

ARLA PROGRAMME

Government of Lebanon

Office of Minister of State for Administrative Reform

PROGRAMME MONITORING CONSULTANCY

MONTHLY PROGRESS REPORT (MR10)

May 2001

Beirut, May 2001

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1 Introduction

This report covers the activities and progress of the PMC within the ARLA programme during May 2001. It is structured on the basis of an approved format that reflects the staffing issues, performed activities during the reporting month, planned activities for the next month and administrative issues of concern.

The EU Monitoring and Evaluation Team was on site (May 15 – 25) during which time meetings were held between the Monitors and the PMC Team members to discuss and review the project performance. The EU Task Manager was also here to review the project and hold preliminary discussion on the Work Plan July 2001 – June 2002. During her stay, the EU Task Manager held several meetings with the PMC Team and the PMC Team Leader.

A draft Work Plan July 2001 – June 2002 was completed and presented to OMSAR for review and comments.

A major conference was organized by OMSAR on the Role of the State to which the PMC members attended.

The following documents were submitted during the month of May:

Day	Document	Destination
7/05/01	Final mission report of Social Protection Experts Mr. de Thun, Dr. Taylor and Mr. Farhat.	OMSAR
7/05/01	PMC Quarterly Report January – March 2001	OMSAR/EU Delegation
7/05/01	Final Report on the short term mission to CAS from 18 April to 4 May 2001	OMSAR
22/05/01	Final draft of ToR IAP “Reform of Consumer Protection” sent to Minister of Econ. & Trade for endorsement	MoET
28/05/01	Final version of the General Policy Framework of Administrative and Organizational Development for the Central Inspection.	OMSAR

2 Staffing

2.1 Long Term International Experts

All the Long Term Experts were on board for the entire period during this month. The positions for the Senior Training Expert and Senior IT Expert were still vacant.

Table 1 summarizes the Long-term staff situation during May 2001.

2.2 Medium and short term international experts

Several short term experts were on mission during this month. Mr. Simon Watt, ST Local Government Expert was requested on 30 April for a six-week mission. His approval came on 7 May to start on 10 May 2001. His mission involved the follow up on the work of Task Group established for Local Governments and further the drafting of ToRs for two projects to be funded by the EU under the ARLA programme.

Dr. Lian Catinis, ST ICT Expert, who is currently contracted for a 2 man-month mission, spent the entire month of May working at the Core agencies on the development of a data base for the CSC and the identification of IT needs in the CoA and CI. Dr. Catinis' mission approval request was submitted to OMSAR 19 April and was approved 22 April. He is currently on assignment since 24 April 2001.

Mr. Johansson completed his three-week mission on May 7 that started on 17 April. During May, Mr. Johansson generated his mission completion report for submission later on in May following its discussion with the PMC Team Leader.

A mission request for Mr. Ruddi Vaes, ST Performance Measurement Framework expert, was submitted back on 1 March 2001 for five weeks to be carried out in two parts. It was approved the same day. On 28 May 2001, Mr. Vaes started the second part of his mission that would eventually carry him through June 2001. Mr. Vaes's mission is expected to elaborate on the framework for performance improvement planning in Lebanese Public Institutions and produce a system framework for Performance Measurement within the Lebanese Public Administration.

Mr. Martin De Graaf who was on board from 9 to 24 May was completing his third leg of his 9-week mission that was initially approved on 15 March 2001. Mr. de Graaf was carrying on with the tasks for the preparation of the Performance Improvement action plans and the review of the progress made to date by the OMSAR staff assigned to this activity.

Mr. Peter van Stuijvenberg's 10-day mission was requested for and approved on 11 May 2001. During his stay, Mr. Stuijvenberg reviewed the Project implementation progress, prepared for and met with the ARLA Monitors, contributed to the Work Plan July 2000 - June 2002 and held consultation with OMSAR related to the programme.

Table 2, summarizes the Short Term International staff situation during May 2001.

2.3 Local experts

All Local Long Term Expert were on board during this month. There were also four STE involved on various missions. Dr. Abbas Farhat, Social Sector expert, doing the necessary follow up with the NSSF and the Ministry of Social Affairs on the basis of the submitted report..

Mr. Ghassan Chahadeh, ST Local Government Expert, was involved as the local counter part for Mr. Watt. During the 21 days Mr. Chahadeh spent on the project, he provided guidance and established contacts necessary for the Foreign Expert to conduct his mission. This entailed various meetings with Ministry of Interior officials and other agencies affected by the mission.

Dr. Zoha Khalil, ST Statistics expert, completed her approved 3 months at the CAS in May. However, Mrs Khalil remained on the job without an extension of her mission contract. Dr. Khalil was involved with work assignments by the CAS Director General.

Mrs. Nayla Younes was involved for a portion of the month and provided English to Arabic translation as required by the project.

The schedule of short and long term local staff deployed during the reporting period is presented in table 3.

2.4 Attendance Sheets

The attendance sheets, including details of travel, leave and sickness of PMC staff are included in Appendix A. These cover the long-term and short-term local experts. These sheets are subject to amendments following their presentation to OMSAR on a quarterly basis.

Annex 3. Resource Utilisation Report

Long term experts

The schedule of long term staff deployed from the start of the project until the end of May 2001

Table 1

Approval Reference	Long term expert positions	Name of staff	Man Months			Budget position in Euro's					
			This month	Total Used	Available	Balance	This month	Total Spent	Budget available	Balance	
C.V. in contract EU OMSAR 25/8/00	Team leader	-	-	4.663				-	60,623		
	Team leader	Dimitrios Sfikas	0.871	9.777	30.000	15.560	11,323	127,101	390,000	187,724	202,276
C.V. in contract EU OMSAR 25/8/00 EU OMSAR 24/01/01	Project Management Expert	-	-	0.700				-	9,100		
	Project Management Expert	-	-	4.200				-	54,600		
	Project Management Expert	Martin Van Golverdinge Schut	1.000	4.290	30.000	20.810	13,000	55,770	390,000	119,470	270,530
C.V. in contract	Monitoring and Evaluation Expert	Walter Kolkma	0.968	17.755	30.000	12.245	12,584	230,815	390,000	159,185	
EU/OMSAR 20/03/01	Public Services Modernisation Expert	Tullio Morganti	1.000	2.152	30.000	27.848	13,000	27,976	390,000	362,024	
EU/OMSAR 23/6/00	Public Administration Expert	Geert Tuinier	1.000	9.342	30.000	20.658	13,000	121,446	390,000	268,554	
C.V. in contract	Information Technology Expert	-	-	3.300	20.000	16.700	-	42,900	260,000	217,100	
	Training Expert	-	-	0.000	30.000	30.000	-	-	390,000	390,000	
C.V. in contract	Procurement and Contract Mgt Expert	John Hiddleston	1.000	14.001	20.000	5.999	13,000	182,013	260,000	77,987	
EU/OMSAR 24/10/00	Statistics Expert	Idilio Freire	1.000	4.600	20.000	15.400	13,000	59,800	260,000	200,200	
	Subtotal		6.839	74.780	240.000	165.220	88.907	972.144	3.120.000	2.147.856	

Rate : 13000 euro / man month

Resource Utilisation Report

Short term experts

The schedule of short term staff deployed from the start of the project until the end of May 2001

Table 2

Approval Reference	Short term expert positions	Name of staff	This Month			
			mm	Euro	Start date	End date
OMSAR 01/03/01	Performance Measurement Syst.	Ruddi Vaes	0.129	1,871	28-May-2001	31-May-2001
OMSAR 07/05/01	Local Government	Simon Watt	0.71	10,295	10-May-2001	31-May-2001
OMSAR 15/03/01	Performance Improvement Expert	Martin de Graaf	0.516	7,482	9-May-2001	24-May-2001
OMSAR 24/04/01	Information Technology	Lian Catinis	1.000	14,500	1-May-2001	31-May-2001
OMSAR 03/04/01	Statistics Expert	Sten Johansson	0.194	2,813	1-May-2001	7-May-2001
	Total STE for this month		2.549	36,961		
	Other Short Term Experts prior to current month		33.553	486,519		
	Subtotal STE		36.102	523,479		
OMSAR 11/05/01	Backstopping (equivalent to short term man months*)	Pieter van Stuijvenberg	0.1077703	1,563	15-May-2001	24-May-2001
	Other Backstopping missions prior to current month		1.24723	18,085		
	Subtotal Backstopping		1.355	19,648		
	TOTAL		37.457	543,127		

Rate STE = Euro 14500 / month

Total budget for Medium and short term Staff : Euro 1,725,500

* Based on DSA of US 141 per day @ May 2001 exchange rate of Euro 0.9023

Resource Utilisation Report

Local Experts

The schedule of local experts deployed from the start of the project until the end of May 2001

Table 3

Approval Reference	Local expert positions	Name of current staff	This month			Total from start		
			mm	Euro	Start date	End date	mm	Euro
C.V. in contract	Programme Mgt Expert	Nazih El Jor	1.000	6,000	30-Sep-1999	1-Jul-2001	19.460	116,760
OMSAR 30/6/2000	Administrative Modernisation Expert	Adnan Iskandar	1.000	6,600	1-Jul-2000	1-Jul-2001	9.633	63,578
OMSAR 30/06/2000	IT Expert	Walid Lawand	1.000	3,100	1-May-2001	1-May-2002	13.000	40,300
OMSAR 11/12/00	Financial Administrator	Nohad Khalife	1.000	4,500	2-Jan-2001	2-Jan-2002	5.000	22,500
OMSAR 16/11/00	Statistics Expert	Zoha Khalil *	0.043	258	29-Jan-2001	29-Mar-2001	3.000	18,000
OMSAR 13/03/01	Social Protection	Abbas Farhat	0.645	3,870	1-May-2001	31-May-2001	4.058	23,448
OMSAR 02/02/01	Translator	Nayla Youness	0.419	1,676	2-May-2001	24-May-2001	3.233	12,932
OMSAR 09/04/01	Local Government	Ghassan Chehadeh	0.677	4,062	7-May-2001	28-May-2001	1.200	7,200
	Other Local Experts prior to current month						2.957	15,327
	Total		5.784	30,066			61.541	320,045

Rate : variable, but not beyond Euro 7000 / month
Total budget available : Euro 739,500

* Zoha Khalil Actual input is 1 mm but only 0.043 are invoiced due to the unfinalised procedures for the extension of her mission

3 Activities

3.1 Activities during May 2001

a. Team Leader/Sr. Public Administration Expert (Dimitrios Sfikas)

- Monitoring interviews with the EU Monitoring and Evaluation Team (15-25 May 2001). Presentations and discussions on the ARLA progress and performance. Debriefing meetings with the EU Monitors;
- Participating in discussions at the OMSAR/PMC/EC Delegation general meeting with the EU Task Manager Mrs. Maria Alves (17 May) on ARLA/PMC programme (see minutes of the meeting);
- Participating in a closed meetings with OMSAR/EC Delegation/M&E Team/BMB Project Director and the EU Task Manager (23 May) for the presentation of the PMC Work Plan 2001 – 2002;
- Participated in meetings with the EU Task Manager at the Ministry of the Interior (21 May), Economy and Trade (22 May) and Finance (23 May) for discussions on the on-going sectoral projects or the identification of new projects;
- Participated in a de-briefing meeting with the OMSAR Minister and the EU Task Manager (24 May);
- Held various discussions with the ARCADIS/BMB Project Director on various issues (Work Plan, PMC performance, team composition, task allocation);
- Drafting parts of the PMC Annual Work Plan July 2001 – June 2002, notably chapters on Improvement of Bureaucratic Efficiency and Responsiveness (section 2.1.4.3), the Central Inspection, ICT coordination and Assistance to the Ministry of Finance. Reviewing individual papers of the PMC staff related to the preparation of the new WP and finalizing the text of the WP;
- Finalizing the report on a General Policy Framework for the Central Inspection and formal submission to OMSAR/CI for approval (28 May);
- Updating of the operational plan for Performance Improvement of the Central Inspection;
- Review of the PMC Monthly Report of April 2001;
- Review the Mission Reports on Social Protection and Social Security in Lebanon (Taylor/Herbais de Thun). Submission to OMSAR (7 May);
- Review of the Mission Report on a Strategic Plan for CAS (Johansson); Submission to OMSAR (18 May);
- Review of the mission/progress report on Performance Improvement Planning (PIP) in public institutions (M. de Graaf);
- Meetings with H. E. Minister Fouad El-Saad concerning:
 - progress on activity plans of the Civil Service Council and the Central Inspection (2 May/28 May);
 - the action plan on de-bureaucratization/simplification of procedures (4 May/30 May);
 - the IT activities in the core administrative agencies/CSC, CoA, CI (15 May);
 - the formation of areas of assistance to the Municipalities (15 May & 29 May)
- Presentation of the PMC Progress Report to Central Administration of Statistics (CAS) in a joint meeting of OMSAR/EC/DG of CAS (2 May);
- Attendance of a Workshop on the “Role of the State” in Lebanon (21 – 23 May) organized by OMSAR and an open forum at the Institute of Finance on the various donor-projects in the Ministry of Finance (30 May);
- Supervising the activities of the ST subject matter specialists.

b. Project Management Expert (Marten van Golverdinge Schut)

- Participated in meeting Task Force for Manual of Procedures;
- Briefed STE Local Government on arrival;
- Discussed project matters with BMB Project Director;
- Had meeting with Monitors;
- Briefed STE Performance Measurement Expert on arrival;
- Contributed to the search for candidates for STE missions for Citizen's Charter;
- Prepared several RFA's for STE missions;
- Attended and wrote minutes of PMC Staff meetings;
- Attended joint OMSAR/EU/PMC meetings;
- Worked with LFA on finance and budget issues;
- Coordinated and contributed to the preparation of the Work Plan '01-'02;
- Worked on the draft Manual of Procedures.

c. Monitoring and Evaluation Expert (Walter Kolkma)

Main activities:

- Contribution to preparation of PMC Work Plan July 2001 - June 2002 through participation in meetings, drafting of sections, and delivery of comments.

Subsidiary activities:

- Finalisation of PMC Quarterly Report January - March 2001;
- Testing of performance rating system module as programmed in MEDAT;
- Data entry in MEDAT system for period January - March 2001;
- Instruction regarding design and programming of security / access system in MEDAT;
- Development of ToR for printing module programmer to include full fledged printing module in MEDAT;
- Some work on procedures manual;
- Meeting with Ministry of Labour regarding ToR of the MSC Labour / NEO; internal meetings in OMSAR;
- Integration of comments MoL and NEO into a new version of the ToR for Ministry of Labour / National Employment Office;
- Finalisation of ToR for STE Local Government;
- Several meetings on preparation of assistance package for the Municipal sector, coaching of STE, and local expert;
- Writing of memo on CAS Report Institutional Development Expert;
- Meetings on occasion of visit EC Task Manager, writing of draft minutes;
- Meeting with EU Monitoring and Evaluation Team ;
- Small revisions to the ToR for the Immediate Action Package Consumer Protection and submission to stakeholders;
- Revision of / integration of comments on the concept Paper Telecoms and submission to stakeholders;
- Revision and finalisation of MSC Telecoms, in particular procurement system for software development, databases, etc.;
- Participation in one morning of the OMSAR workshop Role of the State;

- Preparation of a memo for OMSAR regarding Institute of Finance;
- Preparation of comparative table PMC Work Plan July 2001 - June 2002 for meeting with EC Task Manager;
- Participation in meeting with Ministry of Finance regarding assistance package; preparation of internal minutes afterwards;
- Preparation of memo email regarding comments on the draft final report of the IAP 'Seafarers and Ships';
- Minor other jobs regarding coordination of sector programmes (customs, MSC MoET), etc (communications regarding PIP);
- File maintenance for PMC on shared folders.

d. Senior Public Administration Expert (Geert Tuinier)

- Preparatory activities for the design of an audit training programme for the COA.
- Preparation of training document on financial auditing for the COA.
- Updating of the Operational Plan for Performance Improvement & Modernization COA.
- Meeting with Minister Saad and COA TASK Force on COA development issues.
- Contributions to PMC Work Plan.
- Review and analysis of social security studies.
- Participation in Workshop "Role of the State".
- Participation in several meetings: PMC/OMSAR/MT/EC Delegation on ARLA Programme.
- Meetings with potential candidates for the position of external auditor for the COA.

e. Procedures Simplification Expert (Tullio Morganti)

- Meeting for definition of line of action with General Director and Staff of Research and Guidance Administration;
- Draft policy statement for the launching of a Simplification programme, prepared for H.E. Minister Saad;
- Draft of first annual action plan for Interdepartmental Simplification and De-bureaucratization;
- Draft of rules defining simplification methods and remedies.
- Participation in drafting of project Work Plan July 2001 – June 2002.

f. Procurement & Contract Management Expert (John Hiddleston)

- Participated in PMC meetings
- Prepared regular Procurement Progress Reports.
- Produced Procurement & Contract Management section for PMC Procedures Manual including updating of procurement Task Sheets.
- Continued assistance with preparation of PMC work plan for period July 2001 to June 2002.
- Attended various meetings with Task Manager during her mission in May 17/05/01
- Worked with Task Manager, EC Delegation, Ministry of Telecommunications and OMSAR to establish responsibilities and modalities for procurement of Training, Office/ICT Equipment and Specialised Databases & Software within the Telecommunications Regulatory Authority MSC.
- Prepared Service Procurement Notice for "Telecommunications Regulatory Authority" MSC tender.
- Worked with EC Task Manager and Procurement Specialists to establish correct formats and documentation templates for upcoming MSC tenders
- Discussed EC procurement procedures with Mr Yngve Engstrom, visiting EC Commission Procurement Coordinator.

- Attended OMSAR “Role of State” workshop.
 - Reviewed draft final report for Ministry of Transport IAP contract “Capacity Building in Certification of Lebanese flag Seafarers & Ships” and distributed copies for comment.
 - Participated in meetings with ARLA Monitoring & Evaluation team during their third mission.
 - Continued efforts to organise completion of Terms of Reference for the MSC “Support to the Institutional Reform of Ministry of Economy & Trade”
 - Continued participation in Task Group preparing ARLA Procedures Manual
 - Discussed further revision of ToRs for two IAPs “Preparation for establishment of Trade Policy Unit” and “Reform of Consumer Protection” with STE, officers of Ministry of Economy & Trade, EC Delegation and Task Manager.
 - Prepared “Request for Approval” of mission for STE Subject-matter Specialist to complete ToR for MSC “Support to Institutional Reform of Ministry of Economy & Trade.
- g. Senior National Accounts Statistics Expert located at the CAS (Idilio Freire)**
- Worked closely with the IDE, in the preparation of the «Detailed work plan to implement the CAS Strategy», point 5 and annex 4 of his final report. Presentation of the Work Plan at OMSAR on 3 May.
 - Follow-up of the work in CAS, including next activities to execute.
 - Conclusion of global correspondence tables between the work of the National Accounts nomenclature, the Central Product Classification and the ISIC (nomenclature of activities) classification.
 - Continuation of the work to classify the foreign trade (correspondence table) between the Harmonised System (available) and the National Accounts nomenclature (needed). This task is almost ready.
 - Worked full time with the INSEE expert (Sophie Bourrel) in the pre-installation of the software ERETES.
 - Preparation of the CAS Work Plan to include in PMC Work Plan July 2001 – June 2002.
 - Several meetings in CAS and OMSAR (presentation of the CAS Work Plan in OMSAR, meeting in OMSAR with the EU, OMSAR and PMC delegates, meeting with the monitoring mission, among others).
- h. Local Administrative Modernization Expert (Adnan Iskandar)**
- Worked in the committee on the Performance Appraisal system to be applied at the CSC;
 - Contributed to the development of the Citizen’s Charter concept to be part of the next Work Plan;
 - Assisted in the preparation of the workshop on the Role of the State and participated in certain sessions held afterward;
 - Participated in discussions related to the Work Plan July 2001 June 2001 and preparation of some of the parts that relate to the Civil Service Council;
 - Participated in a number of internal meetings relating to a variety of issues (these meetings have totaled 26 hours in May).
- i. Local Project Management/Capacity Building Expert (Nazih El-Jor)**

Training Related Activities

- Generating training section of the Work Plan July 2001 – June 2002 and coordinating with the rest of PMC team for incorporating their training requirements within the established training programme;
- Holding meetings with Performance Improvement Planning Task Force members to discuss Fact Sheets section in PIP manual;
- Incorporating final reviews and making necessary changes in Fact Sheets for the PIP manuals;

- Holding several meetings with Local Governance OMSAR/PMC Task Force regarding Local Governance seminar arrangements and planning;
- Reviewing the Training Needs Assessment results for establishing a preliminary training programme for Grades III and IV employees;
- Consulting with PMC and OMSAR experts regarding the changes suggested in the Inter-ministries conferences in relations to the topics and expert profiles;
- Coordinating mission kick off of ST Performance Indicators Expert with OMSAR IDU Director.

- ***Other Activities***

- Coordinated with the Social Protection expert and the National Social Security expert for the generation of the final mission report draft by reviewing, editing and making all necessary changes;
- Coordinated all the translation activities of Arabic documents required in English for the PMC Experts and document required in Arabic by OMSAR and other public institutions/agencies;
- Attended conference on the Role of the State for two consecutive days;
- Orienting the Local STE in Local Government regarding matters related to the project structure and his mission requirements within the framework of his ToRs;
- Started working on the Annual Work Plan July 2001 – June 2002;
- Assisting the PMC foreign experts in obtaining their residency permits by coordinating with the General Security and the Ministry for all required formalities and personally handling all needed logistics;
- Meeting with Project Monitors for reviewing of project activities and other related matters;
- Generating April 2001 monthly report;
- Attending meeting held between the EU Task Manager, the EU Delegation representative, OMSAR personnel and the PMC team and generating minutes of meeting;
- Writing the article on training for the OMSAR/PMC Newsletter;

j. Local Systems Analyst Expert (Walid Lawand)

- Start designing and developing the workflow of the Identification & Assessment phase of the system. These include : Preparation of Bid Document, Advertising, Selling Bidding Documents, Site Visit, Pre Bid- Meeting, Q&A – clarifications, Bid Submission, Amendments, Bid opening, Evaluation, Award. Each of the stated processes has been developed separately and correspondent tables were built accordingly to reflect the pre-studied workflow.
- Awaiting outcome of discussion with Procurement officer and Financial officer for payment process analysis and design.
- Design the new added structure of the database.
- Developed the performance rating system for the known 5 levels of the system.
- Study and start developing the security system including levels and privileges required by the monitoring expert.
- Finish and deliver Release 4.0 including all stated activities.

k. Local Finance Administration Expert (Nouhad Khalife)

- Participating in several meetings with the BMB Project Manager for the preparation of the next Work Plan July 2001 – June 2002
- Preparing the detailed budgets for the Work Plan July 2001 – June 2002 components, in Annexes 4 and 5
- Preparing the financial issues related to the Manual of Procedures, from the design of the financial Formats to the narrative text
- Participating in various administrative & technical PMC meetings.

- l. Foreign ST Performance Measurement Framework Expert (Ruddi Vaes) – (May 28 – 31)**
 - Holding meetings with the various concerned individuals at OMSAR and at external agencies in order to establish the Performance Indicators manual to be proposed for the Lebanese Administration;
 - Generating the Performance Indicators manual applicable to the Lebanese Administration.
- m. Foreign ST Performance Improvement Expert (Martin de-Graaf) – (May 9 – 24)**
 - Following up on the development of the PIP exercise in view of the work that had already been accomplished at the selected four agencies;
 - Holding meetings with the PIP OMSAR Task Force and coaching them on the next plans to be followed with regards to the programme;
 - Holding meetings with OMSAR officials to discuss the PIP project and explore its continuation in other agencies;
 - Contributing to the development of the Work Plan July 2001 – June 2002 by producing various sections related to the PIP programme and other activities;
 - Participated in various meetings held with the EU Task Manager, the EU Delegation and OMSAR senior officials to review and discuss the ARLA programme.
- n. Foreign ST Statistics Expert (Sten Johansson) – (May 1 – 7)**
 - Following up on the work previously planned for at the CAS such as the CAS 2001 Work Plan, the new statistics law, the ARLA Work Plan July 2001 – June 2002;
 - Meeting with OMSAR, EU Delegation, PMC and CAS staff to present and discuss the CAS 2001 Work Plan;
 - Meetings with various concerned parties to discuss proposed time tables and CAS related projects as per Work Plan;
 - Generated parts of the mission completion report and reviewed previous reports for eventual submission to OMSAR.
- o. Foreign ST Local Government Expert (Simon Watt) – (May 10 – 31)**
 - Start of 6 weeks mission into the preparation of 2 ToRs for projects in the sector of local administration on 11 May: familiarization with the assignment and with ARLA-PMC
 - Participation in several Municipalities Task Group meetings
 - Preparation of summary papers for the Task Group
 - Meetings with Ministry of Interior and Municipalities, OMSAR, USAID/SUNY Project, World Bank staff working on municipalities projects, UNDP staff working on municipalities (in MoF)
 - Field visits to municipalities
 - Drafting of parts of a ToR for an MSC Local Government and Municipal Strengthening.
- p. Foreign Short Term IT Expert (Lian Catinis) – (May 1 – 31)**
 - Data gathering, analysis and design of the Decisions and Interpretations System of the CSC and preparation of the mission report.
 - Meetings in the Central Inspection and the Court of Audit for the preparation of the second phase of the STE mission. The phase 2 of the mission is the ICT needs assessment and the operational ICT plan in the CI and the COA.
 - Reviewing the ICT components of the Work Plan (due to absence of an IT LTE on the PMC team)
 - Meetings with the ARLA Monitoring mission to discuss involvement and planned activities with the project.
 - Meetings with the Task Forces of the CI, CoA and CSC for various discussions related to their IT related requirements.

q. Local Short Term Social Sector Expert (Abbas Farhat) – (part time, 20 days)

- Reviewing the report presented by the PMC ST Social Protection expert for incorporation of comments from the PMC team members involved in the Social Sector project;
- Following up with OMSAR senior analyst, the EU Project Coordinator and the PMC M&E expert on the status of the report presented by the PMC Labor Administration Expert Ivo Geisberg to the Ministry of Labor and the National Employment Agency;
- Holding preliminary discussions on the formulation of a cooperative project to assist the Ministry of Labour and the NEO to develop and improve their performance.

r. Local Short Term Local Government (Ghassan Chahade) – (part time, 21 days)

- Working on the preparatory paper according to Terms of Reference; this paper was presented to Dr. Kolkma on May 11;
- Working with Mr. Simon Watt, explaining and discussing all the reports available concerning the Lebanese local governments;
- Briefing the expert Mr. Simon Watt on the Lebanese laws and regulations related to municipalities and unions of municipalities and elaborating a plan of work facilitating the mission of Mr. Watt;
- Meeting with his excellency the State Minister for Administrative Reform on may 15 to discuss the mission of Mr. Watt in the presence of Dr. Iskandar, Raymond Khoury, Mrs. Kabbany, MOI Task force, and Mr. Sfikas;
- Visiting Sunny responsible Mr. Batlouny in the company of Mr. Watt;
- Meeting with the responsables at the Ministry of Interior and Municipalities; Colonel Habr and some assistants, in the presence of Mr. Fecarelli, Mr. Watt, Mrs. Kabbany, Mr. Haddad and Mrs. Mansour;
- Meeting with Dr. Odaimy of U.C. in the presence of Dr. Iskandar, Mrs. Kabbany, and Mrs. Oaydate;
- Attending several meetings with MOI Task force and Mr. Watt;
- Working with Mr. Watt on the project according to his TOR.

s. Local Short Term Translation Expert (Nayla Younes) – (part time, 13 days)

- Translating project documents from English to Arabic.

t. Local Statistics Expert (Dr. Zoha Khalil) – (May 1)

- Working on setting up the ground work for the National Account.

u. Backstopping (Peter van Stuijvenberg) – (May 13 – 24)

- Meetings with OMSAR officials to review status of programme and discuss matters related to the administrative, technical and logistics aspects of the project;
- Meetings with the PMC Team members to review the programme components and advise on administrative and technical issues;
- Meetings with the EU Task manager and the programme monitors to assess the current programme situation and review the team performance;
- Working on the preparation of the draft Work Plan July 2001 – June 2002.

Future activities (May 2001)

Activities scheduled for next month (June 2001) as per the PMC Work Plan July 2000 – June 2001 entail:

- i) Hold Regional Seminar on Public Administration Reform in Lebanon;
- ii) Submission of an operational strategy document for the Rehabilitation of the Local Administration;
- iii) Continuation in the implementation of the programme for simplification of procedures in selected areas;
- iv) Present the first progress report on the implementation of an overall Performance Improvement plans in selected public sector institutions;
- v) Continue with the implementation of the Inter-ministries training programme;
- vi) Finalize the development of the first implementation plan for ICT strategy in some selected core agencies/public sector institutions;
- vii) Proceed with the work flow development of the OMSAR Project Life Cycle;
- viii) Present the Interim report on the implementation of the Improvement and Modernization Plans for the core agencies;
- ix) Complete the implementation of a strategic plan for the CAS;
- x) Complete the first phase of the system of National Accounts statistics;

4 Administrative Issues

During this month the PMC was requested to move from the fifth floor offices to newly refurbished offices on the sixth floor. The PMC was assigned three rooms on the sixth floor with new office furnishings. Furthermore, several PMC experts were seated with counter part OMSAR junior staff as part of the initial staff mixing plans.

A new telephone switchboard was installed and each PMC member has been assigned a number and given a phone extension. Furthermore, new network cabling was laid out connecting the PMC to the main server located on the fifth floor.

APPENDIX A. ATTENDANCE SHEETS

Status Long Term Experts

May 2001		Sfikas	Kolkma	Hiddleston	Schut	Morganti	Tuinier	Freire
		Team Leader	M&E	Proc.Q.Mg.	Proj. Managt.	Public. Modern.	Publ.Admin.	CAS
Tuesday	1	X	X	X	X	X	X	X
Wednesday	2	X	X	X	X	X	X	X
Thursday	3	X	X	X	X	X	X	X
Friday	4	X	X	X	X	X	X	X
Saturday	5	X	X	X	X	X	X	X
Sunday	6	X	X	X	X	X	X	X
Monday	7	X	X	X	X	X	X	X
Tuesday	8	L	X	X	X	X	X	X
Wednesday	9	L	X	X	X	X	X	X
Thursday	10	L	X	X	X	X	X	X
Friday	11	L	X	X	X	X	X	X
Saturday	12	X	X	X	X	X	X	X
Sunday	13	X	X	X	X	X	X	X
Monday	14	X	X	X	X	X	X	X
Tuesday	15	X	L	X	X	X	X	X
Wednesday	16	X	X	X	X	X	X	X
Thursday	17	X	X	X	X	X	X	X
Friday	18	X	X	X	X	X	X	X
Saturday	19	X	X	X	X	X	X	X
Sunday	20	X	X	X	X	X	X	X
Monday	21	X	X	X	X	X	X	X
Tuesday	22	X	X	X	X	X	X	X
Wednesday	23	X	X	X	X	X	X	X
Thursday	24	X	X	X	X	X	X	X
Friday	25	X	X	X	X	X	X	X
Saturday	26	X	X	X	X	X	X	X
Sunday	27	X	X	X	X	X	X	X
Monday	28	X	X	X	X	X	X	X
Tuesday	29	X	X	X	X	X	X	X
Wednesday	30	X	X	X	X	X	X	X
Thursday	31	X	X	X	X	X	X	X
Total Days*		27	30	31	31	31	31	31
Man Month		0.871	0.968	1.000	1.000	1.000	1.000	1.000

X = present (middle=actual, left =forecast)

T = travel

L = leave

P = part time

S = sickness

Total mm
Long term:

6.839

* Maximum per month = 30

Status Report Term Exports

May 2001		DeGraaf	Cairis	Witt	Vas	Johanson	Stuiverberg
		Perf. Improve	Information Tech	Local Government	Perf. Measurement	Statistics	Backlogging
Tuesday	1		X			X	
Wednesday	2		X			X	
Thursday	3		X			X	
Friday	4		X			X	
Saturday	5		X			T	
Sunday	6		X				
Monday	7		X			O	
Tuesday	8		X				
Wednesday	9	T	X				
Thursday	10	X	X	T			
Friday	11	X	X	X			
Saturday	12	X	X	X			
Sunday	13	X	X	X			
Monday	14	X	X	X			
Tuesday	15	X	X	X			T
Wednesday	16	X	X	X			X
Thursday	17	X	X	X			X
Friday	18	X	X	X			X
Saturday	19	X	X	X			X
Sunday	20	X	X	X			X
Monday	21	X	X	X			X
Tuesday	22	X	X	X			X
Wednesday	23	X	X	X			X
Thursday	24	T	X	X			T
Friday	25		X	X			
Saturday	26		X	X			
Sunday	27		X	X			
Monday	28		X	X	T		
Tuesday	29		X	X	X		
Wednesday	30		X	X	X		
Thursday	31		X	X	X		
Total Days*		16	31	22	4	6	10
Min Month		0516	1000	070	0129	0194	

X=present (middle=actual, left=forecast)

T=travel

L=leave

Total minSIE

2548

P=pat time

S=sickness

O=assignment completed outside barn

Status Local Experts

May 2001		B Jor	Iskandar	Khalife	Lavard	Fahat	Chahachh	Youness	Khalil *
		Prog.MLoc	AdmModExp	Fin Adm	IT,Exp Loc	Social Sec	Loc Gov.	Translator	CAS
Tuesday	1	X	X	X	X	X			X
Wednesday	2	X	X	X	X	X		X	(X)
Thursday	3	X	X	X	X	X		X	(X)
Friday	4	X	X	X	X	X		X	(X)
Saturday	5	X	X	X	X	X			(X)
Sunday	6	X	X	X	X	X			(X)
Monday	7	X	X	X	X	X	X		(X)
Tuesday	8	X	X	X	X	X	X	X	(X)
Wednesday	9	X	X	X	X	X	X	X	(X)
Thursday	10	X	X	X	X	X	X	X	(X)
Friday	11	X	X	X	X	X	X		(X)
Saturday	12	X	X	X	X	X	X		(X)
Sunday	13	X	X	X	X	X	X		(X)
Monday	14	X	X	X	X		X		(X)
Tuesday	15	X	X	X	X		X	X	(X)
Wednesday	16	X	X	X	X		X	X	(X)
Thursday	17	X	X	X	X		X	X	(X)
Friday	18	X	X	X	X		X		(X)
Saturday	19	X	X	X	X		X		(X)
Sunday	20	X	X	X	X		X		(X)
Monday	21	X	X	X	X	X	X	X	(X)
Tuesday	22	X	X	X	X	X	X	X	(X)
Wednesday	23	X	X	X	X	X	X	X	(X)
Thursday	24	X	X	X	X		X	X	(X)
Friday	25	X	X	X	X		X		(X)
Saturday	26	X	X	X	X		X		(X)
Sunday	27	X	X	X	X		X		(X)
Monday	28	X	X	X	X	X			(X)
Tuesday	29	X	X	X	X	X			(X)
Wednesday	30	X	X	X	X	X			(X)
Thursday	31	X	X	X	X	X			(X)
		31	31	31	31	20	21	13	1
MenMonth		1000	1000	1000	1000	066	067	049	003

X=present (middle=actual, left=forecast)

T=travel

L=leave **Total local 5785**

P=pat time

S=sickness

*Due to the unfinished procedures for the extension of the Expert only 003mm are invoiced

(x) indicates worked but not invoiced