

DRAFT

For Internal Discussion Only

Summary of Operational Performance Improvement and Modernization Plans

Court of Audit

Central Inspection

Research and Guidance Administration

Civil Service Council

PMC
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COURT OF AUDIT
PERFORMANCE IMPROVEMENT & MODERNIZATION

1. PROPOSALS FOR PERFORMANCE IMPROVEMENT & MODERNIZATION

1.1 THE LEGAL FRAMEWORK

The legal framework of a COA is defined on different levels – Constitution, laws, regulations and procedures. The Constitution and laws form the institutional base while the regulations, rules and procedures have the objective of ensuring that the responsibilities of the COA are exercised in the most effective way.

1. *The COA should have a solid, stable and applicable legal base that is laid down in the Constitution and the Audit Law is complemented by regulations, rules and procedures.*

The following legislative changes are proposed.

1.1 Amendment of the Audit Law.

It is proposed to give the Court of Audit the power to exercise performance audit.

This kind of control is not stipulated explicitly in the current law. The law should give the COA the power to exercise such control on the basis of economy, efficiency and effectiveness.

Pre-audit control should be abolished.

1.2 Amendment of some other legal text that are directly related to the Audit Law.

- Amendment of the Public Accounting Law due to some new kinds of contracts and deals that are not stipulated in the Law.

- Amendment of the system that governs the submission of accounts to the COA (Decree No. 3489-27/12/1965) after the issuance of the new accounting system (Decree No. 10388-9/6/1997).
- Issuance of a decree that defines the scope and procedure of the control of the COA on the institutions, companies and organizations stipulated in sections 4 and 5-article 2 of the COA Law.
- The development of a public accounting law for all municipalities.
- The development of a unified system for the submission of accounts to the COA by the municipalities.
- The development of a general accounting system for the autonomous agencies taking into consideration the distinction between the administrative agencies and the exploitative agencies.
- Amendment of the regulations that was issued by Decree No. 405 NI-21/3/1943 due to the development of public works' contracts and the emergence of new ways for contracting out and execution.

2. *The COA should have the functional, organizational, operational and financial independence required to fulfill their tasks objectively and effectively.*

The COA should, within the legal framework, be free to determine the subjects of its audits, auditing methods and the contents of the report.

The constitution and laws should state that the COA staff are protected against outside influence.

Independence demands that the financial resources needed for the fulfillment of the COA's mandate should be made available. The COA should have the right to address Parliament to request additional funds if it considers the budget insufficient. The COA should solely be responsible for managing its budget and accountable for the use of resources provided, and its annual accounts and activities should be audited by an independent external body, an independent auditor or a parliamentary committee.

The COA should be free to decide on the nature, timing and extent of its audit tasks and reports. Although it is admissible that minimum reporting requirements are specified in the law and that the COA may undertake audits on Parliament's instructions, the COA should enjoy a very high degree of autonomy and freedom of initiative.

The COA should have the right to report directly to Parliament and to make reports public.

The COA should be free to make recommendations and observations and send them to Parliament, the Government and audited ministries and agencies. COA reports assist the executive branch by drawing attention to deficiencies in management and by recommending improvements.

3. *The COA should have powers and means that are clearly stated in the Constitution and the law to audit all public funds, resources and operations, regardless of whether they are*

reflected in the national budget and regardless of who receives or manages these funds, resources and operations.

The State auditing responsibilities should extend over the entire financial management of the State. This idea has become increasingly important with the growth of the State's private law activities and the increase in the international funding. In case the COA does not have the necessary power to cover all the audit fields, it should report on the difficulties and negative consequences and it should make proposals on the necessary changes.

4. *The COA should undertake the full range of public sector external auditing, covering both regularity and performance audits.*

a) The above principle should be laid down in the Constitution and law, and its application is to be defined in internal regulations, procedures and audit manuals. Regularity auditing includes evaluation of compliance with the laws, regulations and principles and, equally importantly, financial auditing as an attestation of financial accountability. Performance auditing (value for money auditing) covers three kinds of audit: an audit of economy achieved as a result of sound management principles and practices; an audit of the efficient use of of the auditee's financial and non-financial resources; and an audit of effectiveness of results achieved in relation to the audited entity's objectives.

b) The effective implementation of regularity and performance audits is dependent not only on the adoption of international auditing standards, but also on several legal provisions:

- The law should clearly define the types of audit to be carried out by the COA and their consequences: regularity and performance audits, reports, opinions, recommendations, accountability, certification of accounts, jurisdictional powers, publicity, etc.
- The COA should be allowed to use experts, either from public administration, universities, private companies or consultant firms.
- Auditing internal (management) control systems and contributing to their development are effective instruments for improving performance evaluation and assuring better audit results.

c) After setting up the legal framework, the main priorities are building up audit capability and, maintaining audit quality. This includes:

- Development of the COA's own auditing policy and standards, which serve as a basis for developing methodologies aligned with internationally accepted policies and standards.
- Selecting certain auditors for specialization in regularity and performance audit tasks, and improving staffing policies.

- Maintaining audit quality, which means the establishment of measures to ensure quality control (or supervision) and quality assurance, which are to be laid down in regulations, rules and procedures.

5. *The COA must be able to report freely and without restriction on the results of their work. Reports may be submitted to Parliament and should be made public.*

The reports shall present the facts and their assessment in an objective, clear manner. The audited organizations shall comment on the findings of the COA, and shall indicate the measures taken as a result of the audit findings. The COA has a right and duty to follow up the conclusions which arise from the audit findings and the subsequent actions taken by the auditee. The auditee has the right to appeal against audit findings. The appeal should be treated carefully and formally.

Regulations should cover procedures related to such cases.

The COA should define its policy on access to documents held by the COA. This policy, which will be published, should state how documents could be obtained.

1.2 ADOPTION AND IMPLEMENTATION OF AUDITING STANDARDS

6. *The COA should formally adopt, promulgate and disseminate auditing policies and standards. Auditing standards should be applied on a consistent and reliable basis to an COA's work to ensure that audit work is of an acceptable quality and competence. The COA should therefore develop auditing manuals and detailed technical guides to help promote the practical use and achievement of the standards.*

1.3 MANAGING AN AUDITING INSTITUTION

7. *The COA should ensure that their human and financial resources are used in the most efficient way to secure the effective exercise of their mandate. To this end, COA management will need to develop and institute appropriate policies and measures to help guarantee that the COA is competently organized to deliver high-quality and effective audit work and reports.*

On the basis of its mandate, the COA management should develop and implement flexible instruments in the form of regulations and procedures on a wide range of subjects to ensure that the COA functions as an organizational unit. Topics to be covered are: management rights and obligations, the decision-making process, the structure of the COA, administration of the COA and financial management, personnel policy, code of ethics, audit policies and procedures, etc. COA management should develop these instruments and ensure their dissemination to all personnel and their effective and consistent application, monitoring and amendment of them on a timely basis.

Appropriate internal control should be applied to individual audits to ensure compliance with designated auditing standards and with related auditing manuals and technical guides. A formal process of review of work should be set out in auditing manuals.

8. *The COA should ensure that their staff are competent, capable and committed to help guarantee that effective audit work is produced in conformity with international standards and practices.*

The COA should adopt policies and procedures to recruit personnel with suitable qualifications. Appointment should be based on an open and transparent recruitment process with known rules and criteria.

The audit staff is traditionally built on a strong base of accountants, economists and lawyers, but auditing and other COA responsibilities require experts in other areas. It is advisable that the COA provide a number of compulsory training courses for the new recruits.

Due to the multidisciplinary and great variety of expertise needed for each concrete study, COA can resort to the services of external consultants on a contractual basis. There should be provision supported by a law that allows the COA to use such services.

The auditors should have their special status, clearly defined by the law, which should guarantee stability of employment and independence, compatible salaries and career development possibilities.

The independence, powers and responsibilities of an COA place high ethical demands on the COA and its staff. The COA should have its own code of ethics and conduct that should cover such subjects as impartiality, morality, integrity, respect, objectivity, communication and team-working ability.

9. *The COA should develop the technical and professional proficiency of their staff through education and training based on a thorough assessment of needs.*

The above idea requires a creation of a unit which coordinates and provides technical, professional and other training. Training can be internal or external to the COA in areas like auditing methodology, finance and budget, economics, law, languages, training for trainers, management, communication, information technology, etc. Professional training should be part of the auditor's career development. The COA should ensure that training is followed up and monitored on a permanent basis by the management, which is directly responsible for the training. Evaluation and analysis of the achieved results must be carried out.

1.4 THE ROLE OF COA IN THE ASSESSMENT AND ENCOURAGING THE DEVELOPMENT OF INTERNAL (MANAGEMENT) CONTROL

10. *The COA should focus on the development of high-quality, effective internal (management) control systems in audited entities.*

Internal (management) control refers to the organization, policies and procedures used to help ensure that government programs achieve their intended results; that the resources used to deliver these programs are consistent with the stated aims and objectives of the organizations concerned; that programs are protected from waste, fraud and mismanagement; and reliable and timely information is obtained, maintained, reported and used for decision-making.

How can the development of internal control be encouraged by the COA?

It is crucial that the legal mandate of the COA includes the responsibility to audit and to focus on the quality of internal control systems. The COA can play the following roles:

Develop systematic and specific tests and evaluations of the reliability and effectiveness of internal control systems.

It is recommended:

- To focus on quality systems approaches instead of individual transactions;
- To include recommendations in reports regarding the implementation and performance of internal control and internal audit bodies;
- To introduce a more cooperative way of implementing the audit, including discussion with auditees regarding their own internal control standards.
- Establish a law that states the management's responsibility for building up, maintaining, and developing an effective internal control system, the main role of the COA being to test its functioning in the following ways: participating in the development and promulgation of internal control standards (eg. by the provision of opinions on financial regulations).
- Collaboration in different kinds of comprehensive development work, for example developing different pieces of guidance on auditing (planning, collecting evidence, reporting, etc.) and developing training programs for internal auditors or inviting them to the COA's own training courses.
- Check that the COA has the right to access the plans and reports of internal audit bodies, and that these can be used in the COA's planning of the audit. The COA can be empowered: to encourage acts of coordination of plans and harmonization of criteria between internal audit bodies and the external audit.
- To assess the quality of the internal audit.
- To establish cooperation in the actual audit work.

COURT OF AUDIT.

PERFORMANCE IMPROVEMENT & MODERNIZATION PLAN

OBJECTIVES

The performance improvement & modernization plan is aimed

- To strengthen the legal basis for auditing practices.
- To strengthen the functional, managerial and organizational capabilities.

TASK FORCE

In the framework of the implementation of the performance improvement plan a joint Task Force has been established.

The main duties of the Task Force are:

- To carry out a performance review (analysis of functions, problems and blockages, review of basic laws)
- To recommend performance improvement actions and measures based on the results of the performance review.
- To provide assistance to the performance improvement implementation process.

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

PROPOSED ACTIVITY PLAN: FIRST PHASE

The performance improvement & modernization plan consists of.

- A proposed Activity Plan based on the results of the fact finding survey undertaken by the task force in November 2000.
- The expected results generated by the proposed measures and actions.
- The proposed timeframe within the actions should be realized.
- Identification of the technical assistance to be provided under the ARLA Programme.

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

Activity #1: Drafting of a general policy framework document for development of COA

Expected results: An approved policy framework document.

Time schedule: January 2001- February 2001

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

Activity # 2: Organizational development planning and implementation.

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

Time schedule: February 2001- November 2001.

Technical assistance: EU expert on organization and management in public administration with expertise in the field of public accountancy.

Activity # 3: Development of an ICT master plan; development of a strategy for using ICT in the field of auditing practices.

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

Time schedule: March 2001 – April 2001

Technical assistance: EU expert on ICT planning in public administration

Activity # 4: Development of a training programme on auditing methodology and techniques.

Expected results: Training programme on financial audit and performance audit.

Time schedule: March 2001

Technical assistance: EU expert on auditing practices with experiences with training programme development activities.

Activity # 5: Drafting of training manuals

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

Time schedule: April 2001 – May 2001

Technical assistance: EU expert on auditing

Activity # 6: Implementation of audit training programme, first phase

Expected results: Staff of COA trained on modern auditing methodology and techniques.

Time schedule: May 2001 – June 2001

Technical assistance: To be determined.

Activity # 7: ICT investments and training of staff on ICT applications
Expected results: ICT investments realized and staff properly trained.
Time schedule: September 2001 - December 2001

**Performance Improvement & Modernization Plan: Activity Plan for the Court of Audit: First Phase
Period: January 2001 – December 2001**

#	Description of Activity	Expected Results	Time Schedule	Technical assistance under the ARLA Programme
1	<i>Drafting of a general policy framework document for development of COA</i>	General policy adopted	2001 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec ↔	
2	<i>Organizational development planning and implementation</i>	Final result should be a discussion paper on a blue print of the future organization of the COA.	↔	EU expert on organization and management in public administration with expertise in the field of public accountability.
3	<i>Development of a ICT master plan</i>	ICT master plan	↔	EU expert on ICT policy & planning
4	<i>Development of an audit training Programme for COA</i>	Training programme on financial audit and performance audit	↔	EU expert on auditing practices with experiences with training programme development activities.
5	<i>Drafting of training manuals</i>	Manuals and guidelines on financial management audit and performance audit.	↔	EU expert on auditing
6	<i>Implementation of audit training programme, first phase.</i>	Staff of COA trained on modern auditing methodology and techniques.	↔	EU training experts
7	<i>ICT investment and ICT training</i>	ICT investments realized and staff properly trained.	↔	Local experts on ICT

CENTRAL INSPECTION
PERFORMANCE IMPROVEMENT & MODERNIZATION PLAN

Draft: December 14, 2000

1. PERFORMANCE IMPROVEMENT & MODERNIZATION PROPOSALS

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 are aimed 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 are aimed 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 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 has adopted a system of performance planning and measurement?*
- c) Establishing of protocols of cooperation 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 are more aimed 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 is aimed

- 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: FIRST PHASE

The performance improvement & modernization plan consist 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) The proposed timeframe within the actions should realized.
- Identification of the technical assistance to be provided under the ARLA Programme.

For the first 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

Expected results: An approved policy framework document

Time schedule: January 2001

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

Activity #2: Modernization of legal framework

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

Time schedule: April 2001- December 2001

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

Activity # 3: Organizational Development Planning and Implementation.

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 – November 2001

Technical assistance: EU expert on organization and management in public administration with expertise in the field of public accountancy/inspection

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 program on inspecting methodology and techniques.

Expected results: Training program 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 program

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	Development of a general policy framework for institutional and organizational development.	General policy framework adopted by CI Board.	↔		
2	Modernization of legal framework, based on an adopted general policy framework	Draft amendments of Central Inspection law, procedures and rules.	↔		
3	Organizational Development Planning and implementation.	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	Drafting of training manuals	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.	↔		

Research & Guidance Administration
Performance Improvement & Modernization

Final version: December 15, 2000

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 of the implementation of the proposals. It is useful to distinguish proposals which are aimed 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 are aimed at institutional development effected by changes of laws, regulations and administrative procedures on the other hand.

1.1 Proposals

The Research and Guidance Department should play a vital role in the development and restructuring of the Lebanese public administration. The decision to structure the Research and Guidance Administration in the structure of the Civil Service Board can be justified from a view of point to strengthen and extend the functions of the Civil Service Board. Alternatively, to attach the Research and Guidance to OMSAR could also strengthen the administrative development capacity of OMSAR.

The following measures should be taken to strengthen the capacity of the Research and Guidance Administration.

1. For the administrative development of the Research & Guidance Administration (RGA) it is important to establish a general policy framework within future institutional and organizational developments can be monitored and assessed. This policy framework should also comprise policy statements on the intended institutional and organizational position of the Research & Guidance Administration if the Government establishes a Ministry for Administrative Development.

2. Professional capacity building is the first priority. This can be achieved by implementing the following measures:

- Training of staff on organization development subjects, management development subjects, simplification of procedures and deregulatory matters.*
- Training of staff on information and communication technology (ICT) applications.*

3. Organizational development of RGA by introduction of a system of performance management and measurement and evaluation.

4. Design of an ICT master plan and establishing and execution of an ICT investment plan

2. OPERATIONAL PLAN FOR PERFORMANCE IMPROVEMENT AND MODERNIZATION.

2.1 OBJECTIVES

Regarding the recommendations stated in section 1 the performance improvement plan is aimed

- To modernize the mandate, mission and functions of the Research & Guidance Administration.
- To strengthen and modernize the 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:

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

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

2.3 PROPOSED ACTIVITY PLAN: FIRST PHASE

The performance improvement & modernization plan consist of .

- A proposed Activity Plan based on the results of the performance review study and based on the recommendations which are stated in section 3.
- The expected results generated by the proposed measures and actions.

- The proposed timeframe within the actions should realized.
- Identification of the technical assistance to be provided under the ARLA Programme.

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

Activity#1: Development of a general policy framework document describing the organizational principles and rules applying to a modern Research & Guidance Administration.

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: Modernization of legal framework, work procedures etc.

Expected results: Draft amendments of RGA law, procedures and rules.

Time schedule: February 2001- March 2001

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

Activity # 3: Organizational Development.

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

Time schedule: April 2001 – November 2001

Technical assistance: EU expert on organization and management in public administration with expertise in the field of organizational development.

Activity # 4: Development of an ICT master plan; development of a strategy for using ICT.

Expected results: Decision on ICT master plan . 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 training program for RGA staff.

Expected results: Training program on methodology and techniques of administrative developments subjects.

Time schedule: March 2001 – April 2001

Technical assistance: EU expert on public administration with training experiences.

Activity # 6: Drafting of training manuals

Expected results: Manuals approved.

Time schedule: April 2001- May 2001

Technical assistance: EU expert on public administration

Activity # 7: Implementation of training program

Expected results: Staff of RGA properly trained..

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

Technical assistance: To be determined.

Activity # 8: 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 Research & Guidance Administration.
January 2001 – December 2001**

#	Description of Activity	Expected Results	Time Schedule	Technical assistance under the ARLA Programme	Remarks
1	<i>Development of a general policy framework for development.</i>	General policy framework adopted.	2001 Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec ↔		
2	<i>Modernization of legal framework.</i>	Draft amendments of CSB law, procedures and rules.	↔		
3	<i>Organizational Development Planning and Implementation</i>	Final result should be a blue print of the future organization of the RGA	↔	EU expert on organization and management in public administration with expertise in the field of performance planning.	
4	<i>Development of a ICT master plan</i>	ICT master plan adopted.	↔	EU expert on ICT policy & strategy planning	
5	<i>Development of a training program for RGA on modern principles, methodology and techniques on reviewing and modernization of public administrations</i>	Training program available and adopted..	↔	EU public administration expert with experience with training program development activities.	
6	<i>Drafting of training manuals</i>	Manuals and guidelines .	↔	EU expert on management and organization development	

7	<i>Implementation of training programme</i>	Staff of RGA properly trained.	↔ ↔		
8	<i>Design and realization of ICT investment plan.</i>	ICT equipment installed and staff properly trained.	↔ ↔		

CIVIL SERVICE COUNCIL
PERFORMANCE IMPROVEMENT & MODERNIZATION

Draft: December 11, 2000

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 of the implementation of the proposals. It is useful to distinguish proposals which are aimed 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 are aimed at institutional development effected by changes of laws, regulations and administrative procedures on the other hand.

1.1 PROPOSALS

1. Establish a general policy framework document describing the rules and principles applying to modern human resource management in the Lebanese Civil Service.

Based on this policy framework identify the institutional and organizational changes for implementing a modern human resource management policy and personnel administration.

Modernize the mandate and mission of the CSC accordingly with a view of

- The CSC should focus its attention on its leadership role in the development and modernization of personnel policies rather than on ensuring compliance with existing laws and regulations.

- There appears to be a high degree of concentration of authority in the Civil Service Board which should delegate some of its powers to lower level departments and employees.

- The Council of Ministers should delegate to the CSC the authority to approve appointments of daily workers in cases of special needs.

2. Based on the established principles of a modern human resources management an overall review of the civil service regulations will be organized. This review will be aimed at the modernization of the following issues.

a) Civil service recruitment and probation system

- b) *Civil service management of vacant positions (internal/external recruitment)*
- c) *Civil service assessment and promotion system*
- d) *Civil service ranking system*
- e) *Civil service remuneration system*
- f) *Code of ethics in public administration*
- g) *Establishment, rules and procedures of the disciplinary commissions.*

3. Improve and modernize the CSB by means of organizational development, professional training and information and communication technology aimed at the following targets.

- a) *Development of professional expertise in the field of dealing with personnel consequences related to organizational changes.*
- b) *Establishment of an organization unit for Research & Studies for Civil Service.*
- c) *Establishment of an organizational unit for supervising and regulating human resource management units in line ministries.*
- d) *Reestablishing an organizational unit for personnel management information system.*
- e) *The CSC should establish a partnership relationship with the personnel units in line ministries and should delegate some of its routine tasks to these units. Such relationship should include regular meetings and special training programs for the staff of these units.*
- f) *The CSC should develop a system of promotion to categories one and two that is based primarily on merit criteria and standards.*
- g) *The CSC should reactivate its complaints office whose work was suspended some years ago.*

4. Establishment and implementation of an information and communication technology master plan and strategy aimed at the development of

- a) *A computerized personnel information system.*
- b) *A Civil Service regulatory information system*
- c) *An IT communication network aimed at collecting, compiling, processing, monitoring and updating civil servants files and records.*

5. Publications of newsletters dedicated to civil servants.

6. The Civil Service Council should undertake the following studies.

- a) *There is a large number of civil service vacancies – almost 12,000- which include a large number of unneeded jobs. The CSC should undertake a thorough study to*

determine the number of redundant positions in these vacancies and recommend ways for dealing with them.

- b) There are several ministries that suffer from serious shortage of personnel that prevents them from discharging their responsibilities in an effective manner. The CSC should undertake a study to determine the key positions that should be filled in each ministry to enable it to perform effectively.*

2. OPERATIONAL PLAN FOR PERFORMANCE IMPROVEMENT AND MODERNIZATION.

2.1. OBJECTIVES

Regarding the recommendations stated in section 1 the performance improvement & modernization plan is aimed

- a) To strengthen the institutional basis for Central Service Board operations*
- b) To strengthen the functional, managerial and organizational capabilities of Civil Service Board.*

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 Analyze functions, problems and blockages, review of basic laws.*
- 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.

2.3. PROPOSED ACTIVITY PLAN: FIRST PHASE

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) *The proposed timeframe within the actions should realized.*
- Identification of the technical assistance to be provided under the ARLA Programme.*

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

Activity #1: Drafting of a general policy framework for a modern human resources management development This policy framework document is required for the institutional and organizational development of the central personnel administration function

Expected results: General policy framework document adopted.

Time schedule: January 2001 _ February 2001

Technical assistance: EU expertise on human resource management systems applicable in Public Administration.

Activity# 2: Based on an adopted general policy framework for a modern human resources management development modernization of CSB mandate and mission.

Expected results: Restated mandate and mission of CSB adopted.

Time schedule: March 2001

Activity# 3 Review of civil service regulations.

Expected results: Proposals for regulatory modifications and changes of rules and procedures.

Time schedule: February 2001 – April 2001

Technical assistance: EU expertise on civil service law and regulations.

Activity# 4: Design and implementation of an organizational development plan for CSB.

Expected results: Establishment of a new organizational structure or changes of existing structure.

Time schedule: April 2001 – June 2001

Technical assistance: EU expertise on organization development in civil service.

Activity# 5: Design of an ICT master plan for CSB.

Expected results: Decision on ICT master plan by CSB Board.

Time schedule: May 2001 – June 2001

Technical assistance: EU expertise on ICT planning

Activity# 6: Implementation of the adopted ICT plan

Expected results: ICT systems install successfully and personnel properly trained.

Time schedule: September 2001 – November 2001

Technical assistance: EU expertise on information systems development

**Performance Improvement & Modernization
Civil Service Council**

**Activity Plan
First Planning Period: January 2001 – December 2001**

#	Description of Activity	Expected Results	Time Schedule	Required Resources Under the ARLA Programme
1	<i>Drafting of a general policy framework for a modern human resource management development strategy</i>	Strategy paper to be adopted at the beginning of March	2001 Jan Feb Mar Apr May Jun July Aug Sep Oct Nov Dec ↔	EU expertise on human resource management systems applicable in Public Administration.
2	<i>Revision of mandate and mission of CSC in the light of a new human resource development strategy.</i>	Revised mandate for CSC ready in April	↔	
3	<i>Review of civil service regulations</i>	Proposals for modernization and changes adopted	↔	EU expertise on civil service law and regulations
4	<i>Design and implementation of an organizational development plan for CSB</i>	Design phase	↔	EU expertise on organization development in civil service.
5	<i>Design of an ICT master plan for CSB</i>	ICT master plan adopted	↔	EU expertise on ICT planning
6	<i>Implementation of ICT plan</i>	ICT investments and staff properly trained.	↔	EU expertise on information systems development

Institute of Public Administration

Proposals for Institutional and Administrative Development

First Phase

1. Proposals for Administrative Development of the Institute of Public Administration.

The proposals are meant to create a comprehensive basis of understanding for the institutional and organizational development of the Institute of Public Administration. The operational plan is a concrete approach of the implementation of the proposals.

The Government has recently adopted a law enacting the establishment of an independent Institute of Public Administration (IPA). In this law is determined that the IPA has administrative and financial autonomy and is under the tutelage authority of the Civil Service Board (CSB).

The organizational decree for this institute has not yet been issued . This decree will be issued by the Council of Ministers upon recommendation of the Board of Directors of the IPA which has not yet been appointed.

The results of the fact finding survey and analysis on the performance of the former NIAD which was undertaken in November '00 and December '00 will be taken into account

1.1. Proposals.

1. *The institutional and organizational development of the Institute of Public Administration should be based on a National Training Policy and Strategy as part of a broader strategy for human resources management for the Lebanese Public Administration. For the purpose of the development of this National Training Policy & Strategy it is desirable to take into account the results of the following studies and reviews*
 - a) *Conduct a survey to assess the training needs of the Public Administration.*
 - b) *Undertake a review of the curricula of its preparation and training program.*
 - c) *Conduct a review of the existing testing system in the preparatory program.*
 - d) *Evaluate the existing training programs.*
2. *Given a National Training Policy and Strategy the Government should establish a general policy framework for the future development of the Institute of Public*

Administration. This policy framework should define the objectives of the intended Institute of Public Administration, the identification of the required human, financial and material resources to achieved these objectives.

2. Operational Plan: First Phase.

Activity # 1: Drafting of a policy framework for the institutional and organizational development of the IPA.

Time schedule: January '01 – February '01

Result: Policy framework adopted by the Board of Directors of the IPA.

In November '00 and December '00 several meetings have been held with the management of the CSB on the development of ARLA assistance to the Institute of Public Administration.

The first step in the process of establishment of an Institute of Public Administration is the design of a policy framework for institutional and organizational development of the IPA. This policy framework will be used as a basis for the formulation of organizational and operational structures, rules and procedures for the operations of the IPA.

Activity # 2: Drafting of a paper for the organizational structure of the Institute of Public Administration (IPA).

Time schedule: February '01 – March '01

Result: Paper on the organizational structure of IPA adopted by the Board of Directors.

The preparation of the above paper is to assist the new Board of Directors of IPA to formulate and submit their proposals to the Council of Ministers on a draft decree for the organizational structure and operative tasks of the institution with possible alternatives and regulations to be adopted.