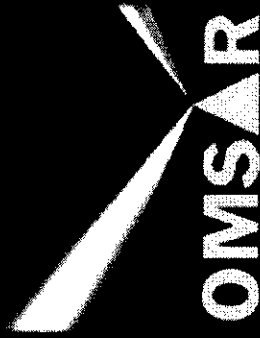


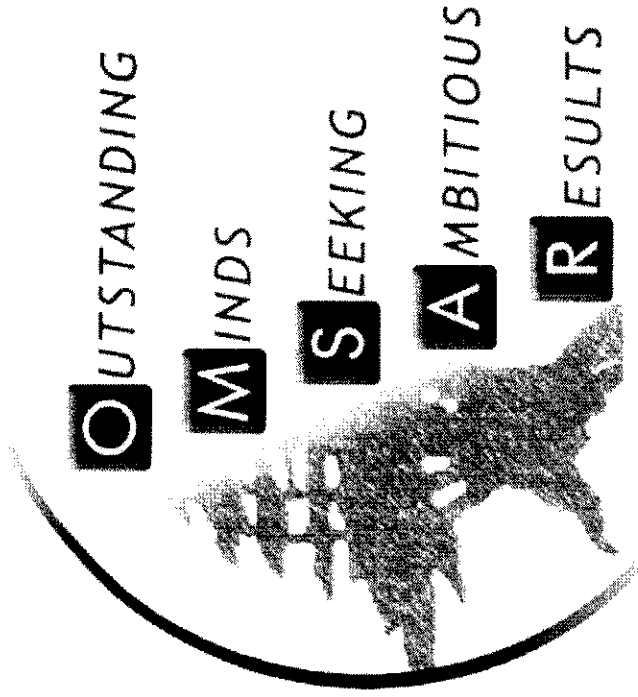
**Presentation to HE
Minister Pakradouni**

April 2003

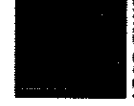
Republic of Lebanon



**Office of the Minister of State
for Administrative Reform**



in partnership with



CANADIAN INTERNATIONAL
DEVELOPMENT AGENCY

ARAB FUND
FOR ECONOMIC &
SOCIAL DEVELOPMENT

UNITED NATIONS
DEVELOPMENT PROGRAMME

Office of the Minister of State for Administrative Reform

OMSAR

An Overview

April 2003



Presentation Outline

- **The Mission**
- **The Building Blocks**
- **The Strategy**
- **International Support and Funded Projects**
- **OMSAR's Organizational Structure**
- **Units Activities**

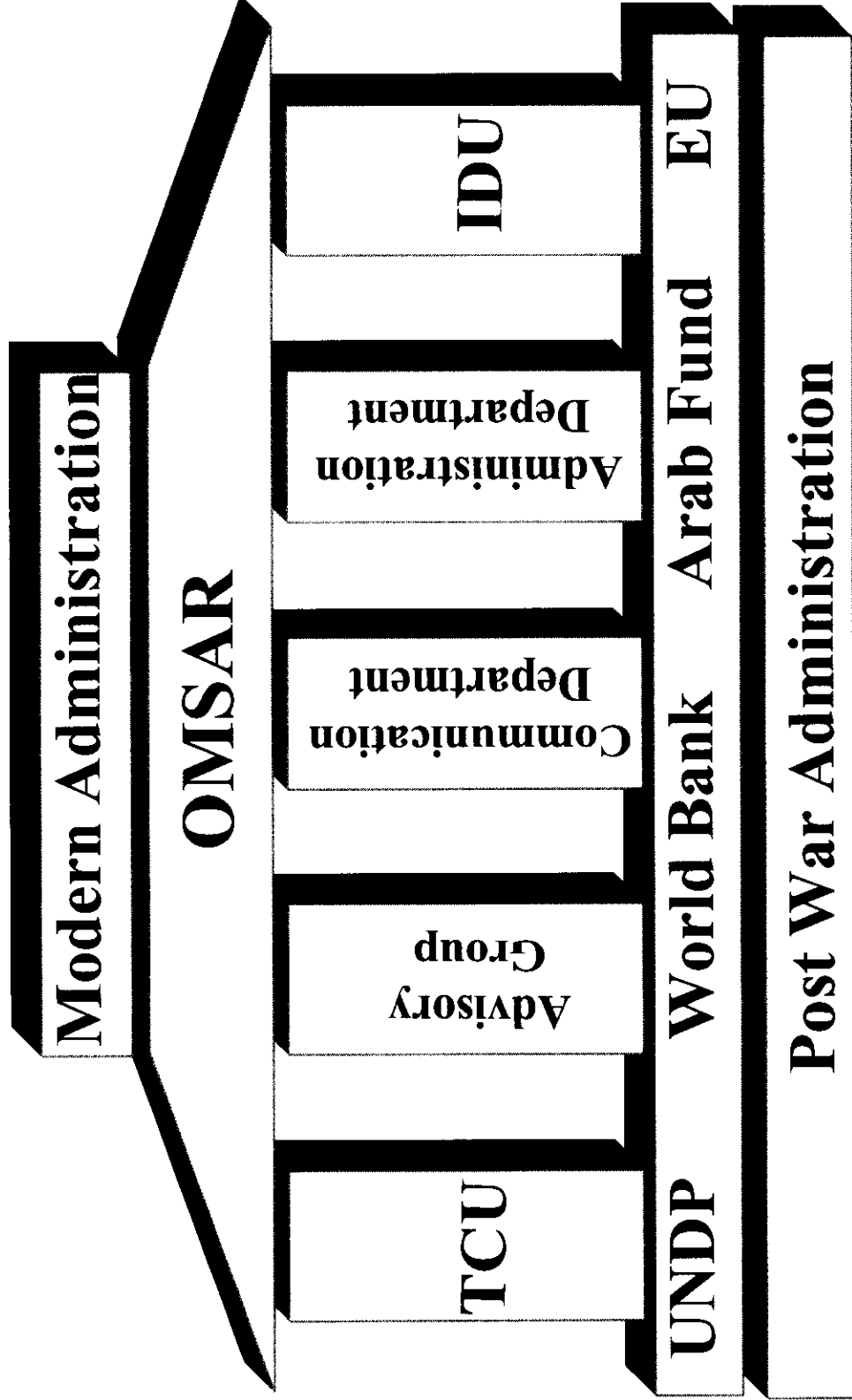


The Mission

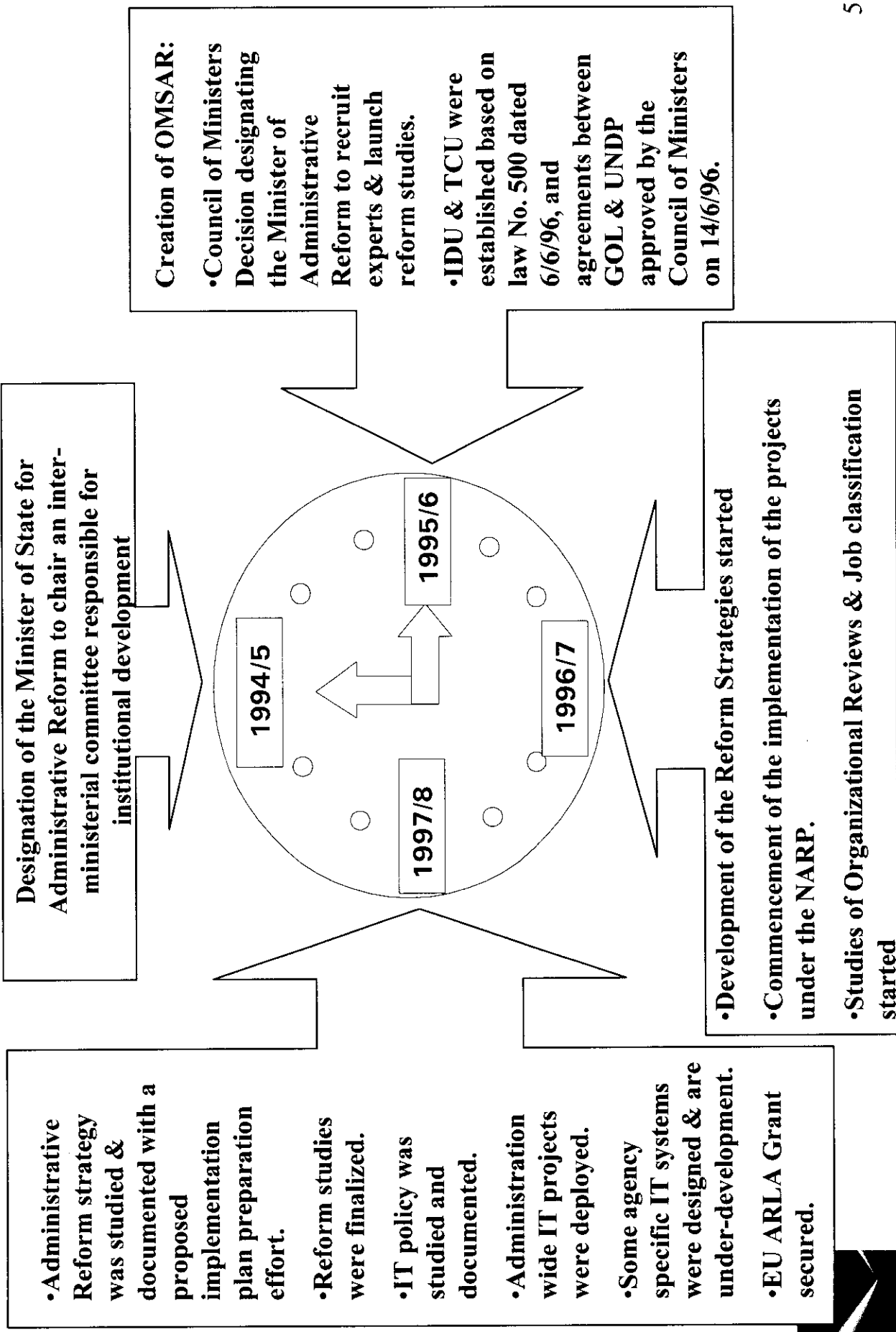
“Bringing the Lebanese post-war public administration into the 21st century through an optimal and coherent introduction of Institutional Development (rehabilitation and reform) and Information and Communications Technology (ICT) (systems and communications) measures that render streamlined, transparent and traceable processes fulfilled by productive civil servants for the benefit of both the general public and government.”



The Building Blocks



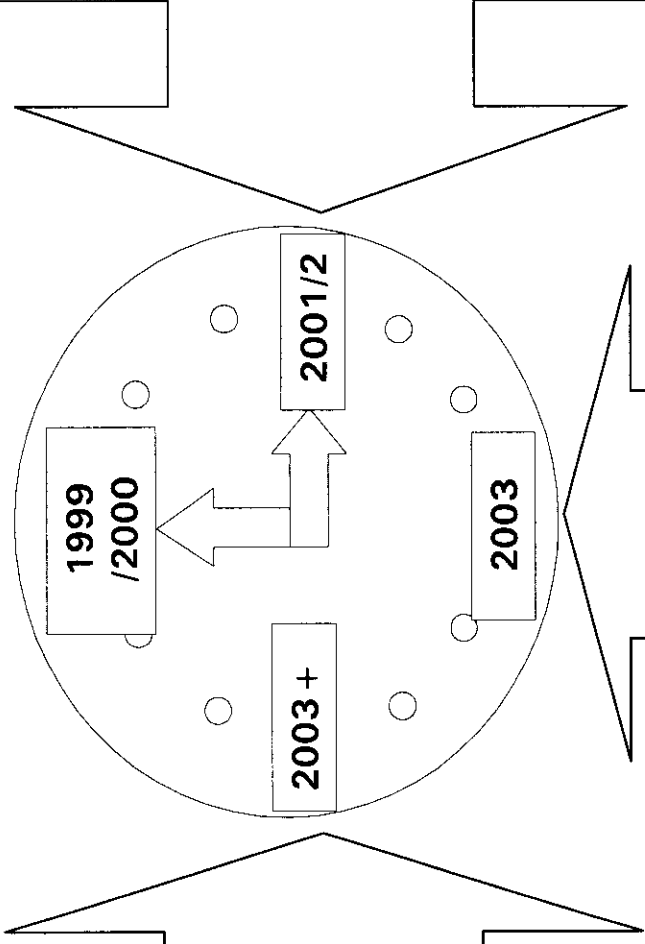
OMSAR History (1 of 2)



OMSAR History (2 of 2)

- Synergistic implementation of admin reform and ICT projects as per work plan
- Mobilization of financial resources to continue projects implementation (WB, EU, USAID, UNDP, etc.)
- Completion of admin reform and ICT work in one ministry to act as model.
- Enhancement of admin reform and e-gov strategies as warranted.
- Implementation of National e-Strategy projects.
- Other TCU or IDU activities (workshops, training, awareness, etc).

- Launching of the EU-funded ARLA program
- Additional work on the Admin Reform Strategy
- Ministries/Agencies supplied with ICT solutions
- National work on Y2K problem thru WB grant

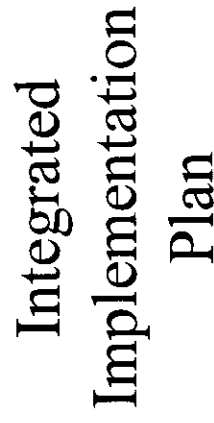


- Work on Performance Improvement Planning continued.
- Work on Simplification of Procedures ongoing.
- Projects funding mainly from Arab Fund and EU after completion of World Bank loan program.
- New ICT projects under implementation. (Nat. e-Strategy)
- Integrated admin reform / e-gov work plan to be realized.

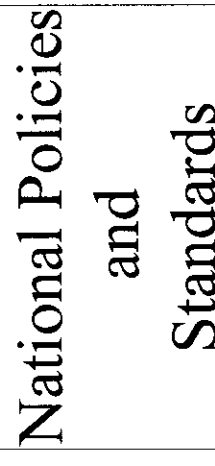
- Work on new org. structures for Ministries /Agencies.
- New draft laws for core agencies (CSB, CI, & CoA) prepared.
- Admin Reform strategy approved by CoM in September 01.
- Government job descriptions done and work on classifications started.
- Cost of public sector study fulfilled.
- New ICT projects implemented.
- ICT and institutional training projects launched for gov staff.
- Visionary e-Gov strategy formulated along with high level action plan. (at CoM)

The Strategy

“Prepare and pursue a framework that addresses Institutional Development and Informations and Communication Technology requirements in a phased, yet interrelated manner resulting in an Integrated Implementation Plan that is supported by new National Policies and Standards.”



Integrated
Implementation
Plan



National Policies
and
Standards



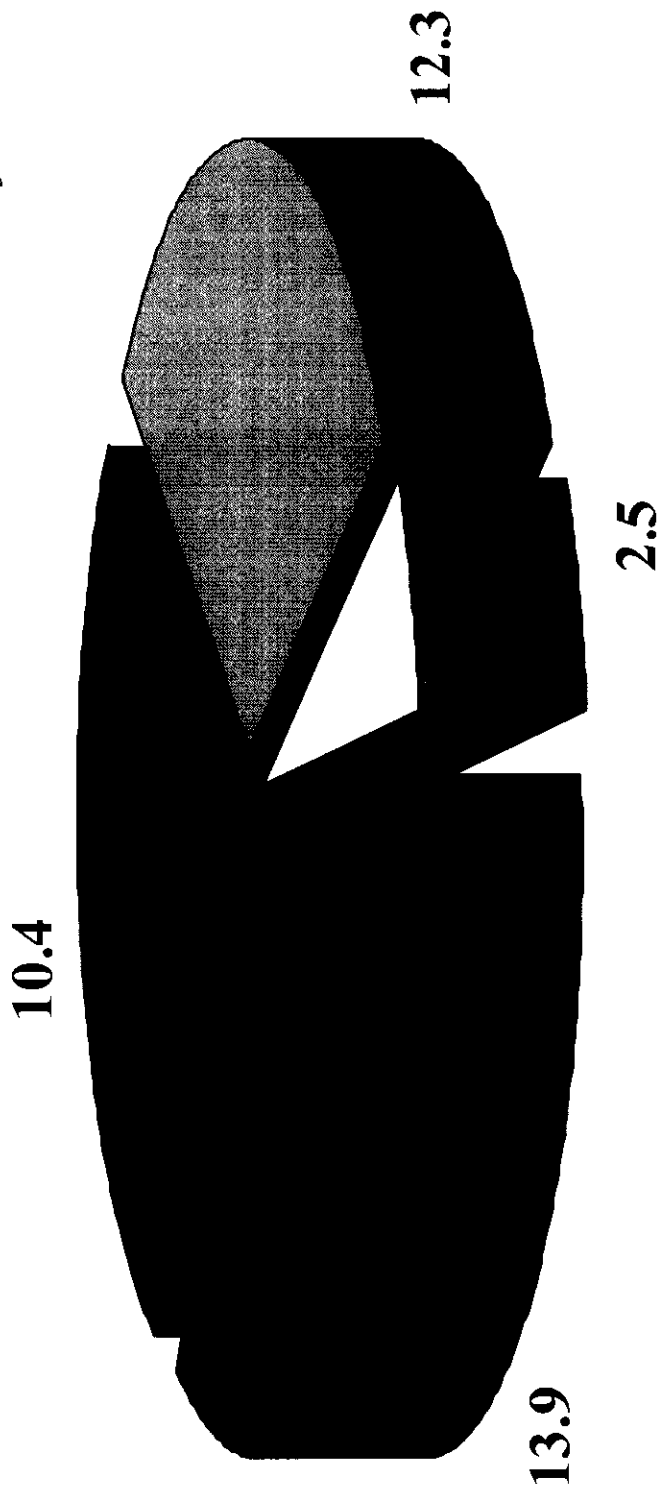
International Support and Funded Projects

In Millions of Dollars

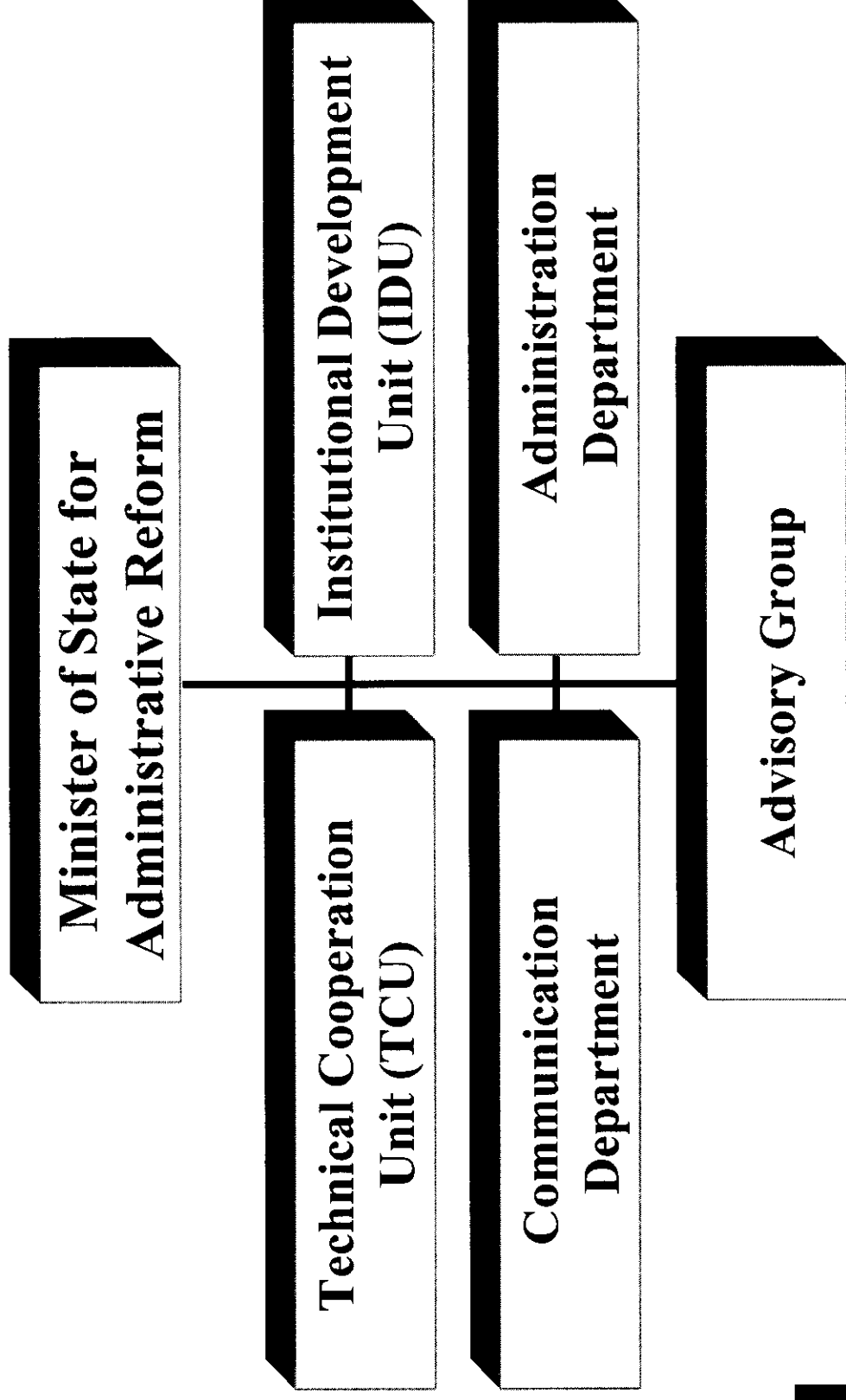


Commitments as of 31/03/2003

In Millions of Dollars



Organizational Structure



Units Activities

- **TCU (a UNDP project unit)**
- **IDU (a UNDP project unit)**
- **Communication Department**
- **Administration Department**
- **Advisory Group**



Units Activities

- **TCU:**
 - **Coordination of all donor funding and grants.**
 - **Implementation of NARP through IT systems and communications solutions, as per an IT strategy that supports Administrative Reform efforts.**
 - **Preparation of national IT policies and strategy with participation of both public and private sectors leading up to e-Government Strategy in 2002.**
 - **Procurement of goods and services as per World Bank, Arab Fund and EU rules and regulations.**
 - **Technical Training of public sector staff at various levels through certified programs.**



Units Activities

- **IDU:**
 - **Implementation of NARP through Administrative Reform analyses and studies addressing institutional restructuring, mergers, privatizations, position classifications and job descriptions, salary scale revisions.**
 - **Preparation of Institutional Development Strategy to make the above a reality by the year 2010.**
 - **Assessment of means to introduce appropriate merit-based evaluation and promotion systems in the public sector.**



Units Activities

- **Communication Department:**
 - Drawing public awareness to TCU and IDU achievements through monthly newsletters, annual reports and specialized publications.
 - Working on the design of Web Sites for OMSAR and all interested Ministries.
 - Preparation of literature for special projects such as the information offices for Ministries and agencies (a total of 50 sites are targeted).
 - Supporting various OMSAR sponsored workshops and seminars (literature and handouts).



Units Activities

- **Administration Department:**
 - **In charge of government staff day-to-day activities (salaries, benefits and other related matters).**
 - **Handles all office overhead (rent, furniture, maintenance, some computer hardware and software, and other special requirements).**

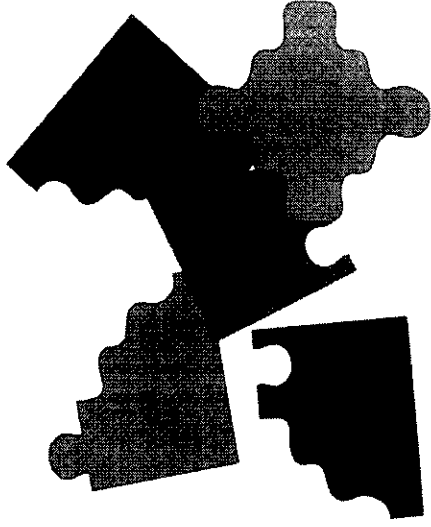


Units Activities

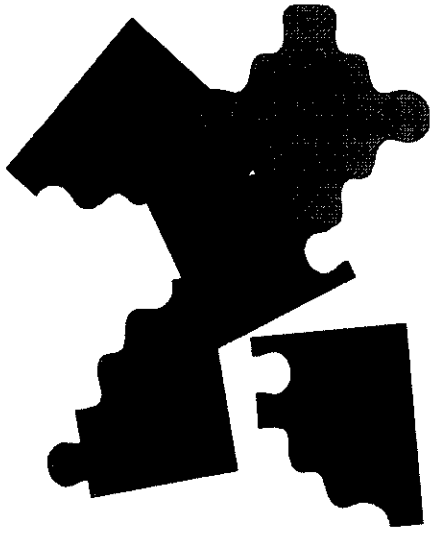
- **Advisory Group:**
 - **Legal:** responsible for various legal matters (reviews of current laws, requests for new laws, etc.)
 - **Project Monitoring Consultancy (PMC):** part of EU grant to provide advice on various elements of the NARP.
 - **Miscellaneous advisors:** as per pending requirements from TCU and IDU.



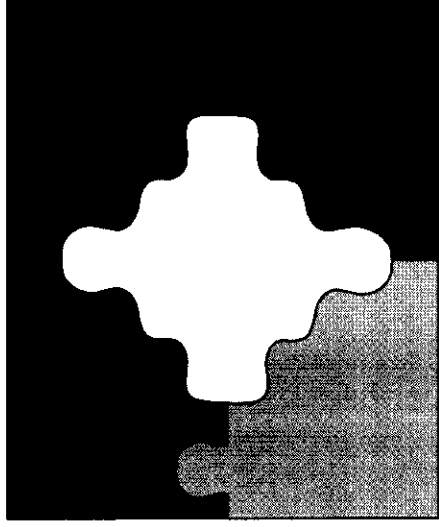
Integrated Implementation Plan



**Institutional
Development
Activities**



**Information
and
Communication
Technology
Activities**



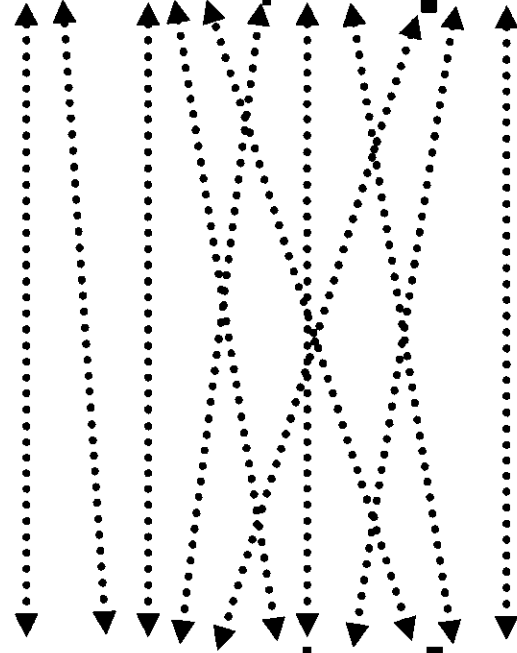
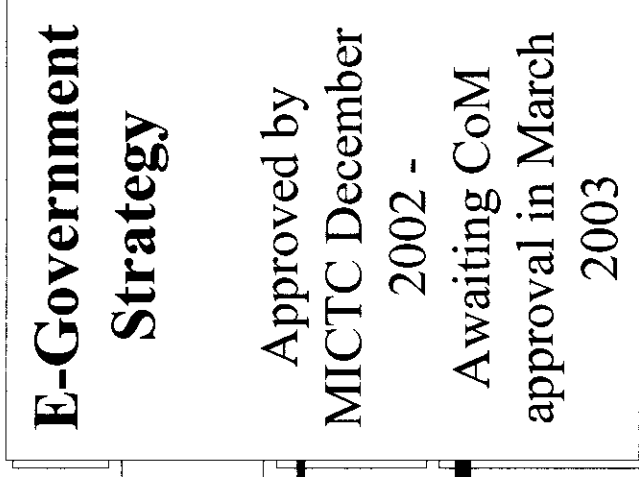
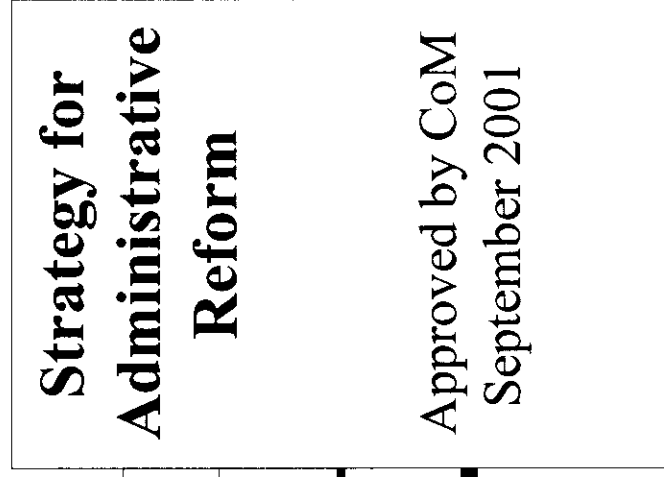
The Integrated Solution



Integrated Implementation Plan

*Institutional Development
Activities*

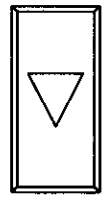
*Information & Communication
Technology Activities*



— June 2000

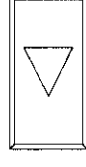
— January 2003

Implementation Plan for
Integrated Strategies



National Policies and Standards

- **National IT Policy and Strategy document (drafted 1999)**
- **Performance Indicators and Measurement best practices (2002)**
- **Guide to Good ICT Practices (January 2003)**
- **ICT Standards for Government Projects (May 2003)**
- **National e-Strategy Document (June 2003)**
- **Others**



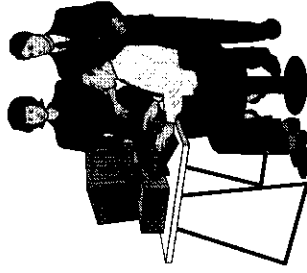


EU Grant: ARLA



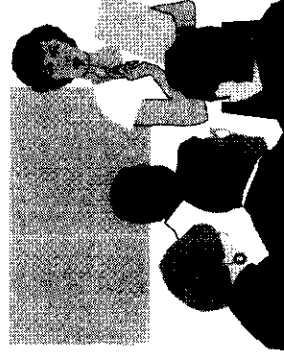
- As part of MEDA countries programme.
- Work started in 1999.
- Grant duration was for three and a half years; extended to the end of 2005.
- Value in Euros: 38m; committed as 3/03: 12.3m
- Grant elements (deliverables) cover:

Technical Assistance



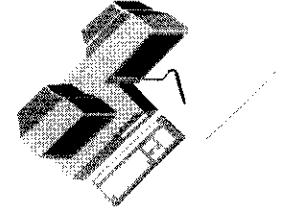
78%

Technical Training

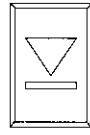


12%

Equipment

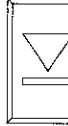


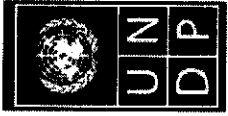
10%



World Bank Loan: 3930-LE



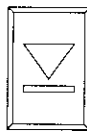
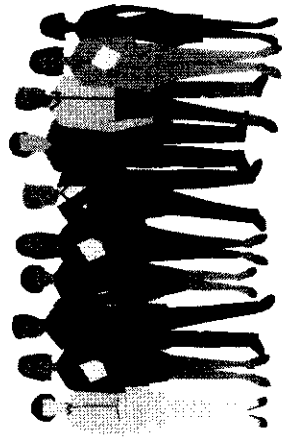
- First loan for Admin Reform under NARP.
- Awarded in 1995; approved by parliament in 1996.
- Duration was for three years; extended three times to the end of 2002 for OMSAR part.
- Value in US Dollars: 20 million.
- In 1999, loan divided between OMSAR (\$13.9m) and MoF/MoET (\$6.1m); later portion ends 6/2003.
- Beneficiaries: core agencies (CSB, CI & CoA), non-security Ministries Lebanese University.
- Implementation modality made flexible during loan period (donor guided → beneficiary guided). 



UNDP



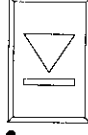
- Accompanied the Reform Efforts since 1994.
- Supported IDU and TCU setups at OMSAR.
- Provided Technical Assistance through hiring of NPPPs as well as local and int'l consultants.
- Facilitated implementation of WB, AF and EU projects as part of NARP.
- Current UNDP Project LEB/02/009 ends 12/2005.
- Contributed \$2.5M in grants.



Arab Fund Loan



- Second loan for Admin Reform under NARP.
- Awarded in 1997; approved by parliament in 1998.
- Duration of loan 4 years; extended once to end by December 31, 2003.
- Value in US Dollars: \$20 million (6 million KD); committed as of 3/03: \$10.4 million.
- Beneficiaries: government autonomous agencies; expanded to cover ministries/core agencies in 2002.
- Implementation modality made flexible during loan period (donor guided → beneficiary guided).
- Benefited from lessons learned from WB loan.



CIDA Technical Assistance



- Canadian International Development Agency provided funding for Canadian Admin Reform expert to work with IDU team.
- Funds provided through UNDP project.
- Duration of funding some 3.5 years.
- Value in US Dollars: 0.5 million.
- Nick Manning and Guy Le Clerc were the respective experts brought to OMSAR thru CIDA.
- Funding stopped with Minister Chalak and due in part as well to CIDA budget cuts for Lebanon.

