

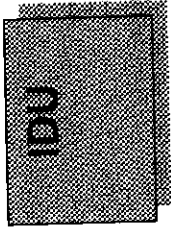
Office Of The Minister
Of State For
Administrative Reform



OMSAR

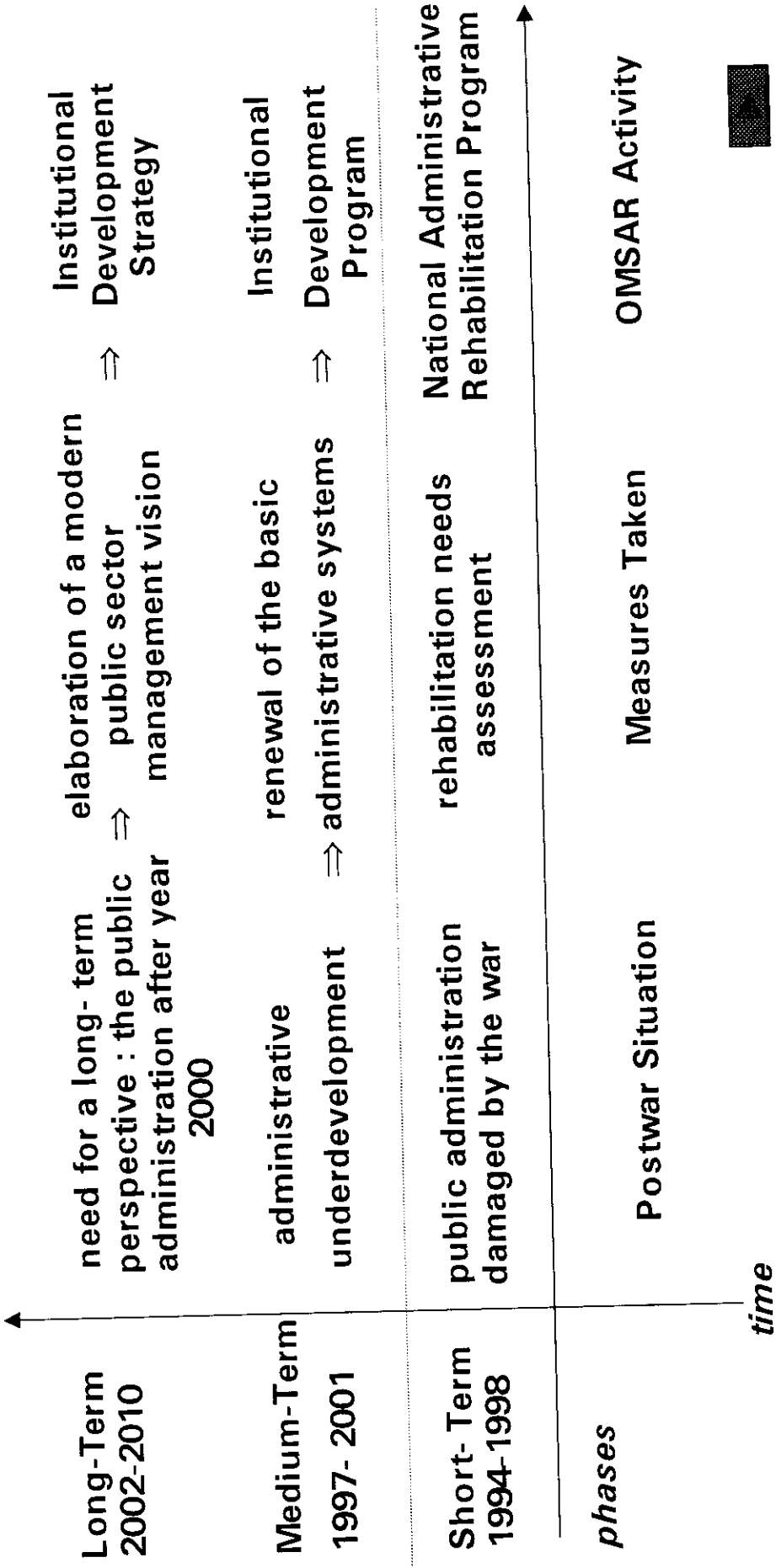
Projects & Activities

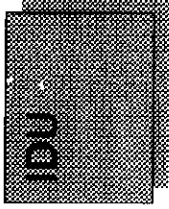
June 1998



Administrative Modernization in Postwar Lebanon

The Role of OMSAR





Initial Mandate

The IDC Project Document States on page 6:

" ... The IDU will have three roles:

- 1) ... an overall strategy...
- 2) to support the on-going review ...by preparing policies, designing and initiating projects...assessing public administration development ... ensuring well planned communication of the government's intentions...
- 3) to initiate special projects

Current Mandate

1- Core Activity

Formulation of an institutional development strategy that embodies the vision of the Government of Lebanon towards its public service in the year 2010.

2- Parallel Activities

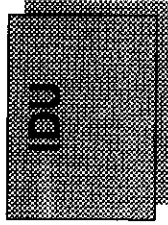
2.1 Revision of organizational mandates and structures in the way of their clarification, simplification and activation.

2.2 Revision of HRM systems and frameworks in the way of their rationalization, decompression, and upgrading.

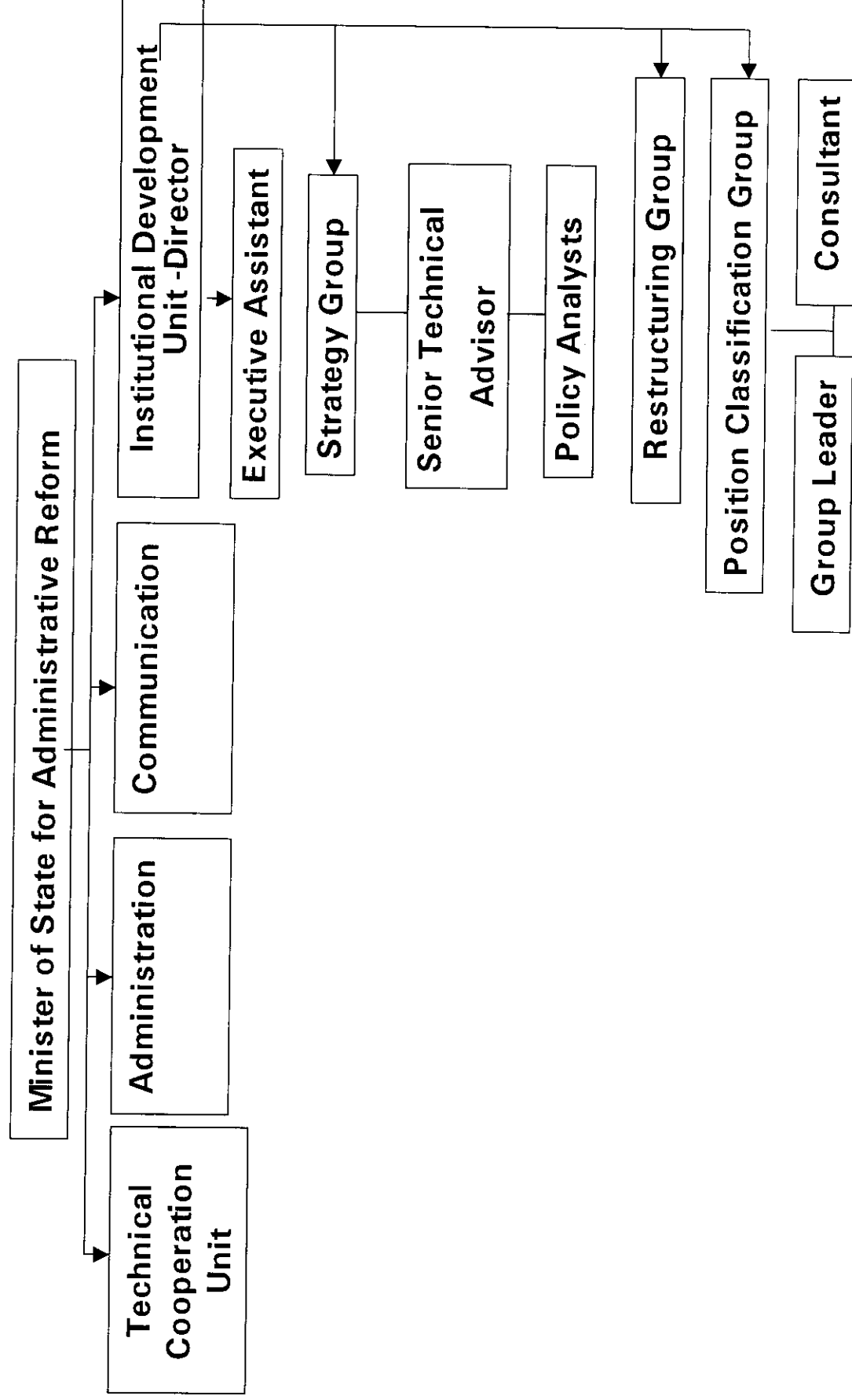
2.3 Guidance to the rehabilitation projects programmed under the NARP to ensure the consistency and effectiveness of reform initiatives

2.4 Contribution to communication vehicles to promote acceptance of the reform

2.5 Provision of expert advice for decision-making by stakeholders in the reform



OMSAR Structure : Location of IDU



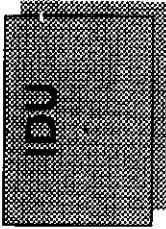
Resources

Human Resources are

- core staff, mainly recent university graduates with Bachelor's and Master's Degrees in public administration, law, and IT
- qualified civil servants having long experience in the public service of Lebanon
- national experts and consultants
- international consultants and experts

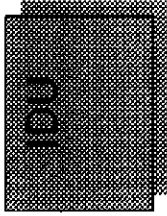
Financial Resources are provided by

- Government of Lebanon
- Canadian International Development Agency
- United Nations Development Program



Institutional Development Strategy ***OMSAR's Use of the Word "Strategy"***

Strategy is a process by which significant recommendations or proposals that establish the nature and direction of the organization are made and which establishes the policies and beliefs that will help the organization to achieve those ends



Institutional Development Strategy / 1997

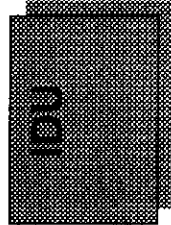
1. Phase I

Interim Strategy Report (April): Diagnosis and Initial Recommendations

2. Phase II

Follow-up Strategy Document (November) :

- ⇒ Definition of Vision, Mission, and Strategy of Means**
- ⇒ Overview of Contemporary Reform Concepts**
- ⇒ Definition of Strategy, Underlying Assumptions, and Menu of Options**
- ⇒ Identification of 9 Axes and 26 Strategic Directions**

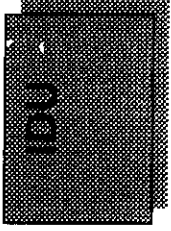


Institutional Development Strategy / 1998

Component		Activity	Date / 98
1. Central Control	⇒	Roles and Arrangements	Jan. - March
2. Deconcentration	⇒	Service Accessibility	Feb. - April
3. Decentralization	⇒	Local Government & Municipalities	Feb. - April
4. Service Delivery Mechanisms	⇒	Public Agencies	April - June
5. Departments	⇒	Structures	April - June
	⇒	De - Legislation	April - June
	⇒	De - Regulation	April - June

Institutional Development Strategy / 1998

Component	Activity	Date / 98
6. Managerial Approaches	⇒ Modern Managerial Concepts	Feb. - May
	⇒ Reform / IT Interface	May - June
7. Sectors	⇒ Role of State	March - June
	⇒ Government Involvement	July - Sept.
8. Consultation	⇒ Citizen Participation	July - Sept.
9. Strategy Document	⇒ Drafting	Oct. - Nov.



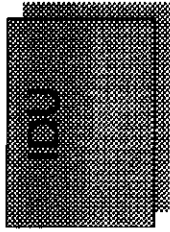
Organizational Review

Development Objectives

- ⇒ modernization of mandates
- ⇒ simplification, streamlining, and coordination of structures
- ⇒ clarification of accountability links
- ⇒ efficient and effective services to citizens

Review Principles

- ⇒ revision of functions and structures
- ⇒ elimination of all cases and aspects of duplication and overlapping
- ⇒ creation of planning capacity ⇒ planning nucleus
 - ⇒ statistics nucleus
 - ⇒ IT nucleus



Organizational Review / 1997

1. Reviews of the Mandates and Structures of

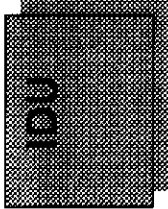
- ⇒ 20 Ministries covering the Education, Social, Resources, Economic, Infrastructure Sectors (from 1996)
- ⇒ 6 Public Agencies covering the Social, Resources, Economic Infrastructure Sectors
- ⇒ 2 Central Bodies : the Central Administration of Statistics
the Presidency of the Council of Ministers

2. Drafting of Organizational Decrees for

- ⇒ 7 Ministries: Culture & Higher Education, Housing & Cooperatives, Environment, Labor, Industry, Transportation, Public Works
- ⇒ 1 Public Agency: the Civil Aviation Agency

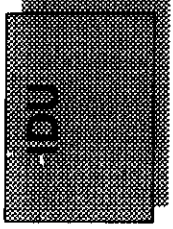
Organizational Review / 1998

Activity	Date / 98
1. Review of the Mandates and Structure of ⇒ The Port of Tripoli ⇒ The Executive Council for Major Projects ⇒ The Green Project ⇒ The Tripoli International Fair	April - May
2. Drafting of Organizational Decrees for ⇒ Ministry of Public Health ⇒ Ministry of Hydraulic & Electric Resources ⇒ Ministry of Vocational & Technical Education ⇒ The National Archives Agency ⇒ The Central Administration of Statistics ⇒ The Cooperative of Government Employees	March - May March - April April - May April - May April - May June - July



Organizational Review / 1998

Activity	Date / 98
3. Follow-up of Technical Assistance ⇒ the Court of Accounts ⇒ the Central Inspection	March - June April - May
4. Comprehensive Study on Downsizing	March - Sept.
5. Draft the National Archives Law	May - June
6. Advice on Organizational Issues to ⇒ Council of Ministers ⇒ public administrations ⇒ Parliamentary Commissions	As Requested



Classification and Compensation Revision

Development Objective

⇒ provide appropriate HRM foundations and frameworks

Revision Principles

⇒ develop a position classification system based on job duties and responsibilities

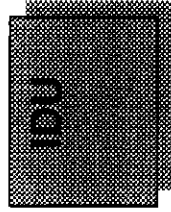
⇒ develop supportive HRM policies

⇒ define job qualifications and requirements

⇒ develop a comprehensive compensation scheme

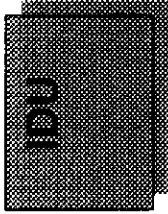
Classification and Compensation Revision / 1997

1. March 1996: Implementation Phase I
 - ⇒ Description & Evaluation of the Senior Management Positions - Completed
2. As of April 1996: Implementation Phase II
 - ⇒ Description & Evaluation of ~1500 / 3000 Positions of the Middle Management Positions
3. As of July 97: Launching of Implementation Phase III
 - ⇒ Descriptions & Evaluation of most of the Vacant Middle Management Positions
 - ⇒ Description & Evaluation of the Support , Clerical, and Manual Positions in
 - 3.1 Ministry of Agriculture
 - 3.2 Ministry of Public Health
 - 3.3 Ministry of Economy & Trade



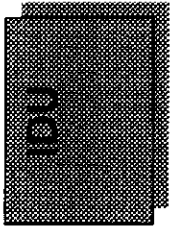
Classification and Compensation Revision / 1998

Completion of Implementation Phase III	Scope	Date / 98
1. Ministry of Labor Ministry of Housing & Cooperatives Ministry of Tourism		February
2. Ministry of National Education Ministry of Hydraulic & Electric Resources Ministry of Petroleum	+teachers	March - May
3. Ministry of Culture & Higher Education Ministry of Vocational Education Ministry of Social Affairs	+teachers	May - June



Classification and Compensation Revision / 1998

Completion of Implementation Phase III	Scope	Date / 98
4. Ministry of Transportation Ministry of Foreign Affairs Ministry of Justice	+diplomats - judges	July - August
5. Ministry of Finance Ministry of Public Works Ministry of Interior		Sept. - Nov.
6. Ministry of Emigrants Ministry of Information Ministry of Industry		Nov. - Dec.



Other Institutional Development Activities

1. Contribution to reform efforts launched by other parties

- ⇒ restructuring of the water sector
- ⇒ restructuring of the telecommunications sector
- ⇒ restructuring of postal services
- ⇒ law on administrative decentralization
- ⇒ draft law on illicit gain

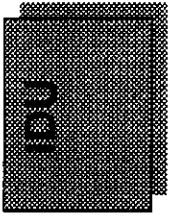
2. Initiation of quick wins : 8 reception desks in

- ⇒ **Ministries of Industry, Public Works (Urban Planning), Tourism, Agriculture,**
- ⇒ **Governates of the South and Mount Lebanon,**
- ⇒ **The Lebanese University,**
- ⇒ **Organisme de Gestion et d' Exploitation de Radio Orient (OGERO)**

3. Creation of a Library on institutional development

Support to TCU Initiatives

1. Supporting rehabilitation projects identification and conception
 - ⇒ refining the TOR of the donor-financed initiatives (WB , AFESD, EU)
2. Supporting rehabilitation projects execution
 - ⇒ ensuring interface with the beneficiaries
 - ⇒ participating in overall coordination and control
3. Giving focus to IT initiatives
 - ⇒ guiding automation projects through the characteristics and complexities of the Lebanese administrative setting
 - ⇒ guiding the IT policy being developed in light of Strategic Dimension # 26 “ IT and the organizational principle of reform initiatives ”



Contribution to Communication Initiatives

1. The Newsletter (Monthly)

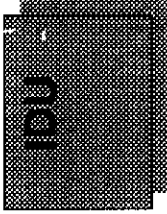
- ⇒ advising the Minister in his monthly article
- ⇒ under the rubric “ vision ” , drafting of an Article that communicates a major thrust of the Institutional Development Strategy
- ⇒ exposing an organizational review

2. The Periodical (Quarterly)

- ⇒ drafting articles
- ⇒ publishing research work by Lebanese and foreign scholars

3. The Annual Report (Yearly)

4. The OMSAR Brochure

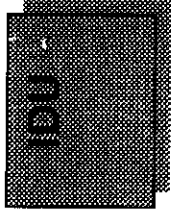


Contribution to Communication Initiatives

5. Workshops : Building Consensus

- ⇒ Share IDU concerns and recommendations
- ⇒ Transfer international experience
- ⇒ Engage Lebanese officials in practical problem solving

Workshop		Date
5.1	Corruption and Means of Combating it	Nov. 97
5.2	Archiving	March 98
5.3	Procurement Regulations	July 98
5.4	Public Accountability Systems	Sept. 98



Next Steps / starting 1999

Activity	Perspective
Strategy	- Develop a state of readiness at the level of all components - Gain acceptance at the political and national levels - Assist departments concerned to internalize changes - Guide departments at implementing recommendations
Organization Reviews	- Assist departments at implementing new organization structures - Operationalize Strategy recommendations pertaining to organization - Guide technical assistance in the restructuring of the Central Bodies

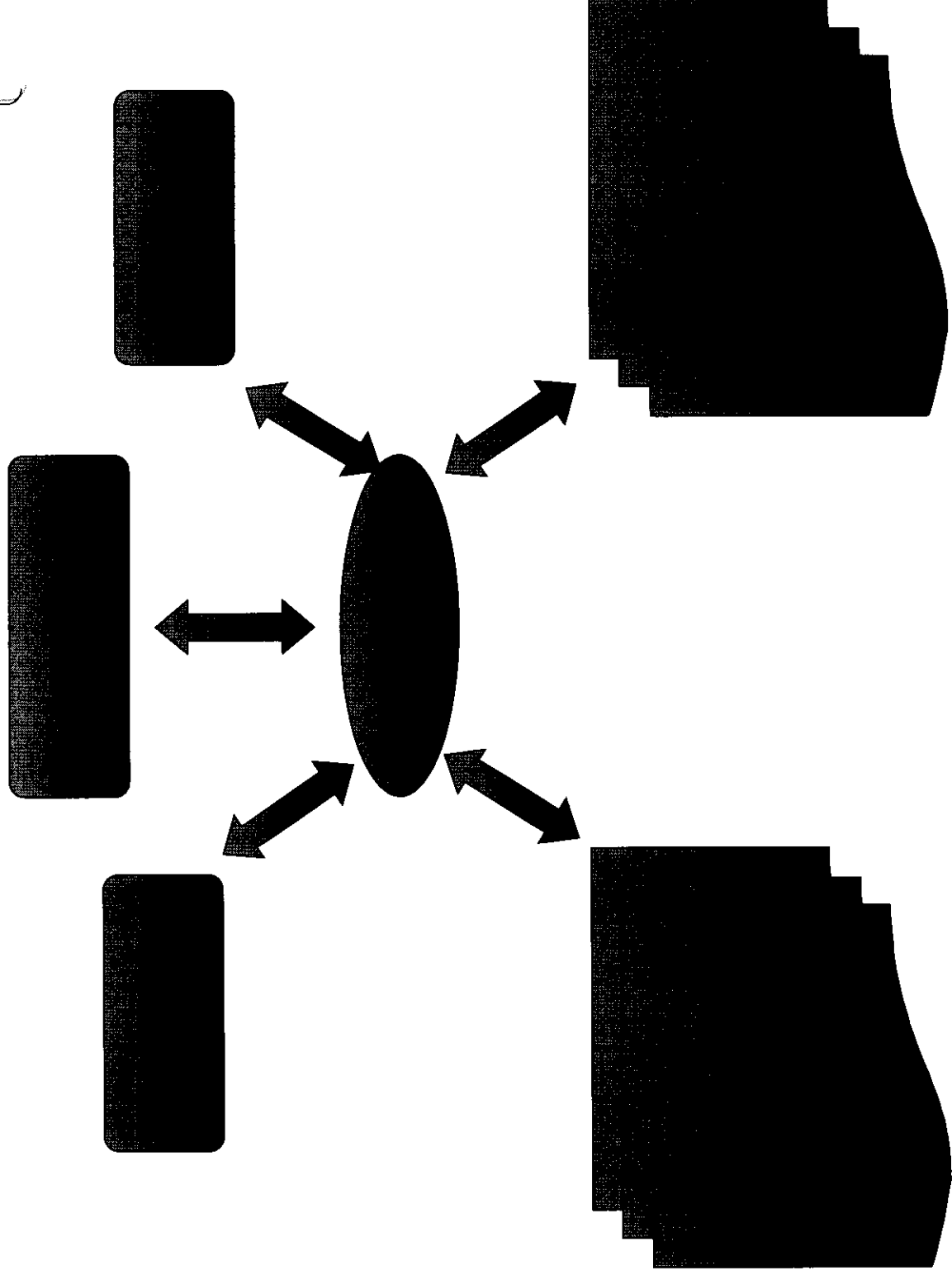
Next Steps / starting 1999

Activity	Perspective
Classification & Compensation Revision	- Develop a new job classification scheme - Develop supportive HRM policies, especially job qualifications - Elaborate a new compensation scheme - Operationalize Strategy recommendations pertaining to HRM
Support to TCU Initiatives	- Support and steer rehabilitation initiatives through their completion in the year 2001 - Guide the implementation of the IT policy
Contribution to Communication	- Conduct workshops on HRM, Municipalities, the Role of the State, the Institutional Development Strategy - Support other existing and new communication initiatives

Technical Cooperation Unit

How TCU is Situated ?

TCU



Distribution of Work Load

TCU

Year	Resource Mobilization	Implementation
1995	100%	0%
1996	50%	50%
1997	10%	90%
1998	5%	95%

Resources Mobilized

TCU

World Bank

US\$ 20 Million

Arab Fund

US\$ 20 Million

E U Grant

US\$ 42 Million

To create a public administration:

- Competent
- Lean
- Capable of activating basic public services

**And thus offering the best services possible to
the citizen at the lowest costs**

TCU Responsibilities

TCU

Tasks	OMSAR's Role	Donors	Beneficiary
Assessment of needs and funds allocation	prepare	Clear	Clear
Define detailed scope of work	prepare		Clear
Specify Technical requirements	prepare	Clear	Sometimes Participate
Prepare and issue the bidding documents / RFP	prepare	Clear	
Select Suppliers / Consultants	prepare	Clear	Participate
Issue / sign contracts	prepare		
Supervise implementation / progress	prepare		Clear
Accept Delivery	Prepare		Clear
Authorize and Execute Payments	Prepare		

- **Acceptance of the delivery of the Office Equipment component of the WB Project.**
- **Introduction of Internet Services in 35 Government Locations.**
- **Finalization and signature of the Contract for the installation of 450 computers in more than 50 government locations.**
- **OT/IT Survey in more than 60 Government locations, the outcome of which was:**
 - **Identifying the OT Network Locations**
 - **Identifying the training needs related to the OT Network.**
 - **Specifying Telephone Systems location and technical requirements.**
- **Broad requirement analysis for the Office of the President of the Republic.**

- **Contracting the first phase for the Automation of the Office of the President. This phase Covered cabling, purchase of computer equipment, development and implementing of a Documentation Management System and an Inventory Management System and training.**
- **Delivery of 360 Photocopiers in about 35 Government Locations.**
- **Launching and follow up of the Design for the Commercial Register in the MOJ.**
- **Finalizing the contract for the training of 500 government staff on Office Productivity Tools plus some additional technical training.**
- **Following up on the establishment of the IT Ministerial Committee which will implement and supervise a nation wide IT strategy.**

- **Launching the selection process for IT Strategy Consultant. (contracting the consultant is in its final stage)**
- **Selecting a company for a consultancy to Review and Reform of Procedures and Control procedures in the MOF.**
- **Conducting the following workshops/seminars**
 - **“Procurement of Information Systems” in accordance with WB Guidelines.**
 - **“Corruption and Means of Combating it, in cooperation with IDU.**
 - **“Mass Media Role in Promoting Administrative Reform”.**
 - **Training and follow up Seminars on the use of Internet for more than 70 government staff.**
- **Following up on the assessment, specification, procurement, installation and acceptance of the installation of several computers funded through Government Budget and delivered to more than 10 government locations.**

- **Transferring of Procurement and Disbursement responsibilities from CDR to OMSAR.**
- **Receiving several donors' missions including World Bank Mid-term Review Mission where a major re-assessment of the previous allocations of the Project took place and upon which a Public Service Improvement Fund was established.**
- **Part of the Office equipment component of the Arab Fund project was delivered. The Bid evaluation for the Photocopiers Package is underway.**
- **Undertaking an OT/IT verification process for the Autonomous Agencies benefiting from the Arab Fund Project.**
- **Mobilizing resources to start the Process of Review of the Public Procurement Procedures in Lebanon to replace the 35 years old currently used procedures.**

- Applying the LACI reporting system for the World Bank.
- Establishing the Communications Unit at OMSAR.

- **Other Activities:**

- Organizing a two days retreat conducted by ILO Chief of the Procurement Management Program and attended by TCU and IDU staff together with UNDP to study options to enhance the delivery mechanism of TCU.
- Establishing OMSAR's Library with the contribution of documents by national and international bodies contacted for this purpose.

External obstacles and measures taken to encounter them

TCU

**Long procedures
causing delays
effecting efficiency
and credibility with
beneficiaries and
donors**



***Autonomy from
CDR and internal
streamlined
procedures***

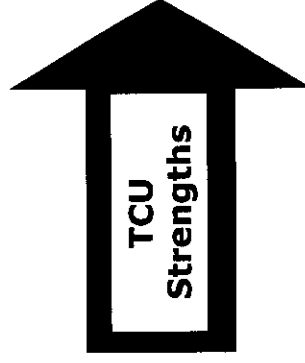
**Putting a lot of efforts
on Unimplementable
projects**



**Public Service
Improvement Fund
(PSIF)**

Strengths

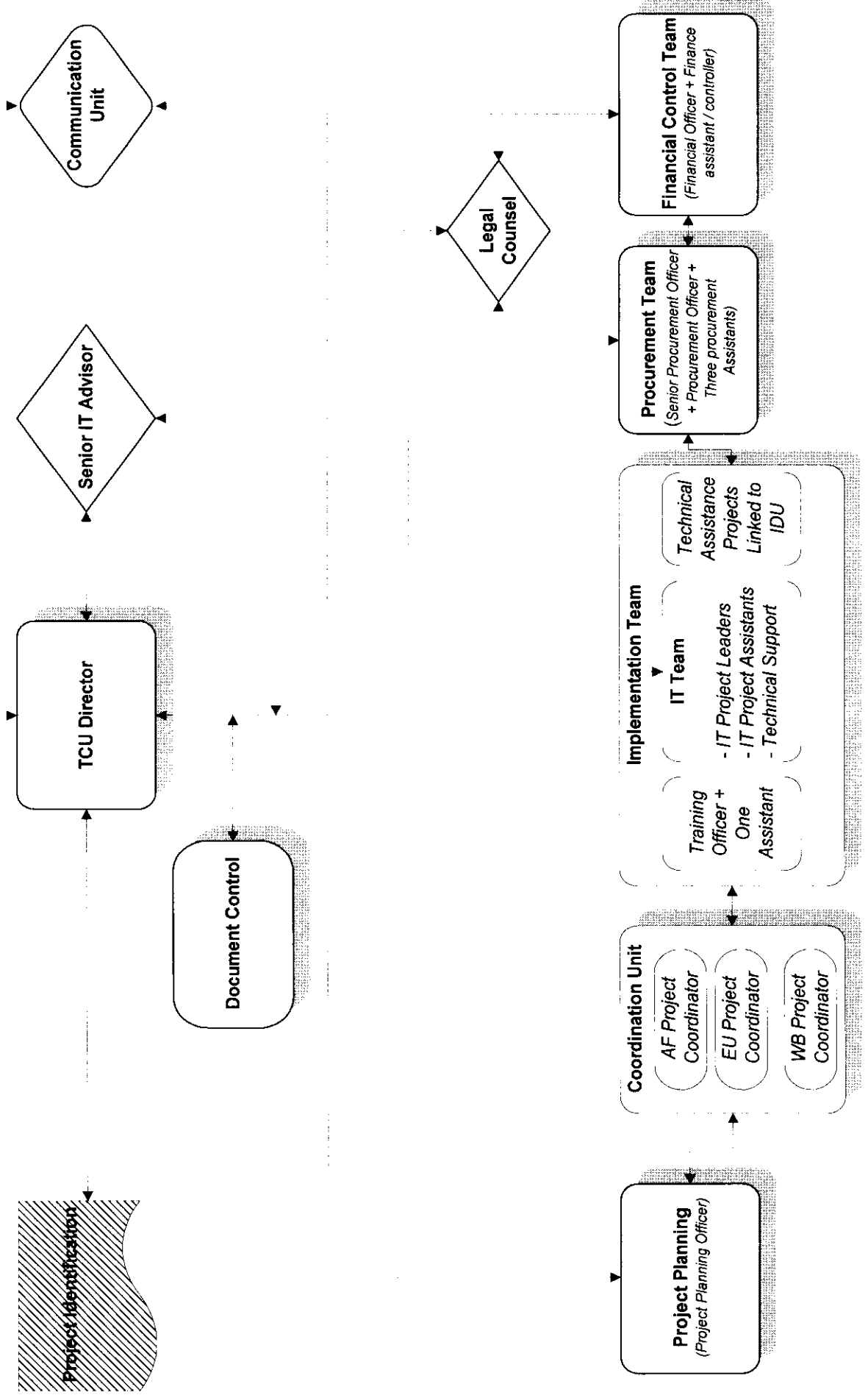
TCU



- Availability of funds
 - Good knowledge of donors procedures (Procurement, disbursement)
 - Streamlined procedures
 - Good relation with donors
 - Good reputation within the government.
- Considered as professional, able to deliver and transparent.

TCU Structure

TCU



- 1 - Implementation of the projects as per the allocations in the loans/grants agreement.**
- 2 - Implementation of projects that are newly identified through the demand driven PSIF mechanism.**
- 3 - Exploring the possibility of cooperation with projects funded/managed by UNDP.**

1998 Progress

TCU

	Project	Invitation to Bidders	Evaluation	Contracted	Implementation Stage	Delivery
1	Implementation of the first stage of Automation for the President of the Republic Office - phase 1	X	X	X	X	70%
2	Follow-up on the deliverables/outputs of the company doing the Design and Planning of the automation of the Commercial Register in the Ministry of Justice	X	X	X	X	95%
3	Office Productivity Tools basic training for app. 500 Government employees	X	X	X	X	25%

1998 Progress - Continued

TCU

	Project	Invitation to Bidders	Evaluation	Contracted	Implementation Stage	Delivery
4	Selection of an international IT expert to set an IT Government Wide Strategy (a period of 10 weeks assignment)	X	X	X	X	10%
5	Review & Reform of Procedures & Control- Ministry of Finance	X	X	X		
6	Agency Budget Systems / Providing training, implementation and support for a unified Budget System for approximately 50 accounting departments	X	X			

1998 Progress - Continued

TCU

	Project	Invitation to Bidders	Evaluation	Contracted	Implementation Stage	Delivery
7	Automation enhancement of the Lebanese Customs	X	X			
8	Networks, Servers, PCs and peripherals in the Lebanese University	X	X	X		
9	Review of Control and Audit Procedures in the Court of Account.	X	X	X	X	
10	Network Cabling /Cabling for networks in several ministries and agencies	X	X	X		
11	Training for the Lebanese University	X	X	X		

1998 Progress - Continued

TCU

	Project	Invitation to Bidders	Evaluation	Contracted	Implementation Stage	Delivery
12	Information Office at the Lebanese University(Pilot Office)	X	X	X	X	
13	Consultant to Review Trade Procedure	X	X			
14	OT ICB Arab Fund 350 Computers	X	X			
15	66 photocopiers	X	X			
16	Typewriters	X	X	X	X	X
17	Multi-Media Projectors & Laser Printers	X	X			
18	Lab Equipment Package for National Archive	X	X			
19	Calculators	X	X	X		

Link with Administrative Reform

TCU

- When TCU was established the public administration was practically devastated.
- Any administrative reform program could not be built on the existing physical and human structure.

Hence

- Administrative rehabilitation help establish the administrative infrastructure upon which reform efforts could be built.
- With the span of time, is the same logic still valid?

Achievements:

Responsible of various communication strategies at different levels:

- **Promote OMSAR's projects to the Media and the Lebanese Public, which will increase awareness and transparency.**
- **Internal communication within OMSAR.**

The Communication department initiated the creation of the following among other activities:

- **OMSAR Monthly newsletter (Accomplished)**
- **OMSAR Home Page (Accomplished)**
- **A workshop on the Role of Mass Media in Promoting Administrative Reform.**
- **OMSAR Publication (On Going)**
- **OMSAR Brochures (On Going)**
- **Annual Reports.**
- **Quarterly Periodical (Being Planned)**