rational decisions to be made on how best to handle the excess size of the administration. With the presence of such information and data, covering all operational and cost aspects of the public sector, more reliable analysis can be carried out so as to propose remedial solutions.

1 CIVIL SERVICE CENSUS COMPLETED AND MATCHED WITH THE MINISTRY OF FINANCE PAYROLL

The foundation work for the census started in 2002 and followed up in a limited manner during 2003. Various new forms and questionnaires are ready for the new census and can be used as soon as required. Also, the structure of records from the civil service databases available at the Civil Service Council, Ministry of Education, and Ministry of Finance were compared and correlated so as to facilitate a combined or gateway architecture for interconnecting these databases. Continuation of this work is expected to be launched in 2004.

2 ENHANCE THE CAPACITY OF THE CENTRAL ADMINISTRATION OF STATISTICS (CAS)



Central Administration of Statistics training event sponsored by ALECSO

The Central Administration of Statistics is in charge of gathering, publishing and analyzing the national statistical data which covers all the economic, demographic and social aspects in the country.

The objective of the ARLA assistance is to build and consolidate the institutional capacity of the CAS in order to produce economic statistics for modern national accounts. Considerable achievements in this regard were accomplished in the fields of institutional structuring as well as in the completion of the preparatory work for surveys and basic field statistics.

However, the final draft of the Terms of Reference was not approved due to failure to reach a consensus regarding the characteristics of the consulting company that should manage this

project and to the lack of agreement around the role of the task force from the Ministry of Economy and Trade, its duties and the mechanisms of coordination between this task force and the CAS.

- *"AUTOMATION AT THE CENTRAL ADMINISTRATION OF STATISTICS"*

Background

The Central Administration of Statistics (CAS) is presently using old PCs and software available on an old and outdated network that has become incompatible with the requirements and automated works of this agency. Hence, OMSAR has launched a project in cooperation with the CAS for providing it with a modern infrastructure network, new hardware equipment, a GIS system in addition to other needed software.

Scope of Work

This project aims at implementing a new ICT infrastructure - covering network, computer hardware, operating systems and productivity tools - that is compliant with modern practices and able to transfer and use information available in applications programs running at the CAS.



Source of Funds

Arab Fund for Economic & Social development.

Status

Under preparation.

Cost (estimate)

USD 99,000.

3 FACILITATE FLOW OF INFORMATION FROM AND TO CAS

With the ICT infrastructure at the CAS modernized (expected result of 2.1.2), a thorough assessment of the types and sources of information and data received and sent out by the CAS from and to other government Ministries and Autonomous Agencies is required before the deployment of the proper analytical and data mining applications. The assessment of this information and data flow from and to CAS will commence in 2004 so as to constitute a follow-up phase to the ICT infrastructure project.

4 DESIGN AND ESTABLISH GOVERNMENT DATA CENTERS

A pilot data center was launched and initial testing was completed during 2003. Actual data population and further testing is expected to be accomplished during 2004 leading to more validated requirements for a larger government-wide data center that is to be replicated as well to eventually ensure uninterrupted access to the government's active and archived data records.

- *"INFRASTRUCTURE AND DATA CENTER AT THE PRESIDENCY OF THE COUNCIL OF MINISTERS"*

Background

Over the past five years, the Presidency of the Council of Ministers (PCM) devised and implemented several office automation projects independently of each other. Conscious of its need to move to a unified ICT environment, the PCM asked OMSAR to conceive and implement an overall automation plan that would take into consideration its current and near future ICT needs. OMSAR created an overall automation plan that includes several elements (infrastructure, hardware, off-the-shelf and customized software, support and communication) and is to be implemented over several phases.

Scope of Work

The first phase of the overall automation plan includes the establishment of the PCM's automation infrastructure, the provision of computer hardware and peripherals and the creation of a data center that would eventually cater to the needs of a government-wide WAN. The first phase also includes outsourcing the immediate ICT

support needs of the newly created infrastructure and the transfer of related knowledge to the permanent staff of the PCM.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The implementation of the first phase started in November 2002. Work proceeded somewhat slower than expected but the end result was quite successful. By mid-December 2003, the infrastructure was solidly in place, the hardware was fully deployed and heavily utilized, the temporary support team had started providing its services and the main connection to the Internet was established. What remains is the activation of the services of the pilot government data center and wide area network which should take place in the first three months of 2004.

Cost

USD 683,254.

2 ACCESS TO UPDATED EXECUTIVE-LEVEL DATA BY DECISION-MAKERS

This goal centers on fulfilling the requirement of providing decision making high level information and data to senior government officials effectively and in formats that be discerned quickly. And to attain this goal, the information and data providing civil servants need to be made ICT-literate and be provided with the relevant ICT tools (database applications and others).

1 REDUCE THE DIGITAL DIVIDE AMONG CIVIL SERVANTS TO A MINIMUM

The balanced introduction of ICT solutions to the public sector has continued to help close the gap in terms of digital information and data creation that existed before. Furthermore, the ICT training of more than 2,000 civil servants as end users and over 500 as advanced users in 2003 has added to the government's ICT capacity to use and administer these solutions.

The work that OMSAR has done in cooperation with the Ministry of Finance in establishing an ICT cadre and salary scale for the public sector provides additional structure to the bridging of the digital divide issue whereby specific job qualifications and responsibilities dictate what levels of ICT capacity building is required for each individual position. These ICT cadre and salary scale proposals were assessed in 2003 by a Ministerial committee headed by the Deputy Prime Minister. Work by this committee on these proposals needs to continue in 2004 so that the Council of Ministers can officially approve them and send to parliament for ratification as a law.

- *"PROVISION OF ICT INFRASTRUCTURE, COMPUTER HARDWARE AND OFF-THE-SHELF SOFTWARE PACKAGES TO VARIOUS MINISTRIES AND PUBLIC AGENCIES: SEVERAL PROJECTS"*

Background

In its constant quest to introduce and/or improve information and communication technology (ICT) to public administrations and institutions, OMSAR regularly uses part of the funding it receives to provide basic ICT infrastructure (cabling and switches), computer hardware (servers, PCs and peripherals), accessories and office equipment (projectors, photocopiers, faxes) as well as off-the-shelf software packages to

government beneficiaries that are newly introducing ICT or to those that are complementing existing ICT implementations.

Scope of Work

Several projects were devised and carried out during 2003 to answer the requests for equipment and infrastructure that OMSAR is receiving in increasing numbers. The beneficiaries included, but are not limited to, the directorate general of the Presidency, the State Council, the Water Authority of Beirut, the Water Authority of Barouk, the Higher Disciplinary Council, the directorate general of Urban Planning, the directorate general of Customs, the ministry of Industry, the ministry of Environment, the ministry of Culture, the Investment Development Authority of Lebanon, the Civil Service Board, the Court of Accounts, several municipalities, the Jaafariya Courts as well as many other entities.



Source of Funds

Arab Fund for Economic & Social development, European Union, World Bank, Government of Lebanon.



Status

All of the beneficiaries listed above, as well as many more, have already started using their newly provided hardware and their new and or enhanced infrastructure. OMSAR continues to receive daily requests from various potential beneficiaries and tries its best to accommodate those in as short a time as possible. As of the writing of these lines, a bid that contains equipment similar to the one described above is ready and awaiting donor approval.

Cost (estimate)

USD 1,500,000.

2 DEVELOP DATABASES IN SEVERAL MINISTRIES AND INSTITUTIONS

• *“DOCUMENT AND HUMAN RESOURCES MANAGEMENT SYSTEMS FOR THE MINISTRY OF SOCIAL AFFAIRS”*

Background

The Office of the Minister of State for Administrative Reform (OMSAR) has already provided to the Ministry of Social Affairs (MoSA) the technical and financial assistance that were necessary for the upgrading and implementation of a software application that is known as the “Rights and Access Information System (RAIS)”. The RAIS is currently implemented in six “centers for the disabled” that are spread out across Lebanon. Both the MoSA and OMSAR have come to consider the RAIS as the de facto pilot implementation of a wider, all-encompassing automation project. Implementing a comprehensive project would:

- a) Continue and improve on the efforts that were started with the implementation of the RAIS;
- b) Ensure the sustainability of the application;
- c) Cater to the needs of the MoSA locations that were excluded from the pilot implementation effort;
- d) Propagate the benefits of the existing application to the ministry as a whole.

Scope of Work

OMSAR will implement during 2004 a new project that will modernize, automate and

improve many of the work methods and procedures that take place at the central site of the MoSA. This new project should be considered as the logical continuation of the efforts that were previously undertaken at the "centers for the disabled". It includes the deployment of a document management system and a human resources management system.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The terms of reference of the project, which include the technical and functional specifications of the proposed software packages, are ready. The research and preparation phase took about six months as each department was visited and each work method reviewed. The bidding document is currently under preparation.

Cost (estimate)

USD 300,000.

- *"GEOGRAPHIC INFORMATION AND DOCUMENT MANAGEMENT SYSTEMS (GIS & DMS) FOR THE LITANI RIVER AUTHORITY (LRA)"*

Background

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

Scope of Work

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



Source of Funds

Arab Fund for Economic & Social Development.

Status

The implementation of the project started in early November 2002. The deployment of hardware and of the support team took place three months later, as originally planned. The first GIS/DMS application was ready around the middle of March 2003. More applications were added throughout the year. Work is currently proceeding smoothly and on schedule.

Cost

USD 495,500.

- *“GEOGRAPHIC INFORMATION & DOCUMENT MANAGEMENT SYSTEMS (GIS & DMS) FOR THE LEBANESE AGRICULTURAL RESEARCH INSTITUTE (LARI)”*

Background

The LARI started a few years back its automation efforts. Like many first attempts, the effort was limited to specific areas and applications. As essential as they were, these pilot endeavors overlooked many areas of the LARI and created a fragmented ICT environment. A careful study of the ICT needs of the LARI revealed that they are similar in many ways to what OMSAR was implementing at the Litani River Authority, the GIS and DMS being the main similar components.

Scope of Work

The project being currently implemented at the LARI covers the rehabilitation and completion of the automation infrastructure at its main location in Tall Amara, hardware and related software packages, a document management system (DMS), a geographical information system (GIS), training and immediate support needs. The development of an integrated GIS and DMS follows the same patterns and methods explained in the Litani River Authority project.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The bidding process took place in the first half of 2003. The contract was signed in August 2003 and work started soon afterwards. By the end of 2003, the infrastructure was already in place, the distribution of the hardware had already started and the first integrated GIS/DMS application was fully tested and ready to be deployed. Work is proceeding smoothly and as originally planned. The completion of the project should take place during the second half of 2004.

Cost

USD 343,777.

- *“AUTOMATION OF THE PARLIAMENT - PHASES I (HARDWARE) AND II (SOFTWARE APPLICATIONS)”*

Background

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

Scope of Work

The overall automation plan includes several elements and is currently being implemented over several phases. The first phase, by now complete, included the Parliament's automation infrastructure, hardware and immediate support needs and was coupled with an extensive training component that saw as many as 41 members of Parliament attending ICT training courses. The second phase will include document and library management systems and is currently in its final preparation stages.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The early stages of phase one (infrastructure and hardware) were completed in late 2002 with the remaining elements (training and support) taking place in the first half of 2003. The first phase is now fully complete and has fully achieved its goals of familiarizing parliamentarians with ICT and getting them and their staff to gradually abandon the paper trail. Research and preparations for phase two are complete and the bidding document is currently in the final phases of preparation.

Cost

Phase I: USD 558,900.

Phase II (estimate): USD 200,000.

- *"INVESTORS AND BUSINESSMEN INFORMATION CENTER FOR THE INVESTMENT DEVELOPMENT AUTHORITY OF LEBANON (IDAL)"*

Background

The Investment Development Authority of Lebanon (IDAL) is the Lebanese governmental Investment Promotion Agency responsible for attracting private capital investments to Lebanon and assisting investors in the development and implementation of their projects. As part of the various services offered to investors by IDAL, the Authority intends to set up an Investors Support and Information Center (ISIC), which would serve as a support and information source for investors and businessmen.

Scope of Work

This technical assistance assignment was contracted in December 2002 and completed in June 2003. It covered the following activities:

- a. A detailed survey and analysis of the current business information needs and sources at IDAL and in Lebanon in general;
- b. The development of a detailed proposal for the reinforcement of ISIC in terms of information provision and data banks; institutional set-up; and information and communication technologies requirements;
- c. The preparation of a proposed implementation plan.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Completed in June 2003.

Cost

USD 114,009.

- *"DOCUMENT MANAGEMENT/ARCHIVING AND WORKFLOW SYSTEM FOR THE PRESIDENCY OF THE COUNCIL OF MINISTERS"*

Background

The Council of Ministers is the Executive Authority in the Country. The Directorate of the Presidency of the Council of Ministers (PCM) covers the administrative, legal and

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

The implementation of an electronic document management system combined with a workflow application at the PCM serves towards:

- Improving the decision making of the PCM through the provision of a system that electronically archives, indexes and retrieves data when required;
- Improving efficiency and streamlining of internal processes through their mapping in an electronic workflow solution;
- Increasing accessibility and distribution of information in a timely manner;
- Expediting the completion of a transaction;
- Reducing lost documents;
- Allowing efficient document tracking;
- Enabling the easy and accurate monitoring and control of various tasks;
- Facilitating the coordination with the various public administrations; and
- Moving to a paperless environment;

Scope of Work

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

1. Detailed assessment of the document management and archiving/workflow processes.
2. Implementation and customization of a document management and archiving/workflow application.
3. Specialized end-user, administration and development training.
4. Technical support.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Under implementation.

Cost

USD 85,000.

- *“HUMAN RESOURCES MATCHING SYSTEM FOR THE NATIONAL EMPLOYMENT OFFICE”*

Background

The National Employment Office (NEO) (www.neo.gov.lb) is an autonomous public agency whose objective is to develop, formulate and implement policies regarding employment in Lebanon. The Central Employment Bureau under the Directorate of Employment and Career Guidance is responsible for providing free of charge employment services to the general public.

Scope of Work

In order to enhance its services to the public, a joint OMSAR/NEO committee devised a project with the aim of implementing an online web-based Human Resources Matching

System that facilitates (a) collecting data on available job opportunities and employing manpower; (b) receiving job offers for Lebanese citizens, experts, specialists and the disabled; (c) receiving job applications; (d) performing matching between job seekers and available offers.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The project was fully implemented and provisionally accepted in December 2002. It has been operational and internally functional since October 2002. Since then, the employees of the employment bureau at NEO have been working on a daily basis on the application. Minor modifications and enhancements were identified during 2003. They were addressed and resolved by the Contractor as part of the yearly maintenance agreement. In parallel, NEO was diligently working to allocate funds for the Internet connectivity implementation requirements to enable the on-line feature of the application. The funds were secured in October 2003. It is expected that the application shall be accessible over the Internet in the first quarter of 2004 through a joint effort from both OMSAR and NEO.

Cost

USD 169,665.

- *"THE AUTOMATION AND SIMPLIFICATION OF THE MEDICAL AND SOCIAL COMPENSATION AT THE CO-OPERATIVE OF GOVERNMENT EMPLOYEES"*

Background

The Co-operative of Government Employees (COOP) is an autonomous public institution that provides services (medical aid, grants, loans, etc.) for permanent Government employees. Its role is to give medical and social compensations to all government employees (estimated at 75,000). Each employee, based on his/her administration, title and position, has some rights concerning the compensations. A joint OMSAR/COOP committee identified the automation of the Medical and Social Compensation function as critical for ensuring the provision of quality service. The main objectives behind this system are:

- providing a better service to the subscribers, making major savings on budget by avoiding illegal cases and thus serving more cases with the allocated budget,
- uniform standardization of the work throughout all branches,
- speeding the processing time of a claim
- effective management of branches and department by viewing their activities,

Scope of Work

The project covers the full implementation of a centralized information system, including all necessary equipment, software application, training and data entry.

The current scope of this project is to provide direct technical assistance through one person from the implementing company for this project in addition to rolling out the software application with the supporting hardware and training of concerned staff to all national offices of the COOP and the remaining three mouhafazats.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Since January 2001, the system has been operating in Beirut and its benefits have already been felt. Internal procedures at the COOP have also been simplified with the

current legal framework and its offices have been re-arranged to help the customers of the COOP in getting their service quicker, more comfortable and easier. Currently, the contractor is providing direct technical support through one of its employees located on the premises of the COOP. Work is also being done on connecting all the offices of the COOP in the mouhafazats to Beirut through leased lines so that all will feel the benefits of this system. The technical requirements for this roll out to all COOP branch offices have been prepared and are ready for procurement.

Cost

Technical Support: USD 28,000.

Roll out to branch offices (estimate): USD 200,000.

- *“DESIGNING AND IMPLEMENTING A MODERN AUTOMATED COMMERCIAL REGISTER FOR LEBANON AT THE MINISTRY OF JUSTICE”*

Background

Throughout the civil war, a variety of files and documentation stored within the Ministry of Justice (MOJ) were lost and/or destroyed. In its effort to control the status of various commercial and non-commercial entities, the MOJ required a Commercial Register (CR) that housed all data and transaction histories related to such firms. In November 1997, OMSAR signed a contract with a joint venture of two Consultant companies, for the design and planning of the future information system at the commercial register.

In January 2000, a Lebanese company won the bid for the Development and the Implementation of the Analysis and Design study. In April 2000, another Lebanese company won the bid that complements the implementation of the CR by supplying the hardware and all data communication equipment needed to get the system working. All this has been also accompanied by extensive training for all concerned in running the system and using it.

Scope of Work

The system has been designed to connect all the CR offices throughout Lebanon whereby the exchange of data and images of all official documents will be feasible. As the CR is also a publishing tool, a module has been added to this system whereby all non-confidential data will be accessible through the internet worldwide, without the ability to modify any data. In 2003, an assessment of additional features that can be added to the CR application was made in addition to the new needs for ICT hardware.

Source of Funds

The World Bank (completed phases); Arab Fund for Economic & Social Development (new requirements)



Source of Funds

The World Bank (completed phases); Arab Fund for Economic & Social development (new requirements).

Status

The CR has been deployed in all the Mouhafazats and is being used with the customers of the CR in Beirut and most of the Mouhafazats since the mid of 2002. In 2003, additional application features and hardware requirements were documented for preparation of a bidding document.

Cost

Completed phases: USD 354,273.

New requirements (estimate): USD 150,000.

PERFORMANCE ACCOMPLISHMENTS FOR 2003

- *“TRANSFORMATION OF DISPLACED DATABASE TO NEW ENVIRONMENT AND ACQUISITION OF NEW HARDWARE FOR THE MINISTRY OF DISPLACED”*

Background

The Ministry of the Displaced is responsible for the affairs of all the displaced on the Lebanese territory that include: (a) ensuring their return to their villages, (b) improving their social and economic situation, (c) assisting them in settling down in their place of residency and in fully contributing in their rights and obligations as citizens. The previous computer system of the Ministry of Displaced was installed in the early 1990's. During late 1999, OMSAR carried out a site inspection to assess the implications of the Year 2000 problem on the current Network with its various components. Some components were fixed, others needed to be replaced. Thus, updating and adding functionality and new technologies to the system had become a necessity, as it no longer met the current operational and administrative requirements of the Ministry of Displaced. To achieve this, OMSAR launched in September 2000 the Automation of Ministry of Displaced project



The ICT Projects Implementation Team

Scope of Work

The automation of the Ministry of Displaced project covers the implementation of a new ICT infrastructure network (phase I) and provides the Ministry with new servers, computers, network printers, standalone printers and software packages to support an Application System that consolidates records of all Displaced Citizens (phase II). In addition to that, the project includes a training component that allows the technical staff team to administer the network, the running databases and to upgrade the existing

database application and develop other databases when the need arises. To expedite the upgrade of the database application used by the Ministry, OMSAR recruited an Information System Programmer / Analyst for a period of 4 months (phase III). OMSAR supervised on a weekly basis the upgrade and development of this application that was completed in July 2003.



Source of Funds

The Government of Lebanon.

Status

Phase I was completed in 2001. Phase II was completed in 2002 and Phase III was completed in July 2003.

Cost

USD 68,850 (Phase I: USD 40,500, Phase II: USD 12,350 & Phase III: USD 16,000)

- *“AUTOMATION OF THE WORK PERMITS AT THE MINISTRY OF LABOR”*

Background

Granting of work permits is considered as a core activity of the Ministry of Labor. The whole administrative process of applying for approval and issuing work permits is currently manual, which leads to the compiling of documents, difficulties in retrieving information and delays in processing applications. It was therefore necessary and urgent to implement an Information System to organize and manage the work permits processes electronically. The objectives of automating the work permits procedures are

to ensure higher and improved control levels, faster delivery of the service and more reliable record keeping for the purpose of national security and protection of the domestic labor market.

Scope of work

The project includes the provision of servers, personal computers, scanners, and communication equipment to link the ministry's main building in Beirut with the regional labor offices in Tripoli, Zahle, Sidon, and Nabatiyeh. In addition, it covers the development of a specialized software application automating all the processes of the work permits covering the prior approval, first-time issuance, work permit renewal, bank guarantee refund and status adjustment (disclaimers). Specialized training of the concerned Ministry of Labor staff is also provided in addition to one year technical support to ensure an effective implementation.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The following phases were accomplished in 2003:

- All hardware delivered and installed.
- Detailed analysis of the MOL requirement.
- Design and development of the software application.
- Specialized training for the MOL users (end users and advanced users).
- Software application testing by a team from OMSAR and MOL.
- Software application fine-tuning.

The project is due to be completed and launched in January 2004.

Cost

USD 286,794.

- *"IMAGING, DOCUMENT MANAGEMENT AND GIS SYSTEM AT THE MINISTRY OF CULTURE"*

Background

The reconstruction of life in the past is the main goal of archeology. The data available to the archeologist to obtain this goal is of great importance and varies from photos, to maps, to documents related to archeological material (statues, etc...) and archeological sites (monuments, temples, etc.). Protecting the Lebanese national heritage available in the form of collections of photos, maps, and other documents from potential distortion or loss due to mishandling or time factor, is the main objective of this project. Equally important is to make these collections available and easily accessible to archeologists, ministry staff, interested users/students, and at a later stage to the public through the Internet.

Scope of work

The scope of work of this project consists of implementing an integrated solution covering hardware, software applications and training to digitize the collections of photos, maps, painting, drawings and other documents available in the Ministry of Culture. The main components of the project are:

1. Provisioning, customizing, and implementing an imaging, document management and GIS system application. In addition to scanning and data entry for some of the Ministry of Culture documents.
2. Provisioning, configuring and installing hardware and software packages
3. Training, support and warranty for the provisioned products.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The terms of reference have been completed and accepted by the beneficiary. Tender document has been sent to funding organization for approval.

Cost (estimate)

USD 350,000.



The Procurement Team

- *“AUTOMATING THE CONTROL AND REGISTRY FOR MOTOR VEHICLES CROSSING THE LEBANESE BORDERS AT THE DIRECTORATE OF CUSTOMS”*

Background

More than 2 million motor vehicles cross the Lebanese border every year. With this volume of crossings, it has become crucial for the directorate of Customs to have a controlled and reliable system to manage and register the traffic across all ports of entries at the Lebanese borders. The different types of vehicles are: private and public cars, public buses, diplomatic cars, and Lorries, while the different types of customs vehicles registration forms are as follows:

1. Unified Carnet for Lebanon, Syria, and Jordan.
2. “Carnet de Passage en Douane”, commonly known as Triptic.
3. Temporary Import Permit
4. Temporary Import Declaration (IM5)

The main objectives of this project can be summarized as follows:

- Facilitating the registry procedure for motor vehicles crossing the borders.
- Enabling a reliable control for the registry of the vehicles visiting Lebanon.
- Building a central database for statistics and decision support information on the flow of vehicles through the Lebanese borders and facilitate the usage of this information as indicators on tourism and trade activities.

Scope of work

The scope of work of this project consists of the provision and implementation of an information system covering the hardware, software application development and training components to provide a fast and reliable registry and monitoring tool for the vehicles crossing all ports of entry of the Lebanese borders. Hardware equipment is also to be provided for five offices: four at the borders (Al Masnaa, Al Kaa, Al Abboudieh, Al Arida) and the directorate’s main office.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The terms of reference have been completed and accepted by the beneficiary. Tender document is being prepared to be sent to funding organization for approval.

Cost (estimate)

USD 200,000.

- *“AUTOMATION AT THE MINISTRY OF PUBLIC HEALTH’S DIRECTORATE OF PREVENTION - EPIDEMIOLOGICAL SURVEILLANCE UNIT”*

Background

The main responsibilities of the epidemiological surveillance unit are to:

- Keep track of communicable diseases,
- Conduct epidemiological investigation and national studies,
- Prepare the feed back to health professionals,
- Train them to use the surveillance tools,
- Establish a national epidemiological information system.

The surveillance system relies on the collaboration of the hospitals (over 150), health centers (over 600), dispensaries, laboratories (over 350), and private clinics. It also involves coordination with different health services related to different ministries. The critical responsibilities of the unit make the time factor crucial to locate any communicable diseases on Lebanese territories and take immediate actions accordingly. Thus, the main objective of this project is to facilitate the reporting and communication between all concerned medical parties acting in Lebanon by providing a capable information system and required hardware equipment. Further to several meetings with the unit representatives and extensive market research, it was decided that the EPlinfo software, provided by the World Health Organization (WHO), was the most effective application for this purpose and hence it will be used for this project.

Scope of work:

The scope of work of this project consists of the provision and implementation of the hardware required to operate the WHO EPlinfo software application.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The terms of reference are under preparation.

Cost (estimate)

USD 200,000.

- *“AUTOMATION OF THE DOCUMENTATION CENTER IN THE NATIONAL COUNCIL FOR SCIENTIFIC RESEARCH (CNRS)”*

Background

The National Council for Scientific Research (CNRS) is entrusted to prepare the general outline of the national science policy, promoting scientific research and the optimum utilization of the country's scientific resources for the public welfare. Its documentation center provides various services to CNRS staff and all subcontracted scientists such as collecting, processing, and disseminating scientific information at national and international levels using appropriate information and communication technology tools. In compliance with Lebanon's obligations as a member of the International Atomic Energy Agency (IAEA) and the Food and Agriculture Organization of the United Nations (FAO), the documentation center periodically provides reference information to the projects and researches in the relevant fields.

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

Scope of work

The scope of work of this project consists of the provision and implementation of the hardware required to operate the documentation software application that is being provided by the United Nations Education, Science and Culture Organization (UNESCO).

Source of Funds

Arab Fund for Economic & Social Development.

Status

Terms of reference have been proposed yet the whole project is under reevaluation with the beneficiary.

Cost (estimate)

USD 100,000.

- *“GIS AND DATABASE APPLICATION DEVELOPMENT AT THE NATIONAL CENTRE FOR REMOTE SENSING”*

Background

The National Centre for Remote Sensing (NCRS) conducts various studies dealing with watershed and forestry management, urban settlements and archaeology, and the soil map of Lebanon. Furthermore, the centre is securing highly needed monitoring data in various sectors and producing various thematic maps, training staff of various public agencies on requirements and applications of remote sensing and Geographic Information Systems (GIS).

The objective of this project is to provide the necessary software and hardware for implementing such a GIS and related database application at the NCRS. The specifications for the needed software and hardware were realized in part from a capacity building study project which was contracted and completed through OMSAR in 2002.

Scope of work

The scope of work of this project consists of the provision and implementation of an GIS/database system covering the software packages, hardware and required training components.

Source of Funds

Arab Fund for Economic & Social Development.

Status

The terms of reference are under preparation.

Cost (estimate)

USD 400,000.

- *“DOCUMENT MANAGEMENT SYSTEM FOR THE STATE COUNCIL”*

Background

The State Council is the highest legislative organ of the State administration. Its function is to advise the Government on law drafting and to serve also as an administrative court adjudicating disputes arising between private individuals and the State. Conscious of its

need to move to a unified ICT environment by adopting a more integrated approach to automation, the State Council of Lebanon asked OMSAR to conceive and implement an overall automation plan that would take into consideration its current and near future needs. Such a plan was devised by OMSAR covering several elements and spread over several implementation phases. This project addresses the second phase, after the deployment of hardware and network infrastructure phase, which provides the State Council a Document Management System (DMS) for handling all inbound and outbound mail, reports, decisions, and regulations.

Scope of Work

A technical needs assessment for the required DMS was conducted and it covered the following activities:

1. A detailed study and analysis of the DMS needs and information/data sources at the State Council.
2. The preparation of a schedule of requirements, a scope of work, a cost estimate and a proposed implementation plan.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The terms of reference are under preparation.

Cost (estimate)

USD 60,000.

3 PROMOTE ICT TOOLS

Most of the undergoing ICT projects at OMSAR can be included under “promoting ICT tools” title. OMSAR has always launched projects introducing the newest ICT products and solutions into the administration to enhance the productivity of the civil service and support the ability of senior officials to take better decisions based on a solid and scientific base of data and utilizing modern information management tools. Projects listed here complement those of section 2.2.2 and cover mainly ICT technical assistance and network infrastructure projects. Similar projects are as mentioned under related headings in other sections later in this report.

Also, to better guide the promotion and introduction of ICT tools in the public sector, OMSAR issued two important best practices and standards documents in 2003. The first, entitled “A Guide to ICT Best Practices” provides quick references to best practices in the various domains of ICT for the civil servants to benefit from and easily adapt in their relevant work. The second, more encompassing, document is entitled “ICT Standards Guidelines for Projects in the Lebanese Public Sector” which provides a more in-depth listing of developed standards for data, hardware, software; procurement of ICT related equipment, ICT packages, and all ICT related developments (see section 2.3.4 for more on this standards project).

In addition, OMSAR established a data base that includes all studies pertaining to the public sector. More details about this project can be found under section 3.8.

- *“TECHNICAL ASSISTANCE PROJECTS FOR VARIOUS BENEFICIARIES: ECOLE NATIONALE D’ADMINISTRATION, MINISTRY OF AGRICULTURE, DIRECTORATE GENERAL OF URBAN PLANNING, MINISTRY OF ENERGY AND WATER, MINISTRY OF PUBLIC HEALTH, LEBANESE AGENCY FOR STANDARDS AND NORMS, OTHERS”*

Background

OMSAR regularly receives requests from various public entities to provide technical assistance in order to research, conceive and create ICT related projects and/or technical and functional specifications. Typically, an administration would have funds reserved for ICT related purchases but would not have the technical expertise or know-how to create the needed terms of reference.

Scope of work

During the course of 2003, OMSAR received requests for technical assistance from the ENA, the Ministry of Agriculture, the Ministry of Energy and Water, the Ministry of Public Health, the Directorate General of Urban Planning and several other entities. The requests covered all ICT related fields, including but not limited to, the creation and/or correction of specifications for network infrastructures, technical specifications for various hardware items, and the creation of specifications for various software packages as well as terms of reference for Internet connections.



Source of Funds

Varies per beneficiary (Government of Lebanon or a particular donor).

Status

All of the requests received from the beneficiaries were typically fulfilled within a month of their receipt.

Cost

OMSAR internal human resources.

- *“IMPLEMENTING ELECTRONIC DOCUMENT MANAGEMENT OVER SECURE COMMUNICATION LINKS BETWEEN THE MINISTRY OF FOREIGN AFFAIRS IN BEIRUT AND LEBANESE REPRESENTATIVE OFFICES IN FRANCE”*

Background

The Ministry of Foreign Affairs (MOFA) represents the Government of Lebanon, both formally and operationally, in numerous countries around the globe, through embassies, consulates and other representative offices. The systems and procedures, which are currently in use at these representative offices worldwide, as well as their interface with the MOFA offices in Beirut, need to be modernized. Bringing antiquated work and communication methods up to current standards would greatly enhance the speed of delivery of services to the Lebanese Diaspora and to the foreigner wishing to visit and/or conduct business in Lebanon, not to mention expedite the transfer of vital diplomatic information/data between the representative offices and MOFA.

Scope of Work

A fact-finding mission that took place during 2002 at the various Lebanese diplomatic offices in France resulted in a report that recommended the procedures which were the most likely candidates for improvement through modernization. This mission was followed in 2003 by an analysis and a report of the work methods of the corresponding procedures at the MOFA offices in Beirut. Both of these reports will be used during 2004 as a basis to create and implement a project which will introduce electronic

document management, database applications, appropriate staff training as well as fast and secure electronic communication methods between the MOFA offices in Beirut and Lebanese representative offices in France. This pilot deployment can then be expanded to cover representative offices worldwide.



Source of Funds
European Union.

Status

This project has been in the works for more than 2 years. It has progressed slowly through various levels of approvals but it hasn't stopped. At the writing of this document all required approvals have been received. Barring any unforeseen circumstances, the final analysis phase for the pilot implementation at various offices in France should start in February 2004. This will then be followed by the actual pilot implementation later in the year.

Cost (estimate)

Euro 450,000.

- *"NETWORK INFRASTRUCTURE AND HARDWARE AND SOFTWARE NEEDS FOR THE CENTRAL LAB OF HEALTH AT THE MINISTRY OF PUBLIC HEALTH"*

Background

The Central Lab for Health (CLH) is a public institution under the tutelage of the Ministry of Public Health. The mission of the CLH is to do analysis and control of water, food, drugs and narcotics. Moreover, it diagnoses communicable diseases. Conscious of its need to move to a unified ICT environment by adopting a more integrated approach to automation, the CLH requested OMSAR's assistance to conceive, procure and supervise an overall automation plan that would take into consideration its current and near future needs. This plan was devised by OMSAR and includes several elements, the first of which being to implement a network infrastructure and deploy needed hardware.

Scope of Work

This project includes the deployment of a network infrastructure and a UPS power outlets infrastructure as well as required hardware and off-the-shelf software applications for the CLH. The technical needs assessment was conducted and it covered the following activities:

1. A detailed study and requirements analysis of both the network and the UPS power outlets infrastructures.
2. A needs assessment of the current available hardware and software.
3. The preparation of a schedule of requirements, a scope of work, a cost estimate and a proposed implementation plan.



Source of Funds
Government of Lebanon, CLH budget.

Status

OMSAR will launch the tender by February 2004.

Cost (estimate)

USD 60,000.

• *“ICT NEEDS ASSESSMENT FOR ECONOMIC AND SOCIAL COUNCIL (ECOSOC)”*

Background

The Economic and Social Council – ECOSOC - is a consultative body with constitutional status. It is composed of representatives of the main economic and social entities and creates a link between them and the government's economic and social policy makers. It considers and makes recommendations for economic and social adjustments when necessary. ECOSOC requested from OMSAR to technically assess, fund and implement a modern network infrastructure project (active components only) with required computer hardware and software in support of its operations with particular focus on ICT tools for the consolidation, production and analysis of socio-economic information and data.

Scope of Work

The technical needs assessment is currently being conducted and covers the following activities:

1. A detailed study and analysis of the current network infrastructure needs.
2. A needs assessment of the current hardware and software and future requirements.
3. Documenting technical support and data entry personnel requirements for this project.
4. Proposing an ICT department organizational structure and the required profiles.
5. The preparation of a schedule of requirements, a scope of work, a cost estimate and a proposed implementation plan.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Under preparation.

Cost (estimate)

USD 145,000.

• *“NETWORK INFRASTRUCTURE AND REQUIRED HARDWARE AND SOFTWARE FOR THE INVESTMENT DEVELOPMENT AUTHORITY OF LEBANON (IDAL)”*

Background

The Investment Development Authority of Lebanon, IDAL, is the Lebanese governmental Investment Promotion Agency responsible for attracting private capital investments to Lebanon and assisting investors in the development and implementation of their projects. Having just relocated to new premises and being in the process of introducing new information systems such as the one for ISIC mentioned in section 2.2.2, IDAL required technical assistance and funding from OMSAR for enhancing its network infrastructure and introducing required hardware and productivity software.

Scope of Work

The technical needs assessment was conducted and it covered the following activities:

1. A detailed study and analysis of the current network infrastructure requirements.
2. A needs assessment of the current hardware and software and future requirements including the ISIC project requirements;

3. The preparation of a schedule of requirements, a scope of work, a cost estimate and a proposed implementation plan.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Tender document completed and sent to Arab Fund for approval.

Cost (estimate)

USD 96,000.

- *“TRANSFERRING MICROFILMS TO DIGITAL FORMATS FOR THE NATIONAL ARCHIVES”*

Background

The National Archives possesses thousands of microfilms that are starting to deteriorate - some might already be damaged. To save these microfilms, there is a need to transfer all information to a more durable optical medium and hence this project. OMSAR has already supplied the National Archives with a modern restoration laboratory and archiving system that stores data in optical jukebox.

Scope of work

This project involves converting from microfilms to optical discs millions of archived images for final storage in the optical jukebox. It covers the provision of the needed hardware, software and human resources required for this conversion process.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Tender document completed and sent to the Arab Fund for approval.

Cost (estimate)

USD 200,000.

- *“DATA COLLECTION EQUIPMENT FOR THE LEBANESE AGRICULTURAL RESEARCH INSTITUTE (LARI)”*

Background

The Lebanese Agricultural Research Institute started a few years ago automating some of its functions with the support of international donors. But many of its research departments still lack the suitable modern equipment that supports their laboratory research. Providing new equipment will certainly help agricultural researchers in their field or laboratory work.

Scope of Work

This project provides the Lebanese Agricultural Research Institute with data collection equipment and modern statistical tools for information analysis to improve the capacity and accuracy of agricultural scientific research, in addition to specialized software programs (databases and analytical tools). This project also covers training researchers on using this equipment and transferring information to computers to make statistical reports.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Completed.

Cost

USD 35,473.

3 DEVELOP POLICY PROPOSALS TO REDUCE EXCESS COST

Based on the availability of the proper information and data foundation for rational decisions to be made to reduce the excess size and operational cost of the administration, this national goal seeks to develop the required policy proposals for realizing this so as to have a government that operates essential services using an optimal number of civil servants.

1 CONDUCT STUDIES TO SUPPORT THE PRIVATIZATION PROCESS

Privatization is more than an administrative decision; it is a political choice. By ratifying law n°228 of May 31, 2000, legislators set the regulatory framework for the privatization process and defined its conditions and ways of application. In collaboration with the administrations concerned, OMSAR is working on draft laws and decrees that reorganize the roles and tasks of those public administrations and agencies that the government decides to fully or partially privatize. The Ministry of Telecommunications for example has requested assistance in preparing a regulatory draft decree in light of the proposed privatization project. According to law n° 431 of 22/7/2002, the ministry's current structure was revised and a new structure was established in accordance with its new role in setting the general rules for organizing communication services. This makes way for competition that leads to tariff reduction, promotes quality service, and offers new technology and developed services. What applies to the communication sector also applies to other sectors such as: civil aviation sector, maritime sector, land transportation sector, electricity sector, and the hydraulic sector.

2 CONDUCT STUDIES AND SUPPORT THE SETTING-UP OF REGULATORY BODIES

- *“MANAGEMENT SUPPORT CONSULTANCY FOR THE ASSISTANCE TO THE ESTABLISHMENT OF THE TELECOMMUNICATIONS REGULATORY AUTHORITY IN LEBANON”*

Background

The government of Lebanon has made significant steps towards sector reform and withdrawal from day-to-day telecommunications and postal operations. Much of the growth in telecommunications services in the last six years has been achieved through private sector BOT investments in two cellular telephone networks. More recently, a range of private sector internet providers has emerged.

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

Scope of Work

The Technical Assistance will help ensure sound design of the new TRA from an institutional and governance perspective, it will provide technical advice on Licensing and Regulatory Issues, development of regulatory procedures and systems as well as development and Implementation of human resources policies, development of IT and Financial management systems and an effective Communications and Public information strategy.



Source of Funds

European Union.

Status

The Inception phase has been completed and the following tasks were undertaken: A review to analyze the dependency of the project on the availability of the TRA, the analysis confirmed that the project can and should continue beyond the inception phase even in the absence of the TRA. Accordingly the following steps were undertaken:

- Initial meetings with a number of Key stake holders were held;
- An initial assessment of the legal basis for the TRA has been undertaken;
- A review of staffing and infrastructure planning for the TRA (the Legal basis for the employment of the TRA staff, staffing and recruitment plans, accommodation plan, office and IT requirements for the TRA);
- Assessment of the need for a technical advice for drafting new licenses by a third party;
- Planning of a Regulatory workshop;
- Development of an initial financial plan for the TRA;
- Assessment of the challenges facing MOT in establishing the TRA as a fully fledged independent regulator for the telecommunications sector;

As part of the development of HR policies the job specifications and personnel profiles of the TRA staff have been defined by the Consultant.

A work plan for phase 2 of the project has been defined.

Cost

Euro 3,428,800.

- *“MANAGEMENT SUPPORT CONSULTANCY FOR THE ASSISTANCE TO THE ESTABLISHMENT OF THE CIVIL AVIATION AUTHORITY IN LEBANON”*

Background

The government of Lebanon has made significant steps towards sector reform and withdrawal from day-to-day civil aviation operations. The Civil Aviation Law has established the Civil Aviation Authority as regulatory authority that oversees the management and investments of all sub sectors related to civil aviation.

In its early years, the Civil Aviation Authority will need expertise in the management of regulations in an open skies policy environment, as well as specific expertise in areas such as the development of model licenses, tendering of concessions and associated contract management, and last but not least for the elaboration and implementation of a sustainable financial arrangement.

The objective of the planned service contract is to establish an autonomous and effective Civil Aviation Authority operating in an international, liberalized aviation policy environment.

Scope of Work

The contractor is expected to:

- Implement the recommended institutional arrangement best suited for the regulatory reforms of the civil aviation sector and for disseminating its policy and strategies;
- Ensure inter-departmental and inter-agency coordination and cooperation needed to exert various policy-making and regulatory functions;
- Establish a long term framework for civil aviation sector planning, programming and budgeting in accordance with the strategic choices advocated in the adopted policy;
- Assist in the implementation of the new transport legislation consistent with the transport policy formulation;
- Establish and consolidate computer based management information systems to effectively perform the civil aviation sector management functions;
- Establish and maintain effective communications with all major stakeholders in the transport sector.

Source of Funds

European Union.

Status

This project is expected to start in March 2004 and the period of execution is 20 months with no foreseen extension. The committee formed by OMSAR's minister is currently evaluating the different tenders received in order to award the contract to the most qualified candidate.

Cost

Euro 1,500,000.

- *"ASSISTANCE TO THE RESTRUCTURING OF THE LAND AND MARITIME SECTORS IN LEBANON"*

Background

The Directorate General of Land and Maritime Transport (DGLMT), at the Ministry of Public Works & Transport, has recently initiated a process of transforming its status into an Authority. Relevant legislation is being finalized and awaits the endorsement of the Council of Ministers and, subsequently, the Parliament.

The transformation into "the Land and Maritime Transport Authority (LMTA)" aims at achieving administrative and financial self autonomy, gaining flexibility and efficiency in carrying out its duties, as well as enhancing the technical capacity, scientific expertise, staff competence and efficient functioning of its administration.

The project serves as a Management Support Consultancy (MSC) Technical Assistance to the DGLMT to increase its capacity, upgrade its infrastructure, train its employees and transform it into the LMTA. If the relevant legislation is endorsed, the project will proceed into assisting the DGLMT during and after the transformation processes.

Scope of Work

The project is divided into two components, both of which are scheduled to be completed within 22 months.

The first component focuses on building the staff's capacity of DGLMT, organizing work procedures, simplifying coordination mechanisms, establishing effective communication channels, proposing suitable information technology (IT) upgrades,

establishing a long-term transport plan, reviewing existing transport policies and formulating new transport laws, decrees and regulations. This phase is hence concerned with paving the way for the creation of the LMTA in terms of designing an optimal institutional and organizational structure of the LMTA, developing its human resources requirements, defining its financial requirements and identifying its IT needs. The scope of the second component focuses on helping the DGLMT during the transition process. Such activities include immediate response to any queries arising during the endorsement process, legal and technical advice to refine the LMTA definition if needed and supervision of the transfer of assets and people. Further to this assistance, the project also requires a post-implementation assistance to the newly formed LMTA. This assistance takes the shape of training newly recruited staff, upgrading IT systems, monitoring the daily operations and refining procedures and techniques for maximum efficiency.



Source of Funds
European Union.

Status

The Project has been tendered through an international restricted procedure. Tenders were received by 30 December and are currently under evaluation. The project is expected to start around the beginning of March 2004.

Cost

Euro 2,000,000.

3 CONDUCT STUDIES ON THE COST OF THE PUBLIC ADMINISTRATION

The comprehensive study about the size and expenses of the public sector that was submitted to the Prime Minister at the end of 2002 aimed at outlining a clear and objective policy related to public sector expenditures, particularly in the areas of health and social services.

The reduction of the cost of the public sector is linked to restoring the balance of public finances, and in particular to reducing public debt charges. The follow-up of this study, which was detailed in OMSAR's 2002 annual report, was done in collaboration with the Civil Service Council and the Directorate of Research and Guidance through the drawing up of draft regulatory texts related to the structures and staff of public administrations and agencies, particularly with regard to the decrease of salaries in the public sector. The new suggested partially privatized structure of the Ministry of Telecommunications for example is restricted to technical and administrative units including 163 positions in the two main Directorates: the General Directorate of Communications and the General Directorate of Post. The current structure includes 7884 positions (with a high vacancy rate) distributed as follows:

2290	The General Directorate of Post
1374	The General Directorate of Establishments & Equipment
3778	The General Directorate of Maintenance & Investment
357	The Joint Administrative Department
35	The General Inspection

In addition, the matter of excess staff will be dealt with in the near future in collaboration with the Civil Service Council through a draft law to be submitted to the Council of Ministers as per its decision n° 2 of 11/9/2003.

4 INTRODUCE UNIFORM STANDARDS FOR GOVERNMENT PURCHASES

In support of both reducing excess cost of the Lebanese administration and modernizing the procurement procedures in place, OMSAR is still involved in the ministerial committee entrusted with overhauling the public sector procurement law. The approval process for the draft law and implementation decrees prepared by OMSAR with support from an international procurement law expert, funded by a World Bank grant, has been somewhat slow with over 2 years passed since the documentation of these texts. It is hoped that the ministerial committee completes its approval in early 2004 so that the supporting ICT solutions, particularly as pertains to e-procurement systems, can be assessed and deployed. Then true economies of scale can be benefited from by having all public offices request their procurement needs through a central system that can add up similar requests and obtain better quantity prices.

In 2004 also, OMSAR will be working with other government ministries and agencies, particularly the Directorate of Research and Guidance of the Central Inspection, to come up with unified standards for government goods that are procured periodically, whether it be office supplies, office equipment, furniture, etc. Such unified standards will make matters easier for all requesting government offices and allow for more uniformity in government purchases at lesser costs. A unified standard process for ICT projects has been launched by OMSAR in 2003 and is described below.

- *“THE DEVELOPMENT OF STANDARDS GUIDELINES TO BE ADOPTED IN ALL INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) PROJECTS IN THE LEBANESE PUBLIC SECTOR”*

Background

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



Addressing the audience of the Performance Reporting Workshop

Scope of Work

1. Identification of standards covering software and hardware systems that can be used in a range of ICT applications across government and in specific government ministries or agencies.
2. Determining the role that the private industry can best play in achieving benefits including the potential provision of managed services.
3. Estimation of the potential cost savings through the bulk purchase of systems used for this purpose or by the use of industry.
4. Develop of an implementation plan with a timeframe to introduce this across all government as new ICT systems are deployed.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The standards have been developed in English and are being translated into Arabic. An awareness campaign will be launched by OMSAR in 2004 and work will be carried with the Directorate of Research and Guidance of the Central Inspection on how to formalize the introduction of these standards guidelines across government.

Cost

\$298,527.

4 REVIEW & REFORM FUNCTIONS OF CONTROL AGENCIES

This national goal seeks to re-assess and/or re-align the functions of the control agencies as to focus more on the strategic core areas of each agency, introducing modern audit and evaluation principles in each and putting in place better tools and techniques for management, human resources and physical assets.

1 RE-FOCUS CONTROL AGENCIES MORE ON STRATEGIC REQUIREMENTS

- *“PERFORMANCE IMPROVEMENT AND MODERNIZATION AT THE CIVIL SERVICE COUNCIL”*

Background

OMSAR, within the framework of the EU-funded ARLA programme (Assistance to the Rehabilitation of the Lebanese Administration), has been assisting the Civil Service Council (CSC) with the implementation of the Performance Improvement and Modernization Plan which aims at the support and consolidation of their institutional potentials.

Scope of Work

The Performance Improvement and Modernization plan for the CSC resulted in the implementation of a number of activities such as the drafting of a general policy framework for a modern human resource management development strategy , Organizing Development Plan for the Civil Service Council on the basis of which Legislative Decree 114 was amended, revising the Performance Appraisal System for the Civil servants (In addition to the following draft laws: Lebanese University Teachers, Diplomatic Corps, Ministry of Justice as well as the Secondary Education Teachers.), capacity building for staff performance appraisal, drafting of a code of conduct for civil servants, developing a promotion and advancement Systems, developing a Reward System on the basis of which new reward criteria were established, as well as amending the Testing System.

As for the IT work that was done, an analytical study for computerization of the decisions and interpretations systems in the CSC was prepared on the basis of which the DIS (Decision and Interpretation Systems) was implemented, in addition to the finalization of a study for the ICT requirements and determination of infrastructure and software requirements, training and capacity building in the CSC. More details are included under section 3.6.2.



Source of Funds

European Union.

Status

All the activities were implemented except for the Capacity Building component for staff performance appraisal. The latter is postponed until the newly revised Performance Appraisal System is approved.

2 FOCUS ON POST-AUDIT (PERFORMANCE AUDIT) TO ASSESS EFFICIENCY AND COMPLIANCE

• *“AUDIT METHODOLOGY AND STANDARDS TRAINING AT THE COURT OF AUDIT”*Background

OMSAR regards the central core agencies as the main pillars of the Lebanese civil service. Accordingly, the modernization of these bodies stands at the top of the reform agenda. The Court of Audit (COA) is one of these control bodies that safeguards the efficiency and effectiveness of the civil service operations. OMSAR and COA developed a general policy framework that determined the current needs and set the future role of the COA. One of the top priorities of the COA, according to the policy framework, is upgrading the skills of auditors in the field of audit.



The Central Inspection Board with H.E. Minister Pakradouni

Scope of Work

Within the framework of the EU-funded ARLA program, OMSAR has identified an audit training project to be provided to the auditors of the Court of Audit (COA). Auditors will be trained on the international audit methodology and standards. OMSAR and Court of Audit have developed the Terms of Reference (TOR) for the training project. The TOR was revised in April 2003, according to the EU set criteria, in order to make it more responsive to the requirements of the COA. Real cases selected from the Lebanese administrations will be presented in the training program. The trainers are expected to introduce computer-aided audit techniques to the auditors. Basic computer training was provided to the auditors previously in order to prepare them for the audit training.

This project will upgrade the audit skills of the auditors and make them up-to-date with the latest international audit techniques. The audit training program will include four modules:

- Module 1: Audit Supervision and Review
- Module 2: Audit Planning
- Module 3: Audit Implementation
- Module 4: Audit Reporting and Evaluation



Source of Funds
European Union.

Status

OMSAR has short-listed a number of audit and training firms based on its available database. A joint committee between OMSAR and COA was established to evaluate the technical and financial proposals in compliance with the EU procurement procedures. A private company was awarded the contract in November 2003.

The project is divided into 2 phases:

- The first phase started in November 2003 and is expected to last until the end of March 2004. During this phase, the consultant will study the current audit process,

examine the relevant mandates and documents, conduct interviews with the auditors and judges of the COA, select real cases from the Lebanese public sector institutions develop training manuals and translate all the material into Arabic.

-The second phase shall start in April 2004 and is expected to be completed by November 2004. This phase is the implementation of the training program.

Cost

Euro 128,100.

• *“ORGANIZATIONAL PERFORMANCE INSPECTION AT THE CENTRAL INSPECTION”*

Background

The Central Inspection (CI) and OMSAR have developed a future vision for the inspection task conducted by the Central Inspection. The current inspection function that focuses on compliance with the rules and regulations needs to have a new dimension related to performance inspection. A general policy framework was developed by OMSAR and CI that stressed the need for strengthening the performance inspection role of the CI. This vision was reflected in a draft law that reorganizes the CI.

Scope of Work

Within the framework of the EU-funded ARLA program, OMSAR and Central inspection have developed clusters of organizational performance inspection indicators that would guide the inspectors of the CI in their inspection missions and clarify for the administrations under scrutiny the main areas they should expect to be inspected.

This initiative goes in parallel with the draft law that was prepared in 2002 by OMSAR and Central Inspection that boosts the prerogatives of the CI. The proposed legal framework empowers the CI to conduct organizational performance inspection, instead of merely concentrating on tracking down violations and imposing penalties on offending employees. This draft law has been submitted to the Presidency of the Council of Ministers.



Source of Funds

European Union.

Status

The organizational performance inspection indicators have been set with the assistance of an international expert who worked closely with OMSAR and CI.

Two pilot administrations, The Ministry of Environment and the Directorate of Roads in the Ministry of Public Works, were selected in December 2002 to test the indicators. In January 2003, intensive meetings were held to discuss the results of the pilot projects. These meetings were crowned in a workshop attended by the President of the CI, members of the CI Board, General Inspectors, inspectors and representatives of OMSAR. Based on the workshop, some indicators were revised to take the peculiarities of the Lebanese administration into consideration. The President of the CI has overtly expressed the commitment of the CI to integrate the new inspection exercise into the annual inspection program.

During 2003, the CI conducted further inspection in accordance with the new inspection indicators and reported the findings and recommendations.

OMSAR and CI are committed to follow up on the progress of the project.

Cost

Part of the technical assistance program to OMSAR.

3 BETTER ALLOCATION OF HUMAN RESOURCES

In full cooperation and coordination with the Civil Service Council, OMSAR strives to develop the skills and capacities of the human resources at the public sector through providing specialized administration and IT training programs. It is worth mentioning that the requirements and academic qualifications pertaining to the recruiting and hiring process are now included in the draft laws that deal with re-organizing the public institutions and defining their new hierarchies, missions and cadres.

In addition, the Council of Ministers has assigned the Minister of State for Administrative Reform to coordinate with the Civil Service Council and the Research and Guidance Administration in order to deal with the issue of labor surplus.

4 BETTER ALLOCATION OF PUBLIC SECTOR RESOURCES (ASSETS AND PROPERTIES)

With the diversity of assets and properties owned or rented by the public sector comes the need to make effective use of them and in some cases expanding their number while in others reducing them. Whether it is government office space, equipment, furniture or ICT products, there is a requirement for better management and allocation of these assets. In this section, we identify activities that OMSAR has done in this direction.



The IT Help Desk Team

- *“TECHNICAL SUPPORT AND HELP DESK TEAM FOR THE GOVERNMENT OF LEBANON”*

Background

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

- Helping with the deployment of software packages that fall under the umbrella of the enterprise agreement;
- Assisting government institutions with common IT-related problems;
- Following up with suppliers on support and maintenance issues.

Scope of Work

The team, originally deployed in the second half of 2002, continued its work all throughout 2003. It, among others, deployed new versions of software applications and operating systems, fixed common and complex hardware and network issues, conducted a survey to determine the number and type of computers, servers and software applications that are currently in use in the Lebanese government at large – a government-wide inventory and populated a pre-developed database with data about the hardware and software that were deployed by OMSAR.



Source of Funds

The Government of Lebanon.

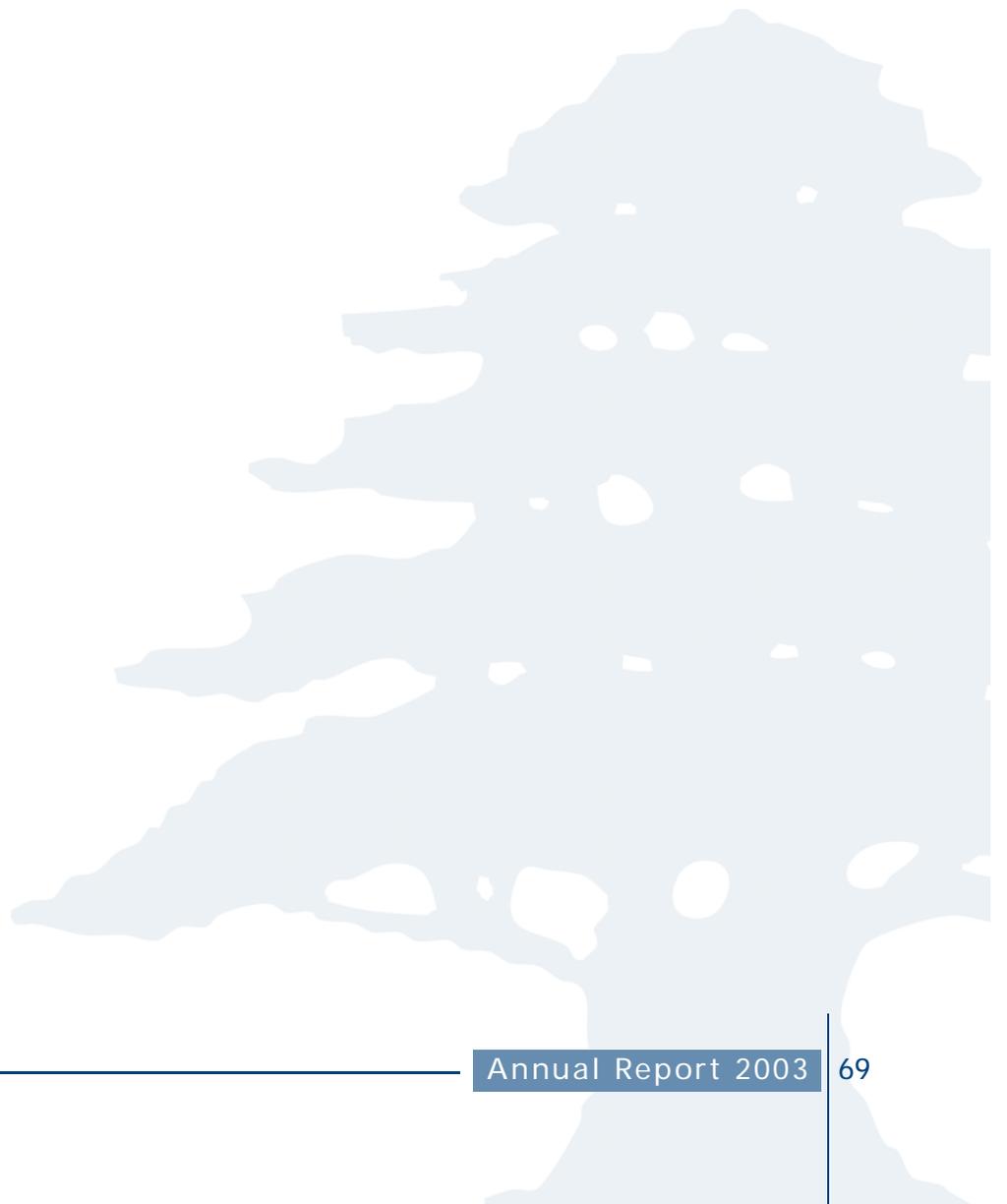
REDUCTION OF THE SIZE AND COST OF THE ADMINISTRATION

Status

After a slow start, mainly due to the fact that potential beneficiaries were not fully aware of the existence and the capacity of the team, the help desk became prevalent during the second half of 2003. Beneficiaries included, but are not limited to, Presidential Palace, the Parliament, the Presidency of the Council of Ministers, the Lebanese Army, the Ministries of Industry, Social Affairs, Environment and Agriculture, the Litani River Authority, IDAL, NEO, as well as many others.

Cost

OMSAR internal human resources.



SUMMARY

REDUCING THE SIZE AND COST OF THE ADMINISTRATION

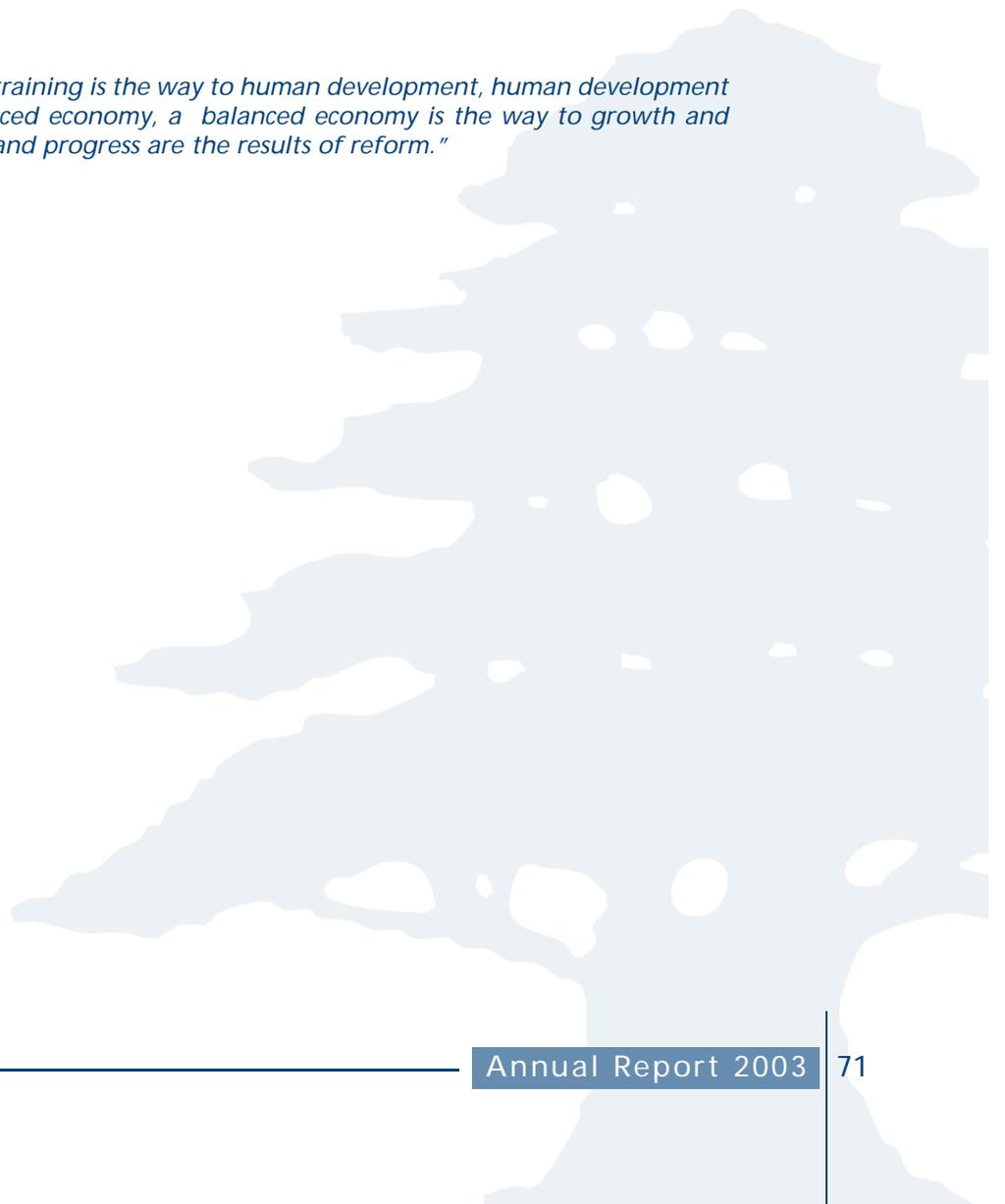
Due to the economic, social, and financial burdens in Lebanon, the role of the public sector has changed from an "employer" sector that attracts and manages all activities and sectors to a development-inciting sector that organizes all sectors and supports the private sector and civil society, where great possibilities abound for creating job opportunities for young people and reducing unemployment.

Modern administration is a dynamic administration capable of providing the appropriate legal framework, machinery, incentives, and statistics to the decision-makers along with the private sector, thus answering the citizen's needs for good quality and satisfactory cost.

- In 2003 we launched modern systems (G.I.S.) for the management of documents and geographical information at the Ministry of Culture, the national service for the Litani river, and the agricultural scientific research service, in addition to the document management system at the State Council, the documentation system at the national council for scientific research, and the G.I.S. at the national center for remote sensing.
- We also finalized the mechanization at all centers of the commercial register at the Ministry of Justice. This new information system allows the electronic exchange of data and pictures attached to documents between any of the centers and the central administration.
- We also launched a project for saving thousands of microfilms at the national archive institution by copying them digitally on CDs.

"I have a clear vision: training is the way to human development, human development is the way to a balanced economy, a balanced economy is the way to growth and progress, and growth and progress are the results of reform."

Karim Pakradouni
27/1/2004



HAND OVER CEREMONY
FROM MINISTER FOUAD EL SAAD TO
MINISTER KARIM PAKRADOUNI
ON APRIL 23, 2003



3 MODERN MANAGEMENT CAPACITIES DEVELOPED AND ESTABLISHED IN KEY ADMINISTRATIONS

This national level outcome focuses on working with the public administration to embrace a more strategic and result-oriented view of its future direction and translating that into modern and forward-looking projects and HR policies as illustrated in this section.

1 PROMOTE NATIONAL COMMITMENT TO A STRATEGIC DEVELOPMENT VISION AND ITS IMPLEMENTATION

With the support of the donors' community, OMSAR has documented a strategy for administrative reform in 1998. The feedback from relevant counterparts was taken and input from the EU funded support team was incorporated into the final document, which was approved by the Council of Ministers in September 2001.

1 FORMULATE A DETAILED STRATEGY WITH TIMELINE

The Strategy for administrative reform is the guiding light for all the detailed work plans that OMSAR is preparing on a regular basis in partial fulfillment of the donors requirements. Based on this strategy document, OMSAR has developed, in cooperation with UNDP, an action plan that constituted the objectives of the administrative reform program till 2005.

This action plan has been updated in 2003 and will always be subject to regular updates to cater for the changing circumstances.

2 PROMOTE CONSENSUS WITHIN THE PUBLIC ADMINISTRATION

The strategy for administrative reform document was distributed to the Members of Parliament, the ministers and the academia among others for feedback. Moreover, major parts of its components were discussed and debated in some workshops that tackled specific areas of the strategy. In this regard OMSAR, as mentioned in this report, is moving ahead with this approach through workshops, seminars and continuous distribution of relevant material.

3 ANALYZE NEEDS THROUGH REGULAR ASSESSMENT

Through the adopted demand driven approach, OMSAR is receiving requests on a regular basis, and at both the institutional development and the information and communication technology levels. Such requests are frequently giving OMSAR updated insights on the changing needs of the Lebanese public administration.

2 DATA BASE OF HUMAN RESOURCES ESTABLISHED AND MAINTAINED IN KEY SECTORS

This national goal aims at completing development work on Human Resources (HR) databases throughout the government so as to have at one end a global tally of all government staff and at another end a more sector/ministry/agency-specific counts of civil servants. The individual staff profiles to be made available through these databases will support decisions pertaining to promotions and other HR policies.

1 UPGRADE AND UPDATE DATABASE SYSTEM AT MINISTRIES AND AGENCIES

Through cooperation agreement between OMSAR and the USAID program, the Center for Legal Development (CLD) at the State University of New York (SUNY) in Albany is

developing personnel systems for various government ministries and agencies. In addition, it is enhancing the HR database system that was also developed back in the mid 90s at the Civil Service Council.

2 INSTALL AND MAINTAIN TIME-ATTENDANCE SYSTEMS AND CONNECT TO THE HR DATABASE

The first two phases of a government-wide biometric (hand geometry) time-attendance and access control system were completed during 2002. More requests were received by OMSAR during 2003. The third and last phase of this project is currently under preparation based on a decision from the Council of Ministers to deploy such a system in all remaining public organizations that don't yet have it. At the writing of this document some 70 system requests have been received by OMSAR.

Once completed, it is envisaged that the various time attendance and access control systems will be interfaced over a government-wide network to a government central HR database gateway so that poor attendance can be automated flagged in the relevant records of the concerned government staff.

- *"TIME ATTENDANCE AND SECURITY EQUIPMENT FOR THE COUNCIL FOR DEVELOPMENT AND RECONSTRUCTION (CDR)"*

Background

The Council for Development and Reconstruction (CDR) is a public authority that was established in early 1977, partially in replacement of the Ministry of Planning, to be the government unit responsible of reconstruction and development. This project addresses the implementation of an up-to-date physical security structure and a time attendance control system at CDR to help the administration in better securing and controlling the entrance/exit of visitors to CDR and also staff members.

Scope of Work

This project includes time attendance, security equipment, required software and associated training. The technical needs assessment was conducted and it covered the following activities:

1. A detailed study and requirements analysis for the needed physical security and time attendance control system.
2. A needs assessment of the current hardware/software and additional requirements.
3. The preparation of a schedule of requirements, a scope of work, a cost estimate and a proposed implementation plan as part of a tender document.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Completed and accepted.

Cost

USD 21,799.

3 MODERN JOB CLASSIFICATIONS ADOPTED

This national goal seeks to formulate and apply modern job descriptions for all civil servants, regardless of their type of employment in addition to adopting classifications for

the public sector job positions based on an evaluation process that takes into account the new organizational structure proposals being made for various ministries and agencies.

- 1 COMPLETE JOB DESCRIPTION
- 2 COMPLETE JOB EVALUATION AND CLASSIFICATION

- *“JOB DESCRIPTION AND CLASSIFICATION PROJECT”*

Background

The concern about job description and job classification has stemmed from modern scientific management that is based on analytical and organizational studies of various jobs. Previously, there was no connection between the tasks of employees and position titles. Classification, according to new management approaches, is totally based on the job. The latter's level in the hierarchy is determined by the tasks and services delivered as well as the required competencies regardless of the person who occupies the job.

In this respect, the Council of Ministers took decision number 1 dated 20 June 1994 that established a committee linked to OMSAR. Two of its main tasks were the development of a comprehensive job description and job classification system and the design of a new salary scale based on the job requirements.

Scope of Work

The above tasks included all the jobs and positions of the public administration with the exception of the judicial, educational and military corps. The work team completed the description of all the 15,000 jobs during 2002. Data-entry was done according to a specialized IT program. The main copies of these descriptions were submitted to the Civil Service Council.

At the beginning of 2003, the work team started the job evaluation process according to the responsibilities and main tasks of the jobs. The work methodology was based on an evaluation manual that was previously prepared by a group of local and foreign experts for this purpose. At the early stages of this process an international expert was recruited to assist the team in developing a numerical table for each job evaluation factor in order to give each job a numerical weight that would help in putting it in the right category.

In the presence of the expert, it was decided to apply the job evaluation manual in two pilot projects: the first was the evaluation of all grade one jobs in the public administration that had job descriptions; the second was the evaluation of all the jobs in the Ministry of Economy and Trade. The expert and the work team concluded that the work methodology was appropriate to reach the sought objectives.

Upon the departure of the expert, the team resumed the evaluation process in two phases. In the first phase, one of the team members would evaluate each of the job evaluation factors. In the second phase, the results of the evaluation would be reviewed by another team member who is an expert in that particular field to examine the accuracy and validity of the evaluation. During 2003 the work team completed the evaluation of all the jobs in the following ministries and agencies:

Ministry of Agriculture, Ministry of Industry, Ministry of Tourism, Ministry of Labor, Ministry of Social Affairs, Ministry of Energy and Water, Ministry of Public Works and Transportation, Ministry of Finance, Ministry of Culture, Ministry of Economy and Trade, Civil Service Council, Central Inspection, Court of Audit, and The Higher Disciplinary Board.



The Job Description and Classification Team

Status

The evaluation of all jobs in the remaining ministries and agencies is still ongoing. It is worth-mentioning that within the framework of cooperation between the Office of the Minister of State for Administrative Reform and the Civil Service Council, the former submitted copies of the results of the evaluation process to the latter for review and feedback.

4 HR REFORM POLICIES DEVELOPED AND ADOPTED

This national goal aims at developing and adopting human resource policies for the civil service at large covering performance evaluation methods for the current staff, testing and recruitment processes for new staff, in addition to introducing a promotion and motivation system so as to encourage higher levels of performance in the public sector.

1 PERFORMANCE EVALUATION SYSTEM

The importance of continuously developing and modernizing all areas related to human resources management can not be overstated. A transparent and impartial performance evaluation system is an indispensable tool in any serious effort to achieve administrative reform as long as it objectively takes into account the quality, productivity and behavior of the employees.

The performance evaluation project started in collaboration with the Civil Service Council (CSC), and resulted in developing a performance evaluation system for the employees of the general administrative cadre at the public sector. The final draft was then sent to the Council of Ministers after including some amendments based on the request of the CSC.

During 2003, specific performance evaluation systems were developed for the cadre of the Teachers' Houses and the cadre of the vocational and technical education in order to complete the system of evaluation for the teachers of elementary, intermediary and secondary levels. A performance evaluation system was also developed for the professors of the Lebanese University.

• *"THE TEACHING CADRE OF THE TEACHERS' HOUSES"*

A specialized committee, headed by the president of the Educational Center for Research and Development, established the basics of the performance evaluation system for the teaching cadre at the Teachers' Houses. This committee gathered the relevant legal texts that govern this system, identified the missions of the different technical and administrative jobs, organized the evaluation forms for some of the jobs, developed a performance evaluation table and specified the grades for each criterion as well as the grading echelon.

The project is currently undergoing final revision before submitting it to the Ministry of Education and the CSC for review and approval.

• *"THE TEACHING CADRE OF THE VOCATIONAL AND TECHNICAL EDUCATION"*

The committee, designated for this project, reviewed all the legal texts that deal with the development of vocational and technical education as well as the establishment of vocational and technical schools. The committee counted the presence of 32 tasks or

jobs of technical, administrative and teaching nature or 32 groups of similar tasks and jobs. In addition, and in order to evaluate the performance of employees, an evaluation table was developed for each task or job. This table identified a specific grade for each evaluation criterion and a grading echelon, that starts from weak (zero) to excellent (90-100 grades).

The study was sent to the Ministry of Education and was approved by the Directorate General of the Vocational and Technical Education, after which it will be submitted to the CSC for review and approval.

2 TESTING & RECRUITMENT SYSTEM



Head of Civil Service Board Monzer El Khatib

• "AMENDING THE TESTING SYSTEM AT THE CIVIL SERVICE COUNCIL"

Background

Traditionally, the vast majority of public sector jobs have been filled by a cadre of generalists. Internationally, public administrations have been moving away from this generalist model because of their need to employ more technical specialists from all areas of business and technology.

The current testing system in Lebanon was designed to accommodate the traditional public sector model, and hence relies largely on a single essay-style written examination with a strong academic orientation. A recent move by the Civil Service Council

(CSC) to cluster jobs into groups indicates that the CSC is already moving into the direction of employing more technical specialists into the jobs.

In light of the above, the CSC, and in a step to modernize the current testing system, sent a letter to the Minister of State for Administrative Reform stressing the importance of developing and modernizing its testing system.

Scope of Work

The responsibilities that were entrusted to the subject-matter expert and OMSAR focused on identifying a small number of job families from categories 3 and 4 in the Lebanese civil service grading system; developing, on the basis of existing job descriptions and identified key tasks associated with each job family, a profile for each job family; as well as recommending the most appropriate testing system for each of the identified job families.

Based on the work of the expert, a local committee was formed that produced a detailed report in which it discussed the current state of the testing system with the problems and difficulties it encounters. The work of the committee stressed on the basic principles which should be included in any modern testing system such as reliability and validity, the division of jobs into families and using several testing techniques etc..., and specified the articles that should be amended or added to the current Testing System (Decision no. 324 date 29/3/97).



Source of Funds
European Union.

Status

The report produced by the committee was later on presented to the Civil Service Council for review and approval.

Cost

USD 2,970.

3 PROMOTION & MOTIVATION SYSTEM

- *“HUMAN RESOURCES AND COMMUNICATION STRATEGIES DEVELOPMENT AT THE INSTITUTE OF FINANCE, MINISTRY OF FINANCE”*

Background

This Management Support Consultancy (MSC) is one of several support projects for rebuilding the Public Sector capacity in Lebanon within the EU financed program of Assistance to the Rehabilitation of the Lebanese Administration.

The objective of this project is to support the reform process of the Institute of Finance which is going to be realized through the improvement of the Human Resources Management in the Institute of Finance as well as the improvement of effective communications between the institute and the public on major reform programs.

Scope of Work

The “Human Resources Development” component includes activities that focus on identifying the problems and weaknesses of the current Human Resources system, developing a Human Resources Strategic Plan for the Institute of Finance which will encompass a coherent and explicit set of policies on a wide range of principal HR strategies, as well as preparing an operational activity plan which will contain detailed, concrete and sustainable recommendations ready for decision taking.

As for the “Communication and Public Awareness” component, the planned activities will focus on analyzing the current understanding by the public of reforms undertaken by the Ministry of Finance and the status of information production and dissemination in the Institute of Finance, developing a communication and public awareness policy which should stress on defining successful communication strategies to underpin major reform programs and to support and understand key stakeholder groups, as well as preparing a communication action plan for the Institute of Finance.



Source of Funds

European Union.

Status

During 2003 and after securing all parties’ comments on the Terms of Reference, an evaluation committee was formed including representatives from the Institute of Finance and OMSAR. The committee finalized its work and the firm which is going to perform the work was selected.

Implementation of the project is planned to start during the first quarter of 2004.

4 SUPPORT TO ENA (AND OTHER TRAINING CENTERS)

- *“PROVISION OF ICT INFRASTRUCTURE, COMPUTER HARDWARE AND OFF-THE-SHELF SOFTWARE PACKAGES TO THE ECOLE NATIONALE D’ADMINISTRATION (ENA)”*

Background

The ENA is an autonomous agency that was created in 2001 with the following objectives:

1. Providing pre & post-training to employees of the public sector.
2. Establishing contacts with training institutes in the Arab World as well as internationally.
3. Organizing workshops and conferences as well as conducting research and studies that are related to public sector issues.

4. Publishing newsletters, books, magazines as well as other printed material that deal with subjects of importance to the public sector.

The newly-created ENA needed to set up an ICT environment in order to carry out its administrative duties as well as its educational responsibilities. Exposing the administrators, educators and students of this public administration school to modern technologies would directly familiarize them with the latest working tools and methodologies as well as indirectly prepare them to actively adapt and apply these tools and methodologies to their work environment. To meet these objectives, the ENA invited the help of OMSAR.

Scope of Work

The project, as devised by OMSAR, comprises computer hardware and peripherals, software licenses, an Internet connection as well as staff training and on-site support. The specific requirements for each of these items were assessed, documented and procured.



Source of Funds

Arab Fund for Economic & Social Development.

Status

The equipment has been purchased and is currently being delivered and readied for installation. This will proceed once the remaining civil works and furnishings of the newly renovated building (project carried out by the CDR) is completed. If no delays occur, installations should be completed by late January 2004.

Cost

USD 174,895.

- *"A STUDY ON THE ESTABLISHMENT OF A CENTER FOR MUNICIPAL RESEARCH AND REHABILITATION"*

Background

Within the framework of the government efforts to reactivate administrative decentralization in Lebanon, the Ministry of Interior and Municipalities and OMSAR realized the need for providing municipal elected figures and employees with the necessary skills and tools to promote the effectiveness of municipal work.

H.E Minister of Interior and Municipalities asked for OMSAR's contribution to the development of a study on the set up of a Center for Municipal Research and Rehabilitation. The Minister of State for Administrative Reform established a committee that was composed of experienced civil servants, university teachers and OMSAR staff in the summer of 2002 for this purpose.

Scope of Work

The scope of work was determined by the request of the Minister of Interior and Municipalities for OMSAR's assistance and by the decision of the Minister of State for Administrative Reform to set up a special committee. The committee was in charge of developing a study that outlines the objectives of the Center and its organizational structure as well as of preparing a draft law in this respect.

Status

The committee came up with a general framework that defines the role and structure of the center. The committee has also developed a draft law related to the establishment of the center.

The study and draft law were submitted to H.E Minister of Interior and Municipalities by the end of January 2003.

5 TRAINING AND CAPACITY BUILDING



The Training Team

This national goal seeks to provide the proper training and capacity building measures to recipients at the civil service through the development and delivery of structured and subject-specific training programs in the areas of both management and ICT, in addition to the more general workshops and international events that cover a wider range of topics.

1 TRAINING (MANAGEMENT)

- *“MANAGEMENT TRAINING FOR MINISTRIES’ AND PUBLIC AGENCIES’ EMPLOYEES”*

Background

Planning, setting priorities and supervising subordinates are basic functions of management. The critical paradox facing the today’s manager is that while many tasks must be repeated on a daily basis, nowadays workplace press for shorter deadlines, competing priorities, endless meetings, interruptions and higher demand on quality. Armed with the right managerial and supervisory expertise, as well as efficient time management skills, the today’s manager can become better able to fulfill his responsibilities.

The main objective of this project is to give the necessary tools to the staff of the various beneficiaries for making their work more productive, and to be able to improve the quality and the accuracy of their daily tasks. This project addresses the training needs of employees in categories ‘2’ and ‘3’.

Scope of Work

Due to the importance of this training activity and its impact on the performance of chiefs of bureaus and heads of departments and other public employees, the project was carefully scoped and divided into the following phases:

Developing and describing the contents of the courses; scheduling the training sessions (course, duration, timing, location, distribution by trainees profile, trainer profile) as per the incoming requests since the project is demand driven; and the final execution of the training sessions.

Status

The project was completed in May 2003 providing training for around 650 civil servants (categories 1, 2 & 3) from almost all public administrations and agencies. Training included:

Management Skills: for civil servants in category 2 (optional for category 1).

Supervisory Skills: for civil servants in category 3 (optional for category 2).



Source of Funds

The Arab Fund for Economic and Social Development.

Cost

USD 230,000.00.

2 TRAINING (ICT)

• *“ICT TRAINING FOR MINISTRIES’ AND PUBLIC AGENCIES’ EMPLOYEES: PHASE I AND PHASE II”*Background

In its endeavor to bridge the digital divide between Lebanon and the advanced countries and become a member of the knowledge society, OMSAR has put together a major, two phased, ICT training plan that has the following main objectives:

1. Ensure computer literacy for all civil servants who have (or potentially have) access to computers.
2. Provide quality technical systems and hardware administration and support within each ministry and agency.
3. Upgrade and maintain the skills of previously trained civil servants to facilitate the sustainability of current and future implemented ICT systems in the administration.
4. Demonstrate the potential improvement of job efficiency and productivity within the workplace.

Scope of Work

The scope of the requested services for this project is as follows:

1. Certified ICT training of government staff (as end users and advanced users) based on a defined and agreed methodology.
2. Development and provision of training material.
3. Issuance of training certificates for all those who completed their training course(s).

And to properly manage and coordinate the activities of this project, in addition to keeping records of the trainees and the courses they took, OMSAR developed internally a database application to be shared with the training organization during the implementation of the training project. This application is described in detail in section 3.8.

Source of Funds

The Arab Fund for Economic and Social Development.

Status

Phase I: Completed. Training of 2,500 employees from almost all public administrations and agencies is delivered which included end-users essentials on the use of computers as well as high-end technologies.

Phase II: Tender document completed and sent to the Arab Fund for Economic and Social Development for its approval.

Cost

Phase I: USD 450,000.

Phase II (estimate): USD 1,000,000.

3 WORKSHOPS AND INTERNATIONAL EVENTS



The Logistics Team

- *“EXECUTIVE WORKSHOP ON ORGANIZATIONAL PERFORMANCE INSPECTION PROGRAMME AND OPERATIONIZATION OF THE INTERNAL QUALITY CONTROL SYSTEM AT THE CENTRAL INSPECTION”*

Background

The background of this executive workshop is explained under section 2.4.2.

Scope of Work

The workshop covered topics related to organizational performance inspection and discussed the development process of the final sets of organizational performance inspection indicators based on feedback from pilot field work in two Directorates-General. The participants were introduced to the proposed workflow and various procedural aspects of CI organizational performance inspections with special attention for gradual system introduction and integration with the CI traditional programmes.



Source of Funds

European Union.

Status

A one-day workshop on 24 January 2003.

Cost

LBP 2,500,000.

- *“INTER-MINISTERIAL WORKSHOPS”*



Head of Central Inspection Board Fouad Haidamous, at an Inter-Ministerial Workshop

Background

The objective of carrying out inter-ministerial workshops is to provide a platform for discussing subjects related to reform mechanisms and to propagate a new administrative culture derived from experience and successes of the public and private sectors in many countries, in addition to establishing social ties and relations between officials that allow for effective exchange of work experiences. The following two workshops took place during 2003:

- *“PERSUASION AND COLLABORATION, COMMUNICATION SKILLS, DEVELOPING EFFECTIVE WORK RELATIONSHIP, CONFLICT RESOLUTION AND DISCUSSION OF A CASE STUDY”*

Scope of work

The workshop discussed issues related to persuasion and collaboration, communication skills, developing effective work relationship, conflict resolution as well as demonstrated a case study that was presented by Mrs. Nemaat Kanaan, Director General at the Ministry of Social Affairs.



One of the Inter-Ministerial Workshops



Source of Funds
European Union.

Status

A one-day workshop on February 22, 2003.

Cost:

LBP 7,000,000.



The Performance Reporting Workshop

- *"TIME MANAGEMENT AND WORK STRESS, QUALITIES OF THE EFFECTIVE MANAGER & CASE ADMINISTRATIVE STUDY"*

Scope of work

The workshop discussed issues related to time management and work stress, qualities of effective managers and a case study was presented by Mrs. Nada Sardouk, Director General at the Ministry of Tourism.



Source of Funds
European Union.

Status

A one-day workshop on March 22, 2003.

Cost:

LBP 4,800,000.



Attendees of the Performance Reporting Workshop

- *"PERFORMANCE REPORTING WORKSHOP"*

Background

Public managers need to advance the quality of the reports they submit regarding the performance of their organizations in keeping with the results-oriented and values-based approaches that mark modern governments. Issues of transparency and accountability are also greatly enhanced when certain principles and guidelines are adhered to.

Scope of work

Findings of a large-scale questionnaire were presented to the attendees underlining the urgent need to modernize and standardize the process of reporting in the Lebanese public sector. Major principles and ideas to prepare meaningful and informative reports were discussed in working groups.



The Total Quality Management Workshop



Source of Funds
USAID - AMIDEAST.

Status

A one day workshop on March 7, 2003

As a result of this workshop, a Manual was prepared and printed which incorporated the ideas and principles discussed during the workshop. Circular 23/2003 was issued by the Office of the Prime



Audience of the TQM Workshop

Minister urging all managers to abide by the methodology and rules listed in the Manual.

- *"PERFORMANCE IMPROVEMENT IN THE PUBLIC SECTOR"*

Background

In an attempt to formulate a plan to improve performance in the public sector, many approaches and ideas were brought up and discussed during the workshop.

Scope of work

The workshop was conducted in collaboration with TEAM International. Issues discussed covered mechanisms that enable the Lebanese administration keep up with the developments of the age, an integral system for control and simplification of procedures, as well as requirements to develop human resources for the purpose of improving the administration's performance.



Source of Funds
European Union.

Status

A one-day workshop on March 20, 2003.

Cost

LBP 9,100,000.



Participants of the Audiovisual Workshop

- *"AUDIO-VISUAL WORKSHOP"*

Background

The Audio-Visual program acquaints the public, through the media, with their rights and with the services delivered to them by the Public Administration. This media is subjected to certain ethics and rules and especially to accuracy in relaying information from its proper sources and transferring it clearly and objectively. The program aims at pushing the media to play an administrative, informative and developmental role at the same time.

Scope of work

The workshop was a fifth of a series of Audio-Visual workshops under the theme: "Administrative Information in Lebanon Today – contents and production of information models". It discussed the role of syndicates and professional bodies as mediators between the public administrations and the citizens as well as information about transactions and public services.



Source of Funds
European Union.

Status

A one-day workshop on April 15, 2003.

Cost

LBP 7,000,000.



Audience of the Audiovisual Workshop

• *"INTRODUCING ICT GOOD PRACTICES GUIDE"*

Background

The prevalence of the information age and the resulting global information society has made it a national priority for all countries around the world to make their societies more proficient in the domain of Information and Communication Technology (ICT). This can be achieved through the enlargement of national ICT capacity and constantly providing the newer generations with modern facilities and tools as well as staying current with international ICT developments and best practices.

The production of this guide by OMSAR further highlights its role in supporting national priority projects, in general, and those concerned with ICT development and modern institutional reform, in particular.



H.E. Fouad el Saad and Dr. Antoine Massara at the Audiovisual Workshop

Scope of work

Within this context, OMSAR conducted a workshop that presented a practical guide as a reference tool for general ICT practices in the public sector. A select number of key ICT processes and the appropriate good practices relevant to the fulfillment of these processes are presented in the guide along with pertinent reference materials. The guide is intended for use by ICT units and concerned staff in the government, yet its broad contents make it suitable for all ICT or technical people regardless of their place of employment. As such, the guide can be viewed as an ICT public tool for the betterment of ICT initiatives on the national level and in the various sectors.

Source of Funds

Government Budget.

Status

A one-day workshop on May 7, 2003.

Cost

LBP 650,000.

• *"ICT STANDARDS AND GUIDELINES WORKSHOP"*

Background

As part of the mission of the Ministerial ICT Committee as well as part of OMSAR's ongoing drive to launch and implement ICT initiatives which are parts of National ICT Policies, a project was launched whose completion is signaled by this workshop. The project is called "ICT Standards and Guidelines". Its aim is to develop a set of standards and guidelines related to the use of ICT resources in the public sector. Such areas as hardware, networks, operating systems, databases and other ICT products have been defined with minimal criteria and other recommendations. In the area of practices, the project presents standard operating



Presenting the ICT Good Practices Guide

procedures in the areas of software applications, data exchange between various public sector organizations, risk management, quality management and other related topics.

Scope of Work

A workshop was conducted for the purpose of introducing the project to the audience as well as paving the way towards the proper implementation of the standards and guidelines.



Source of Funds

European Union.

Status

A one-day workshop on June 17, 2003.

Cost

LBP 730,000.

- *“PROCUREMENT OF INFORMATION SYSTEMS IN THE WORLD BANK-FINANCED PROJECTS: TRAINING COURSE”*

Background

OMSAR has always been keen on providing its staff with the opportunity to receive specialized training that keeps them abreast with the latest developments in international practices of procurement. International donors have recently started to develop standard procedures for the procurement of information systems. Based on this fact, OMSAR organized a six days training course on “Procurement of Information Systems in World Bank-Financed Projects” that was delivered by experts from the International Labor Organization and the World Bank. The course was organized in Beirut and was attended by OMSAR’s procurement team and other concerned staff, in addition to participants from different public institutions.

Scope of work

The training course covered the following subjects: guidelines for selection and employment of consultants by the bank’s borrowers, planning for acquisition of Information Systems, supply and install for IT procurement, “Project Cycle”, the “Project Appraisal” document, procurement technical notes, IT maintenance and system support provisions, guidelines for procurement under IBRD Loans and IDA Credits, bid opening procedures in World Bank, financed IT procurements, evaluation of bids, technical and commercial evaluation of bids, bid evaluation report, and contract implementation.



Source of Funds

UNDP.



Status

A six-days’ training workshop took place between May 19th and May 26th, 2003.

Cost

USD 12,200.



The Informs Team at the Termium 2003

• *"TERMIMUM 2003 EXHIBITION"*

Background

Termium is an annual computer show/event/exhibit that takes place around the middle of September of each year. This year, OMSAR was one of the exhibitors. The featured product was OMSAR's Website.

Scope of Work

OMSAR distributed 2700 Informs flyers, 2000 notepads, 200 ICT Guidelines books, 300 CDs of the same ICT Guideline. An estimated 500 people visited the stand and OMSAR's team managed to show each of Informs 4 commercials 1260 times (for a total of 5040) over the 6-day period. The visitors, who came from all walks of life, were impressed to hear about the services and features of a governmental agency such as OMSAR.



Source of Funds

UNDP.



Status

A seven-day exhibition between the 16th and 21st of September 2003 www.informs.gov.lb was nominated to represent Lebanon at an international competition, the World Summit Award (WSA), taking place this year, as the best "e-content and creativity example in Category e-Government from Lebanon". The average number of visitors to OMSAR's Website moved up from 1000 to 3500 after the Termium exhibition.

Cost

USD 3,000.



The Communication Team

• *"CERTIFICATES AWARDING FOR MANAGEMENT TRAINEES"*

Background

The background for the delivered training courses is explained in details under section 3.5.1

Scope of Work

The event was held to celebrate the full delivery of several training courses that aimed at improving and polishing the management and supervisory skills of about 650 civil servants. These trainees were awarded training certificates in recognition of their efforts and participation.



Source of Funds

Government Budget.

Status

The ceremony took place on November 18, 2003 at the UNESCO Palace Auditorium.

Cost

USD 500.



H.E. Fouad el Saad and H.E. Sami Younes honoring H.E. Fawzi Hobeich

- *“INTRODUCING THE CENTRAL OFFICE FOR ADMINISTRATIVE INFORMATION (COFAI) AND THE INFORMS WEBSITE TO THE PUBLIC”*

Background

OMSAR created the COFAI during May 2001. After gathering information about more than 1700 citizen-related government procedures, the COFAI launched on 21 January 2002 the Informs Website (www.informs.gov.lb) as well as a call center (phone number: 1700) that answers the enquiries of citizens 6 days a week.

Scope of Work

The COFAI continued improving the Website and the information gathering process during 2003. Major updates to the Website design and content brought a brand new Website that was launched on July 15th 2003. The new Website took into consideration citizen feedback, acquired experience and increased content as well as Web technological advances.

Source of Funds

European Union.



Honored retired civil servants with H.E. Fouad el Saad and H.E. Sami Younes

Status

A public event took place at the UNESCO Palace on December 15, 2003 to introduce the above changes to the public. The event, together with the participation in the Termium 2003 and other exhibitions, has managed to increase the number of Informs's weekly visitors from around 1000 to more than 5000. The Website currently covers over 4555 citizen-related government procedures.

Cost

USD 4,180.

- *“HONORING RETIRED GOVERNMENT EMPLOYEES”*



H.E. President Emile Lahoud and Ministers Marwan Hamade and Karim Pakradouni at the WSIS in Geneva

Background

Since January 2001, and in appreciation for their long years of serving the public administration, OMSAR has started the tradition of honoring distinguished retired civil servants known for their integrity, honesty, loyalty and transparency.

Scope of Work

Seventeen retired government employees were honored in a ceremony attended by ex-Administrative Reform Ministers, Heads of Control Agencies, Directors General, families of the honored and media. A booklet about the honored, their life stages, and their performance together with their photos was distributed to the attendees whereas each of the honored received a commemorative trophy.



Source of Funds

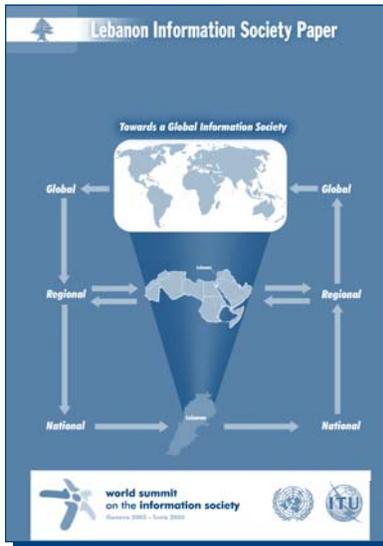
Government Budget and the European Union.

Status

The ceremony took place on December 22, 2003 and was attended by some 600 persons.

Cost

USD 5,300.



• "WORLD SUMMIT ON THE INFORMATION SOCIETY (WSIS)"

The General Assembly of the United Nations welcomed in its resolution 56/183 of December 21st, 2001 the holding of the World Summit on the Information Society (WSIS) drawing for the first time the attention of all countries of the world on the need to get the Private Sector and the Civil Society involved in the preparation of the Summit as well as in the implementation of its outcomes. The 1st phase of the Summit took place at Geneva from 10th to 13th December 2003 and the 2nd phase in Tunisia from 16th to 18th November 2005.

Lebanon was among the most active countries participating in the 1st phase of the WSIS. An official delegation headed by HE President General Emile Lahoud attended this event and participated in a number of plenary and round table sessions. Four ministers were part of this delegation and individually held one-on-one meetings with representatives from different international organizations located in Geneva. The private sector was also actively present. Headed by former ICC president Mr. Adnan Kassar, a group of 20 company representatives attended different events of the WSIS and spent considerable time at the Lebanese Pavilion in the ICT4D exhibition. The pavilion (some 60 square meters) was made possible by the contributions of some 7 national banks and one ICT association. Overall coordination and planning for the Lebanese delegations was made by OMSAR in cooperation with the Ministry of Economy and Trade and Ministry of Telecommunication. The Permanent Mission of Lebanon to the UN in Geneva also played a very active role in this process.

The objective for Lebanon to be part of this summit is to share experience and discuss the formulation, planning and implementation of national strategies for the Information Society and the interaction and complementarity between the national, regional, sub-regional and global dimensions in building the Information Society. For this purpose, the following was achieved:

- Collaboration among all concerned sectors (public, private, educational and civic society) to come up with two main national documents: 'Lebanon Information Society Paper' and 'Lebanon Information Society Action Plan – (2003 – 2010)',
- Holding several coordination meetings with the Ministerial ICT Committee to plan for the work to be done before, during and after the WSIS summit.

- Designing with the private sector the Lebanese Pavilion , the contents and design of the brochure to be distributed during the summit, the CD-ROM to contain all national papers for Lebanon and to be part of the brochure, and the multimedia promotion to be shown throughout the ICT4D exhibition
- Designing a web site to accommodate all national publications prepared by Lebanon for the summit as well as profiles on all national ICT establishments at <http://www.WSIS-Lebanon.org> which also accessible through <http://www.e-gateway.gov.lb>.
- Traveling to Geneva, completing all the logistics required for the pavilion with the exhibition organizers, welcoming visitors, distributing the brochure and discussing with information society projects of mutual interest with potential parties.

With the 1st phase of the WSIS completed, the focus of OMSAR now is to work with others in the public sector, the private sector, academia and the civil society to first assess the results of this phase of the summit and work diligently on advancing the key national information society actions and projects in preparation for the 2nd and final phase of the WSIS in Tunisia in 2005 where more regional and international cooperation and consensus will be made.

6 CONTROL AGENCIES AND KEY MINISTRIES AND INSTITUTIONS MODERNIZED AND AUTOMATED

This national goal aims at modernizing and automating the control agencies and key ministries by enhancing capacity on legal and management aspects and implementing ICT work plans for each based on core requirements.

1 ENHANCE CAPACITY ON LEGAL AND MANAGEMENT ASPECTS

A number of ambitious projects were carried out during 2003 that serve the specific goal of enhancing capacity on legal and management aspects. The "General Policy Framework" developed for the Court of Audit (CoA) recognizes the importance of enhancing the capacity and skills of auditors and updating them with the latest international audit techniques. Meanwhile, the "General Policy Framework" that was developed for the Central Inspection (CI) focuses on refining the inspectors' skills in the modern field of performance inspection. OMSAR has also delivered a number of training courses catered towards enhancing skills in a number of management domains.

These projects are explained in further details under sections 2.4.2 and 3.5.1



H.E. Patrick Renaud, Head of EU Commission and H.E. Karim Pakradouni opening the meeting for Municipalities Technical Support Project

• "INSTITUTIONAL SUPPORT TO MUNICIPALITIES TO PREPARE COMMUNITY DEVELOPMENT PLAN"

Background

The background of this project is marked by the following elements: i) the balanced development between the regions is considered a key factor for the unity and stability of the State, ii) The Taef Accord stressed on the importance of having political decentralization and deconcentration, iii) an important effort was conducted for the infrastructure reconstruction, and iv) the 1977 decree law attributed to the local collectivities major competences. Taking into consideration these facts the objective of this Management Support Consultancy is to participate in the balanced development of the regions, the institutional support of Municipalities as well as the exercise of local democracy.

Scope of Work

This project focuses on helping Local collectivities to come up with their own technical documents while at the same time providing them with the institutional support they need. These Technical Documents are supposed to reflect the major areas that need to be developed and that are crucial for a particular collectivity. All these technical Dossiers will be discussed with the possible future donors, in round table meeting, thus opening the door and giving them the opportunity to be implemented.

Source of Funds

European Union.

Status

During 2003 the EU finalized the Terms of Reference of this project. An evaluation committee was then formed, including representatives from the Ministry of Finance, CDR and OMSAR. This committee is currently in the midst of the evaluation process. This project is planned to start mid March 2004.

Cost (estimate)

Euro 3.3 millions.

- *“ESTABLISHING A FUND TO FINANCE URGENT MUNICIPAL INVESTMENT PROJECTS RELATED TO SOLID WASTE MANAGEMENT”*

Background

Capacity building of local governance is one of the most important components of the ARLA program. In this respect and in view of the several requests received during the needs assessment campaign undertaken with a number of municipalities, assistance in the management of solid waste was one of the prominent issues raised and requested. In order to respond to this urgent need a protocol agreement has been signed between the European Delegation, OMSAR, the Ministry of Interior and Municipalities and the Ministry of Environment defining the execution modalities of the project and the proper use of the budget allocated to this fund. The signature of the protocol was preceded by the signature of an amendment to the ARLA financing convention on the 18th of November 2003 which opened a new possibility for the utilization of the grant in terms of financing investments projects presented by the Municipalities which will help ameliorate the functioning of the local public agencies and thus the services provided to the population. The protocol foresees the establishment of a special unit within OMSAR to manage the fund and a consultant company specialized in Solid waste to be recruited to help this unit in the management of technical issues.

Scope of Work

The project will finance: (i) all categories of projects presented by the municipalities and related to solid waste: household, slaughter house, hospitals, agricultural, industrial, and market related waste.(ii) All the cycle stages of management: collecting, sorting and transferring, recycling, treatment (mechanical, biological, thermic) dumping.

All projects will be selected as per well defined criteria.

Source of Funds

European Union.

Cost

Euro 10.2 millions.

Status

Under preparation.

2 ASSESS AND IMPLEMENT ICT WORK PLAN

- *“DEVELOPMENT OF BUSINESS SUPPORT SYSTEMS FOR THE CIVIL SERVICE COUNCIL, CENTRAL INSPECTION AND COURT OF ACCOUNTS”*

Background

The Civil Service Council (CSC) was established by the decree no. 114/1959. The prerogative of the CSC covers all public administrations, public institutions, large municipalities, including their employees, and those subject to it by a decree issued by the Council of Ministers. However, Justice, army including the civil employees, internal security forces, General Security with their civil staff, are not subject to the CSC. The Central Inspection (CI) was established by decree no. 115/59 and is responsible for:

- Controlling the administrations, public agencies and municipalities;
- Seeking to improve administrative work procedures;
- Providing advice to the administrative authorities either spontaneously, or upon their request;
- Coordinating work among many administrations;
- Conducting studies and investigations, as requested by the authorities

And finally, the Court of Accounts (CoA) was established by decree no. 82/1983 (and amendments), and is an administrative court in charge of financial judiciary. It supervises public financial resources and the treasury funds by controlling the use of these resources and its compliance with the valid laws and regulations; decides the appropriateness and legality of transactions and accounts; and puts violating employees on trial. Each of these three control agencies is administratively connected to the Directorate General of the Presidency of the Council of Ministers (DGoPCM).

Scope of Work

This project covers the development of business support systems for these three control agencies, made up of the following system application modules:

- The Transactions and Workflow Management System (CSC, CI, CoA)
- The Administrative Service system (CI)
- The database of the testing department (CSC)
- The office and secretary of the president of the CSC (CSC)
- The database of the research and guidance administration (CSC)

For each system application, the following tasks were achieved:

1. Analysis and design of the application software.
2. Development, implementation and deployment of the software in the Civil service Council, the Central Inspection and the Court of Audit.
3. Support, warranty and maintenance for one year for each of the three agencies.



Source of Funds

European Union.

Status

Implementation completed, currently under support, warranty and maintenance period.

Cost

LBP 185,660,000.

- *“PROVISION OF ICT EQUIPMENT FOR THE CONTROL AGENCIES (CIVIL SERVICE COUNCIL, CENTRAL INSPECTION AND COURT OF ACCOUNTS)”*

Background

With a number of customized information systems being implemented at the core agencies through OMSAR contracts (as just mentioned above in this section), there became a common need to equip these agencies with additional computer hardware, peripherals as well as operating and productivity off-the-shelf software applications.

Scope of Work

This project covers the provision, installation, configuration and integration of computer hardware and peripherals at the following three Core Agencies: Civil service Council (CSC), Central Inspection (CI), and Court of Accounts (CoA).



Source of Funds
European Union.

Status

Implementation completed.

Cost

Euro 277,985.

- *“NETWORK INFRASTRUCTURE ENHANCEMENTS FOR THE CENTRAL INSPECTION”*

Background

The Central Inspection is presently using PCs and software available on an old and outdated network that is incompatible with the requirements and automated works of this agency. Hence, OMSAR has launched a project to provide a modern network infrastructure.

Scope of Work

This project aims at implementing a new ICT network infrastructure that is compliant with modern practices and being able to transfer and use information available in applications programs adopted by the Central Inspection such as budgeting, personnel files, and Lebanese legislations and laws programs.



Source of Funds
Arab Fund for Economic & Social Development.

Status

Implementation completed.

Cost

USD 35,012.

- *“AUTOMATION AT THE HIGHER DISCIPLINARY COUNCIL – PHASE I”*

Background

The Higher Disciplinary Council (HDC) still uses manual techniques in performing its tasks. Consequently, OMSAR was requested to scope, design and implement a project of modernization and automation of the HDC operations.

Scope of Work

This project covers the implementation of a network infrastructure, provision of computers and software packages in addition to training the ICT staff members on network and database administration functions.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Implementation completed.

Cost

USD 47,863.



The Short-Term Experts Team

• *“WIDE AREA NETWORK FOR THE NATIONAL SOCIAL SECURITY FUND (NSSF)”*

Background

The National Social Security Fund (NSSF) has many offices across Lebanon as well as a centrally located mainframe computer and network that manage much of the data produced by the regional offices. Since the regional offices are not electronically connected to the head office, most of the data entry is still done on paper. This limits access and considerably slows down operations. In order to speed up operations and broaden the use of the mainframe as well as the use of other non-mainframe applications that were developed and implemented by the NSSF at its central location, the

NSSF requested OMSAR's assistance in designing and implementing a wide area network that will connect most of the regional offices to the head office in Beirut (29 locations).

Scope of Work

The project creates local area networks in each of the 29 locations and links the locations to each other over a wide area network. The project also provides the offices at these locations with the required number of computers and peripherals along with the necessary training and support.



Source of Funds

Arab Fund for Economic & Social Development.

Status

Tender document completed and sent to Arab Fund for Economic & Social Development for approval.

Cost (estimate)

USD 1,900,000.

3 CONDUCT ICT TRAINING

Given the specificity of each of the ICT projects documented in 3.6.2, and excluding general end user and advance user (administrator type) training as discussed in 3.5.2, specialized application training was conducted for each agency user group. This training is more hands-on using the developed customized system application, taking the users through all the features of the application and making them proficient in their usage. Most agency staff became quite knowledgeable about the features of the system applications and hence can train new users when needed.

7 RESULT-ORIENTED ADMINISTRATION

This national goal focuses on developing and introducing projects and methods that call for a fundamental re-orientation towards results. Public agencies are encouraged to focus on achieving their intended outputs and outcomes and realizing their ultimate results rather than adhering to procedural precision and administrative compliance.

1 IMPLEMENT PERFORMANCE IMPROVEMENT PLANNING (PIP) FOR AT LEAST 2 MINISTRIES/INSTITUTIONS

A systematic methodology based on organizational performance management and measurement sciences was developed, further refined and applied by OMSAR at ten different public administrations and agencies since 2001. The Performance Improvement Planning project (PIP), which follows this methodology, is concerned with helping the public entities identify their main goals and objectives, develop action plans to materialize these objectives, and institute means to quantitatively monitor progress and define responsibility.

The project draws upon modern public management approaches and includes dimensions related to capacity building, improving the relationship with citizens, streamlining and simplifying internal process as well as utilizing Information Communication Technology (ICT).

• *“ESTABLISHING CUSTOMERS’ COMPLAINTS CENTERS AT THE WATER AUTHORITY OF BEIRUT”*

Background

In its quest to focus on satisfying the needs of its customers and improve the level of services it renders, the Water Authority of Beirut (WAB) selected to revive several customers’ complaints centers that were active before the civil war.

Scope of Work

The action plan includes professional customer service training and capacity building, IT training, supplying the complaints centers with the necessary hardware equipment, as well as designing and developing a complaints information system that helps track, manage and monitor the complaints of customers. The application also provides accurate data and supports better decision making by the management team at the WAB.

Implementing all aspects of the action plan is expected to enhance the organizational performance of the WAB and raise the satisfaction level of its subscribers with the delivered services. Issues of equality, transparency, responsiveness and timeliness are significantly enhanced.



Source of Funds
European Union.

Status

- A new Complaint tracking and management information system is ready after being designed and developed by OMSAR.
- Needed Equipment (printers-computers-routers-servers) are installed at the different complaints centers.
- Training the employees on the new system has started and is in progress.

Cost

OMSAR internal human resources.



H.E. Minister Pakradouni granting the medal of merit to Dr. Khattar Chibli on behalf of H.E. President of the Republic of Lebanon, General Emile Lahoud, during the opening of the National Council for Retired Civil Servants.

• ***“IMPROVING MATERIAL MANAGEMENT AT THE WATER AUTHORITY OF BEIRUT”***

Background

The Water Authority of Beirut (WAB) has a large number of material and equipment stored in seven large warehouses throughout the Beirut area. Due to the absence of modern means to manage and monitor these warehouses, WAB has had difficulties keeping timely track of its stock. This situation has resulted in confusion and delays in supplying the various work sites, particularly in times of emergency repairs, as well as considerable waste and redundancy.

Scope of Work

The developed action plan addresses the complex issue of modernizing and improving the management of material. It includes the development of a stock management information system, capacity building and training in the areas of PC literacy, specialized IT training on the developed system, and training on accounting principles and warehouse management. The action plan also calls for providing the warehouses and accounting units with the necessary software and hardware equipment. The specialized software will allow the Material Accounting Service to have instant information on the stock level of each of the items available at WAB and to be able to predict any forthcoming shortage in any item. Also the system will allow an accurate account of materials on hand and prevent redundancy and wastage.



Source of Funds
European Union.

Status

Significant capacity building is achieved through the delivery of training courses in the following areas: modern principles of accounting, warehouse management techniques as well as PC literacy.

The stock management information system is being developed by a software company and should be ready during the first month of 2004. Concerned staff will receive training on operating the new system and means to utilize its different functions.

Cost

Euro 127,500 (approximate).

- *“IMPROVING THE BILLING AND COLLECTION SYSTEM AT THE WATER AUTHORITY OF BAROUK”*

Background

The Water Authority of Barouk (WABK) selected the functions of billing and collection of bills to be the focus of the Performance Improvement Planning project. Indeed there was ample room for improvement in that area. This coincided with the merging of this Authority with the Water Authority of Beirut; a decision that calls for the revision of followed policies and procedures and the need to standardize and create conformity and harmony between the two entities.

Scope of work

The plan aims at enhancing and modernizing WABK's methods and means to perform the billing and collection tasks. This involves changing internal processes, developing a billing information system, and training employees on a number of new measures including: modern principles of accounting, professional customer service, new strategy for collection, and the newly developed billing information system.



Source of Funds

European Union.

Status

In regards to capacity building, two training courses were delivered to the employees concerned at the WABK: the first one covered modern principles of accounting and provided the employees with updated knowledge and needed skills that allow them to better manage their financial and accounting duties. The second training course dealt with the principles of professional customer service and provided the employees with practical tools and skills to better understand and meet the expectations of the citizens. The detailed analysis and design of the billing information system is completed. The information system is developed and is currently in the deployment phase.

In addition, OMSAR has provided the Authority's offices in Alley, Falugha, Bhamdoun, Jiyeh, cheem, Beit-Eddin and souk-el-Gharb with the necessary hardware to be able to operate the newly developed application in the most efficient manner.

Cost

Euros 119,925 (approximate).

- *“DEVELOPMENT OF AN INFORMATION CAMPAIGN AND A WORKFLOW INFORMATION SYSTEM FOR THE MINISTRY OF ENVIRONMENT”*

Background

The Ministry of Environment, although a relatively small ministry, is gaining more importance with time due to the essential need to stop the environmental deterioration in the country. This ministry was responsive to the requirements of the performance improvement planning project and assimilated its components. The ministry's representatives held intensive meetings and workshops with OMSAR coordinators to clarify the process and to identify responsibilities and narrow down the project.

Scope of Work

The action plan that was the outcome of a systematic performance improvement methodology is divided into two different components:

The first component is related to launching a nation-wide environmental awareness campaign.

The second component is concerned with developing and operating a workflow application that would help the various departments and bureaus of the ministry in reducing paperwork and exchanging documents electronically in a more efficient manner.



Source of Funds
European Union.

Status

The design and development of the information system was awarded to a private consultant in accordance with the EU procurement procedure. The consultant analyzed the existing situation and designed the new workflow application. The employees of the Ministry of Environment are now trained by the consultant on the operation of the new system. The project is in its final stages and requires some fine-tuning before being accepted by OMSAR.

In parallel to the above system development project, OMSAR has provided the Ministry of Environment with the necessary hardware to operate the newly installed software. As for the second component, the initial intention was to award the contract to a university in order to involve a large number of students and professors in this sensitive issue. However, the TOR had to be amended in order to approach professional advertising agencies since only two universities expressed their interest in the project. It is worth mentioning that at least three consultants must submit their offers in order to proceed with the procurement process. The Ministry of Environment endorsed the revised TOR by the end of December 2003.

Cost

Euros 155,000 (approximate).



H.E. Minister Pakradouni representing H.E. the President of the Republic of Lebanon, General Emile Lahoud, and H.E. Minister Tabbara, representing H.E. the Prime Minister, Mr. Rafic Hariri at the opening of the National Council for Retired Civil Servants.

- *“IMPROVING THE BILLING AND COLLECTION FUNCTIONS AT THE AUTHORITY OF ELECTRICITY IN LEBANON”*

Background

The Authority of Electricity in Lebanon (EDL) is one of the public sector agencies that have intensive contacts with the citizens. The EDL has been facing serious difficulties with the billing process. The PIP project was narrowed down to deal with this specific issue that is one of the important aspects of the “Distribution” function at the EDL.

Scope of Work

The action plan focuses on improving the processes of billing and collection mainly through the development of a modern and efficient billing information system. The Bureau of Beirut was chosen to be the scope of a pilot project.

The vital need of the project stems from the shortcomings in the present system at the EDL. The latter has been facing difficulties in managing uncollected bills, and developing reports and statistics related to collectors and customers. The meter reading process is obsolete and requires a complete revamping capitalizing on the latest technology in the field. These loopholes in the current system lead to significant wastage of financial resources.

The PIP project aims at addressing the above problems utilizing information technology to reform the situation. A new meter-reading, billing and collection system will be designed and put into effect.



Source of Funds
European Union.

Status

While OMSAR is handling the software requirements of the project, the EDL was responsible for the purchasing of the necessary hardware.

The TOR for developing the information system was developed and finalized by the IT staff in OMSAR, in collaboration with the EDL coordinators during 2003.

The procurement process was over in December 2003. The evaluation of offers was done by a joint committee between OMSAR and EDL under the supervision of the EU representatives. The results of the evaluation of technical and financial proposals will be reported to the Minister of State for Administrative Reform and EU delegation. The year 2004 will be the year of implementation.

Cost

Euro 61,000.

- *"PROMOTING THE PERFORMANCE OF THE INTELLECTUAL PROPERTY DIRECTORATE AT THE MINISTRY OF ECONOMY AND TRADE"*

Background

The Intellectual Property Directorate is entrusted with the protection of commercial, industrial, technical, literary, and artistic property, in addition to implementation of the agreements related to them, its functions include follow-up of international developments in the field of intellectual property, study and evaluation of files, preparation of certificates, and issuance of decisions concerning patents, trademarks, industrial designs, and literary and artistic copyrights. Despite its relatively small size, the Intellectual Property Directorate plays a vital role in Lebanon's economy and the efficiency of this Directorate has important international implications. So far, Lebanon has joined numerous international agreements such as the PCT, Roma's Convention, Amendments to Paris and Bern Conventions and the Directorate is determined to amend the relevant laws to conform to international norms and principles so as to shift Lebanon from a mere observer to an active and affiliate member.

An effective protection of intellectual property in Lebanon is destined to attract sustained foreign investment.

Scope of Work

The action plan aims at promoting the performance of the Intellectual Property Directorate by first reviewing, simplifying and re-engineering the work procedures and then training the employees on these new procedures. It also aims at activating an existent workflow information system, updating and completing the existing database, and finally archiving all the data. The project intends to facilitate the work of the citizen who seeks judicial protection for intellectual properties throughout the Lebanese territory and to reduce time required to accomplish the various transactions.



Source of Funds
European Union.

Status

All goals related to reviewing the required steps to register transactions, simplifying processes and reflecting these changes on the information system, and training the directorate's employees on the new procedures and on the use of the information

system are fully achieved. In addition, the archive has been updated and the checked and revised data is ready to be entered into a comprehensive computerized database. IT equipment and filing cabinets have been delivered to the Directorate. File-Net licenses, necessary to expand the capacity of the computerized system to store and safeguard a comprehensive database, are expected to be delivered during January 2004.

Cost

Euro 25,357.

- *“DEVELOPING THE PERFORMANCE OF THE POST-CLEARANCE DIVISION AT THE CUSTOMS DEPARTMENT”*

Background

The trend of moving Lebanon towards encouraging investment and boosting trade activity is reflected in the economic policy of the Lebanese government, especially through the application of the new customs law, which entered into force on April 22, 2001. The law adopted the principles of the amended Kyoto Convention concerning simplification, openness, and transparency of customs procedures (Article 4). Adopting modern controls at ports of entry, no matter how efficient and effective they may be, must take place in parallel with the implementation of modern post-release controls and the application of risk management criteria to select goods for physical inspection by using automated profiles in the NAJM system.

The large number of customs declarations, makes it inefficient to review 100% of the customs declaration as is the case now. Hence, there is a massive need for the application of risk management techniques to select those transactions posing the highest risk of evasion to be subject to physical control methods, as well as the application of modern verification procedures in desk audit, field audit, and commercial fraud. Also, it is crucial for the auditors to have an almost instant access to declarations; hence the need for a modern and well organized archiving system is of great urgency.

Scope of Work

The action plan aims at enhancing and developing the performance of the post clearance division and establishing a new frame for post audit of manifests. It adopts a modern approach based on risk management in selecting manifests that pose the highest potential for error and fraud. The plan also calls for seeking expert services to train those involved on principles and methods of risk management, updating desk and field audit procedures as well as commercial fraud procedures. Moreover, the plan is concerned with organizing the archives of the department and establishing internal IT network connecting various units of the division in order to facilitate the exchange of information, provide access to “NAR” data base as well as to outside relevant information available through the internet.



Source of Funds
European Union.

Status

The internal connection network and the delivery of IT equipment have been achieved and most of the department's employees have received PC literacy training. Two specialized training courses were held at the Institute of Finance: “Financial Accounting and Analysis” and “Audit Techniques”. The expert in Modern Desk Audit and Field Audit practices has completed his mission of training 40 employees from the desk audit

and the field audit divisions. There are two more components of the action plan that will be carried out in 2004: training in Risk Management and the procurement of an archiving and shelving system.

Cost

Euro 88,309.

- *"IMPROVING THE PERFORMANCE OF THE BUREAU OF TAX ON BUILT PROPERTY AT THE REVENUES DIRECTORATE"*

Background

The Bureau of Tax on Built Property (BTBP) is facing difficulties identifying and keeping an updated record with all the taxpayers and the real occupants of built properties in Beirut. As a result, there is real confusion in the process of allocating taxes which is resulting in delays in issuing the basic lists of tax estimates, accumulation from previous years and errors in estimates. Previous attempts to solve this problem have failed and there continues to be a pressing need to exchange information between the BTBP, the Municipality of Beirut and the Real Estates Bureau.

Scope of Work

The action plan aims at improving and modernizing the operation of tax estimation and allocation, reducing the percentage of errors in estimates, limiting the deception practices and fraud, raising cooperation levels with the Real Estate Directorate and the Municipality of Beirut as well as improving the customer service function. The action plan also aims at increasing the awareness level of taxpayers of their tax duties, consequently increasing the annual revenues of the (BTBP). As a result, the scope of work includes capacity building and training programs, designing and developing an information system, as well as launching a tax-awareness campaign.



Source of Funds

European Union.

Status

All the different components of the action plan are about to be concluded, except for the tax-awareness campaign expected to be launched during the first quarter of 2004.

Cost

Euro 125,725.

2 SET PERFORMANCE MEASUREMENT SYSTEM FOR AT LEAST 1 MINISTRY/ INSTITUTION

Performance measurement systems are introduced as means to manage and monitor organizational performance and keep track of progress or retreat at a select number of key strategic spheres.

A pilot model of a performance measurement system was developed by OMSAR for the Central Inspection. Clusters of organizational performance inspection indicators have been identified and the measurement system was built around these clusters. Section 2.4.2 explains this project in greater details.

8 OMSAR SPECIFIC PROJECTS

The intended national goal is to produce internally, within OMSAR, value-add ICT solutions and information system applications based on OMSAR's key areas of

expertise, as well as establish data base for all studies related to rehabilitation and development planning, which can be used by other public sector ministries or agencies to enhance efficiency and productivity in their day-to-day operations.

- *“PROJECT CYCLE WORKFLOW MANAGEMENT SYSTEM FOR DONOR-FUNDED PROJECTS AT OMSAR - PROCYCLE”*

Background

With the bulk of OMSAR's projects being funded by international funding organizations or donors such as the World Bank, Arab Fund for Economic and Social Development, and European Union and given the level of experience and expertise developed by OMSAR staff in fulfilling the required process for preparing technical requirements, tendering, managing and paying out project contracts, OMSAR management decided to develop internally a workflow system that will help concerned staff fulfill their daily tasks more efficiently and in a more structured and guided manner while abiding by the rules and regulations of the concerned donor at all times. Hence, the development of ProCycle as a project cycle workflow management system for donor-funded projects. OMSAR will be the first user of this application, yet the intention is to distribute it to all other Lebanese government ministries and agencies concerned with donor-funded projects.

Scope of Work

The development of this unique software application started in 2002 with the following activities to be undertaken:

1. Detailed analysis of the project cycle workflow for each of the three main donors at OMSAR.
2. Drawing flowcharts depicting the various steps in the donor-funded projects workflow.
3. Reviewing these diagrams with all concerned OSMAR staff, revising them accordingly and presenting final versions.
4. Documenting the functional, system and design specifications for the application.
5. Developing the application using state of the art visual development tools, Microsoft (MS) SQL database, MS Exchange and MS SharePoint collaboration environment.
6. Presenting various application releases to management and concerned staff
7. Conducting a test-run of the application with a limited number of staff members.
8. Developing the final enhancements and rolling out the application to all.



Source of Funds

Government of Lebanon.

Status

In 2003, the application was fully developed based and presented to management. Currently the test-run phase of the application development is underway. Final and full deployment expected by March 2004.

Cost

USD 28,800 for external developers in addition to OMSAR internal human resources.

• *“TRAINING DATABASE FOR OMSAR’S TRAINING PROJECTS”*

Background

With OMSAR heavily involved in different ICT and management training projects, there came a need to have a database application to keep tally of the trainees benefiting from all the training projects, keep track of their training course records in addition to cataloging their additional training requirements and the timing of these required courses. Timely access to this data was important on one hand to OMSAR and to the training organization so that the large scale training framework contracts can be implemented smoothly ensuring proper planning, scheduling, monitoring and assessing of training activities. It was also important to OMSAR to keep track of which civil servant got trained on what and when and if this training is justified for that particular staff given his/her job function.

Scope of Work

The development of this database application started in 2002 with the following activities to be undertaken:

1. Detailed analysis of the various activities and correspondences between government ministries and agencies, OMSAR and the training organization during a training project.
2. Drawing flowcharts depicting the various steps for these activities and correspondences.
3. Reviewing these diagrams with all concerned OSMAR staff, revising them accordingly and presenting final versions.
4. Documenting the functional, system and design specifications for the application.
5. Developing the application using state of the art visual development tools and Microsoft (MS) SQL database.
6. Presenting various application releases to management and concerned staff
7. Conducting a test-run of the application with a limited number of staff members.
8. Developing the final enhancements and rolling out the application to the concerned training project staff - at OMSAR and the training organization.

Source of Funds

Government of Lebanon.



Status

In 2003 the application was completed developed and used for a training project that ended in September 2003. This same application will be used for the next training project (phase II - see section 3.5.2) that will start by March 2004.

Cost

OMSAR internal human resources.

• *“STUDIES CENTER AND SPECIALIZED LIBRARY”*

Background

A specialized center with the mission of monitoring and gathering the many studies and projects concerning the public sector was established within OMSAR. The center has the following main objectives: develop a unified database at OMSAR that will contribute to providing all the data and studies related to rehabilitation and development planning whether ongoing or



The Studies Team

future; and offer administrations and public agencies easy access to these studies and projects for all purposes related to development.

Scope of work

The Prime Minister issued circular no. 34/2002 dated 18/12/2002 and circular no. 8/2003 dated 15/3/2003 asking all administrations, public agencies, municipalities and leagues of municipalities to coordinate with OMSAR in all matters concerning reports and new studies related to the public sector in all its forms and scope in order to avoid repetition and waste. In response to these two circulars many ministries and public agencies began writing to OMSAR asking for particular studies.

As an example, the Ministry of Agriculture received 21 existing studies to help prepare for a study related to food products manufacturing. The Higher Council for Infants received 15 existing studies to develop a database related to infants at the Ministry of Social Affairs, and to draw a report on infants in Lebanon. OMSAR also supported the Ministry of Industry with the supply of many studies related to developing the industry sector and particularly studies addressing industrial sites in Lebanon.

Status

The scope of benefiting from existing projects expanded to include not only ministries and public agencies but also the academic sectors, university students and researchers, as many now view the project as a valuable resource of information, particularly that there are studies going back to the 50's with varying sources such as the Ministry of Planning as well as consultants financed by international donors. The information related to studies is available through the internet on the following website address: www.studies.gov.lb.

In addition, there is a specialized library that contains a great number of books dealing with the public and administrative sectors.

DEVELOPING AND REINFORCING ADMINISTRATIVE CAPACITIES

Projects and suggestions that aim to develop public administrations are chosen according to the broad strategy set for this purpose, and a great number of them were achieved in 2003:

- Developing the capacities of employees
 - Specialized IT and administrative training for approximately 2500 employees. A project will be launched this year for training around 5000 civil servants.
 - Performance evaluation systems, that we hope will be adopted soon, were applied on all civil servants in the public sector, except those in the military and legal corps.
 - The job classification project that will set new rules for appointing employees and specifying their salaries. This project completes the job description project that was completed in 2002.

- Developing and organizing the roles of monitoring bodies and reinforcing their capacities
 - The court of accounts
 - The civil service council
 - Central inspection

- Modernizing legislation and organizational structures

After having completed a number of draft legal and organizational texts for the development of the tasks and structures of public administrations and institutions, OMSAR presented them to the concerned parties in order to make them go through the appropriate legal channels.

“National reform is only achieved through fighting all kinds of corruption and illicit enrichment, as well as the non-plurality of offices between the public and private sectors.”

*Karim Pakradouni
28/2/2004*



4 MODERNIZATION OF LEGISLATIONS

This national level outcome focuses on reviewing and modernizing legislations and regulations in support of institutional development activities leading to, for example, new organizational structures for public administrations and agencies and/or simplified procedures for government formalities as well as ICT solutions implementation requiring information storage and exchange.

1 REVIEW OF CURRENT LAWS & REGULATIONS

This national goal aims at reviewing and enhancing the legislations and regulations currently in place at the public sector, proposing new ones or eliminating those no longer required, all in support of creating structures that are: more in conformity with the administration's current and expected objectives; provide complete coordination among different administrative units; eliminate duplication and conflict of authorities; give an essential role to planning, statistics and informatics; as well as provide new appointment conditions for those with required specialization and qualification. Legislations relevant to modern procurement practices as well as those required for electronic information and transactions are also targeted here.

Circular number 24 of June 1st 2001, which was issued by the Prime Minister and addressed to public administrations and agencies; provide the general guidelines for the following related activities and projects.

1 REVIEW STRUCTURES & MANDATES OF MINISTRIES AND INSTITUTIONS

- *“ORGANIZATIONAL RESTRUCTURING: RE-CONSIDERING THE SIZE OF ORGANIZATIONAL STRUCTURES IN THE PUBLIC ADMINISTRATIONS IN LINE WITH THE GOVERNMENT’S POLICY TO DOWNSIZE THE PUBLIC SECTOR”*

Background

In its efforts to achieve the government's aspirations of having a modern and efficient administration that can contribute to downsizing the public sector and reducing its costs, provide high quality services to citizens and create the conditions for economic recovery and enhanced development, OMSAR has formed several committees to re-consider present structures of public administrations and agencies and to propose legal texts that include the general framework and the main topics related to goals and functions of public administrations and agencies and their basic units.

Scope of Work

The Minister of State for Administrative Reform has established several committees for the purpose of designing modern organizational structures and developing laws for public administrations and agencies. Each committee typically comprise representatives of: the concerned ministry or administration, the Civil Service Board, OMSAR, a specialist from the sector under study, a predecessor administrative leader (if necessary), and a private sector university cadre or professor (if necessary).

Status

A total of ten ministries and administrations have benefited from this project during 2003. Below is a summary of the status of work accomplished at these public agencies:

- *“MINISTRY OF YOUTH AND SPORTS”*

Taking into account the modern requirements related to youth and sports, it was necessary to reorganize and restructure the Ministry of Youth and Sports after its creation.

The proposed draft law includes a new organization for the Ministry of Youth and Sports that takes into consideration its role in providing development opportunities for young people and filling in their leisure time, supervising sports and scout-related affairs, and encouraging the activities of clubs, unions, and sports associations.

The draft law also suggests the establishment of a public institution for the management and exploitation of sports, youth, and scout associations on the level of the mouhafazat, including the Sports City in Beirut.

- *“MINISTRY OF ENERGY AND HYDRAULICS”*

According to law n° 248 of 7/8/2000 which is concerned with the creation, merging, and annulment of ministries and councils:

- The Ministry of Energy and Hydraulics was created.
- The Ministry of Hydroelectric Resources was annulled by virtue of law n° 20/66 of 29/3/66 and its units were annexed to the Ministry of Energy and Hydraulics.
- The Ministry of Petroleum was annulled by virtue of law n° 9/73 and its units were annexed to the Ministry of Energy and Hydraulics.

The annulment and merging processes required a revision of the objectives, tasks, and structure of the new ministry as well as the development of these tasks according to modern data and technical concepts.

A draft law was developed with the collaboration of the Ministry of Energy and Hydraulics, the Civil Service Council, and the Directorate of Research and Guidance, and its final version was discussed before the Higher Council of Structures before being sent to the concerned party and submitted to the Council of Ministers.

- *“MINISTRY OF SOCIAL AFFAIRS”*

Ten years after the creation of the Ministry of Social Affairs as an independent ministry, and 44 years after the introduction and dissemination of social welfare services to the citizens by the public sector, and in light of the evolution related to social work and development, new work notions and methods, modern administration, and information technology, the current structure of the Ministry of Social Affairs had to be revised in order to help it perfect its role in supervising social development and presenting high quality service to citizens.

The Higher Council of Structures has approved the final version of the proposed draft law that aims at reorganizing the Ministry of Social Affairs. After receiving the approval of the Civil Service Council and the Directorate of Research and Guidance, the final version shall be submitted to the Council of Ministers for approval before being referred to the Parliament.

- *“MINISTRY OF PUBLIC HEALTH”*

The joint committee reviewed the organization and roles of the various units within the ministry in light of emerging needs and trends. Taking into consideration the various constraints and realities of the health sector the committee drafted a new law for the ministry which included the merger of a number of bureaus that had redundant

functions in addition to redefining some of the existing roles for several units in order to reflect emerging trends in the realm of healthcare such as preventive medicine and disease prevention. A joint meeting with representatives of the Ministry of Social Affairs permitted the removal of redundant activities carried out in the regions by both Ministries.

- *“MINISTRY OF TOURISM”*

The Ministry of Tourism has modified its old organizational structure and added new functions in order to better plan for tourism development and ensure tourism promotion and marketing thus keeping up with the international developments taking place in the field of tourism. The Draft project that was referred to OMSAR included the justifications that necessitated all the amendments. The central committee gave its final comments and the Ministry of Tourism is currently in the process of modifying the suggested law accordingly.

- *“GENERAL DIRECTORATE OF ROADS AND BUILDING”*

After a series of periodical meeting at the office of the Directory General, the committee has prepared the final report and is going to submit it to the Central committee to study it.

- *“GENERAL DIRECTORATE OF URBAN PLANNING”*

The committee that was established to re-organize the Directorate General of urban planning presented its work to the Minister of State for Administrative Reform in December 2003. The basic amendments that were included in decree no. 10490 date 21/6/97 (Re-organizing and re-identifying the Cadre of the Directorate General of Urban Planning) were related to decreasing the number of staff in the central and regional offices and the establishment of the Classification and Amalgamation Service: previously a department in the Studies Service. The Draft project that was referred to OMSAR includes the justifications that necessitated such amendments.

- *“NATIONAL AGENCY OF LITANI RIVER”*

The National Agency of Litani River was established according to a law issued on August 14th, 1954 which gave, in its sixth article, the board of directors the authority to issue decisions that specify "the civil servants employed at the service along with their position, salary, and indemnities..."

This resulted in an organizational structure updated by the decisions issued by the board of directors and lead to the necessity of reorganizing the agency and specifying the prerogatives of its different units as well as its civil servants and the conditions of their employment.

The result of the project was referred to the National Agency of Litani River in order to be presented to its board of directors for examination and approval before being submitted to the supervising authority and giving it the appropriate legal framework.

- *“PUBLIC WATER AGENCIES”*

After issuing law n° 221 of 29/5/2000 and its amendments that stipulated the establishment of four public water companies, it was necessary to organize these companies and merge their independent departments and committees. These public water agencies are:

The Water Authority of Beirut and Mount Lebanon, the Water Authority of North Lebanon, the Water Authority of Bekaa, and the Water Authority of South Lebanon. Committees that included the general directors of the water authorities and specialists in the public administration and water sectors drew up draft decrees that specified the comprehensive general structure for the agencies, with small particularities related to each company. As a result, four draft decrees were submitted to the Ministry of Energy and Hydraulics that unified the provisional regulations. These decrees will be submitted as one complete set of regulatory texts to the Council of Ministers in the near future.

- *“PUBLIC AGENCY FOR CONSUMING MARKETS”*

The Public Agency for Consuming markets was established by decree number 5735 dated 29/9/1994 and it acquired its actual name by decree number 6790 dated 20/5/1995. However, no decree was ever issued that determines its different functions, organizational structure, cadre and recruitment conditions. Such a decree would otherwise allow the agency to recruit competent human resources to practice health audit on all nutritious commodities available on the market and to create a laboratory for that purpose.

A committee was formed that drafted two decrees: the first one related to modifying decree number 5735 dated 29/9/1994 related to determining the agency's functions, and the second one related to the organizational structure of the agency and its recruitment conditions.

The Agency's board of directors approved the two decrees and these were submitted to the Presidency of the Council of Ministers for approval.

- *“ESTABLISHING A MINISTRY OF PLANNING”*

A quarter of a century after the annulment of the Ministry of General Planning, it has become necessary to give the priority to policy planning in the concerned ministries and to establish a Ministry of Planning capable of coordinating sectoral planning and suggesting the appropriate priorities and programs to the Council of Ministers.

With the participation of the general director of the Central Statistics administration, a committee at OMSAR worked on setting the main objectives and tasks for the new ministry as well as proposed a draft law of 13 articles that specified the structure of the ministry and the tasks of its main units. The draft law specified the establishment of the following two directorates: The general directorate of planning and the general directorate of central statistics that is to be separated from the Cabinet and annexed to the Ministry of Planning.

Valuable remarks, received from the Civil Service Council and the Central Inspection, were integrated into the draft law and the final version of the project shall be submitted to the Cabinet in the near future.

2 REVIEW & FINALIZE LEGISLATIVE FRAMEWORK OF THE CONTROL AGENCIES

Within the context of supporting and rehabilitating the control agencies namely the CoA, CSC and CI, all the organizational projects that were previously prepared, were returned to OMSAR and accorded the approval of his Excellency Minister Pakradouni. These three projects, which have already been reviewed and approved by the concerned control agencies, are currently being reviewed by a Ministerial Committee headed by the Prime Minister.

3 FINALIZE AND ISSUE PROCUREMENT LAW

Since 2001 several initiatives were undertaken by OMSAR and in cooperation with the concerned parties such as the Ministry of Finance, the Ministry of Public works, the Court of Audit, among others, which led to the drafting of two new laws and two new decrees related to the public procurement rules and the public procurement administration. The findings of these initiatives were assessed by an established Ministerial committee.

During 2003, the Council of Ministers decided not to extend the mandates of the previously established ministerial committee and instead delegated the Minister of Finance the responsibility of reviewing the newly proposed laws in light of the inputs and findings of the former ministerial committee.

4 DEVELOP AND ADOPT LEGAL FRAMEWORK FOR ICT

This project focuses on legalizing electronic content, legalizing electronic transactions. This legal framework is collectively referred to as E-Legislation. In November 2003, the Ministry of Economy and Trade awarded a project in the area of E-Commerce, funded by the European Union, to a European-Lebanese consortium. Part of the project covers all E-Legislation requirements hence the legal framework for ICT will be realized through this project which is expected to be completed by mid 2005".

2 PROMOTE DECENTRALIZATION AND DECONCENTRATION

The last few decades have witnessed a significant change in the role of governments – the executive arm of the state in its societal regulatory role. Contribution of all three sides of the national triangle of any country: the public sector, the private sector and the civil society has become the issue. Sustained development at all levels, especially regional, became a major undertaking of the state and is believed now that such a development is not possible with the old form of centralized systems of governance, hence the world wide trend to decentralize administratively in an attempt to give more powers to local authorities allowing them to do what they know to be better for their regions. The importance of redefining and specifying the roles of the central government, vis-à-vis regional authorities through administrative de-concentration, can't be over-emphasized.

1 DEVELOP APPROPRIATE LEGAL FRAMEWORK

- *"LEGAL GUIDE FOR MUNICIPAL WORK"*

Background

Municipal work in Lebanon has, more than other public administrations/agencies, suffered during the vicious civil war that spread destruction all over Lebanon. What used to be called 'forces on the ground' became the real power in the various regions. Municipal elections, like parliamentary, were suspended even for a longer period and most municipalities lost, over forty years of suspension, their legal statuses (quorums) due to different reasons while their authorities were assumed by the Heads of District (Qae'maqameen). The newly elected municipal councils, mostly young members born after the last election back in 1962 lacked the expertise and traditions of municipal

work that are gained normally through practice. The 'Law of Municipalities' became the only guide but required clarification, especially to members of the councils who do not have the required legal and/or educational backgrounds. OMSAR, therefore, launched a training project financed by the EU Grant that targeted heads and members of municipal council in the five governorates (mohafazat). The training concentrated on administrative, financial and technical issues.

In addition, OMSAR decided to supply municipalities with a supportive document to enhance the capabilities of the municipalities and assist them in managing their transactions in compliance with the law and other legal references.

Scope of Work

The project aims at supplying the municipalities with the 'Legal Guide for Municipal Work', a comprehensive collection of all legislations: laws, decrees, decisions, etc... related to municipal work.



Source of Funds
European Union.

Status

A first batch of one hundred copies of the guide was purchased and distributed to one hundred municipalities all over Lebanon. Discussions with the European Union are taking place to purchase additional copies in order to distribute them to more municipalities.

Cost

USD 45,000.00 for the first batch.

2 PROMOTE THE APPLICATION OF THE DELEGATION OF AUTHORITY

In its "Strategy for Administrative Reform" document, OMSAR has included several recommendations to re-distribute tasks and authorities between central administrations and their regional units. This is to reduce the volume of the central administrations' daily work and allow them to concentrate on their strategic roles and tasks, while developing the roles of the regional units to process citizens' transactions taking into consideration that these units are in a better position to embrace these tasks especially if accompanied by delegation of authority and simplification of procedures. The Strategy document included recommendations related to administration decentralization that aims at developing the municipal work and enhancing the capacity of the municipalities to efficiently provide the required services. OMSAR will next draft these recommendations and suggestions into proposed laws to be submitted to the concerned parties.

3 INTRODUCE ENABLING ICT ENVIRONMENT

- *"OFFICE EQUIPMENT FOR A PROJECT UNIT IN SUPPORT OF MUNICIPALITIES"*

Background

Under the ARLA project financed by a grant from the European Commission, the Office of the Minister of State for Administrative Reform (OMSAR) intends to use part of the proceeds to purchase office equipment. The beneficiary of this equipment is a project

unit to be established by a Management Service Consultancy (MSC). This project unit will be contracted by OMSAR in February 2004.

The project unit will have its main office in Beirut while the regional offices will be located in various districts. The Beirut office is composed of ten (10) staff members, while the regional offices is composed of one staff member for each office. The equipment shall be delivered to the following locations: Beirut, Jouma/Akar / Halba, Zgharta, Kesrouan, Baabda, Alley / Hamana, Ht. Chouf, Chouf Souyjana, Jezzine, Bint Jbeil, Sahl and Hermel.

Scope of Work

This project addresses the ICT needs of the above described project unit with its regional offices. It is limited to the deployment of a small number of PCs, peripherals and photocopiers.



Source of Funds
European Union.

Status
Under preparation.

Cost (estimate)
Euro 70,000.

3 LEGISLATION ON COLLECTION AND ACCESS TO STATISTICS

This national goal seeks to put in place the needed legal framework for the Central Administration of Statistics (CAS) to effectively exchange data over ICT enabled systems with other government and non-government entities.

1 LEGAL FRAMEWORK TO FACILITATE EXCHANGE OF DATA FROM AND TO CAS

With the mandate of CAS, as stated in decree 1793 dated February 22, 1979, being that of collecting data and generating statistics on its own or jointly with other government entities as well as unifying data records for other entities to come up with their own statistics, there comes a need for a modern legal framework to facilitate secure data exchange from and to CAS electronically. This same framework needs to address the ability of non-government entities to access this data and to what extent. While some initial thinking on this matter took place in 2003, the bulk of this legal framework work will start in mid 2004 through the formation of a government experts committee involving all sectoral ministries and agencies that produce and use statistical data.

2 ICT ENABLED SYSTEM

As indicated in section 2.1.2, OMSAR is currently working on an automation project at CAS which aims at implementing a new ICT infrastructure - covering network, computer hardware, operating systems and productivity tools - compliant with modern practices and able to transfer and use information available in applications programs running at the CAS. This project once completed (expected by mid 2004) will be the

foundation for all future ICT enabled systems to be developed for CAS whether for internal use or for the exchange of statistical data with other government and non-government entities.

Another complimenting project is that of the government data center, as described in section 2.1.4, which at the end will form a digital repository for all government electronic data. Hence, any new ICT enabled system to be developed for CAS will be designed to (1) run over the new ICT infrastructure that OMSAR will soon place at CAS and (2) interface with the government data centers (currently one pilot center is near completion) to facilitate data exchanges with other entities and allow for statistical data storage and archiving in such a secure off-site facility.

In 2004, and once the current automation project at CAS nears completion, OMSAR will start work to scope and design additionally required ICT enabled systems for CAS.

4 BETTER REGULATIONS

This national goal aims at improving the current regulations in place in the government whereby loosened regulation policies will be introduced, best practices for formulating new laws and regulations will be documented and techniques for language simplification of the legal text will be formed and disseminated to the concerned public sector parties.

1 DEREGULATION

It is noticed that in various countries there is excessive issuance of laws (or legislative decrees) and shortage of regulations. In some cases, there is overregulation with shortage of guidelines. With time the number of laws and regulations soar due to the need to regulate specific sectors or situations. However, their effectiveness dwindles throughout the years or they become obsolete. These laws and regulations start to impede the productive sectors and obstruct the investment process.

The beneficiaries of the public service that are subject to these cumbersome regulations are usually the ones who suffer the most. Overregulation causes many problems including overlap, duplication, contradiction and complication of procedures; regulations become input-oriented rather than output-oriented; lack of accurate and plain language that makes the understanding and application of these regulations possible; and the unjustified involvement of the government in minor details.

Many governments around the world took the initiative not only to clear out any useless or obsolete regulations, but also to freeze the issuance of new laws and regulations unless there is a need for them in accordance with specific and strict criteria.

A detailed copy of the above modern approach will be submitted to the ministries concerned, especially the Ministry of Justice and the Ministry of Finance for review and comments. These comments will be submitted next to a special council that is established by the Council of Ministers as a preparatory step before submitting the whole file to a Higher Committee that is authorized by the Council of Ministers to endorse new regulations. The citizens and various sectors will be given the chance to provide their inputs and remarks before putting the regulations into effect.

OMSAR, fully aware of the problem, recruited an international expert who developed a preliminary study and a general framework that includes many areas of work, a set of indicators to monitor the legislations that include many regulatory restrictions with the purpose of eliminating or simplifying them, and a training program for the

employees concerned with the drafting of laws and regulations on Better Regulation. OMSAR plans to follow up on the issue, provide the necessary funds and recruit an expert to complete this task.

2 GUIDELINES FOR FORMULATION OF NEW LAWS & REGULATIONS

This activity centers on the formulation of relevant best practiced guidelines for use in the write-up of new laws and regulations in the public sector. OMSAR will start work on this matter in mid 2004 taking into international trends in the formulation of legal and regulatory text. It is envisaged that guidelines for different classes of laws and regulations will be formed with the active involvement of legal and regulatory experts through a project committee.

3 LANGUAGE SIMPLIFICATION OF THE LEGAL TEXT

Proposed work here centers on coming up with a guide that has a dictionary or thesaurus and embodies simple language or terms to be used in legal text so as to make new laws easier to interpret and hence apply. The expected start date for this activity, which will entail the formation of a legal experts committee, is mid 2004.



SUMMARY

MODERNIZING LEGISLATION

This part deals with the revision and modernization of rules and regulations in view of developing and reinforcing the legal texts, structure, and human resources of the following public administrations and institutions:

Ministry of Youth and Sports (the project was ratified by the committee of administration and justice at the Parliament), the Ministry of Energy and Water, the Ministry of Social Affairs, the Ministry of Public Health, the Ministry of Tourism, the Directorate General of Urban Planning, the national service for the Litani river, the public water administrations...

A draft law for the establishment of the Ministry of Planning was prepared, after the need arose for giving the priority to policy-making in the concerned ministries and adopting sector planning. The role of the Ministry of Planning will be to coordinate this sector planning within a broad development plan as well as advise on priorities and programs at the Council of Ministers.

"In the same way that Lebanon overcame illiteracy at the turn of last century and played a leading role in development, it must overcome IT illiteracy at the onset of the present century and thus guarantee both its present and its future."

*Karim Pakradouni
23/3/2004*

SECTION TWO : ORGANIZATIONAL PERFORMANCE

- MANDATES
- MISSION
- ADMINISTRATIVE OVERVIEW
- DONOR PORTFOLIO



MANDATES



The Minister's Office Staff

The mandates of the Office of the Minister of State are not specified by one particular law, nevertheless they are determined by:

1. The laws related to the loans that OMSAR is assigned to implement. These loans, which became effective based on laws ratified by the parliament, specify certain mandates for OMSAR.

There are two laws related to loans that OMSAR is implementing:

- a. Law No. 484 dated 28/12/1995 related to the World Bank Loan
 - b. Law No. 500 dated 21/5/1996 related the Arab fund for Economic and Social Development Loan
2. More than 15 decisions and decrees by the Council of Ministers and circulars by the Prime Minister that assigned specific tasks and functions for OMSAR including the implementation of the EU grant.

These steps gave OMSAR several responsibilities that can be summarized below as follows:



The Administrative Assistants

On the institutional development level:

1. Establishing comprehensive strategies for administrative development through a futuristic vision.
2. Reviewing the administrative mandates and structure and setting out the objectives and tasks of the public administration.
3. Establishing a comprehensive project for job classification.
4. Assisting the public administration and supporting it in all regulatory issues.
5. Making the public administration closer to the citizen and supporting related projects (setting up information offices, handling citizens' questions, simplification of procedures, etc.)

On the technical cooperation management level:

1. Translating basic technical needs for rehabilitation procedures into practical programs.
2. Supporting ministries and public institutions in the preparation and execution of the National Administrative Rehabilitation Program (NARP) with a focus on institutional development and Information and Communication Technology (ICT) projects.
3. Providing the necessary financial and human resources for the execution of the NARP.
4. Preparing of national ICT policies and strategy with participation of both public and private sectors.
5. Acting as coordinator, intermediary, and catalyst in the support of the ability of the concerned parties to get a maximum benefit from the projects financed by the donors.

Mission



Support Staff & Switchboard

The Mission of OMSAR is :

“Bringing the Lebanese post-war public administration into the 21st century through an optimal and coherent introduction of Institutional Development (rehabilitation and reform) and Information and Communication Technology (ICT) (systems and communications) measures that render streamlined, transparent and traceable processes fulfilled by productive civil servants for the benefit of both the general public and government”.

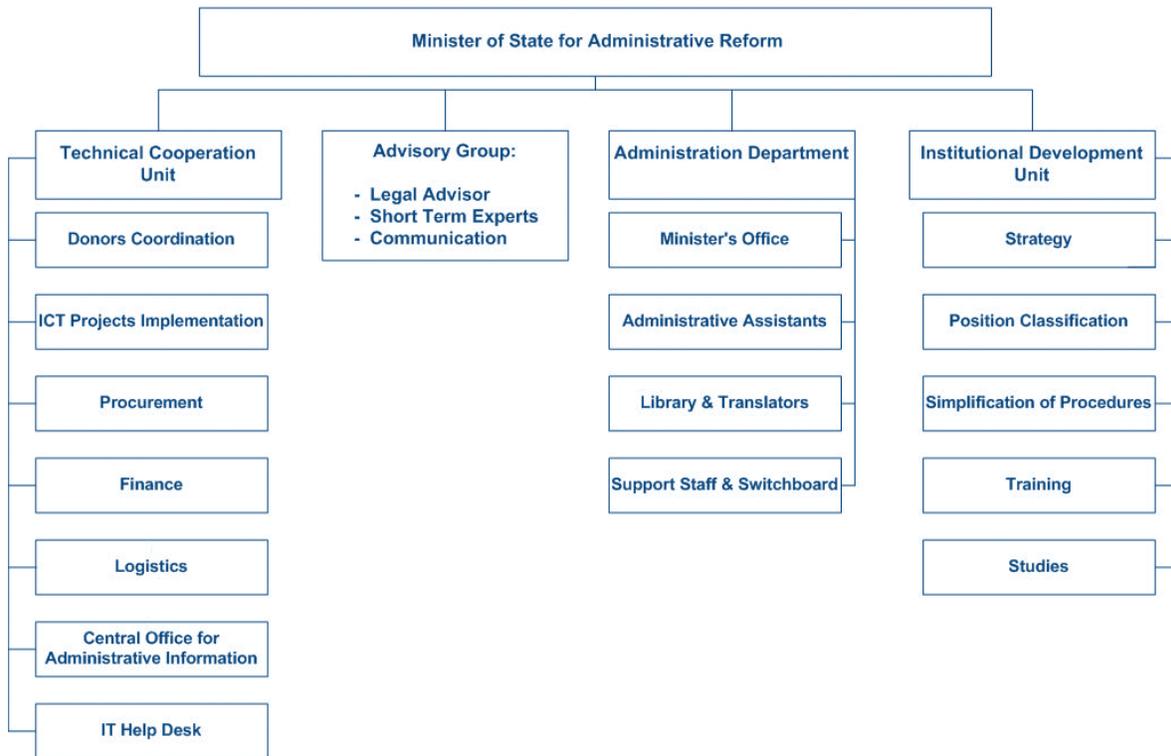


"A successful civil servant is the basis of a successful administration."

Karim Pakradouni
29/3/2004

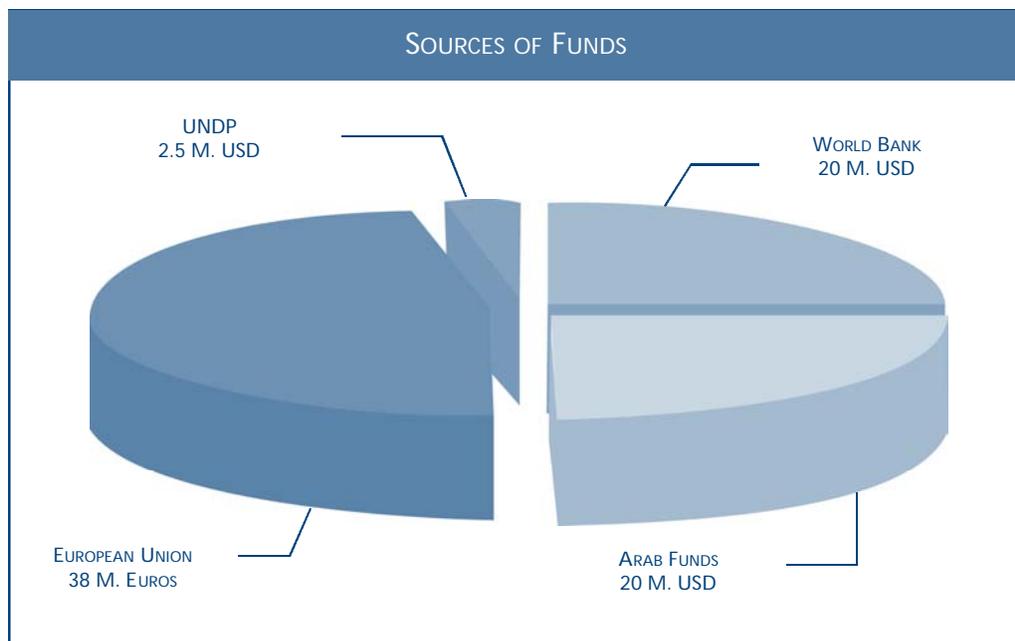
ORGANIZATIONAL CHART

In order to be able to implement the sizeable administrative rehabilitation program, OMSAR managed, in cooperation with UNDP, to mobilize a group of around 35 professional staff. OMSAR staff is multi-disciplined and prepared to handle all aspects of the program including institutional development, information technology, donor's coordination, legal, training, procurement, finance, general administration and communication. The staff of OMSAR is grouped as per the following chart:



DONOR PORTFOLIO

OMSAR succeeded in mobilizing the equivalent of more than US\$ 80 million from the World Bank, the Arab Fund for Economic and Social Development, the European Union, the United Nations development program in addition to other small grants. The chart below specifies OMSAR main sources of funds.





ARAB FUND FOR ECONOMIC AND SOCIAL DEVELOPMENT - LOAN 325/96

<i>Project Title</i>	<i>Arab Fund Project for the Rehabilitation of Public Agencies and Public Administration</i>
<i>Implementing Agency</i>	<i>Office of the Minister of State for Administrative reform</i>
<i>Closing Date</i>	<i>December 31, 2004</i>
<i>Loan Amount</i>	<i>K.D. 6 million or USD 20 million - Interest Rate : 4.5%</i>
<i>Grace Period</i>	<i>5 years, Settlement Period : 22 years</i>

• BRIEF DESCRIPTION

This project addresses the administrative rehabilitation of the Lebanese Government-Public Agencies as well as the public administration, and therefore fulfils a major part of the requirements defined by the overall NARP.

The objectives of the Project are to:

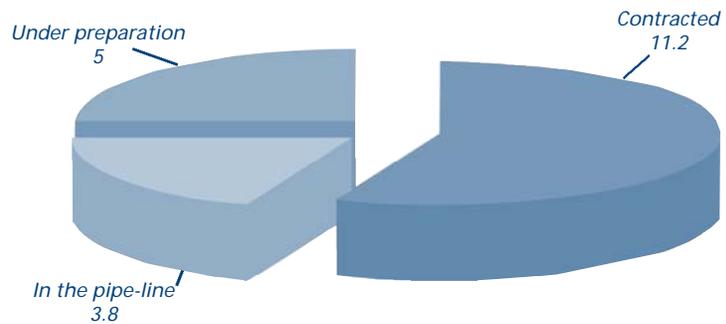
- Rehabilitate the public agencies and enhance their capacities to study, plan, formulate policies, and identify and manage activities and projects
- Provide the necessary basic ICT infrastructure (PCs, servers, networks, printers and other peripherals as well as specialized equipments and other basic office equipment.
- Develop and upgrade human capacity by: training, supporting new recruitment, reorganising structures and streamlining procedures, and supporting these activities through technical assistance, advisory services, and comprehensive master plans.
- Establish basic information technology applications and management information systems that have institutional and economic impact and provide the basis for a more efficient administration.
- Promote information exchange and coordination of resources among the various agencies to avoid duplication of efforts and improve delivery of services.

CHARTS SHOWING THE STATUS OF THE LOAN PROGRAM CATEGORIZED ACCORDING TO THE STAGE OF PROGRESS OF THE VARIOUS PROJECTS

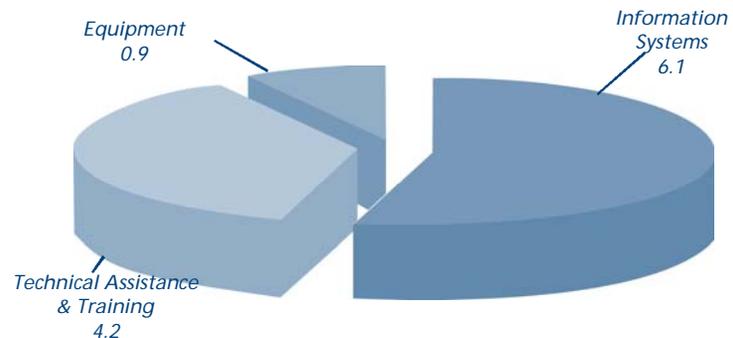
Projects in the pipe-line are in the process of being contracted.

Projects under preparation are in the process of being scoped.

STATUS OF THE ARAB FUND LOAN AS OF DECEMBER 2003
(Figures in millions of USD)



ARAB FUND LOAN - CONTRACTS BY CATEGORY AS OF DECEMBER 2003
(Figures in millions of USD)



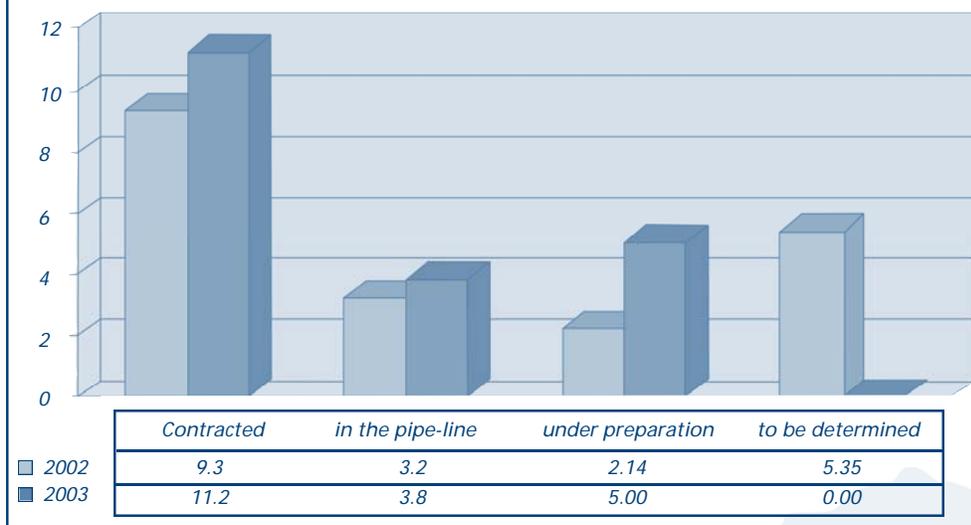
PROGRESS IN 2003



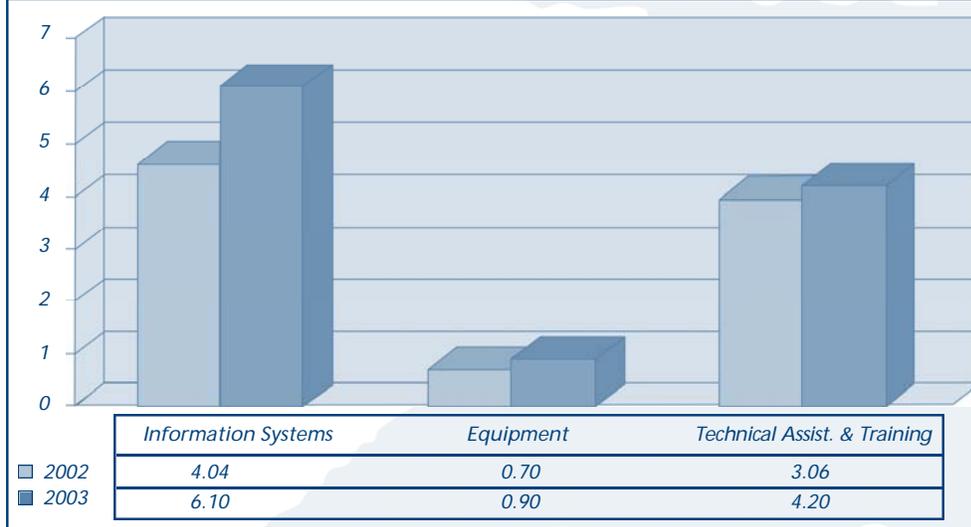
The Coordinators for the EU Grant and the Arab Fund Loan

The demand-driven approach for the identification of new projects, which was adopted in 2001, continued to be the main drive for identifying new projects under of the Arab Fund loan. This approach gave the beneficiaries the chance to recommend their priority projects while effectively taking into account their level of readiness. This demand-driven approach follows strict selection criteria which emphasizes, among other things, the projects' impact degree on the quality of rendered public services.

STATUS OF THE ARAB FUND LOAN - 2002 vs. 2003 (FIGURES IN MILLIONS OF USD)



ARAB FUND LOAN - CONTRACTED BY CATEGORY - 2002 vs. 2003 (FIGURES IN MILLIONS OF USD)





EUROPEAN UNION – GRANT - LBN/B7-4100/IB/97/0687

• **BRIEF DESCRIPTION**

ARLA is a six-year, multi-sector Program that aims at rehabilitating the basic management capacities of targeted administrative institutions (core administrative agencies, several sector and line ministries, and local government) while preparing the ground for administrative reform. Defined within the overall framework of the National Administrative Rehabilitation Program (NARP), the main goal of the program is to assist in restoring essential functions of the Lebanese administration at large in order to strengthen its institutional and managerial capacity to carry out the country's recovery process. The program also intends to help streamline the restructuring and reform processes aimed at re-establishing a small, efficient and modern administration. ARLA funds are channeled to the beneficiary institutions by the Office of the Minister of State for Administrative Reform (OMSAR).

The major component of the program is technical assistance (TA), this assistance is mainly provided through 'Management Support Consultancies' (MSCs) to sector Ministries and Municipalities or through Program Monitoring Consultancy (PMC) to

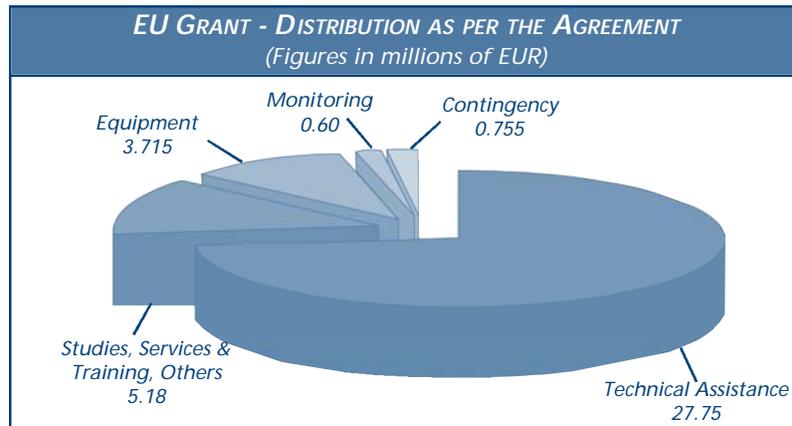
OMSAR. To complement this TA package, the ARLA program comprises several other components and activities, including additional TA services, training, equipment, studies and some contingencies, bringing total EU support to an amount of Euro 38 million.

Project Title	Assistance to the Re-Establishment of the Lebanese Administration: ARLA Program
Implementing Agency	Office of the Minister of State for Administrative reform
Closing Date	December 31, 2005
Grant Amount	Euro 38 Million
Government Contribution	Euro 4.2 Million

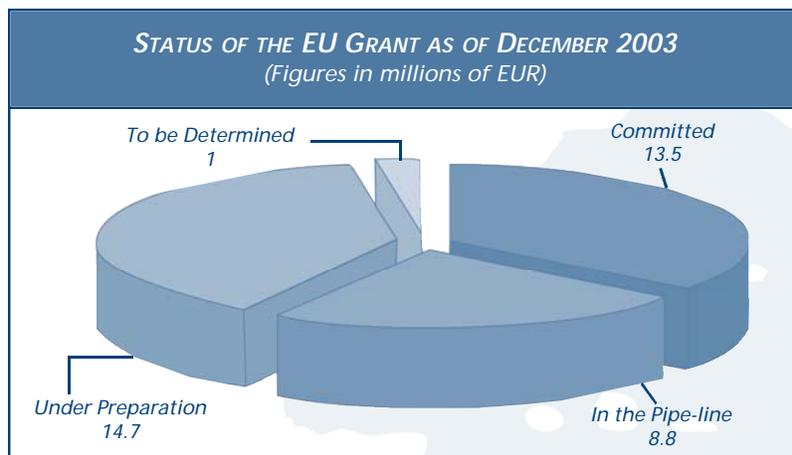
The objectives of the program are to:

- Reorganise the management functions of the various institutions concerned, through the design and implementation of appropriate management systems and the training of existing staff;
- Improve the regulatory and procedural framework for public administration through the review of documents and the simplification/streamlining of procedures, especially those related to the delivery of services to the populace;
- Develop the capacity of targeted institutions to identify, evaluate, design, implement and monitor projects;
- Improve the planning, regulatory, supervisory and monitoring functions of these institutions, especially with respect to public utilities and services networks;
- Develop their capacity to better appraise sector issues and requirements and, subsequently, to formulate, program, implement and monitor appropriate, feasible, and cost-effective sector policies, in line with the Government's overall recovery strategy;
- Foster the decentralisation process through specific management support to targeted areas of local government in order to facilitate their re-vitalisation;
- Carry out specific studies related to the above;
- Provide basic equipment in order to facilitate the implementation of the above actions and/or increase visibility of public administration renovation and the availability of public services to citizens at both central and local level.

Projects in the pipe-line are in the process of being contracted.



Projects under preparation are in the process of being scoped.



• **PROGRESS IN 2003**

OMSAR has been directly managing the ARLA fund since February 2003 and after the completion of the Program Monitoring Consultancy (PMC) contract. This major milestone allowed for channeling funds, originally allocated to the TA provided to OMSAR, to different new projects much needed by other public agencies. In this respect two major projects related to capacity building of the local government are under identification and preparation. The first one aims to strengthen the capacity of the municipalities in designing community development plans and the second one will focus on enhancing their capacity to manage solid waste. In addition, OMSAR is taking over all the responsibilities previously undertaken by the PMC in terms of preparing annual work plans (2004 – 2005) based on activities reflecting the public departments' needs and following the work on the various activities either contracted or under preparation.

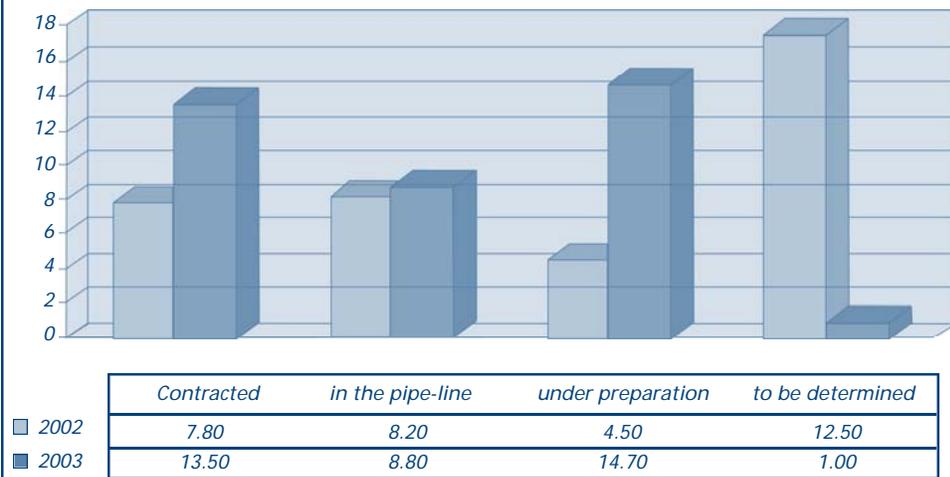
The annual work plan prepared for 2004 and 2005 has been approved by the Donor Agency.

The following charts illustrate the status of the grant program and its distribution as per the sector beneficiary institutions.

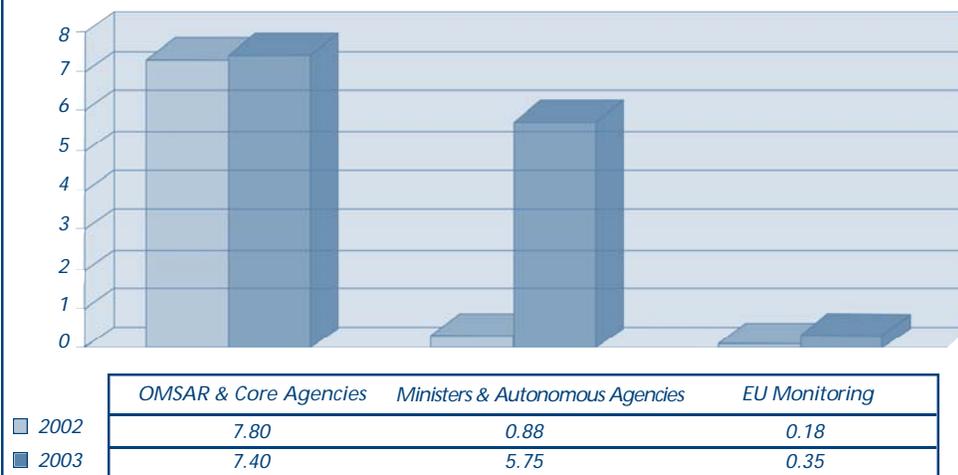


The Senior Financial Officer

STATUS OF THE EU GRANT - 2002 vs. 2003 (FIGURES IN MILLIONS OF EUR)



EU GRANT - COMMITMENTS BY BENEFICIARY - 2002 vs. 2003 (FIGURES IN MILLIONS OF EUR)





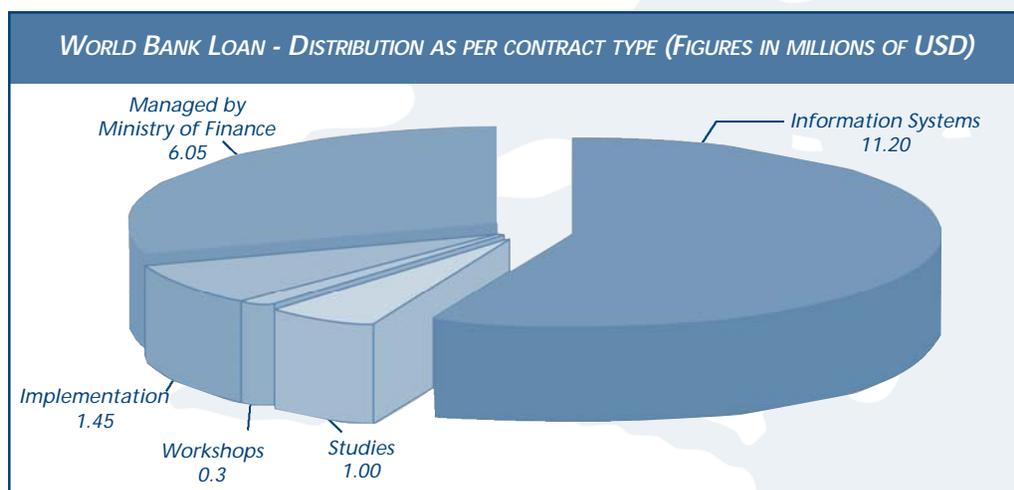
THE WORLD BANK LOAN - 3930-LE

This loan program (\$20 million) was officially closed on June 30, 2003. OMSAR finalized disbursing the allotted amount of \$13.95 million before that date, while the remaining \$6.05 million was disbursed by the Ministry of Finance for projects executed at the Ministry of Transport, Ministry of Economy and Trade, Presidency of the Council of Ministers and the Ministry of Finance. The funds were utilized in line with the objectives of the loan agreement and as per the chart below:

In November 2003 OMSAR and an official delegation from the World Bank jointly prepared an "Implementation Completion Report" to evaluate the project and its achievements. The report incorporated a comprehensive assessment by OMSAR where all aspects related to the design and implementation of the project were evaluated in an objective manner leading to a list of lessons learned that were shared with the World Bank. OMSAR summarized the impact of the loan implementation by the following:

- Increased civil service productivity in intra-government work and in delivering services to the citizen. This was facilitated in large by ICT productivity tools and solutions and related specialized training.
- Higher level of efficiency and effectiveness in obtaining required government information made possible by the ICT solutions. Loan projects on infrastructure, databases and information systems facilitated this.
- Enhanced civil service capacity through diverse training programs and workshops. Over 3,000 end-users were trained on ICT, some 150 advanced users were trained on ICT administration and some 5 thematic workshops were provided to a large group of civil servants (350 attendees on average per event).
- Modernizing the organizational structures for a number of government ministries and agencies.
- Modern institutional recommendations for the core agencies, namely the Civil Service Council, the Central Inspection Board and the Court of Accounts.
- Realization of multi-disciplined PIUs at OMSAR, the Ministry of Finance and the Ministry of Economy and Trade with national domain experts to assist in and advance the administrative reform program.

The World Bank evaluation for the project was satisfactory.



OMSAR will continue to realize projects related to the rehabilitation of the Lebanese administration with the help of its available financial resources (the loan from the Arab Fund for Economic and Social Development and the grant from the European Union). It will also contact donors in order to ensure more grants and loans in view of realizing a greater number of projects that aim to rehabilitate the Lebanese administration. OMSAR will focus on getting more financial resources from Arab funds, mainly the Arab Fund for Economic and Social Development, as well as from the World Bank in order to ensure the continuity of what has been already achieved.





Furn el Chebbak - 961 1 283631