

Lebanese Republic

Office of the Minister of State
for Administrative Reform



Annual Report

2001

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State for Administrative
Reform

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Photo of the Cover: Fernand Léger, The City.

Prepared and designed by Leila Barakat.

This is the harvest of a full year. It is ample and rich.

In line with a tradition, which we have been following for the last few years, and for the sake of transparency and safeguarding the citizen's right of access to knowledge and information, we present this annual report for 2001. Our achievements, on going projects and future plans are a guarantee of sustained administrative development. Our motto is offering better services for less cost and time.

Leading the way, we developed a strategy for administrative development, which was approved by the Council of Ministers. We set priorities on top of which was reactivation and rehabilitation of control bodies. This was the cornerstone for upgrading public administrations and agencies. We provided support and training to their staff and developed legislations, which would help them in restructuring and updating their functions. These legislations will be gradually submitted to the Council of Ministers for approval.

In 2001, the OMSAR finalized the job description exercise, a step of utmost importance in modern management. Other important steps will follow such as job classification, preparation of specialized training courses and establishment of rational salary scales and grades, etc...

Also, we set-up a task force for streamlining of procedures, in collaboration with the Research and Guidance Directorate at the Central Inspection and finished screening of formalities in the Ministry of Health and Urban Planning Directorate.

The OMSAR commented on legal documents received from the Council of Ministers and competent administrations. It also launched, in collaboration with the Ministry of Interior and Municipalities, a project for reactivation of municipal functions. Four training courses for members of small municipalities were held on administrative, financial and technical affairs.

As regards to Information and Communication Technologies, we have been anxious to satisfy the demands of the public administrations and agencies, whether in re-assessing electronic equipment and training, full automation and sophisticated networks. We have

completed automation of the Commercial Register at the Ministry of Justice, the Medical and Social Compensation at the Cooperative of Government Employees and Student Affairs at the Lebanese University.

In less than 8 months we succeeded in establishing the Central Office for Administrative Information which provides access to information on the Lebanese administrations and formalities estimated at 1700. The importance of this project is that it constitutes a broad base for the launching of our e-government initiative.

We launched the concept of the "citizen enterprise" through which both the public and private sectors work together towards the development of the administration. We also involved the mass media in audio-visual seminar series aiming at increasing public awareness of rights and obligations.

OMSAR worked on promoting a new administrative culture through workshops, seminars and conferences that introduced new administrative concepts.

Another main achievement was drawing up a clear relation among different groups: citizens, civil servants, public agencies, private enterprises, etc..., through various channels such as:

- * The Ombudsman document,
- * Citizen's Charter,
- * Code of conduct for Civil Servants,
- * Using information as a tool for development and rallying citizens and civil servants behind this goal.

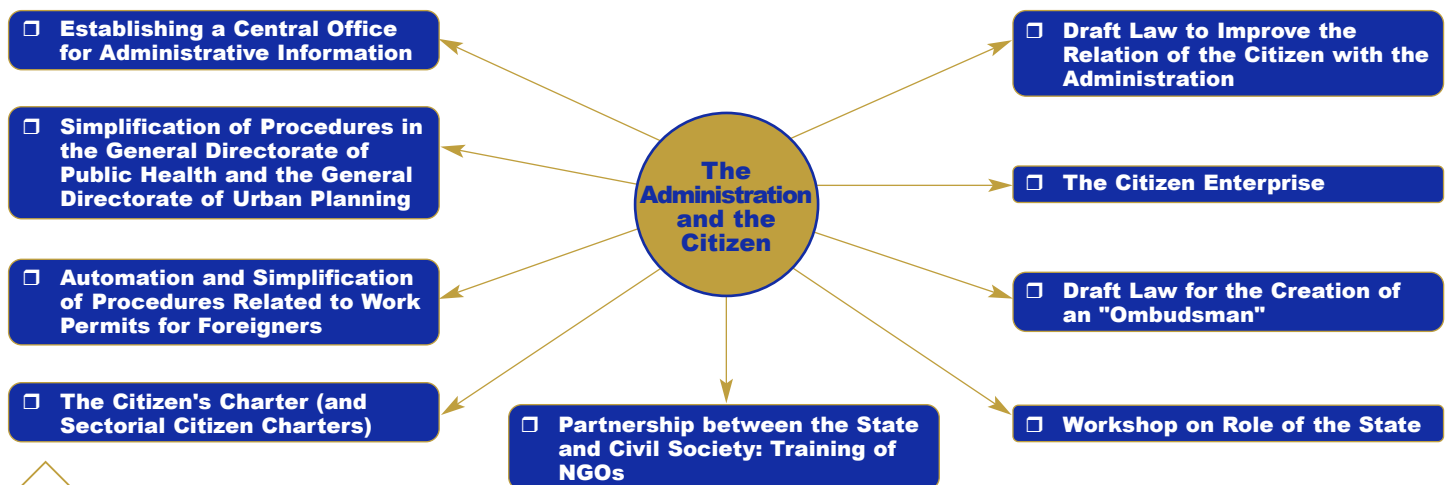
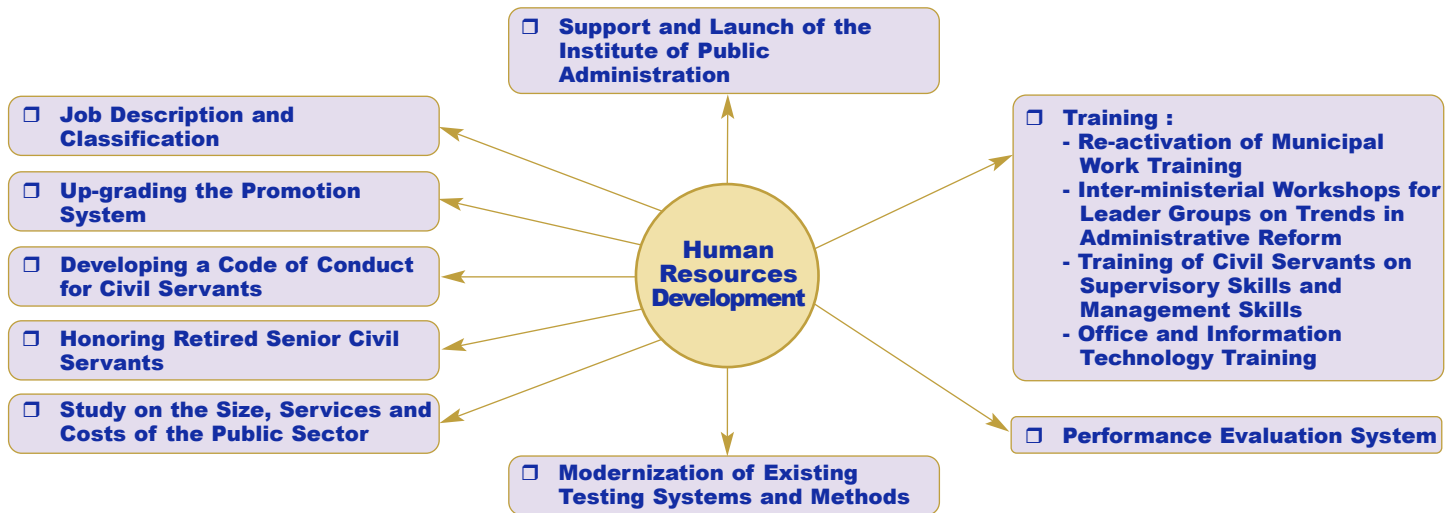
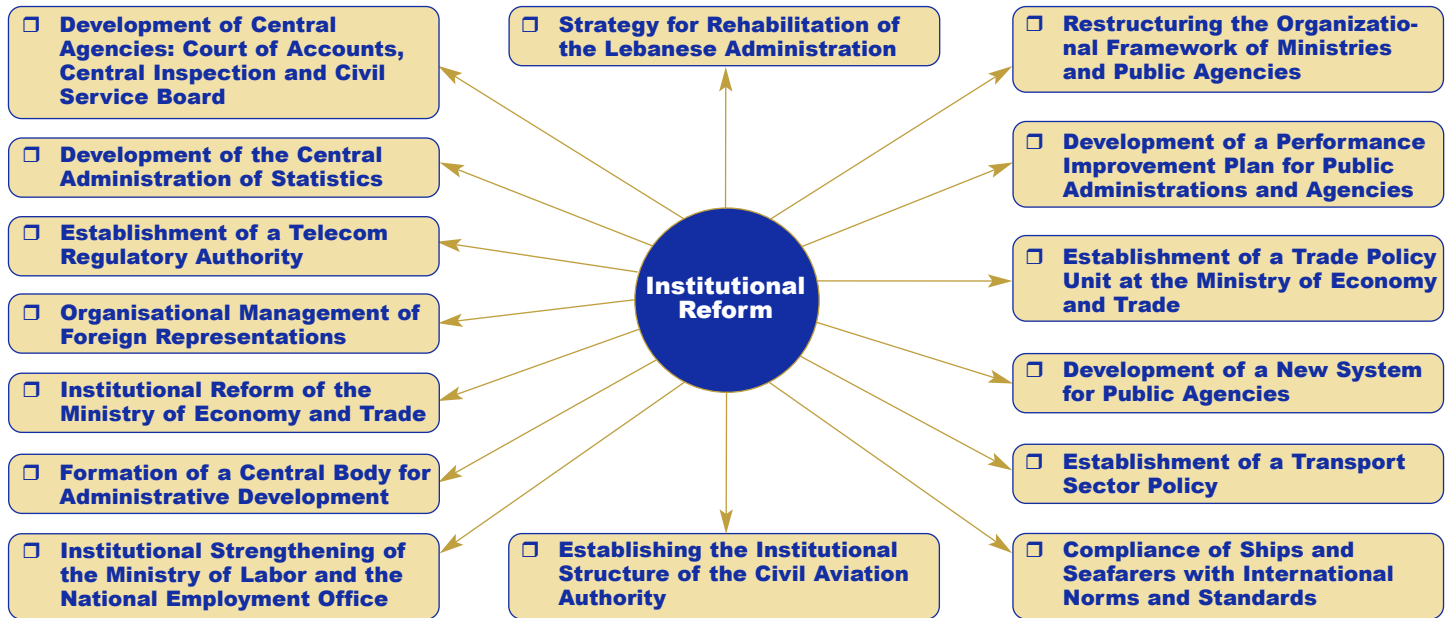
Like any other charter, administrative culture is not an obligation but a commitment by equal and interdependent partners working together to face the obstacles hindering reform and development.

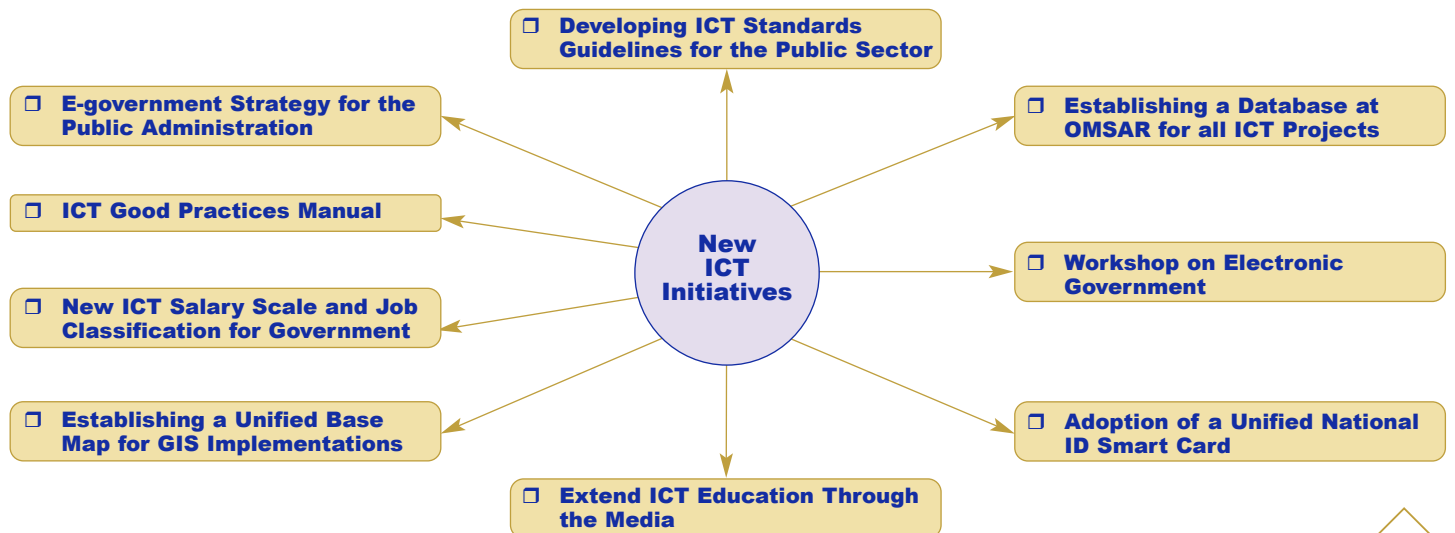
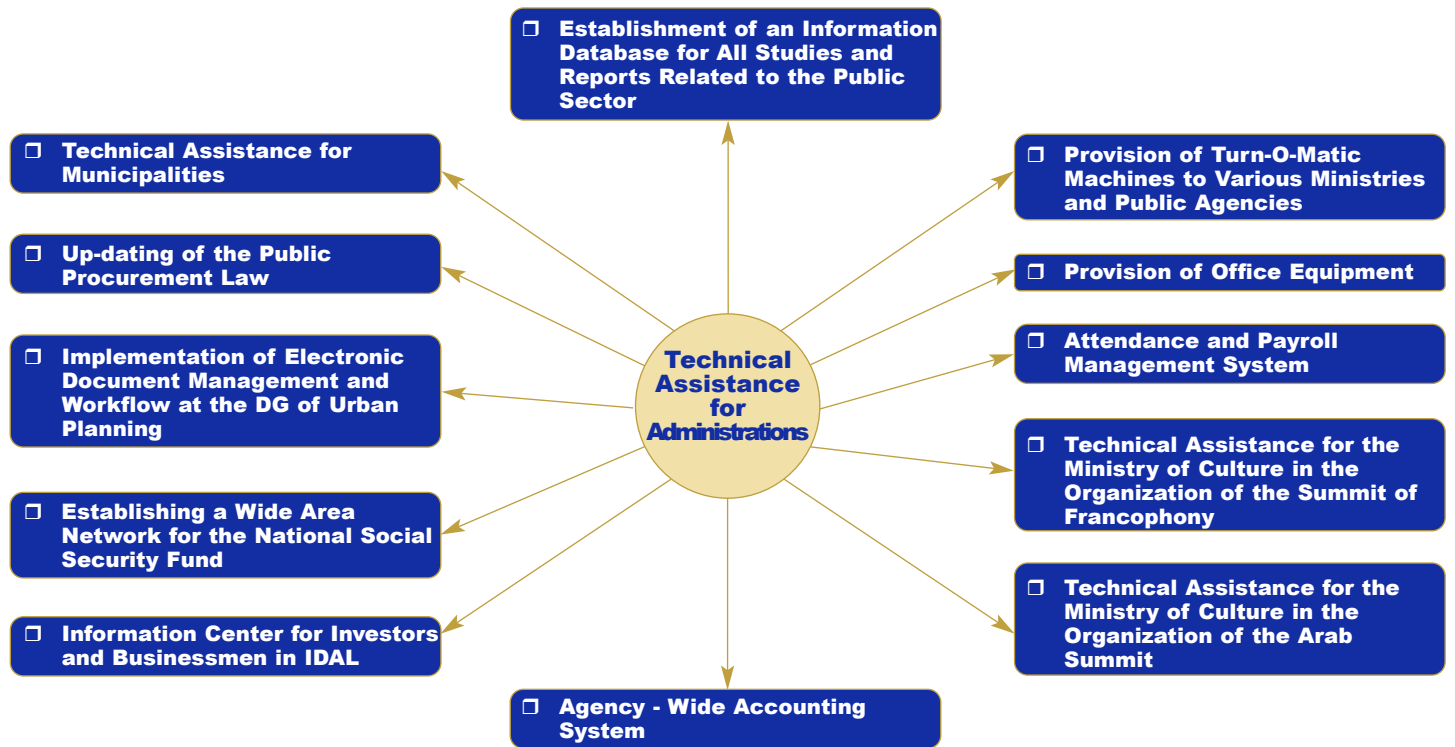
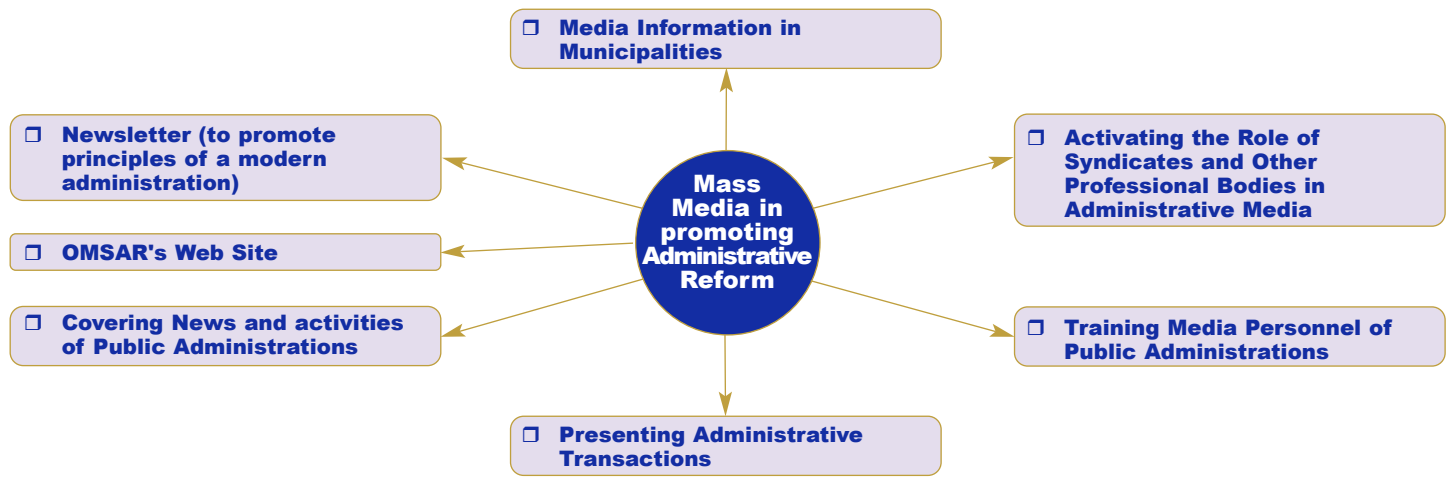
We are looking forward towards having a modern, dynamic, and cost-effective administration, which will be a source of satisfaction for all citizens.

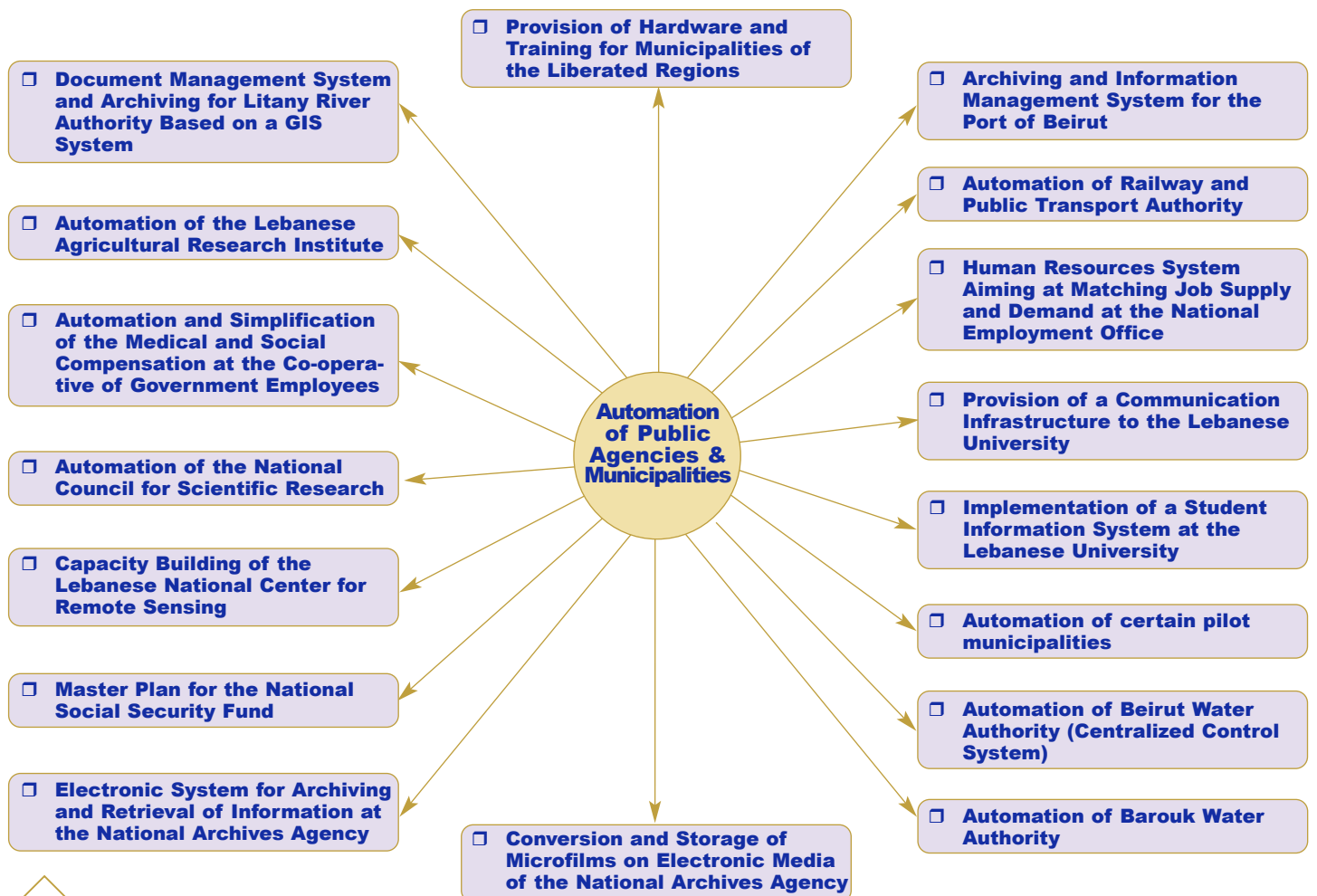
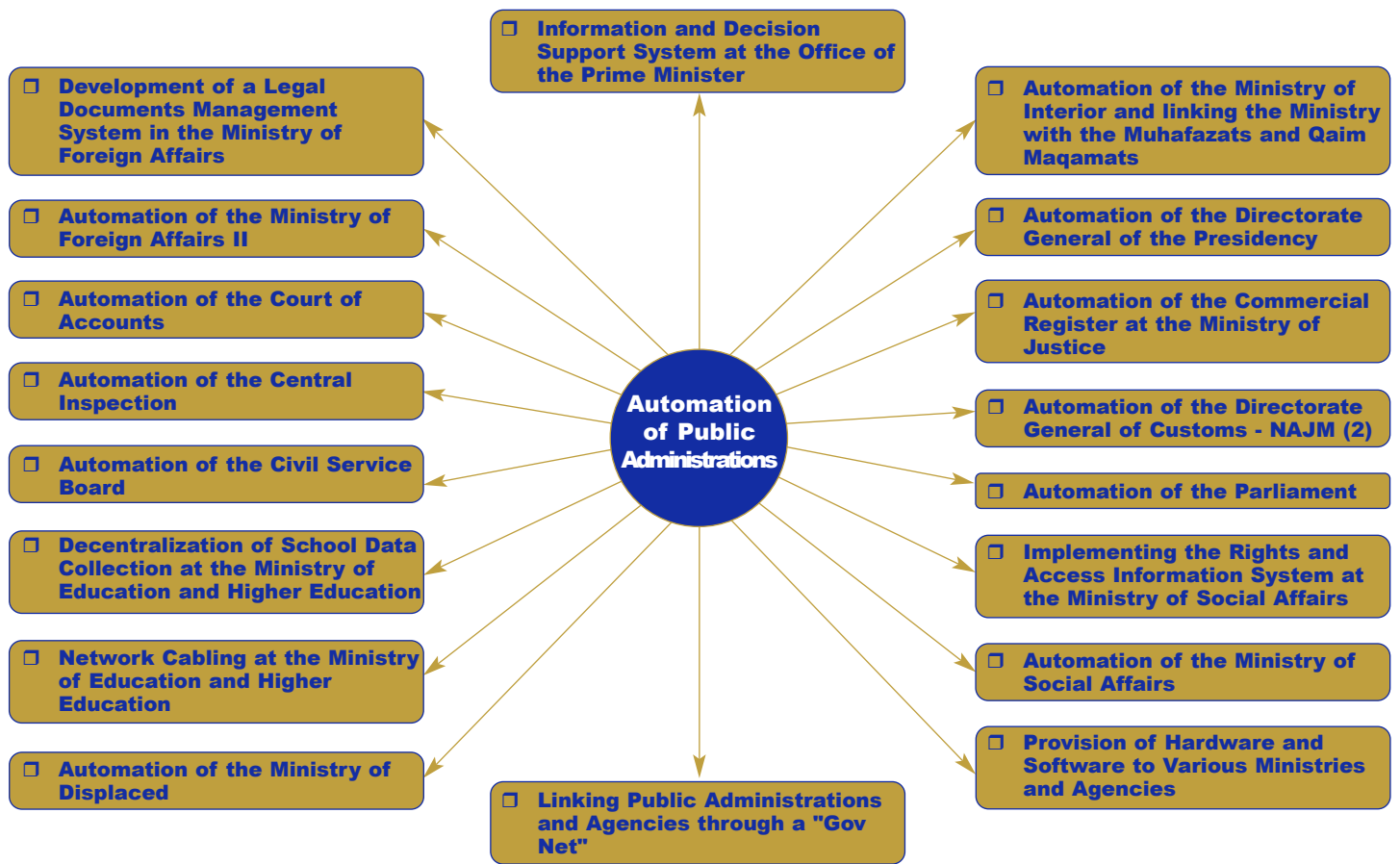
Fouad El Saad

Minister of State for Administrative Reform

OMSAR Projects 2001 - 2002







The Office of the Minister of State for Administrative Reform (OMSAR) is still striving for mapping out a global vision of the administrative reform and development, that tackles the different elements of the public administration. This vision has been embodied in the "strategy for the reform and development of the public administration in Lebanon", which was adopted by the Council of Ministers in accordance with decision no. 31 approved on September 13, 2001.

It includes the essential guidelines for building up the basic capabilities for a competent and efficient public administration which addresses the needs of the citizens and renders the legitimate services to which they aspire. Such an administration shall also bring into action the Governmental policies and programs, and carry them out with high efficiency.

In this context, the OMSAR assumes the role of stimulator and supporter of the projects and programs pertaining to administrative reform and development. The aim behind this is to have a downsized, highly competent and modern public administration ready to meet the citizens' needs, and is committed to the accountability rules and integrated with both the private sector and the civil society. This role particularly focuses on the following pivots:

- ◆ The rehabilitation of the public administration through reconsidering its functions, responsibilities, and structures, and boosting office productivity to reflect with more precision and veracity the state's policies and trends, mainly in the economic and social arenas.
- ◆ The creation of a dynamic human resources management, in cooperation and coordination with the Civil Service Board, so as to ensure integration of these resources with the state-of-the-art scientific and technological innovations, and encourage such management to adopt the latest successful experiences and practices, mainly in the fields of delegation of authorities and sustained learning and training.
- ◆ Modernization of the techniques and methods of work in the public administration, in order to ensure a high degree of performance and achievement, and good use of the resources and energies.
- ◆ Boosting the public administration's tendency to serve the citizens, satisfy their needs and simplify and review applicable procedures. The aim

is to speed up the handling of formalities, enable the citizens to deposit their formalities via postal, electronic or other modern means, and offer the necessary services, information, and explanations with speed and precision.

- ◆ Developing plans for improving performance of the public administration through the creation of mechanisms and tools for measuring performance within the frame of measurable achievements principle, in an endeavor to improve the quality and level of efficiency, competency, and productivity.
- ◆ Intensive introduction of Information and Communications Technologies (ICT), provision of technical support and advice to the public administrations, agencies, and municipalities, mainly through introducing IT network infrastructure, provision of appropriate software and system applications, and preparation of tender documents and technical specifications.
- ◆ The consolidation of the principles of integrity, accountability, and transparency, through the promotion of a new administrative culture, which will encourage the employee to apply the latest principles of modern administration and observe the ethical rules when dealing with the service beneficiaries, as stipulated for in the Citizen's Charter.

OMSAR's structure centers around two main units:

1- The Institutional Development Unit (IDU), which is assigned to develop and put into action a strategy for development of the public administration in Lebanon, in cooperation with the central control authorities, mainly the Civil Service Board, and the Research and Guidance Department. This strategy also involves the support of the Programme Monitoring Consultants (PMC), which assists OMSAR in the implementation of the ARLA program, financed by a European Union grant.

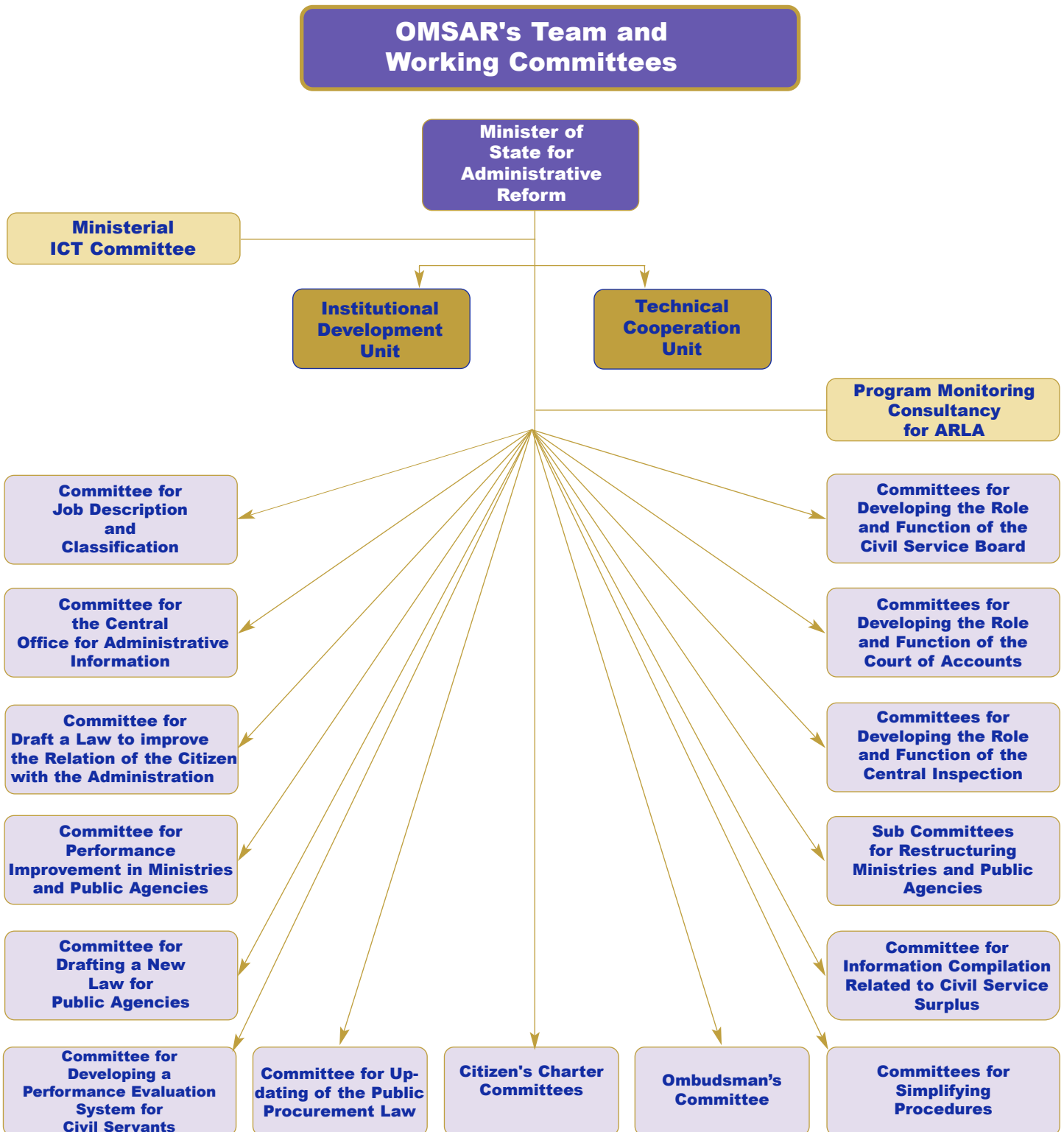
2- The Technical Cooperation Unit (TCU), which assumes the responsibility for realization of the ICT-related projects, in the frame of the strategy for reform and development of the public administration in Lebanon, through identifying the public administrations' and agencies' needs of hardware and software packages, and carrying out these projects in cooperation with the IDU.

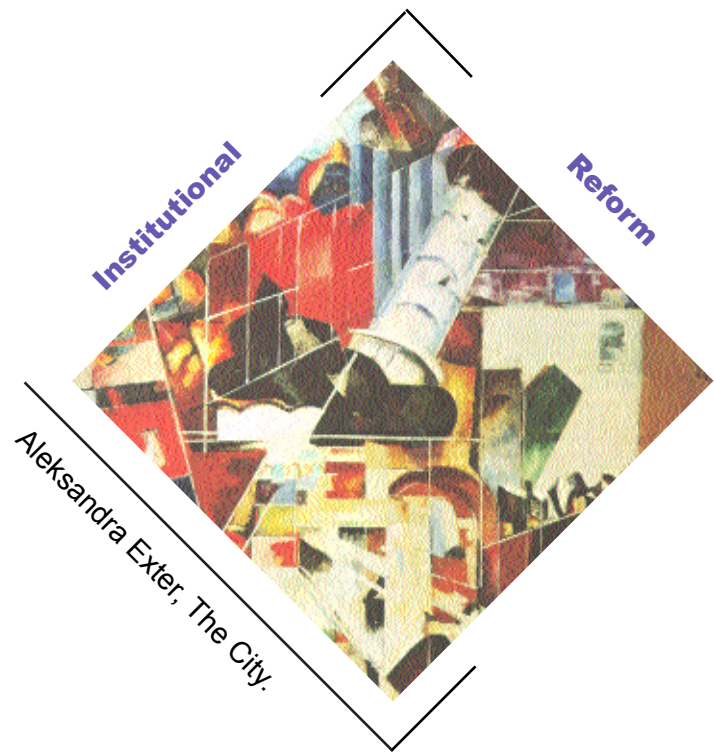
The TCU is also entrusted with the management of loans and grants, in cooperation with the Council for Development and Reconstruction and the donor countries. It also handles procurement procedures and formalities, and, when necessary, provides consultative services to the public administrations, agencies, and municipalities regarding training their employees to acquire new skills pertaining to information technology, audit control, and time manage-

ment, among others.

Supporting these two units are a number of committees formed by the Minister Fouad EL Saad, with members from OMSAR and the public administration to achieve a number of modern draft laws and / or introducing new administrative measures and documents.

The following diagram portrays the structure of OMSAR.





Institutional Reform

Human Resources Development

The Administration and the Citizen

Mass Media
in Promoting Administrative Reform

Technical Assistance
for Administrations

New ICT Initiatives

Automation of Public Administrations

Automation of Public Agencies
and Municipalities



In view of the explicit commitment by the government to reform and modernize the public administration in Lebanon as expressed by the ministerial statement, OMSAR, in collaboration with ARLA PMC team, have developed an overall strategy for administrative reform and development, which was approved by the Council of Minister's decision no.39 dated September 13, 2001. The strategy includes the guidelines and principles for reforming and developing the Lebanese public administration, based on a careful assessment of its main needs and problems and in line with the basic principles of modern administration in the world. These principles can be summarized as follows:

Principles of Modern Public Administration

Legality:

The strict and fair enforcement of laws is an essential element in maintaining the foundations of a stable society and a legitimate State. Independence of the judiciary system from the influences of the executive body and adherence to the rule of law are fundamentals of public administration.

Good Governance and Civil Society:

Building a civil society and developing civic involvement and participation of citizens and professional organizations are essential elements for ensuring legitimacy of public administration. The presence of a strong and vivid civil society is a precondition for good governance.

Accountability:

Accountability means that any administrative body should be answerable to other administrative, legislative or judicial authorities for its actions in exchange of delegated powers and responsibilities. Accountability is essential for sustaining democracy.

Responsiveness:

The concept of citizen-responsiveness of the public administration implies a radical shift from a bureaucratic to an open-system. Such responsiveness should be a principle that links the administration to its employees, thereby safeguarding the quality accessibility and transparency of public service delivery.

Result-and Performance-orientation:

Service delivery by the public administration should be output oriented. Bureaucratic standards are to be abandoned for a more result-oriented public administration, by setting clear targets and quality standards, and monitoring implementation so as to ensure better results with less costs.

Balanced Relationship with the Private Sector:

Government activities should promote and facilitate private sector development, while safeguarding public interests. To enhancing social and economic development, entails tailoring of partnering arrangements between public and private sectors in order to improve delivery of public services.

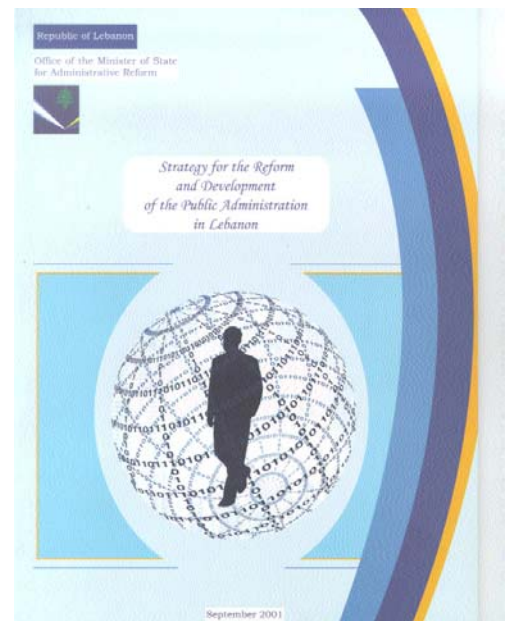
The ultimate goal of the recommended administrative reform strategy is to establish an efficient, flexible and dynamic public administration capable of achieving social and economic development, providing effective and efficient services to the public and adhering to principles of good governance. The key elements of this strategy can be summarized as follows:

- ✧ Re-examining the overall role and functions of the State with a view to focus its attention on the basic core functions and activities. Other activities, especially those related to service delivery can be entrusted to private sector organizations and the civil society.
- ✧ Reshaping the overall structure of the public administration by delegating authority to lower levels of the administration in a manner that expedites services offered to the public.
- ✧ Boosting the government's capabilities for developing and implementing policies based on the real needs of the society. This entails the establishment of planning units in certain ministries which are staffed by highly qualified personnel, and which will be responsible for formulating appropriate plans and policies and monitoring their implementation.
- ✧ Improving the level of personnel in the public service by attracting competent, sincere and dedicated personnel and ensuring proper alignment between the goals and objectives of the administration and its human resources management.
- ✧ The existence of an accomplishments and results oriented management, which is mainly characterized by strict adherence to prevailing laws and relations. This will involve the formulation of clear objectives and goals and measurable standards of performance, which make it easier to hold employees accountable for the results of their work.
- ✧ Orienting the public administration towards providing better services to the citizen who should be the main focus of government services. This will require the simplification and modernization of work methods and procedures.
- ✧ Supporting of the government efforts to promote higher standards of integrity and ethical conduct through greater transparency and improving all policies, procedures and institutions that deal with this issue.
- ✧ The establishment of a central mechanism for administrative reform and development to spearhead the reform effort and ensure proper coordination between different reform projects and activities. In this regard, the reform strategy suggests three different options:
 - Option one: The establishment of a Ministry for Administrative Reform.
 - Option two: The appointment of a Minister of State for Administrative Reform entrusted with distinct functions and responsibilities.
 - Option three: The establishment of a central agency for Administrative Reform attached to the Office of the Prime Minister.

Regardless of the option to be adopted by the Government, it is important to establish this mechanism as soon as possible, not only to assume the leadership role in the reform operation, but also to reaffirm commitment to reform as expressed in the ministerial statement.

Sequencing and Timing for achieving strategy:

The preliminary estimates show that the time needed for the design and implementation of the various projects included in the reform strategy is around five years from the date of its approval by the Council of Ministers.



Background and objectives:

OM SAR has been assisting the Civil Service Board for the Implementation of the Performance Improvement Plan and Modernization which was adopted and agreed upon by the Civil Service Board.

Scope of work:

The result of the plan for Performance Improvement and Modernization is the implementation of a number of activities, namely:

- Drafting of a general policy framework for a modern Human Resources management development strategy (completed).
- Development of an organizational plan for the Civil Service Board that defines the structure of the Civil Service Board in the light of its mandate and functions and which still needs to be endorsed by the Council of Ministers.
- Developing a new document for a performance appraisal system for the public servants in general, as well as for the Lebanese University staff, education sector and justice, which still needs to be endorsed by the Council of Ministers. The other 3 separate systems are being finalized.
- Drafting of a code of conduct for civil servants (completed).
- Development of promotion, reward and advancement systems with objectives and rational criteria based on merit considerations in order to ensure that decisions are based mainly on merit rather than on political considerations.
- Development of a modern selection system making use of reliable and appropriate testing methods. This issue assumes greater urgency in Lebanon in view of the large number of vacancies in the civil service and the need to fill many of them soon, as well as the inadequate testing system currently applied which lacks validity and objectivity and gives greater weight to education at the expense of experience and job related competencies.
- Development of the Decisions and Interpretations System which is a system that contains the important decisions and legal interpretations made by the Civil Service Board. The system allows for the storage and retrieval of the decisions and interpretations.
- Computerization of some functions of the Civil Service Board through a study of the ICT requirements and determination of infrastructure and software requirements, training and capacity building.

A New Draft Law for the Civil Service Board

The Civil Service Board law has been revised and updated to keep abreast with the accelerated changes in human resources management, support the Board's capabilities in the strategic planning of human resources, and set up and supervise the implementation of a medium and long term plan in various public administrations.

Consequently, a law has been drafted to reconsider and redefine CSB functions and responsibilities, and restructure the Board within the frame of a modern vision that benefits from the experiences of the developed countries. Nevertheless, the Board shall continue to assume its efficient leadership role in human resources management, elaboration of policies and programs, and monitoring the legality of the formalities, measures, and resolutions relating to the civil servants.

The draft law also emphasizes the need for the enhancement of relations and cooperation between the Board and personnel administration units in various ministries and administrations, in order to reinforce their capabilities in carrying out the human resources management-related policies.

Besides, it highlights the development of the Board's structure through the creation of specialized units capable of conducting civil service studies and researches, and through determining the size and quality of the human resources necessary to enable the Board assume its role with efficiency.

Source of Fund:

European Union and Government.

Status:

Some activities have been completed as indicated above while all others are ongoing.



The task forces for the Civil Service Board and the Central Inspection.

Modernization of Existing Testing Systems and Methods

For this purpose, a European consultant was designated to assess the present system. The consultant submitted a series of proposals and recommendations that will introduce, if adopted, a new examination system. In a report completed in January 2002, the consultant suggested a series of proposals, the most important of which:

- Classification of various job designations into functional groups. The consultant was assisted by the Job Description Team at OMSAR and the administrative development consultant in the Programme Monitoring Consultancy (PMC) team. At this stage, five occupational groups were selected on the basis that:

- They cover the largest number of occupations.
- They are noticeable in most ministries.
- They cover a number of skills and specializations.
- They are noticeable within the same category.
- Determining the qualifications required for every occupational family, in conformity with the current job descriptions, and according to principal factors and specific functions assigned to each family.
- The system shall respond to a series of criteria, mainly: objectivity, flexibility and efficiency, standardized and validated written exams, so as to guarantee sound results and conformity with the skills to be measured (Multiple Choice Examination, Essay-Type examination...). The written examinations shall be complemented by a number of tests including Intellectual Capacity, Numerical/Verbal Reasoning, and Specialist Skills, in addition to Interviews.
- Providing the Examination Department with appropriate infrastructure, efficient and well-trained human resources, computerized systems and an administrative structure that meets its various demands..

Background and objectives:

OMSAR has been assisting the Central Inspection to implement a plan for performance improvement and modernization. A policy framework was developed which set a vision for the future role of the Central Inspection and was endorsed by the Central Inspection in June 2001. It dealt with the reformulation of the general policies and objectives of the Central Inspection that promote a modern central inspection institution in terms of its future mandate.

Scope of work:

The policy framework is in the process of being translated into specific actions as follows:

- Development of a new mandate for the Central Inspection:

The existing legal framework concentrates on tracking down violations and imposing penalties on offending employees while the new proposed mandate adds a dimension related to the evaluation of the administrations' performance.

- Determination of ICT requirements including infrastructure, software and capacity building: According to this study, the following systems will be implemented in 2002:
 - ✳ Investigations and Central Inspection activities workflow (using The Transactions and Workflow System) which allows for the electronic movement of transactions across the various units within the Central Inspection.
 - ✳ The Decisions and Interpretations System which is a system that contains the important decisions and legal interpretations made by the Central Inspection. The system allows for the storage and retrieval of the decisions and interpretations.
- Training of Inspectors: A training program for the inspectors is under development by OMSAR and the Central Inspection. The program is related to basic inspection techniques that would be provided to new inspectors by senior and retired inspectors.
- Development of an inspection training plan in aspects of modern inspection methodology and standards: in line with the new mandate of the Central Inspection, there is a need to develop modern inspection techniques that focus on performance evaluation and checking internal control systems that take into consideration international best practices. Implementation requires the training of inspectors. In this context and in the framework of professional development and proficiency of the central inspection, a general training plan for the inspection staff will be designed (on-going) as an instrument for the implementation of a new inspection policy and the introduction of modern inspection methodologies, techniques and work methods and the development of a standardised performance system and specific inspection standards for the Central Inspection.

Source of Fund:

European Union and Government.

Status:

All activities indicated above are on-going.

A New Draft Law for the Central Inspection

The general frame for the future policy of the Central Inspection emphasized the necessity for amending the legislative decree no. 115/1959 (The law establishing the Central Inspection). A joint working team from OMSAR and the Central Inspection worked on a new draft law that was submitted, in late 2001, to the head of the Central Inspection for review.

This draft law aims at assigning an additional role to the Central Inspection which calls for tracing violations and penalizing offenders and evaluating and improving the performance of the administrations and municipalities. It also aims at ensuring the smooth running of such institutions and full use of their resources with competence and efficiency, and anticipation of mistakes before they occur. It is to be noted that the organizational structure and terms of appointment have witnessed some changes.

Background and objectives:

OMSAR, within the framework of the EU-funded ARLA Programme, has been assisting the Court of Accounts to implement a plan for performance improvement and modernization. This plan was agreed upon and a policy framework was developed which set a vision for the future role of the Court of Accounts.

Scope of work:

The policy framework was endorsed by the Court of Accounts and is in the process of being translated into specific actions as follows:

- Assistance to the development and implementation of a training programme on accounts methodologies, techniques and standards. Training was supposed to be proceeded with a fact-finding survey and assessment of the current accounts practices exercised by the Court of Accounts. This survey was completed in October 2001. Accordingly, an accounts training plan was prepared which proposed four training modules that range from accounts supervision and review, to accounts planning, accounts implementation, reporting and evaluation.
- Determination of ICT requirements including infrastructure, software and training. The objective of the study was to determine and fulfill the needs and requirements of the Court of Accounts in the field of ICT based on an evaluation of the present status. According to this study, the following systems will be implemented in 2002:
 - ✱ The Decisions and Interpretations System which is a system that allows for the storage and retrieval of the decisions and interpretations of the decisions and legal interpretations made by the Court of Account.
 - ✱ The auditing and control workflow system which allows for the electronic movement of transactions across the various units within the Court of Accounts.
- Basic computer training for the auditors and Provision of PC's (completed).
- Support and contribution to the amendment of Court of Accounts - related laws and regulations.

OMSAR has been supporting and contributing to the amendment of laws and regulations that are directly related to the work of the Court of Accounts. For this purpose, three committees were established:

A new Draft Law for the Court of Accounts

Within the frame of a plan for activation of the Court of Accounts, the Minister of State for Administrative Reform formed a committee of judges and representatives from OMSAR to draft a law which would establish a new system for the Court, in light of the local and international experiences.

This new system is aimed at ensuring both the freedom and flexibility of work within the administrations, agencies, municipalities, and the federation of municipalities falling under the Court's control, and in the meantime ensuring the independence of the Court of Accounts in fulfilling its tasks and assuming efficient control.

The draft law has many advantages, mainly: Setting up a minimum limit of 20% for participation in the companies falling under the control of the Court of Accounts, the adoption of a unified account dispatch system for municipalities and municipal federations, a unified account system for public agencies, and reorganization of the cadre of judges and controllers.

It is to be mentioned that the value of the public procurement transactions for works, supplies, and services, which are subject to prior administrative control, have been raised from 75 to L.L. 300 million. The draft law has also cancelled the prior administrative control concerning grants, assistance, contributions, settlements, and renewal of leases within the same terms and conditions.

The draft law has been submitted to the Court of Accounts for a final review and feedback.



The task force for the Court of Accounts.

- One committee is working on the amendment of the law of establishment of the Court of Accounts;
- A second committee is working on the amendment of the mandates related to the Court of Accounts' control on administrations and public autonomous agencies (amendment of Decree 3489/1965 on the submission of accounts to the Court of Accounts, amendment of Decree 13615/1963 on the scope of the Court of Accounts' control on organizations and commissions, development of a regulation that governs the submission of accounts of the public autonomous agencies to the Court of Accounts...)
- A third committee is working on the amendment of the mandates related to the Court of Accounts' control on municipalities, especially with regard to municipal accounting procedures,

the regulation that governs the submission of municipal accounts to the Court of Accounts, a municipal accounting chart, municipal budgeting procedures, and the development of a training plan for municipal accountants.



The committees for the Court of Accounts.

Source of Fund:

European Union and Government.

Status:

Some activities have been completed as indicated above while all others are on-going.

Cooperation with US AID to Assist the Core Agencies

A Memorandum of Understanding was reached between the Lebanese government, represented by OMSAR, the United States Agency for International Development (USAID), and the Legislative Studies Center at State University of New York in Albany (LCS / SUNY).

This agreement was signed in November 5, 2001.

The project aims at assisting the following core agencies:

- The Civil Service Board
- The Central Inspection
- The Court of Accounts

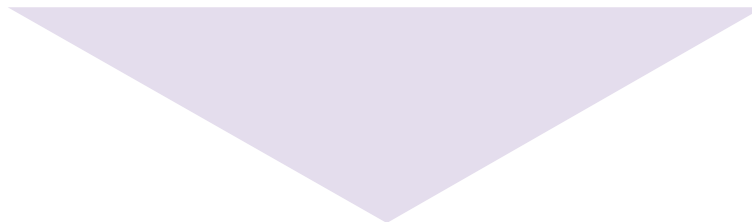
Activation shall be implemented by USAID through LCS / SUNY in coordination with OMSAR, through provision of technical equipment and aid to the above beneficiaries.

According to this agreement, the Legislative Studies Center will organize a series of discussions, workshops and training activities for the above agencies, in addition to developing and providing of necessary software applications, starting from November 2001 until May 2004.

The memorandum of understanding includes details of the work plans and schedules which are supposed to be implemented.

New regulations for organizing forwarding of municipality accounts to the Court of Accounts and organization of the governing accounting rules

The joint committee consisting of representatives from OMSAR, the Ministry of Interior and Municipalities, the Ministry of Finance, and the Court of Accounts studied the following subjects:



Following is an overview of the regulatory documents prepared:

1. **The accounting rules for the municipalities:** The committee deemed it necessary to set up a uniform accounting system due to the fact that the municipalities are essentially governed by two accounting systems:

- The General Accounting System applied in around 45 municipalities and municipal federations.
- An accounting system applicable to all municipalities.

This duality has created confusion in execution and monitoring. Consequently, a unified system was created to fill the gaps in the following areas: works performed by municipalities themselves, selling immovable municipal property, BOT tendering...

2. **Forwarding of accounts to the Court of Accounts:** The current forwarding system distinguishes between municipalities governed by the general accounting system which calls upon them to submit their accounts to the Court of Accounts in compliance with the rules governing the accounts of the public administration, and various municipalities which are required by law to develop their own special accounts forwarding system, in agreement with the Court. This situation created a dual system, and numerous accounting forwarding systems due to the fact that many municipalities were not governed by the public accounting system. Some municipalities did not develop any system for forwarding of accounts which necessitated the introduction of a new standard forwarding system.



Wassily Kandinsky.

3. **General accounting structure for municipalities:** The general accounting structure stipulated for in decree no. 10388 dated 9/6/1997, applies to both the State and municipality accounting. Article 39 of the decree stipulates that a special accounting system for municipalities shall be developed in collaboration with the Minister of Finance and the concerned Minister. For this, a general accounting structure has been designed to be jointly issued by both ministers.

4. **Rules for preparing the municipal budget:** The rules governing the municipal budget preparation were determined by a resolution issued by the Minister of Finance in April 1996. This rule applies to the general budget and the budgets of the municipalities governed by the general accounting rule. As for other municipalities, there are no specific rules for preparing their budgets. Each municipality adopted its own set of rules which created contradiction and lack of coordination and organization. Due to this duality, and the absence of any accounting system for the municipalities which are not covered by the general accounting law, a draft law was prepared that will be applied to all municipalities.

5. **Forms for the implementation of the municipal budget:** In order to unify the working procedures of the municipalities as well as the documents related to the implementation of the budget, the committee suggested introducing standard forms for budget preparation.

6. Additionally, **a training program for employees** in the financial departments of the municipalities and the municipal federations has been proposed.

Background and objectives:

The Central Administration of Statistics (CAS) plays a critical role in the supply of statistical information. This role needs to be strengthened.

The CAS is undertaking the methodical re-establishment of a proper and consistent statistical framework with the support of a number of donors (including the EU), and in co-ordination with the Ministry of Finance and the Central Bank.

Notwithstanding the initial achievements with respect to statistics, much remains to be done to rebuild core statistical capacity and to make available statistics on the real sectors, economic accounts, public finance and the balance of payments.

Scope of work:

The major objectives of the assistance to the CAS are: (1) institutional development of CAS in the following main domains: human resources, organizational structure, legislative framework, financial and budgeting management and ICT policy, including data access and protection; (2) building capacity for producing economic statistics for modern National Accounts; (3) producing provisional national accounts for 1997-2000 and in the process training staff in the modern international National Accounts methodologies.

Source of funding:

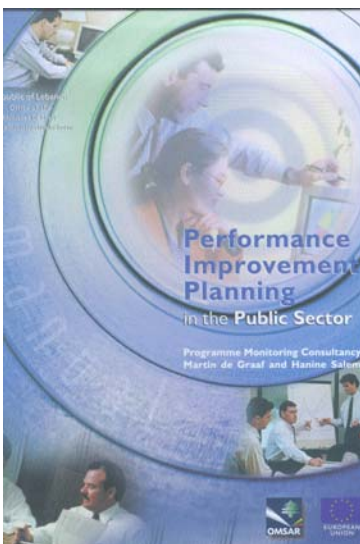
European Union.

Status:

A Strategy Plan for the institutional development has been prepared and is being implemented. The framework for the National Accounts has been prepared and the compilation of the data has started.



The DG of the Central Administration of Statistics, Mrs Maral Tutelian.



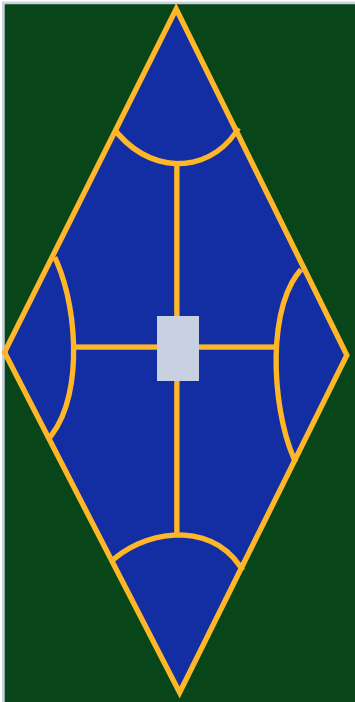
Their Excellencies the Ministers Fouad Siniora, Mohamed Abd El Hamid Beydoun and Ali Kanso during the launching of the Performance Improvement Planning.

Background and objectives:

The Performance Improvement Planning (PIP) was launched in February 2001 as a pilot project targeting four administrations and public agencies. These agencies are: Electricité du Liban, Water Authority of Beirut, National Employment Office, and Real Estate Directorate. The objective of the PIP is committing the public agencies to a level of careful and measurable planning and goal setting as well as a reporting system that allows for monitoring, managing and measuring the performance of the organization.

Scope of work:

Task forces in the agencies have developed detailed action plans that describe how the agreed upon goals will be reached.



These plans call for:

(1) the Water Authority of Beirut to enhance its performance and increase the level of consumers' satisfaction. This will be done through enabling Water Authority of Beirut to better identify, analyze and process the complaints. It is also achievable through the enactment of a control and assessment system that monitors the satisfaction levels of the customers on continuous basis.

(2) the Electricité du Liban (EdL) to improve its financial position by introducing an effective and efficient billing system. This will improve its capacity and procedures for managing regular and uncollected bills and consequently, its ability to generate revenues.

(3) the National Employment Office to improve economic productivity and social satisfaction by providing better services for both employers and job seekers. It builds the internal capacity of the National Employment Office and thus helps transform its image into a more credible, professional and reliable partner in the minds of both job seekers and potential employers and aims at increasing the public's awareness levels of its services.

(4) the Real Estate Directorate to improve the quality of its land-related planning and use of land through speeding up the survey process and producing high quality and accurate maps.

Source of fund:

European Union.

Status:

The implementation of the action plans is nearing its final stage for the Water Authority of Beirut, National Employment Office and Real Estate Directorate and these actions plans were officially launched by the concerned Ministers and Minister El Saad, whereas the plan for the EdL is still being scrutinized. As the project is being considered widely as successful, it was decided to apply the Performance Improvement Planning at six additional public agencies. The initial pool of potential beneficiaries include: the Revenues Directorate and the Customs Directorate General, both under the Ministry of Finance, the (Office for Intellectual Property Rights) at the Ministry of Economy and Trade, the Ministry of Environment, Barouk Water Authority, and IDAL. Letters were sent out to these agencies summarizing the project and exploring their initial interest in mutual cooperation. A final decision on the selection of beneficiaries should take place in early 2002. It is also important to mention that a Manual of Procedures related to the Performance Improvement Planning has been produced and distributed to all public departments.



Gustav Klimt, Tree of life.

In a relentless effort to develop and rehabilitate the Lebanese administration, OMSAR has been striving since 1996 to carry out several comprehensive organizational studies. To this end, several committees were set up comprising an elite group of administrative leaders from both the public and private sectors, in coordination and cooperation with the administrations concerned. The studies were then passed to these administrations for review and comment. It is worthy of note here that the introduction of efficient and harmonious administrative structures was amongst the main priorities of the "Strategy for the Reform and Development of the Public Administration" prepared by the OMSAR. To reach the objective of a modern administration, it is necessary

to rationalize and coordinate duties and responsibilities through restructuring of the administration and modernization of the rules and regulations governing the ministries and public agencies.

The Minister of State for Administrative Reform called upon all Ministries and public agencies to assist in reviewing and approving the organizational studies aimed at developing their structures, functions and human resources. The OMSAR also prepared a draft circular addressed to all public administrations and agencies, which was issued by the Prime Minister on the first of June 2001. This circular listed a series of general guidelines to be observed in the structural modernization process:

- The objectives and functions of the public administrations and agencies shall be outlined in all proposed statute laws, while leaving details to the regulatory statutes.
- Avoiding inflated structures in line with the new role of the State and the policy of the Lebanese State with regards to rationalizing expenses and reducing administrative spending.
- Avoiding inclusion of functions of similar nature in different administrative units.
- Creation of new administrative units for handling the duties and responsibilities relating to the following areas: planning, programs, human resources, information technology, archiving, documentation and meeting the citizens and providing explanations to their questions (information offices).

Following are some ministries whose regulatory rules were revised during 2001:

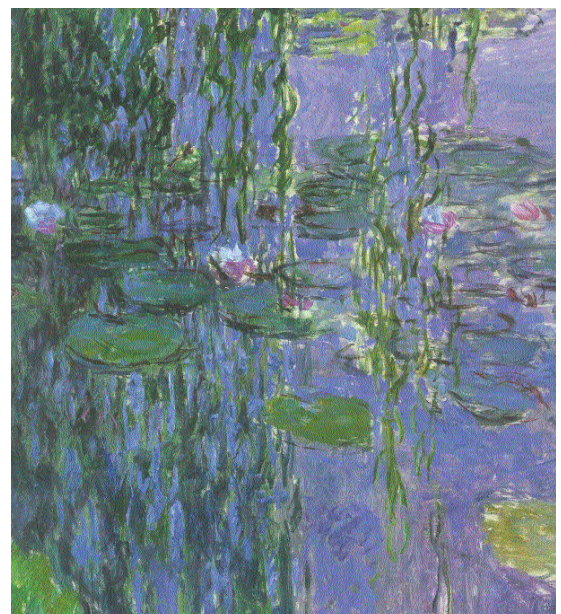
Organizing the Ministry of Energy and Water

Based on Law no. 247 dated the 7th of August 2000 related to the merger, cancellation and creation of new ministries and councils:

1- The Ministry of Oil has been cancelled and the general Directorate for Oil has been attached to the newly created "Ministry of Energy and Water".

2- The Ministry of Water and Electricity has been cancelled and its staff attached to the "Ministry of Energy and Water".

Since the merger and cancellation process necessitated a complete review and development of the objectives and functions of the newly created ministry, in addition to organizational structuring, so as to keep abreast with modern concepts and technical developments. Since the natural gas and the liquefied natural gas have become strategic commodities which should be organized, a Joint com-



Claude Monet, Water.

mittee was created comprised of representatives from the Ministry of Energy and Water as well as professionals in the field. The committee prepared a new draft law defining the structure and the functions of the Ministry, taking into consideration the privatization possibilities. The draft law included the necessary elements to achieve this goal as follows:

- The objectives of the Ministry of Energy and Water can be achieved either directly or through privatization or any other means which would involve the private sector.
- The Ministry, in coordination with the relevant administrations, shall prepare files for the sectors to be privatized.
- After finalizing the privatization of any of the sectors of the Ministry of Energy and Water and after creating the proper control bodies the tutelage governing the privatized sector shall be removed.
- Creating a department for privatization to provide the ministers with counseling on privatization issues.

Organizing the Ministry of Youth and Sports

The organizational structure also includes the creation of three general directorates: The General Directorate for Energy, the General Directorate for Water and the General Directorate for Operations.

Before 1964 the scouting department was the body responsible for scouting and sports affairs, within the mandate of the General Directorate for Education of the Ministry of Education and Fine Arts. A Sports and Youth Directorate was created by a decree issued in 1964. Without introducing any changes to its structure, this department came later to be known as "the General Directorate for Youth and Sports". Since this General Directorate became the core of a newly created Ministry for Youth and Sports, it was of utmost importance to develop a

suitable regulatory structure tailored according to the needs and aspirations of the Lebanese youth. It was also necessary to organize the Ministry and consolidate its powers so that it could perform its expected duties, conduct studies and implement highly developed programs aimed at training the sportsmen and youth. This necessity stemmed out from the massive need to focus on the new generations

through the creation of a healthy environment for them and exploring ways to better exploit their leisure time. Equally, this necessity stemmed from the need to take care of and follow up sports affairs by consolidating the club presence in the cities and villages, and training personnel and coaches to meet the aspirations of the Lebanese youth.

A new draft law incorporating a new vision for the Ministry was created. This law proposed the establishment of two directorates: one for Sports and the other for the Youth with both directly linked to the General Directorate for Youth and Sports. By doing so, separation would be achieved between matters related to Youth and Scouting and matters related to sports. It was also proposed that a public authority for scouting and sports



Max Weber, Athletic Contest.

Also, the OMSAR contributed to the following documents which will be periodically published:

- 1- A decree defining the rules governing the youth, sports and scouting associations.
- 2- A decree organizing invitation of foreign sports delegations and sending local delegations abroad.
- 3- A draft law for the protection of the health of the sportsmen preventing them from using stimulating drugs.
- 4- A draft law concerning conditions for providing assistance to youth, sports and scouts societies and federations.

facilities be created with the objective of coordinating the various functions of the sports establishments and facilities in Beirut, Tripoli, Sidon and Batroun. The cabinet is to issue a decree related to the organization of this ministry.

Organizing the Ministry of Culture

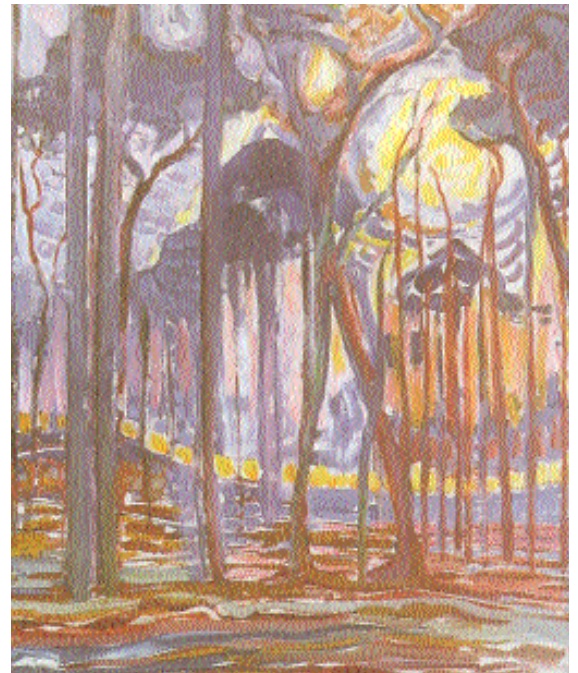
The Ministry of Culture proposed two draft laws related to reorganizing and restructuring the Ministry of Culture and the public agencies affiliated to the Ministry of Culture. The OMSAR put forward its comments, especially with regards to the directorates and to the functions of the ICT and Statistics Departments which OMSAR believed should be reassessed. It also highlighted the need for streamlining both draft laws by focusing on the general guidelines and orientations instead of details which should be the responsibility of the regulatory decrees. Thus future amendments would be facilitated and flexibility of the legislation ensured.



HE Mr. Ghassan Salameh, Minister of Culture.

Organizing the Ministry of Environment

The Ministry of Environment prepared a draft law aiming at reorganizing and restructuring the Ministry as well as reviewing its duties and responsibilities. The new draft law stipulated that the Ministry should prepare its own general policy and prepare short and long term plans and projects concerning all issues related to environment protection and preservation of natural resources. The Ministry shall also develop the legislations and standards required for the protection of the environment. It has been suggested that the General Directorate for the Environment include the following departments: The Department of Environmental Guidance, the Department of Residential Environment, the Department of Natural Resources, the Department of Environmental Technology, The Department of Planning and Programming, and the Regional Department. The OMSAR reviewed the structure and put forward comments, most of which were taken into consideration.



Mondrian, Bois près d'Oele.

The main aim behind establishing public agencies, especially those investment oriented, was to have a kind of administrative body which lies between a public and a private administration. In this way the public body will get rid of bureaucracy, red tape and obsolete work methods, and adopt approaches embraced by the private sector with regards to management and streamlining of procedures.

The General Rules for Public Agencies, currently in force, was issued in 1972 by decree no.4517, which had the force of law since it was issued by a legislative power. Despite the fact that these institutions were given a legal entity as well as financial and administrative independence, they were subject to tutelage and control, which drastically curbed their independence and hindered decision making without resorting to the tutelage authority. Article 40 exempted 8 public agencies from being subject to the Rules and allowed them to set their own rules. However, this exemption later spread to cover other public agencies, raising the number from 22 to 56. This meant that the Rule was no longer capable of catering for the arising needs of the public agencies. It had become more of a burden which led them to issue their own rules tailored to suit their needs. Several factors are responsible for the present situations of the public agencies and are hindering their development. Some of these obstacles are organizational while others are financial, and still there are some related to human resources while others relate to political or managerial practices. Since most of these obstacles and difficulties were of organizational nature resulting from the General Rules for Public Agencies or other regulatory rules, the OMSAR, in cooperation with the Ministry of Finance and a team of experts, has prepared a draft law aiming at establishing new General Rules which would observe the following principles:



The Committee for Public Agencies.

First:	On a global level: All public agencies shall be subject to the provisions of the proposed Rules. However, some of them might be excluded by a special law.
Second:	On an organizational level: 1- Defining the scope of tutelage. 2- Exempting transactions from endorsement by the tutelage authority. 3- Canceling the voting right given to the government commissioner. 4- Limiting the dual approval of some of the resolutions of the Board of Directors. 5- Exempting the public agencies from being controlled by the Civil Service Board. 6- Restricting the control of the Court of Accounts to post control. 7- Allowing each public agency to adopt the rules befitting the nature of its work.
Third:	On the financial level: 1- Expanding the authority of the General Manager in closing of transactions. 2- Allowing each agency to adopt its own financial system and accounting model fitting the nature of its work.
Fourth:	On human resources level: 1- Limiting the number of the members of the board to a maximum of 5 including the chairman and the deputy chairman. 2- Appointing a deputy chairman. 3- The possibility of appointing part time members for the board of directors above the age of 64 to benefit from their experience. 4- Full time dedication of the chairman of the Board and some of the contractual members. 5- Combining between chairmanship and executive authority.
Fifth:	On the performance evaluation level: 1- Evaluating the performance of public agencies and defining performance criteria. 2- Binding the commissioner of the government to prepare an annual report on the public agencies' performance.

Institutional Reform of the Ministry of Economy and Trade and Establishment of a Trade Policy Unit

Background and objectives:

The Ministry of Economy and Trade suffers from a number of generic problems, which face all ministries within Lebanon. In summary, they include:

- ❄ establishment levels which are enshrined in out-of-date legislation, which make it legally difficult to recruit new skills to meet the needs of a modern economy;
- ❄ high levels of vacancies even in those established levels;
- ❄ a skewed profile of civil servants, who have an average age of 58 years, whereas there is a shortage of mid-career civil servants.

To assist the Ministry in its re-organisation and to strengthen its capacity to fulfil its responsibilities in trade policy, and consumer protection, two projects have been developed.

The objective of these projects is to contribute to improve the competitiveness of the Lebanese economy.

Scope of work:

The projects will assist the Ministry of Economy & Trade with:

- ❄ reorganising, restructuring and modernising the Ministry and improving its capacity to formulate, prepare, implement and communicate policies;
- ❄ building an effective Trade Policy Unit with sufficient trained professional civil servants and resources to fully support the Government of Lebanon in negotiating international trade agreements.

Source of funding:

European Union.

Status:

The Trade Policy Unit has been established in the Ministry, whereas the project for its modernisation is under procurement.



HE Dr. Bassil Fuleihan, Minister of Economy and Trade.



Claude Monet, Pears and Grapes.

Assistance to the Ministry of Public Works and Transport

1) Establishment of a Transport Sector Policy

Background and objectives:

The Ministry of Transport requires a new National Transport Policy that incorporates transport logistics and inter-modality. The National Transport Policy will build on earlier studies and various transport mode policies

that have been prepared by the Government of Lebanon. It will propose an outline of the institutional structure of the transport sector, including the regulatory structure.

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

Scope of work:

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

Source of funding:

European Union.

Status:

The project is being tendered.



Frida Kahlo, The Bus.

2) Compliance of Ships and Seafarers with International Norms and Standards

Background and objectives:

Lebanese maritime operators have recently been internationally declared a "very high risk flag". This means that Lebanese ships and/or seafarers - at inspections in foreign seaports - are often found not to comply with the international norms and standards. As a consequence, not only will Lebanese ships be detained, with financial losses to shippers, ship owners, and sometimes to the national economy, but, more damaging for the government, the nation's image abroad will be very negatively affected.

The objective of the project is to provide the Directorate General for Land and Maritime Transport with a strategy and practical approach that will enable the government to comply with the international maritime agreements that it has joined and ratified and will reduce the risk of severe unemployment in the maritime sector.

Scope of work:

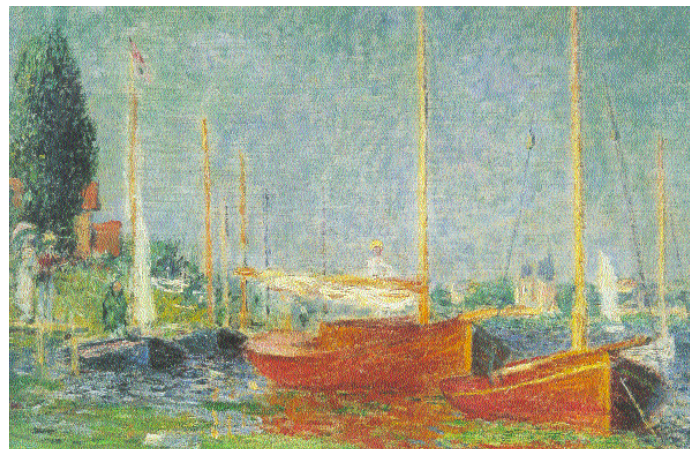
The project covers the clarification of the seriousness of the present situation with regard to Lebanese flag ships and seafarers certification and their compliance with international standards, consider alternative options of arranging appropriate Ships and Seafarers Licensing, estimate the training needs of the seafarers and recommend a financing arrangement between the stakeholders that are responsible for 'certified seafarers'.

Source of funding:

European Union.

Status:

The project has been completed.



Claude Monet, Red Boats.

Background and objectives:

The Government of Lebanon has made significant steps towards civil aviation sector reform and withdrawal from day-to-day operations. The Civil Aviation law has prescribed the establishment of the Civil Aviation Authority as the regulator and control authority that oversees the management and investments of all (sub) sectors related to civil aviation, i.e. air transport services, aircraft navigation and civil airports.

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

Scope of work:

The project aims at:

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



OMSAR's Staff Involved with the EU Projects.

Source of funding:

European Union.

Status:

The project is being formulated.

Establishment of a "Telecommunication Regulatory Authority"

Background and objectives:

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

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

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

Scope of work:

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

Source of fund:

European Union.

Status:

Tendering for the support project for the Telecommunications Regulatory Authority is underway, whereas the support for the Directorate of Telecommunications is being formulated.

Institutional Strengthening of the Ministry of Labor and the National Employment Office

Background and objectives:

The existing structures of the Ministry of Labour and the National Employment Office are no longer adequate for Lebanon today. There is a need for a review to discuss the essential functions both institutions should perform in a market economy, taking into account the financial envelope available. There is also an urgent need to address problems and bottlenecks in day-to-day tasks carried out by these institutions.

The overall objective of the project is to assist with the functional and structural reform of the Ministry of Labour and the National employment Office, and to modernise and reform key departments dealing with labour and employment issues in order to adapt them to the changing socio-economic environment in Lebanon.

Scope of work:

The project covers advice on and assistance with the implementation of organisational and functional reform in the Ministry of Labour and the National Employment Office and the improvement of service delivery of their core functions, such as the issuing of foreign work permits, labour inspections, health and safety prevention measures, labour relations, and employment services.

Source of fund:

European Union.



Fernand Léger, Woman Sewing.

Status:

The formulation of the support package is being finalised.

Ministry of Social Affairs and National Social Security Fund

A study has been prepared on social protection.

Organisational Management of Foreign Representations

Background and objectives:

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

The objective is to review the intra-ministerial coordination and communication capacities and its organisational, human and material resources by means of a fact-finding mission in the Lebanese Embassy in Paris as well as in the UNESCO Mission in Paris as well.

Scope of work:

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

Source of fund:

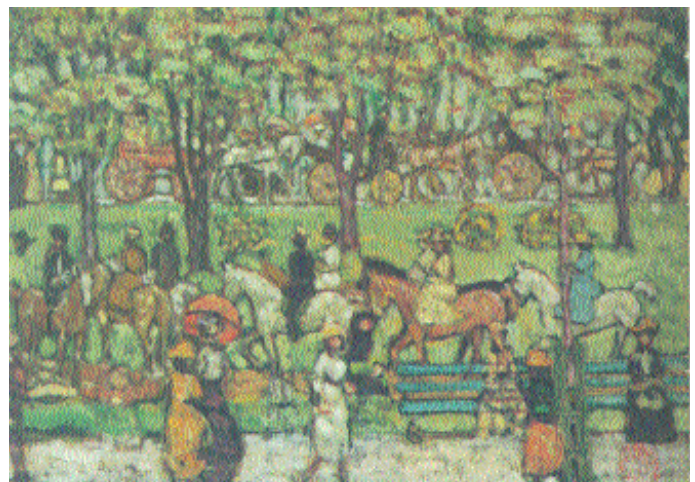
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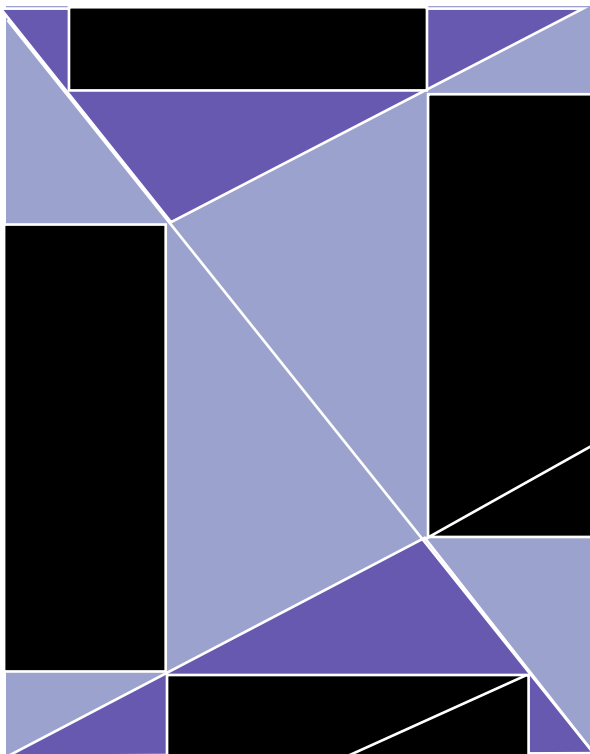
The draft mission report has been submitted, highlighting a number of areas eligible for improvement.



HE Mr Mahmoud Hamoud, Minister of Foreign Affairs.



Maurice Prendergast.



Institutional Reform

Human Resources Development

The Administration and the Citizen

Mass Media
in Promoting Administrative Reform

Technical Assistance
for Administrations

New ICT Initiatives

Automation of Public Administrations

Automation of Public Agencies
and Municipalities



Picasso.

Background and objectives:

The job description exercise is a main basis for global administrative development, especially since it contributes to achieving many objectives, the most important of which are:

- ❑ Determining the right salary for each job based on the saying: "Remuneration is commensurate with the job responsibilities and qualifications". Salaries, as such, would be more balanced and would take into consideration the volume of the work accomplished.
- ❑ Helping heads of units to better monitor the performance of the employees.
- ❑ Choosing the right person for the right place.
- ❑ Development and training of employees.

In light of the above, OMSAR resumed the job description process which was considered as an essential step towards final job classification.

Scope of Work:

After reviewing all files and forms, it appeared that in order to finalize the job description exercise for all the administrations, the following steps needed to be fulfilled:

1- Studying all the forms already prepared and revising some of them as necessary.

2- Filling the forms for the fourth and fifth categories of the Public Administrative Cadre and forms for the first, second and third categories, which are remaining from the first stage of the project.

3- Preparing job descriptions for new potential posts.

4- Conducting site visits to the ministries and administrations to gather information and prepare job descriptions for all posts relating to the different categories, whether occupied or vacant as follows: Presidency of the Republic, Cabinet Presidency, and the ministries of Environment, Finance, Justice, Interior and Municipalities, Social Affairs, Industry, Public Works and Transportation, the Civil Service Board, Court of Accounts, Central Inspection, Higher Disciplinary Council, and the Central Administration of Statistics.



The Classification Team.



Source of Fund:

The Lebanese Government.

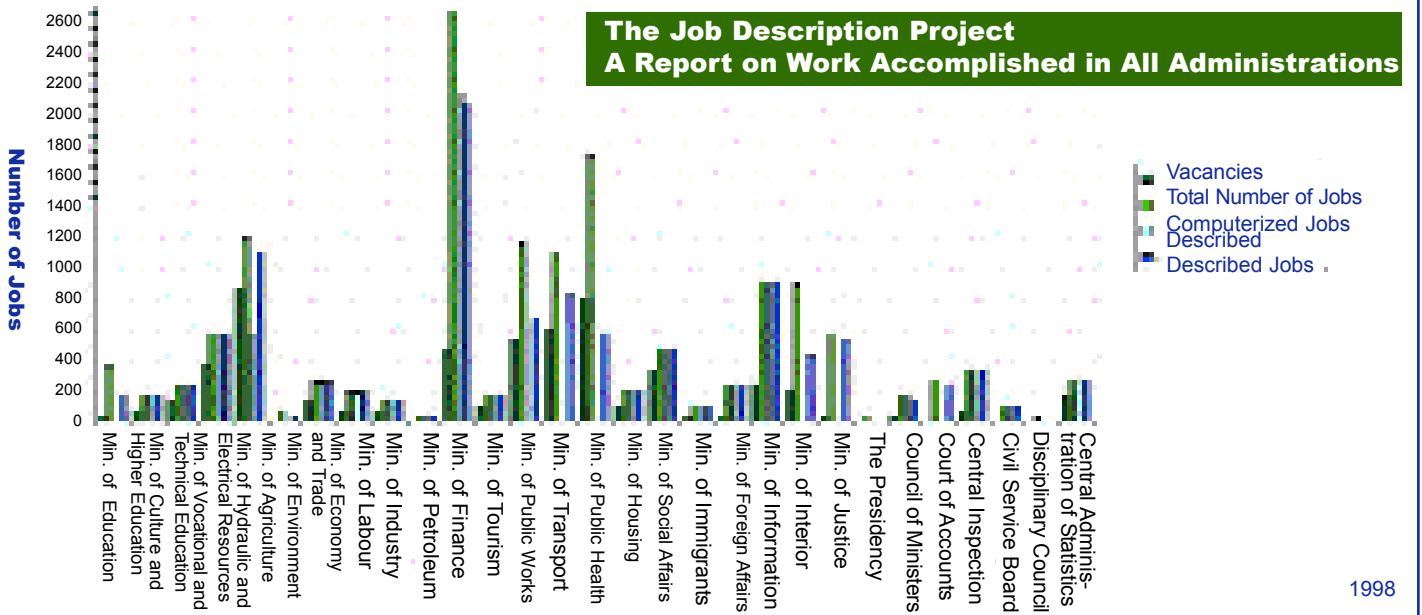
Status:

The process of entering job forms into a computer database started in September 2001. To date, 8200 forms have been introduced with an average monthly entry of 1250 forms, 7 pages each. Finally, it is to be mentioned that to finalize the description and classifica-

tion of all jobs in the Lebanese Administration, the following steps should be taken:

- The evaluation should be complete on the basis of scientific criteria with the aid of specialists.
- Classification of the jobs including re-classification of present categories.
- Defining the required qualifications for each group of jobs.
- Determining salaries according to scientific criteria while taking into consideration the results of the evaluation and job description exercises.

The Job Description Project A Report on Work Accomplished in All Administrations



1998

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

- A one-level system for evaluation of the employee's performance by his immediate supervisor, instead of the two-level evaluation system, in order to avoid any potential complications and problems.
- The adoption of simplified work rules and mechanisms which are easy to apply by administrative leaders, in addition to setting short durations for implementation of the various stages of the system.
- The de-concentration in handling complaints, through the formation of an organism for handling complaints in every public administration.
- The designing of clear and easy to use evaluation forms with reference criteria, which would enable the immediate superiors to fill them smoothly. These forms will also include the superiors' suggestions for upgrading employee performance.
- Introducing provisions which would allow the Mohafez (governor) to delegate his authorities in the evaluation of employee performance, within the Mohafaza's different units, to the heads of these units.

The performance evaluation project limited the scope of its set goals to two:

- Organizing the promotion lists stipulated for in Article 33 of the legislative decree no. 112/59 (The Public Servants Statute).
- Referring to the performance evaluation results when taking appropriate decisions related to human resources management. This would allow the good application of the system, especially that it lays the foundations for the activation of the promotion, upgrading, rewards and incentives principles.

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

It is not a mere coincidence that modern states give priority to the development of human resources in fields of training, rewards and moral incentives. The human factor is and will remain the cornerstone of the administrative texture. No matter how technologically advanced an administration is or how rich its legislative sources are, it remains lifeless and completely paralyzed if it does not take into consideration the human factor. In light of this fact and in parallel with the evaluation of performance and job incentives projects, and the Code of Conduct, OMSAR decided to honor some of the former leading administrative figures who served the administration sincerely and relentlessly.

As a sign of gratitude and as a tribute to those who were distinguished by their transparency and dedication, a ceremony was held on 29 of December 2001 for honoring some leading figures who served the country in the diplomatic corps and the administration. These figures are:

Mr. Fouad al Bezri, Mr. Joseph Donato, Dr. Khattar Chibly, Dr. Hassan Awada, Mr. Mohammed Chito, and ambassadors Fouad el-Turk, Khalil Makawi, Adib al Kontar, Salim Tabet and Fakhry Saghiyah.

This event which took place for the first time will become a yearly tradition.

Speech of Minister El Saad in the Ceremony

By this ceremony, we are honoring the ideal and the model, which should be inspired by all reform projects. The most modern technologies, rules and regulation remain fruitless without industrious and dedicated persons like you. I take this opportunity to express my hope that the recent appointments in the Administration will come up with new administrators like you.

We say so because we have concerns about observing the right standards of appointment, which are necessary for having a highly efficient and transparent administration. We would have preferred to witness just and impartial appointments, instead of distribution of shares, regionalism and sectarianism. We were looking towards an appoint process which will place the right person in the right position. Our main goal is to restore the golden era of the Lebanese administration and walk with vigorous strides towards having a modern administration that will reinforce the citizen's confidence in his state and country.

The former Director General of the Foreign Ministry, Ambassador Fouad el-Turk, gave a speech on behalf of those honored, in which he thanked Minister El Saad for his initiative and for his efforts to solve the numerous problems facing the Lebanese Administration. He said: "In Lebanon, Presidents, governments and ministers are constantly re-elected whilst the employees as not with the exception of certain cases where they are replaced. The employee's full and absolute loyalty should be to the State and not to any other party. This is precisely the reason why, as a previous Secretary General of the Foreign Ministry, issued, during the civil war, the slogan: "I have only one boss: Lebanon..."

He also added: Any official has to have three attributes: To be the most knowledgeable, the most daring and the most sincere. It happens that one is the most knowledgeable but not sincere, the most sincere but not knowledgeable, or the most daring but not the most sincere and knowledgeable. It is this integration of knowledge, courage and moral values which makes an ideal official."

"Also, one has to be free from greed, as this will help him to act freely and honestly without any regret or fear. The difference between a cunning person (a cunning person according to the Lebanese culture is the one who knows how to reach his goal by all means) and the intelligent person. The cunning person or opportunist knows how to reach his personal goal, while the intelligent person works so that his country reaches its goal (...). Our only response to the daily jargon about corruption and deterioration of the Lebanese Administration, is to go back to our pure Lebanese roots: our sense of moral values and our deep belief in God and in Lebanon.

Background and objectives:

Within the Government of Lebanon there are mounting concerns about the appropriateness and affordability of the existing level of expenditures throughout its ministries and public agencies. With a total budget for the administration at large of \$ 5.5 billion for 1999, and a corresponding generated revenue of only \$ 3 billion, a resulting unsustainable budget deficit of \$ 2.4 billion, corresponding to 42 % of expenditures, these concerns appear completely justified.

These concerns relate to the:

a) focus of government's financial and operational involvement, against the background of imbalances of the economy, limited resources and capacities.

b) affordability of current provisions and arrangements in view of the conditions of the national economy and severe constraints on public expenditure.

c) cost-efficiency and cost-effectiveness of a Lebanese Public Administration, geared towards modernisation and reform.

The objective of the study is to provide the Government with proposals for innovative and sustainable ways of reducing these costs by sector through the establishment of indicators for monitoring expenditures and other arrangements that would be affordable and appropriate to the country, its economy and the national budget.

Scope of work:

The study covers analysing and determining factors of the cost development in the public sector in general, determining its scope, size, functions and services and related costs and identifying problems and areas of waste.

Source of fund:

European Union.

Status:

Data collection and review of existing documents and reports has been undertaken. The study should be completed by the end of the first quarter in 2002.



HE Mr Fouad Siniora, Minister of Finance, with the Experts of the Costs of the Public Sector, Dr. Kamal Hamdan and Dr. Marwan Iskandar.



HE Mr Fouad el-Turk, Former Ambassador.



The Honored leading administrative figures.

Training ensures updating the knowledge of employees in their field of specialization and their managerial skills. It also ameliorates the productivity of employees, thus the performance of institutions, and constitutes a key element in the modernization of the structures of state.

That's why OMSAR continued, during 2001, its endeavors to upgrade the level of knowledge and skills of civil servants where and when needed within the broader framework of rehabilitating the Lebanese Public Administration. In this respect the following activities were conducted during the year 2001:

Background and Objectives:

OMSAR launched a series of sessions to be held in various Lebanese governorates, which aim to activate the municipal function in Lebanon.



Pierre Renoir.

Scope of Work:

The seminars covered three main topics: Administrative, Financial and Technical affairs presented by six Local experts in the field. The administrative part dealt with the general municipal regulations and bylaws such as: mandates, elections of head and vice head, resolution passing, holding meetings and keeping minutes and other related issues. The financial part dealt with the preparation of the municipal budgets and the interpretation of accounting procedures as required by the Lebanese accounting system. It also dealt with the instructions on accounting entries and general bookkeeping.

The technical part covered land regulations and permits, classified businesses, plus several other legal related matters.

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

Source of Fund:

European Union.

The first session for Mount Lebanon was held in Aley. In addressing the session, Minister El Saad said, "What we are launching today is an advanced and ambitious step towards achieving administrative development and is an example of the serious and close cooperation between the Ministry of Interior and Municipalities and OMSAR.

During the last decades of the Twentieth century, the world made great strides towards de-centralization and provision of services to citizens either directly or in places near-by to their residence. This led to activation of the work of local and regional authorities paving the way for the state to dedicate its efforts to the main task of developing public strategies and policies relating to security, foreign affairs, social welfare, medicare, education etc...".

Status:

Phase 1: targeted municipalities consisting of only nine members in 5 Governorates (Mohafazats) with the exception of Beirut. Four sessions were held in Aley, Saida, Zahle and Tripoli and hosted more than 400 heads and members.

Phase 2: under preparation and shall cover all municipal councils in Lebanon, starting with the newly elected ones in the liberated South.

Background and Objectives:

A series of conferences planned under the heading "Modern Public Administration - A Lebanese Perspective" was developed for forward-looking Directors General and aimed at complementing the process of administrative reform. The conferences were planned to provide a platform for open discussion on topics related to the mechanisms of reform, the dissemination of a new administrative culture borrowing from foreign experiences and successes in the private sector and establishing a social link and an atmosphere of rapport among officials who need to communicate in their line of duties. Such conferences will allow these decision makers to focus on the mechanisms for and the consequences of the planned reform implementation.

Scope of work:

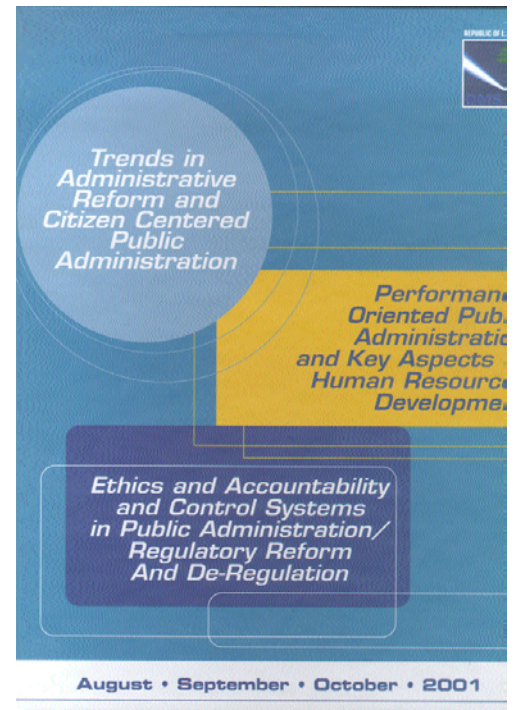
An elaborate series of conferences was prepared tackling such topics as "Trends in Administrative Reform", "Citizen Centred Public Administration", "Performance Oriented Public Administration", "Key Aspects of Managing Human Resources". "Regulatory Reform and Deregulation" and "Ethics Accountability and Control Systems in Public Administration". The timing and venues of the events were established following extensive consultations with several directors general and other well placed individuals within the administration. The intent was to create an environment where experiences are shared and opinions exchanged among senior executives of the Lebanese Administration and foreign specialists with international expertise.

Source of Fund:

European Union.

Status:

Three workshops were held covering the topics mentioned above and scheduled during a three-months period, August - October 2001 at venues in comfortable remote mountain resorts: additional conferences are planned for 2002.





Municipalities Training in Aley.



Municipalities Training in Jezzine.



Municipalities Training in Saida.



Municipalities Training in Tripoli.



Municipalities Training in Zahle.



Municipalities Training.



Inter-ministerial Workshops for Leader Groups.



Background and Objectives:

Planning, setting priorities and supervising subordinates are basic to managing individual and organizational performance. The critical paradox of the situation is that a supervisor, while handling the same chores daily, he/she is pressed by shorter deadlines, competing priorities, endless meetings, interruptions and higher demand on quality as some of today's challenges in an information-driven workplace, yet, the number of hours of his/her day remains the same!

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

Scope of work:

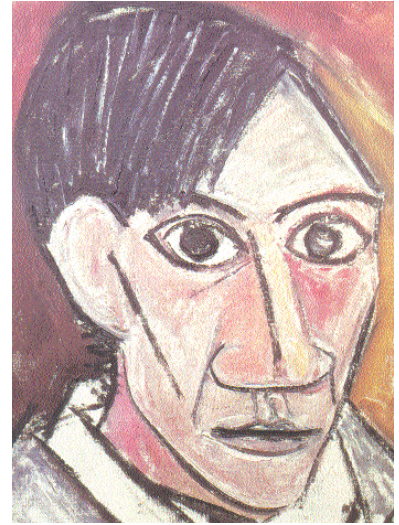
This project addresses the training needs of civil servants in categories "2" and "3".

Source of Fund:

Arab Fund for Social and Economic Development (AFSED).

Status:

The contracting process is in its final stages and training is expected to start towards the end of February 2002.



Picasso.

Background and Objectives:

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

Scope of Work:

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

Source of Fund:

Arab Fund for Social and Economic Development (AFSED).

Status:

The contracting process is in its final stages and training is expected to start towards the end of February 2002.



IT Training in Hasbaya.

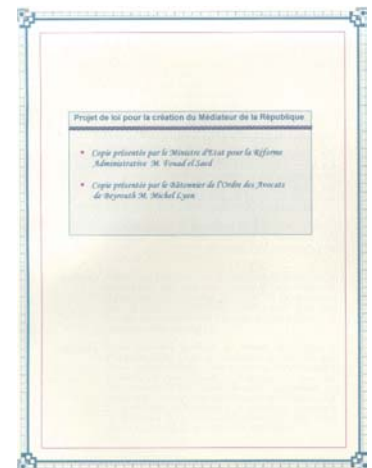
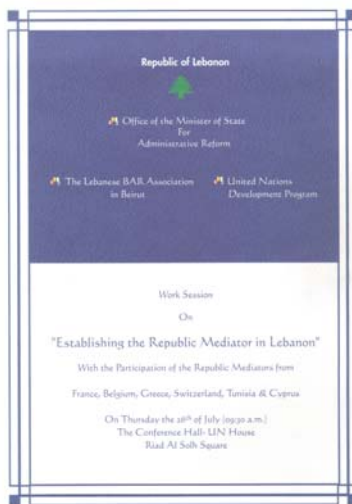
A full year of accomplishments...

Table of Workshops, Seminars and forums of discussions held by OMSAR in 2001

Date	Subject
January 29	Better Regulation & Simplification of Procedures
February 15	Results of the Training Needs Identification
May 21,22,23	Role of the State
August 18-19	Inter-ministerial Workshop for Leader Groups 1
September 15-16	Inter-ministerial Workshop for Leader Groups 2
October 13-14	Inter-ministerial Workshop for Leader Groups 3
August 11	Mount Lebanon Municipalities Training - Alley
August 25	South Lebanon Municipalities Training - Saida
September 1	Beka'a Municipalities Training - Zahle
September 8	North Lebanon Municipalities Training - Tripoli
July 25-26	Ombudsman - in collaboration with the UNDP
September 13	Testing Systems
September 14	HE Minister El Saad Presentation of OMSAR Projects
October 5	Citizen Charter
October*	Sponsored the Lebanese University's seminar on Legal Information Processing in the 21st Century
October*	(Co-organized with Microsoft) an E-government Seminar
November 14	Audio-Visual Day 1 on Administrative Information
December 29	Honoring of retired Civil Servants



HE the Minister Fouad El Saad Announcing the Projects of OMSAR in the Presence of HE the Minister Bechara Merhej and number of Deputies.



Workshop on the Ombudsman with HE Mr. Yves De San, Resident Representative of the UNDP and Mr. Michel Lyan, Head of the Lebanese Bar Association.



HE the Prime Minister Mr. Hariri in the Workshop on the Role of the State, with their Excellencies Mr. Fouad Siniora and Mr. Anwar Khalil.



Background and Objectives:

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

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

Scope of Work:

To guarantee the success of the IPA, the Lebanese government has requested the aid of the French National School for Administration (ENA) to develop an efficient training program in the field of public administration. A protocol was signed on the 30th of June 1999 between the Civil Service Board and the ENA all that remains is the implementation. In this light, the Minister of State for Administrative Reform, during two trips to Paris, made contact with the ENA officials and the educational planners of the Institute Public Administration of (public servants recruitment, organization of examination, organizations of different IPA services, developing educational and training programs...) to discuss ways for establishing a fruitful cooperation with ENA.

The Minister of State for Administrative Reform, being aware of the importance of this institute and of the urgency to launch it, has followed up this file with the Council for Ministers on two levels:

1- On the one hand, amending the decree of the 7th of May 2001 relating to the composition of the board of directors and the conditions for nomination of its members, opening the doors of the Board to female regardless of age and experience. On the other hand, the nomination of the board of directors and the chairman of the board. The file will from now on be handled by IPA management - the role of the Minister ending with the nomination of the members.

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

Source of Fund:

The Lebanese Government.

Status:

OMSAR has provided all possible assistance required for IPA office operations.



Mr. Alain Fouquet, the French Conseiller Culturel.



Institutional Reform

Human Resources Development

The Administration and the Citizen

Mass Media
in Promoting Administrative Reform

Technical Assistance
for Administrations

New ICT Initiatives

Automation of Public Administrations

Automation of Public Agencies
and Municipalities

Establishing a Central Office for Administrative Information



Background and objectives:

In keeping with its policy of improving government services and standardizing them, OMSAR devised a project that would set up a Central Office for Administrative Information that has direct dealings with the public. Based on the belief that a good administration is the one that services the citizen and improves conditions for handling his/her applications and formalities, this Central Office for Administrative Information is considered a step towards improving performance of the public administrations and agencies in Lebanon.

The key objectives are to a) give the citizen a familiar point of reference at government departments; b) put information at everyone's reach (the office would communicate information using different methods and technologies so as not to exclude any segment of the population); c) cut through the layers of bureaucracy; d) speed up and improve the public's access to government services; e) increase transparency by making information about transactions (needed documentation, routing, pricing, filing fees, etc.) widely available; (f) turn the information office to a one-stop shop that is able to dispense all government related services thus saving the citizen the trouble of having to go to different locations to complete one or several transactions.

Scope of work:

The scope of the project is to: (1) Create and staff a central information office that will be responsible of collecting all related information and keeping it up-to-date; (2) Consolidate the information that is collected by the central information office in one large database; (3) Create a central, easy to remember telephone number for the information; (4) Create a Web site that will contain and allow easy access to all the consolidated information and to a copy of all government forms.

Source of fund:

Government and European Union.

Status:

The information has already been collected and programmed and is being continuously updated. The Website is active. This office would eventually be turned into a permanent entity with the responsibility of keeping the collected information updated and available at all times.

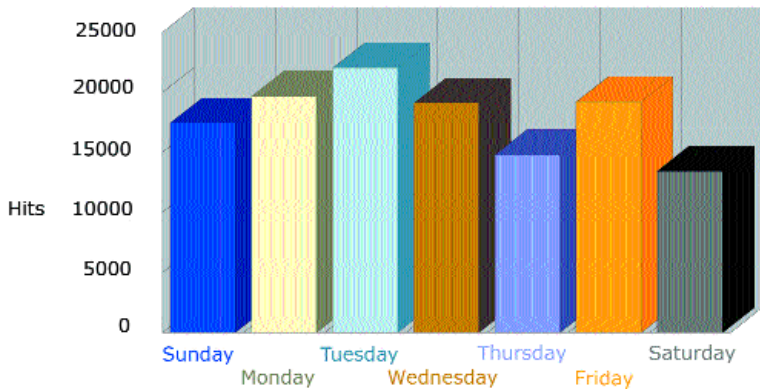
INFORMS

The Central Office for Administrative Information was established at the request of the Minister of State for Administrative Reform, Fouad el-Saad, who considered safeguarding citizen interests, provision of quality services and ensuring access to information on formalities as a top priority. All Administrations Information (forms, supporty documents, filing instructions and fees) consolidated through this office are accessible by the general public through the portal site www.informs.gov.lb and a dedicated hot line number 1700. The Prime Minister, Mr. Rafic El-Hariri, in the presence of a group of ministers, members of parliament and general directors inaugurated the Office.

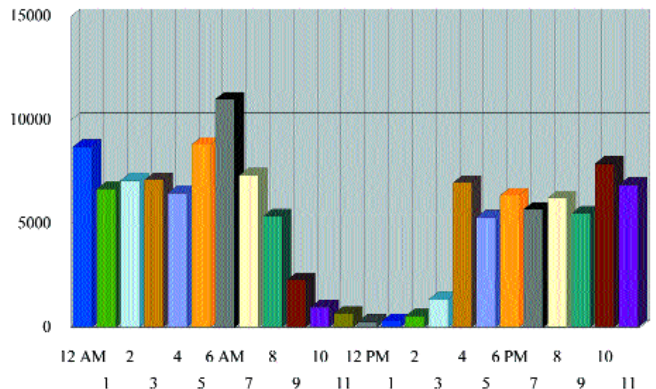


Inauguration of the Central Office for Administrative Information by HE the Prime Minister Mr Rafic El-Hariri in the Presence of the "Informs" Staff.

Number of Hits



Most Popular Day of the Week



Most Popular Hour of the Day

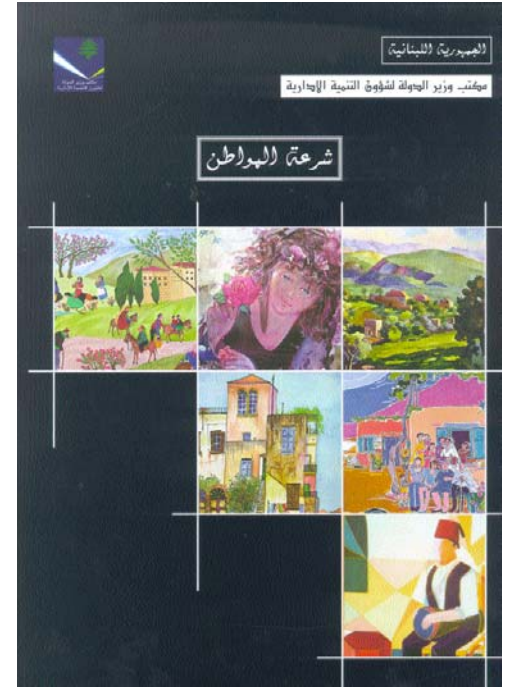
The Citizen's Charter (and Sectorial Citizen Charters)



The important developments which accompanied the attempts of administrative reform during the past decade, especially in the advanced countries, were behind the birth of the Lebanese Citizen's Charter which was approved by the Council of Ministers on November 15, 2001. Priority has been given to the citizen - public administration relationship and its improvement through rendering better services to citizens.

Serving the citizens is the main concern of democratic systems, basically since the citizen finances state activities and it is quite natural to receive, in return, adequate and non-discriminative services.

It is noticed that the Citizen's Charter has become part of the strategic plans and procedures aiming at modernization of the public administration. The Charter has been adopted by many countries, especially in member states of the Organization for Economic Cooperation and Development. It was a culmination of continuous efforts and evolutions in the philosophy, goals, policies and successive programs for administrative reform applied in many countries. The logical result for the above major transformations and strategies is represented by the sincere anxiousness to deal with the citizens efficiently and openly, and by the adoption of the Citizen's Charter as an expression of readiness of the public agencies and bodies to behave as private establishment, which are quite aware of the fact that their very existence depends on serving the citizen and the society. In addition, it is their duty to respond to citizen's demands in an efficient manner, to avail them of expressing their opinion and degree of content concerning the services rendered to them, to listen carefully to their remarks and complaints and to show interest in their suggestions concerning development and rendering of services.



In most cases, the Citizen's Charter seeks to achieve the following goals:

- Consolidate the administration's democratic trend.
- Compliance with the rule of law.
- Achieve the principle of transparency and the responsibility of the administration vis-à-vis the citizen.
- Protect the citizens against abuse of power by the administration.
- Solidify relations between the state and the citizens and restore trust in the state.
- Improve the quality of services provided by the state to the public.

Also, the Citizen's Charter includes the following topics:

1. Formalities: Simplicity and speed.
2. Public service code of ethics.
3. Citizenship ethics.
4. Right of access to information: Transparency and competing corruption.
5. Accountability and participation.

The success of the Citizen's Charter in fulfilling the desired goals depends strongly on its adoption by the civil society and the civil servants, particularly the leadership group, in addition to full support of the political class. The Citizen's Charter is part of a comprehensive OMSAR program which aims at formulation of other specialized programs that would cover various sectors of the public administration, namely: education, environment, health, information, public works, municipal and local functions, public finance, public responsibilities, justice, etc...

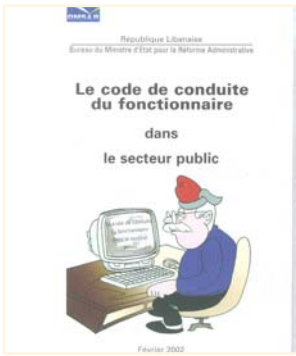
A sectorial charter is not exclusively restricted to a certain ministry. It concerns other supporting agencies, which consequently entails inclusion of all charters within a comprehensive approach for each sector.



The Workshop on the Citizen's Charter with Dr. Antoine Massarra, Dr. Adnan Iskandar and Representatives of the Civil Society.



A Code of Conduct for Public Servants



The main objective of the Code of Conduct for Public Servants is to reinforce the ethical base of the public service, through defining the fundamental parameters for job ethics and ensuring the highest level of integrity and efficiency in serving the country.

Observing conduct parameters and their application in the public service has become a pivotal goal of any strategy for the reform and development of the public administration. There is an increasing awareness in most countries looking forward towards developing their public services of the need for the formulation and observance of a code of conduct that sets the guidelines for ethical practices in the civil service.

The Code of Conduct consists of seven parts:

Part I - General Obligations

- Loyalty to the state and dedication to public service.
- Confidentiality.

Part II - Public Service Obligations

- Preparedness.
- Performing job functions.

Part III - Employee Obligations Towards Citizens

- Integrity, impartiality and respect of citizens' rights.
- Transparency and serving the citizens.

Part IV - Employee Responsibilities towards his Superiors, Colleagues and Subordinates

- Relation with superiors.
- Relation with colleagues.
- Relation with subordinates.

Part V - Conflict of Interests and Outside Activities

- Conflict of interests.
- Outside activities.

Part VI - Employee Rights

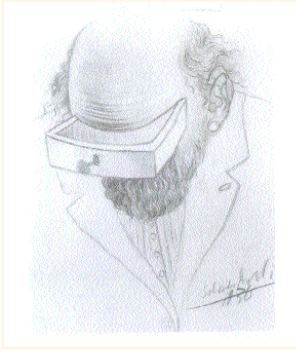
Part VII - Adherence to the Code of Conduct for Public Servants.

The existence of a code of conduct for public servants is a necessary tool for boosting the performance of any modern citizen - oriented public administration. It sets the pace for an ideal daily behavior and self-control. The adherence to such Code of Conduct will assist in restoring citizen's confidence in the state and the public administration as well as assist in improving the image of the employee and attracting more respect to him.

The Code stresses the ethical values and principles which will guide the employee in his work and which may be summed up as follows: Justice, equality, transparency, integrity, impartiality, public interest and human rights.

Due to the absence of such a Code, and for increasing the chances of receiving better services from the state and boosting the citizens' confidence in the state, OMSAR on the recommendation of the EU experts drafted a code of conduct for public servants which was submitted to and approved by the Civil Service Board and referred to the Council of Ministers where it was approved on February 14, 2002.

Simplification of Procedures



Freudian Portrait of a Bureaucrat.

Background and Objectives:

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

Scope of work:

The task force was formed at the end of July 2001 when a first group of 4 local experts was appointed to initiate the analysis work with the staff from the Directorate General for Urban Planning and from the Ministry of Public Health. A total of 23 formalities have been chosen upon suggestions from the Directors General of each of the selected institutions. The review of formalities and preparation of recommendations for action has started and 5 main reports were prepared grouping 70% of the formalities planned for simplification.

Report N.1 includes simplification of the formalities for the following licenses at the Directorate General for Urban Planning: Permit for Construction, Occupation Permit, Permit for renovation of premises, Permit to make additions to premises, Renewal of construction permit.

Report N.2 includes the simplification of all licenses related to medical and paramedical professionals at the Ministry of Public Health including Exercising of the profession of pharmacist and exercising the specialist medical profession.

Report N.3 includes the simplification of formalities related to 16 different types of health facilities at the Ministry of Public Health including Establishing a Pharmacy, Accreditation of Health facilities and Classification of hospitals.

Report N.4 includes simplification of formalities for the registration and pricing of medicaments and simplification for the formalities of authorization to import new medicaments.

Report N.5 includes simplification of formalities for Land certification and simplification of the formality for land readjustment.

Upon submission of the reports the competent Ministers are expected to take appropriate administrative and regulatory action in terms of de-regulation and simplification as recommended by the task force.

Source of Fund:

European Union.

Status:

Reports N.1,2,3 and 4 have been completed. Report N. 5 is being finalized. Further review of formalities in different sectors of the Public Administration are expected to be undertaken.



Mr. Joseph Abd El Ahad, DG of Urban Planning.

Draft Law for organizing relations between the Citizen and the Administration:



Hugo Pratt.

The draft law was inspired from international legislations adopted in the USA (Information Act) and France (Law no.753-78 dated July 17, 1978) on different measures to improve relations between the Administration and the Public, and France again (Law no. 587-79 dated July 11, 1979), concerning motivation of administrative acts and the improvement of the relations between the Administration and the public.

The draft law aims at:

The project seeks to improve relations between the citizen and the Administration by:

- 1- Protecting the citizen's right of access to administrative documents in general, free of charge, with the exception of confidential documents the release of which is prohibited by law.
- 2- Commitment by the Administration to justify its decisions for the sake of transparency, avoidance of discretionary and biased decisions, and minimization of legal recourse.

- ❄ Consolidating the drive towards democracy and compliance with the laws.
- ❄ Transparency and responsibility of the administration towards the citizens.
- ❄ Protection of the citizen from the abuse of power.
- ❄ Strengthening the relations between the citizen and the Administration.
- ❄ Strengthening the citizen's trust and confidence in his State.
- ❄ Improving the services provided by the Administration to the citizens.

The draft law has defined which documents are to be considered administrative and which are not. It also defined the administrative documents which are classified as confidential and not to be released. This included areas such as: national defense, national security, public security, management of foreign affairs of secret nature, national economy and currency, international financial commitments, private lives of individuals, occupational secrets, proceedings of criminal investigations, secret trials, juvenile trials, civil status lawsuits, and disciplinary investigation proceedings, etc...

Additionally, the Draft law provided a definition of the concept of the administration and its beneficiaries. It proposed the setting up of a committee named "The Committee in Charge of Administrative Documents" which is linked to the Presidency of the Council of Ministers. This committee will ensure free access to administrative documents and national archives. It will also give opinion on matters related to these documents.



The Ombudsman's Committee.

Draft Law for the Creation of an "Ombudsman"



Salvador Dali, L'oeil du Temps.

1. The Ombudsman in modern international experiences:

The administrative function with its present size and institutional ramifications, specially in states where traditional forms of administration prevail, remains a hidden secret which is not easily disclosed or understood. This is mainly applicable where citizens are faced by unjustifiable delay in the administrations concerned. This creates a feeling of discontent and belief that the citizen is not justly treated by the administration. Consequently, it is becoming more indispensable for many countries to create an additional means which would enable citizens to acquire their rights, through what is called "The Republic Mediator", which tantamount to an institution. The name differs from one country to the other. It is called "Mediator of the Republic" in France, "Defender of the People" in Spain, "Defender of the People" in Quebec, and simply "Ombudsman" in Sweden.

Following are the main basis for the ombudsman institution:

- ❄ Independence from all authorities, including the executive authority, even if this authority is involved in his appointment or nomination.
- ❄ Offering free services, and playing multiple roles (mediator, arbitrator, observer).
- ❄ Receiving citizen's complaints and seizure of any problem.

In general, the Ombudsman's function is to prevent any mischief and to correct any mistake committed by the administrative staff when dealing with the citizens. In case the citizen reaches a dead end in following up formality, the ombudsman is legally entrusted to receive, review and verify the citizens' complaints and send recommendations to the relevant administration for correction. The ombudsman's recommendations are not binding. However, they are considered very important due to the mediator's position, the moral powers he/she possesses and the support he enjoys from various authorities, in particular the legislative authority. Generally, we can distinguish between two kinds of recommendations: The first is closely related to finding solutions to the complaints submitted by the citizen, and the second is related to introducing amendments to certain stipulations in order to clarify ambiguities or simplify procedures".

2. The Need for the "Ombudsman" Institution in Lebanon:

In line with the firm belief of the role played by the "Ombudsman" in solving the problems arising between the citizen and the administration and controlling the latter's performance and for achieving a balanced relation between the civil society and the public authorities, the Minister of State for Administrative Reform drafted a law for establishing "The Republic Mediator". The draft law was discussed in association work sessions organized by OMSAR and the lawyers syndicate in Beirut on July 26, 2001, and attended by the "Ombudsmen" of France, Cyprus, Greece, Tunisia and Switzerland. The sessions helped in crystallizing the need for "Ombudsman" in Lebanon, means of implementations, roles, responsibilities and mechanisms, in light of the experiences of participating countries. For further follow-up, H.E. Fouad el-Saad entrusted a working team comprised of leading judges, lawyers, scholars and OMSAR experts with drafting a law for "The Republic Mediator in Lebanon", taking into consideration previous experiences of other countries and the discussions and proposals of the work sessions of July 26, 2001, in addition to creation of the suitable atmosphere for promoting public awareness of the importance of such project for Lebanon.

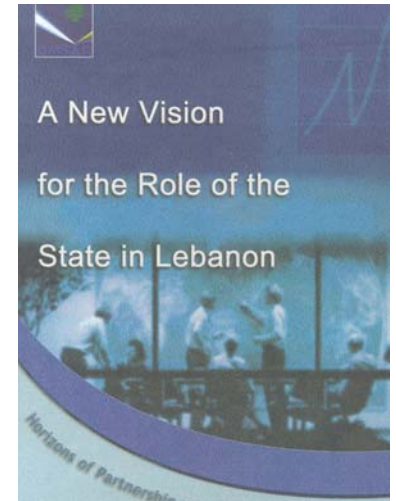
A workshop on the Role of the State



J. Cramb, Le Mont Liban vu de Beyrouth.

"A New Vision for the Role of the State in Lebanon: Horizons of Partnership with the Private and Public Sectors" was the title of a workshop organized by OMSAR in March 2001, that reflected on and discussed international best-practices and trends in defining the new role of the state.

This new role necessitates urgent study and discussion, exploring successful experiences in other countries and a commitment by the Lebanese government to introduce radical economic and financial reforms which will tackle problems such as: public debt, reduction of budget deficit, increasing state revenues, adoption of a phased strategy for privatization and modernization of the public administration. The above policies call for urgent formulation of a new role for the Lebanese state built on a new relationship between the state on one part and the private sector and the civil society on the other. They also require reconsidering the functions and responsibilities of the state by keeping in hand the fundamental and strategic ones and leaving the rest to be handled by other parties.



The workshop discussed the following important issues:

- ❑ Present role of the state and scope and level of activities to be carried out within this role.
- ❑ Impact of the new role and partnership with the private and public sectors on strategic function of the state and responsibility sharing with other sectors.
- ❑ Pioneer international experiences concerning relationship between the state and the market forces and society.

Participants in the workshop took many recommendations the most important of which are:

1. The modernization of laws is necessary to create a suitable atmosphere for private investment.

2. The state should retain strategic functions, in particular: Functions related to sovereignty, regulatory functions and functions related to provision of social security and services to citizens.

3. Adoption of a strategy for administrative reform based on a dynamic and small administrative cadre.

4. Emphasizing the importance of enhancing administrative de-concentration and de-centralization.

5. Increasing the involvement of the private sector and civil society in rendering services to citizens.

6. Acknowledging that success in privatization requires meeting certain conditions such as a bidding by applicable laws, and observing the principles of open bidding, competition and equal treatment of bidders.

7. Setting-up regulatory bodies with qualified and well-reputed members.

8. Necessity for availing the central control authorities of adequate capabilities and resources, in line with accountability and transparency principles.



HE the Prime Minister Mr. Hariri Inaugurating the Workshop on the Role of the State.

Partnership between the State and Civil Society: Training of NGOs



August Macke.

Context and Objectives:

Within the context of the strategy for the development of the public administration, the mobilization of the public opinion for the creation of the Mediator of the Republic, the elaboration of citizen's chart and the formulation of a code of conduct for public servants, this project aims at organizing training sessions for mobilizing three categories of (non-government organizations NGOs) which play the role of mediators for the public opinion in general.

These categories are:

- The social NGOs.
- The women NGOs.
- The Youth associations.

This project is a direct response to the workshop organized in March 2001 by OMSAR on the Role of the State, and which called for reconsidering the State's role and discovering new horizons for cooperation and partnership between the State on one side and the private sector and the civil society on the other.

Project Objectives:

The topics to be discussed are:

1. The international context: the economic globalization and the new demands.
2. The local context: the civil society and the communal society.
3. From government to governance.
4. State/Civil society and the participation process.

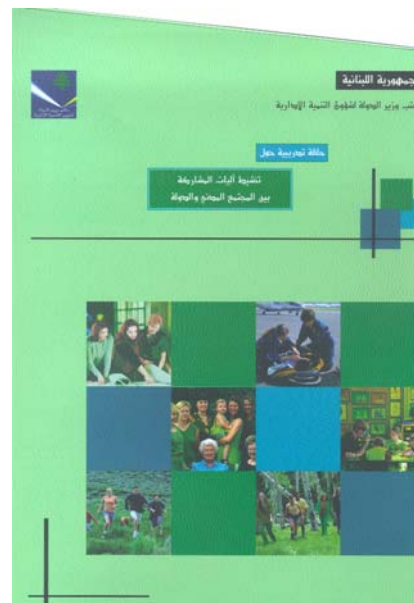
The above mentioned subjects, are dealt with in the form of practical cases and work groups. The number of trainees in each session is 60 persons. The sessions will take place in the six Mouhafazats at the rate of one session for each Mouhafaza.

Source of Fund:

The Lebanese government.

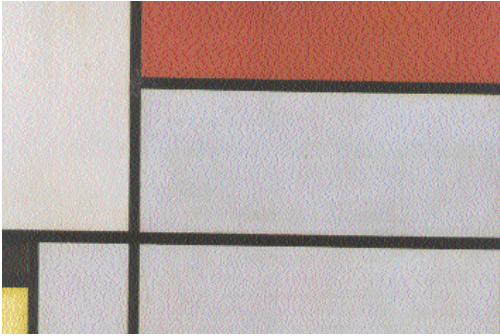
Status:

Under preparation.



Training of NGOs in Baakline by Dr. Fadia Kiwan.

The Citizen's Enterprise



Mondrian.

The Minister of State for Administrative Reform, Fouad el-Saad launched "The Citizen Enterprise", a dedicated enterprise concerned with sustained development through allocating part of its resources for development projects. It takes into consideration the political, legal and social affairs of the citizen, based on sound social and environmental criteria and principles of ethics and transparency. He revealed that the first enterprise to respond to the idea was "L'Affichage Picasso" which put at the disposal of OMSAR five thousand billboards to be used in campaigns for promotion of citizenship concepts and citizen - state relation. The first topics addressed by the campaign were the citizen's charter, and the Information Center.

"I call you to join as equal and interdependent parties working together not for the sake of sustained development in itself, but also for development as the essence of our survival".

In an inaugural speech Mr. El-Saad said: "A cultural phenomenon has come to light in the advanced world, which we find some of its roots in Henry Ford's concept of the mission of an organization. In the twenties of the last century Mr. Ford said that an organization should seek profit in order to survive but if it restricts its role to achieving profits it will lose the justification for its existence (...) The citizen enterprise is a new phenomenon. It is a kind of socio-political movement, which changes the world of economy and politics. It covers various sectors, even those that do not seek profit (...) During the last two decades, Europe witnessed a strong drive in this direction. Big and small businesses, as well as civil society organizations took part. According to recent statistics, 85% of the Europeans prefer to buy from citizen enterprises: This is partnership in its best forms. Lebanon will not overcome obstacles with dispersed efforts. Private successes of enterprises are not enough alone. We are all in the same boat and we face the same perils. Either we sink together or survive together".

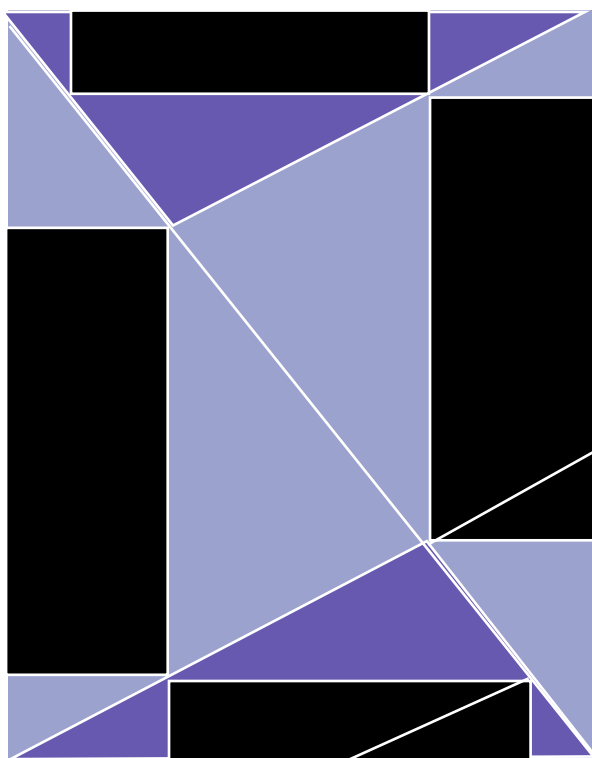
Minister el-Saad emphasized that OMSAR was ready to receive new partners who are willing to participate in the campaign. He also expressed his readiness to support all enterprises seeking to become "citizen enterprises", and to participate in any development activity which aims at protecting the economical social and environmental security of the country. He concluded: "It is a good start. It is a typical example of what we are looking for in Lebanon. We live in an era where governments are not alone responsible for the current social problems and shortcomings. I call you to join as equal and interdependent parties working together not for the sake of sustained development in itself, but also for development as the essence of our survival".



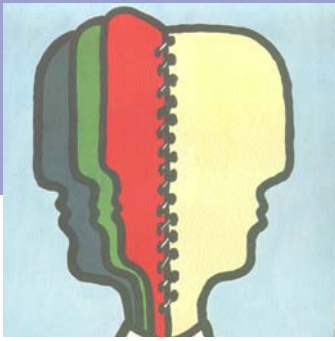
Picasso, the First Citizen Enterprise.



Team International, the Second Citizen Enterprise.



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Administration Information: Presenting Administrative Transactions

Alexander Tarasov.

Background and objectives:

Following the initiative of the Minister of State for Administrative Reform, OMSAR launched a new project called "Administration information". The project's objective is to use mass media as a tool for supporting the principles of modern administration. Administration Information is the set of means and media productions through which the citizens are informed of their rights and duties, as well as their obligations, and more generally of administrative formalities, as users of public services. This information is controlled - or must be controlled if it respects the citizen - by its authenticity, rigor and veracity. Administration Information:

- ∞ Directly concerns the citizens facing daily problems with the administration (social security, diverse obligations, taxation...);
- ∞ Is a factor of social cohesion as it focuses on common interests in a multi-communal society;
- ∞ Is a factor of development in so far as it stimulates participation and mobilization with regards to society problems.

Scope of work:

Today in Lebanon, information is often reduced to governmental information on the general directors of ministries, bureaucratic statements which are void of any explanation or veritable information, legislative and regulatory texts destined for specialists and not for the general public that uses public services, amusing or scandalous information reduced to focusing on a few high profile problems. OMSAR proposes to:

1. Tackle the problem with administration information in Lebanon, on the levels of content, ethics and media techniques;
2. Produce administration information models for the written press, radio and television focusing on problems of interest to the users.

Source of fund:

European Union.

Status:

In November 2001, OMSAR organized the first audiovisual day with the theme: "Administration Information: problematic and media production - Presenting Administrative Transactions". One audiovisual day will be organized each 2 months.

The project of Administration information covers five audiovisual days:

- Presenting Administrative Transactions.
- Covering News and activities of Public Administrations.
- Training Media Personnel of Public Administrations.
- Activating the role of syndicates and other professional bodies in administrative media.
- Media Information in Municipalities.



HE Mr. Patrick Renaud, Head of the EU Delegation and HE Mr Ghazi Aridi, Minister of Information, in the First Audiovisual Day.



OMSAR's Web Site

Background and Objectives:

OMSAR re-launched its website (www.omsar.gov.lb) during the third quarter of the year 2001. The website is intended to keep visitors informed of Lebanon's administrative development activities.

Scope of Work:

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

Source of fund:

United Nations Development Programme.

Status:

Site completed, with on-going content updates.



The Journalist Mr. Marcel Ghanem and the French Attaché Audiovisuel Mr. Pierre Devouly in the Second Audiovisual Day.





Newsletter to promote principles of a modern administration

Juan Gris.

Context and Objectives:

OMSAR is currently publishing a newsletter which was first published by Minister Bechara Merhej. After stopping for sometime, publication was resumed on March 2001 by Minister el-Saad. It addresses both employees and citizens, with the aim of propagating the concepts of modern administration.

Scope of the Project:

In each issue, the newsletter allocates a special report to a key administrative subject. The main subjects dealt with up till now covered: cultural policy, administrative decentralization, management of human resources, innovation in the public sector, the citizen's charter and administrative reform.

Moreover, the newsletter seeks to portray the image of the modern administration in various parts of the world, so as to benefit from their experiences.

It constantly covers OMSAR projects and activities and, reflects upon international experiences in administration reform and development that one of importance to the Lebanese administration.

Source of Fund:

The European Union and the Lebanese government.

Status:

The newsletter is published regularly every month.



The Minister's Office issues the Newsletter.



Information Center for Investors and Businessmen in IDAL

Charles Moore.

Background and Objectives:

The Investment Development Authority of Lebanon, IDAL (www.idal.com.lb), is the Lebanese governmental agency responsible for attracting private capital investments to Lebanon and assisting investors in the development and implementation of their projects. As part of the various services offered to investors by IDAL, the Authority intends to set up an Investors and Businessmen Information Center, which would serve as a support and information source for investors and businessmen. This will also enhance the sector of tourism as well.

Scope of Work:

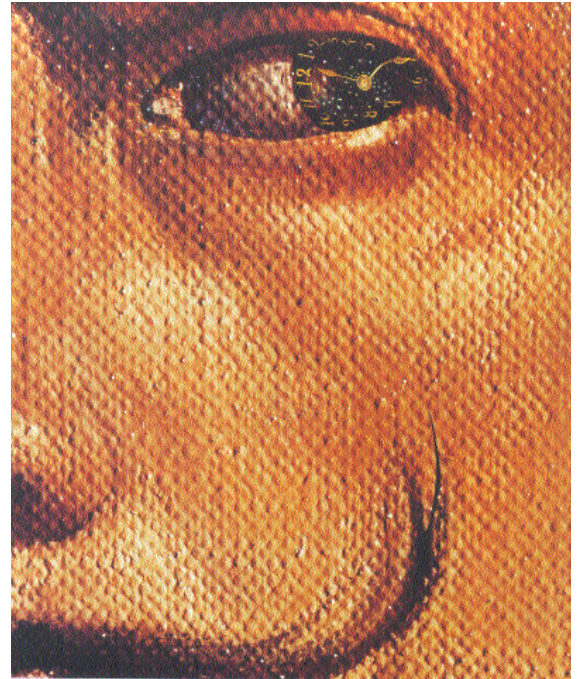
At a first stage, OMSAR will finance a study to define the services of this center, the sources of information, and the process for collecting, processing and disseminating information taking into consideration the relationship with various agencies within and outside the government. The consultancy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

Source of Fund:

Arab Fund.

Status:

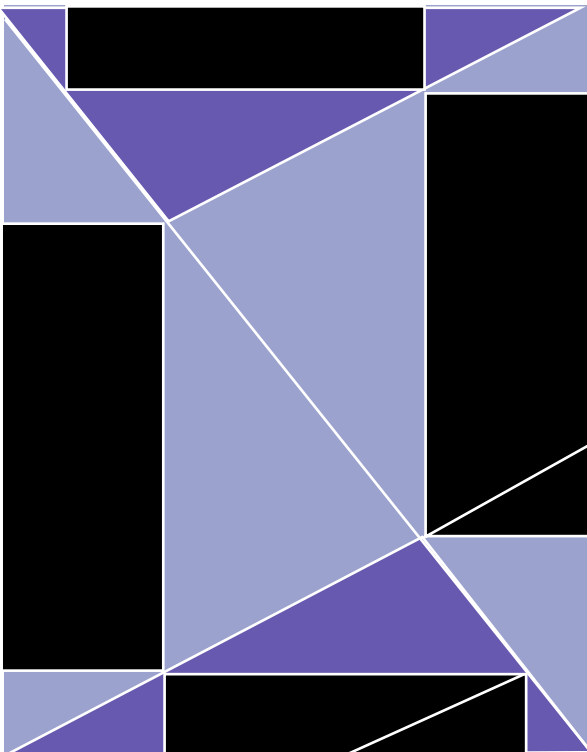
On-going.



Salvador Dali.



HE Dr. Karam Karam, Minister of Tourism.



Institutional Reform

Human Resources Development

The Administration and the Citizen

Mass Media
in Promoting Administrative Reform

Technical Assistance
for Administrations

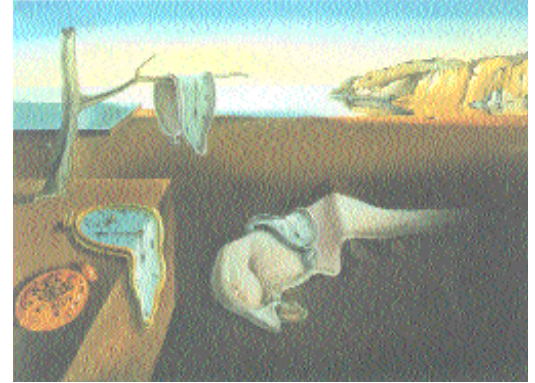
New ICT Initiatives

Automation of Public Administrations

Automation of Public Agencies
and Municipalities

Background and Objectives:

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



Salvador Dali.

Scope of Work:

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

Source of Fund:

World Bank.

Status:

All Equipment and Training on all components of the Contract were delivered and provisionally accepted for Phase I, and is still under implementation and installation for Phase II.

Provision of Office Equipment

Background and Objectives:

As part of the National Administrative Rehabilitation Program (NARP), OMSAR supported several government ministries and agencies with office equipment needs and specialized equipment.



The Procurement Team.

Scope of Work:

Office Equipment - Directorate General of the Presidency.
Topographic Equipment and Engineering Software Package - Litani River Authority.

Source of Fund:

World Bank and Arab Fund.

Status:

Completed.

Provision of Turn-O-Matic machines to Various ministries and Public Agencies

Background and Objectives:

Some Lebanese administration offices are always faced with big unruly crowds. In order to better organize access to citizen services in the Lebanese administration and reduce queues, OMSAR proposed to install Turn-O-Matic equipments to ensure equal access to all citizens.

Scope of Work:

This project will install Turn-O-Matic equipments at various ministries and public agencies.

Source of Fund:

Government of Lebanon.

Status:

On-going.

Technical Assistance for the Ministry of Culture in the Organization of the Summit of Francophony and the Arab Summit

Background and Objectives:

In order to prepare for the Sommet de la Francophonie (October 2002) and The Arab Summit (March 2002), the Ministry of Culture, which is responsible for the organization of these international events, has requested the assistance of OMSAR in the area of Information and Communication Technology (ICT).

ICT will provide the means and methods that are necessary to run such a huge operation (the Sommet de la Francophonie event has participants numbering in the thousands with representatives from 58 countries and international organizations, the Arab Summit event has participants numbering in the hundreds with representatives from more than 20 countries and international organizations).



Scope of Work:

The project supplies the hardware, software packages, connectivity, human resources and training needs.

Source of Fund:

Government.

Status:

On-going.

Background and Objectives:

This project aims to provide governmental and assimilated agencies with an accounting system based on "Official governmental standards for accounting" as well as analytical tools pertinent to these agencies normal flow of work.



Scope of Work:

The project includes studies related to the needed Information System, Software development integration and implementation in pilot studies.

Source of Fund:

Arab Fund.

Status:

On-going.



HE Mr. Fouad Siniora, Minister of Finance.

Establishment of an Information Database for All Studies and Reports related to the Public Sector

Background and Objectives:

Lebanon is living now an important phase of development in different domains. A huge number of studies related to the public sector has been produced. The decision makers need to have a database of these studies and reports produced by local or international agencies. There is thus a need to gather all the studies of the public sector, to establish a database related to them, and updating this database of studies yearly. The administrative staff is handling the logistics related to this issue.

Scope of Work:

- (1) Locating all the studies, reports and project documents concerning Lebanon.
- (2) Classifying the documents according to their subject and contents.
- (3) Creating a record for each study. This record contains information about the study, its subject, authors, date, source of funding, language, sector, keywords, beneficiaries and a summary of the contents of the study and its recommendations.
- (4) Enabling the multi-keyed search and retrieval of the studies through the keywords.
- (5) Enabling the access to the database and the documents through the Internet.
- (6) Scanning and archiving the documents of the studies. Fast link reference is made to these documents from the study record.

Source of Fund:

European Union and Government.

Status:

On-going.



The Administrative Staff.

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

Background and Objectives:

A joint committee, consisting of staff from the Office of the Minister of State for Administrative Reform and the Directorate, conducted site surveys and interviews with key personnel to determine the immediate and future ICT needs of the Directorate of Urban Planning. The committee laid out a long-term plan that has the following objectives:

- To improve services to the public by introducing a document management application (electronic archiving and workflow system) that will register and keep track of all its dealings with the Directorate.
- To increase the transparency of internal proceedings with the introduction of an asset management system;
- To speed internal administrative procedures with the implementation of a Human Resources application.



Scope of Work:

The first phase of the long-term plan covered the following:

1. The improvement of the network infrastructure of the Directorate;
2. The deployment of computer hardware and software packages;
3. The development and implementation of a an electronic document management and workflow system;
4. Appropriate training and support.

Source of Fund:

Government of Lebanon (DG of Urban Planning).

Status:

Completed.

Establishing a Wide Area Network for the National Social Security Fund

Background and Objectives:

The National Social Security Fund (NSSF) has many offices that are spread out and a mainframe computer that runs most of their applications at their central location in Beirut. The fact that regional offices are not connected to the mainframe leaves the central office in charge of all data entry, limits access to this data and slows operations down. In order to speed operations, the NSSF asked the OMSAR to help it with the design and implementation of a wide area network that will connect most of the regional offices to their central location (around 25 locations).

Scope of Work:

The project will create local area networks at each of the 25 locations, link all twenty five together in a wide area network, provide computers and peripherals to these offices along with training and support.

Source of Fund:

Arab Fund.

Status:

On-going or Implementation Phase.



Helena Schjerfbeck, *The Little Convalescent*.

A committee was set up in cooperation with the Ministry of Finance and produced the following legal documents:

I - A Draft Law for Public Procurement:

The statutes governing the public procurement of supplies, works, services and contracting of revenues and sale of movable and immovable property are in need for amendment in order to keep pace with the developments witnessed in this field. Since the majority of modern legislations have adopted a standard public procurement law, a draft law for procurement in Lebanon has been prepared, the main elements of which are:

- 1- Authorizing each individual administration to conduct its own public procurement instead of centralizing this process within a single administration.
- 2- Authorizing new forms of procurement: contracts for the management of a public facility - contracts for the construction and operation of a public establishment.
- 3- Authorizing new contracting methods: two stage tendering and the international tendering, and formulation of special conditions and provisions for them.
- 4- Developing special conditions for restricted tenders, procurement of technical services, and on demand procurement.
- 5- Determining, out of the total value of the initial transaction, the maximum percentage to be allocated for supplies, works and ancillary services, which may be executed by the main contractor, on mutual agreement basis.

II - A Draft Law for Establishing an Administration for Procurement Affairs:

The Draft aims at establishing the Directorate General for Public Procurement Affairs (to be linked to the Presidency of the Council of Ministers). It includes the following:

- 1- Authorizing each public administration to handle its own procurements.
- 2- Delegating the authority of preparing tender documents to the above-mentioned Directorate.
- 3- Provision of necessary financial and technical expertise to the Administrations, Public Agencies and Municipalities so that they will handle their own procurement.
- 4- Provision of training to the employees in charge of preparation and handling of public procurement and management of operations.
- 5- Classification of the contractors upon their request, updating contractor lists and passing relevant information to the administration.
- 6- Preparing a list of experts who might be approached during tendering operations.

III - A Draft Decree for a New Tendering System:

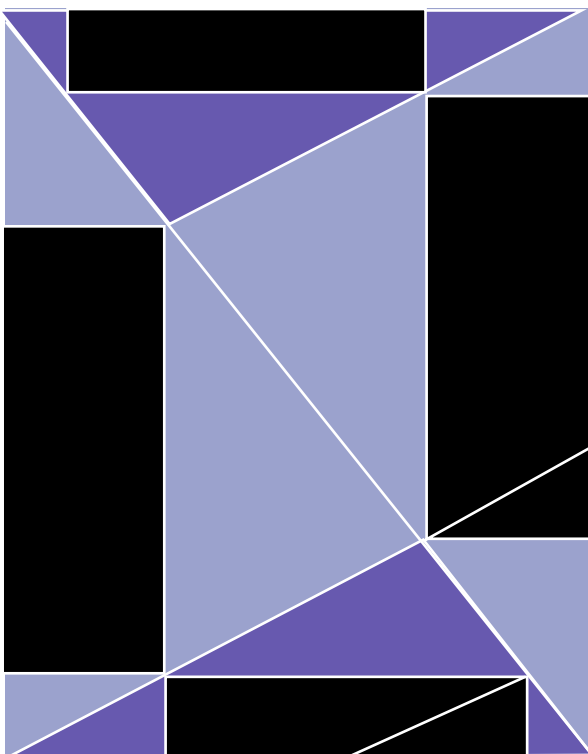
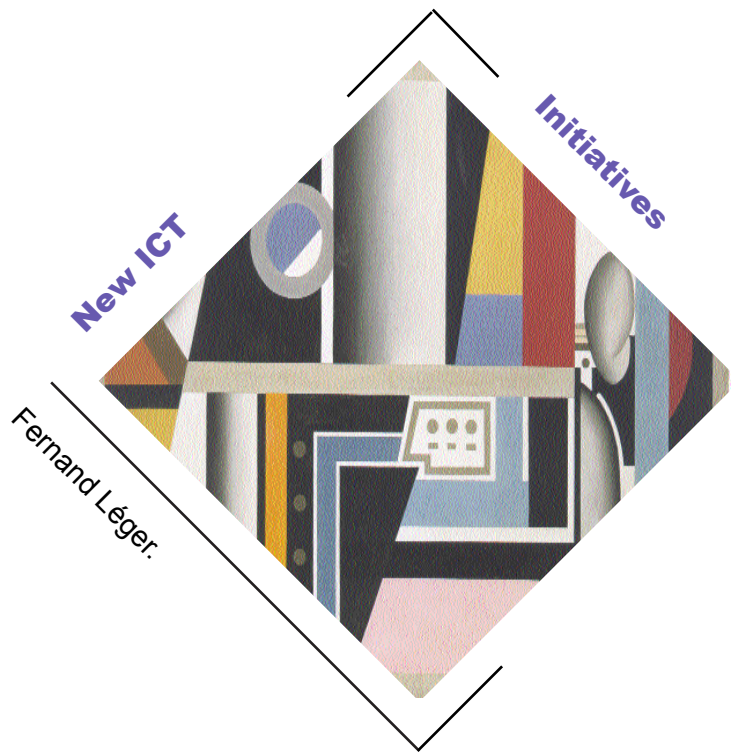
The most important and distinguished elements of the Decree are:

1. De-concentration of tendering procedures so that they will not be restricted to the Tender Administration, while preserving some of the Administration's authorities.
2. The possibility of forming tendering committees within each public administration, from amongst the employee of such administrations.
3. Giving tenderers, if terms of tendering permit, the chance to submit more than one tender.
4. Detailed procedures related to the session for the opening of bids.

IV - A Draft Decree for defining the authorities and re-structuring of the Tender Administration:

The draft Decree aims at determining the authorities of the Tender Administration and at re-organizing personnel cadres in category three and below. The most important elements of the draft are:

1. To give the Tender Administration prerogatives that do not contradict the previous laws in force. This allows the Administration to turn into a center for expertise, information, and training, and to develop regulations and procedures.
2. Restructuring personnel cadre for the third category, through establishing administrative units and special committees to handle training and development.



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A Ministerial Information and Communication Technologies (ICT) Committee was established by virtue of decision no11 taken by the Council of Ministers on the 25th of January 2001. The Committee is presided by HE the Minister of State for Administrative Development, Mr. Fouad El-Saad, and includes Their Excellencies the Minister of Economy and Trade, Dr. Bassil Fleihan, and the Minister of Telecommunications, Mr. Jean Luis Cardahy.

The tasks entrusted to the Committee comprise:

- ☐ Setting a master plan for disseminating the usage of ICT in Ministries and public administrations;
- ☐ Setting up the proper integrated technical standards;
- ☐ Determining the means and procedures required for the different governmental bodies for sharing information, facilitating this process and building the capacity of remote handling of administrative transactions and services;
- ☐ Adopting the appropriate mechanism or avoiding unnecessary excess of information resources on one hand, and reducing costs through the adopted technical solutions, as well as suggesting the common technical standards and specifications on the other hand;
- ☐ Defining the problematic areas in managing information resources in the government, and recommending solutions that help in modernizing the administration thus enabling it to keep pace with technological developments;
- ☐ Drafting the necessary appropriate decrees, laws and systems.

During the year 2001, the Committee convened periodical meetings and invited representatives of the ICT private sector to attend a few.

Some of the projects listed above, which shall be launched by OMSAR, are elaborated on in other sections of the annual report.

National projects addressed and reviewed by the Ministerial ICT Committee over the last year include:

- Adoption of a National ID Smart Card.
- Development of a Government IntraNet (GovNet) to securely interconnect all government offices.
- Facilitating the opening of call centers for the private sector.
- Proposing an ICT salary scale and job classification for the public sector.
- Producing standards guidelines for ICT projects in government.
- Creation of an information database for all ICT projects in government.
- Establishment of an Internet Hub.
- Extending of simple ICT education through the national media.



Their Excellencies the Minister of Economy and Trade, Dr. Bassil Fuleihan, and the Minister of Telecommunications, Mr. Jean Luis Cardahy.

Background and Objectives:

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



Members of the IT Team.

Scope of Work:

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

Source of Fund:

Arab Fund.

Status:

The project is expected to start by the second quarter of 2002.

Establishing a unified Base Map for GIS implementations

Background and Objectives:

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

Scope of Work:

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

Source of Fund:

Arab Fund.

Status:

On-going.

ICT Good Practices Manual

Background and Objectives:

OMSAR is frequently taking initiatives related to the enhancement of public awareness for ICT matters. Among these initiatives, OMSAR is in the process of issuing a manual, to serve as guidance for the deployment, utilization and management of ICT projects. The manual will incorporate series of advices and recommendations for the proper utilization, maintenance, support and upgrading of existing ICT resources, being human elements, software or hardware.

Scope of Work:

The ICT good practices manual shall cover mainly the following areas: (a) ICT Human Resources Development; (b) Systems, Communications and Infrastructure; (c) Software Acquisition and Development; (d) Vendor Relationships; (e) System Access and Security; (f) Backup / Archiving; (g) Installation, Operational and Performance Qualification.

Source of Fund:

Arab Fund.

Status:

On-going.

Adoption of a Unified National ID Smart Card

Background and Objectives:

Due to the agonizing procedures the Lebanese citizen endures whenever the need arises to carry out a government transaction, or whenever authentication of certain civil record data is needed, the Lebanese citizen has to produce the same documents

Scope of Work:

This project aims at gathering information pertaining to the citizen in one place and in one database. Proper ownership of the data is to be taken. A secure card is to be investigated and adopted.

Source of Fund:

European Union.

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

Status:

On-going.

Extend ICT Education through the Media

Background and Objectives:

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

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

The objective of having such a project "ICT Education through the Media" is to minimize the digital divide hence bringing people closer to the information age. As a result, the citizen is able to use the services the government is providing in a more efficient way through shorter time, cheaper, more accurate and easier ways.



Raoul Dufy, The posters at Trouville.

Scope of Work:

This projects aims to raise awareness and educate the citizen through the different channels of the media. Raising awareness of ICT, raising awareness of projects, and simple education to enable the citizen to use the government ICT offerings through its projects which will result in better services to the citizen and increase revenue to the government.

Source of Fund:

European Union.

Status:

Project Definition beginning of 2002.

E-Government Strategy for the Public Administration

Background and Objectives:

In order to give more focus to the various ongoing ICT projects and to ensure that these projects fall within a well defined strategy and have clearly stated goals, OMSAR is preparing an ICT Master Plan.

Scope of Work:

The ICT Master Plan will define an Electronic Government vision and an action plan.

The Master Plan will include an assessment of the current status of IT in the Lebanese administration. The action plan will describe a set of key ICT projects along with an expected implementation timeframe and estimated costs.

Source of Fund:

Government.

Status:

Work on this project was started. A complete document should be ready in April 2002. This plan will need to be continuously revised and updated to take into account technological changes and other factors.

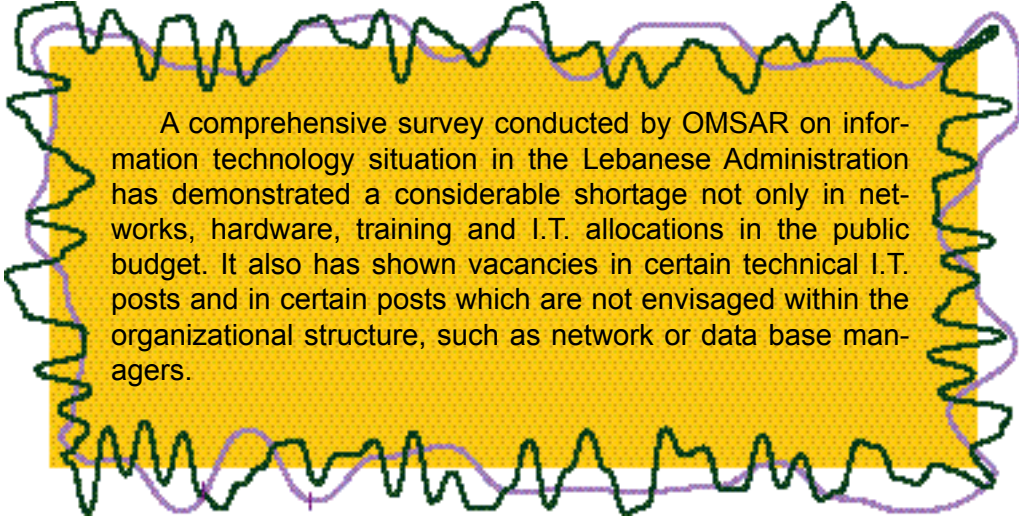


Hugh Ferruss, View of the Business Sector.

New ICT Salary Scale and Job Classification for Government

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

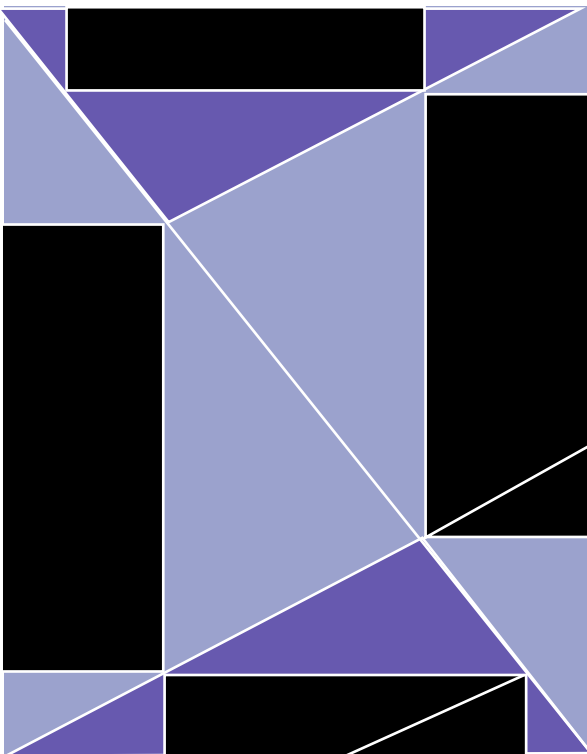
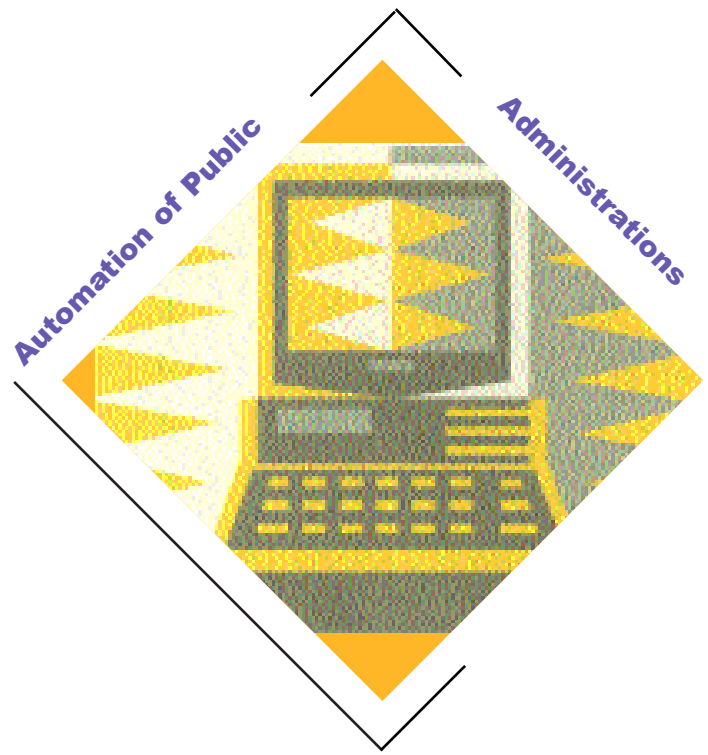
The law does not differentiate in salaries and wages between the administrative staff and the I.T. specialists, in the public administration. As a result, I.T. specialists refrained from participation in competitions for filling vacant I.T. posts in the administration.



A comprehensive survey conducted by OMSAR on information technology situation in the Lebanese Administration has demonstrated a considerable shortage not only in networks, hardware, training and I.T. allocations in the public budget. It also has shown vacancies in certain technical I.T. posts and in certain posts which are not envisaged within the organizational structure, such as network or data base managers.

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

In light of the above, we have prepared a draft law concerning a special salary scale for I.T. specialists in the Public Administration and the Lebanese University. However, if this draft law does not meet the ambitions of the Lebanese administration, it still enhances the Information Technology Units through creating better conditions for the recruitment of qualified and experienced specialists.



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Background and Objectives:

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

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

To complement the successful implementation of the above-mentioned project, OMSAR launched in December 2001 the Automation of Ministry of Foreign Affairs Phase II project.



HE Mr Mahmoud Hamoud, Minister of Foreign Affairs.

Scope of Work:

The project covers defining a global document management and archiving solution for the Ministry of Foreign Affairs, with the purpose of complementing the existing document management system, which was implemented at the Legal Consulting, Research & Documentation Center through OMSAR during the year 2000, and to ensure synchronization and integration of all the information and data within the whole Ministry. The project will implement an ICT network infrastructure supported with essential hardware, standard applications for the whole Ministry.

Source of Fund:

World Bank.

Status:

On-going. Minister El-Saad inaugurated the implementation of a legal document management and archiving system at the Legal Consulting, Research & Documentation Center in July 2001.

Background and Objectives:

Throughout the civil war, a variety of files and documentation stored within the Ministry of Justice (www.justice.gov.lb) were lost and/or destroyed. In its effort to control the status of various commercial and noncommercial entities, the Ministry of Justice required a Commercial Register that housed all data and transaction histories related to such firms. OMSAR started to work with the Ministry of Justice in November 1997 with the aim of implementing a modern commercial register information system in all the Commercial Register offices throughout Lebanon. During 2000, two contracts were awarded to



Lebanese companies for the development of the system and the supply of all hardware and data communication needs.

Scope of Work:

The system has been designed to connect all the Commercial Register offices throughout Lebanon whereby the exchange of data and images of all official documents will be feasible. This has been complemented by extensive training for all concerned in running the system and using it. All non-confidential data will be accessible through the internet world-wide.



HE Dr. Samir Jisr, Minister of Justice.

Source of Fund:

World Bank.

Status:

The Commercial Register at the moment is being tested. Before the first quarter of 2002, the system will be fully functional and its effects will be felt.

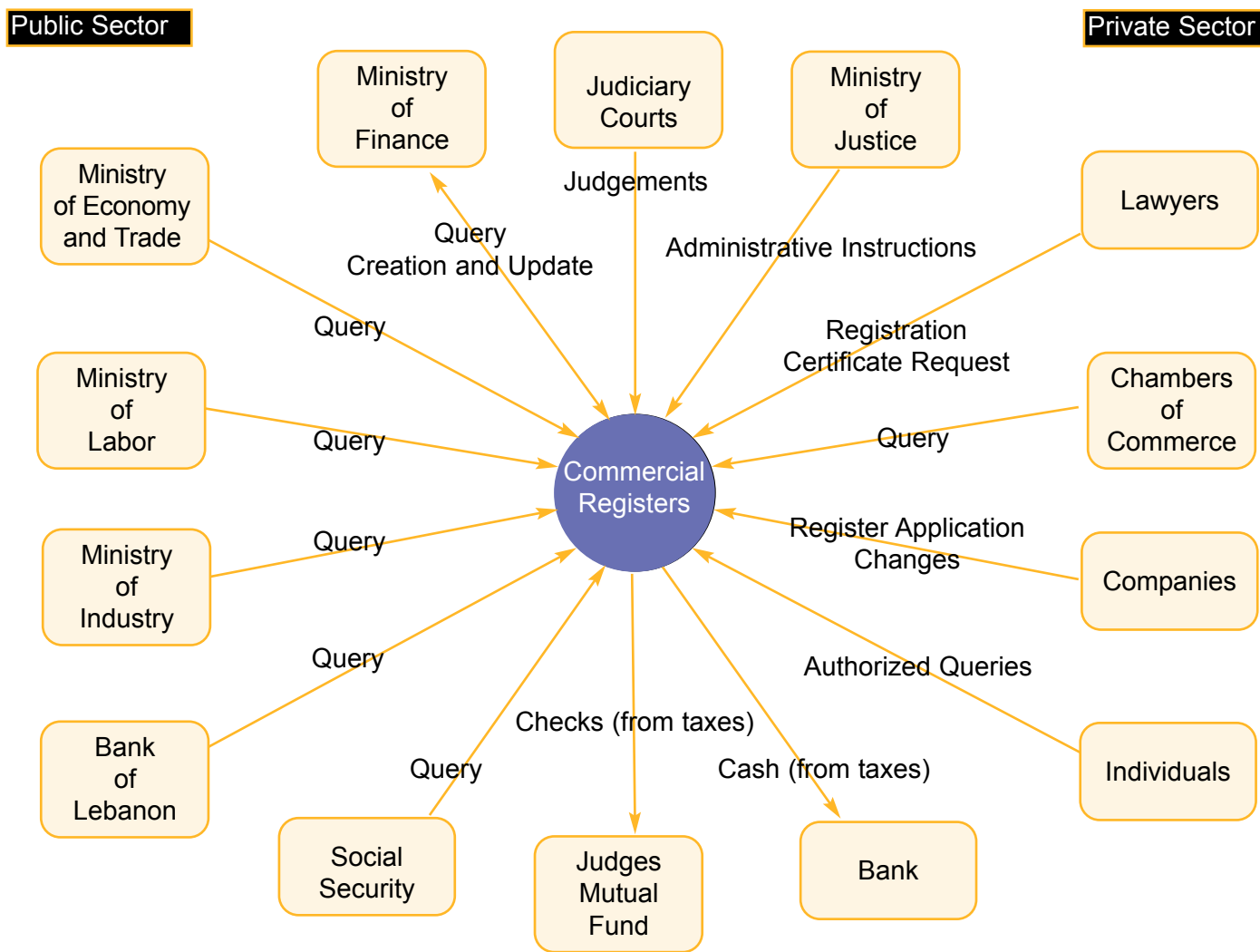


Figure A

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

Background and Objectives:

The Lebanese Government, in its effort for country advancement, receives different loans and grants from various donor countries, in addition to securing funds from its budget-limited amounts for target projects. To coordinate and manage all the loans and grants coming into Lebanon a central unit, referred to as the Information and Decision Support Center, was established at the Office of the Prime Minister in 2001.

The objectives of the current project is to create an information database within the Prime Minister's office that will collect, analyze and report using data generated by existing information resources. Its comprehensive nature will allow other government institutions to more rationally identify all infrastructure projects, financing costs, and related budgetary expenditure requirements.



The Government's Serai.

Source of Fund:

Government and World Bank.

Scope of Work:

This project has two components, hardware and software. The hardware bid has already been awarded to a Lebanese company and work has commenced. As for the software, the design of the reporting system has already been done by a Consultant, and work is expected to finish by June 2002.

Status:

On-going.

Background and Objectives:

Following the successful implementation of Phases I and II at the Directorate General of the Presidency (DGP) (www.presidency.gov.lb), a new project was developed with the OMSAR to cover the remaining office equipment, hardware, software, training, technical support and programming needs of the presidential palace as a whole.

The main objectives of the three phases of this project are: a) the creation of a presidential decision support center; b) the design and implementation of a document management system to be used as a repository for the palace's official and historical documents; c) the design and implementation of other software packages (personnel, inventory and assorted administrative packages).



The Presidential Palace.

Scope of Work:

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

Source of Fund:

World Bank.

Status:

Completed.

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

Background and Objectives:

The Lebanese civil war, in addition to car, work-related and other accidents, has left behind many handicapped/disabled who are in need of rehabilitation, retraining and re-introduction to productive life. To deal with the needs of the disabled, the Ministry of Social Affairs established several community centers that are spread out geographically throughout the country. The "Centers for the Disabled" use various methods to keep track of clients (the disabled) and services. The principal tracking method that was in use at all regional centers is a computer program that was developed in-house a few years ago and which was run on older PCs. Both software and hardware were no longer able to accommodate the growing needs of the centers.

The Rights and Access Information System has the following objectives: a) tracking clients; b) identifying the rights and entitlements of clients (Rights); c) facilitating and improving access to available services (Access); d) avoiding duplication of services across regional centers; e) providing statistical data to help analyze current and future needs and pinpoint possible areas of improvement; f) linking donors - and eventually service providers - to the main database in order to speed up procedures.

Scope of Work:

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

Source of Fund:

World Bank.

Status:

The Ministry of Social Affairs will be moving to the new system as soon as user testing of the software package is complete and full implementation should start soon after.



The DG of Social Affairs, Mrs Niimat Kinaan.

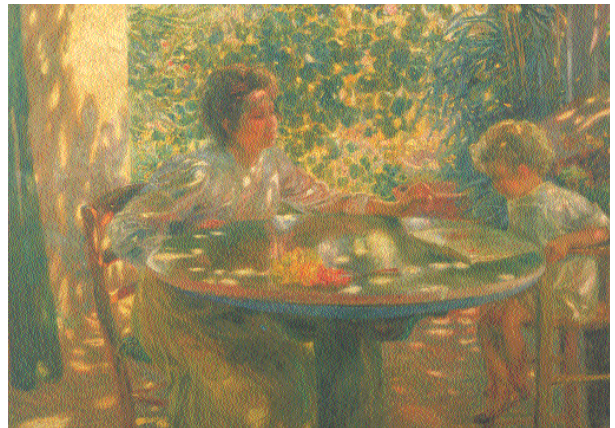


HE Mr. Assaad Diab, Minister of Social Affairs.

Background and Objectives:

Both the Ministry of Social Affairs and the OMSAR have come to consider the Rights and Access Information System (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 Ministry of Social Affairs locations that were excluded from the pilot implementation effort;
- d) Propagate the benefits of the existing application to the ministry as a whole.



Plinio Nomellini, The First Reading Lesson.

Scope of Work:

The project shall modernize, automate and improve most of the work methods and procedures that take place at the central site of the Ministry of Social Affairs. It should be considered as the logical continuation of the efforts that were previously undertaken at the centers for the disabled.

Source of Fund:

Arab Fund.

Status:

On-going.

Background and Objectives:

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

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

Scope of Work:

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

Source of Fund:

World Bank.

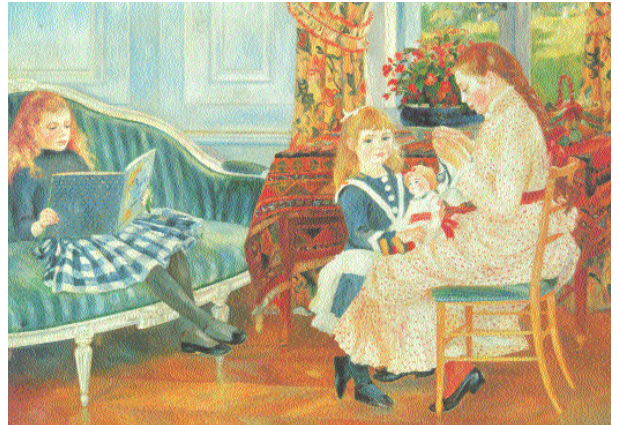
Status:

Completed.

Background and Objectives:

The process of school data collection at the Ministry of Education and Higher Education (www.schoolnet.edu.lb) was totally centralized and was being carried out at the computer unit of the National Center for Research and Development.

To address this situation, a joint OMSAR/Ministry of Education and Higher Education committee devised a project for the decentralization of the process of collecting and processing school census data with the following objectives: a) to develop the capacity of regional General Directorates of Education to analyze their own data and to use the data in management planning; b) to enable said Directorates to have immediate access to data on schools, teachers, and students in their own regions and to compare the data with the data collected in other regions; c) to reduce the workload of the National Center for Research and Development; d) to shorten the time of data processing from twelve to three months.



August Renoir, The Children's Afternoon.

Scope of Work:

This project comprised the creation of a computer network at each regional directorates as well as appropriate training.

Source of Fund:

World Bank.

Status:

While the equipment is fully deployed and proper training has already taken place, staffing issues remain problematic. The staff that is required for the proper running of this venture is only available periodically.

Background and Objectives:

The Ministry of National Education has a sprawling campus in Beirut that is collectively and popularly known as the "UNESCO Buildings". Most of these buildings are half a century old and until recently lacked a cabling/communication infrastructure. This state of affairs had hindered the ministry's efforts to modernize its environment and to align its work methods with the ever-growing needs of the country. The main objective of the project is to provide the ministry with a modern communication infrastructure.

Scope of work:

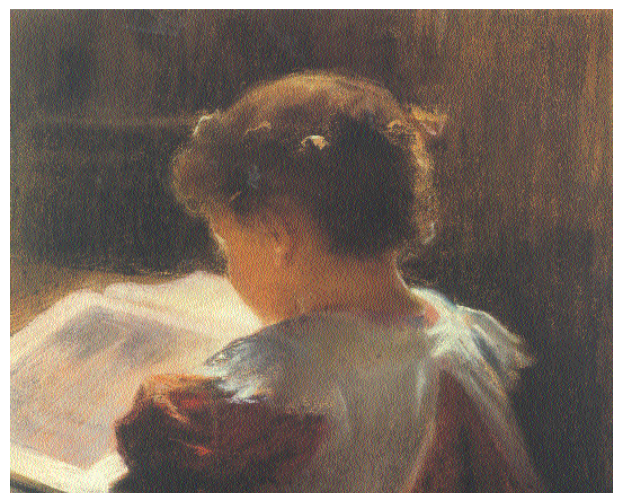
The project covers the supply of a modern cabling system (passive and active components) to be used for both voice and data communication.

Source of Fund:

World Bank.

Status:

Completed.



August Renoir.



Edvard Munch, The Scream.



HE Mr. Marwan Hamadeh, Minister of Displaced.

Background and Objectives:

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

Scope of Work:

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

Source of Fund:

Government of Lebanon.

Status:

Completed.

Background and Objectives:

Some ministries and public agencies have already automated work in many of their departments. Due to an endemic lack of funds, most of these government entities have so far depended on OMSAR to carry out their modernization efforts. In order to continue with the improvement and upgrading of their working environment, many of these beneficiaries have sent to the OMSAR requests for hardware and software licensing that would complement what they have already received and used.

Scope of Work:

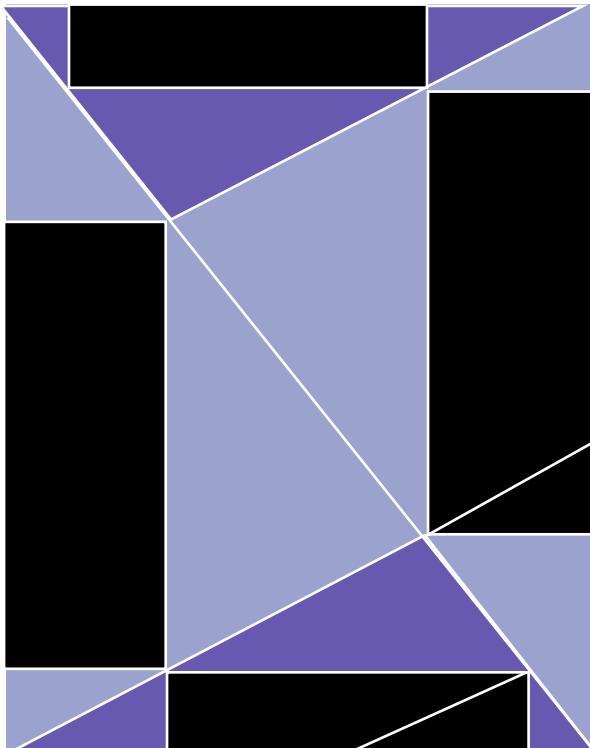
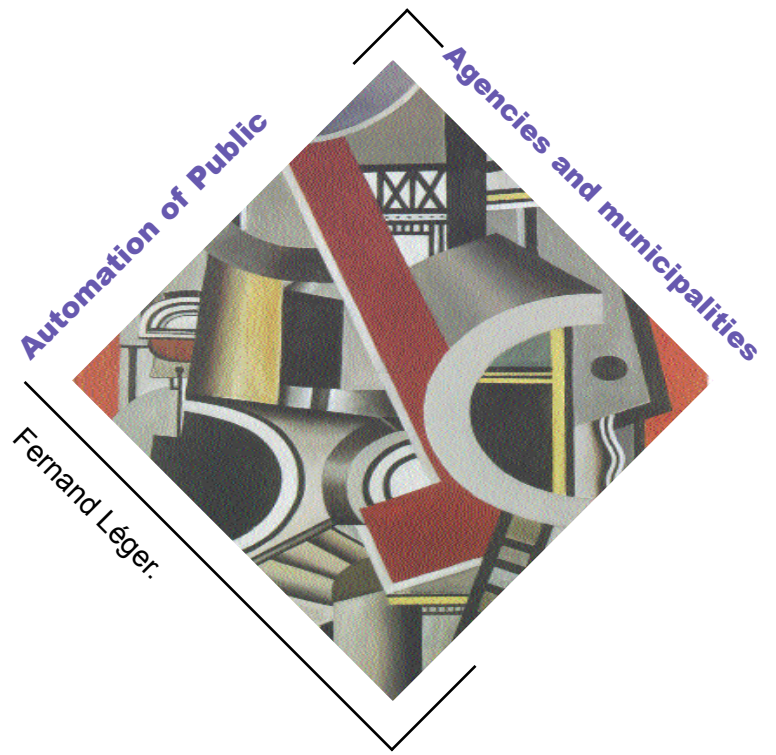
This project provides complementary computer equipment and software licenses to a number of ministries and agencies under two separate contracts.

Source of Fund:

World Bank and Government of Lebanon.

Status:

On-going.



Institutional Reform

Human Resources Development

The Administration and the Citizen

Mass Media
in Promoting Administrative Reform

Technical Assistance
for Administrations

New ICT Initiatives

Automation of Public Administrations

Automation of Public Agencies
and Municipalities

Automation of the Parliament

Background and Objectives:

The Parliament of Lebanon 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 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 the OMSAR to conceive and implement an overall automation plan that would take into consideration its current and near future needs.



The Parliament.

Scope of Work:

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

Source of Fund:

Arab Fund.

Status:

Procurement phase.

Provision of a Communication Infrastructure to the Lebanese University

Background and Objectives:

The scarcity of available funds has meant that the Lebanese University (www.lu.edu.lb) continues to suffer from a lack of adequate computer and communication facilities. This fact negatively impacts academic and student outputs and hinders daily administrative operations. To remedy this situation, the LU and the OMSAR devised long-term plan covering the provision of a communication infrastructure to support all ICT needs of the university.

The main objectives of this project are: a) to provide the LU with a network infrastructure which can grow and develop over time. The network is to be used for the deployment and use of several software packages, the most important being the "Student Information System"; b) to ensure that the technologies used in building this network are compatible with the latest international standards and that they allow the expansion of the network; c) to train the technical staff of the LU in order to build up expertise for the day-to-day implementation, running, maintenance and future planning and development of the network.

Scope of Work:

The scope of the project covers the supply of a cabling/communication system (passive and active components) for twenty-three selected sites. In particu-



Salvador Dali.

lar, the creation of local area networks in more than thirty three buildings at the selected sites, and a wide area network to connect more than 20 Lebanese University locations. This is supported with the provision of computers to be used as the main servers of the newly created network.

Source of Fund:

World Bank.

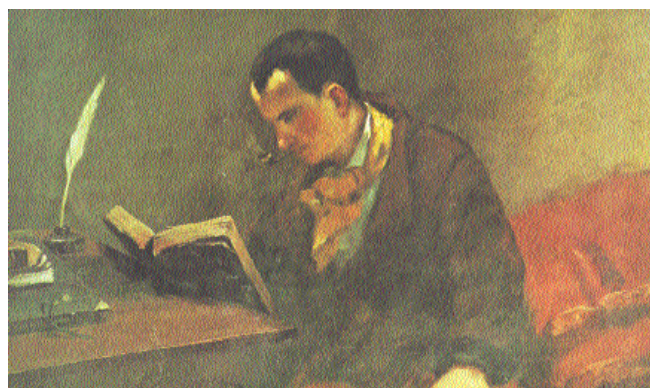
Status:

Servers are installed and functional in twenty-three locations. The installed local area networks are already in use. Communication between most locations has already started. Lines for the remaining locations have to be upgraded to achieve a better quality of communication.

Implementation of a Student Information System at the Lebanese University



HE The Minister Assaad Diab in the inauguration of the Student Information System.



Gustave Courbet.

Source of Fund :

World Bank.

Status:

Completed.

Background and Objectives:

The Lebanese University (LU) is the official national institution that is responsible for higher education in Lebanon. To deal with the ever-growing number of new student applications and the potentially overwhelming administrative demands of this growth, a joint OMSAR/LU committee recommended the implementation of an automated "Student Information System".

The main objectives of the system are to a) improve services to current and prospective students, faculty, staff, alumni, and others; b) provide easy access to information, giving students, faculty and others the ability to conduct administrative business electronically, anywhere, anytime; c) re-engineer processes and modernize procedures; d) accelerate the decision-making processes at all levels.

Scope of Work:

The project included the purchase, customization and implementation at three locations of a ready-made student information system. Extensive training and testing accompanied the various stages of the project.

It is worth noting that the initial testing and implementation phase of the ready-made software package (installed at more than 1300 universities worldwide) is one of the fastest ever carried out internationally.

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

Background and Objectives:

The National Employment Office (NEO) (www.neo.gov.lb) is an autonomous public agency aiming at developing, formulating and implementing policies regarding employment in Lebanon. The Central Employment Bureau under the Directorate of Employment and Career Guidance is responsible for providing free of charge employment services to the general public. Its main objectives can be summarized as follows: collecting data on available job opportunities and employing manpower; receiving job offers for Lebanese citizens, experts, specialists and the disabled; receiving job applications; performing matching between job seekers and available offers.

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



Eugène Laermans, Soir de Grève.

Scope of Work:

The project covers the following activities:

- ✧ Implementation of a web-based human resource matching and employment opportunities system
- ✧ Implementation of the physical infrastructure required for the application (mainly, hardware and standard applications).

Source of Fund:

Arab Fund.

Status:

On-going.

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

Background and Objectives:

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

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

Scope of Work:

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

Source of Fund:

Arab Fund.

Status:

Since January 2001, the system has been operating, and all tests are being done to make sure that the system is functioning properly. By the first quarter of 2002 the effects of this system will be felt.



Diego Rivera, Maternity.

Automation of Railway and Public Transport Authority

Background and Objectives:

The Railway and Public Transport Authority is responsible for the operation of the public transport network (buses and railways).

It is in the process of automating all its internal operations and procedures.

Scope of Work:

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

Source of Fund:

Arab Fund.

Status:

The project is still in its initial stages (i.e. preparation of the Technical Terms of Reference).

Archiving and Information Management System for the Port of Beirut

Background and Objectives:

The Port of Beirut (www.pob.gov.lb) has accumulated during its 100 years of existence more than 6 million paper documents of various sizes, paper quality and importance. In order to properly store these records of historical value, the OMSAR devised a project that includes the scanning and storing in electronic format of these documents for easy access during the coming years. The project also caters to other needs such as document, information and financial data management.

Scope of Work:

The project includes the purchase of hardware, software pack-



Harry Fenn, Château à Beyrouth.

ages, minor cabling, training, the customisation of a document management system and the scanning and indexing of 2.5 million documents.

Source of Fund:

Arab Fund and Government of Lebanon (POB).

Status:

Completed.

All documents have been stored and indexed.

Document Management System and Archiving for Litany River Authority Based on a GIS System - Phase I

Background and Objectives:

Many Lebanese institutions are requesting geographical information systems (GIS) and document management systems (DMS) to help them cope with the demands of a growing client base and to modernize their work methods. Two of these institutions with similar needs have requested support from the OMSAR in order to prepare the implementation of such systems at their premises.

The main objective of this project is to arrive at a detailed study of a uniform integrated geographical information systems and document management systems solution, including workflow charts.

Scope of Work:

This project (phase I) provides a consultant who will be responsible for the collection, compilation and analysis of the functional requirements and technical specifications of an integrated GIS and DMS that will be implemented at various locations.



Paul Signac.

Source of Fund:

Arab Fund.

Status:

On-going.

Automation of Beirut Water Authority (Centralized Control System)

Background and Objectives:

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

Scope of Work:

OMSAR will coordinate and manage the implementation of an integrated Centralized Control System to

monitor the whole water network in order to optimally exploit and utilize water resources in Beirut. The system will allow the Water Authority of Beirut to centrally monitor the Water Network and dispatch requests for action through work orders to correct situations as monitored centrally.

Source of Fund:

Arab Fund.

Status:

On-going.

Automation of Barouk Water Authority

Background and Objectives:

The Barouk Water Authority is mandated to manage the Chouf Water Supply. This entails managing the water flow from the various sources under its mandate, operating and maintaining the pumping and water treatment installations and supplying water to the subscribers. The Barouk Water Authority aims at modernizing itself in order to provide better customer service to its subscribers.

Scope of Work:

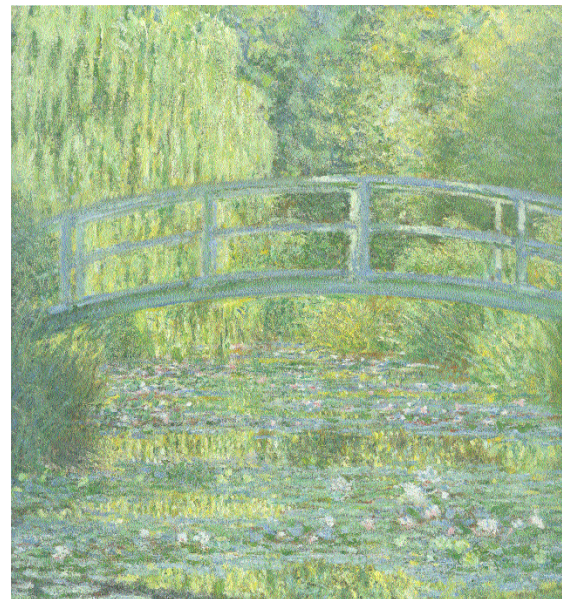
The Technical Terms of Reference for the projects identified by OMSAR and the Barouk Water Authority include the implementation of a Local Area Network and a Wide Area Network at the main office, an Archiving/Document Management System, a Complaints Handling System, a Stock Management System...

Source of Fund:

Arab Fund.

Status:

On-going.

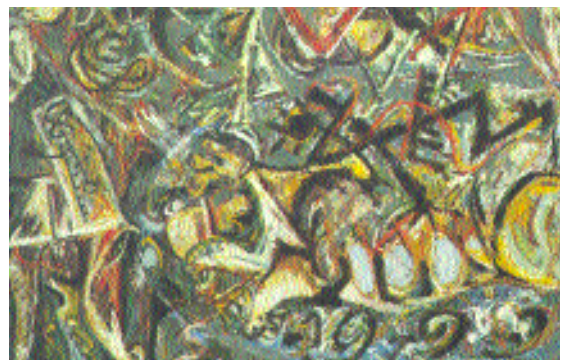


Claude Monet, Water.

Automation of the National Council for Scientific Research

Background and Objectives:

The National Council for Scientific Research (CNRS) has the role of preparation of the general outline of the national science policy, promotion of scientific research and the optimum utilization of the country's scientific resources for the public welfare. The Documentation Center of the CNRS is responsible in compiling national databases on research papers, theses and scientific publications. The objective of the project is to protect the scientific information currently available on paper from distortion and make them available for researchers.



Jackson Pollock.

Scope of Work:

The automation project includes:

- Storing electronically the existing research papers, theses and publications in order to make them available for the researchers;
- Facilitating the search for information by an advanced search engine;
- Generating periodic reports to international organizations;
- Preparing the Information Technology infrastructure for advanced automation projects.

Source of Fund:

Arab Fund.

Status:

On-going. Tender document under preparation. (2002 project).

Capacity Building of the Lebanese National Center for Remote Sensing

Background and Objectives:

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

Scope of Work:

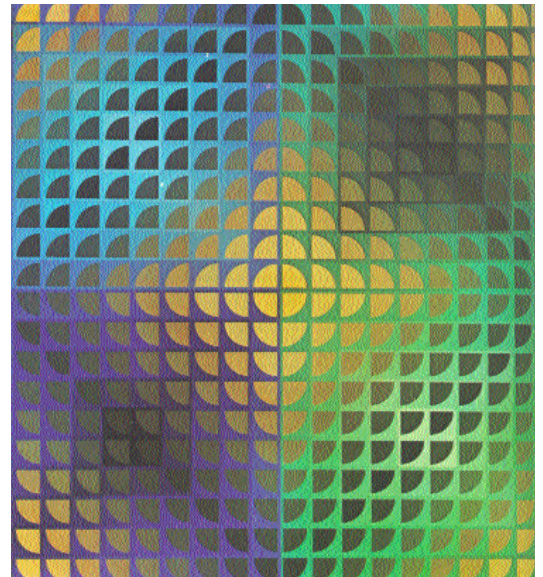
The project should assess the current capacities and facilities of the National Center for Remote Sensing, evaluate the technical gaps (hardware, software & peripherals) and identify the training needs.

Source of Fund:

Arab Fund.

Status:

On-going.



Barson.

Automation of the Lebanese Agricultural Research Institute

Background and Objectives:

With the help of international donors, the Lebanese Agricultural Research Institute started automating some of its functions a few years back. Many of its research departments are still without appropriate modern equipment that would allow them to better conduct their research inside their labs or across the Internet. Providing computer equipment and a connection would greatly improve the working conditions of researchers and would allow them to stay in touch with the latest studies in their fields.



The DG of the Lebanese Agricultural Research Institute, Mr. Khalil Khazzakaa.

Scope of Work:

The project will provide local area networks, a wide area network, a connection to the Internet, computer equipment and peripherals as well as appropriate training.

Source of Fund:

Arab Fund.

Status:

Preparation phase.



Van Gogh, La route aux cyprès.

Electronic System for Archiving and retrieval of Information at the National Archives of Lebanon

Background and Objectives:

The National Archives of Lebanon (www.nar.gov.lb) is the repository of official and historical documents. During the long years of the Lebanese civil war its collections suffered from bad storage conditions, neglect and pilfering - not to mention a general lack of interest in the fate of the institution. Since 1991, the National Archives started rebuilding the collections and with OMSAR devised a project the "National Electronic Archiving and Retrieval" system that will give the National Archives the capacity to electronically archive and retrieve its holdings.

Scope of Work:

The project will create the "National Electronic Archiving and Retrieval" system which will electronically capture, store, organize, share, retrieve and protect the holdings of the National Archives. This system will eliminate geographical barriers by making as much of the information as possible available on the Internet. The project will provide, integrate and support hardware, software, training and data entry for a period of fifteen months.

Source of Fund:

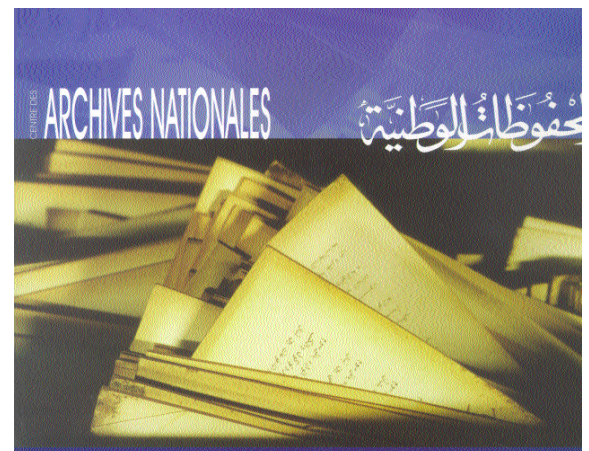
Arab Fund.

Status:

Completed. Minister El-Saad inaugurated the project in August 2001.



The DG of National Archives of Lebanon, Mr. Fouad Obeid.



Conversion and Storage of Microfilms on Electronic Media of the National Archives of Lebanon

Background and Objectives:

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

Scope of Work:

The project will provide enough microfilm digitizers and human resources to transfer the data in a period of time not exceeding two years.

Source of Fund:

Arab Fund.

Status:

Preparation phase.

Master Plan for the National Social Security Fund

Background and Objectives:

The National Social Security Fund (NSSF) is a crucial government public agency, providing essential social services to the Lebanese citizens. To cater for its internal growth and demands, the NSSF has installed different information systems at few departments. It is worth highlighting that the main application serving all customers is running on an IBM mainframe, which was successfully upgraded during 1999, through the OMSAR, in due time to resolve the Y2K problem. In order to arrive at a feasible coherent ICT implementation action plan, a joint OMSAR/NSSF committee agreed that the priority need for the NSSF is a global Master Plan addressing institutional requirements with a major focus on the ICT components.

The objectives of the Master Plan are: (a) establishing a global strategy for the NSSF covering each of its main activities; (b) 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; (c) specifying the conditions of the new applications with respect to the existing current situation; (d) defining clearly the role and the distribution of responsibilities.

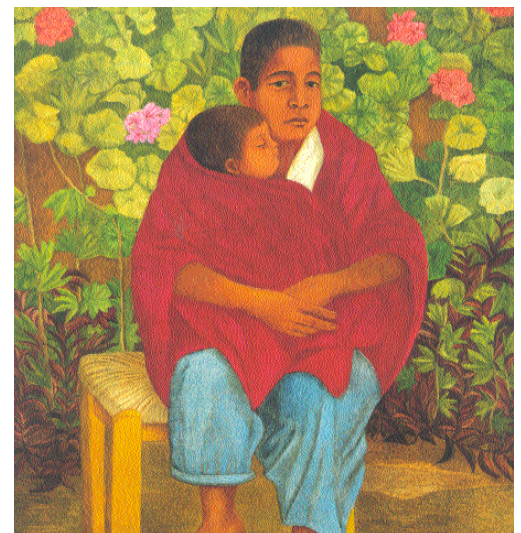
Scope of Work:

This project will comprise two components:

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



The Master Plan Committee.



Olga Costa, The Brothers.

Source of Fund:

Arab Fund.

Status:

On-going.

Provision of Hardware and Training for Municipalities of the Liberated Regions

Background and Objectives:

The Israeli occupation of the south had meant that local municipalities were left to fend for themselves for a period that extended more than 20 years. After the liberation of the area, many of these municipalities contacted the OMSAR for assistance.

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

Scope of Work:

The project covers for the municipalities with permanent staff the distribution of 59 PCs, 59 printers and the training of 60 permanent staff members.

Source of Fund:

World Bank. (IDF Grant)

Status:

On-going.



HE Mr. Elias Murr, Minister of Interior.



IT Training in Bint Jbeil.

Network Infrastructure to Municipality of Aley

Background and Objectives:

With the ultimate goal being the provision of better and more efficient services to its citizens, the Municipality of Aley has embarked on an effort to modernize its working methods. In order to achieve its goal it has sought the assistance of several donors and organizations including the OMSAR, USAID and the European Union. All parties involved agreed to coordinate their efforts in order to avoid the duplication of efforts.

Scope of Work:

OMSAR will provide the necessary ICT infrastructure and hardware.

Source of Fund:

Government of Lebanon.

Status:

Completed.



IT Training.

D▲ o▲ n▲ o▲ r▲ s

Project Title	Administrative Rehabilitation Project
Loan Amount	US\$ 20 Million
Closing Date	June 30, 2002
Interest Rate	Cost of Qualified Borrowing of the Preceding Semester + ½%
Under the Responsibility of OMSAR	US\$ 13.8 Million
Under the Responsibility of the other Ministries	US\$ 6.2
Grace Period	5 years
Settlement Period	17 years



Mr. Harry Prasad, Director of the World Bank Office in Beirut.

● **Brief Description :** ●

The project contributes to the rehabilitation process of the ministries and control agencies as part of the NARP. This includes giving necessary support to 28 ministries and central administrations, providing them with their most urgent requirements, such as information systems and office technology tools as well as technical assistance and training.

● **The project objectives are to:** ●

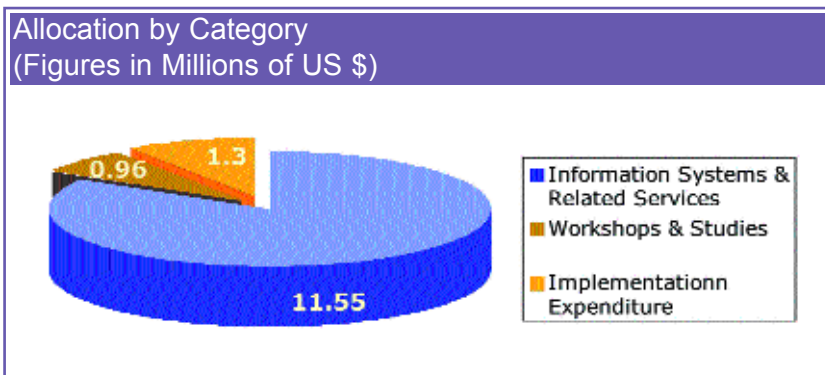
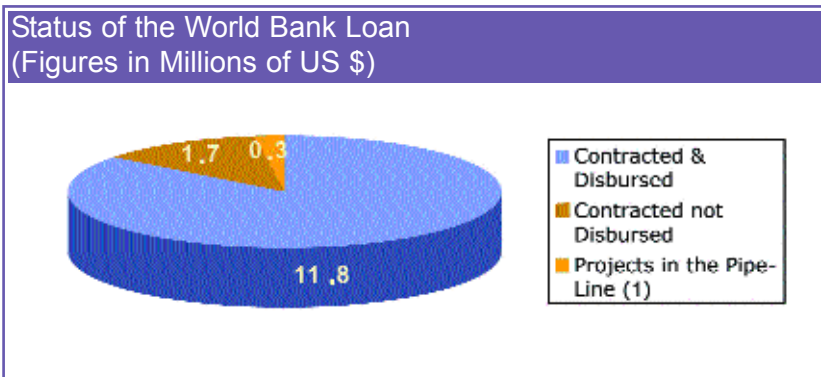
▲ Provide basic information technology applications and management information systems.

▲ Provide the necessary basic ICT infrastructure to the various ministries (PCs, servers, networks, printers and other peripheral), as well as other basic office equipment.

▲ Develop training programs on ICT and other management aspects.

▲ Improve the responsiveness of the public administration to the needs of the general public.

▲ Promote information exchange and coordination of resources among the various ministries to avoid duplication of efforts and improving delivery of services.



1) Projects in the pipe-Line are in the process of being contracted.

Project Title	Arab Fund Project for the Rehabilitation of Public Agencies and Public Administrations
Implementing Agency	Office of the Minister of State for Administrative Reform
Closing Date	December 31, 2003
Loan Amount	KD 6 Million or US\$ 20 Million
Interest Rate	4.5 %
Grace Period	5 years
Settlement Period	22 years

● **Brief Description:** ●

This Project addresses the administrative rehabilitation needs of the Lebanese Government-Public Agencies as well as the public administration, and therefore fulfills a major part of the requirements defined by the overall National Administrative Rehabilitation Program (NARP).

● **The Project objectives are to:** ●

- ▲ Rehabilitate the public agencies and the public administration and enhance their capacities to study, plan, formulate policies, and identify and manage activities and projects.
- ▲ Provide the necessary basic ICT infrastructure (PCs, servers, networks, printers and other peripheral), as well as specialized equipments and other basic office equipment.
- ▲ Develop and upgrade human capacity by: training, reorganising structures and streamlining procedures, providing technical assistance, advisory services, and comprehensive master plans.
- ▲ Establish basic information technology applications and management information systems.

● **Developments in 2001:** ●

During the year 2001, the Arab Fund Loan program was reassessed to enhance its deliverables and their effectiveness. This led to the following program enrichments:

1. The original project document specified 11 public agencies as the only beneficiaries of the loan. Negotiations with the donor led to the broadening of the base of potential beneficiaries to cover all public agencies as well as the public administration at large. This new step provided the OMSAR with the opportunity to support new beneficiaries that could have higher priority projects.
2. Negotiations with the donor led to the extension of the closing date of the loan from June 30, 2002 until December 31, 2003, giving the OMSAR the chance to launch strategic projects.
3. A demand-driven approach for the identification of new projects was adopted giving 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 that emphasize the degree of the projects impact on the quality of public services provided to the general public.

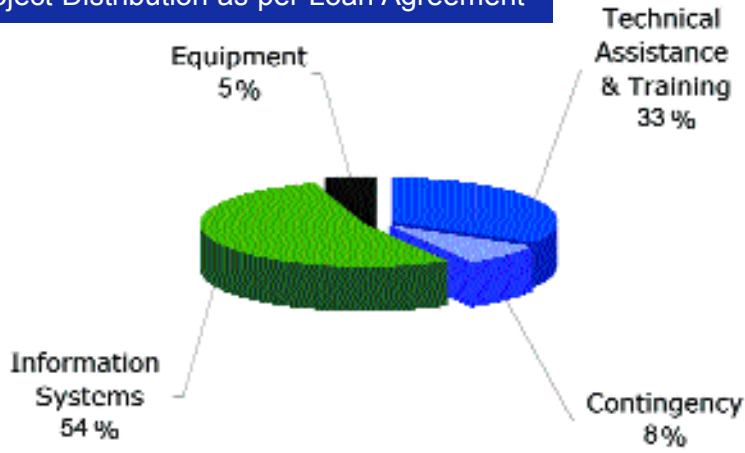
● **Progress in 2001:** ●

The developments mentioned above gave a significant boost to the Arab Fund loan program leading to the launching of several vital projects at five new beneficiaries, in addition to several others originally specified in the loan agreement. The chart below shows the status of the loan program categorized according to the stage of progress of the various projects.

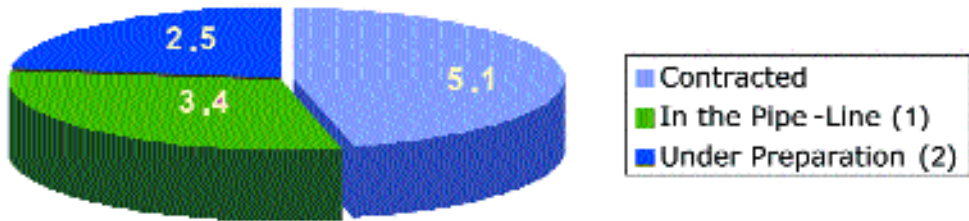


Dr. Khalifa Ali Dau, Representative of the Arab Fund.

Project Distribution as per Loan Agreement

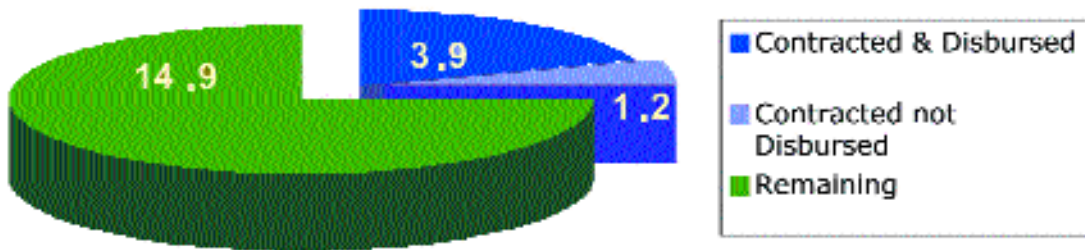


**Status of the Arab Fund Loan
(Figures in Millions of US \$)**

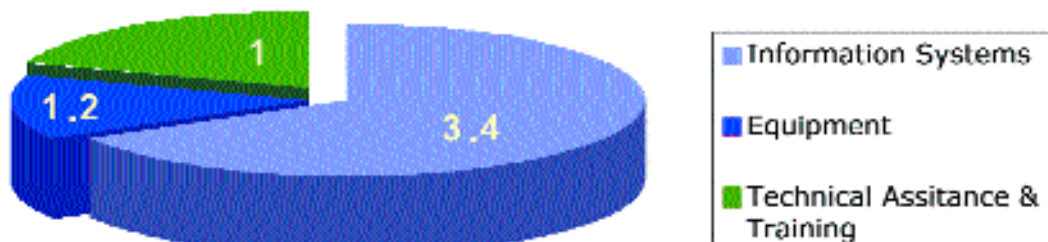


- 1) Projects in the pipe-Line are in the process of being contracted.
- 2) Projects under preparation are in the process of being scoped.

**Financial Status of the Arab Fund Loan
(Figures in Millions of US \$)**



**Contracts by Category
(Figures in Millions of US \$)**



Project Title	Assistance to the Rehabilitation of the Lebanese Administration (ARLA)
Implementing Agency	Office of the Minister of State for Administrative Reform
Closing Date	December 31, 2005
Grant Amount	□ 38 Million.

● Brief description: ●

This project addresses the rehabilitation and improvement of the performance of the public administration in Lebanon.

● The project objectives are to: ●

▲ Streamline and strengthen a number of Ministries and Core Administrative Agencies and Ministries in their key-tasks.

▲ Assist the OMSAR in establishing and subsequently monitoring specialised projects under ARLA in various public institutions in central administration, public utilities & service networks, and in local administration, in order to strengthen these institutions.

▲ Strengthen the Office of the Minister of State for Administrative Reform (OMSAR) in its functions of managing the ARLA programme and promoting administrative reform.

● Developments in 2001: ●

OMSAR has been assigned with managing a European Union aid package to the value of 38 Million Euros dedicated to administrative reform. As the original deadline for utilizing the funds has elapsed a new one has been set for 2005. However, in order to utilize the funds before the deadline is reached, it was necessary that Brussels on the one hand act to liberate us from at least a part of the bureaucratic processes imposed by its administration and on the other hand allow us to modify the fund allocations in such a way which would reduce the "Studies" budget (- 75%) and increase those for other items. To negotiate this, the Minister of State for Administrative Reform traveled to Brussels accompanied by one of the directors and the coordinator of the ARLA project. Other pending issues were also discussed and settled. This was all done in order to allow OMSAR to act more rapidly and efficiently.

● Major achievements of the programme during this period are: ●

1. Launching of a nation-wide awareness raising campaign on administrative reform of which highlights are:

▲ Three inter-ministries conferences have been held aiming at Directors General and addressing the mechanisms for and consequences of the implementation of the planned administrative reforms.

▲ The start-up of a series of audiovisual conferences on "Information and Public Administration in Lebanon today".

2. Approval by the Council of Ministers of the "Strategy for the Reform and Development of the Public Administration in Lebanon".

3. Drafting of the "Code of Conduct" for civil servants.

4. Start-up of the international tendering of the procurement of a number of Management Support Consultancies aiming at providing management support to line ministries.

5. Conduct of a Performance Improvement Planning exercise aiming at committing public service delivery agencies to planning, goal setting and reporting to improve their performance.

6. Launching of a government-wide study on the size, services and costs of the Lebanese public sector in order to provide the Government with proposals for innovative and sustainable ways of reducing costs.



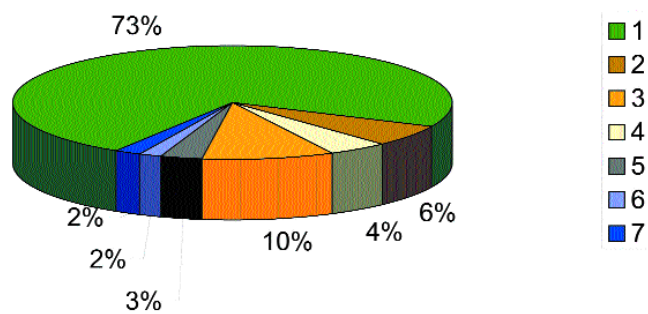
Mrs Maria Elvis and Mr. Vincent Depeigne, Representatives of the EU Delegation.

Project Distribution as per Financing Agreement (Figures in millions of Euros)

By Categories

1 Technical Assistance (TA)	27.75
2 Studies & Services (SS)	2.35
3 Training (TR)	1.67
4 Equipment (EQ)	3.715
5 Operations (OP)	1.16
6 Monitoring & Evaluation (ME)	0.6
7 Contingencies (CO)	0.755

Project Distribution as per Financing Agreement

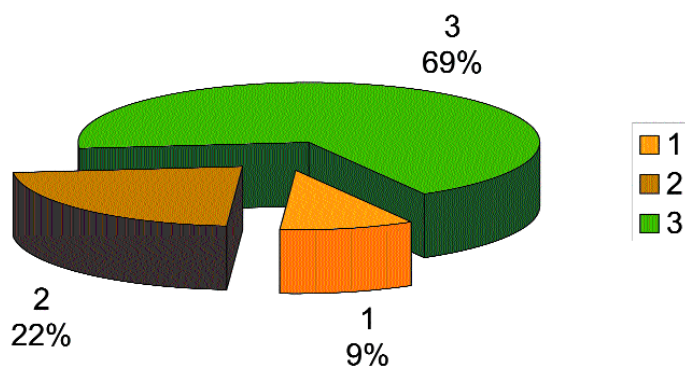


Status of the EC Grant (Figures in millions of Euros)

Developments in 2001

1 Contracted & Committed	3.585
2 Work Plan Activities in progress	8.430
3 Projects to be under Implementation	26.009

Status of the EC Grant

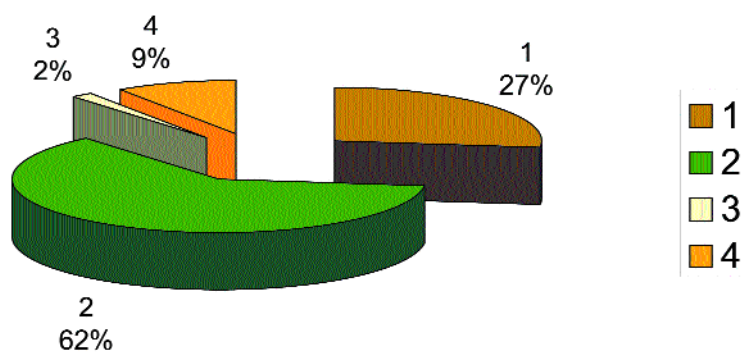


Status of the ARLA Programme (Figures in millions of Euros)

By Components Budget

1 OMSAR & Core Agencies	10.271
2 MSC'A & IAP'S	23.545
3 Monitoring & Evaluation	0.6
4 To Be Determined	3.584

ARLA Budget

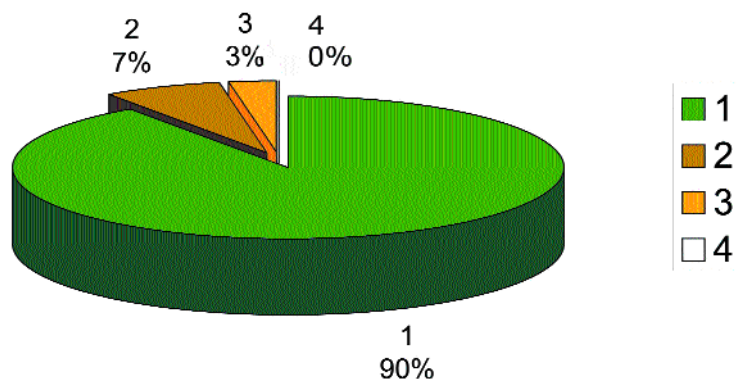


Status of the ARLA Programme (Figures in millions of Euros)

By Components Committed

1 OMSAR & Core Agencies	3.215
2 MSC'A & IAP'S	0.246
3 Monitoring & Evaluation	0.1
4 To Be Determined	0

ARLA Committed





HE Mr. Patrick Renaud,
Head of the EU Delegation.



Mr. John Bresler, US AID Mission Director.



HE Mr. Hassan Nouri, The Minister of Administrative Reform in Syria.



HE Mr. Yves De San, Resident Representative of the UNDP.