

**BMB - LDK**  
Programme Monitoring Consultants to the  
Office of the Minister of State for Administrative Reform  
Beirut - Lebanon

**Memorandum**

**To:** Mr. Atef Merhi, IDU Acting Director, OMSAR

**From:** Dimitrios Sfikas, PMC Team Leader

**Cc:** Dr Raymond Khoury, TCU Director, OMSAR  
Mrs Roula Kabbani, EU Project Coordinator, OMSAR

**Date:** 20 December 2000

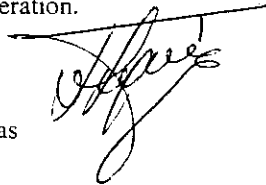
**Subject:** Central Inspection ( CI )

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Dear Mr. Merhi, ,

I am pleased to attach herewith the final proposals for an operational plan in the Central Inspection (CI) for further consideration.

Best Regards  
Dimitrios Sfikas



Republic of Lebanon  
Office of the Minister of State for Administrative Reform  
Center for Public Sector Projects and Studies  
(C.P.S.P.S.)

**CENTRAL INSPECTION**  
**PERFORMANCE IMPROVEMENT & MODERNIZATION PLAN**

PMC  
Document prepared by Geert TUINIER, Public Administration Expert  
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**CENTRAL INSPECTION**  
**PERFORMANCE IMPROVEMENT & MODERNIZATION PLAN**

**1. PROPOSALS FOR PERFORMANCE IMPROVEMENT & MODERNIZATION.**

The proposals are meant to create a comprehensive basis of understanding for the development of an operational or activity plan for performance improvement and modernization.

The operational plan is a concrete approach for the implementation of the proposals. It is useful to distinguish proposals which aim at improvements of the organizational capacity by professional training of staff and by modern information and communication technology applications on the one hand and changes of reform which aim at institutional development effected by changes of laws, regulations and administrative procedures on the other hand.

**1.1 PROPOSALS**

*1. The Central Inspection should develop a general policy framework for institutional and organizational changes. This policy framework should indicate or express policy statements on future mandate, mission, role and responsibilities of the Central Inspection. This policy framework will serve as a guideline for further institutional and organizational development. This policy framework for development should deal with the following subjects.*

- a) To what extent should the functions of the Central Inspection be Decentralized at sectoral level or be executed in a de-concentrated organizational form.*
- b) Should the Central Inspection deal with management and organizational control , given a situation in which the cabinet will adopt a system of performance planning and measurement ?*
- c) Establishing of protocols of communication between the Central Inspection and the Court of Audit.*
- d) Considering the policy intention of the cabinet to establish a Ministry of Administrative Development.*

*2. The Central Inspection should modernize its mandate and mission, given the new adopted policy framework for development.*

*3. The Central Inspection should modernize and strengthen its organization in light of its new mandate and mission. The organization of the inspection processes (primary process) should be restructured in a way that the primary processes aim at the review and control of the performance of public administration. In order to achieve this objective, the staff should be trained in performance review methodology and techniques, and the use of information and communication technology.*

## **2. OPERATIONAL PLAN FOR PERFORMANCE IMPROVEMENT AND MODERNIZATION.**

### **2.1 OBJECTIVES**

Regarding the recommendations stated in section 1 the performance improvement plan aims :

- a) To modernize the institutional basis for Central Inspection practices.*
- b) To improve and modernize the functional, managerial and organizational capabilities*

### **2.2 TASK FORCE**

In the framework of the implementation of the project , a Task Force has been established.

The main duties of the Task Force are:

- a) To carry out a fact finding survey*
- b) To review basic laws*
- b) To Analyze of functions, problems and blockages.*
- c) To recommend performance improvement & modernization actions and measures based on the results of the performance review.*
- d) To provide assistance to the performance improvement & modernization implementation process.*

Assistance and guidance to the Task Force will be provided under the ARLA Programme.

### 3.3 PROPOSED ACTIVITY PLAN.

The performance improvement & modernization plan consists of :

- a) A proposed Activity Plan based on the results of the performance review study and based on the recommendations which are stated in section 1
  - b) The expected results generated by the proposed measures and actions.
  - c) A proposed indicative timeframe within the actions should realized.
- Identification of the technical assistance to be provided under the ARLA Programme.

For the planning period: **January 2001 – December 2001**, the following activities are scheduled.

**Activity#1: Development of a general policy framework document describing the principles and rules applying to a modern Central Inspection Organization**

*This administrative development document will deal with the following subjects: (i) formulation of the short term and long term objectives of the CI organisation, (ii) formulation of the mission, role and functions of CI given the restated organisational objectives, (iii) description of new tasks in terms of specific objectives and scope of activities*

*Expected results: An approved policy framework document*

*Time schedule: January 2001- February 2001.*

*Technical assistance: Under the ARLA programme TA will be provide by PMC public administration experts.*

**Activity #2: Organizational Development Planning**

*Expected results: Final result should be a discussion paper on a blue print of the future organization of the CI. The study is required for organizational adjustments to be realized during the implementation of the performance improvement plan.*

*Time schedule: February 2001 –March 2001*

*Technical assistance: EU expert on organization and management in public administration with expertise in the field of inspection/ control systems.*

**Activity #3: Modernization of legal framework**

*Expected results: Draft amendments of CI law, rules and procedures*

*Time schedule: March 2001- April 2001.*

*Technical assistance: Under the ARLA programme TA will be provide by PMC public administration experts.*

**Activity # 4: Development of an ICT master plan; development of a strategy for using ICT in the field of inspection practices.**

*Expected results: Decision on ICT master plan by CI. This master plan will form the base for future decisions on ICT investments.*

*Time schedule: April 2001 – May 2001*

*Technical assistance: EU expert on ICT planning in public administration*

**Activity # 5: Development/design of a training programme on inspection methodology and techniques.**

*Expected results: Training programme on methodology and techniques of performance control/review*

*Time schedule: March 2001 – April 2001*

*Technical assistance: EU expert on management and organizational auditing methodology*

**Activity # 5: Drafting of training manuals on management audits and organizational audits**

*Expected results: Manuals and guidelines on management and organizational audit. These manuals are very important for the development of auditing methodology and techniques.*

*Time schedule: March 2001 – April 2001*

*Technical assistance: EU expert on public administration/ management and organization audit methodology.*

**Activity # 6: Implementation of training programme**

*Expected results: Staff of CI properly trained on modern inspection methodology and techniques.*

*Time schedule: First phase: May 2001 – June 2001. Second phase: September 2001- November 2001*

*Technical assistance: To be determined.*

**Activity # 7: Designing and realization of ICT investment plan**

*Expected result: ICT equipment successfully installed and staff properly trained.*

*Time schedule: October 2001 – December 2001*

**Operational Plan for the Central Inspection.**

Period: January 2001 – December 2001

#	Description of Activity	Expected Results	Time Schedule	Technical assistance under the ARLA Programme	Remarks
			2001 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec ↕		
1	<i>Development of a general policy framework for institutional and organizational development.</i>	General policy framework adopted by CI Board.	↕		
2	<i>Modernization of legal framework, based on an adopted general policy framework</i>	Draft amendments of Central Inspection law, procedures and rules.	↕		
3	<i>Organizational Development Planning</i>	Blue print of the future organization of the CI	↕	EU expert on organization and management in public administration..	
4	<i>Development of a ICT master plan</i>	ICT master plan adopted by CI Board	↕	EU expert on ICT policy & strategy planning	
5	<i>Development of a training program for CI on modern principles, methodology and techniques on controlling of public administrations</i>	Training program available and adopted by CI Board.	↕	EU expert on inspection practices with experiences with training program development activities.	
6	<i>Drafting of training manuals</i>	Manuals and guidelines on inspection.	↕	EU expert on performance control	
7	<i>Implementation of training programme</i>	Staff of CI trained on modern inspection methodology and techniques.	↕		
8	<i>Design and realization of ICT investment plan.</i>	ICT equipment installed and staff properly trained.	↕		