ARLA Programme   LBNB7-4100/IB/97/0687

Document for Discussion and not binding OMSAR/PMC and EC

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

Design of an inter-ministries training programme

Senior training advisor

Jess Price

6th November to 9th December 2000

Programme Monitoring Consultants
OMSAR, Beirut, December 2000

A Table of contents

List of stakeholders consulted

NAME	POSITION
D. Sfikas	PMC
Nazih El Jor	PMC
Geert Tuinier	PMC
Walter Kolkma	PMC
Adnan Iskandar	PMC
Tulio Morganti	PMC
Artef Merhi	OMSAR
Rahif Hajj Ali	OMSAR
Roula Kabbani	OMSAR
Fawaz Khoury	OMSAR
Hassan Hachem	Director General Exploitation Ministry for Hydro-Electric Resources
Abdel Hafeez Kayssi	Director General Land and Maritime Transport, Ministry of Transport
Antione Chamoun	Director General Public Housing Corporation
Moussa Gedeon	Director General National Employment Office
Samir Badr	NIAD/IPA
Ali Harake	NIAD/IPA
Hala Shekheibe	NIAD/IPA
Mariam Bacha	NIAD/IPA

LIST OF ABBREVIATIONS

ARLA	Assistance to the Re-habilitation of the Lebanese Administration
CSB	Civil Service Board
DG	Director General
HRD	Human Resource Department
IDU	Institutional Development Unit of the Office for the Minister of State for Administration Reform
IPA	Institute for Public Administration
NIAD	National Institute for Administrative Development
OMSAR	Office for the Minister of State for Administration Reform
PMC	Project Management Consultancy
TCU	Technical Co-operation Unit of Office for the Minister of State for Administration Reform
TOR	Terms of Reference

LIST OF ANNEXES

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1. **Introduction and Background**

1.1 This report results from the mission by Jess Price to the EU ARLA project from 6th November to 9th December 2000.

1.2 Thanks are extended to all colleagues form PMC, OMSAR and the Lebanese public administration who contributed to the mission during this period.

1.3 The task, undertaken during this 5-week mission contributes to the project TOR for ARLA (Annex 1) and was carried out in response to the short-term mission terms of reference stated at Annex 2.

1.4 The source of the TOR for the mission is the PMC Work Plan July 2000 to June 2001, 1.3.4 Project Training Strategy/Training Development, Activity #3, which is an ad hoc intervention - "Design and organisation of an inter-ministerial training programme in the form of workshops/seminars on strategic planning and administrative reform issues for senior management. The work plan also identified 4 topic areas to be addressed by the programme: -
❖ Re-organisation of central government
❖ Civil service reform
❖ Regulatory reform
❖ A performance-oriented public sector management

1.5 The approach to the mission was governed by the activity description above and designed on the basis of the activities and outputs stated in the mission TOR.

1.6 The stakeholders, listed by name on page 3, were identified as: -
PMC consultants involved directly in technical administrative reform activities.
OMSAR counterparts
IPA / CSB
Members of the target group for the training.

1.7 The approach was to consult the above stakeholders and appropriate project documentation to confirm and expand on the topics identified for the training and to identify also the most appropriate format for the conferences and to identify any issues relating to the organisation of the training.

1.8 The key areas to be addressed by the training needs analysis/assessment were identified as
❖ Identification and confirmation of the topics, within the areas stated at paragraph 1.4.
❖ Format of the workshops seminars
❖ Length and timing of the events.
❖ Specification of the target group
❖ Availability of the target group
❖ Specification of presenter profiles
❖ Evaluation
❖ Organisation and administration

1.9 Activity 2 of the Short Term Mission TOR, retrospectively, needs to be adapted to fit the findings in the situation. In respect of IPA / CSB, there was a lack of clarity, from the outset of the mission, as to the degree of their involvement in the design of the programme. It was agreed in the third week of the mission that they should be kept informed of the progress of the mission,

consulted for their opinion on the proposal for the programme and included in the proposal for the organisation of the delivery of the programme.

1.10 It was not until the third week of the mission that agreement was given for the identified target group, DGs to be approached for their thoughts on the topics to be covered, specific areas of interest within those topics, and other aspects concerning organisation and availability. This meant that, in order to complete the mission on time, it was possible only to consult 4 DGs directly and the use of a confirmatory questionnaire was not possible.

2. Fact finding.

2.1 Initial discussions during the first week of the mission with the Team Leader and other colleagues in PMC, together with an analysis of the ARLA Work Plan, the Strategy Paper and previous project Mission Reports facilitated the expansion of the topics named in Paragraph 1.6 These discussions also made it possible to develop a draft proposal for the training programme, which then formed a basis for discussions with other stakeholders.

2.2 These discussions yielded the following information: -
❖ That the training should be presented in the form of a series of conferences, with extensive active participation from the target group.
❖ That there was great interest in and support for the proposed series of conferences from all stakeholder groups
❖ That there was agreement that the topics were of immediate importance and relevance to the DG role and to the current situation in respect of .public administration reform in Lebanon
❖ DGs professed a willingness to attend 2 day conferences at 2 monthly intervals at the weekend.
❖ Opinions from DGs on their own priority topics, and perspectives, within those topics, that they considered to be of particular importance and relevance.
❖ That the topics should be presented from the point of view of the experienced practitioner, in order to provide practical perspectives on public administration reform.
❖ That the target group potentially covers a large number of people Directors General, Category 1 civil servants and Category 2 civil servants, taking the numbers eligible for training under this activity into the hundreds.
❖ Presenters for the events will be paid travel and other expenses but not fees.

3 Analysis and conclusions

3.1 The programme should be presented as a series of conferences, at intervals and venues which are likely to maximise participation rate by the target groups.

3.2 To ensure successful delivery of conferences with extensive active participation, a skilled facilitator will be required, at each conference, to ensure that the processes are used effectively and that useful outputs are achieved.

3.3 The target group for this training programme should be restricted to DGs for a number of reasons.
* ❖ The numbers for each conference should be kept to a maximum of 30 per conference, to ensure a high degree of participation and active debate.
* ❖ DGs are the key decision makers and policy makers within ministries and agencies, key individuals in the public administration reform process, and, as such, they need to be committed to reform in order to lead its implementation
* ❖ DGs need to in the forefront of the debate on public administration reform, restricting the target group in this instance emphasises this role.
* ❖ The restriction of the target group to DGs concentrates the impact of the programme.
* ❖ The programme can be extended to other senior civil servants at a later stage.

At the presentation of the draft report to OMSAR it was agreed that up to 10% of the participants may be drawn from Category 2, at the Ministers' discretion, to take account of the need for succession planning.

3.4 The presenters should all be senior figures who have had practical experience of Public Administration and who have been involved in public administration reform. At least one presenter at each conference should be a public sector figure from the administration of a country which is recognised for its initiatives in public administration reform.

3.5 The evaluation strategy, whilst acknowledging the requirements of all key stakeholders should not be demanding on the time of DGs.

3.6 In order to ensure an overtly consultative approach to the delivery phase, the 3 key stakeholder groups (PMC, OMSAR. NIAD/IPA) should be involved in a delivery co-ordination group.

3.7 The identification of presenters who have both credibility and relevance, in the eyes of the target group, is crucial to the outcomes and the perceived success of the conferences. The responsibility for this task should therefore rest at a senior level in PMC. The capacity to use personal contacts and influence in the international arena will also be important as international presenters will be offered no fee.

4 <u>Recommendations.</u>

4.1. The extent of the recommendations for this mission are prescribed in the TOR for the mission, which require the design of inter ministerial seminars and recommendations on the topics for future seminars.

4.2. The outline design proposal for the seminars, which are to be called conferences, is at Paragraph 4.3 and the detailed design of each element required by the TOR is contained in appendices, as listed below. The appendices are further linked to the relevant item in the outline proposal.

NUMBER OF TOR ACTIVITY	ANNEX	TITLE
2, 3 & 4	Annex 3	Detailed conference design, including briefs for and profiles of speakers, work group questions and participant profiles.
5	Annex 4	"Programme" design document
6	Annex 5	Evaluation - proposed methods and instruments.
5	Annex 6	Profile of conference facilitators
1	Annex 7	Remit of co-coordinating committee
5	Annex 8	Resource implications
	Annex 9	Risks to successful implementation

4 3. Proposal
A series of conferences on public administration issues to be offered through the ARLA Programme.

Title
"Modern Public Administration – a Lebanese perspective"

Purposes of conferences: -
❖ To promote a thorough discussion on administrative reform in Lebanon
❖ To create, within the most senior levels of the Lebanese Public Administration, a desire for change and demand for reform in public administration.

Sponsors
The Minister of State for Administrative Reform is to be asked to sponsor the series of conferences directly, through a letter to ministers and, through the ministers, to D Gs. The approach will outline the topics, format, and target group for the proposed conferences, and will state the anticipated benefits of the conferences to the process of Public Administration reform and to the participants. The OMSAR Minister will also be invited to attend and speak at a half-day launch session in early February 2001.

Target groups and numbers

❖ Directors General in Lebanese Ministries, (with the exception of Justice and Foreign Affairs) representing a target group of approximately 100. Up to 10% of the participants may be drawn from Category 2 at the Ministers' discretion, to take account of the need for succession planning.

❖ Actual participants to be identified by Ministers, in accordance with OMSAR Minister's request.

❖ 20 / 30 participants should be regarded as the absolute maximum number for each conference, to allow effective debate and participation.

Annex 3 gives further information, if appropriate, about specific elements within the target group to whom the conference is of particular relevance.

Timetable

❖ Half day 'Launch Session" in early February 2001

6 x 2 day residential conferences to be held at 2 monthly intervals on Saturday and Sunday during 2001

 ❖ February
 ❖ April
 ❖ June
 ❖ August
 ❖ October
 ❖ December

Venue.

To maximise the participation of the target group in the conferences, they should be held at a suitable hotel or conference centre outside Beirut city centre and transport to and from the venue should be provided.

If budget constraints do not allow for overnight accommodation to be provided, an out of town venue should still be sought and transport provided each day.

Conference titles

 ❖ Trends in administrative reform
 ❖ Ethics and accountability and control systems in public administration
 ❖ Performance oriented public administration
 ❖ Public sector / private sector partnerships
 ❖ Regulatory reform and re-regulation
 ❖ Key aspects of human resource development

Annex 3 gives details of the sub-topics to be covered within each topic, and of the issues to be discussed within the work groups related to each topic. It also gives a profile of the speakers required.

Annex 4 provides the design format for a "Conference Programme" to be issued to participants.

Presenters

Key presenters will be identified from the category of senior international civil servants and senior project consultants.

In the event that a fee is sought, the standard EU day rate should be offered.

Format for conferences
"Facilitated Workshop" process, consisting of: -
❖ Topic presentations. (Main input at each conference by a minimum of one European expert, and by an appropriate project expert.)
❖ sub-group sessions to address specified issues related to topic input, in Lebanese context (with expert participation in sub-groups)
❖ plenary discussion of results of sub-group work.
❖ recorded consensus on next steps / application / commitment
❖ published and circulated documentation.

Evaluation.
The conferences will be evaluated using two methods: -
    ❖ The application of success criteria
    ❖ The collection and analysis of information from evaluation questionnaires.
The full evaluation strategy is outlined at Annex 5

Delivery issues
    ❖ Each conference will require a facilitator, who has a key role in ensuring that the impact of the conferences is maximised for the participants, the PMC and OMSAR. The role of facilitator is likely to be carried out by a different person for each conference and is incompatible with the role of Chairperson.
Annex 6 details the profile and role of the facilitator.

    ❖ A small informal executive committee should be established to deal with administrative issues relating to the delivery of the conferences, the participants being representatives of PMC, OMSAR & NIAD/IPA. It is recommended that from the PMC one individual be allocated a further executive role for ensuring that the co-ordinating committee meets, functions and the tasks allocated are fully carried out.
Annex 7 outlines the remit of the co-ordinating committee.

The identification of presenters according to the specified profiles should be the sole responsibility of a senior PMC consultant.

Resource implications
Annex 8 provides an outline of the resources required to deliver the conferences, in addition to those provided by PMC, IPA and OMSAR. It forms the basis for the costing of the conferences.

Risks
Anticipated risks to the realisation and successful delivery of the conferences are listed at Annex 9

4.4. Proposals in respect of additional workshops pertinent to administrative reform.
    ❖ For reasons given during the analysis, the target group for the proposed conferences is restricted to Directors General. Depending on the responses to the conferences, as indicated by the evaluation, it is proposed that consideration be given to repeating the conferences for a wider target group. This could be either for more representatives of the initial target group, for other members of Category 1 and for Category 2 civil service grade or for additional groups identified by Question 22 on the end of conference questionnaire.

❖ Other topics identified by DGs as of interest to themselves were 'value engineering', and the maximisation of results during periods of resource constraint, and various aspects staff mangement. The latter indicated more than a desire for training in strategic aspects of Human Resource Management, and detailed a wide range of management skills training both for DGs themselves and for other grades with staff management responsibility, which is not currently available to them.

4.5. If PMC is to engage directly in further training activities, it is recommended that it develop its own policy and strategy rather than embark on ad hoc activities.

Annexes

Annex 1   PMC TOR

Annex 2   Short term mission TOR

Annex 3   Detailed conference design, including profiles of and briefings for speakers, work group activities and participant profiles.

Annex 4   "Programme" design document

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Annex 8   Resource implications

Annex 9   Risks to successful implementation

Annex 1

ARLA objectives as per Terms of Reference for the PMC

TOR A.2 page 4-5 <u>The ARLA objectives</u>
The ARLA Programme (Assistance to the Re-establishment of the Lebanese Administration) aims to rehabilitate the basic management capacities of targeted administrative institutions while preparing the ground for administrative reform. Thus, the project will assist in restoring essential functions of the Lebanese administration at large in order, thereby, to strengthen institutional and managerial capacity to carry out the country's recovery process. The project will also help streamline the restructuring and reform processes aimed at reestablishing a small, efficient and modern administration. More specifically, the project will focus (but will not be limited to) the following <u>targets</u>:

    (a) reorganising the management functions of the various institutions concerned, through the design and implementation of appropriate management systems and training of existing staff;

    (b) improving the regulatory and procedural framework for public administration through the review of documents and the simplification of procedures, especially those related to the delivery of services to the populace;

    (c) developing the capacity of targeted institutions to identify, evaluate, design, implement and monitor projects

    (d) improving the planning, regulatory, supervisory and monitoring functions of these institutions, especially with respect to public utilities and services networks

    (e) developing their capacity to better appraise sector issues and requirements and, subsequently, to formulate, program, and implement and monitor appropriate, feasible, and cost-effective sector policies, in line with he Government's overall recovery strategy;

    (f) fostering the decentralisation process through specific management support to targeted areas of local government in order to facilitate their revitalisation.

TOR A.2 page 5: <u>ARLA components and organization</u>
The ARLA will mostly consist of the provision of technical assistance to the beneficiary institutions. This technical assistance will focus on institutional capacity building and management improvement activities. This assistance will help organise and strengthen basic activities of these institutions, and provide on-the-job training to existing staff.
TOR A.2 page 6:
PMC will be vested with the responsibility of:

    • Assisting the TCU of OMSAR in the overall management of the National Administrative Rehabilitation Programme

    • Assisting the IDU of OMSAR in the technical preparation of admin. reform reviews and studies whenever requested by the IDU Director

    • Managing all contracts related to, and co-ordinating the various components of the EU project

- Ensuring the permanent monitoring evaluation of the project, and the required reporting to the Minister of State for Administrative Reform and to the Delegation of the EC in Lebanon

The Macs (Management Support Consultancies – separate service contracts) will be integrated into and will assist the various departments concerned of their sponsoring institutions in reorganising their structure, procedures and management process.

This assistance will focus the rehabilitation and modernisation of these institutions' basic functions especially with regard to:

- Sector policy preparation and formulation
- Sector operations and public expenditure programming
- Project identification, management and monitoring
- Accounting and budget management

The MSC will also assist their sponsoring organisations in implementing specific pilot schemes or policy studies.

Added by the PMC: ARLA is a programme mainly relying on the provision of Technical Assistance to selected public agencies and institutions in Lebanon. It relies furthermore on limited funds for (contracted out) Studies and Services, Training, Equipment, and Operations (e.g. vehicles). These are the main budget categories.

Annex 2: TOR of the short term mission

Terms of Reference
Short Term Senior Training Expert
ARLA-PMC Project

Background Information

With the changes in the ARLA core team structure brought about by the latest proposals of the Minister of State for Administrative Reform in his letter of July 13th, 2000 and later confirmed by the EU Delegation, the long term position of the Senior Training Expert has been altered to incorporate various short term missions by a senior short term Training Expert. This expert will be primarily involved in training on Public Administration related issues such as:

- Regulatory Reform
- Reorganization of Central Government
- Civil Service Reform
- Performance Oriented Public Sector Management

The Short Term Senior Training Expert proposed here has been justified and budgeted for in the July 2000 - June 2001 Work Plan as represented in the corresponding budget under Project TR-1 and TR-2 (Inter-ministerial Training on Public Administration Issues).

Proposed specific objectives of the mission

The Expert will design an Inter-ministerial training programme with its corresponding Evaluation system, in the form of workshops/seminars on Strategic Planning and Administrative Reform issues for top and senior level public officials. This will be based on a needs analysis/assessment, and would be co-ordinated with the Civil Service Board (CSB) and the National Institute for Administration Development (NIAD)

Main activities to be undertaken

The planned tasks of the Training Expert shall be the following:

1. Coordinating, upon request, with related agencies, CSB and NIAD, on issues pertaining with their training programmes and other related activities;

2. Developing the syllabus for each workshop to be organized on the identified Administrative Reform areas and further propose additional workshops pertinent to Administrative Reform;

3. Defining the appropriate individual profiles of professionals and specialists who would be potential lecturers/instructors for the planned seminars and workshops;

4. Defining the profiles of Civil Servants who would best qualify to attend the planned seminars/workshops based on their contents and necessary adequate background;

5. Specifying the types of required instructional material/equipment required for the process of effectively conducting the various planned seminars/workshops;

6. Developing the appropriate seminar/workshop evaluation systems best applicable by the participants for the effective evaluation of the presentations and further by the evaluators for the analysis of the evaluation results.

OUTPUTS
Design and organization of the conference programme
Course syllabus (for every conference) and training materials
Seminar/workshop evaluation analysis
Recommendation for future needed seminars/workshops
Mission completion report

Reporting arrangements

The expert is expected to submit required reports which will be incorporated in the reports submitted by the PMC at the end of the related periods.

Annex 3

CONTENTS

BACKGROUND FOR SPEAKERS

FOR EACH CONFERENCE
- ❖ Title
- ❖ Target group profile
- ❖ Briefs for presenters
- ❖ Discussion issues for sub-group work
- ❖ Presenter profiles

Annex 3

BACKGROUND FOR SPEAKERS

Under the ARLA (Assistance to the re-establishment of the Lebanese Administration), the European Commission provides support to the reform and re-habilitation of the Lebanese public administration. The project aims at strengthening the institutional and management capability of the administration in order to carry out the country's national reconstruction programme and to enhance economic recovery. The long-term aim is to achieve administrative reform through re-building a clean, efficient and public administration, able to provide basic services to economic agents and citizens, in line with the Lebanese tradition of a predominant private sector.

The project is now in the early stages of implementation and it is proposed to hold a series of inter ministerial conferences for top ranking civil servants at Director General grade, in the topics listed below.

<div align="center">

"MODERN PUBLIC ADMINISTRATION –
A LEBANESE PERSPECTIVE"

PROGRAMME
</div>

INTRODUCTORY SESSION   00 02 2001

Conference 1   00 02 2001
            TRENDS IN ADMINISTRATIVE REFORM

Conference 2   00 04 2001
            ETHICS AND ACCOUNTABILITY and CONTROL SYSTEMS IN PUBLIC
            ADMINISTRATION

Conference 3   00 06 2001
            PERFORMANCE ORIENTED PUBLIC ADMINISTRATION

Conference 4   00 08 2001
            PUBLIC SECTOR / PRIVATE SECTOR PARTNERSHIPS

Conference 5   00 10 2001
            REGULATORY REFORM AND DE-REGULATION

Conference 6   00 12 2001
            KEY ASPECTS OF HUMAN RESOURCE DEVELOPMENT

The stated purposes of the conferences are: -
    o   to promote a thorough discussion on administrative reform in Lebanon.
    o   to create, within the most senior levels of the Lebanese Public Administration, a desire
        for change and demand for reform in public administration.

This series of conferences comes at a point in the administrative reform process at which forward looking Directors General are focusing particularly on the mechanisms for and consequences of the implementation of reforms.

The subject areas for the conferences have been identified by the project team, in consultation with the Office of the Minister of State for Administrative Reform (OMSAR), the Civil Service

Board, the newly instituted Institute for Public Administration, and with selected representatives of the cadre of Directors General.

The topic of "e government" is conspicuous by its absence, and this is because it is the subject of a discrete project strand.

The purpose of the presentations is share experiences in public administration reform and development, reflecting the successes and the difficulties, and above all focusing on practical implementation issues.

As stated above, the target audience for the conferences is Directors General of whom there over 100. To encourage active participation and debate, the numbers for each conference are to be restricted to 20 –30 delegates. The brief profiles the sectors of the target audience for whom each conference is particularly relevant.

Each of the six conferences will follow a similar, active format, consisting of: -
- The presentation of papers related to the conference topic, by internationally respected figures from the arena of public administration and by senior project consultants, currently engaged in aspects of the ARLA project
- Working groups which will explore the presented themes and experiences in the light of their own ministries and reform initiatives.
- Plenary sessions to review and collate the findings from the working groups
- Publication of a conference proceedings document, which will contain the text of the papers given and the results from the working groups.
-

Your presentation should be 45-50 minutes in length and will be interpreted simultaneously into Arabic. Consecutive translation will be used during the working groups and plenary sessions. Please confirm that you will be able to make your presentation in English or French, or if not, let us know the language of your choice.

If you wish to use visual aids for your presentation, please indicate what medium / you will use.
- ❖ Power point
- ❖ Flip chart
- ❖ Whiteboard
- ❖ Overhead Projector.
- ❖ Handouts.

Items for translation will need to be sent electronically to the Project Office, care of ....
.... address ....@omsar.gov.lb, one month in advance of the conference date, with any relevant instructions.

The following are covered in the briefing pack for speakers.

- o Title of conference
- o Objectives for conference
- o Profile of participants
- o Brief for presentations
- o Workshop topics relating to each presentation
- o Profiles of speakers

FIRST CONFERENCE
Insert "BACKGROUND FOR SPEAKERS" from pages 19-20

TITLE OF CONFERENCE
TRENDS IN ADMINISTRATIVE REFORM

❖ AIMS FOR CONFERENCE
- o To explore the key elements of policy making, in relation to the modernisation and public administration reform.
- o To explore the application of new processes for creating policy in the Lebanese situation.
- o To promote the demand for reform within the public administration.
- o To explore how to create demand for reform in society.

❖ PROFILE OF PARTICIPANTS.
This conference has relevance for all senior civil servants, and will be of particular benefit to: -
- o Directors general whose remits are particularly centred on the policy-making function.
- o Directors general with responsibility for overall recruitment, development and management of public servants.
- o Directors general from the Ministry of Information

❖ BRIEF FOR PRESENTATIONS.

This conference is a "scene setter for the rest of the series", as well as concentrating on the key issues of policy making and the creation of a climate and demand for reform.

First presentation
"Trends in public administration", a practitioner's perspective

Suggested areas to be addressed by the presentation
- o The changing environment in which public administration operates.
- o Customer orientation
- o Raised expectations
- o Core policy making units
- o Contracting out of delivery functions
- o The shifting of the public / private boundaries.
- o Partnerships.
- o New steering mechanisms – contract and performance management.
- o Business type managerialism in the public sector.

Second presentation: -
Policy development for the new millennium

Suggested areas to be addressed by the presentation.

Policy generation, formulation and analysis, and the changes that have occurred in these processes to meet the changing demands on the public sector.
- o Outcome-focused policy making, which is based on shared goals.
- o Ensuring that policies address the needs of all affected by them.
- o Avoiding unnecessary burdens of regulation.
- o The strategic decision making process.

❖ WORKSHOP TOPICS RELATING TO PRESENTATIONS.

Focusing on the current realities of the ministries and agencies represented in your group, please address these questions: -

- ❖ What characterises the environment in which your ministry/agency currently operates. (Make specific reference to the presentation topics)?
- ❖ How "outward focused" are the activities of your ministry /agency currently?
- ❖ What scope is there for making the activities of your ministry /agency more responsive to the requirements of citizens, clients, business and civil society?
- ❖ How would the strategic decision making processes need to adapt in order to respond to the requirements of a more open stance towards citizens, clients, business and civil society?

Third presentation: -

"Creating demand for reform in public administration " the internal and external perspectives.

Suggested areas to be addressed by the presentation.
- ❖ Strategies and mechanisms for changing internal perceptions of the public sector and its role.
- ❖ Strategies and mechanisms for changing external perceptions of the public sector and its role.
- ❖ The role of the public information function in creating the demand for change.

Fourth presentation

Levels of demand for change in the public sector in Lebanon today.
"A case study of the Lebanese public sector, from the view point of the detached observer"

Suggested areas to be addressed by the presentation.
- ❖ An analysis of the perceptions of the changing role of the public sector in Lebanon today within the public administration and outside.

❖ WORKSHOP TOPICS RELATING TO PRESENTATIONS.

What are the key "Change messages" that need to be communicated currently to
- ❖ Civil Servants
- ❖ Citizens
- ❖ Clients
- ❖ Business
- ❖ Civil society

What are the most effective means of communicating these messages to each of these groups?

What means are currently available?

What means need to be created?

❖ PROFILE OF SPEAKERS

First presentation
>   A top level public administrator, with extensive and recent policy making responsibility, from a key government department, in a country with a public administration which is recognised to have successfully implemented reform in recent years.

Second presentation
>   A senior PMC consultant with responsibility for administrative reform and recent experience of working at a senior level in public administration.

Third presentation
>   A top level public administrator, with current or recent experience of managing changes, initiated by public administration reform, internally and externally through the public information organ of government.

Fourth presentation.
A public administration expert with expertise in the area of public relations and with recent experience of working in or with the Lebanese public administration.

<u>SECOND CONFERENCE</u>

<u>Insert "BACKGROUND FOR SPEAKERS" from pages 19-20</u>

❖ <u>TITLE OF CONFERENCE</u>
ETHICS, ACCOUNTABILITY AND CONTROL SYSTEMS IN PUBLIC ADMINISTRATION

    ❖ <u>AIMS FOR THE CONFERENCE</u>

- o To explore the requirements and elements of a code of ethics appropriate to a modern public administration.
- o To identify the basic elements for a code of ethics specifically relevant to the Lebanese public administration.
- o To identify the role and functions of an effective control system in public administration.

    ❖ <u>PROFILE OF PARTICIPANTS</u>
This conference has relevance for all top-level public servants.
Those with responsibility for the education and development of public servants and those with particular responsibilities in respect of the development of control systems should be represented. This workshop will also be of particular relevance for the Committee of the Central Inspection (Head of the Central Inspection, Director General of Research and Guidance, and General Education Inspector).

BRIEFS FOR SPEAKERS
First presentation: An option here is to have 2 speakers from countries with different experiences, to give 2 different perspectives on this theme.
<u>ETHICS AND ACCOUNTABILITY</u>

Suggested areas to be addressed by the presentation.

- ❖ An exploration of the practical need for a modified code of ethics in modern public administration.
- ❖ The elements identified, through experience, as the foundation of a modern code of ethics for the public servant.
- ❖ Putting in place and gaining acceptance for a modernised code of ethics

    ❖ <u>WORKSHOP TOPICS RELATING TO PRESENTATION</u>

3 groups, each looking at a different aspect of ethics in Public Administration.

Working group focus is to apply the issues raised by the presentations / papers delivered to the Lebanese context.

Responsibility
- ❖ How is the concept of "responsibility" changing for senior public administrators?
- ❖ What is the impact/likely impact on public administrators of new relationships between the public and private sectors?
- ❖ What issues are raised by the opening up of governmental activities to partnerships with the private sector and civil society?

❖ How can the requirement for loyalty to a range of stakeholders be reconciled with the concept of "responsibility"?
❖ What are the likely effects of the development of business management practices on the value of "responsibility" in public service?

Transparency, openness and service to the public.
❖ What are the parameters for the rights and obligations of public servants to inform and communicate?
❖ To what extent do current activities and behaviours in Lebanese public administration meet the requirements for transparency and openness engendered in the reform process?
❖ What are the likely consequences, for the behaviour of public servants, of the requirements for transparency and openness?
❖ How can the tensions and contradictions inherent in transparency and openness be reconciled?

Integrity.
❖ Does the business orientation of government have the potential to encourage corruption in the public sector?
❖ Does the value of "integrity" have a different meaning in the private and the public sectors?
❖ How can integrity be promoted?
❖ Are improved ethics and high government performance compatible?

BRIEF

Second presentation. This topic covers a large amount of material and only one presenter is proposed

CONTROL SYSTEMS IN PUBLIC ADMINISTRATION

Suggested areas to be addressed by the presentation: -
❖ Clarification of the role and strategy of central control institutions
❖ The distinction between the external and internal control systems and bodies
❖ Traditional audits and performance or efficiency audits
❖ Types of performance audits
❖ Purposes of performance auditing
❖ Control bodies.
❖ Economy, efficiency and effectiveness and objectives of types of controls
❖ Relationships of internal an external control

WORKSHOP TOPICS RELATING TO PRESENTATION

What characterises the control systems in Lebanese public sector currently
    a) in your ministry or agency
    b) external to your ministry or agency?
What purposes do these systems current systems serve?
How effective are they in achieving these purposes? Give details.
What additional control systems need to be put in place, and what purposes would they serve?
What new systems could be put into place immediately and how?

PROFILES OF SPEAKERS
First and second Speakers

A senior civil servant from an actively modernising public administration, who has current or recent direct involvement in and responsibility for the development of an articulated Code of Ethics for his or her own national public sector. Speakers should be identified from countries with different experiences.

Third Speaker
A current or recently retired top-level civil servant with experience of responsibility for public administration control systems in a situation where modernisation has taken place.

Proposed Dimitrios Sfikas, PMC Team Leader, former Inspector- General, Head of Central Inspection Institution, Greece.

THIRD CONFERENCE
<u>Insert "BACKGROUND FOR SPEAKERS" from pages 19-20</u>

TITLE OF CONFERENCE
PERFORMANCE ORIENTED AND CITIZEN CENTRED PUBLIC ADMINISTRATION.

AIMS FOR CONFERENCE
To open the debate on citizen centred and output oriented government and to explore the development of performance measurement.

PROFILE OF PARTICIPANTS.
This conference has relevance for all top-level public servants across the range of ministries.

BRIEFS FOR PRESENTATIONS
First presentation

Citizen centred public administration.

Suggested areas to be addressed by the presentation.

- ❖ Principles of public service delivery
- ❖ The development of public service delivery systems in respect of the establishment of consultative relationships with citizens, clients, the private sector and civil society eg "Peoples' panels"
- ❖ Consultation criteria.
- ❖ Integrated services.
- ❖ Transparent mechanisms for quality assessment.
- ❖ The development of specific initiatives which encourage and reward improvement in public service delivery. eg Citizens' and users' Charters

Second presentation

Quality development in public service delivery.

Suggested areas to be addressed by the presentation
- ❖ The application of the European Foundation of Quality Management "Business Excellence Model", experiences and benefits.

WORKSHOP TOPICS RELATING TO PRESENTATION

What principles currently underpin the delivery of public services in Lebanon?
Do these principles fully meet the needs of modern public administration and if not what gaps are there?
For which government functions in Lebanon is it particularly necessary to institute a consultation process?
What consultation mechanisms need to be put into place to ensure effective consensus?
What types of initiatives would encourage and reward improvement in public service delivery in Lebanon?

BRIEFS FOR PRESENTATIONS

Third presentation
Suggested areas to be addressed by the presentation: -
- ❖ The purposes of performance management and performance measurement.
- ❖ The benefits of performance management and performance measurement.
- ❖ The principles of effective performance management.
- ❖ Identifying the criteria for effective performance, from the perspectives of the taxpayer, the citizen and public sector managers.
- ❖ Public service agreements and other performance management mechanisms.

Fourth presentation
Suggested areas to be addressed by the presentation: -
- ❖ Identifying performance indicators for core government policy-making units and for government service delivery agencies.
- ❖ Developing and setting performance standards
- ❖ Scope
- ❖ Methodology
- ❖ Problems and solutions.

WORKSHOP TOPICS RELATING TO PRESENTATION

1.Consider and identify, for the Lebanese context: -
- ❖ the purposes and benefits of developing a performance management and performance measurement system.

2. Using as the focus a ministry or agency represented by one of your sub-group members, identify for that ministry or agency: -
- ❖ a series of specific performance indicators which will demonstrate effective performance to taxpayers, citizens and public sector managers.
- ❖ a range of quantitative and qualitative standards for these indicators.
- ❖ a benchmarking process for setting performance standards for the identified indicators.

PROFILES OF SPEAKERS

First presentation
Top level civil servant, with either current or recent experience of developing policies and establishing frameworks for consultation on public service delivery within a governmental policy development unit.

Second presentation.
Top civil servant with direct experience of the use of the Business Excellence Model in either a central policy making government department or in a government service delivery agency.

Third presentation
Senior civil servant who has had direct involvement in the development and establishment of currently operating performance measurement and management systems for government ministries.

Fourth presentation.
PMC consultant with experience of the Lebanese situation and practical experience and expertise in the field of the development of performance indicators and standards for the public sector.

FOURTH CONFERENCE

Insert "BACKGROUND FOR SPEAKERS" from pages 19-20

TITLE OF CONFERENCE

PUBLIC / PRIVATE PARTNERSHIPS

AIMS OF CONFERENCE

To explore the policies, strategies and experiences of the transfer of the responsibility for public service delivery to the private sector.

PROFILE OF PARTICIPANTS

This conference has relevance for all top-level public servants. It has particular relevance for: -
DGs who are based in agencies
DGs in Ministries with responsibility for tutelage of agencies
DGs in Ministries and agencies which provide services, which have not yet been considered as targets for privatisation and out-sourcing

BRIEF FOR PRESENTATION

First presentation
"Public sector / private sector partnerships - the scope and the limits"

Suggested areas to be addressed by the presentation: -

- ❖ An exploration of the potential range of types of public / private partnerships for the delivery of public services
- ❖ A wide-ranging review of formerly public services which have been and can be partially or totally transferred to the private sector.
- ❖ The limits to the scope of "privatisation" of public services? What are they? What are the core functions?
- ❖ Consequences of privatisation.
- ❖ Contractual relationships and contract management.
- ❖ Codes of practice for outsourcing services.

Second presentation
An objective review of the current situation in respect of public / private partnerships in Lebanon

Suggested areas to be addressed by the presentation: -
- ❖ The policy for public / private partnerships and its effectiveness.
- ❖ The range of partnerships which have been established.
- ❖ The services / functions that are currently outsourced or privatised.
- ❖ The success criteria that are applied to outsourced services and functions
- ❖ The successes and the problems.

WORKSHOP TOPICS RELATING TO PRESENTATION

Review the ministries represented in the sub-group:

❖   Identify for each its core policy making functions and its service delivery functions
❖   Identify services which are still provided directly.
❖   Consider each of these services in respect of its potential for outsourcing/privatisation.
❖   In each case what would be the benefits of privatisation and what would be the difficulties?
❖   How could the difficulties be overcome?

BRIEFS FOR PRESENTATIONS

Third presentation

"Dealing with the issues arising from privatisation."

This presentation is aimed at addressing many of the practical management issues faced by DGs during and after privatisation of services and the implications of the changes for the Ministry and for the agency concerned.

Suggested areas to be addressed by the presentation: -
❖   The principles of the contracting process and definition and allocation of responsibility.
❖   Definitions of service quality
❖   How to create regulatory bodies to guarantee the benefits of the system setting up control mechanisms and public monitoring mechanisms.
❖   Public Relations - presentational issues. How to "sell" privatisation to Ministries and to citizens and clients.
❖   Managing the changes in service provision
❖   HR considerations including dealing with re-deployment and retraining of civil servants, as a consequence of the privatisation of services.

Fourth presentation

Case study of privatisation in Lebanon with analysis which reflects the issues covered in the previous 3 presentations and the successes and difficulties encountered.

Joint presentation by a PMC expert and a selected DG in a Lebanese Ministry, who has been responsible for a successful service privatisation initiative.

WORKSHOP TOPICS RELATING TO PRESENTATION

❖   Reflect on the instances outsourcing / privatisation experienced by the group members and identify the issues which have had to be dealt with from the management point of view as a result of these examples.
❖   Consider how these issues could have been dealt with more effectively, in the light of the last 2 presentations.
❖   What mechanisms need to be put into place both inside and outside individual ministries and agencies to ensure that the effects of outsourcing and privatisation can be effectively managed by DGs and their teams

PROFILES OF SPEAKERS.

First Speaker
A senior public servant with recent or current strategic responsibility for public/private partnership development in an administration which is noted for effective and innovative approach in this area of activity.

Second Speaker
A public administration specialist with expertise in public/private partnership development and knowledge and experience of the Lebanese situation.

Third Speaker
A senior public servant who has specific experience of management and leadership in ministry or agency which has privatised significant services.

Fourth / Fifth Speakers
PMC consultant involved in the consideration of outsourcing / privatisation issues in Lebanese Public Administration, presenting jointly with a DG from a Lebanese Ministry, who has been responsible for a successful service privatisation initiative.

FIFTH CONFERENCE

Insert "BACKGROUND FOR SPEAKERS" from pages 19-20

TITLE OF CONFERENCE
REGULATORY REFORM AND DE-REGULATION

AIMS FOR CONFERENCE
To examine Regulatory Reform and De-regulation, together with the key aspects of regulatory review and implementation of reform, with special reference to the Lebanese situation.

PROFILE OF PARTICIPANTS
All senior civil servants.

BRIEF FOR PRESENTATION

First presentation
Suggested areas to be addressed by the presentation: -
* ❖ Definition of terms, regulatory reform, de-regulation and re-regulation.
* ❖ The regulatory reform process
* ❖ Sources of non-compliance

Second presentation
Suggested areas to be addressed by the presentation: -
* ❖ Regulatory Review – the most frequent problems (Regulatory Vacuum, Inadequacy, Pollution, Burden / costs, Inflation)
* ❖ Effective regulatory - review the key steps

WORKSHOP TOPICS RELATING TO PRESENTATION

Using as an example one of the ministries or agencies represented in the group, identify the following: -
* ❖ What are the main sources of to non – compliance?
* ❖ What would be the key foci of regulatory review
* ❖ What stakeholders would need to be consulted

Third presentation
Suggested areas to be addressed by the presentation: -
Regulatory impact assessment.
* ❖ What is it?
* ❖ When should it be undertaken?

Fourth presentation
Suggested areas to be addressed by the presentation: -
* ❖ A case study from a Lebanese ministry, which identifies clearly the specific problems (pollution, inflation, vacuum etc) in a block of legislation, and the recommended actions.
A case study prepared by PMC expert Tulio Morganti, or one developed along similar lines is recommended for this purpose.

Republic of Lebanon

Office of the Minister of State for Administrative Reform

Center for Public Sector Projects and Studies

(C.P.S.P.S.)

WORKSHOP TOPICS RELATING TO PRESENTATION

- ❖ What needs to be in place for effective regulatory reform to become an ongoing aspect of government in Lebanon?
- ❖ What structures and processes already exist to facilitate regulatory reform?
- ❖ What barriers are there in Lebanon to inhibit regulatory reform?
- ❖ How can the barriers be overcome?

PROFILES OF SPEAKERS

First Speaker

A senior Civil Servant with current or recent responsibility for and involvement in the introduction of strategic measures for regulatory reform and de-regulation, in. an administration which has made recognised progress in this field

Third Speaker

A senior Civil Servant with current or recent involvement in the process of regulatory reform and the assessment of its impact in an area of mainstream legislation.

Second and Fourth Speakers

PMC consultants with experience of the Lebanese situation and expertise in the field of regulatory reform and de-regulation, who has had the opportunity to develop relevant case studies in the course of missions to Lebanon.

SIXTH CONFERENCE
Insert "BACKGROUND FOR SPEAKERS" from pages 19-20

TITLE OF CONFERENCE.
ASPECTS OF HUMAN RESOURCE MANAGEMENT

AIMS FOR CONFERENCE
To examine the implications of the modernisation of public administration on 2 aspects of staff management
- ❖ Leadership
- ❖ Human Resource Strategies

PROFILE OF PARTICIPANTS
This conference has relevance for all senior civil servants. IPA and CSB should send representatives.

It is particularly important that those involved in the recruitment, preparation, deployment, re-deployment and training of civil servants are made aware of the results of the conference

BRIEFS FOR PRESENTATIONS

First Presentation.
"Leadership styles and modern public administration."
The purpose of this presentation is to explore the changes in leadership and management styles that have occurred as a response to the demands imposed by the trends in modernising public administrations (output orientation, performance management, public / private partnerships, increased freedom and accountability) and the need for continuous change management strategies.

Second Presentation
Suggested areas to be addressed by the presentation:
A study of current Leadership styles in operation in the Lebanese public sector, and how they can be adapted to meet the challenges of modernisation.

WORKSHOP TOPICS RELATING TO PRESENTATION

Basing the responses on experiences in the ministries or agencies represented in the group, identify the following: -
- ❖ The key changes which are currently occurring in respect of modernisation
- ❖ The aspects of leadership which need to be developed to ensure effective implementation of these changes through staff.
- ❖ Identify barriers to leadership style changes and strategies for overcoming them.

Third Presentation
"Human resource polices and strategies to meet the challenges of modernising public administration." This presentation is to demonstrate the response in a situation where the public service is covered by little legislation

Suggested areas to be addressed by the presentation: -
How key aspects of human resource management can be made responsive to the demands of public sector modernisation.

- ❖ Recruitment.
- ❖ Training
- ❖ Deploy and re-deployment and succession planning
- ❖ Performance management.
- ❖ Resource allocation process.

The key issues raised by prospective delegates during the diagnosis for the conference were

- ❑ How to make training provided centrally directly relevant to ministries' needs.
- ❑ How to identify training needs inside the ministry and how to judge if there are any results from training.
- ❑ How to provide training in administrative and management skills.

Fourth Presentation

"Human resource policies and strategies to meet the challenges of modernising public administration." This presentation is to demonstrate the response in a situation where the public service is covered by <u>extensive legislation.</u>

Suggested areas to be addressed by the presentation: -
How key aspects of human resource management can be made responsive to the demands of public sector modernisation.

- ❖ Recruitment.
- ❖ Training, including the decentralisation of training provision to ensure responsiveness.
- ❖ Deployment, re-deployment and succession planning.
- ❖ Performance management.
- ❖ Resource allocation process.
- ❖ Empowering line managers

The key issues raised by prospective delegates in advance of the conference were

- ❑ How to make training, provided centrally, directly relevant to ministries' and agencies' needs.
- ❑ How to identify training needs inside the ministry and how to judge if there are any results from training.
- ❑ How to provide training in administrative and management skills.

WORKSHOP TOPICS RELATING TO PRESENTATION

Identify the key human resource needs and issues facing the ministries or agencies represented in your group in terms of

- ❑ Recruitment.
- ❑ Training of staff at all levels.
- ❑ Deployment, re-deployment and succession planning.
- ❑ Performance management.
- ❑ Resource allocation process

What is currently available, to meet the needs and issues

What needs to be put in place to support effective human resource management in your Ministry or Agency?

PROFILES OF SPEAKERS

First presentation

A top-level public administrator, with extensive and recent direct involvement in initiatives to promote effective leadership styles in public administration.

Second presentation

A senior PMC consultant, with sufficient experience and research, within Lebanese public administration, and knowledge of modern leadership theories, to be able to provide an insightful analysis of the cadre of leaders.

Third and Fourth presentations

Two top level public administrator, with current or recent experience of strategic human resource management in the context of a modernising public administration. One should be from a country where there is little legislation now governing public servants, and one where the constitutional system is less flexible.

Annex 4
DESIGN FORMAT FOR CONFERENCE DESIGN INCLUDING TIMINGS.

ASSISTANCE TO THE
RE-ESTABLISHMENT OF THE LEBANESE
ADMINISTRATION

MODERN PUBLIC
ADMINISTRATION – A LEBANESE
PERSPECTIVE

INVITATION TO: -

A SERIES OF INTERMINISTRIES CONFERENCES
FOR SENIOR CIVIL SERVANTS.
INTRODUCTORY SESSION
BERUIT
FEBRUARY to December 2001

WELCOME MESSAGE

OMSAR MINISTER?

INTRODUCTION

The ARLA team extends a warm welcome to this series of Inter-Ministry Conferences.

The purpose of this series of conferences is to promote a thorough discussion, at a strategic level, on key issues relating to public administration reform in the context of the Republic of Lebanon in the 21st century.

These conferences will provide a forum for debate and for the exchange of ideas and experiences between senior public and private sector figures from both within and outwith the Republic of Lebanon.

Currently, change is the only constant factor in modern public administration, and change brings with it a wide variety of challenges and opportunities. Here in Lebanon the rehabilitation of the Public Administration after the Civil War brings additional, complex considerations in the efforts to restore Lebanon to it former role as a major commercial and cultural force in the Middle East.

The whole spectrum of public service concepts has to be addressed in creating a climate for the individual and organizational empowerment and development, which will harness and drive forward the initiatives for positive change.

The role of the public administration in relation to the citizen, the private sector and to civil society is an underlying theme for this series of conferences, which is intended open a vigorous debate on the future role and activities of the Lebanese public sector.

I look forward to meeting you all in the near future.

DIMITRIOS SFIKAS
TEAM LEADER
PMC
ARLA
00 00 2001

THEME
"MODERN PUBLIC ADMINISTRATION –
A LEBANESE PERSPECTIVE"

PROGRAMME
INTRODUCTORY SESSION   00 02 2001

Conference 1   00 02 2001
              TRENDS IN ADMINISTRATIVE REFORM

Conference 2   00 04 2001
        ETHICS AND ACCOUNTABILITY and CONTROL SYSTEMS IN PUBLIC
        ADMINISTRATION

Conference 3   00 06 2001
              PERFORMANCE ORIENTED PUBLIC ADMINISTRATION

Conference 4   00 08 2001
              PUBLIC SECTOR / PRIVATE SECTOR PARTNERSHIPS

Conference 5   00 10 2001
              REGULATORY REFORM AND DE-REGULATION

Conference 6   00 12 2001
              KEY ASPECTS OF HUMAN RESOURCE DEVELOPMENT

Conference methodology.

An initial, half-day session will expose the context for this series of conferences. It will introduce the theme and the topics for debate and will provide information about the speakers who are to be invited to present papers to stimulate discussion. It will also demonstrate the links between current initiatives for reform in Lebanon, the role of OMSAR and the ARLA project.

Each of the six conferences will follow a similar, active and probably familiar format, consisting of: -
- The presentation of papers related to the conference topic, by internationally respected figures from the arena of public administration, by senior European consultants, currently engaged in aspects of the ARLA project
- Working groups which will explore the presented themes and experiences in the light of their own ministries and reform initiatives.
- Plenary sessions to review and collate the findings from the working groups
- Publication of a conference proceedings document, which will contain the text of the papers given and the results from the working groups

VENUE
INTRODUCTORY SESSION   00 00 2001

14 00   Welcome and introductions by Chairman, Dimitrios Sfikas,
             PMC Team Leader

14.15   Keynote speech by.........Minister of State for
             Administrative Reform.

15 00   Presentation on the topics and speakers for the
             Conferences

16 00   Open forum

             Closure

Conference 1

TRENDS IN ADMINISTRATIVE REFORM

Venue 0 00 2001 to 00 00 2001

12 30	Lunch
14 00.	Welcome and Introduction from the Chair.....,
14.15	1st paper (Topic, name and position of Euro speaker.) Outline of paper / topic (as per brief)
15 00	2nd paper (Topic, name and position of PMC speaker) Outline of paper / topic (as per speaker's brief)
16 00	Group work. Question/s Rapporteurs
17 30	Break
18 00	

	Plenary session
	    Report back from each group
	    Discussion
	    Conclusions

20 00	Summary and close.
20 30	Dinner
10 00	Introduction of topic for the day
10.15	3RD paper (Topic, name and position of Euro speaker.) Outline of paper / topic (as per brief)
11 00	4TH paper (Topic, name and position of PMC speaker) Outline of paper / topic (as per brief)
12 00	Group work. Question/s Rapporteurs
13.30	LUNCH
14.30	Plenary session Report back from each group Discussion Conclusions

CONFERENCE TITLE & DATE / TIMETABLE	00 01 2001 INTRODUCTORY SESSION	00 02 2001 1. TRENDS IN PUBLIC ADMINISTRATION	00 04 2001 2 ETHICS AND ACCOUNTABILITY AND CONTROL SYSTEMS IN PUBLIC ADMINISTRATION	00 06 2001 3. PREFORMANCE ORIENTED AND CITIZEN CENTERED PUBLIC ADMINISTRATION
12.30		Lunch registration	Lunch and registration	Lunch and registration
14.00	Welcome and introduction from the Chair	Welcome and introduction from the Chair	Welcome and introduction from the Chair	Welcome and introduction from the Chair
14.15	Keynote speech Minister for Administrative Reform	1st paper "Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	1st paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	1st paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief
15.00	Presentation on the topics and speakers for the conference series	2nd paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)		2nd paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)
16.00	Open Forum	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs
17.30	Close	Break	Break	Break
18.00		Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions
20.00		Summary and close.	Summary and close.	Summary and close.
20.30		Dinner	Dinner	Dinner
10.00		Introduction of topic for the day	Introduction of topic for the day	Introduction of topic for the day
10.15		3rd paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	Second paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	3rd paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief
11.00		4th paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)		4th paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)
12.00		Group work Question/s Rapporteurs	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs
13.30		Lunch	Lunch	Lunch
14.30		Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions
16.30		Summary and close.	Summary and close.	Summary and close.

CONFERENCE TITLE & DATE	00 08 2001	00 10 2001	00 12 2001
TIMETABLE	4. PUBLIC SECTOR / PRIVATE SECTOR PARTNERSHIPS	5. REGULATORY REFORM AND DE-REGULATION	6. KEY ASPECTS OF HUMAN RESOURCE DEVELOPMENT
12 30	Lunch and registration	Lunch and registration	Lunch and registration
14 00	Welcome and introduction from the Chair	Welcome and introduction from the Chair	Welcome and introduction from the Chair
14 15	1st paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	1st paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	1st paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief
15 00	2nd paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)	2nd paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)	2nd paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)
16 00	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs
17 30	Break	Break	Break
18 00	Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions
20 00	Summary and close.	Summary and close.	Summary and close.
20 30	Dinner	Dinner	Dinner
10 00	Introduction of topic for the day	Introduction of topic for the day	Introduction of topic for the day
10 15	3rd paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	3rd paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief	3rd paper (Topic, name and position of Euro Speaker) Outline of paper / topic as per brief
11 00	4th paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)	4th paper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)	4thpaper (Topic name and position of PMC speaker). Outline of paper/topic (as per brief)
12 00	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs	Group work Question/s Rapporteurs
13 30	Lunch	Lunch	Lunch
14 30	Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions	Plenary session: - Report back from each group Discussion Conclusions
16 30	Summary and close.	Summary and close.	Summary and close.

Annex 5

EVALUATION STRATEGY.

The evaluation is designed to establish if the conferences
❖ were organised to maximum effect
❖ achieved their stated purpose
❖ if their stated purpose was appropriate to the objectives of ARLA and to the process of administrative reform in Lebanon.

The design for the evaluation strategy was arrived at as follows.
Initially success criteria were identified to provide an overall yardstick by which PMC and OMSAR can assess the delivery of series of conferences. They are sated below.

SUCCESS CRITERIA	MEASUREABLE OUTCOME
High level sponsorship within the Lebanese Public Administration	❖ OMSAR Minister demonstrates active support for the conferences through a letter to ministers, requesting that ministers identify appropriate DGs to be nominated to attend conferences. ❖ OMSAR Minister makes keynote introductory presentation at launch session. ❖ OMSAR Minister opens each conference.
Attendance at and active participation in conferences	❖ Level of attendance at each conference by target group, as indicated by acceptances of invitation to attend and actual attendance. ❖ . ❖ Length of individual attendance at each conference. ❖ Level of participation in sub-group work and plenary sessions as assessed by the PMC facilitator and demonstrated in the outputs from sub-group activities and plenary discussions
Effectiveness of conference inputs, materials and processes in creating a desire for change	❖ Quality of sub-group work results during the conference and stated commitment to implementation of change. ❖ Responses to end of conference evaluation questionnaire and responses to post conference evaluation questionnaire, which will identify the topics regarded by participants as being most applicable.
Reinforcement of key messages relating to reform	❖ Production and distribution of a conference proceedings document, which incorporates, for each conference, the papers which were presented, sub-group results and main conclusions about the way forward for administrative reform in Lebanon. (Distribution to PM, Ministers, OMSAR, conference participants)
Application of learning	❖ Through face-to-face interviews with selected participants to identify what changes they have been able to embark upon as a result of attending the conferences.

The next stage was the identification of stakeholders with an interest in the series of Inter-ministries Conferences and the nature of their interest in the effectiveness of the conferences, and therefore in the results of evaluation, was carried out. The results are listed below.

STAKEHOLDER	PURPOSE OF EVALUATION
OMSAR / HOST	To demonstrate that their sponsorship of the conferences was justified in terms of content, results and investment of time. To encourage further sponsorship of ARLA offerings
FUTURE PARTICIPANTS	To demonstrate usefulness / effectiveness / relevance of conferences To encourage future participation in events offered by ARLA
PMC / TEAM LEADER	To demonstrate effective use of project resources. To demonstrate appropriateness of conference content, processes, effects, organisation and administration. To provide evidence of application of learning.
ARLA TRAINING ADVISORS	To provide information which can be used a basis for review and for improvement in diagnosis and design of future conferences and workshops, in terms of meeting objectives, content, processes, effects, organisation and administration. To provide evidence of application of learning. To identify, if and where problems occurred, what caused them ➤ Diagnosis ➤ Design ➤ Materials ➤ Level / quality of presentation ➤ Quality / effectiveness of facilitation ➤ Administrative issues ➤ Pattern/ timing of delivery ➤ Applicability of learning
PRESENTERS	To provide information on effectiveness, relevance and applicability of their inputs
FACILITATORS	To provide evidence of the level of effectiveness of the execution of the role of facilitator. To provide evidence of application of learning
BMB / LDK (CONTRACTOR)	To demonstrate effective use of project resources To provide evidence for assessment of suitability of experts for this and future tasks.
CITIZENS OF LEBANON	To demonstrate commitment to and progress towards public administration reform To contribute to the creation of public will for reform
EU DELEGATION (IN LEBANON)	To demonstrate the progress being made in achieve the project terms of reference
EUROPEAN TAXPAYERS	To demonstrate effective use of taxpayers money

The expressed wish of OMSAR and PMC Team leader was that all stakeholder interests should be included in the evaluation design.

The next stage was the design of evaluation instruments to provide information for the identified stakeholders.

Given the total potential attendance at the conferences (10x50=500), a 100 percent sample end of conference questionnaire will be used. This is recommended because the target population for the conferences is small and would not render a valid minimum sample if the normal formula were to be applied.

Bearing in mind the workloads and demands on the time of the target group for the conferences, the evaluation will be designed for accessibility and speed.

This means using a multi – choice questionnaire format with provision for qualitative comments. Such a format will also facilitate the analysis of the results.

The use of these last two methods depends on resources available through ARLA and the willingness of the target group to allocate such time as would be necessary.

The analysis of the responses, to both the end of conference and post conference evaluation information, will be sent in the appropriate format to the stakeholders. Only the information relevant to the specific stakeholders will be sent, according to the table above.

For each conference, a similar format of evaluation questionnaire will be used, with questions 9 to 13 relating to the presentations and work group topic areas being filled in for each conference.

The information from the evaluation questionnaires should be collected collated and quantitatively analysed, and selectively disseminated to the relevant stakeholders, according to their interest as stated above.

ARLA
CONFERENCE SERIES
MODERN PUBLIC ADMINISTRATION – A LEBANESE PERSPECTIVE
CONFERENCE TITLE
DATE

Purpose of questionnaire.

Dear Colleague,

We hope that you have found your experiences while attending this conference both enjoyable and productive. In order for us to assess the effectiveness of the conferences, and more importantly so that any future events can be designed specifically to meet your preferences, it would be useful to have your reactions recorded on this questionnaire.

Thank you for your co-operation.

Please complete the following: -

Name

Ministry

Position

Length of service in this grade.

Please tick the appropriate boxes.

1. How well did the conference meet your expectations?

Entirely   Mostly   Partially   Not at all

2. To what extent were the topics of the presentations relevant to the priorities of the Lebanese Public Administration?

Entirely   Mostly   Partially   Not at all

3. To what extent were the topics of the working groups relevant to the priorities of the Lebanese Public Administration?

Entirely   Mostly   Partially   Not at all

4. To what extent were the topics of the presentations relevant to your own ministry?

Entirely   Mostly   Partially   Not at all

5. To what extent were the topics of the working groups relevant to your own ministry?

Entirely   Mostly   Partially   Not at all

6. How effective was the conference format, using presentations, working groups and plenary discussions?

Entirely   Mostly   Partially   Not at all

7 .Which aspect of the conference format did you find most useful?
Please list in order of usefulness.

Presentations   ☐

Working Groups   ☐

Plenary discussions   · ☐

8. Please indicate by allocating a score between 1 and 10, how useful you found the issues covered by the first presentation, "   ".

1	2	3	4	5	6	7	8	9	10

Low score   High score

9. Please indicate by allocating a score between 1 and 10, how useful you found the issues covered by the second presentation, "   ".

1	2	3	4	5	6	7	8	9	10

Low score   High score

10. Please indicate by allocating a score between 1 and 10, how useful you found the issues covered by the first working group "   "

1	2	3	4	5	6	7	8	9	10

Low score   High score

11 Please indicate by allocating a score between 1 and 10, how useful you found the issues covered by the third presentation, "   ".

1	2	3	4	5	6	7	8	9	10
Low score High score

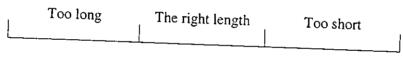12. Please indicate by allocating a score between 1 and 10, how useful you found the issues covered by the fourth presentation, "   ".

1	2	3	4	5	6	7	8	9	10
Low score High score

13. Please indicate by allocating a score between 1 and 10, how useful you found the issues covered by the second working group "   "

1	2	3	4	5	6	7	8	9	10
Low score High score

14. Please identify any additional issues that you consider could be usefully included in this conference on "conference title"

15. Please identify any of the topics or issues which you considered to be irrelevant to the conference theme?

16. Was the conference?

Too long	The right length	Too short

17. Were the days of the week on which the conference was held?

Convenient	Inconvenient

18. If the days of the week on which the conference was held were inconvenient, which days would be more convenient?

19. Was the conference venue?

Good	Acceptable	Partially Acceptable	Poor

20. If your response was "Acceptable", "Partially Acceptable" or "Poor", please state why.

21. Please list below topics that you would consider to be of interest for future conference of this type.

22. Would it be useful to repeat the conferences for?

    a.   Other DGs and Category I civil servants.

    b.   Category II civil servants

    c.   Others – please state whom.

23. Additional comments

Annex 6 Profile and role of conference facilitors.

Profile

❖ High level of expertise in facilitation.
❖ Knowledge of topic of workshop, in context of Public Administration reform and modernisation.
❖ Understanding of the current situation in Public Administration reform in Lebanon and of the role in Public Administration of Directors General.
❖ A complete understanding of the ARLA project objectives and elements, and commitment to ensuring they are furthered through the medium of the conferences.

Role

❖ To create participative, open, safe atmosphere during the workshop for discussion
❖ To ensure participation/contribution by those attending the conferences
❖ To explain and manage the all aspects of the workshop process
❖ To set scene and link sessions / days
❖ To introduce sub-group work and if necessary input relevant information, if the preceding presentation did not do so, or lacked clarity or focus.
❖ To ensure that the results of the workshops are translated as they are produced so that they are available for chairperson and facilitator during plenary sessions, and for reproduction post - conference
❖ To ensure discursive, summary, and review processes occur
❖ To ensure completion / adaptation of process as necessary
❖ To encourage consensus and consensual approach
❖ To "embed" sustainable results

Annex 7 Remit of co-ordination committee.

❖ To identify specific dates and book venues for the Launch Session and Conferences, within the project budget constraints.
❖ To complete details in pro formas in "Conference Programme" once relevant agreements have been reached. (Dates, Names of Speakers, Summary programme etc)
❖ Design, reproduce and distribute invitations to the conferences
❖ To produce the "Conference programme" according to the agreed design at Annex 4
❖ To collate equipment requirements for each conference and ensure that they are provided
❖ To ensure relevant materials collected from presenters, are prepared, reproduced and distributed
❖ Prepare and reproduce copies of the work group questions relevant to each conference.
❖ To identify, quality control and book interpreters for the events, simultaneous for presentations and consecutive for sub-group work and plenary sessions.
❖ To organise all "domestic" issues, including main and supplementary rooms, seating, lighting, meals, breaks, overnight use of room etc.,
❖ To monitor invitation response and attendance, and adapt other arrangements accordingly.
❖ Organise translation and interpretation as appropriate.
❖ Organise process by which sub-group findings will be recorded and translated, provided to the speakers and facilitator during plenary sessions, collated and reproduced in the form of a conference document.
❖ To clarify issues relating to and arrange payment of expenses as relevant etc.
❖ To monitor the use of the conference budget
❖ To collate conference proceedings and oversee production of conference document

Annex 8 Resource Implications

For Each conference the following resources will be required.

Overnight accommodation for :- 20-30 delegates 3-4 speakers depending on the conference 1 Facilitator 1 Chairperson 1 Organiser from PMC 2 Interpreters Total Max 40 Bed and Breakfast @$75	
2 x lunch for 40 people.=80@ $15	
1 x dinner for 40 people.=40@ $20	
Refreshment for breaks.=160@ $4	
Room hire 1 large and 1 small room.	
Interpreters.2x2 days @ $400 per day	
Foreign presenters' travel. 2 return flights per conference	
PMC presenters' travel. 2 return flights per conference	
Visiting presenters additional accommodation and per diem	
Programme production	
Folders	
Reproduction – materials and conference procceedings document.	
Badges, and miscellaneous items	
Equipment hire	
Coach hire to transport delegates and organisers to and from the venue.	
SUB TOTAL	
Visiting presenters fees (should it be necessary) @ 500Euro per day	
TOTAL	

Annex 9 Risks

RISKS

- ❖ The potential conflict within OMSAR and in CSB / NIAD / IPA over whose the "right" it is determine the design and to manage the delivery of the conferences, which will lead to confusion and deadlock.

- ❖ In the absence of continuous, ongoing and specific responsibility for the conference delivery being vested in one consultant, the coherence and impact of the workshops will be diluted. At worst they may not happen, because of the disjuncture between design and delivery, and also between delivery and evaluation. Additionally the functioning of the co-ordinating committee will need to be monitored closely to ensure that there is no slippage.

- ❖ The conferences are ad hoc in the sense that they are outside of any articulated PMC training strategy for senior civil servants and are not part of an articulated training policy and strategy for Lebanese PA. It will be necessary to ensure that there is no duplication of effort.

- ❖ Failure to identify and supply sufficiently skilled and experienced facilitators from within the project team will result in a failure to put across the relevant messages with sufficient force.

- ❖ The possibility that speakers of a sufficiently high calibre will be unwilling to contribute presentations without payment of a fee.

- ❖ Briefing of external speakers will have to be fully managed to ensure that the right messages are put over and established during workshops.

- ❖ Sufficient resource is not provided to make the conference venue attractive to the target group.

- ❖ Failure to employ skilled interpreters