

THE REPUBLIC OF LEBANON



OFFICE OF THE MINISTER OF STATE FOR ADMINISTRATIVE REFORM

In collaboration with the

MINISTERIAL ICT COMMITTEE

E-GOVERNMENT STRATEGY



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PREFACE

It has been five years since OMSAR developed the first e-Government strategy of Lebanon. Since then much change has taken place both in Lebanon and in the application of ICT technology within governments throughout the world. Specifically, many developments were targeted and used as enhancers and enablers of e-Government. In addition, there have been many innovative and successful e-Government implementations worldwide and much experience to draw on. These developments presented an opportune moment to undertake a full review of our e-Government Strategy to take advantage of the experiences earned to date; learn from the international successes; and furthermore incorporate the innovations and new perspectives.

The successful international practices have been converging towards broadening the e-Government project to encompass the modernization of governments through the transformation of the public sector to cater for greater citizen participation and more integrated involvement. The common focal point of the international trends is that they all emphasize the importance and value of putting the citizen at the center of any e-Government endeavor. From within that spirit arose the need for a renovated and updated strategy aiming to concentrate the focus on the citizen.

The vision of the new strategy aims to place the people and their communities at the core of a new knowledge-based and connected government that is able to provide them with accountable services that they can trust. It is from this vantage point that this strategy aims to achieve its much-aspired objective of going beyond data and systems and more towards the genuine goal of changing how government operates.

The new e-Government strategy presented here builds on the previous strategy by restructuring around new central pillars seeking to provide more innovative and internationally proven methods of enabling a rapid realization of the benefits of e-Government. The objective is to reform government systems and processes leading to better delivery of government services and economic gains through improvements in government productivity. The formulation of this strategy was furthermore based on inputs and opinions expressed by the leading stakeholders of government, academia, civil society and the private industry and their input is gratefully acknowledged and appreciated.

Finally, this strategy sets specific goals and objectives, which when achieved, will not only provide better citizen services, but will eventually result in considerable cost savings for government. Ultimately, the main beneficiary of e-Government will be the government itself. However, the success of this strategy depends on the understanding that applying ICT to government does not necessarily make it better; reforming the underlying business processes - while applying ICT - will certainly do.



More importantly, the success of this strategy depends on the support and commitment of all concerned stakeholders; Members of Parliament, Ministers, Director Generals, public officials and all government employees. In this regards, I would like to take the opportunity to extend my deepest appreciation to H.E. PM Siniora whose attentiveness and dedication to this Strategy were remarkable and can be considered a true model of the level and type of support needed to ensure its successful realization in the future.

I am proud of the accomplishments to date and I am fully confident of the high value of this new strategy for Lebanon. I am entrusting you to commit to its principles and objectives, to own it, and to oversee its successful implementation.

Jean Oghassabian

Minister of State for Administrative Reform.
November 2007



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ACRONYMS

BDL	Banque Du Liban (Lebanon's Central Bank)
CDR	Council for Development and Reconstruction
CEO	Chief Executive Officer
CIO	Chief Information Officer
COOP	Cooperative of the Civil Servants
CSB	Civil Service Board
EDL	Electricité du Liban
GRPCO	Government Reform Program Coordination Office
G2B	Government to Business
G2C	Government to Citizen
G2E	Government to Employee
G2G	Government to Government
GIS	Geographic Information System
ICT	Information and Communications Technology
IDSS	Information and Decision Support System
IDU	Institutional Development Unit (OMSAR)
IMF	International Monetary Fund
IPR	Intellectual Property Rights
ISF	Internal Security Forces
LibanPost	The privatized Lebanese Postal Service
MOEHE	Ministry of Education and Higher Education
MOET	Ministry of Economy and Trade
MOF	Ministry of Finance
MOI	Ministry of Industry
MOT	Ministry of Telecommunications
MICTC	Ministerial ICT Committee
NGO	Non-Governmental Organization
NSSF	National Social Security Fund
OGERO	Organisme de Gestion et d'Exploitation de l'ex-Société Radio Orient
OMSAR	Office of the Minister of State for Administrative Reform
PCA	Professional Computer Association
PICTA	PCA ICT Academy
PiPOP	PCA Internet Point of Presence
PKI	Public Key Infrastructure
PM	Prime Minister
PMO	Prime Minister's Office
PPP	Public Private Partnership
RFP	Request for Proposals
SME	Small Medium Enterprises
SWIFT	Society for Worldwide Interbank Financial Telecommunications
TCU	Technical Cooperation Unit (OMSAR)
ToR	Terms of Reference
UN	United Nations
US	United States of America
WB	World Bank



FOREWARD

This document is the outcome of a project undertaken by OMSAR in collaboration with an international e-Government expert, Mr. Allan Maclean, during the period of October - November 2007. OMSAR requested this assignment following a decision of the Ministerial ICT Committee taken in August this year to update the 2002 e-Government strategy for Lebanon taking into account the many developments in the ICT technology and the significant experience in Lebanon in implementing e-Government projects.

The overall objective of the assignment was to conduct a Situational Analysis of the current environment documenting the achievements and identifying the obstacles to progress and use these to, update the previous strategy including a high level Action Plan with a number of high priority projects. The intention is to use this strategy as a “jumping board into the development of a novel, innovative and creative strategy that is capable of converting the traditionally old fashioned government operations of Lebanon into a modern, realistic and applicable model of e-Governance”.

Discussions were held with delegates of MICTC and with senior staff in key stakeholders who provided much valuable insight into government ICT processes in Lebanon and shared their views in a frank and open manner. Group discussions were also undertaken and much preliminary feedback was obtained on draft documents. Their contribution is recognized in this document under Acknowledgement.

Particular thanks are due to H.E. Minister Jean Oghassabian, Minister of State for Administrative Reform for his direction and support, to Nasser Israoui, Tanya Zaroubi, Najib Korban of OMSAR for their very significant and important contribution to this strategy document and in providing guidance and support throughout the project.

More socialization of the strategy and implementation plans is required to obtain support and commitment from across all entities in the Lebanese Government. This is essential to realize the vision of e-Government in Lebanon, to collectively harness the current considerable pool of knowledge, skills and experiences that have been accumulated in the government and in the private sector and to propel Lebanon to a leading position in the region in the efficient and effective delivery of government services to its citizens.

Allan Maclean
November 2007



ACKNOWLEDGEMENT

The preparation of this strategy paper was undertaken between October and November 2007 during which meetings were held with staff from key stakeholders and in group discussions with members of MICTC and their staff (see Appendix 4). Much valuable experience and opinions were shared during these frank and open discussions and have contributed to the preparation of the e-Government strategy. Their contribution is greatly appreciated. In particular the input from the following is acknowledged:

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Executive Summary

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

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

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

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

Six significant approaches are proposed:

1. **Progress Monitoring Modality.** More frequent meetings of the MICTC with the Chief Information Officers (CIO) and a CIO Council taking a significant role in the strategy acceptance and implementation combined with a Progress Reporting modality which will be based on e-Government implementation plans developed by agencies.
2. **Chief Information Officers (CIOs) and CIO Council.** The appointment of CIOs in all key agencies to be extended to all government entities and the establishment of a CIO Council. Following precedence in other countries, the CIOs will be the focal point for all ICT matters in their agency and will report to the head of the agency. The CIO Council will meet regularly, discuss and agree on ICT issues across government and make recommendations to Ministers and to the MICTC.
3. **Single Window Government.** The construction of two government wide Portals, an e-Citizen Portal to provide a focal point for the delivery of services to citizens (“one-stop-



shop”) and the private sector and an Intra-Government Portal for government-to-government communications. The Intra-government portal would link to all agencies and to a government datacenter and provide the basis for achieving interoperability between government systems.

4. **Public Private Partnerships (PPPs).** Greater use of the private sector in implementing e-Government projects through adoption of outsourcing and use of Public Private Partnerships initiatives.
5. **Partnerships with Multinationals.** Potential adoption of government wide solutions provided by large multinationals which have been implemented successfully in other governments (e.g. “Texas Online”). This expedites the process as it relies on adopting readymade and tested solutions.
6. **Partnerships with other Governments.** Greater use of partnerships with other governments in implementing specific projects simplifying and streamlining the process (e.g. no competitive tendering) and speeding up reform.

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



1. Introduction

Lebanon has undertaken a series of initiatives over the past nine years to develop a vision, policy and strategy to make use of ICT in pursuing reform both in Government and nationally. These initiatives were initiated by the establishment of the ICT Ministerial Committee in 1997 which was chaired by the Prime Minister to coordinate and oversee developments in the implementation of the ICT agenda in Lebanon.

In 1998 the first IT national policy and strategy was developed. This encompassed both public and private initiatives. In 2002 an e-Government¹ strategy was produced and this was followed in 2003 by more comprehensive e-Strategy² and e-Readiness studies and reports with recommendations to achieve reform both in government and nationally.

These documents have been circulated widely and many follow-up group discussions have been held both in the public and private sectors and academia and served as important guidelines for some ministries in implementing ICT projects.

Since then much change has taken place both in Lebanon and in the application of ICT technology to promote reform of governments throughout the world. In addition there are now many sophisticated and successful e-Government implementations worldwide and much experience to draw on.

Progress was made in a number of e-Government projects in the Lebanese Government including key steps to the establishment of a legal framework which will permit the use of electronic processes in conducting business. In addition, the communications infrastructure in Lebanon which is essential to realize the full benefits of e-Government, is being modernized. Significant new initiatives are under way including the US-Lebanon Partnership and the Paris III initiative with the pooling of Donor funds and the adoption of a new modality for management and control.

History

- 1997: MICTC formed
- 1998: IT National Policy and Strategy
- 2003: e-Government Strategy
- 2003: e-Readiness
- 2007: Updated e-Government Strategy

¹ **e-Government** refers to the use of ICT in the narrower sense to reform government services to citizens (G2C), to the business sector (G2B) and to other government entities (G2G).

² **e-Strategy** refers to the broader use of ICT nationally to promote economic development, industry growth and quality of life improvements for all Lebanese citizens.



All of these developments make it opportune to undertake a full review of the e-Government strategy to also take into account the experience and lessons learned during the past 5 years and to learn from international successes.

This new e-Government strategy builds on the previous strategy, is structured around new central pillars, and seeks to provide more innovative and internationally proven ways of enabling a more rapid realization of the benefits of e-Government. The objective is to reform government systems and processes leading to better delivery of government services to citizens and economic gains through improvements in government productivity.

The formulation of the strategy was furthermore based on the review of several publications as well as face to face meetings with key players in Government, the Central Bank and the Professional Computer Association and their input is gratefully acknowledged (see Appendix 4).

A full Situational Analysis of developments to date in progressing e-Government was undertaken. Key findings were:

1. While some recognizable progress has been made in the implementation of e-Government projects, a number of significant issues have prevented a full realization of benefits.
2. OMSAR has made good progress in a number of projects covering standards, policies and strategies.
3. OMSAR developed and maintains the Informs Portal – A Website portal project providing access to government forms and transaction instructions.
4. There has been a lack of an “across government” focus on delivery of services with ministries pursuing their own agendas (“stovepipe”).
5. The MICTC has been established and is the appropriate body to manage and oversee e-Government developments but has met infrequently.
6. There is a need for a forum at the operational level where common approaches to e-Government can be discussed and a consensus reached.
7. The MOT has made considerable progress in modernizing the communication infrastructure in Lebanon. The Telecommunication Regulatory Authority (TRA) has been established and plans are well advanced to sell off the two government owned mobile phone companies.
8. Most government entities now have LANs installed and currently there is a considerable pool of ICT skills and knowledge in government which enables a move to more innovative ways for implementing e-Government.
9. Many government entities now have Websites giving the Lebanese Government a significant presence on the Internet.
10. Significant progress has been made in establishing the legal framework to enable full implementation of electronic procedures.



11. There is a need for more emphasis on e-Government implementation plans and to introduce a progress monitor system.
12. Not enough allocated budget was provided for implementation of e-Government projects.
13. Good progress in training was achieved and nearly 30% of government employees have now received basic training in computer skills.

The outcomes of the analysis are summarized in Appendix 5 and the critical issues arising are documented in Section 8.

2. Vision for e-Government in Lebanon

The e-Government vision for Lebanon centers around the attainment of a number of strategic objectives based on citizen and business-centric approaches. These are made possible by the facilitating role of Information and Communication Technologies (ICT) and backed by the required institutional and legal frameworks. These objectives can be summarized as follows:

- Dissemination of all public sector information that a citizen³ is entitled to access through a number of communication channels, the Internet, hotlines, government service centers and traditional paper based methods.
- The delivery of all public sector services for citizens electronically whether for their individual use or on behalf of an establishment, through any government office or through the Internet regardless of the geographical location of this office or the residence of the citizen. Enable citizens and business to communicate electronically with Government including making and receiving payments but not neglecting traditional paper based methods for citizens who do not have easy access to electronic facilities.
- Re-engineer government processes to make it easier to conduct business with the government, for example, by simplifying processes, using ICT to facilitate more delegation of responsibilities away from central control, reducing the number of approvals/signatures required (and if signatures are necessary ensure that these are electronic – no paper involved).
- Reduction to a minimum the information and supporting documents required of a citizen to fill out a public sector formality regardless of the means by which this formality is being submitted.

³ Acting in an individual capacity or as a representative of a business establishment or other organization.



- Provision of single points of notification for citizens to use in informing the government of any change in personal or business information. From this point, all concerned government information systems will be updated accordingly.
- Realization of the main government procurement processes electronically based on a harmonized commercial coding scheme. This is to serve as the leading example for electronic commerce at the national level and hence is intended to foster its growth. Use of a standardized commercially available system across all government would speed up this process; consideration should be given to contracting a commercially available entity to provide a managed service.
- Attainment of an intra-government electronic communication facility (e.g. by establishing an Intra-Government Portal) for the exchange of information electronically (e.g. by email, providing all public service employees with an email address, linking the Portal to Government Data Centers for downloading/backup of information, providing Group Software and sharing services and information; also serious consideration can be given to outsourcing/Public Private Partnership to the private sector).

3. Underlying Principles of e-Government

To attain the e-Government vision for Lebanon, the strategy to be followed needs to be supported by a number of underlying principles. These principles can be summarized as follows:

- The government will assure the enactment of the required institutional, regulatory and legal frameworks to enable business to be undertaken electronically – in the country and abroad - in an orderly and timely manner.
- The government will undertake the necessary measures to realize a comprehensive communications network infrastructure throughout the administration and to gradually roll out compatible information systems that exhibit open standards and interfaces to the replicated data repositories or centers in partnership with the private ICT and communications industry in Lebanon.
- To ensure the successful implementation of e-Government, the efficiency and effectiveness of related services will be taken into account. These include the postal system, the banking system, courier delivery services and the overall legal environment. All must be modernized.
- The government will ensure the security, integrity and privacy of citizens and business data by implementing a legal framework with state-of-the-art security systems that are in line with accepted international best practice.



- All citizens will be given the opportunity to be part of the electronic or networked society notwithstanding their financial, social or educational conditions or geographical location.
- All public servants will be given, by the nature of their new job functions, an equal opportunity to be part of the electronic or networked society, whether for their provision of services to the citizen or for intra-government communication.
- The government, in partnership with the private sector, academia and non-government organizations (NGOs), will work aggressively on the proliferation of ICT literacy throughout the country, whether through the continuous enhancement of the education curriculum or through the provisioning of targeted awareness campaigns and training programs.
- Adoption of electronic commerce by the private sector will be promoted, with government taking a leading-by-example role through its e-Procurement initiative.
- The government will be actively involved in partnerships with the local ICT industry to promote economic development by taking an increasing role in the implementation of e-Government projects in line with international best practices in this regard and constantly work to develop this industry as a national resource for all Lebanese.

4. E-Government: Definition and Benefits

It is important to have a common understanding of the concept of e-Government as it is being applied in the Lebanese Government. There are many definitions of the term e-Government and all are correct but each can have a different emphasis. The following definition is closer to that understanding for Lebanon:

“Defined broadly e-Government is the use of ICT to promote more efficient and effective government services, allow greater public access to information and make government more accountable to its citizens. It can involve the delivery of its services electronically via the Internet, via telephone, via mobile phone, via community centers and via other communication devices.”⁴

More specifically it involves using ICT to transform the traditional way government conducts its business, both internally and externally, by providing a set of tools which empowers all sectors of society to participate in government.

Benefits can include the following:

Benefits of e-Government

- ‘One –stop’ shop
- Online processing of forms
- Increased accountability
- Transparency
- Promote integration and collaboration
- Service 24 hrs per day, 7 days per week
- Lower costs

⁴ Pacific Council on International Policy Definitions



1. The “one-stop-shop” model where multiple general government services can be delivered to common service “shops” throughout Lebanon. Thus citizens can get access to many government services without having to visit a government office.
2. Enables citizens to download forms electronically, complete these and submit them, and effect payment electronically from any terminal throughout Lebanon and internationally. This will simplify and speed up the whole process of application and approval, leaves a sound audit trail, removes any chance of corruption (and so increases transparency), and reduces costs. For example this process can apply to commercial registration, passport applications, payment of utility bills, electricity, telephone, taxes and municipal fees.
3. Economic gains through increased efficiency of government services and reduced government spending as a consequence of greater focus on measuring outcomes using standard Key Performance Indicators (KPIs) and increasing management accountability. Partnerships with the private sector will result in the growth in this sector thus increasing economic prosperity for all Lebanese. (Providing quantitative estimates of the economic benefits of e-Government is difficult. Examples can be found of cases where economic benefits have been estimated. See Appendix 12).
4. Electronic communication enables a culture of integration and cooperation within and between government entities and moves them away from the traditional “stovepipe”, single agency concept of government administration to a more sharing and innovative approach to government business.
5. It enables a single access point to “government” which minimizes citizens needing to know how government is organized or who provides the information and services they require.
6. Services will be available 24 hours per day, 7 days per week thus allowing citizens to access information and services at times more convenient to them.
7. Allows easier access for citizens to understand and better participate in government decision-making.
8. Provides greater choice for citizens to access the type of information and services that best suits their individual circumstances.
9. Allows government services to better share infrastructure and information and thus deliver services more effectively, more conveniently and at lower costs.

More specifically the benefits are as follows:



4.1 Benefits for Government

One of main beneficiaries of e-Government is the government itself. Among the benefits to the government are the following:

Benefits of e-Government for Government

- Better management of resources by holding information in electronic form enabling comprehensive analyses to be readily undertaken.
- Enabling government processes to be re-engineered to take advantage of electronic transmission simplifying and streamlining procedures, and hence providing greater efficiency.
- Reduction in transaction processing time thus reducing costs per transaction.
- Enhanced operational accountability and transparency, hence less chances of error and forgery.
- Electronic transfer of all types of information between government entities hence, speeding up the process, reducing the cost, and increasing the revenue of government.
- Huge reduction in storage space needed for archiving of documents and rapid access to such archived information.
- Enable full, sophisticated and immediate monitoring of Government spending; automates the process of budget preparation and control, when and where needed, through analysis of data.
- All government internal business conducted electronically thus providing better services to government employees and the citizen alike; use of a intra-government Portal by all government employees with standardized procedures, common email, information sharing, common backup and recovery procedures hence a better supported government and enabling interoperability between all government systems.

4.2 Benefits for the Citizen:

The e-Government initiative views the citizen as the customer and the government as the provider. Hence, customer satisfaction is a high priority and is targeted through the following:

Benefits of e-Government for Citizen

- Less time in conducting business with government, with online transaction services and electronic access to information.
- Accessibility to different government transactions through a single window – the “one-stop-shop” model.
- Establishment of an e-Citizen Portal – a single point of entry to Government and to Government information and services which is linked to all other Government sites so the



citizen does not need to know the structure of government in order to conduct business with government.

- Updating of life event data (e.g. change of marital status, change of address.) submitted only once to government and then promulgated through all government systems.
- Enable the adoption of a Smart Card given to all citizens carrying a Unique Identity Number (UIN) with personal data and benefits offered by the government; health information (e.g. blood type; allergies); next of kin contacts; thus simplifying many of the application for services across all of Lebanon.
- Notification alerts through various delivery means (cellular, internet mail.) when certain updating of information is needed by the government, special offerings from government.
- Reduced number of visits to government offices, hence decreased visiting and queuing time with savings in citizen costs thus resulting in enhanced personal convenience and national productivity.
- Multiple accessible channels offered by the government related to information distribution, service offerings, citizen information updates, and available transactions (e.g. community centers, workplace terminals and cell phones).
- New opportunities to provide online training at times convenient to the citizen thus increasing ICT awareness and reducing the “digital divide”.
- Enabling the establishment of multi-purpose community centers and providing enhanced opportunities to learn and use ICT.
- Increased employment opportunities for citizens who can become “computer literate” more easily.
- Enable targeted sector specific services to be better provided using standard common interfaces e.g. e-Health, e-Education and e-Tourism.
- Enrich citizen-government trust relationship and enhance transparency.

4.3 Benefits for the Business and Investment Community:

Several benefits for the business and investment community can be realized through e-Government, such as:

Benefits of e-Government for Business and Investment Community

- Facilitating the registration of companies and payment of fees.
- Providing “one-stop-shop” services for specific types of businesses e.g. Small Medium Enterprises (SMEs).
- E-procurement services – electronic tendering, submission of bids and selection of successful bids can be undertaken electronically.



- Secure payments over the Internet.
- Streamlined operations for requesting permits through “one-stop-shop” investment portals.
- Faster transactions for business dealings with the government.
- Enhanced opportunities to outsource government ICT business and systems to the private sector.
- Enhances opportunities for Public Private Partnerships (PPPs) to be developed for ICT based services.
- Being more compatible in the global economy and encouraging trade and investment.
- Expanding the local ICT market with the government being the largest user of ICT products and services.

4.4 Benefits for the Government Employee:

Through the implementation of the e-Government, public service employees will get:

Benefits of e-Government for Government Employees

- Increased productivity, through the simplification of procedures using ICT and electronic transmission of information.
- Information availability any time and any place.
- Faster communication within the government across departmental boundaries.
- Information and knowledge sharing through an Intra-Government Portal with standard email addresses for all employees and providing access to sophisticated tools for information sharing and analysis and group working.
- More efficient Human Resources activities with services like performance appraisals, online requests and approvals.
- Currently salaries are paid through Banks however the implementation of online payments can enable payroll services to include automatic deductions to be made to employee nominated accounts from their pay check.
- Enhanced opportunities for mobility between the public and private sector.

4.5 Benefits Internationally:

In dealing with the Government of Lebanon, International Organizations (e.g. Donors, Government, and Banks) will benefit from the e-Government implementation by:



Benefits of e-Government for International Organizations

- Better and timely sector statistics provided through government information systems.
- Streamlined, transparent and accountable government processes that concern such organizations.
- Better and more open management of fiscal matters and effective Donor coordination whether for loans or grants.
- Timely decision-making by the government officials through decision-support system environments.
- Lebanon aligned internationally in security standards, Intellectual Property Rights (IPR), Patent Registration and Public Key Infrastructure (PKI).

4.6 Benefits for Institutions: Education, Health, Social Security

They will benefit from the e-Government initiative in several ways such as:

Benefits of e-Government for Institutions

- Specialized services directed to the specific community and aligned with international best practices.
- Linking teachers, health workers, social workers with targeted services.
- Provide enhanced and focused training for civil servants and citizens on a wide range of relevant subject thus improving career prospects.
- Electronic storage of health records available online leading to better diagnostics; online access to specialist resources and diagnostic aids.
- Speeding up procedures and processes hence leading to a more responsive administration.

5. Objectives of the e-Government Strategy

This strategy articulates a vision for e-Government in Lebanon and outlines a high-level action plan for implementation which is based on the recommendations of the Ministerial ICT Committee (MICTC), Chaired by the Prime Minister. Membership of the Committee comprises the key Ministers of Finance, Economy and Trade, Telecommunications, Interior and Municipalities, Education, and OMSAR with the Minister of State for Administrative Reform being the Deputy Chairman. OMSAR undertakes the coordinating role for planning, implementation, management and monitoring.



The overall policy objectives for e-Government are:

1. To focus on processes and systems that improve services to citizens and business alike; seek to re-engineer government systems so that all components of services are conducted electronically wherever practical.
2. To promote cohesion and an across government commitment between government entities ("a government enterprise view") to work cooperatively in the delivery of services, sharing of infrastructure thereby improving efficiency and effectiveness of government.
3. To energize the MICTC – OMSAR – key Ministry process by establishing a forum at the operational level where representatives from government entities can meet to discuss ICT issues and strategies and take a more enterprise wide view of e-Government implementation.
4. To more rapidly create/build capacity in government bodies to enable them to better implement reform using ICT.
5. To develop a Government of Lebanon Portal to provide a single entry point for all government services to citizens and to the business community; to ensure interoperability between systems in government agencies through the transmission of information electronically through a secure standard portal for all employees.
6. To propose some innovative means of achieving a faster implementation of e-Government in Lebanon e.g. using Public Private Partnership (PPPs).
7. To facilitate the development of an e-Government Implementation Plan for each ministry with a reporting system to monitor developments and using agreed ICT indicators thus promoting accountability and enabling a government wide implementation plan to be produced.
8. To address weaknesses and issues arising from experience to date. These are identified in more detail in the Situational Analysis given in Appendix 5.

6. Stakeholders

Stakeholders are defined as those who are important players in providing, managing and using e-Government services within government, the private sector, the Donor community, community groups, academia and international organizations. To successfully achieve an e-Government implementation all key players in both the public and private sectors need to be identified and the



strategy must aim to empower them to work in partnership towards achieving the e-Government goals.

Key players in government certainly include the following ministries:

Key Stakeholders

- *Justice*
- *Interior and Municipalities*
- *Finance*
- *Education*
- *Economy and Trade*
- *Telecommunications*
- *OMSAR*

Finance: with responsibilities for managing the Government's financial processes including the main revenue agencies of Taxation and Customs. Finance has ownership of the e-Payments gateway and interface with the financial sector, both are essential for e-Government implementation. A government wide financial management system linking all agencies online is potentially a rich source of information on government income and expenditure and for monitoring trends and outcomes in e-Government.

Telecommunications: The MOT enables modern communications networks throughout Lebanon which are the essential highways by which all electronic services are delivered. They enable the delivery of quality and timely information to citizens and are key to their participation in "online government".

OMSAR: Bring the Lebanese post-war public administration into the 21st century through an optimal and coherent introduction of **Institutional Development** (rehabilitation and reform) and Information Technology (systems and communications) measures for the benefit of both the general public and government.

Economy and Trade: in association with **Justice**, has responsibility for the establishing a legal environment in Lebanon that is an essential requirement for e-Government services to be adopted. This includes laws covering Purchasing and Payments, Intellectual Property Rights, use of Digital Signatures and other transactions that can be conducted electronically.

Interior and Municipalities: responsible for general and internal security including upholding the country's political system and security. It also has responsibility for civil defense, refugees and overseeing the Muhafazates, districts, municipalities and municipal unions.

Internal Security Forces (ISF): responsible for maintaining order and security including the protection of people and property and support of public authorities in carrying out their duties. This encompasses diverse range of protection responsibilities including guarding of prisons and diplomatic missions.

General Security (Sûreté Generale): responsible for general security matters including collection and analysis of information, supervising the preparation and implementation of security measures opposing anything that endangers security e.g. acts of sabotage, secret or prohibited associations and coordination relations with foreign missions in Lebanon.



Education and Higher Education: responsible for education in Lebanon and manages the affairs of education in public and private institutions as well as being responsible for education research and development. The ministry is also responsible for running the “School Net”, a one of a kind project in the region that will ultimately interconnect all public and private schools and available libraries together and with the Ministry of National Education over a state-of-the-art telecommunications infrastructure with a gateway to the global internet supported by the latest information and communications technologies.

6.1 Government Entities

Within the Lebanese government context, the stakeholders are the line Ministries and Public Entities in central government who are responsible for reforms. These are the Ministries and administrations of:

1. Justice
2. Interior and Municipalities
3. Finance
4. Public Works and Transport
5. Education and Higher Education
6. Public Health
7. Economy and Trade
8. Telecommunications
9. Labor
10. Tourism
11. Social Affairs
12. Industry
13. OMSAR

Other key public entities are:

1. The Presidency of the Republic
2. Parliament
3. Presidency of the Council of Ministers.
4. Constitutional Council
5. Central Bank - Banque du Liban (BDL)
6. Civil Service Board
7. Central Inspection
8. Court of Accounts
9. Central Disciplinary Board
10. Central Administration of Statistics
11. Religious Judiciary
12. Council for Development & Reconstruction



13. Higher Council for Privatization
14. Telecommunication Regulatory Authority
15. Electricité Du Liban (EDL)
16. Water Authorities
17. National Social Security Fund

E-government services will be delivered throughout Lebanon and this will be undertaken in partnership with Municipalities (780+) and the regional Mouhafazats (6). These represent outlets for government services and will be brought into the framework for implementation of e-Government services. They can operate as additional “one-stop-shops” for the delivery of electronic services both central and municipal.

6.2 Private Sector

In addition to the Government entities the private sector has an important enabling role in implementing e-Government by providing services under contract or in partnership. Based on international best practices the private sector’s role in e-Government in Lebanon can be expected to increase significantly.

The global trend is for governments to increasingly transfer responsibility for specific functions to the private sector for their operation and support in a partnership. In such Public Private Partnership (PPP) contracts, the private sector can put up the capital cost to provide the facility (thus it owns and maintains the infrastructure for the duration of the contract) and charges a transaction fee for processing with profits being shared with the Government. The Government owns the data, sets the rules of access, specifies the rules for operation (including standards and security) under a contract. (This type of partnership has already been implemented in Government in Lebanon as in the establishment of LibanPost for delivering services to citizens and sharing in revenue).

Given the lack of technical skills in Government there is a greater need to use the skills and services of the private sector which would result in economic benefits. The private sector can also be a partner in raising ICT awareness in the community by providing training, partnering in demonstrations, seminars, and newsletters.

OMSAR in collaboration with the private sector has taken an advantage of ICT for reform by providing contract services for a wide range of support functions. Key amongst these has been training where nearly 30% of Government employees have now received basic training in ICT and the program is continuing.

The private sector has also been consulted widely on all major ICT initiatives particularly for e-Government projects by OMSAR and is an important source of ideas and knowledge.



The Private Sector has also included the establishment of the telecenters in cooperation with the Ministry of Social Affairs and in partnership with the UNDP and OMSAR. PiPOP and PICTA are also similar initiatives.

6.3 Donors

Donor input to the e-Government initiative, both financial and technical, is an important element in the implementation of e-Government initiatives and in the capacity building of government. The interface with Donors and the coordination of their assistance needs to be managed to achieve maximum benefit. Donors can facilitate access to a rich source of information and international experience on e-Government. Maximum benefits are best realized when the Government has firm policies and implementation plans in place for e-Government whereby it can seek Donors assistance for projects in accord with the Government's priorities.

Donors continue to be the major source of funding for all Lebanese Government ICT acquisitions undertaken by OMSAR and other agencies.

6.4 Banking and Financial Services Sector

An integral component of the e-Government process is the mechanism to transfer funds electronically to and from government entities, to make payments to citizens and receive payments from clients (citizens and business) both nationally and from abroad. This requires the banking and financial institutions to take a key role in enabling e-Government services in Lebanon and abroad.

At both national and international level, banks and financial institutions must conform to international ICT standards for compatibility and security. This imposes a discipline in government interfacing electronically with financial institutions. Thus government systems connecting electronically to the financial networks must also meet their minimum standards for security, privacy and confidentiality.

Transfers of funds from bank accounts to and from the government, payments of services fees by credit or debit cards and settling of utilities bills by online money transfers are but a few examples of the involvement of banks and financial institutions in the e-Government fulfillment process.

The Lebanese Banking sector, which is well accepted internationally as using high standards, under the guidance of the Central Bank has proceeded to implement an e-Banking network using the standards that will be compliant with the legislation and laws that have been drafted and anticipated to be enacted soon. The network is connected to the international banking network SWIFT (Society for Worldwide Interbank Financial Telecommunications) which enables national and international monetary transfers. The Central Bank's experience in implementing



such a network in Lebanon will be important for e-Government implementation and the Central Bank should be involved in policy and strategy formulation at the highest level.

6.5 Embassies, Consulates and Missions

The Lebanese Embassies Consulates and Missions constitute the government presence in the international arena. Located in a large number of countries around the world, these government offices form the internationally dispersed field offices of the administration – the human interface with the foreign citizens and Lebanese expatriates.

Embassies mainly deal with diplomatic affairs, Consulates deal with civil records, visas and passports, whereas Missions deal with concerns of the international organization in which they represent Lebanon. Consulates are the services-oriented international offices whereas Embassies and Missions support government operations, hence are more intra-government service providers. The respective inclusion of these offices in the e-Government initiative from both an infrastructure and information systems perspective is crucial. The ability to communicate electronically with them is a key requirement of e-Government systems.

Lebanese expatriates are one of the major financial contributors to the Lebanese economy and e-Government will facilitate and increase the links between them and Lebanon by enabling the provision of information services and systems specifically focused on expatriates.

6.6 Non-Government Organizations

Through their global forte of providing assistance to the disadvantaged people (e.g. either by geographical location, physical disability, economic status) and with funding from a large group of international donors, non-government organizations (NGOs) have an important role to play in expanding the reach of e-Government services to the community. Examples of this role include the provisioning of ICT training to citizens in the remote rural areas of the country through co-funded community telecenters; mobile training vehicles. The telecenters will also provide an economical means to access the Internet and eventually e-Services provided by the Government.

In addition, NGOs can support small municipalities in attaining their local or communal interface role in an e-Government implementation. Their active relationships with international Donors is a plus as additional sources of funding for e-Government implementations can be channeled through them.

7. E-Government Pillars

In order to cater for the required changes, this strategy presents a number of recommendations grouped around four key pillars, namely:



1. E-Reform
2. E-Citizen
3. E-Business
4. E-Community

Grouped here are the processes that are essential to reform the basic infrastructure that the Government of Lebanon uses to conduct its business both internally and in providing services to clients. It is the process that establishes the platform underlining all other e-Government initiatives with its primary purpose being to achieve better service delivery to citizens, more efficiency and productivity gains in the way that government operates.

e-Government

Pillars

- *e-Reform (G2G) (G2E)*
- *e-Citizen (G2C)*
- *e-Business (G2B)*
- *e-Community (G2C)*

There are substantial changes taking place in governments throughout the world as they adapt to the changing demands and expectation of their citizens and clients. Citizens are today becoming used to the higher levels of quality services provided by the more dynamic and competitive private sector (e.g. airlines; banks; commercial retailers) and expect the same standards of services from government. This places enormous pressure on governments to change their traditional hierarchical structure and single ministry ("stovepipe" or "silo") approach to provide service and move to a more results oriented approach that meets the expectations of their clients.

Consequently there are significant changes to the way governments organize themselves and in the management of their employees and budgets. This manifests itself in a number of ways:

1. There is more pressure to demonstrate greater performance and Governments worldwide are adopting some of the beneficial characteristics of how the private sector conducts its business e.g. more competition, more choice, focused services, responsiveness, clearly defined objectives and services, defining the quality of services and level of responsiveness that citizens can expect to receive.
2. There is a realization that in this new paradigm there is a need to deliver services through a range of market-based tools (e.g. competitive sourcing of delivery of services, public private partnerships, contracting out and privatization). A similar approach is required to make internal government services more efficient.
3. There is greater delegation of responsibilities, both managerial and financial, to government managers ("let the manager manage") linked to greater accountability (e.g. introduction of performance budgeting where the budget is tied to the results achieved and which are measurable).
4. There is a greater need to provide and deliver services that meet the needs of citizens e.g. multiple services delivered through single points of service. This leads to the breaking



down of the traditional hierarchical roles of government with the single agency concept of service delivery being no longer appropriate.

5. The growth of communication networks allows citizens to be engaged in government decision and policy making through electronic consultation; email comments being delivered online, regular surveys undertaken and blog sites (web logs). Citizens are “consumers” of government information, are “customers” of government services and now are engaged in “shaping” programs and policies; they therefore expect levels of service no less than how the private sector accords its clients.
6. In the modern world there is much less stability, and demands on governments are much tougher. This requires a high degree of responsiveness to cater for natural disasters, civil strife, refugees and terrorism which in return requires more flexible structures and sharing of knowledge and responsibility across all of sectors of government which must become more partnership oriented (e.g. involving the private sector and other organizations in the delivery of government services in partnerships).

Each pillar serves as a focal point for the grouping of specific services that are targeted at a particular section of society in Lebanon to be served by a particular component of the e-Government architecture. The overall objective of the whole process is to realize economic and social benefits and quality-of-life improvements for all Lebanese citizens.

7.1 E-Reform (G2G) (G2E)

E-Reform provides the ideal opportunity to re-engineer government processes to take advantage of technology and use ICT as the spearhead of the reform process.

The e-Reform pillar embraces the use of ICT within government to improve efficiency by using electronic processes for sharing of information, faster decision making, more transparent processes, greater accountability, ready storage and retrieval of information. This includes a range of initiatives and projects to achieve the following range of initiatives:

E-Reform

- CIOs in agencies
- CIO Council
- Regular meetings of MICTC
- Portal – e-Citizen, Intra-Government
- PKI
- Smart Card
- PPPs
- UIN
- Interactive Websites

1. The process by which ICT policies and strategies are formulated, approved, funded, implemented and managed across government e.g. MICTC and associated processes through OMSAR and agencies; mobilizing funds for e-Government projects.
2. Establishing Chief Information Officers (CIOs) in all agencies and creating a CIO Council.



3. E-Payment gateway and associated legislation and supporting systems.
4. The legislative environment that legalizes the electronic operation of all government processes and aligns Lebanon with international standards e.g. IPR.
5. Implementation of e-Procurement for the purchasing activities.
6. Implement an Intra-Government Portal for all government transactions and correspondence thus enforcing interoperability standards and empowering government employees.
7. Keeping comprehensive data on government transactions and making this available to the Central Administration of Statistics for compilation of agreed standard indicators for ICT (this is a key requirement for countries proposing membership of the EU).
8. Public Key Infrastructure (PKI) and associated legislation to enable use of Digital Signatures.
9. Smart Cards applications enabling e-Government implementation.
10. Pursuit of the Smart Card initiative with assistance from other governments.
11. Establishment of government Data Centers⁵ to enable common Backup/Business Continuity⁶ services to be implemented across government and linking them to agency systems thus enforcing government wide standards for data and interoperability.
12. Pursuing the adoption of Public Private Partnerships (PPPs) between government and the private sector for the latter to undertake substantial processing on behalf of the government and contribute to capacity building in government.
13. Develop standards for and adopt a Unique Identification Number (UIN) for all citizens in Lebanon.
14. Develop standards for government websites and upgrade existing sites to interactive status (UN Stage 3 and above).
15. Monitoring and evaluating criteria similar to the Paris III modality for e-Government implementation e.g. use similar nomenclature for defining projects; identifying standard indicators; defining objectives, outcomes, priorities and responsibilities; regular reporting on progress.

⁵ A **data center** is a facility used to house computer systems and associated components (servers, communications devices, storage systems). It can range from shared premises in an alternative site to a fully configured site (with backup power supplies, data communications connections, air conditioning, fire suppression, security.). It can also provide the capability to update databases online in parallel with a ministry's system (hotsite).

⁶ **BCP** is a management process for an organization to identify potential incidents that threaten an organization's ability to function and the development of plans to respond to such incidents. It covers a broad spectrum of business and management disciplines, including risk management, disaster recovery and crisis management.



7.2 E-Citizen (G2C)

This pillar groups together all the services that government currently provides to the citizens in Lebanon and which are candidates to be provided electronically.

The primary purpose of e-Citizen is to provide quality and up to date news, information, services and data on the Government of Lebanon organizations and processes to citizens, private sector and other public service entities based on “one-stop-shop” (or “single-window”) model for the electronic delivery of government services. Under this model multiple services will be delivered electronically to common service points sharing the same technological infrastructure and using standard presentations.

E-Citizen

- *Online transactions – registration, visa, passports*
- *Electronic payments*
- *Government information*
- *Government legislation*
- *Electronic communication*
- *Services targeted at special groups e.g. health professionals*

E-Citizen will be the spearhead of the whole reform process enabled by e-Government. Delivering services to citizens electronically, however this will not in itself be sufficient and it will be essential that services associated with, for example, the delivery of the outcome (e.g. passport) to the citizen are also reformed. This will require organizations like LibanPost and courier companies to deliver reliable and timely services to earn the trust of the citizen.

The international best practice approach is to make use of a Portal (e.g. e-Citizen Portal) for service delivery which will enable online registrations, payments, news and information services and delivering such services reliably, efficiently at low cost, throughout Lebanon and at times convenient to the citizen (e.g. 24 hours per day, 7 days per week).

The e-Citizen approach would:

1. Expand business and citizen access to government services and information.
2. Make it easier and more convenient for these groups to conduct transactions with Government on-line.
3. Accelerate the development and delivery of timely, quality, on-line government services.
4. Improve the level of customer service from Government by speeding up the whole process of getting information, submitting applications, making payments for services.
5. Minimize the cost to taxpayers for development and deployment of on-line transactions with Government.
6. Provide Lebanese businesses with a greater presence on the Internet.
7. Enable services to be readily provided in multiple languages e.g. Arabic, English and French.



An e-Citizen Portal can host and connect to all on-line government services and serve as the single-point of access to all government services, information and transactions, as well as relevant links to national government services and information.

Services can be drawn from, but not limited to:

Interactive Forms	Accessing Government Officials	Disseminating Useful Information
<ul style="list-style-type: none"> • Tax Forms • Passport Applications • Permits • Business Registration Forms • Driver's License • Registration of Birth • Public services such as health and retirement • National Identity Card • Registration of Marriages • Job Applications 	<ul style="list-style-type: none"> • Interactive Government Directory by department with email and contact information (e.g. telephone number, FAX number, location) • Q & A online • Answers to frequently asked questions • Profiles of Government leaders online • Feedback on service delivery, monitored for feedback and complaints online 	<ul style="list-style-type: none"> • Descriptions of services provided by different ministries • "How to" information for government-to-citizen (G2C) and government-to-business transactions (G2B) • Checklist of items required when applying for services in person • Notice of services or supplies needed by Government • Legislation published online

Other services to citizens can be grouped together under common categories including:

1. Public Health
2. Education
3. Culture, Arts and Sports
4. Internal Security
5. Justice
6. Finance
7. Social Services



8. Other Service Packages

In addition, Citizens will be given the opportunity to express their opinions and comments on the e-Citizen services through electronic Bulletin Boards.

7.3 E-Business (G2B)

This pillar focuses on those government services that are of importance to the Lebanese business community and foreign investors. More efficient delivery of these services will assist in promoting private sector growth in Lebanon and result in national economic development.

E-Business would include the following:

1. Electronic tendering for government business including specifications, ToRs, receipt of bids, evaluation of bids, contract negotiations and payments.
2. Commercial Registration of Businesses conducted entirely on-line including payment of fees.
3. Filing of business tax forms online and payment of dues.
4. Making available online relevant documentation on all government processes that impact business e.g. laws on legislation on e-Procurement, Intellectual Property Laws, Digital Signatures, PKI, government policies on outsourcing, PPPs and partnerships.
5. Government standards on ICT issues including security; architecture; e-Government.
6. ICT policies and strategic plans for information and comment.
7. Progress reports on ICT matters under consideration in government, outcomes of MICTC meetings, e-Government program and forward planning where the ICT industry can contribute.
8. Allow focused services to be offered to specific classes of businesses e.g. Small and Medium Enterprises (SMEs), doctors, teachers, social workers, Lebanese expatriates, trade agreements and investment incentive policies.
9. Taxation system including online claims and payment.
10. Customs system – expansion to cover all 5 ports of entry.
11. Cadastre Land Registration.
12. Cooperative of Civil Servants (COOP) medical benefits and compensation system.
13. The National Social Security Fund (NSSF) system.
14. Commercial Registration System.
15. Automation of the Work Permit system.

E-Business

- *Online registration*
- *Electronic procurement*
- *Government plans online*
- *Online filing of tax*
- *Involvement in government policy setting*
- *Government standards*
- *Services targeted at special classes of business*



16. GIS applications.

The e-Citizen Portal will be an important catalyst for Business development by providing comprehensive integrated information services to businesses on the whole range of relevant government information and requirements e.g. on business registration, import/export regulations and taxation rules - all with contacts details.

7.4 E-Community (G2C)

There is now wide consensus that information and communication technologies (ICT) are central to participation in the emerging knowledge economy, hold enormous potential to accelerate economic growth, promote sustainable development and empowerment and reduce poverty. There are specific benefits to be delivered throughout Lebanon, so that physical location is not an obstacle, including education, health care, natural resource and agricultural management, disaster response, entrepreneurship and economic development, governance and socio-cultural issues.

One important element in the e-Government strategy will be the use of ICT to promote regional development in Lebanon. This can be achieved in a number of ways by:

E-Community

- *Regional development*
- *Services targeted at specific regions*
- *Services targeted at specific businesses*
- *Capacity building*
- *Local news and information*
- *Marketing of local products*
- *Advertising possibility under a PPP modality*

1. Providing targeted information services that have a regional focus such as:

- a. Services for SMEs in regions whereby all information on government regulations (e.g. taxation, commercial registration, municipal rules) are grouped together in a single website and including, relevant forms, instructions for completion and submission and contact details.
- b. Services aimed at specific businesses e.g. farmers, fruit growers, retailers, hotels with information specifically targeted at each region giving for example information on weather, market prices, costs of fertilizers, demand, crop information, information on diseases, contact details of suppliers with cost of transport.
- c. Allow regional SMEs to market their services (local products) on the e-Government system and enable, for example, electronic ordering and payment, provide a low cost/free service to set up their own website (in many cases this could be simply a "business card" image with name, address, telephone, services offered etc).
- d. Within the modalities of PPP allow the sharing of advertising revenues between the suppliers and the community.



- e. Empowering communities by providing information on their region e.g. hotels, local products, tourist sites and contact information.
2. Using e-Government services to justify the installation of higher capacity communications services for the benefit of the whole region (e.g. if government communications needs are added to community needs then a higher capacity link to a center can be justified).
3. Capacity building by providing online training on ICT and a range of other subjects to meet the specific demands of the region and the communities within the region thus empowers the citizens, raising their capabilities, and expanding their access to life choices and opportunities.

This pillar also includes the Community Center initiative to provide upgrades to existing centers and establish new centers in partnership with the US-Lebanon partnership, Donors and the private sector. E-Government implementation will cooperate closely with Community Center developments.

7.4.1 Social Inclusion

Under this heading are services that are targeted at specific sections of the citizen community which are about reducing the inequalities between the least advantaged communities and groups compared to the rest of society. These will also include citizens who are disadvantaged by way of physical or mental handicap.

Specific services that can be focused on such groups include the following:

1. Online training on selected topics aimed at improving employability, including locations, timetables and contacts.
2. Providing information on guidelines for employing people with disabilities (“employability framework”) and employment opportunities.
3. In consultation with communities and support groups, adapt services to provide more focused local support.
4. Provide information on financial services that are available to disadvantaged groups (e.g. microfinance services for purchases for example stock, seed, grain, fertilizers; banking).
5. Ensuring full awareness on their eligibility for government programs targeted at them.

Social Inclusion

- *Specialized training*
- *Employment guidelines*
- *Employment opportunities*
- *Financial services*
- *Information on government programs*
- *Community bulletin boards*
- *Community consultation*



The telecenters are of critical importance in delivering services to the disadvantaged not only in providing e-Government services but in enabling the community to benefit from these. This will be achieved by:

1. Ensuring that all citizens are aware of the advantages, understand where the centers are located, their times of operation and the assistance that will be provided.
2. Citizens who use the centers will be guided on the facilities (e.g. printing, copying, faxing, telephones, keyboard typing, Internet, e-Government).
3. For citizens who do not have the necessary skills, direct assistance on a one-to-one basis will be provided. Drawing on the experience of what has been done in other countries, this assistance will include:
 - a. Answer queries.
 - b. Downloading forms, information for the citizen as well as showing them how it can be done.
 - c. Assisting them with understanding requirements and in filling in necessary documents.
 - d. Assisting them in providing necessary information by telephone, FAX, Internet, mail.
 - e. Providing brochures that explain services in simple language making use of diagrams and other visual aids.
4. The Government will train staff in all telecenters and they in turn will train local staff ("train the trainers")
5. Undertake regular surveys of clients to determine their needs, problems, get feedback and endeavor to improve services.

8. Critical Issues

There are many issues facing the Lebanese Government in attempting to use e-Government to enable reform. The critical ones can be summarized as follows:

Critical Issues
1. There has been a lack of leadership and sufficient commitment from Government in implementing e-Government with, for example, no budget being allocated for the implementation and no holistic implementation plan. The lack of an endorsed e-Government strategy is a significant drawback to obtaining commitment from agencies to its



implementation.

2. The MICTC has met infrequently which results in it having less impact on ICT matters although the concept and management process is sound and it has the necessary skills in OMSAR to support it. It needs to be energized.
3. There is a critical lack of the ICT capacity and the use of ICT in many government entities such that they do not have the basic skills to implement government reform using ICT.
4. There is a strong culture in Government of protecting status, projects and information from other entities ("stovepiping") and a lack of cooperation and information sharing. This leads to much "reinventing the wheel", duplication of effort, lack of free sharing of information, inhibiting the implementation of government wide thinking in implementing e-Government systems and adoption of the "one-stop-shop" approach to government service delivery.
5. There is no dedicated forum where e-Government matters can be discussed officially at the administrative level. There is no tracking of government expenditure on ICT for the whole of government and no system whereby information on progress is made available more widely so that entities like OMSAR do not have to contact each public body individually to get information.
6. There is a need for a sound costing methodology to be implemented to enable more realistic costs for delivering services in government to be estimated for use in comparing with private sector costs in outsourcing projects.
7. There is no overall implementation framework or plan which all public sector entities need to follow (e.g. defining responsibilities) or progress monitoring system.
8. There is no requirement for public entities to develop and publish ICT plans making it difficult to obtain an across government view of developments; there is a lack of across progress reporting on ICT/e-Government projects.
9. The current processes of building ICT skills and capacity in ministries is slow and lacks focus which means it may take many years to establish enough capacity for the entity to undertake reform on its own. There is a need to energize and speed up the whole process of creating capacity.
10. The private sector in Lebanon by all accounts is vibrant, developing rapidly and has the skills and capacity to aid government. It currently plays only a marginal role in ICT implementation and no direct role in the e-Government policy or strategy formulation process.
11. The lack of a common identity number for all citizens is a major difficulty in all ICT processing where identification of the individual is required. All public sector bodies are facing the same problem.



12. A common Smart Card for all citizens is very feasible today and in use in a number of countries (e.g. Malaysia, Singapore).
13. OMSAR has difficulty in getting cooperation or information from many entities who sometimes only consult when OMSAR is providing funds. This prevents OMSAR from fulfilling its charter for coordinating and promoting e-Government implementation.
14. The focus to date is more on capacity building than implementation so there appears to be as yet no e-Government systems providing services to citizens or to the business community electronically. A stronger focus on implementation is required to demonstrate the benefits.
15. The ICT industry has technical skills and capacity to participate in electronic government. It would need little training to utilize e-Government services like Commercial Registration, electronic tendering. The e-Government Implementation Plans should take advantage of this and help kick-start e-Government implementation - a relatively easy way of achieving some "quick wins" in e-Government.
16. There is a need for better Donor coordination in funding ICT projects in Lebanon. There are no specific funds allocated for e-Government implementation. With an agreed overall implementation plan a more coordinated approach could be made to Donors for technical support and funding.
17. Tracking e-Government progress is difficult as standard indicators are not in use. The adoption of standards KPIs in consultation with the new statistics master Plan would assist in monitoring progress. A government wide Financial Management Information System (FMIS) has the potential to be a rich source of information on Government ICT expenditure.
18. There is a lack of solid commitment from government entities to develop e-Government under an integrated plan of action for the whole government (the "stovepipe" approach is preferred).
19. There is a lack of ICT laws which go hand in hand with the e-Government implementation strategy. Legislation has been prepared and submitted but with long delays in its enactment.
20. Senior leaders in Government including MPs need to be targeted for focused training, briefings and awareness raising on e-Government and the benefits. This could be coordinated by OMSAR in partnership with Line Ministries, Donors and the industry.
21. There needs to be stronger leadership from many government entities for an e-Government strategy that takes a global government view.
22. The process for development of e-Government in Lebanon could be speeded up with the introduction of a number of innovative changes.



9. Important New e-Government Initiatives

Implementation of e-Government in Lebanon has been slow in comparison with many other countries and it will be important to consider alternative strategies that can speed up the process. To achieve this objective there will need to be significant new and innovative initiatives to break the current “logjam”.

Such initiatives are required to provide a major stimulus for e-Government implementation enabling a more rapid and widespread acceptance across all sectors of Government and recognized as being potentially very beneficial and thus less challenged.

Six initiatives are considered here:

New Initiatives

- *Progress monitoring*
- *CIOs and CIO Council*
- *Single window to government – e-Citizen; Intra-Government*
- *Public Private Partnership (PPP)*
- *Partnerships with multi nationals*
- *Partnerships with other governments*

9.1 Progress Monitoring Modality

Given that e-Government implementation is an accepted component of the Paris III initiative, the opportunity to use the Paris III modality for specification of e-Government projects, progress reporting and priority setting could be one method of providing a major boost to e-Government implementation. It offers the potential for adoption of a new framework for e-Government including standardization, reporting and support at the highest level.

Under this modality e-Government projects will follow the same specification and reporting structure as is currently used in Paris III. This will include the following:

1. Using the same nomenclature for the project and subproject.
2. Using a standard template for specification which will include the following:
 - a. Title
 - b. Program Number
 - c. Program Owner
 - d. Stakeholders
 - e. High level Work Plan
 - f. Key risks and actions to ameliorate them
 - g. Milestones
 - h. KPIs
 - i. Reporting
3. Large projects will be divided into smaller subprojects each specified according to the same template.



Progress reporting will use a similar template. An example is given in Appendix 10 using a draft of the template.

A disadvantage of the Paris III approach is that it is reliant on working through the current “processes of government” in Lebanon. With the lack of capacity in a number of ministries and agencies this can cause significant delays. Technical capacity in some Ministries concerned with e-Government projects is a major difficulty which needs an infusion of extra capacity and skills for quick success. Capacity building in those agencies will be important and will have to be addressed as a priority project.

Funding is critical for success in e-Government implementation and in that respect the Paris III and US - Lebanon Partnership may provide some assistance.

9.2 Chief Information Officer (CIO) and CIO Council

The absence of a formal forum where ICT issues can be discussed, policies formulated, strategies optimized and information and ideas shared at the administrative and operational level is a significant weakness in the current ICT processes in the Government of Lebanon. This is a common issue impacting all governments worldwide who are implementing across-government initiatives in ICT. An accepted way of addressing the problem which has been successful and has been widely adopted is through the Chief Information Officer (CIO) and CIO Council concept.

The approach is that each agency appoints an officer designated as the CIO who is given responsibility for all ICT and associated information and systems matters. The position is at a senior enough level for the CIO to be empowered to be the spokesperson for the entity on ICT matters and to take decisions on behalf of the organization during meetings. The CIO should report directly to the Director General or CEO of the organization and have the confidence of the senior officers in the agency. The CIO does not need to be a technocrat but does need to understand the technology.

A Council of CIOs from all government entities is formed and meets formally on a regular basis to discuss issues in ICT and information from a government wide viewpoint and to share knowledge, experience and collectively advise Ministers and Government on ICT issues.

The CIO positions have a formal specification of responsibilities and the Council has a formal charter. The CIOs and Councils are used widely in Governments internationally (e.g. Malaysia, UK, Singapore, US, Canada, Australia) and they have been a significant factor in the successful implementation of electronic government in these countries.

It is proposed that CIOs be appointed in Ministries of Lebanon and that a CIO Council be established. A fuller description of both is given in Appendix 9. The proposed institutional framework involving CIOs and the CIO Council is shown in Appendix 8.



9.3 Single Window to Government

The purpose of providing a “single window” is to contribute to the quality and efficiency of government by providing government employees with network based collaborative tools for sharing data, best practices and experience, benchmarking and problem-solving. This portal will provide citizens and businesses with a single window for information, downloadable forms and interactive communications with government agencies, and e-Government transactional applications such as online registration and licensing of businesses, collection of tax forms, e-Procurement and e-Payments.

Two Portals are proposed:

1. An e-Citizen Portal - aimed at enhancing citizen (G2C) and business (G2B) access to information and services and realize transparent, democratic government interaction processes, reducing required paper documents and lessening citizen’s visits to government offices through online administration services delivered through “single widow” service points. It will offer online real-time processing of applications for services (e.g. passports) including electronic payment of fees and provide a forum for citizens to petition government (e.g. collecting citizen’s opinions and processing civil petitions).
2. An Intra-Government Portal – aimed at providing productivity and application tools and services to improve communication and work practices between government employees at all levels and in all regions in Lebanon and achieve interoperability of government systems and information between government agencies thus lowering the cost of government.

9.3.1 E-Citizen Portal

The e-Citizen Portal will provide the gateway to the Government of Lebanon with links to Government ministries thus offering services to the public and private sectors that need to do business with the Government of Lebanon - both in Lebanon and internationally. Through e-Citizen, other government agency web sites and services can be accessed giving them additional visibility. The e-Citizen Portal will facilitate the coordination and aggregation of information databases throughout the country.

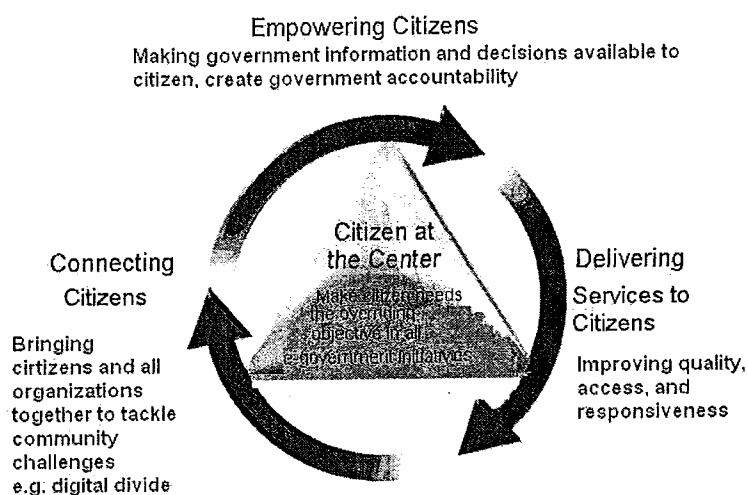
The following general principles will be followed in providing information services electronically:

- All information and news provided by public entities shall be provided through the Portal by the authorized government organizations.



- Services will include the downloading of electronic forms, and/or their completion and submission online and making payments electronically by searching for the type of transaction and its name.
- Links to all Government of Lebanon entities will be provided connecting to the main page of the government organization concerned. The list can be viewed by:
 - Organization Name
 - Ministries and affiliated agencies
 - Local Government Administration units
 - Other.
- Summaries and full-texts of publications, reports, bulletins and speeches issued by Government of Lebanon entities will be placed in downloadable form on the Portal.
- Consideration will be given to allow advertising which can be an important source of revenue to offset costs. Advertising can include banners for other public online services, for website developers, for product information and for services to government employees (e.g. insurance) under government guidelines.

The concept is illustrated in the diagram below.



9.3.2 Intra-Government Portal

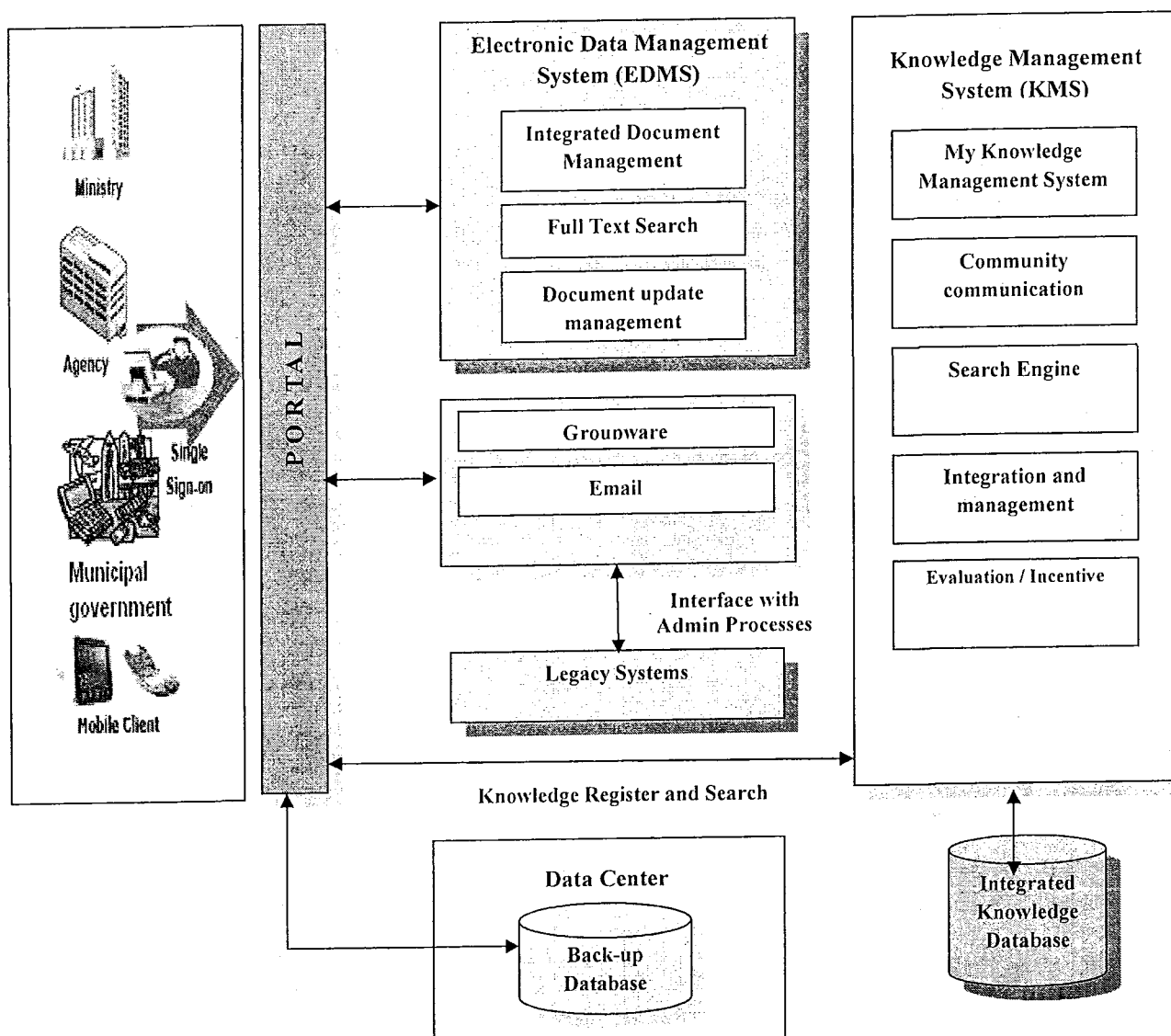
The Intra-Government Portal will be developed to provide electronic services for government employees throughout Lebanon and enable government information, documents and decisions to be handled electronically.



Services from the Portal will include:

- High demand services such as email (every government employee to be given a standard email address); online collaborative and productivity tools; document sharing; knowledge management; and the use of a search engine focused on government information.
- Facilitate the interoperability of systems across government agencies in Lebanon e.g. by introducing standards, common data definitions, security and back-up).
- Promotion and awareness building programs focusing on Government employees.
- Specialist systems that individual agencies cannot afford or justify on their own e.g. for statistical analyses; graphical presentations; drawings; flowcharting.
- Resource reference of Lebanese mailing lists.
- Links to all Lebanese government websites; international websites of interest.
- E-Learning modules on the facilities and, for example, the content development cycle to stimulate content submission by users.
- Information on productivity features to increase user awareness of productivity features beyond simple browsing.
- Clear and concise information on government employee's duties and rights and relevant contacts.
- Facilitate ease of use by novice users and to compensate for the lack of availability of other ICT training options.
- Online connection to government Data Centers to allow back-up / recovery of data and systems.
- A HELP desk for all users.

Some of the features of the Intra-Government portal are illustrated in the diagram below.



9.4 Public Private Partnerships (PPPs)

In broad terms, a PPP is an agreement between the government and a private company to share in the risk and rewards of a business venture involving public services. In an e-Government context, it often means that a supplier invests money in the project in return for the chance to profit if it is successful and thus sharing the risk.

Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of

Public Private Partnership

- *Sharing of risk*
- *Capital investment by private sector*
- *Use private sector skills*
- *Capacity building*
- *Faster development*
- *Entrepreneurial skills*



the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

There is a spectrum of contractual arrangements between the government and the private sector for projects from the contracting of resources, to undertaking a specified task, to outsourcing, to full Public Private Partnerships. A fuller description of PPPs is given in Appendix 7.

9.5 Partnerships with Multinationals

A further way of rapidly realizing benefits in e-Government, and one that is being used successfully in a number of developing countries (e.g. Egypt, Jordan, Vietnam) is to seek partnership agreements with large multinationals who are key players in ICT technology (e.g. Microsoft, Intel, Oracle, SAP, CISCO, HP) to address specific implementation of e-Government in Lebanon.

A key benefit of such an approach is that an available sophisticated and proven solution can be offered and is adopted across government with the assistance of the multinational in a PPP arrangement. This provides big opportunities for an infusion of technical assistance, a proven turnkey solution is provided and training is given.

Partnership with Multinationals

- *Proven solution available*
- *Managed services*
- *Partnership with local industry*
- *Capacity building, training*
- *Benefits of e-Government realized*
- *Revenue raising*

This approach expedites the process as it relies on the use of readymade tested solutions thus reducing the need for determining requirements, market testing or in-house development.

Potential concerns from the ICT industry in Lebanon could be addressed by requiring the multinationals to form partnerships with the local industry (there is plenty of evidence that they are fully cooperative in forming such partnership deals). Hence this modality can create an opportunity for the local ICT industry to benefit from the business opportunities and from transfer of knowledge gained during their involvement in the implementation of such projects.

One option would be to use a Design Build Finance Operate (DBFO) PPP with such a multinational for the development of Portals; the opportunities for revenue raising through advertising can be significant and would help offset the cost of operation.

9.6 Partnerships with Other Governments

Discussions have been held with some governments on the Smart Card and other e-Government projects (e.g. PKI, electronic signature). Government to government agreements simplify and streamline the process (e.g. no competitive

Partnership with other Governments

- *Implement proven solution*
- *Simple legal arrangement – government to government*
- *Minimize costs*
- *Capacity building*



tendering). The provision of a solution already implemented in another country can speed up the process by eliminating the long phase of designing and getting acceptance of an internally specified requirement.

An approach has been made to other governments on PKI and other e-Government initiatives. Many other opportunities for such cooperation exist and should be pursued.

10. High Level Rationale for Priority Projects

This section considers the rationale to be used in selecting priority projects considering a range of competing criteria and given that resources, technical skills and management focus will be limiting factors in achieving success. An overall priority consideration is the factor for success of the projects chosen.

The high-level implementation strategy for e-Government should focus on addressing the aforementioned critical issues through the following:

1. Clarifying the relationship between the responsibilities of OMSARs and other key ministries and other initiatives including priority setting and funding.
2. Empowering the MICTC – OMSAR – Ministry process for e-Government.
3. Establishing CIOs, initially in key Ministries but capable of being extended to all government entities; develop the charter and ToRs for CIOs.
4. Establishing a forum (e.g. CIO Council) at the administrative and operational level in Government where e-Government plans, priorities, resources can be discussed and agreement/consensus reached before proposals are put to government (e.g. Minister, MICTC); kick start the first meetings.
5. Standardizing wherever feasible the same conventions for naming programs, subprograms, KPIs, risk factors and outcomes e.g. using the Paris III modality.
6. Adopting a Progress Monitoring modality with each owning entity being required to report progress on e-Government projects under its responsibility and take advantage of the reporting system if it is shown to be suitable.
7. Emphasizing that ownership of projects and for delivery of outcomes for e-Government rests with the line Ministry concerned.

This will require OMSAR to focus on energizing its responsibilities for coordinating and facilitating initiatives through the following:

1. Supporting the MICTC and associated processes.
2. Coordinating Donor funding of e-Government projects and taking a more proactive stance with Donors in consultation with CIOs and the CIO Council.



3. Coordinating meetings with Donors to “sell” to them the Government’s e-Government plans and get technical input as well as funding commitments.
4. Being proactive in liaising with international Governments and organizations on ICT and e-Government matters including the possible establishment of a regular dialogue with supportive Governments (e.g. Malaysia, Egypt; other countries where there are sizeable Lebanese populations e.g. USA, Canada, Japan, Italy, France, Australia – at State Government level) and encouraging, for example, a regional dialogue on ICT matters.
5. Providing leadership in implementing electronic procurement in Government – this is where OMSAR is well equipped to provide leadership and be, for example, the first Government entity to conduct all or some of its acquisitions electronically either partially or completely as allowed by the current legislations.
6. Developing an Implementation Planning template for use in e-Government planning.
7. Assisting Ministries to develop Implementation Plans and associated progress reporting modality where they lack capacity to do so.
8. Using innovative methods to build ICT capacity in selected line Ministries (e.g. in partnership with the Private Sector).
9. Providing special high level presentations and demonstrations to Ministers, MPs and senior staff in Government on the benefits of e-Government in partnership with CIOs, Donors, PCA, Central Bank. These to be short (not more than 2 hours) focused presentations preferably using internationally recognized high profile experts including representative of governments who have successfully implemented e-Government.
10. Striking a balance between larger capacity building projects, which are essential, but where it takes longer before demonstrable results are achieved and projects where progress can be made more quickly and there is a higher probability of an outcome that will show the benefit of e-Government, particularly where it is G2C or G2B. (In this context the private sector ICT companies in Lebanon appear to be strongly supportive and well equipped to take advantage of e-Government facilities, for example e-Procurement, requiring minimal training. This is a sector where advances in e-Government could be made quickly if the Government can organize itself).



10.1 Selection Criteria

Selecting priority projects for implementation is based on consideration of the following:

Selection Criteria for Priority Projects

Selection Criteria
<ol style="list-style-type: none"> 1. Projects that will address the critical issues listed above. 2. The priorities of the Government as specified by the MICTC and the Paris III initiatives. 3. Line Ministry priorities in terms of their commitments and responsibilities (e.g. the Ministry of Education's project to link 200 public schools to the Internet). 4. Striking a balance between capacity building and longer term projects (e.g. training civil servants in basic ICT skills; establishing technically skilled units in key ministries) where there will be a significant time lag before outcomes are achieved; and projects where there is an opportunity to demonstrate early tangible outcomes that the citizen or business will see as being beneficial (e.g. "quick wins" see Appendix 11) (e.g. ability to download government forms from Websites, complete these and submit them electronically; online business registration). 5. Selecting projects that can be implemented under the current or emerging legal framework so there will be no long delays e.g. awaiting changes to legislation. 6. Select projects where there is a commitment and support from the government entity and the client and both parties are ready to participate (e.g. Internal Security Forces (ISF) and criminal reports; private sector ICT industry and electronic tendering). 7. Select projects where the bodies concerned have the capacity and skills to undertake the project. 8. Ensure selection of some projects that are seen as beneficial by citizens and/or the private sector. 9. Select projects where funding is readily available. 10. Avoid over commitment – too many diverse initiatives where management focus is spread thinly with the risk of a lack of "push" – greater focus on a narrower range of projects.



11. Recommended Priority Projects

Preliminary discussions were held with key stakeholders to consider proposed priority projects and the following projects were supported to receive priority:

Pillar 1: e-Reform.

1. Capacity Building.

OMSAR in partnership with agencies continues the capacity building process in agencies by preparing a schedule of basic courses in basic ICT skills.

KPI = Number of courses held; number of participants.

This is seen as an essential ongoing task which must be continued and is key to enabling implementation of electronic services in government.

2. MICTC meetings.

OMSAR in partnership with key agencies and MICTC schedule a series of meetings over say, a 6 month period, and seek to “energize” the process. Prepare agendas for discussion in consultation with participants. Clarify the funding arrangement for e-Government initiatives.

KPIs = number of meetings held; Frequency of meetings; Number of decisions.

MICTC is the overriding committee in government for the decision making in terms of adopting ICT enabled processes it is essential that it exercise these responsibilities for the whole e-Government process to have any chance of success.

3. Chief Information Officers (CIO) and CIO Council.

Seek MICTC approval to appoint CIOs in key agencies and to form a CIO Council. Propose that CIOs initially be designated by ministries represented on MICTC in accord with draft guidelines already prepared. OMSAR socialize these through key agencies. Schedule first meetings of the Council and agree format of meetings, the Chair (e.g. each ministry by rotation) and procedures.

KPIs = Number of meetings held; number of agencies appointing CIOs as a % of the total CIO requirements.

CIOs are key to introducing new processes to enable an enterprise wide view of the use of ICT to be developed in Government and promoted and to champion the implementation of e-Government projects.

4. E-Procurement.



On approval of submitted legislation (pending) MOF, OMSAR, CIO, CIO Council and other relevant stakeholders prepare a strategy for implementation of e-Procurement. This will build on the work already undertaken by OMSAR. Kick start e-Procurement with simple purchases (e.g. commodity items; contracting training consultants).

KPIs = Number of procurements undertaken electronically; total value of procurements undertaken electronically and as a % to total procurements; number of businesses registered for e-Procurement.

E-Procurement is essential to improving government purchasing which has benefits all round – more efficient government, better and easier procedures for the private sector greater efficiency and transparency in government purchasing.

5.- Portals.

Prepare a specification of objectives, benefits, details of procedures, necessary development work, estimates of costs, timeframe, implementation plan, whether a single integrated Portal (or separate Portals for e-Citizen and e-Intra-Government) is required and ToRs. Scope the provision of the two Portals - e-Citizen and Intra-Government – by contracting specialists to undertake the work as a joint project. Socialize this through key ministries; make recommendations to MICTC. Arrange special presentation to CIOs on Portals with specialist speakers –in consultation with Donors; other Government.

KPIs = Report prepared; e-Citizen Portal established; number of transactions processed. Intra-Government Portal established; number of employees connected; number of agencies connected; number of transaction processed.

The Portals are essential for the efficient delivery of services to the citizen with benefits to the citizens and to the private sector. The Intra-Government portal will be a significant step in promoting inter-operability between government entities and greater efficiency in the manner in which government conducts its business.

6. E-Government Implementation Planning.

OMSAR to prepare a template for use by agencies in the preparation of e-Government implementation plans and in progress reporting based on the defined Progress Monitoring modality. Socialize through the CIO Council and provide OMSAR with agency implementation plans to prepare a national Action Plan.

KPIs = template issued; number of plans prepared.

This is not a major task but is essential to kick start a better planning and accountability modality in e-Government implementation and to enable consistency with Paris III modality.



7. Presentations on e-Government for Ministers, Council of Ministers, Parliament and Director Generals.

Special high level and very professional presentations prepared on e-Government for the above focusing on understanding the concept and benefits of e-Government. Seek specialist assistance from Donors, overseas Governments and Professional Computer Association in obtaining some experts to participate.

KPIs = number of courses; number of participants.

This is not a major task in terms of resources and planning but it is important that government decision makers are kept fully informed on e-Government strategy services, their potential benefits and the issues associated with their adoption.

8. ICT Capacity in agencies.

OMSAR in consultation with the CIO Council develop a specification of the minimum ICT capacity required in an agency and what options are available to best establish this. Prepare a template and distribute to agencies to complete specifying their requirements and indicative costs. Seek MICTC funding approval to develop an implementation plan.

KPIs = Number of plans submitted; number of staff trained; number of units established.

To create sufficient ICT capacity in agencies there must be a model/vision of what is the target structure and level of expertise that will be required and enable realization to be achieved including costs and timeframe. OMSAR to draft this and CIOs to discuss and agree, with recommendations being made to MICTC. It is proposed, for example, that an agreed structure be specified in terms of number of staff, skills required and necessary training and that this be related to the size of the entity e.g. small, medium or large.

Pillar 2: e-Citizen.

9. Unique Identity Number (UIN).

OMSAR prepare a draft discussion paper on the options available and circulate to CIOs. Discuss with CIO Council and agree a specification, if necessary contracting some specialist assistance to verify suitability. Submit to MICTC for approval and seek advice on possible adoption.

KPI = recommended UIN specified and approved.

This not a major project in terms of resources, costs and time but is a prerequisite to introducing the Smart Card and will realize benefits across all sectors in Lebanon. It potentially is a 'quick win'. Timing can be related to Smart Card implementation.



10. E-Citizen Portal.

Integrated with the Intra-Government Portal to enable savings in design and implementation costs to be realized and to ensure consistent design standards. Develop plans for implementation in association with the Intra-Government portal.

KPIs = Portal established; number of transaction processed; number of businesses registered.

11. Smart Card.

OMSAR continue with its discussions with overseas governments seeking potential assistance and report to the CIO Council and MICTC on its findings. Form a small work group to process project to the next stage a full scoping of issues, costs, implementation options. Seek funds to contract specialists to prepare a full implementation plan; socialize this and seek MICTC and Council of Ministers approval to proceed.

KPIs = implementation plan approved; first card introduced.

There are numerous documented examples of the multiple difficulties in citizen identification with systems throughout Lebanon covering all sectors. There are significant predicted benefits. This is a major high cost and longer term project which has the potential to impact all citizens in Lebanon and its implementation could be delayed however in view of the very significant benefits it early start should be considered.

Pillar 3: e-Business.

12. Government Website Standards.

OMSAR in consultation with CIO Council develop standards for government websites starting with a best practice model from another government. Socialize these through agencies. Seek MICTC approval to introduce them for all Websites.

KPIs = Standards documented and agreed; number of websites conforming to new standards.

This is not a large project in terms of resources and skills required as there are many good international standards to use as a model however significant back-office changes may be required; it is a prerequisite to implementing consistent interface to citizens and business.

13. Government Website Upgrades.

This project is to upgrade selected Government websites from UN Stages I and II to UN Stage III (interactive) or above. Consideration is to be given to outsourcing this project to



the private sector in a PPP arrangement. The CIO Council to discuss and recommend the suitable Websites, and this is to be approved by the MICTC. Develop ToRs for this work.

KPIs = number of websites upgraded; number of interactive transaction processed.

Lebanon has a significant presence of the Internet with many Websites however these are not yet interactive for example, to allow downloading of forms and their submission electronically. There is a need to attempt to implement such upgrades as a priority project and there is the possibility that upgrading some of these could be comparatively simple and could realize early benefits (a potential 'quick win').

14. Partnerships with Other Governments.

OMSAR and CIO Council identify potential initiatives that are candidates for partnerships with other governments. Consult with Donors and undertake preliminary discussions. Produce progress report to MICTC.

This initially is a research type of project and does not require significant resources or funds but has the potential to deliver significant benefits in terms of earlier and lower cost of implementation of systems that would otherwise be not readily achievable in Lebanon.

Pillar 4: e-Community

15. OMSAR maintains contact with the US–Lebanon Partnership and NGOs as it implements telecenter upgrades and installs new ones to ensure that e-Government implementation plans are taking their availability into account.

KPIs = number of telecenters upgraded / installed; number of e-Government services introduced.

The upgrading of existing Community centers and the establishment of new centers under the US – Lebanon Initiative presents a opportunity for OMSAR and government ministries to become more to be engaged in the process and to provide direct benefits to regions and to disadvantaged citizens. This requires OMSAR to fit in with the implementation timetable for telecenter upgrades **so this project must be given priority to be implemented in association with the US - Lebanon Initiative.**

12. Rationale for Selection of Priority Projects.

The priority projects can be divided into 3 categories. namely:

1. Those which are comparatively low cost and/or require few resources to implement yet are critical to achieve longer term objectives.



2. Those which are critical to adopting a more innovative approach to achieving e-Government benefits.
3. Those which are more substantial in terms of cost and resources with significant benefits and for which there is some discretion in the timing of implementation.

Category 1 Projects:

1. Capacity building in government agencies through ongoing training which is an essential ongoing requirement at comparatively low cost. (\$300,000 pa).
2. Administrative and operational support for MICTC meetings. MICTC is the governing body for ICT initiatives and must fulfill its functions. (No additional costs).
3. Promotion of MICTC and e-Government initiatives to engender understanding and support through brochures etc. (\$30,000 pa).
4. Development of e-Government implementation plans according to an established template and reporting modality. Essential for better management and accountability in implementation. (\$75,000 pa).
5. Public procurement Law - OMSAR maintain a watching brief on this legislation. (nil cost)
6. Define a unique Identity Number. A prerequisite to introduction of Smart Card. Can be delayed depending on Smart Card introduction. (\$10,000).
7. Define Website standards. Essential to standardize websites and with low cost and low resource requirements. (\$20,000).
8. Identify potential partnership arrangements with foreign governments. Low cost initially and low resources but potentially large benefits. (\$50,000 pa).
9. Community telecenters - OMSAR must fit in with the project to upgrade existing telecenters and establish new one under US-Lebanon partnership. (\$60,000 pa).

Category 2 Projects.

1. Scoping the CIO concept. Essential to introducing CIOs in ministries and to introducing better management of e-Government implementation. (\$60,000 pa).
2. Establishing the CIO Council a key step in adopting the CIO concept including developing the Council as an important body in implementation of e-Government (\$140,000 pa).



3. Establish ICT capacity in government agencies. Important to enabling better implementation of e-Government systems. Focus on defining e-Government units. (\$150,000 pa).
4. Upgrade selected government websites to UN Stage 3 or above (to allow interactive operation by citizens and the private sector). (\$500,000).

Category 3 Projects

1. Implementing e-procurement pilots a pre-requisite to adoption of full electronic purchasing. Dependent on legislation being enacted. Timing is discretionary. (\$500,000).
2. Scoping study for E-Citizen and Intra-Government portals. Essential for successful implementation of e-Government - timing is discretionary. A major project. (\$750,000).
3. Establish e-Citizen and Intra -Government portals - follow on from the scoping study. Implementation will enable more efficient government in term of service delivery and interoperability between government systems. (\$600,000 plus \$100,000 pa).
4. Introduce a Smart Card - a major project which will take time and resources to introduce over a number of years. (\$45,000.000 plus \$600,000 pa).

A complete table of estimated costs for the Priority Projects is given at Appendix 2.

13. Critical Issues in Implementing Priority Projects

Project	Critical Issue	Risk	Amelioration
Capacity building in agencies.	Lack of funds.	M	Fit schedule to the available funds. Select agencies that are committed.
	Agency reluctance to participate.	L	
MICTC meetings.	Difficulty of getting delegates to attend.	M	Prepare agenda beforehand. Ensure well structured meetings with fully researched agendas to ensure maximum benefit from each meeting. Seek approval of MICTC to delegate much authority to the Minister for
	Higher priority tasks for delegates inhibit their participation.	H	



Project	Critical Issue	Risk	Amelioration
			OMSAR. CIOs to brief their Ministers before meetings and stress importance.
Appointment of CIOs and formation of CIO Council.	DGs in some Ministries reluctant to give CIOs sufficient authority to make decisions.	M	Ensure that CIOs and Council processes are well thought out.
	Difficulty in finding staff of the correct ability to become CIOs	M	Delegate individuals to be interim CIOs pending longer term appointments.
	CIO Council seen as a threat to DG's authority.	L	Ensure appointed CIOs have the trust of their DG and have authority and respect within their agency.
E-Procurement	Staff reluctance in agencies to adopt electronic procurement methods.	M	Staff training provided. Clear procedures documented. Workshops held to promote best practice. Indicators measured and published regularly.
	Resistance from sectors in the private sector to accepting e-Procurement e.g. SMEs who do not have ICT skills.	L	Recognition given to those procurement staff implementing new methods. Implement in full consultation with industry and industry associations. Provide incentives to SMEs if necessary
Single Window to Government.	Portals seen as impinging on agency sovereignty to adopt their own systems.	H	Engage key agencies in the planning and specification stages. Hold workshops with participation from Donors and the private sector. Bring specialist to give special presentations on Portal – especially from other governments. Stress the benefits and enroll assistance from the business community. Ensure that all scoping and planning is undertaken professionally.
	Lack of funding	H	Consider a PPP approach where private sector provides the capital in return for a share of the charging. Start simply to demonstrate the advantages and scale up as experience is gained



Project	Critical Issue	Risk	Amelioration
E-Government implementation planning	Reluctance of agencies to undertake planning tasks. Concern that OMSAR and other bodies are using plans to monitor their work.	M	Stress the advantages. Provide assurance on the monitoring. Engage agencies in setting the planning and reporting standards. Ensure that plans are succinct and focused and use a simple template that encourages regular updating. Provide for electronic submission of plans and all progress monitoring and inclusion of these in agency websites. Seek endorsement from CIOs and make CIOs the custodians of agency plans.
Presentations to Ministers, the Council of Ministers, Parliament and DGs on understanding e-Government	Difficulties of getting attendance Skepticism on the value of such presentations	M	Design presentations to be focused and brief. Plan well in advance. High quality presentation. Seek to have at least eminent speaker. Consult Minister of OMSAR on the duration, content, theme of presentations. Ensure that a well presented brochure is given to all.
ICT Capacity in agencies.	Reluctance to participate. Lack of funds.	L	"sell" concept to staff. Select agencies that are keen to cooperate
Unique Identity Number (UIN).	Citizen resistance to have a number - perception it is an invasion of their privacy.	M	Well thought out strategy that addresses in detail concerns of citizens. Stress the benefits. Give strong assurances on privacy and security processes. Draw on examples from other countries.
E-Citizen Portal	<i>See under single window to government above.</i>		
Smart Card	Same as for UIN citizen concerns on privacy and confidentiality. Funding – insufficient funds available to	H	Well thought out strategy. Particular attention to privacy and security issues. Strong publicity campaign. Issue mock cards so that people can



Project	Critical Issue	Risk	Amelioration
	implement.		<p>–see- touch –and- feel.</p> <p>Demonstrate the use of the card in places which citizens frequent.</p> <p>Stress benefits to citizens, to business, to the private sector.</p> <p>Consider levying a small charge to citizens to offset the costs.</p> <p>Partner with other governments to adopt their processes and reduce costs.</p> <p>Call open tenders for preparation and implementation components.</p>
Government Website standards.	Agencies reluctant to adopt these with reasons e.g. lack of funds, lack of technical resources and other more important priorities tasks.	M	<p>Stress overall benefits.</p> <p>Use UN criteria for categorization of websites.</p> <p>Publish data regularly of agencies achieving higher standards.</p> <p>Provide resources to scope the necessary work to upgrade selected websites.</p>
Upgrades to websites under an outsourcing or PPP contract.	Agencies reluctant to outsource seeing this as losing control of their information.	H	<p>Work with the industry to provide good examples of such projects.</p> <p>Provide information on other government experience.</p> <p>Demonstrate the processes that are used and how agencies would continue to exercise full control of their data.</p> <p>Stress cost savings.</p>
Partnerships with other governments.	Agencies acceptance if it remains under their control and opposition if it is otherwise.	L	<p>Ensure selection of systems/solutions that are well proven in other governments.</p> <p>Select governments that have good credibility.</p>
E-Community	Skepticism that e-Government systems have any value for disadvantaged citizens particularly in remote areas.	H	<p>Carefully planned special facilities in partnership with the telecenter initiative.</p> <p>Draw on very successful overseas experience (e.g. India, Indonesia) in using ICT and e-Government to provide improvements.</p> <p>Consult communities in consultation with local organizations to determine the best facilities to provide.</p>



Key: *H: High Risk* *M: Medium Risk* *L: Low Risk*



Appendix 1: Recommended Priority Projects

RECOMMENDED PRIORITY PROJECTS									
No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment	
				Economy	Citizen services				
Pillar: E-Reform									
1.	Capacity Building - Agencies	Ongoing training for Public Service agencies	OMSAR and Agency	1	Longer term benefits as capacity improves	Faster and better implementation of e-Government services benefits	Ongoing	No. of Courses; No. of participants	Essential ongoing project.
2.	Capacity Building	MICTC Support	OMSAR	1	Longer term	Quicker implementation of new services	6 months	No. of MICTC meetings held	Energize the MICTC process by scheduling a series of meetings each with an agenda. Focus initially on e-Government issues. Seek approval for essential stages in the e-Government process. Consult with key agencies.
3.	Capacity Building	MICTC	MICTC, OMSAR, CIOs	1	Longer term	Faster implementation of new services	3 months	Agreement	Promotion of e-Government initiatives. Clarify how e-Government projects will be funded.
4.	CIO	Introduction of CIO concept	MICTC, OMSAR, key Ministries	1	Quicker realization of	Earlier introduction of new	3 months	No. of CIOs appointed	Kick start the process by Ministries designating temporary CIOs (6



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy benefits	Citizen services			
5.	CIO	Establish the CIO Council	MICTC, OMSAR, key Ministries	Quicker realization of benefits	Earlier introduction of new services	3 months	No. of Council meetings held	Conduct first Council meetings – start simply and build up as understanding improves.
6.	“Quick Wins”	Identify potential projects that would demonstrate e-Government	OMSAR, CIOs	Early growth of the private sector – increased business	Early achievement of interactive services	12 months	No. of projects Identified. No. of “Quick Wins” implemented. No. of transactions processed online	These are designed to demonstrate progress in e-Government implementation. Must be implementable within 12 months.
7.	E-Procurement	Law on e-Procurement	OMSAR	Significant increase in government procurement efficiency with benefits to private sector	Will speed up the delivery of services	3 months (depending on when law is approved)	Law enacted	An essential step for the introduction of electronic payment systems.
8.	Portal	Establish an Intra-Government Portal	OMSAR and Ministries	More efficient government with cost	Better coordination in introducing	2 years	Portal established. No. of	Discussions to be held with a number of companies to explore the PPP



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy	Citizen services			
				reductions	new services and in providing a consistent electronic interface to government		employees connected. No. of email addresses. No. of transactions.	option. OMSAR and key agencies prepare a high level specification of requirements for the Intra-government Portal. Hold a workshop on the Intra-Government portal preferably with participation with someone who has had direct experience in their construction and use. Discuss with key agencies the technical issues and ToRs for a specialist to undertake a full scoping study. Issue ToRs and select specialists. Undertake scoping study in consultation with key ministries. Include preparation of ToRs, evaluation methodology, implementation plans for a PPP Seek MICT and key ministry approval to proceed to tender. Tender evaluation; contract concluded. Implementation.
9.	E-Procurement	Implementing e-Procurement	OMSAR and CIOs	Economic benefits to private sector in doing	Enable faster implementation of new services	6 months	No. of procurements undertake	OMSAR to develop in consultation with key agencies a plan to introduce e-Procurement by selectively identifying examples where it can be



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy	Citizen services			
				business with the government			electronically. Total value of electronic procurements	kick-started (e.g. in the purchase of simple "commodity items" – foodstuffs; medical supplies; PCs).
10.	Capacity Building	Specialist Training capacity building for Senior Management and MPs	OMSAR, Ministries, Donors and Professional Computer Association (PCA)	Longer term benefits from better decision making and more efficient government	Longer term benefits from better decision making by government	Times to be arranged	No. of presentation No. of participants	Focused high level presentations. Some preferably involving a high profile speaker. Essential for getting better commitment and understanding for e-Government.
11.	Implementation Planning	Implementation Planning Template	OMSAR	Longer term benefits from better planning and accountability in government and leading to greater transparency	Longer term benefits from better planning and accountability	3 months including socialization	Template ready No. of agencies using it	Needed as a prerequisite to development of e-Government implementation plans. OMSAR to develop in consultation with Key ministries. Draft prepared and socialized through key ministries.
12.	Implementation Planning	Agency plans developed	Ministries, CIOs	Longer term benefits from better planning and accountability - more efficient use of public monies by government	Longer term benefits from better planning and accountability	6 months	No. of Plans developed	Key agencies (OMSAR, MOF, MoET, Education, Telecommunications, Interior and Justice) to develop their e-Government plans based on the agreed standards template. Required to develop a more enterprise wide approach to e-Government implementation. OMSAR produce a government wide



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy	Citizen services			
13.	ICT Capacity	Establish ICT capacity in Government entities	OMSAR, CIOs and Ministries	Economic benefits from better implementation of electronic services	Earlier implementation of electronic services	2 years	No. of units established	Needs an audit of each Ministry's ICT capacity to be undertaken; key ministries agree to a profile of the minimum requirements. Develop a specification of minimum training required to be completed. Prepare a plan for upgrading to minimum levels. The capacity requirements are then included in the agency's Implementation Plan. Seek approval from MICTC and necessary funding. Implement
Pillar: E-Citizen								
14.	UIN	To define a Unique Identity Number (UIN)	OMSAR, Ministries, citizen organizations and private sector	Increase in efficiency in both government and private sectors	More efficient and easier access to electronic services by citizens	6 months	Possible UINs identified and documented. Recommended format selected.	Existing Lebanese number taken into consideration. International experience consulted. Work Group of relevant parties convened to identify option. Paper with recommendations



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy	Citizen services			
15.	Portal	Establish an e-Citizen Portal	OMSAR and CIOs from ministries, MICTC	Improvement in government efficiency with cost savings by enabling infrastructure to be shared between government entities	Will enable delivery of electronic services to citizens and to implement multiple services to common service points	2 years	Portal established. No. of Transactions processed. No. of forms downloaded. No. of transaction processed online.	<p>prepared and socialized. Submission to MICTC.</p> <p>Discussions to be held with a number of companies to explore the PPP option.</p> <p>OMSAR and key agencies to prepare a specification of requirements for the scoping of the e-Citizen Portal.</p> <p>Hold a workshop of the portal preferably with participation from individuals who are knowledgeable on the application of an e-Citizen Portal and who are experienced in their implementation.</p> <p>Discuss informally with the industry. Seek approval to call for bids for a specialist to undertake a full scoping study.</p> <p>Issue ToRs and select specialists. Undertake scoping study in consultation with key ministries. Include preparation of ToRs, evaluation methodology, implementation plans for a PPP. Seek MICT and key ministry approval to proceed to tender.</p> <p>Tender evaluation; contract concluded.</p>



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy	Citizen services			
16.	Smart Card	To introduce a Smart Card for citizens in Lebanon	Interior	Increase in efficiency in both government and private sectors	More efficient and easier access to electronic services by citizens	6 years	No. of cards introduced. Date first card introduced.	Work Group convened by OMSAR and Interior. Discussion with other Governments pursued. Determine purpose of the card and provide firm estimates of costs and strategy for its introduction including ongoing support. Seek funding and approval of MICTC, Council of Ministers and Parliament to proceed.
Pillar: E-Business								
17.	Websites	Define standards for Websites	OMSAR and CIOs	Easier to design websites with a consistent interface and standards	Easier for citizens to access government information and services	3 months	Standards specified socialized and agreed	Develop standards for Government websites starting with some best practice foreign models.
18.	Websites	Upgrade selected existing Websites to UN Stage 3 and above	OMSAR, CIOs	Simpler for citizens and private sector to do business with government.	Better access by citizens to government information and services	18 months	No. of websites reaching UN Stage 4 and above No. of Interactive transactions processed.	OMSAR to convene a Work Group with key ministries to identify suitable websites ready for upgrade. Specify requirements based on the standards developed and consider a PPP arrangement. Seek MICTC approval and funding and develop ToRs to outsource this project to industry. Prepare ToRs and issue.



RECOMMENDED PRIORITY PROJECTS

No.	Category	Project	Owner	Impact on		Time frame	KPI	Comment
				Economy	Citizen services			
19.	Partnerships	Identify potential candidates for partnership arrangements with foreign governments	OMSAR and key ministries	Opportunities to effect major improvements in government efficiency at relatively low cost	Potential for earlier introduction of proven electronic services	2 years	No. of Governments approached No. of positive responses received	OMSAR in discussions with key ministries identify some key initiatives that are candidates for consideration for potential consideration by foreign governments (e.g. PKI). Consult with Donors on the possibilities.
Pillar: E-Community								
20.	Community Telecenters		OMSAR	Regional developments with economic improvements	Enables electronic services to be introduced to the regions and to disadvantaged groups	12 months	No. of meetings. No. of contacts received	OMSAR keep abreast of developments with Community Centers project being funded under Paris III, the US- Lebanon Partnership initiative and others. Consider what e-Government services could be provided through these outlets.



Appendix 2: Estimates of Costs and Resources for Priority Projects

No.	Pillar	Project	Priority	Estimated Cost	Resources	Comments
1.	e- Reform	Ongoing training for Public Sector agencies.	1	\$300,000 per annum	Outsourced to private sector.	Cost estimate based on the costs incurred by OMSAR in previous courses.
2.	e- Reform	MICTC support	1	Absorbed within existing budgets.	OMSAR	Administrative and operational support to MICTC. Part of OMSAR's charter.
3.	e- Reform	MICTC	1	\$30,000 per annum	OMSAR, CIOs from key Ministries Absorbed within existing resources.	Promotion of e-Government initiatives. Preparation of brochures and other PR material for e-Government strategy.
4.	e- Reform	Scoping the CIO concept	1	\$60,000 per year \$7,000 1 st year	Existing staff – no recruitment initially. Partially absorbed by OMSAR's budget.	Scoping the responsibilities and mechanics of the CIO concept including the modality of CIO appointments and establishing mechanisms for their operation. Outcome is an agreed profile of the CIO and agencies should appoint someone of this caliber. Seek representative from foreign government to give a presentation on CIOs and CIO Council to MICTC and designated CIOs. Airfare (\$5000) plus 1 week's accommodation costs (\$2000).
5.	e- Reform	Establish the CIO Council.	1	\$50,000 per annum for Website. Thereafter \$30,000 per annum support and \$60,000 per	Absorbed within existing resources.	Establish and maintain a CIO Website. Outsource to Private sector. Prepare ToRs, issue, evaluate responses and implement. Sundry expenses for logistics of meetings, payment for attendance 30–40 people per meeting 6 times per



No.	Pillar	Project	Priority	Estimated Cost	Resources	Comments
				annum for meetings.		year. Presentation material, preparation of brochure, PR efforts with PCA, Ministers and Parliament.
6.	e-Reform	'Quick Wins' Identify potential projects that would demonstrate e-Government.	1	Absorbed within existing budget.	Absorbed within existing resources in OMSAR.	Administrative actions only. Identify 'quick win' projects to demonstrate benefits of e-Government.
7.	e-Reform	Public Procurement Law.	1	Absorbed within existing budget.	Absorbed within existing resources.	OMSAR undertaking a watching brief only. Dependent on e-procurement and e-Transaction.
8.	e-Reform	Implementing e-Procurement pilots.	1	\$500,000	Absorbed within OMSAR budget.	Continue with the project scoped by OMSAR taking into account best practice, design and implementation in 5 key ministries. Option to consider using a managed service from private sector.
9.	e-Reform	Establish ICT capacity in Government entities.	1	\$150,000 per year	Existing resources used but supplemented for limited period by specialists.	Special training to be focused on specific agencies and provide largely by private sector with content etc specified by OMSAR in consultation with CIOs and MICTC. Assume 3 units established per year including special training provision of specialists to assist in capacity building. OMSAR and CIOs develop a profile of unit required for different size of agencies.
10.	e-Reform	Agency e-Government Implementation Plans developed.	2	\$75,000 per annum	Use existing OMSAR resources supplemented by specialist assistance.	Template developed by OMSAR in consultation with CIOs. Emphasis on succinct focused plans. Specialists hired to assist in refining specification



No.	Pillar	Project	Priority	Estimated Cost	Resources	Comments
						and in implementation. Progress reporting modality introduced. Emphasis on electronic reporting with agencies updating their plans online and changing them as their plans develop.
11.	e-Citizen	Single Window to Government: e-Citizen and Intra-Government Portals	1	\$750,000 initial start-up cost thereafter \$50,000 (8%) per year support costs	Possible outsourced to private sector under a PPP	Contract consultants to undertake a comprehensive scoping study for both portals. This would include consultation with key agencies, on content, interoperability with agency legacy systems, architecture, including a payment gateway, website standards, ToRs, costs, implementation plan to include how future agency systems can be integrated. Intention is that the same architecture is used in both portals.
12.	e-Citizen	Establish the e-Citizen and Intra-Government Portals.	1	\$600,000 initial start-up cost thereafter \$100,000 in first year thereafter \$50,000 per year support costs.	Possible outsourced to private sector under a PPP.	ToRs issued and supplier/PPP chosen. Capital cost of hardware \$300,000 each. Initial implementation costs will be substantial. Estimate \$100,000. If a PPP is used then initial cost would be lower but the running costs would be higher, depending on the transaction processing fee. Under a PPP if advertising is allowed then revenue would be shared between PPP and Government with a further reduction in costs. If an internal government Portal there could still be advertising revenue if allowed.
13.	e-Citizen	To define a unique Identity Number (UIN).	1	\$10,000	Absorbed within existing resources.	Possible hire of specialist to verify suitability of proposed UINs.

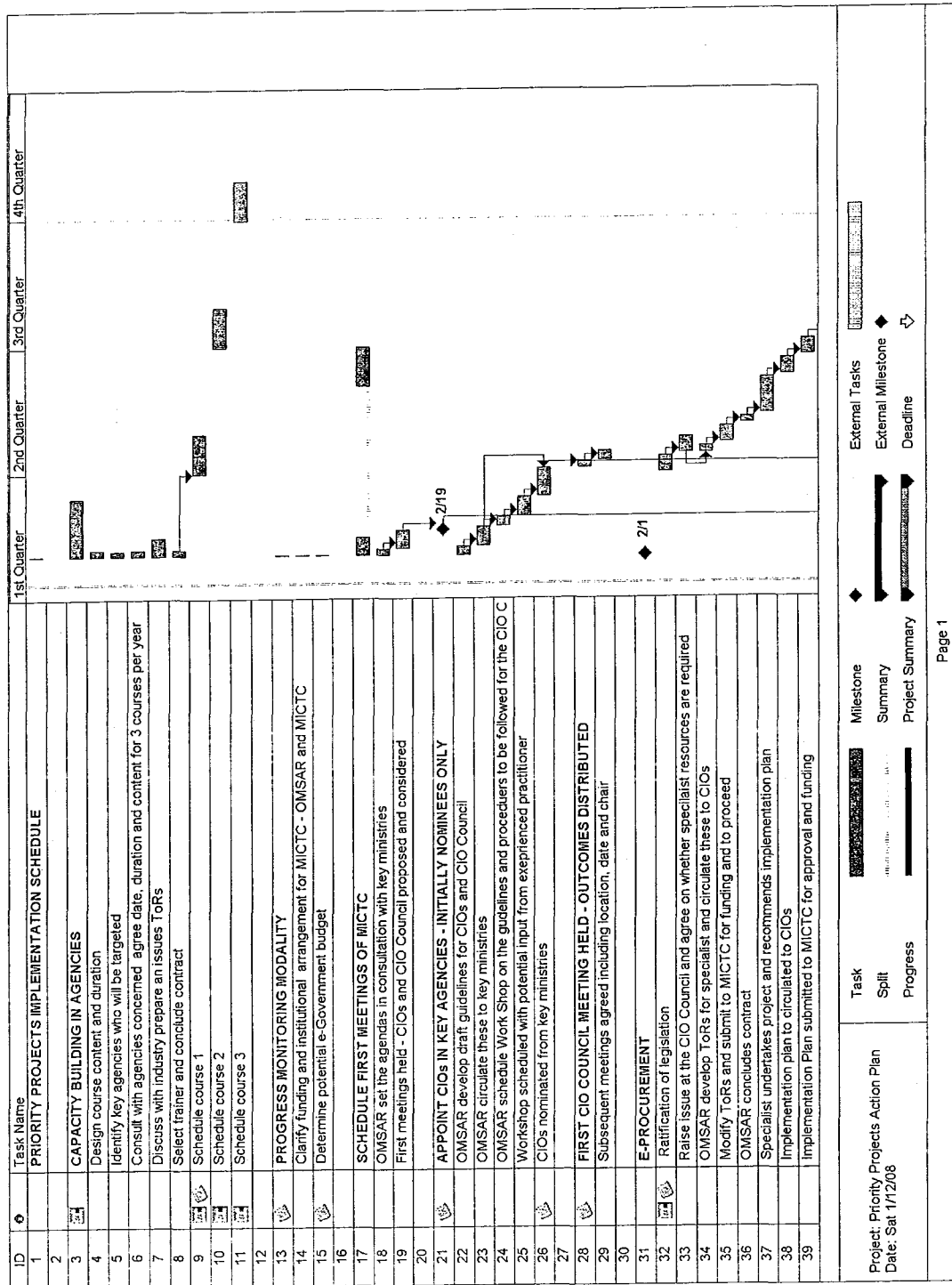
No.	Pillar	Project	Priority	Estimated Cost	Resources	Comments
14.	e-Citizen	To introduce a Smart Card for citizens in Lebanon	1	\$45,000,000 startup cost thereafter \$600,000 per annum	Assume most services contracted out to private sector	<p>Assume assistance is provided at minimum cost by the Malaysian Government.</p> <p>Scope the implementation of Smart Card in Lebanon</p> <p>Purchase costs are for 4 million cards to be distributed initially plus say replacements and new cards of 90,000 (3%) per year.</p> <p>Cost of card estimated at \$10 each based on Malaysian estimate plus initial distribution and ongoing new/replacement/cancellation of cards.</p> <p>Considerable training will be required, publicity, citizen awareness raising, systems for replacement cards, documentation and procedures.</p>
15.	e-Business	Define standards for Websites.	1	\$20,000	Absorbed within existing resources in OMSAR.	Use international standards as a base and socialize through CIO Council. Update these as they develop.
16.	e-Business	Upgrade selected existing Websites to UN Stage 3 or above.	1	\$500,000	Specialist resources contracted to assist with the scoping of the project.	<p>Assume that the intention is that this is outsourced to the private sector.</p> <p>Specialist resources hired to detail what changes are required and what websites to pursue. Consider a PPP option and cost alternatives.</p> <p>Assume initially 5 websites are selected.</p> <p>Prepare ToRs and select supplier.</p>
17.	e-Business	Identify potential partnership arrangements with foreign governments	3	\$50,000 per annum	Absorbed within existing resources	<p>OMSAR consult with CIOs, MICTC, Ministers and Donors.</p> <p>Initial research undertaken by OMSAR in</p>

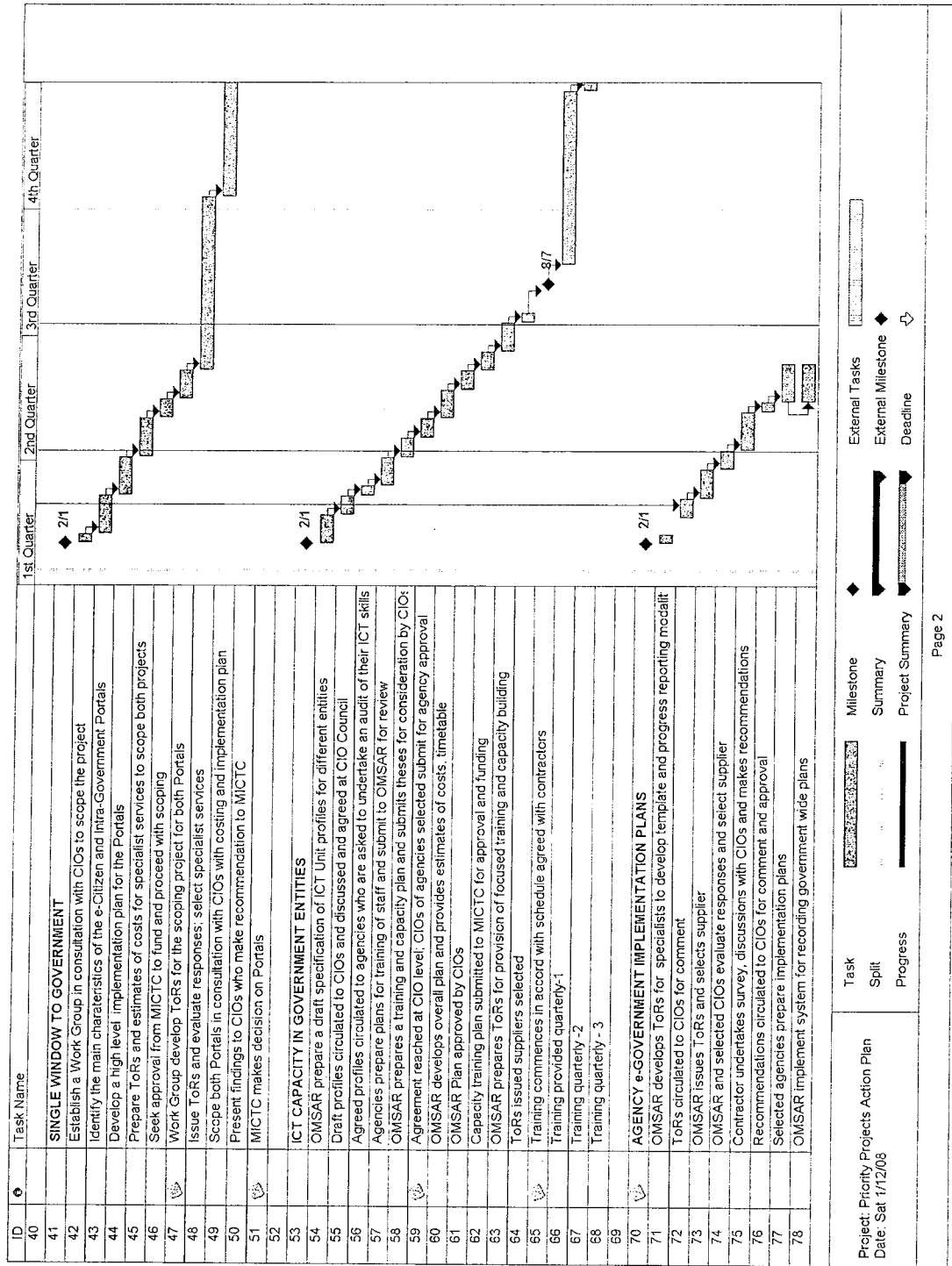


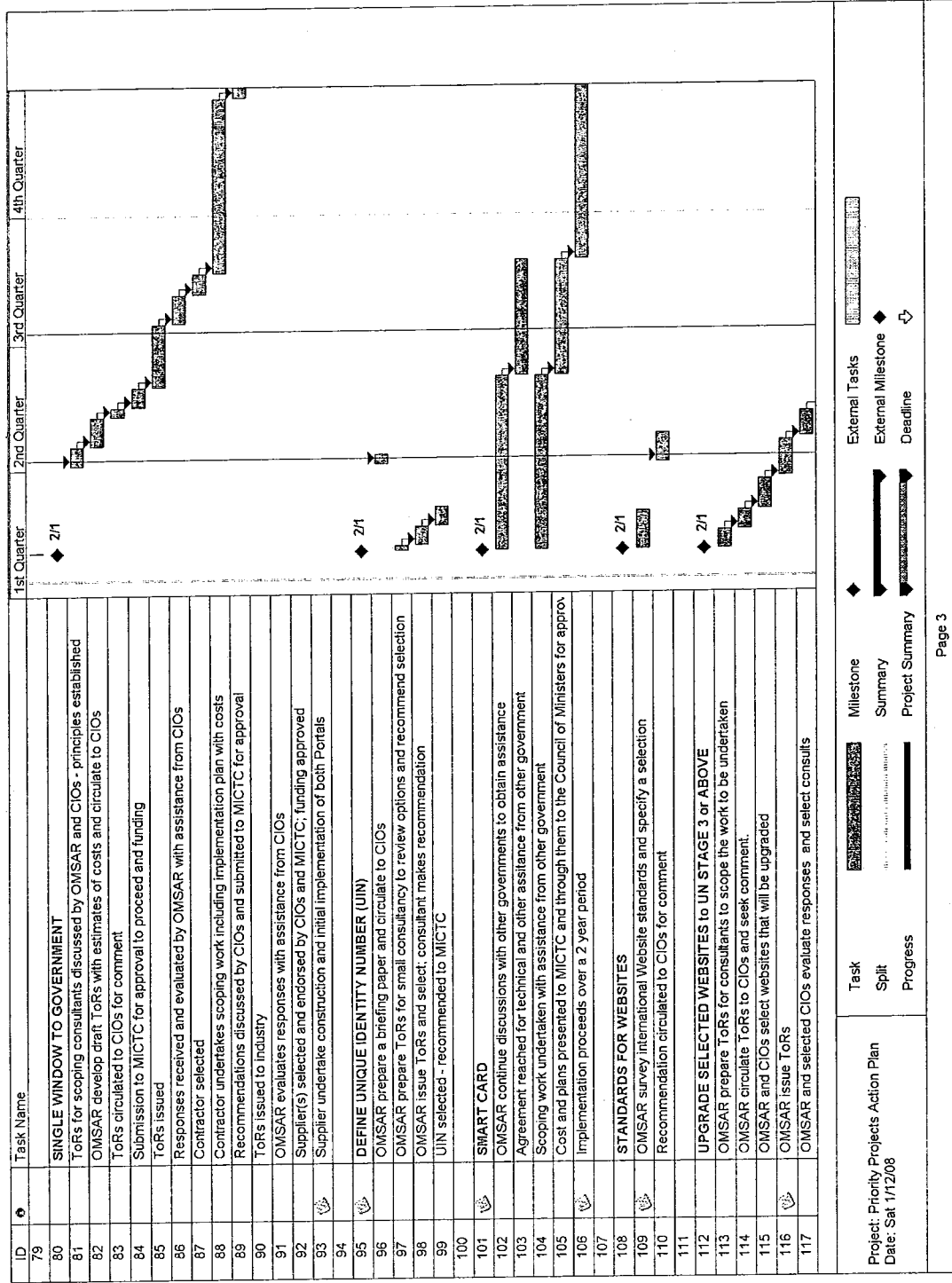
No.	Pillar	Project	Priority	Estimated Cost	Resources	Comments
18.	e-Community	Community Tele-centers	3	\$60,000 Plus running costs of \$8,000 per annum.	Absorbed within existing resources.	OMSAR to develop plans to introduce e-Government benefits in parallel with new/upgrades to telecenters. \$5,000 per center plus \$8,000 per annum.

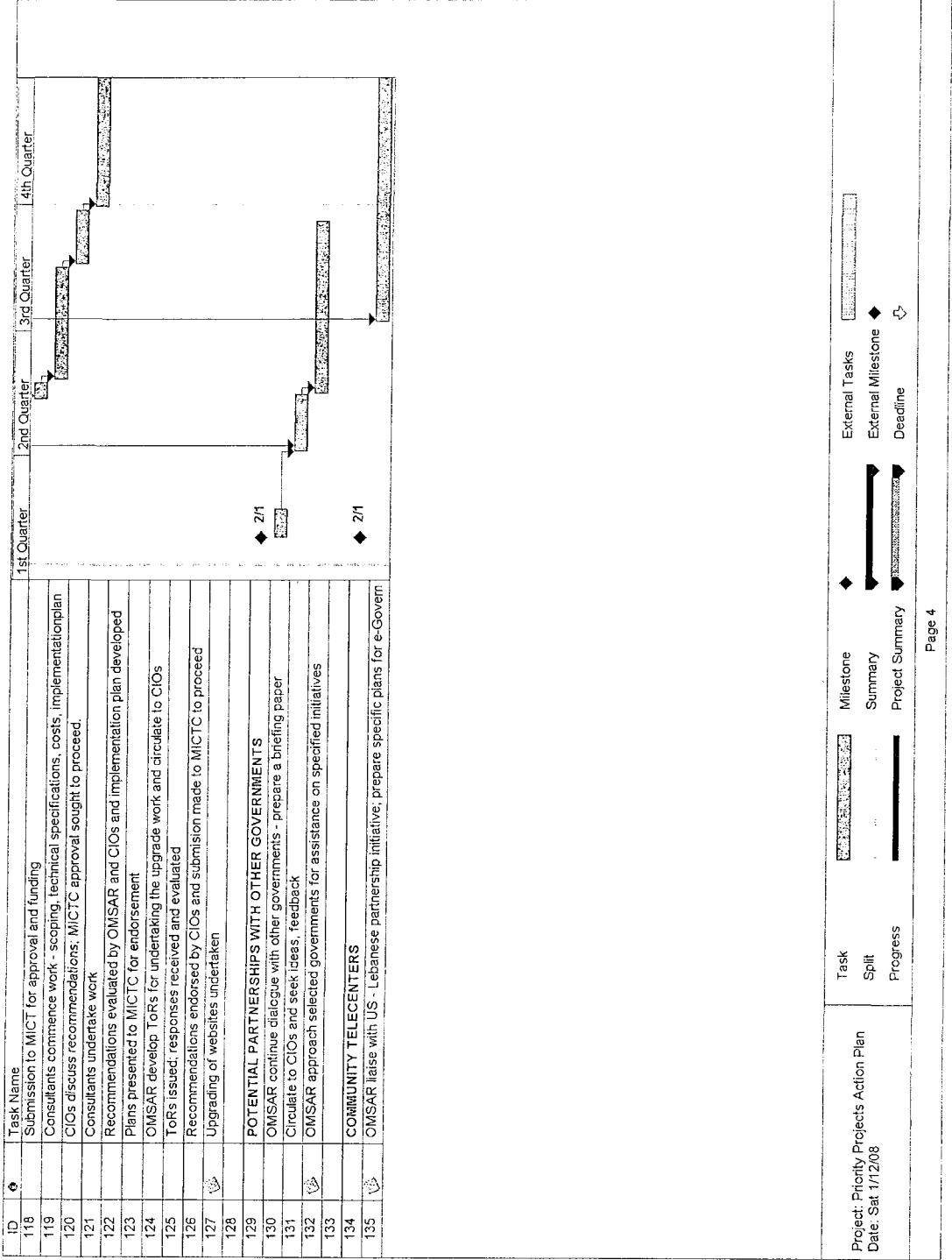


Appendix 3: Implementation Schedule











Appendix 4: List of Meetings

Date	Organization	Participation	
8 Oct 2007	Telecommunications Regulatory Authority (TRA)	TRA OMSAR Consultant	Dr. Kamal Shehade , Chairman and CEO Imad Hoballah, Commissioner Maroulla Haddad Tanya Zaroubi Najib Korban Omar El Imad Allan Maclean
10 Oct 2007	Statistics Office	Stats OMSAR Consultant	Dr. Maral Tutélian Guidanian, Directeur Général Tanya Zaroubi Najib Korban Allan Maclean
11 Oct 2007	MICTC Delegates Meeting	Minister ISF General Security Ministry of Education Economy and Trade OMSAR: Consultant:	H.E. Minister Jean Oghassabian, Minister of State for Administrative Reform General Hussein K. Zaarouri General Mounir Akl Dr. Bilal Chebarro Linda K. Moukashar Nasser Israoui Tanya Zaroubi Najib Korban Omar El-Imad Allan Maclean
15 Oct 2007	Internal Security Force	ISF OMSAR: Consultant:	General Hussein K. Zaarouri Lt-Colonel Jacques Bakkaev (IT Specialist) Lieutenant Albert Khouri Lieutenant Ahmad Seklawi Sergeant Rabieh El Hafez. Nasser Israoui Tanya Zaroubi Najib Korban Omar El-Imad Allan Maclean
16 Oct 2007	Higher Council for Privatization	PM's Office OMSAR Consultant	Ziad Hayek, Secretary General of Higher Council for Privatization Nasser Israoui Tanya Zaroubi Najib Korban Allan Maclean
17 October	PM's Office	PM's Office OMSAR: Consultant:	Hala Makarem Saab Nasser Israoui Tanya Zaroubi Najib Korban Omar El-Imad Allan Maclean
17 Oct 2007	Professional Computer Association	PCA OMSAR	Gabriel Deek, President of PCA Nasser Israoui



Date	Organization	Participation
		Tanya Zaroubi Najib Korban Consultant Allan Maclean
18 Oct 2007	Ministry of Economy and Trade	MoET Linda K. Moukashar Issam Mikdashi Nada Sweidan OMSAR Nasser Israoui Tanya Zaroubi Najib Korban Consultant Allan Maclean
19 Oct 2007	PM's Office	Advisor to PM Ghassan Taher-Fadlallah Legal Advisor Nathalie Zaarour OMSAR: Nasser Israoui Tanya Zaroubi Najib Korban Omar El-Imad Consultant: Allan Maclean.
19 Oct 2007	Statistics Office and World Bank representatives - National Statistics Master Plan	Statistics Dr. Maral Tutélian Guidanian, Director General World Bank 2 Representatives ESCWA 1 Representative OMSAR Tanya Zaroubi Najib Korban Consultant Allan Maclean
19 Oct 2007	Professional Computer Association	PCA Gabriel Deek, President of PCA OMSAR Tanya Zaroubi Najib Korban Omar El Imad Consultant Allan Maclean
19 Oct 2007	OMSAR	Consultant: Rudii Vaes OMSAR Tanya Zaroubi Najib Korban Consultant Allan Maclean
21 Oct 2007	OGERO	OGERO: Dr. Toufic Chebaro, Director of Information Technology OMSAR: Tanya Zaroubi Najib Korban Omar El Imad Consultant: Allan Maclean
23 Oct 2007	Ministry of Telecommunications	Ministry of Telecommunications: Dr. Abdul Munhem Youssef, Director General Dr. Najib Abdul Rahman, Strategic Planning OMSAR: Tanya Zaroubi Najib Korban Omar El Imad Consultant: Allan Maclean
30 Oct 2007	Central Bank (Banque du Liban)	BDL Ali Nahle, Director of IT Mr. Mansour OMSAR: Tanya Zaroubi Najib Korban Omar El Imad Consultant: Allan Maclean



Appendix 5: Status of e-Government – Situational Analysis

This segment reviews progress made in implementing e-Government since the initial launch of the e-Government strategy in 2002 and identifies some significant issues that are impacting this initiative. It is important to summarize them here as a prerequisite to understanding how to best improve the e-Government strategy to achieve more successful outcomes in Lebanon.

Need to Revise the e-Government Strategy Document

It has been five years since the original e-Government Strategy was launched and much change has taken place in Lebanon and in the Lebanese Government with some progress in the implementation of ICT within the public administration. Issues have arisen which have impacted the whole thrust of e-Government in Lebanon and new initiatives are underway. These developments together with the changes in technology and the recent adoption of the Paris III and the US – Lebanon Partnership initiative are in line with the earlier strategy document.

Management of e-Government

MICTC

The Ministerial Information and Communication Technology Committee (MICTC) was formed in May 1997 based on decision 33/97 issued by the Prime Minister and based on decree 9500 dated 7/11/96. The MICTC is now chaired by the Prime Minister and includes the Minister for OMSAR as Deputy Chairman, and the Ministers of Economy and Trade, Finance, Telecommunications, Interior and Education.

MICTC's tasks are defined as follows:

MICTC Tasks
<ul style="list-style-type: none"> • Establishing a unified policy for all information technology issues in all public administrations, collectivities, public agencies, and autonomous agencies. • Defining governmental policies and objectives related to information resources. • Supplying government with practical recommendations in order to activate the information resources in the public administrations, in addition to setting up suitable unified standards and best practices to address all information operations. • Establishing methods and procedures required by the various public administrations for facilitating and unifying information exchange amongst each other. • Recommending the adoption of a suitable mechanism to avoid excessive information resources and to cut cost. • Defining areas of difficulties related to the management of information resources in the government, and recommending appropriate guidelines and policies including staffing,



training.

- Preparing and following up the necessary decrees, laws and regulations needed for the implementation of these tasks.
- Designing the mechanism necessary for monitoring and evaluating the implemented policies and procedures.

MICTC and the Government Reform Program Coordination Office (GRPCO)

The Paris III initiative and US-Lebanese Partnership are important developments in Lebanon. The e-Government components of Paris III have been made the responsibility of OMSAR and could have significant impact on the e-Government implementation, priority setting, progress reporting and funding.

Donors have been up till today one of the major sources of funds for all ICT implantations undertaken by OMSAR and ministries in response to specific project requirements. Given the merging of Donor contributions through the Paris III initiative, the future funding for e-Government projects by Donors needs to be clarified.

For planning and implementation the Paris III modality can provide a framework to better integrate e-Government initiatives with, for example, all Ministries operating under a unified framework including program and project naming standards, KPIs and reporting system. Priorities and OMSAR's ongoing projects need to be reviewed as well as the future funding for OMSAR projects. OMSAR and GRPCO need to reach early agreement on these.

Alignment of such naming standards with, for example, MOF's Chart of Accounts and Central Administration of Statistics revised Statistics Master Plan and adoption of common standard KPIs could help considerably in tracking developments and monitoring progress.

Providing a specific budget (e-Government Fund) for ICT projects across government would be a powerful lever for OMSAR to gain better cooperation from government entities and in pursuing reform. OMSAR would also need to have a closer working relationship with MOF in allocating and managing funding for e-Government projects.

Relationship of MICTC with the Private Sector

The Private Sector could undertake a more proactive role in working with MICTC on e-Government in line with international best practice. Another way of highlighting a partnership role could be to have an e-Government newsletter developed jointly by Government and the PCA to publicize work of MICTC and e-Government and Paris III with the active participation of the ministries and members of MICTC. This could also be promoted through joint seminars, conferences again with MICTC participation.



Relationship of MICTC with Other Government Bodies

Assuming appointment of Chief Information Officers (CIOs) are appointed in key Ministries and a CIO Council (see Appendix 9) is formed this could be a powerful means of publicizing e-Government and obtaining better commitment from across Government, from the private sector and citizens. This could also involve discussions with other key organizations in government who have responsibilities for cross government matters (e.g. CSB, MOT, and MOF).

There is currently a culture of protecting status, projects and information within public entities in Lebanon with a reluctance to share experience or knowledge (“stovepiping”). This is a potential barrier to the adoption of common solutions, shared infrastructure

MICTC has met infrequently.

The impact of the 2002 e-Government strategy document on the ICT projects in the public administration outside of those under OMSAR’s control is unclear.

OMSAR

This office was established in 1995 and is tasked with playing a lead role in the implementation of reform to the Lebanese Government including the use of ICT in achieving this. Its Technical Cooperation Unit (TCU) has undertaken a key role in the development of e-Government strategy and policy initiatives and in coordinating the overall implementation of a number of projects.

OMSAR has provided support to the MICTC and it has a pool of staff experienced in addressing across-government issues and projects of ICT. It maintains good contact with Donors, foreign governments and international organizations. Such an entity is a key requirement for promoting e-Government, coordinating implementation and providing support. A good example can be seen in the Paris III initiative where OMASR was given the responsibility of the e-Government implementation.

Given any new initiatives to implement e-Government, particularly if it is based on the Paris III modality, there is sound case for reviewing OMSAR’s charter and structure to better match resources and skills to any new initiatives.

E-Government Enabling Achievements

Assessments and Studies

The e-Government strategy developed and launched in 2002 is broadly based and equates well with best international standards. It was updated in March 2007 and re-issued in summary form only. The 2002 strategy was sent to the Secretary—General of the Council of Ministers but was not discussed and so not formally endorsed. Funds allocation was not done as per the e-Government strategy.



A number of major e-Government consultancies have been undertaken under OMSAR guidance including the development of a comprehensive e-Strategy for Lebanon under a UNDP sponsored program¹. This study was more broadly based than e-Government but included e-Government as one of the 7 major initiatives:

1. Policies for Closing the e-Readiness Gap
2. National ICT Policies
3. Policies for ICT as a Production Sector
4. ICT and Human Capacity Development
5. ICT for Social Development
6. ICT for Economic and Business Development
7. E-Government

These are well structured and professional reports with a very comprehensive list of goals at a high level being well articulated. They cover the whole spectrum of what needs to be done to achieve a full e-Strategy implementation in Lebanon, including e-Government, and compare favorably with similar reports developed internationally.

No further action appears to have been taken on the output from this study.

Communications Infrastructure

The whole success of e-Government (or electronic government) is predicated on the availability of extensive communications facilities to allow connectivity between government entities (G2G), between Government and Business (G2B), between Government and Citizens (G2C) and between Government and civil servants (G2E) including at regional level.

Considerable general investment is being undertaken in communications infrastructure development in Lebanon through the Government owned providers - Ministry of Telecommunications, OGERO, and two government owned mobile phone companies. Some ADSL is being implemented however tariffs are reported to be high compared with best international norms. Plans include provision of more state-of-the-art communications facilities, better international Internet capacity, more broadband services and legalizing Voice Over IP (VoIP) services.

Plans are well advanced to sell off the two Mobile phone companies and proposals are proceeding to privatize OGERO and create Liban Telecom. In preparation for these developments the Telecommunications Regulatory Authority (TRA) has been created with the Chairman and CEO being appointed.

¹ "The National eStrategy for Lebanon" UN Development, OMSAR. October 2003



Government communications services are to date provided at the request of individual Ministries to meet specific requirements (e.g. the Ministry of Education's project to connect 200 public schools; the Ministry of Finance's financial network). In providing such services the suppliers are operating in "reactive" mode.

The "Government" is however the largest user of communications capacity in Lebanon and needs a "Vision" for its future communications requirements with its needs being addressed at the "enterprise" level. Both MOT and OGERO are well placed to develop such a vision for e-Government communications as a whole. They have the skills, the knowledge and capacity to undertake such a project and are probably the only body in Lebanon which has complete data on the present use of communications facilities across all of government. However they need to communicate with other ministries and agencies to be informed of their strategic ICT plans to assist in developing their strategy for government.

To develop an overall communications vision however will require that each Ministry develops a plan for its future services and document what communications capacity and services they would require with a timeframe. It is generally accepted that many Ministries do not currently have the capacity or skills to develop such plans.

Computer Networks

Most ministries now have LANs installed using current technology and standards. Internet access is low in most Government entities; email is moderately used.

More than 750 servers have been installed in government entities and around 11,000 PCs have been deployed.

A number of different network initiatives are being pursued by individual ministries (e.g. MOF, Education, and Public Health) with the risk of higher costs, fragmentation of approach and incompatibility.

Nevertheless there is now a considerable pool of ICT skills and experience in place which will enable moves to more innovative ways for implementing e-Government.

Standards

A number of ICT Standards manuals have been prepared by OMSAR and their adoption is a ministry responsibility; no information was available on conformance.

The manuals prepared by OMSAR in 2003 and last updated in 2004 need to be reviewed and updated. Implementation of the new e-Government strategy would provide an appropriate time to undertake this.

Public Key Infrastructure (PKI)



This was identified in the 2002 e-Government strategy as being a project of importance however no action has been taken to give it priority. The plans to introduce a Smart Card will increase the need for PKI.

Data Centers² and Backup/Business Continuity³

The need for government Data Centers and Backup Data Centers has been recognized but has not received priority attention. Backup Data Centers are a key requirement in Business Continuity Planning (BCP) where, for example, a Government backup center is built that can be used by any government entity in the event of a catastrophe in its datacenter.

It is common for governments to establish such secure centers, have them fully equipped, tested with communications facilities, power supplies, air-conditioning installed and available to public bodies in an emergency. As dependence on ICT for essential government business grows the need for such capacity will increase.

Legal Framework

There have been major achievements in preparing essential legislation that is required to legalize the adoption of electronic processes by government, citizens and the private sector – essential to enable commercial and international business processes electronically and align Lebanon with international best practice. Legislation includes:

- Intellectual Property and Banking Laws.
- E-related legislation prepared by MoET under EU sponsorship (submitted and awaiting approval).
- A new Public Procurement Law has been drafted (this law includes a provision opening the door for devising detailed decrees on how to implement e-Procurement).
- A new Public Procurement Management law has been drafted.
- Information Technology and e-Transactions draft law prepared by the ICT Parliamentary Committee and a team of experts.
- A draft law on “Access to Information” was prepared by OMSAR in 2005.
- Drafts for a new cadre of ICT staff and salary scale have also been developed and sent to Parliament.

² A **data center** is a facility used to house computer systems and associated components (servers, communications devices, storage systems). It can range from shared premises in an alternative site to a fully configured site (with backup power supplies, data communications connections, air conditioning, fire suppression, security). It can also provide the capability to update databases online in parallel with a ministry’s system (hotsite).

³ **BCP** is a management process for an organization to identify potential incidents that threaten an organization’s ability to function and the development of plans to respond to such incidents. It covers a broad spectrum of business and management disciplines, including risk management, disaster recovery and crisis management.



The follow-up implementation process to take advantage of the new legal framework will be critical to realizing benefits and needs to be pursued.

Applications

Some progress has been made in implementing e-Government services including:

Websites

A considerable number of Websites have been established by Government entities strengthening Lebanon's presence on the Internet. These are almost all at the UN Stage 1 or 2 level of development (e.g. no electronic interaction between the citizen/business and the government with the capability to download forms, complete these and submit them electronically).

UN e-Government

Stages

1. *Emerging*
2. *Enhanced*
3. *Interactive*
4. *Transactional*
5. *Fully Integrated or seamless*

Inform

The Inform portal system developed by OMSAR lists all government service forms and the procedures for their completion across government entities accessible through a single Portal. This is an important single source of information on government documents and procedures.

Future plans for Inform will need to be developed in line with the upgrading of Websites to interactive status (UN level 3 and above) where clients can download forms, complete these and submit them and have them processed electronically. Future development will enable payments to be made electronically.

Information Systems

A number of information system applications have been deployed including:

1. MOF tax system.
2. Customs system – expansion to cover all 5 ports of entry.
3. Cadastre Land Registration.
4. Cooperative of Civil Servants (COOP) medical benefits and compensation system.
5. The National Social Security Fund (NSSF) system.
6. Commercial Registration System.
7. Automation of the Work Permit system
8. A number of GIS applications.
9. A number of Document Management and Archiving Systems.



Repository of Information on all ICT Projects

OMSAR started developing a repository of all government ICT projects which will greatly assist in evaluating overall e-Government progress; however it is preferable to have such information available routinely in electronic form to enable an ongoing government wide report to be prepared.

The adoption of the Paris III modality in terms of nomenclature and progress reporting may assist in achieving better information on overall progress.

Training and Capacity Building

A considerable number (around 8,000 out of a total of some 25,000) civil servants have received training in basic computer skills organized by OMSAR thus improving the capacity of government administration to better accommodate moves to e-Government. Another 450+ have been trained on the administration of ICT solutions through OMSAR projects. Around 2,000 have also been trained in public administration, policy and general management. Provision of all such training has been outsourced to the private sector. These are significant achievements.

Currently the private sector in Lebanon does not actively participate in developing e-Government strategy and implementation plans. They are consulted informally on a regular basis however their formal participation is largely confined to the provision of training, some consultancy services and outsourcing of specific projects.

The evidence is that in Lebanon the ICT industry is successful with strong and consistent growth in the Region. With such a significant lack of capacity and skills in the public sector more needs to be done to utilize this source of expertise both at the strategic and the implementation levels. Such a move would be in line with best international practice.

Private sector and citizen awareness initiative have been undertaken through Professional Computer Association (PCA) and with PiPOP⁴ and PICTA⁵ initiatives. These are obviously important and positive developments.

⁴ **PiPOP** is a program initiated by PCA in order to address the "digital divide" in the Lebanese society. PCA is collaborating with several parties, civil, public and international organizations to generate PiPOP centers in various parts of the country. By launching this project PCA had introduced the world of information technology to communities who do not have access for this facility.

⁵ **PICTA** Under the patronage of UN and ESCWA, a group of international companies, government entities and national and international NGOs joined forces in to launch the PCA ICT Academy. PICTA are fully equipped and staffed, training and technology centers. They help the local community to connect worldwide, train young people in ICT and improve their job prospects. 12 centers have now been established throughout Lebanon.



Plans have been developed to introduce new multipurpose community telecenters and to upgrade existing ones in partnership with the US-Lebanon Partnership initiative. These can play an important role in enabling e-Government benefits and ICT capacity building to reach the broader community who do not have the necessary facilities or the skills to take advantage of the benefits of the technology.

Overall Progress

Much has been achieved since the e-Government strategy was launched in 2002 however progress on e-Government implementation in Lebanon needs to be speeded up (when Lebanon is compared with some other countries ⁶ in the Middle East) if the economic and social benefits are to be realized.

⁶ See report on Jordan's progress with e-Government "*Leading from the Top*" Daniel Stanton.
www.itp.net/news/1945



Appendix 6: Priority Projects and Partnering with the Private Sector

Greater private sector involvement in e-Government implementation could be achieved as follows:

Involvement in Policy and Strategy Formulation

Facilitating active private sector (e.g. Professional Computer Association, Donors, and Academia) participation in the policy and strategy formulation phase of e-Government as well as in implementation planning.

PPPs, Partnerships and Outsourcing Contracts

Making greater use of partnerships and outsourcing with the private sector and the use of Public Private Partnerships (PPPs) where ownership and management of the infrastructure (e.g. ICT and communications facilities) is with the private sector partner who provides a managed service and is entirely responsible for the support of the infrastructure with the sharing of risk. This has long been a widely used process in international infrastructure development but it is now extended to ICT projects in Government. Sharing of risk is a key element of the PPP.

PPPs would provide skilled resources and capital to Government, could enable much more rapid implementation of e-Government, build ICT capacity within ministries and assist in developing the ICT private sector industry in Lebanon.

Partners could be tasked as part of their contractual responsibilities to build capacity in the owning entity. (There are well documented presentations on success stories of this well accepted approach e.g. Government of Jordan; Texas On-line). An example in the Lebanese environment could include:

- Grouping together common requirements from a number of public entities enables them to be better candidates for outsourcing these under a single tender process (e.g. Website maintenance and upgrade; Website capacity building in the owning entity; other PPP candidates).

CIOs through the CIO Council would be an appropriate way to identify suitable systems and processes across government that are potential candidates for PPPs.



Calculating realistic in-house costs for comparison with bids from the private sector in an outsourcing or PPP arrangements requires a comprehensive costing methodology to be used e.g. Public Service Comparator (PSC)⁷.

Common Requirements Across Government

The international trend is that governments are ceasing attempts to do everything for themselves and, instead, bringing in the most appropriate resources, regardless of where they are physically located or whether they would traditionally be seen as being in the public, private, or voluntary/community sector. The new approach involves public entities becoming more focused on functions that are their core business and looking to partner with other organizations to deliver non-core functions.

This is leading to an increasing reliance on shared service models that can support the particular purposes of individual agencies while, at the same time, delivering significant productivity improvements across the public sector.

There is pressure to avoid waste and inefficiencies in common functions like HR, finance, technology, procurement and customer service (e.g. "one-stop-shops", shared infrastructure) identity management, privacy, payments, and so forth).

OMSAR could coordinate an approach to identify common systems and solutions for multiple government entities for the provision of facilities and services. These could include:

- HR systems
- FM systems (for use in government entities as opposed to the government wide FMIS for budget preparation and financial control)
- Operation and management of Websites
- Upgrading of Websites to interactive status (UN stage 4)
- Management of communications networks
- Minimal security standards and solutions for all government systems and networks;
- Business continuity/backup recovery solutions
- Government Portals

There would be cost savings in avoiding the use of a wide range of disparate solutions in Government. MOF and OMSAR could work together on FMISs; CSB and OMSAR on HR. Such solutions are candidates for use of private sector resources under a partnership, PPP or outsourcing contract.

⁷ A **Public Sector Comparator (PSC)** is used by government to make decisions by testing whether a private investment proposal offers value for money in comparison with the most efficient form of public procurement. Typically the PSC begins and ends with a rigorous examination of the "in-house" costs of implementing the project and assigning the various types of risks to the appropriate party that can best handle them.



The identification of such systems and how they should be supported is an initiative that CIOs could pursue through the CIO Council.

Capacity Building

- Improve the capacity to reach across government consensus on e-Government implementation by establishing CIOs in key Ministries (commence with those Ministries who are represented on MICTC). Establish a CIO Council to discuss and agree projects, standards, priorities, funding, responsibilities and reach consensus before submissions to MICTC. Establish and document basic (not overly bureaucratic) procedures for the functioning of this Council. Countries which have adopted the CIO approach include Singapore, Japan, Hong Kong, India, Mauritius, Australia, Canada, UK and US.
- Develop the CIO Council to become a recognized source of informed views, understanding vision technical expertise for e-Government in the Government of Lebanon.

ICT Training for Ministries

- Continue with the ICT training program for Ministries as part of the capacity building initiative with OMSAR undertaking the consultative role in determining requirements, staff levels to be trained, numbers of staff (focus on emerging needs), timing, course content, costs and source of funds.
- Outsourcing this training to the private sector and prepare appropriate terms of reference and undertake the entire acquisition process electronically. Document and compile agreed indicators for this project. Focus on identified emerging needs e.g. the Ministry of Public Health.

Implementation Planning

- Facilitate the development of basic e-Government Implementation Plans within each of the key Ministries in accord with a template developed by OMSAR (see under "Quick Wins" Appendix 11).
- Specific Ministries may need technical assistance in preparing such plans and OMSAR should consider this requirement and how it may best be met (e.g. by hiring specialists; by contacting peer governments who have relevant experience and may be prepared to assist; by using expertise within specific Ministries to assist other Ministries).
- Cooperation of the Ministry of Telecommunications and OGERO will be necessary to determine and agree on government wide communications needs and costs.



- Implementation Plans should be succinct, focus on outcomes, use agreed indicators, with longer projects divided into achievable subunits (milestones) with indicators. Timeframe should be in line with the Budget process in Lebanon – 12 months accurate costing; following two years with estimated costs; future years global estimates only.

E-Procurement

OMSAR is to continue with its project to modernize the procurement code and aim to introduce electronic procurement throughout government. Implementation can be kick-started by OMSAR committing to undertake its main procurement activities electronically; and developing an implementation plan in consultation with Ministries to extend electronic procurement to all entities. Seek approval through MICTC and liaise closely with the Paris III and US –Lebanon initiatives.

Other Governments

OMSAR is to continue negotiating with other Governments on the adoption of a Smart Card for all citizens in Lebanon; engaging the appropriate line Ministries in the process. Scope the project in more detail.

Merit Based Recruitment

OMSAR to continue with projects to adopt merit based recruitment procedures for Grade 1 and non-Grade 1 into the public sector.

Capacity Building in Agencies

OMSAR to re-energize its project to establish ICT units in key Ministries where there is perceived to be a lack of technical expertise. Develop a model of how this can best be achieved and “socialize” this through the CIO Council. Identify a small number of entities where there is a more urgent need to provide such a capability in the short term. “Socialize” the model when completed and seek necessary funding.

Websites and “Quick Wins”

- Prepare standards for Government Websites in consultation with key Ministries and based on best international practice in this regard. Seek agreement and commitment on these through the CIO Council and submit to MICTC for approval (G2C and G2B).
- OMSAR to develop an e-Government Implementation Plan template to be used by key Ministries in preparing their e-Government Implementation Plans in consultation with Ministries and agreed by the CIO Council. The plans should be succinct, focus on outcomes



and incorporate agreed indicators, with longer term initiatives divided into subunits (milestones) with indicators (G2G).

E-Citizen (G2C)

OMSAR is to consult with key Ministries to identify a small number of projects that would deliver services electronically to the citizen/industry/private sector and demonstrate the advantages of electronic based services. These should be implementable within the current legal framework (assuming acceptance of the Electronic Transactions legislation currently under consideration by Parliament) and within a relatively short timeframe (say under one year). Systems should enable full online electronic operation. Candidates could include:

- Commercial Registration – responsibility of Ministry of Justice (G2B)
- Driving License testing – responsibility of Ministry of Interior, should be relatively easy to automate the examination process and remove anomalous practice currently rumored to occur. (G2C).
- Distribution of Criminal records online from the Ministry of Interior databases (they advise that records are already available in electronic form but those who require access do not have the capability to download them). Start with a pilot project connecting a few entities (e.g. police stations) and expand from there. Ministry of Interior states that they would strongly support this development and are ready to implement. (G2G).
- OMSAR to introduce electronic tendering for all its acquisition of standard purchases (e.g. PCs) in partnership with the PCA with whole process being conducted electronically and include payment. (G2B). Scope the work necessary to achieve this.
- OMSAR to expand its electronic tendering process for all its acquisitions. (G2B) as a prelude to wider use within the Government.

Outsourcing (G2B)

Upgrade Government Website to interactive Stage (UN Stage 3 and above) through Outsourcing

- The Lebanese Government Websites are all at UN Stage I, II or III levels - none have reached interactive status. In accord with the Website standards developed above a project should be initiated to move these to all become interactive UN Stage IV – that is to enable citizens/clients to download government forms, complete these and submit the completed forms electronically.



This could be undertaken by outsourcing an identified number of these as a specific project to the private sector under ToRs to be developed by OMSAR in consultation with CIOs and the CIO Council and approved by MICTC.

The contract could be for a three period, extendable, with an independent review being undertaken after 2 years to determine that the supplier cost and services are still competitive.

The complete tendering, selection and contract negotiation process should be undertaken electronically to demonstrate commitment to e-Government. Government entities would continue to be responsible for providing the data to the partner, setting the rules for access, setting the security levels. As part of its contract the partner could be tasked with assisting in building capacity within the Government entity on the management and control of the Website and future plans for its development.

To coincide with upgrading of Ministry Websites and re-engineering of procedures to enable downloading and submission of completed forms electronically OMSAR should adapt its Informs project to advise when such an interactive capability is available and the address of the Website where it will be processed.

A possible second stage development of the Website project would be to outsource the support of the Websites in a Public Private Partnership (PPP)⁸ arrangement whereby the hardware and communications equipment could be located, supported and maintained on the partner's premises, with the access rules, security standards, information content, charging controlled by the owning Ministry. If necessary consider seeking assistance in this project from consultants or from the Government of Jordan who have implemented a similar arrangement. Subject to the outcome of the review extend the process to remaining Websites. (In this context savings could be achieved by having more than one Website accommodated on the same infrastructure – subject to security requirements).

Partnerships

OMSAR in its coordinating role to discuss with some key multinationals (e.g. Microsoft, Oracle, SAP) the possibility of them playing a greater role in assisting with the implementation of e-Government in Lebanon in a public private partnership program, in line

⁸ The private partner under a PPP contract typically invests in a capital asset and is responsible for maintaining and operating it over the life of the contract. The public partner concentrates on defining the objectives in terms of public interest, quality of services provided and pricing policy, and it takes responsibility for monitoring compliance with these objectives.



with what has been undertaken in some other governments in the region (e.g. Egypt with Microsoft; Microsoft's Partners in learning and Unlimited Potential education programs).

This could take into consideration implementation of high profile e-Government services e.g.

- E-Health – the Ministry of Health's pilot in connecting hospitals in greater Beirut Region and moves to develop universal patient records for Lebanon. (G2G, G2C)
- E-Education – the Ministry of Education's pilot to connect 200 public schools providing information services for both teachers and students. (G2G)
- E-finance – the Ministry of Finance's initiative to enable electronic receipt of information on, and payment of, government accounts, submission of tax claims (G2G and G2C)
- Capacity building in individual Ministries where there is a serious lack of IT capability and it may require the creation of small IT teams within the Ministry with training, partnering .
- Assistance with specific project implementation e.g. PKI. (G2G, G2B, G2C)

OMSAR is to pursue with vigor the project to develop and implement an electronic Smart Card with the potential cooperation and assistance of other Governments (G2C), (G2G) (G2B).

OMSAR to consider extending the Government to other Government cooperation following initial contacts with the Malaysian Government to other key projects where there is a need to build capacity within Lebanese Government and as an alternative to hiring consultants from the private sector.

Countries that have significant Lebanese Diaspora e.g. Canada (at both Federal and Provincial levels), France, Australia (particularly at State level – NSW and Victoria) may also be promising targets



Appendix 7: Public Private Partnerships

Two principal types of partnerships which are now being widely adopted by foreign governments are:

Design, Build and Operate (DBO) where the contract is for the private sector to design, build and operate the facility to meet government specified output specifications and performance over the lifetime of the project. The contractor is responsible for maintaining the facility and replacing the assets whose economic value has expired during the term of the contract. At the end of the contract the assets are transferred back to the Public Sector. The construction of the facility is financed by the public sector and it remains in public ownership throughout the term of the contract.

PPP (or Design Build Finance Operate DBFO) where the private sector undertakes the design, construction, operation and financing of the public facility. In ICT the contractor has total responsibility for designing, building, operating and financing the facility in accord with specified criteria e.g. security rules, access rules, responsiveness, reporting. The contractor gets the fees for his services solely through payments from the public sector. Payments are made in accord with pre-approved performance criteria being satisfied (reduced performance = reduced fees) and there is a requirement for the contractor to “market” the services and enhance these to meet client needs. There is also a sharing of risk between the private and public sectors – for the private partner the risk is having to put up the capital while the system might prove to be unprofitable. At the end of the contract period, usually set for a minimum period of 5 years, ownership of the facility reverts to the public sector. Alternatively it is open to tender for a new contract.

Portals are candidate for PPPs and there are a number of successful examples implemented (e.g. Texas Online; Singapore). The PPP initiative also opens up the opportunity for advertising on the Portals (e.g. by Banks; universities; ICT companies; companies selling services to government employees). These would have significant revenue and this income could be shared with the government.

PPP Model - Guiding Principles

PPP Model - Guiding Principles	
1.	There is a sharing of risk between public and private sectors and this requires a business partnership and not just a contractor-buyer relationship.
2.	It is a long-term relationship between parties concerned with the overall objective of achieving benefits for Lebanon – lower costs to Government and the development of

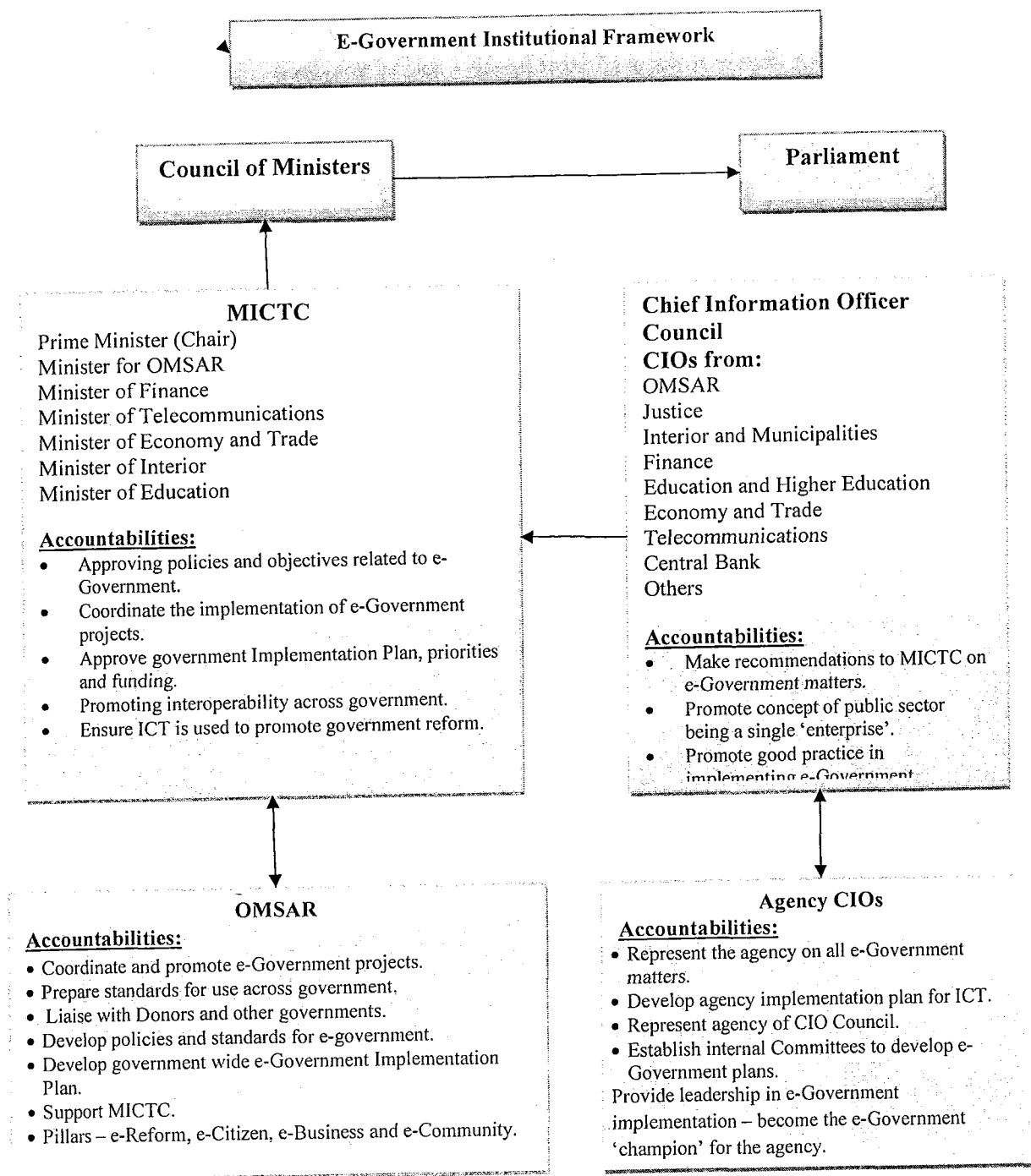


Lebanese industry.

3. The Government retains ultimate regulatory responsibility on all matters.
4. The PPP contracts are for services and not procurement of assets.
5. KPIs must be defined as well as the consequence for persistent non-compliance
6. The emphasis is on the output, less on the input specifications.
7. Payments can be related to service delivery – diminished service equals reduced payments.
8. The partner can be contracted to provide regular progress reports as specified by the owning government entity (e.g. for the auditor; for reporting to MICTC, the Council of Ministers); government auditors will also have ready access to verify security, quality.
9. While descriptions of current technologies may be provided the PPP will have the option to change the technology in the longer term for delivering services while conforming to contractual requirements.
10. The Government agrees with PPPs Intellectual Property Rights in accord with Lebanese Government policy on IPR. The emphasis will however be on developing Lebanese ICT industry with the need to be flexible in this regard with IPR.
11. A degree of flexibility will be maintained to ensure that as technology develops, the industry evolves, and government requirements change that the partnership can develop without major bureaucratic delays.



Appendix 8: Proposed e-Government Management Process





Appendix 9: Responsibilities of Chief Information Officers (CIO)

A CIO will be designated in each of key Ministries identified by the MICTC. Initially to include the following ministries and administrations, but be extended as experience is gained:

1. Finance
2. Economy and Trade
3. Telecommunications
4. Education
5. Interior
6. OMSAR
7. PM's Office (representative from Paris III initiative)
8. Central Bank

The CIO responsibilities will be as follows:

- Take major ownership for all information systems, ICT matters and e-Government within the Ministry. Develop an Action Plan in consultation with the CIO Council for the longer term development of the CIO concept in the Ministry and across government. Play an active part in the government CIO Council to empower it to play a leading role in whole-of-government initiatives (where the government is treated as a single "enterprise" and not as a collection of disparate entities) in ICT and e-Government matters, both in policy setting and in implementations.
- Provide focus, leadership and coordination in ensuring the effective development and use of ICT in the Ministry in promoting the delivery of services to clients and greater efficiency, with a more cohesive approach to the provision of IT based solutions.
- Be supported by a Committee within the Ministry with representation from all major sections within the Ministry to address e-Government and technology issues and presentation of a Ministry wide view.
- Be empowered to agree on decisions on e-Government developments, ICT policy on behalf of the Ministry in the CIO Council.
- Provide advice on ICT matters to the Director General/CEO and to the Minister on ICT and e-Government matters and ensure that initiatives are aligned with Government e-Strategy and e-Government policy and the Ministry's business objectives.
- Oversee the development of a succinct, integrated e-Government Implementation Plan for the Ministry using a standard template which can be used to develop a Government wide e-



Government Implementation Plan and contribute to its realization. Publish this on the Website. Update the plan at regular intervals. Identify realistic goals that will deliver tangible and creditable results in a predictable timeframe and agreed Indicators. Contribute to the development of a standard planning template.

- Be responsible for providing regular progress reports (electronically) on the implementation of e-Government projects using a modality such as the one used in Paris III to the Minister and MICTC. Ensure that the timely update of information on the Ministry's Website which in accord with across government standards for Websites to be developed. Contribute to the development of such standards.
- Represent the Ministry at coordination meetings with CIOs from other key Ministries to ensure the integrated implementation of e-Government projects across the administration. Chair such meeting on a rotation basis with other Ministries involved.
- Provide leadership in building ICT capacity within the Ministry in accord with Government wide initiatives identifying requirements for resources, training, funding within the Ministry and cooperating with central bodies like OMSAR and Ministry of Finance in funding and in compiling a government wide view of e-Government.

CIO Council

The CIO Council will be an informal body comprising the CIOs of the key Ministries (and preferably the Central Bank (BDL)) with the overall objective of achieving better coordination in the implementation of e-Government projects within the overall strategy by sharing information, reaching agreement on issues, projects, priorities and responsibilities.

It will seek to develop itself to become a major source of knowledge and advice on all e-Government and ICT matters within the public administration consulting as appropriate with the local industry, private sector and citizen organizations in obtaining input to e-Government policy and strategy and in selling the concept.

Duties of CIO Council

1. Take a leading role in the specification and development of facilities that will promote efficiency and effectiveness across all of government e.g.:

- Establishment of an Intra-Government Portal to provide productivity and application tools to improve government communications and work efficiencies. The user group will be all public employees at all levels and in all parts of Lebanon. It will promote information sharing; electronic



communication; and be used as a platform for collaboration and creativity.

- Take a leading role in the development of a shared backup center for use by all government entities;
2. Make recommendations to MICTC on e-Government strategy, priority projects, issues, funding and standards.
 3. Make recommendations to MICTC on initiatives that will promote more efficiency and effectiveness in government and in public service delivery.
 4. Set a good example in e-Government by communicating electronically on all matters; establish a “connected network” for sharing information.
 5. Promote the concept of the public sector being a single “enterprise” and less a collection of separate independent bodies.
 6. Liaise with private sector on e-Government issues and promote the e-Government strategy.
 7. Liaise with Donors on support, both technical and financial, for e-Government projects.
 8. Become a body that is recognized in Lebanon and internationally as being a source of knowledge and ideas and experience on government reform using e-Government.
 9. Identify, adopt and replicate success stories in the implementation of e-Government projects across government.

More specifically the Council will operate as follows:

1. Meet at regular intervals (initially monthly) in a formal manner with an agenda, issuing a record of the meeting with follow up Items. Each CIO will take it in turn to Chair the meeting, prepare the agenda and minute preparation, with the meeting held at that CIO’s Ministry. The minute will report on progress in implementing projects and raise issues for consideration.
2. Provide feedback to the MICTC, on progress on e-Government with recommendations for amendments as necessary in policies, strategies, implementation, funding, and resource issues with the emphasis on achieving outcomes that ensure more efficient and more effective use of government resources and delivery of services to Lebanese citizens and residents.



3. Enable an agreed more integrated government wide view on ICT and e-Government requirements and a more consolidated statement of priority requirements including funding. Function as a spokesperson for that view.
4. Develop affiliations with CIO Councils in international governments.
5. Develop its own Website and use this to provide input on e-Government and ICT issues; encourage dialogue by allowing posting of comments questions; provide links to other Websites of interest including international CIO Websites.
6. Energize the CIO concept.



Appendix 10: Draft e-Government Reporting Template

Program Title	Promote governance reform and transparency in the public sector	Program Owner	Minister of State for Administrative Reform
Program Number	OMS 1	Key Stakeholders	MICTC, Selected Ministries,
Program Objectives	<ul style="list-style-type: none"> To re-engineer processes in public administration using electronic systems to enable the more efficient delivery of government services and improve the efficiency of government. To create more transparent processes in government by using electronic communication between government and the citizen, between government and the private sector and between government entities. To enable automatic collection of data on government processes and enable better management of resources. 		
Hi Level Work Plan	<ol style="list-style-type: none"> Complete the modernization of procurement procedures and introduce pilot electronic procurement processes in government; extend such procurement. Select two important ministries and undertake the re-engineering of selected processes using ICT within these ministries to effect greater transparency and efficiency. Complete project for the adoption of merit based recruitment procedures for recruitment of Grade 1s; have these endorsed by Government. Complete project for the adoption of merit based recruitment procedures for recruitment of non-Grade 1s; have these endorsed by Government. Develop modalities for outsourcing selected public sector tasks to the private sector. 		
Key Risks	<ol style="list-style-type: none"> Lack of skills and/or commitment to implement the changes Insufficient capacity to successfully implement changes Passive resistance to e-procurement Passive resistance to re-engineering processes – perceived loss of control and risk of job losses 	Action to ameliorate risks	<ul style="list-style-type: none"> Initially select Ministries who are supportive and who have some capacity and skills Implement e-Procurement in OMSAR for selected acquisitions in cooperation with the ICT industry Initially select processes that will have high probability of success, shorter timeframe, and maximum benefit.
Milestones	<ul style="list-style-type: none"> Approval of new procurement law and its implementation First procurements undertaken electronically – tenders, evaluation, and selection. Phased out over several steps. Processes for re-engineering selected in two ministries and revised procedures defined. Merit based recruitment laws enacted Merit based recruitment procedures implemented 		
KPIs	<ul style="list-style-type: none"> Number of contracts concluded electronically Number of systems re-engineered and using electronic processes Number of transactions processed electronically Number of bids documents advertised electronically Number of outsourcing contracts concluded 		



	<ul style="list-style-type: none">Value of outsourced contracts concluded		
Activities in the past Reporting Period with dates			
Proposed Activities in the next reporting Period with Dates			
KPI progress with Comment			
Issues arising			
Recommendations / Action required			
Name, Title, Date and Signature			



Appendix 11: Characteristics for Selection of “Quick Win” Projects

Description:

“Quick Win” projects are identified opportunities for implementing change that share three common characteristics:

- The timeframe to implement the “Quick Win” is short (e.g. 6-12 months)
- The “Quick Win” is relatively low cost in terms of resources and budget to implement
- There are government entities who have the authority to implement the “Quick Win” without, for example, the need for changes in legislation and who are supportive.

Client Value

“Quick Wins” in e-Government enable the demonstration of early successes that, if carefully managed, help to generate enthusiasm and momentum for broader changes. They can also serve to reinforce the clear message that the upcoming changes are underway and are unstoppable.

Not identifying and implementing “Quick Wins” removes the possibility of demonstrating tangible benefits early in the e-Government project, which can lead to a decline of employee and management support for the initiative.

Approach

Potential areas for rapid improvement can be investigated in consultation with ministries at any stage in e-Government implementation. They are typically compiled as an ongoing output of workshops, interviews, and data collection exercises. Common “Quick Wins” include the elimination of low-value or redundant activities (e.g. administrative reports that are no longer relevant and services that are no longer in demand).

- 1) Compile all “Quick Win” suggestions gathered from previous project activities.

Potential “Quick Wins” should be documented when identified and any additional research assigned to design team or extended team members (drawn from the ministry or entity concerned). It may be helpful to provide a common format to document and track Quick Wins or other short term opportunities.

- 2) Conduct an assessment of the benefits, costs and implications of each “Quick Win” suggestions. This could include a Cost/Benefit Analysis.



Benefits range from tangible improvements (e.g. increases in revenue, reduction of cost or resources required) to intangible benefits (e.g. improved morale). Whether tangible or intangible, attempts should be made to measure or quantify the degree of improvement (e.g. faster response time, reduced error rates, improved customer satisfaction scores). Estimated costs for “Quick Wins” depend on the nature of the “Quick Wins” themselves. Implications typically entail, for example, changes to internal policies or the need for creative internal advertising to reach all staff.

- 3) Present proposed “Quick Wins” to management for their feedback and support. Identified “Quick Wins” need to be evaluated by the government entity concerned to ensure a clear understanding exists of the relative risks and benefits of the proposed opportunities.
- 4) Develop detailed implementation plan for each approved “Quick Win”, and assign an individual to manage its implementation.
- 5) Prepare a communications strategy for each approved “Quick Win”, ensuring change management implications are taken into consideration.
- 6) Monitor the progress of the “Quick Win” implementation to ensure compliance with other project activities as well as broader project milestones.

Guidelines

Problems/Solutions

There is a risk that e-Government implementation can become “clogged up” if long lists of relatively small or irrelevant improvement opportunities become a major focus of the reform program. If this situation arises, screen out secondary “Quick Win” opportunities to allow the core project team to focus on the broader business solution opportunities.

Helpful Hints

The value of “Quick Wins” must always be weighed against the cost of implementing them. Proceed with a “Quick Win” only if the costs are recoverable in a period of a few weeks or months and is not in conflict with the objective of the e-Government implementation. For many organizations, the majority of “Quick Wins” identified as easy solutions inevitably turn out to be “not-so-quick”, because of required changes to internal policies or because complex, hidden interrelationships with other facets of the organization are uncovered.

Make sure that it is understood that “Quick Wins” are designed to complement and build support for the overall e-Government implementation, not to replace it. Beware the use “Quick Wins” as an argument for not completing the significant change activities that the e-Government initiative represents.



Guidelines for defining “Quick Wins” could be developed by OMSAR and circulated for comment and support. Appropriate guidelines may vary depending on the size of the organization and the availability of resources. An example guideline is “any opportunity that can be implemented in 6 - 12 months for less than say \$100,000”.

Planning the implementation of each “Quick Win” should include experts from within the ministry concerned as a way of ensuring that the implementation plan is understood and “owned” by the entity in Government responsible for executing the implementation.



Appendix 12: Benchmark e-Government on a Global Scale

For a country to succeed in its efforts to become part of the new world, comparisons and benchmarking with other countries must take place on a continuous basis. Based on a 2001 global report, Lebanon (according to an e-Government index) was considered to be doing well in its e-Government efforts being placed among the top thirty six global country leaders in the world. This was published in “*Benchmarking e-Government: A Global Perspective – Assessing the Progress of the UN Member States*”. Through this report the American Society for Public Administration (ASPA) and the United Nations Division for Public Economics and Public Administration (UNDPEPA) undertook a research study analyzing the approach, progress and commitment on the part of 190 UN member states in an effort to gain an appreciation of the global e-Government landscape in 2001.

However, according to a recent UNDPEPA study “*The UN Global e-Government Readiness Report from e-Government to e-Inclusion*” done in 2005 Lebanon is advancing slower than before on the e-Government track. This report assesses the 191 UN Member States according to a composite index of e-Government readiness which measures the capacity and willingness of countries to use e-Government for ICT-led development. Along with the assessment of the website development patterns in a country, the e-Government readiness index incorporates the access characteristics, such as the infrastructure and educational levels, to reflect how a country is using information technologies to promote access and inclusion of its people. E-Government is defined as the use of ICT and its application by the government for the provision of information and public services to the people. “Government” comprises the executive, legislative and judiciary organs of the government. E-inclusion goes beyond e-Government. It means employing modern ICT technologies to address the issues of access-divide and promote opportunities for economic and social empowerment of all citizens.

The UN Global E-Government Survey 2005 presents a comparative ranking of the countries of the world according to 1) the state of e-Government readiness; and b) the extent of e-Participation.

The objectives of the survey are to provide a:

- i) Comparative assessment of the willingness and ability of governments in the use of e-Government and the ICTs as tools in the public delivery services; and
- ii) Benchmarking tool for monitoring the progress of countries, as they progress towards higher levels of e-Government and e-Participation service delivery.

The E-government Readiness Index is a composite index comprising the Web measure index, the Telecommunication Infrastructure index and the Human Capital index. (Lebanon E-government



Readiness Index = 0.4560, World Average = 0.44267, the USA = 0.9062, Malaysia = 0.5706, Bahrain = 0.5282, the U.A.E. = 0.5718, Jordan = 0.4639). The position of Lebanon is 71 out of 179 countries

- The Web Measure Index captures a country's online presence. It is an assessment of countries on the basis of how they are using their e-Government websites alone. 179 countries across six economic and social sectors were measured. Twelve countries were not online. (Lebanon's web measure index = 0.3423, where the USA = 1.00, Malaysia = 0.5769, Bahrain = 0.4192, the U.A.E. = 0.6115 and Jordan = 0.4346).
- The Telecommunication Infrastructure Index is a composite weighted average index of six primary indices based on basic infrastructural indicators which define a country's ICT infrastructure capacity (The country's relative performance is measured by a value between 0 and 1). These are: PCs per 1000 persons (Lebanon=100, index=0.122), internet users per 1,000 persons (Lebanon = 143 index = 0.212), telephone lines per 1000 persons (Lebanon = 200, index = 0.1923), online population (Lebanon = 83.8 index = 0.120), mobile phones per 1000 persons (Lebanon = 234.3, index = 0.1963), televisions per 1000 persons (Lebanon = 355, index = 0.368).
- The Human Capital Index is a composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ration with two thirds of the weight given to adult literacy and one third to gross enrolment ratio. The indices of relevance here are: The UNDP Human Education index. (Lebanon = 0.84, the U.S.A. = 0.970, Malaysia = 0.830, Bahrain = 0.850, the U.A.E. = 0.740, and Jordan = 0.860).

In addition, the E-Participation is the sum total of the government programs to encourage participation from the citizen and the willingness of the citizen to do so. The E-Participation index assesses the quality and usefulness of information and services provided by a country for the purpose of engaging its citizens in public policy making through the use of e-Government programs. (Lebanon's e-Participation index = 0.1111, rank = 37 and position is 69 out of 191 countries, where the USA = .9048, rank = 3, Malaysia = 0.1746, rank = 33, Bahrain = 0.0476, rank = 41, the U.A.E. = 0.1270, rank = 36 and Jordan = 0.0476 rank = 41).

Like the previous years, the Web Measure index is based upon a five-stage model which builds upon the previous level of sophistication, of a state's online presence. The model defines five stages of e-Government readiness according to scale of sophisticated citizen services:

- Emerging Presence is Stage I representing information, which is limited and basic.
- Enhanced Presence is Stage II in which the government provides greater public policy and governance sources of current and archived information, such as policies, laws and regulation.



- Interactive Presence is Stage III in which the online services of the government enter the interactive mode with services to enhance convenience of the consumer such as downloadable databases.
- Transactional Presence is Stage IV that allows two-way interaction between the citizen and his/her government.
- Networked Presence is Stage V which represents the most sophisticated level in the online e-Government initiatives.

There is gradual progress in utilization of e-Government for the provision of services to the citizen. Utilization is defined as services provided as a percentage of the maximum services in a category. Analysis of scores by stages reveals that the majority of countries are not using the full potential of e-Government on-line. 24 countries provided 67-100% of "what they could have provided" as measured by the survey; a little more than 50 provided 34-66% while the majority (104) countries provided 0-33%. 12 countries had no on-line services.

Lebanon falls within the first bracket of the 0-33% utilization. A comparison with the 2004 survey is illustrated below:

LEBANON		Stages					
	Position out of 191 countries	I	II	III	IV	V	Total
2004	89	87.5%	40.2%	19.0%	0.0%	9.3%	23.0%
2005	77	100%	46%	43%	0.0%	9%	32.48%



Some comparisons with other countries:

Country	Position out of 191 countries	Utilization	Stages					
			I	II	III	IV	V	Total
USA	1	67-100%	100%	99%	100%	100%	76%	94.89%
UAE	32	34-66%	75%	62%	79%	59%	17%	58.03%
Malaysia	41	34-66%	100%	69%	70%	29%	20%	54.74%
Jordan	63	34-66%	88%	62%	58%	0.0%	6%	41.24%
Bahrain	67	34-66%	88%	64%	44%	0.0%	17%	39.78%
Lebanon	77	0 – 33%	100%	46%	43%	0.0%	9%	32.48%

Broad trends of e-Government development around the world in 2005 confirm that political ideology, economic and social systems; level of development; resource availability, human and technological infrastructure; institutional framework and cultural patterns all have bearing on the level of e-Government service delivery. Where countries have substantially improved their performance in the last few years, e-Government programs have been built on the foundations of already existing access opportunities of pervasive infrastructure and a high level of human resource development. Notwithstanding the steady progress, mature interactive, transactional and networked online services remain limited to mostly the developed countries. The majority of countries are not yet exploiting the full potential of ICT's and e-Government for promoting success.

In support of these e-Government indices and survey results, a good number of countries around the world have developed and are implementing E-government Strategies. Leading the pack are countries like Canada, Singapore, United States, United Kingdom and Australia. In the Arab World, countries like Jordan, Egypt and the United Arab Emirates have documented their e-Government blueprints and are currently implementing them. Lebanon, through the formation and phased implementation of this e-Government strategy will join this group of countries in advancing government service delivery to the citizen and realizing the needed logical frameworks for all e-Initiatives (e-Commerce, e-Learning, etc.) to benefit from.



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