

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

**Memorandum**

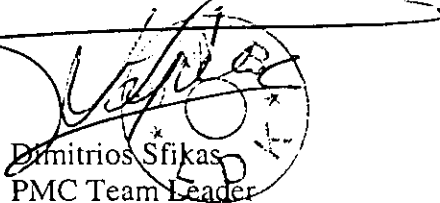
**To:** Dr Raymond Khoury, TCU Director, OMSAR  
Mr. Atef Merhi, IDU Acting Director, OMSAR  
Mrs Roula Kabbani, EU Project Coordinator, OMSAR

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

**Date:** 26 October 2001

**Subject:** Report on the short term mission to CAS

Please find attached for your approval and transmission to the Central Administration of Statistics (CAS) the Mission Report of the Short term Statistics Expert Mr. Sten Johansson "Implementation of the Strategic Plan".

  
Dimitrios Sfikas  
PMC Team Leader

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

**Programme Monitoring Consultancy**

**Sub-component 1.4.3: Assistance to Central Administration of Statistics (CAS)**

*Activity # 2: Implementation of the strategic plan.*

**Report on the Fourth Short-term Mission  
October 8-16, 2001 in Beirut**

by  
**Professor Sten Johansson**

Document for discussion and not binding OMSAR/PMC and EC

**Beirut, October 15, 2001**

## Summary:

This mission has been interrupted prematurely (16 October 2001) by the expert when, in his opinion, it turned out that the timely implementation of the technical assistance plan would be unfeasible because of previous delays. In his evaluation the overall feasibility of the project is seriously jeopardised. His conclusion is therefore that some drastic changes in the approaches to the CAS by the Government are needed for the project to be at all feasible. There must be some form of guarantees that the type of delays encountered in the project so far will not be repeated.

The critical assumptions listed in the November 2000 strategy plan were that some 50 vacant positions would be filled in a timely manner for training to be done and that all government institutions would be able to cooperate with CAS in a coordinated effort to establish a modern statistical system for Lebanon. The process to fill 13 out of 50 positions took eight months, allowing recruitment of temporary staff on contracts took five months. The process to approve the agreement between the CAS and the Army on digitalized maps also took five months. And the lifting on the hold on implementation of the technical assistance program for CAS is still not formally done by OMSAR. It is supposed to be considered in the light of his mission report.

His work in Stockholm, initially agreed upon by the Director General of the CAS and done before it became clear that OMSAR did not endorse it, and work done during the first week of the mission in Lebanon are documented hereafter.

## **Progress report on the fourth mission to the CAS October 8-16, 2001**

The Terms of Reference for the mission detailed some activities in Stockholm as preparations for activities during the mission to the CAS. In this progress report I will first report on my activities in Stockholm and then discuss the work plan for the mission itself in light of an initial discussions with Director-General Maral Tutelian on my first days of work in the CAS. An executive summary of the work tasks is at the end of this report.

### **1. Preparations in Stockholm**

My fourth mission originally planned for September 17-30 was postponed three times because the two conditions to get the 14 new recruits in place and the authorization of the agreement with the army on digital maps were not met. Only when the original date for the mission was imminent did I learn that my report had not been finally processed by OMSAR and sent to the CAS Director-General for approval. I am happy that, when this became clear, all the parties involved acted to solve the problems, while my mission was on hold.

My Terms of Reference for the mission, agreed upon with the DG of CAS in August 2001 but not endorsed by OMSAR in October when the final approval to start the mission was granted, provided "up to seven days" for work in Stockholm on the following five tasks:

1. Collaborate with the CAS Director-General to implement the revised technical assistance plan by modifying the terms of reference for the experts as needed and coordinating their first mission to the CAS;
2. Collaborate with the PMC and ARCADIS BMB in the recruitment of the selected experts for the CAS and in planning for their first mission to the CAS;
3. Be available for discussions by phone or e-mail with the CAS Director-General on other up-coming issues in the implementation of the strategy plan;
4. Prepare for further discussions and decisions by the CAS on a new staff structure to be implemented in a revised Government Decree on the CAS;
5. Prepare for further discussions and decisions by the CAS on principles of organization to guide organization development for the coming years.

#### *1.1. The technical assistance plan:*

The hold on the implementation of the technical assistance plan was lifted by the Minister of OMSAR, HE Fouad El-Saad, in a letter to the CAS Director-General, Dr. Maral Tutelian, dated 20 September, stating that his Ministry is now ready to give CAS the five international experts in the technical assistance plan. It will now be possible for the PMC and OMSAR to send to the CAS the proposed experts, their CVs and Terms of Reference for formal approval by the Director-General.

Modification of ToRs for the GIS mission will not be needed since the agreement between the CAS and the Army on provision of digital maps for the cartography has now been authorized by the Government. Only the proposed dates for the missions in the draft ToRs need to be modified since they were all provisionally scheduled for the third quarter. While in Stockholm I started to communicate with the experts on a first joint mission to be scheduled for the second half of October but the continued delays made this unrealistic. I also started work on a memo to inform the experts on the current status of the CAS and the work to be done by the team. However, I could not proceed very far with this because of the uncertainties.

In communication with ARCADIS BMB I learned that they had proceeded with contacting some of the experts. I was informed that Dr. Dekker would be available for the database

mission and Dr. Beaumont for the GIS mission. Both of them can now be approached for a mission as soon as possible. Dr. Van Eck would not be available for the business register mission until January. I have suggested that he makes himself available for a brief mission to participate in the team building exercise later in the fall if that would be arranged but I have had no answer so far. Dr. van Eck's participation would be very valuable because of his expertise on the hidden and informal economy. The dividing line between enterprises in the formal economy to be included in the business register and the mostly small enterprises and economic activities to be referred to the informal household sector with data to be captured by a household survey or other means is a very important issue in the construction of a business register.

The citizenship problem for the business survey expert, Mr. Dabbagh, was solved when he informed us that he is citizen both of Australia and of Jordan. His contract will be finalized in the next few days. He has extensive experience with work on business register for Palestine and can assist on this matter until Dr. van Eck is available. Mr. Dabbagh is available for a possible joint mission starting 19 November.

Dr. Lennblad has problems to make herself available until January because of her husband's illness. Her mission on Balance of Payments could be widened to include National Accounts methodology and training. Also Mr. van Eck's expertise is actually mainly in National Accounts. There is still some hope that Dr. Lennblad can be available for a short first mission in late November.

#### *1.2. Planning for the first joint mission*

I am still working on the assumption that the first missions of the five experts can be scheduled so that all of them will be at the CAS for one week in the second half of November. This week will be used for planning the teamwork needed ahead. An important issue will be whether coordination of our work can be done effectively without a resident long-term expert to administer and follow-up on the results of the short-term missions. My experiences so far indicate that it is very difficult to fill in from Stockholm and in my repeated short-term missions for the functions of the resident expert that were handled by Mr. Freire. The need for a resident expert may need to be discussed again. I expect that up to half of my time in Beirut will be needed for coordination and administration.

#### *1.3. Communication with the CAS*

Communication between me and CAS Director-General by phone or e-mail has not been as active as foreseen since they have mainly had to deal with the facts that the new recruits are not yet in place, that the agreement on maps has not yet been authorized and the reasons why my mission has to be postponed.

#### *1.4. Preparations for discussions on a new staff structure and organization for the CAS*

In studying the 1979 Statistics Law and the 1980 Decree two conclusions seem warranted.

The Law is very general but gives the CAS the necessary mandate to implement the November 2000 strategy plan as well as taking up statistics production on the whole set of official statistics programs in other countries, except for the modern concerns for gender and environment. Also no program for "crime and victimization" is specified in the Law. In my reading the Law actually mandates the CAS to set the priorities of work to implement the plan at the top even at the expense of all other activities including services to other ministries

A new statistics Law need not be a priority in the short term since the 1979 Law is not an acute problem. However, while in Stockholm I have collected from Eurostat the EU regulations on statistics, the current statistics laws of the member states as well as the "Pattern for a Statistical Law" that has been used in advising the National Statistical Institutes in Eastern Europe and the former republics of the Soviet Union. The CAS can put this potentially useful material in store for possible use later on.

The 1980 Decree on the other hand has proved itself to be a real obstacle to effectiveness and efficiency of work. One should note that the Decree provides some important possibilities to organize work flexibly with temporary work groups; for instance, the technical committees set up for the three major data collection exercises in the November strategy plan. However, the excessive detail with which the Decree regulates the staff structure in accordance with 1980 technologies and division of tasks according to formal educational requirements has proved very unfortunate indeed. This harsh conclusion is most easily substantiated by the results of the recent eight-months recruitment process of 14 new staff.

The 14 candidates could not be recruited according to the priorities flowing from the needs of the November strategy plan but had to be according to candidates available to fill the vacancies in the more than 20 years old Decree. As a result the National Accounts Department got two mathematical statisticians instead of the economists that are obviously needed. The two mathematical statisticians cannot be deployed to fill the desperate need for technical staff in the Fieldwork Department since the Decree only provides vacant positions for "statisticians", who according to the job descriptions and educational qualifications are a different category than "mathematical statisticians". The Economic Statistics Department has vacancies for statisticians although the need is for specialists with a background in economics or business administration.

A new Statistics Law is not a priority in the short term but the staff structure detailed in the 1980 Decree must be revised or complemented in order not to function as an obstacle to the implementation of the November strategy plan and the further development of the CAS into a modern national statistical institute in the coming years.

## ***2. Planned activities during the mission at the CAS***

My Terms of Reference for the mission agreed in August 2001 listed the following five tasks:

1. Follow-up of the implementation of the strategy plan, in particular the preparations for the household survey and the update of the 1996 database on buildings, dwellings and establishments, and propose the changes that may be needed;
2. Prepare for the joint activities by the experts during their first mission in October or November to develop teamwork and coordinated activities to support the CAS in the implementation of the modified November strategy plan;
3. Assist the CAS in developing a proposal for a new staff structure for the CAS, eventually to be regulated in a new government decree on CAS;
4. Assist the CAS in developing a strategy for staff capacity and capability building sufficient for a modern system of official statistics for Lebanon;
5. Initiate discussions on organizational principles for statistical agencies with the CAS management team;

An initial discussion with the Director-General, Dr. Maral Tutelian, has resulted in a provisional but more concrete delineation of the tasks to be completed during the 13 days in Beirut.

Item 2 must be complemented to encompass the wider implementation of the ARLA technical assistance plan including the training in ICT of CAS staff, the fieldworker training and the purchase of IT equipment that is badly needed.

### *2.1. Follow-up of the implementation of the strategy plan*

This will mainly be concerned with the household survey, preparations being seriously delayed by the failure to solve the problems related to the engagement of Dr. Zoha Khalil as local expert and chairman of the technical committee for the household survey. A first task has been to draft the ToR for her contract to be processed by the PMC. It is extremely urgent that her contract is now processed speedily so that work on the household survey is not further delayed.

The follow-up of the update of the 1996 database will entail more concrete discussions in preparation for the three related missions on GIS, database and business register that can now be planned since the agreement with the army on digitalized maps has been authorized.

#### *2.2.a. Prepare for the joint expert mission in November*

The setting of a date for the joint mission will entail a complex process with all the five experts since only Mr. Dabbagh so far has declared himself available from 19 of November for a month-long mission. One of the last two weeks in November will probably be appropriate since the delivery of the maps will most likely take more than a month and CAS computer staff will need some time to install the database and get a little used to it before the GIS expert should come.

Dr. Maral Tutelian emphasized that the formalities must be addressed. This will include that OMSAR sends the final list of candidates to her for formal approval of their CVs, ToRs and dates.

The ideal would be that all the seven experts in the ARLA team for CAS, including myself and the computer system expert in the institutional development plan, are present for one week for joint discussions on the work ahead together with the CAS counterpart team. However, we already have to reckon with some obstacles to realize the ideal. Dr. van Eck for the business register is probably not available until January and Dr. Lennblad for the Balance of Payments may be hindered by her husband's illness to travel. The presence of those two will make possible discussions that will deal with all the issues in the plan, including in particular also the compilation of the National Accounts.

If the ideal with all the seven present cannot be realized the discussion will then be concentrated to design and plans for the data collections, particularly the update of the sampling frames for the household survey and the set of enterprise surveys but also to a review of the plans for the household survey. Mr. Dabbagh will then also be involved as business register expert.

My concrete tasks during the mission will be to assist the PMC and Arkadis BMB as needed for their handling of the formalities with OMSAR and the EU delegation and to draft the memo to inform the experts on the current status and the joint work ahead. This memo will be discussed with the CAS Director-General and be suitable as information for other interested parties.

#### *2.2.b. Implementation of training and the purchase of equipment*

Assuming that the ARLA work plan July 2001-June 2002 is approved there will be funds for the ICT training of ARLA staff and of fieldworkers. ARLA funds for the CAS will also make possible a substantial upgrading of the computer system of CAS. The planning of the training needs to start by the CAS in order to enable implementation as soon as the funds become available. Likewise, the planning for the purchase of new equipment should also start and be supported by the IT expert to be provided to the CAS under the ARLA plan.

### *2.3. The revised staff structure for the up-coming recruitments of staff for CAS*

Dr. Maral Tutelian indicated in our initial discussion that the task during this mission would be concentrated to further detailing the staff needs for the implementation of the November strategy plan to be hired on contract for the time being. The 1980 Decree would only be complemented with what is needed to make this possible and to enable the further development of the CAS into a modern national statistical institute in the coming years. The staffing of the fieldwork organization would be the priority.

### *2.4. The strategy for staff capacity and capability building*

We have to proceed further in specifying the needs for staff for the implementation of the November strategy plan. The Computer Department is no longer a joke with the arrival of two analysts and three programmers but more of these categories are obviously needed to run the computer system for a statistical agency that must now grow fast. Since turnover in these categories of staff will inevitably be high recruitment on contracts will be suitable. Contracts will be even more suitable for the computer-trained staff that will be needed for a short period to digitise the borders of the ilots. Permanent GIS-specialists will be needed in the future when the GIS will be used not just for cartography but also for analysis and data presentations.

The narrowest bottleneck is no longer the Computer Department. Its place has been taken by the Fieldwork Department that is now the department with only one technical staff – in the central office. The five regional offices must be set up with at least two permanent employees and some fieldworkers.

The collective capacity and capabilities of staff has increased now that the eleven new technical staff members are in place, since only candidates with a modern university education have been accepted. However, few of them come with much experience. The way to build capabilities in this situation is to engage all present and new staff in the three big exercises of data collection that are the main elements of the November strategy plan and to provide them with an experienced team of technical advisors to provide intensive on-the-job training. This in a nutshell is the strategy for staff capability building. *Production and training must go together for the strategy to be at all realistic.* A formal course on SNA 93 with lectures and exercises for all staff in the Economic Statistics and the National Accounts Department may now be appropriate to make them familiar with the structure and the basic concepts in modern National Accounts. The feasibility to organize such a training course needs to be investigated. Specific on-the-job training on particular subjects will be done later on by the experts. The arrival of a mission from Eurostat on October 22 will be an opportunity to discuss what can be done by the Eurostat on the basis of their training programs.

### *2.5. Discussion on organizational principles for statistical agencies*

This item will be implicit in many discussions but will not be systematically approached during this mission for lack of time.



### **3. List of work tasks for the mission**

- 3.1. Follow-up of the strategy plan, in particular the household survey
- 3.2. Liaison with the PMC on the recruitment of experts.
- 3.3. Prepare for the first joint mission of the expert team for late November, including in particular writing a memo on the current status
- 3.4. Assist in the planning by the CAS of ICT and fieldworker training and the purchase of equipment under the ARLA technical assistance plan
- 3.5. Assist the CAS in revising the staff structure for the up-coming recruitments of staff.
- 3.6. Assist the CAS in developing job descriptions and qualifications for the staff to be recruited on contracts.
- 3.7. Assist the CAS in developing the strategy for capability building of staff.
- 3.8. Write the mission report.

### **4. List of tasks for the PMC**

- 4.1. Process the contract for Dr. Zoha Khalil.
- 4.2. Provide the list of five experts to OMSAR for approval and transmission to the CAS Director-General for her approval.
- 4.3. Make available the IT expert for discussions with the CAS on a proposal to upgrade the computer system to be submitted when the budget for CAS for purchase of equipments is available.

# **ARLA PROGRAMME**

## **Programme Monitoring Consultancy**

**Sub-component 1.4.3: Assistance to Central Administration of Statistics (CAS)**

*Activity # 2: Implementation of the strategic plan.*

### **Report on the Fourth Short-term Mission October 8-16, 2001 in Beirut**

by  
**Professor Sten Johansson**

#### **Summary:**

I had to abort the mission when it turned out that I probably did not have a valid contract. However, this decision was reinforced when I found out that the timely implementation of the technical assistance plan would now be very difficult because of the previous delays. We would probably have to restart the process, at least for some of the five missions. This tipped the scales as to my evaluation of the overall feasibility of the project. My conclusion is that some drastic changes in the approaches to the CAS by the Government are needed for the project to be at all feasible. There must be some form of guarantees that the type of delays encountered in the project so far will not be repeated.

The critical assumptions listed in the November 2000 strategy plan were that some 50 vacant positions would be filled in a timely manner for training to be done and that all government institutions would be able to cooperate with CAS in a coordinated effort to establish a modern statistical system for Lebanon. The process to fill 13 out of 50 positions took eight months, allowing recruitment of temporary staff on contracts took five months. The process to approve the agreement between the CAS and the Army on digitalized maps also took five months. And the lifting on the hold on implementation of the technical assistance program for CAS is still not formally done by OMSAR. It is supposed to be considered in the light of my mission report.

My work in Stockholm and work done during the first week are documented in the annexes.

**Beirut, October 15, 2001**

## Background

I have acted on the assumption that I have been recruited as institutional development expert to do a series of short-term missions to the Central Administration of Statistics (CAS) to assist in the reconstruction of the Lebanese statistical system and its organization of the CAS. The contract for my first mission in November 2000 has been the basis for my second and third mission. Those two contracts have been in the form of a very brief "Addendum" to the original contract, just stating the dates for the new missions and that the terms of the original contract are the same (rates, per diem, hotel and ticket arrangements). In fact, both these Addenda have been signed only after the missions because of practical problems with mail. This has not seemed to be a problem for Arkadis BMB and not for me because in my world an informal oral or e-mail agreement is valid as a written one and honoured as such.

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My present mission was originally scheduled to start September 17 as discussed during my third mission July 27-August 12. I was asked to supply draft Terms of reference for the mission. Going through my e-mail correspondence I find that I sent draft ToR to the CAS on August 24, which were approved by the Director-General by phone some days after. I then supplied the ToR to the PMC and was assured by an e-mail dated August 31 that they were handed over to OMSAR for approval. I will not relate in any detail all the following e-mail correspondence between me, the PMC and the CAS that is documented in Annex 2. Sufficient to say is that I received the formal decision that my mission was postponed only on September 21.

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1. Terms of reference for the mission and work done in Stockholm and Beirut in the first week are documented in the Progress report dated October 12 (Annex 1). When I submitted this report to the PMC Teamleader, Mr. Sfikas, I was told that the Terms of Reference for my mission had been changed at the request of OMSAR and that my progress report should not contain any reference to work done in Stockholm. According to OMSAR my mission as approved starts on October 8. I assume that OMSAR is then applying the rule, previously applied to the local expert, Dr. Zoha Khalil, that contracts cannot be signed retroactively. I do not then have a contract for the mission since the "Addendum" is not yet signed and I also conclude that informal agreements with lower levels of ARLA are not honoured by OMSAR.

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2. I have gone to the trouble of documenting my E-mail correspondence August 16 – October 5, related to my mission, in Annex 2. When reading through all this correspondence I find that my legal case against a rule that contracts cannot be made retroactively and that my acting in good faith may not be valid.

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3. The problems to implement the technical assistance program with the five expert missions are documented in a memo dated October 13 to Director-General Dr. Maral Tutelian, given as Annex 3. It was only in the discussions of that memo that I was made aware that the hold on the technical assistance plan was not yet formally lifted by OMSAR. The implementation could start only after my fourth mission report had been submitted and processed by OMSAR according to the letter of September 20 from the Minister of OMSAR to the CAS Director-General. I then realized that the implementation of the generous technical assistance program for the CAS would face continued administrative problems and that the training of staff would now be the next element to be delayed.

4. During the weekend I wrote a memo on "How the ARLA project at the CAS has turned into a bureaucratic farce". I submitted the memo after many personal deliberations to the CAS Director-General.

Of course, I realize that by submitting such a critical memo about the Lebanese Government I have burned the bridges to cooperation with OMSAR. However, I consider this memo as a final service to the CAS project if by this provocative act the Government comes to realize that administrative practices as related to the CAS project must be drastically changed.

### **List of annexes**

1. Progress report on the fourth mission to the CAS October 8-21, 2001 ✓
2. E-mail correspondence related to my mission ✓
3. Memo 2001-10-13 on "Bad news" ✓
4. Memo 2001-10-15 on "How the ARLA project at CAS has turned into a bureaucratic farce"

## **Progress report on the fourth mission to the CAS October 8-21, 2001**

The Terms of Reference for the mission detailed some activities in Stockholm as preparations for activities during the mission to the CAS. In this memo I will first report on my activities in Stockholm and then discuss the work plan for the mission itself in light of an initial discussions with Director-General Maral Tutelian on my first days of work in the CAS. An executive summary of the work tasks is at the end of the memo.

### **1. Preparations in Stockholm**

My fourth mission originally planned for September 17-30 was postponed three times because the two conditions to get the 14 new recruits in place and the authorization of the agreement with the army on digital maps were not met. Only when the original date for the mission was imminent did I learn that my report had not been finally processed by OMSAR and sent to the CAS Director-General for approval. I am happy that, when this became clear, all the parties involved acted to solve the problems, while my mission was on hold.

My Terms of Reference for the mission agreed in August provided "up to seven days" for work in Stockholm on the following five tasks:

1. Collaborate with the CAS Director-General to implement the revised technical assistance plan by modifying the terms of reference for the experts as needed and coordinating their first mission to the CAS;
2. Collaborate with the PMC and Arkadis BMB in the recruitment of the selected experts for the CAS and in planning for their first mission to the CAS;
3. Be available for discussions by phone or e-mail with the CAS Director-General on other up-coming issues in the implementation of the strategy plan;
4. Prepare for further discussions and decisions by the CAS on a new staff structure to be implemented in a revised Government Decree on the CAS;
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#### *1.1. The technical assistance plan:*

The hold on the implementation of the technical assistance plan was lifted by the Minister of OMSAR, HE Fouad El-Saad, in a letter to the CAS Director-General, Dr. Maral Tutelian, dated 20 September, stating that his Ministry is now ready to give CAS the five international experts in the technical assistance plan. It will now be possible for the PMC and OMSAR to send to the CAS the proposed experts, their CVs and Terms of Reference for formal approval by the Director-General.

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In communication with Arkadis BMB in Holland I learned that they had proceeded with contacting some of the experts. I was informed that Dr. Dekker would be available for the database mission and Dr. Beaumont for the GIS mission. Both of them can now be approached for a mission as soon as possible. Dr. Van Eck would not be available for the business register mission until January. I have suggested that he makes himself available for a brief mission to participate in the team building exercise later in the fall if that would be arranged but I have had no answer so far. Dr. van Eck's participation would be very valuable because of his expertise on the hidden and informal economy. The dividing line between enterprises in the formal economy to be included in the business register and the mostly small enterprises and economic activities to be referred to the informal household sector with data to be captured by a household survey or other means is a very important issue in the construction of a business register.

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### *1.2. Planning for the first joint mission*

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### *1.4. Preparations for discussions on a new staff structure and organization for the CAS*

In studying the 1979 Statistics Law and the 1980 Decree two conclusions seem warranted.

The Law is very general but gives the CAS the necessary mandate to implement the November 2000 strategy plan as well as taking up statistics production on the whole set of official statistics programs in other countries, except for the modern concerns for gender and environment. Also no program for "crime and victimization" is specified in the Law. In my reading

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5. Initiate discussions on organizational principles for statistical agencies with the CAS management team;

An initial discussion with the Director-General, Dr. Maral Tutelian, has resulted in a provisional but more concrete delineation of the tasks to be completed during the 13 days in Beirut. Item 2 must be complemented to encompass the wider implementation of the ARLA technical assistance plan including the training in ICT of CAS staff, the fieldworker training and the purchase of IT equipment that is badly needed.

### *2.1. Follow-up of the implementation of the strategy plan*

This will mainly be concerned with the household survey, preparations being seriously delayed by the failure to solve the problems related to the engagement of Dr. Zoha Khalil as local expert and chairman of the technical committee for the household survey. A first task has been to draft the ToR for her contract to be processed by the PMC. It is extremely urgent that her contract is now processed speedily so that work on the household survey is not further delayed.

The follow-up of the update of the 1996 database will entail more concrete discussions in preparation for the three related missions on GIS, database and business register that can now be planned since the agreement with the army on digitalized maps has been authorized.

### *2.2.a. Prepare for the joint expert mission in November*

The setting of a date for the joint mission will entail a complex process with all the five experts since only Mr. Dabbagh so far has declared himself available from 19 of November for a month-long mission. One of the last two weeks in November will probably be appropriate since the delivery of the maps will most likely take more than a month and CAS computer staff will need some time to install the database and get a little used to it before the GIS expert should come.

Dr. Maral Tutelian emphasized that the formalities must be addressed. This will include that OMSAR sends the final list of candidates to her for formal approval of their CVs, ToRs and dates.

The ideal would be that all the seven experts in the ARLA team for CAS, including myself and the computer system expert in the institutional development plan, are present for one week for joint discussions on the work ahead together with the CAS counterpart team. However, we already have to reckon with some obstacles to realize the ideal. Dr. van Eck for the business register is probably not available until January and Dr. Lennblad for the Balance of Payments may be hindered by her husband's illness to travel. The presence of those two will make possible discussions that will deal with all the issues in the plan, including in particular also the compilation of the National Accounts.

If the ideal with all the seven present cannot be realized the discussion will then be concentrated to design and plans for the data collections, particularly the update of the sampling frames for the household survey and the set of enterprise surveys but also to a review of the plans for the household survey. Mr. Dabbagh will then also be involved as business register expert.

My concrete tasks during the mission will be to assist the PMC and Arkadis BMB as needed for their handling of the formalities with OMSAR and the EU delegation and to draft the memo to inform the experts on the current status and the joint work ahead. This memo will be



discussed with the CAS Director-General and be suitable as information for other interested parties.

#### 2.2.b. Implementation of training and the purchase of equipment

Assuming that the ARLA work plan July 2001-June 2002 is approved there will be funds for the ICT training of ARLA staff and of fieldworkers. ARLA funds for the CAS will also make possible a substantial upgrading of the computer system of CAS. The planning of the training needs to start by the CAS in order to enable implementation as soon as the funds become available. Likewise, the planning for the purchase of new equipment should also start and be supported by the IT expert to be provided to the CAS under the ARLA plan.

#### 2.3. *The revised staff structure for the up-coming recruitments of staff for CAS*

Dr. Maral Tutelian indicated in our initial discussion that the task during this mission would be concentrated to further detailing the staff needs for the implementation of the November strategy plan to be hired on contract for the time being. The 1980 Decree would only be complemented with what is needed to make this possible and to enable the further development of the CAS into a modern national statistical institute in the coming years. The staffing of the fieldwork organization would be the priority.

#### 2.3. *The strategy for staff capacity and capability building*

We have to proceed further in specifying the needs for staff for the implementation of the November strategy plan. The Computer Department is no longer a joke with the arrival of two analysts and three programmers but more of these categories are obviously needed to run the computer system for a statistical agency that must now grow fast. Since turnover in these categories of staff will inevitably be high recruitment on contracts will be suitable. Contracts will be even more suitable for the computer-trained staff that will be needed for a short period to digitise the borders of the ilots. Permanent GIS-specialists will be needed in the future when the GIS will be used not just for cartography but also for analysis and data presentations.

The narrowest bottleneck is no longer the Computer Department. Its place has been taken by the Fieldwork Department that is now the department with only one technical staff – in the central office. The five regional offices must be set up with at least two permanent employees and some fieldworkers.

The collective capacity and capabilities of staff has increased now that the eleven new technical staff members are in place, since only candidates with a modern university education have been accepted. However, few of them come with much experience. The way to build capabilities in this situation is to engage all present and new staff in the three big exercises of data collection that are the main elements of the November strategy plan and to provide them with an experienced team of technical advisors to provide intensive on-the-job training. This in a nutshell is the strategy for staff capability building. *Production and training must go together for the strategy to be at all realistic.* A formal course on SNA 93 with lectures and exercises for all staff in the Economic Statistics and the National Accounts Department may now be appropriate to make them familiar with the structure and the basic concepts in modern National Accounts. The feasibility to organize such a training course needs to be investigated. Specific on-the-job training on particular subjects will be done later on by the experts. The arrival of a mission from Eurostat on October 22 will be an opportunity to discuss what can be done by the Eurostat on the basis of their training programs.

#### 2.4. *Discussion on organizational principles for statistical agencies*

This item will be implicit in many discussions but will not be systematically approached during this mission for lack of time.

**3. List of work tasks for the mission**

- 3.1. Follow-up of the strategy plan, in particular the household survey
- 3.2. Liaison with the PMC on the recruitment of experts.
- 3.3. Prepare for the first joint mission of the expert team for late November, including in particular writing a memo on the current status
- 3.4. Assist in the planning by the CAS of ICT and fieldworker training and the purchase of equipment under the ARLA technical assistance plan
- 3.5. Assist the CAS in revising the staff structure for the up-coming recruitments of staff.
- 3.6. Assist the CAS in developing job descriptions and qualifications for the staff to be recruited on contracts.
- 3.7. Assist the CAS in developing the strategy for capability building of staff.
- 3.8. Write the mission report.

**4. List of tasks for the PMC**

- 4.1. Process the contract for Dr. Zoha Khalil.
- 4.2. Provide the list of five experts to OMSAR for approval and transmission to the CAS Director-General for her approval.
- 4.3. Make available the IT expert for discussions with the CAS on a proposal to upgrade the computer system to be submitted when the budget for CAS for purchase of equipments is available.

Från: Walter Kolkma [mailto:wkolkma@omsar.gov.lb]  
Skickat: den 16 augusti 2001 16:30  
Till: Sten Johannson; Sten Johannson  
Kopia: Dimitrios Sfikas  
Ämne: your CAS mission report

Sten,

I have been asked to supply Roula with some statements for the Minister to read so that when he meets Maral next Saturday, he knows what to say.

Just checking with you.

(1) You say that for the economic surveys, 15 subject matter staff is needed. I assume there is hardly anybody available now (except for 3-4 foreign trained people that you talked about?) and that the 14 or so new recruits coming in September are not the people you talk about now??

Doesn't the fact that to recruit these (permanently) takes a half year, jeopardize the whole issue of the surveys again, and thereby also the 4-5 mm of expert missions?

(2) Second issue: your barrier # 4 of the mission report (page 6). I thought the missions were only held up by other barriers - namely decisions taken by CAS and funds/maps/staff becoming available.. ? Is this barrier a real barrier?? Or do you mean that the PMC Work Plan must be first approved? If the latter is the case, then I don't think it is a real barrier. Don't worry.

Did you know by the way that the local expert Zoha is now paid by the Ministry of Social Affairs ??

(3) You are basically saying that the 14 new recruits are sufficient reason for the 5 selected experts to come in Sept-October and that PMC should continue, also in the absence of the 29 more officers that need to be recruited? If the maps are not available, then one of the 5 missions should be reformulated into a cartographer's mission; the rest can still proceed?

So you are also saying that OMSAR's requirement of having the new recruits in place before organizing the missions end September is not a valid one?

I would appreciate a speedy answer if you can... You can put your answers in between my questions in reply mode.

Best regards for the time being

Walter Kolkma  
Beirut

PS forgive me for asking stupid questions.. I need to go home and did not read through your annexes completely.. I suppose I could find some of the answers there...

Från: Sten Johansson  
Skickat: den 17 augusti 2001 10:00  
Till: 'Walter Kolkma'  
Ämne: SV: your CAS mission report

Dear Walter,

In general, I would be very disappointed if the Minister is led to go into questions of detail that Maral must handle herself. The ideal is, of course, that the Minister is prepared to discuss the five questions in general and, preferably to make some commitments.

- 1) Can he explain to Maral why the agreement with the Army was not approved and is still not approved or when the decision will be made?
- 2) Can he do anything about the formal appointment of the 14 (!) selected candidates. My greatest fear is that some of the 6 computer guys will have found other jobs in the meantime?
- 3) Can he say that the CAS will get more staff any time soon, preferably in time for each activity, etc

(1) You say that for the economic surveys, 15 subject matter staff is needed. I assume there is hardly anybody available now (except for 3-4 foreign trained people that you talked about?) and that the 14 or so new recruits coming in September are not the people you talk about now??

Doesn't the fact that to recruit these (permanently) takes a half year, jeopardize the whole issue of the surveys again, and thereby also the 4-5 mm of expert missions?

[Sten Johansson]. At the end of Annex 2 on Staff capacity there is a table which is a summary of the situation and the needs. There are 5 now in the Economic Statistics Department (ESD). In table 1 (pages 9-10) you can see their present capabilities. 2 of the new will be allocated to the ESD. So they are seven at present. We say that the need is for 7 additional, not eight. This has to do with the fact that there are seven vacant positions for university-trained staff according to the 1980 Decree. The kind of staff needed is for economists, who can specialize in the subject matter areas they will cover; manufacturing industry (Incl water and electricity), construction, internal trade, etc. Each section will need 2-4 university-trained staff. Best is if all of these are recruited before the economic surveys go into the field in the second quarter of 2002 so that they can be trained by the foreign expert when the questionnaires are made, manuals written, pilots executed, etc. The expert can come to train the seven now available and then come back again to train the others when they will be recruited, which is a very inefficient way of training. And it would not be good for the team building that is badly needed. All will be practically without any experience, whatsoever! But it will be rather pointless for the CAS to start with the seven in October if it does not have a guarantee by the Government that there will be more staff coming. Then there will not be enough staff to do data processing and reporting.

The situation of CAS is really a case in point for the Minister of Administrative Reform. CAS needs for the economic surveys are for seven staff by the middle of October. However, it takes six months to recruit staff according to the procedures. Isn't he going to do something about that? For instance, speed the procedure or allow recruitment on contract? Secondly, CAS needs economists for the modern tasks, not mathematical statisticians, not assistant statisticians. But the more than 20 year old decree fixates the staff structure of CAS, apparently in iron chains. Can the Minister of Administrative Reform do something about that? CAS would be perfectly served if most of the 13 positions for assistant statisticians could be changed into seven positions for economists.

(2) Second issue: your barrier # 4 of the mission report (page 6). I thought the missions were only held up by other barriers - namely decisions taken by CAS and funds/maps/staff becoming available.. ? Is this barrier a real barrier?? Or do you mean that the PMC Work Plan must be first approved? If the latter is the case, then I don't think it is a real barrier. Don't worry.  
Did you know by the way that the local expert Zoha is now paid by the Ministry of Social Affairs ??

[Sten Johansson]. That the ARLA workplan must be approved before OMSAR will decide on the five missions is at the present a barrier, since this is what the Minister has written to the CAS in a letter. Maral will be very happy, if the Minister officially says that the recruitment for the five will proceed. Of course, we will change the ToR for the GIS-expert if the Government says no to the agreement with the Army. What will then be needed is a conventional cartographer.

Yes, I know that it has been discussed that Zoha may be financed by the Ministry of Social Affairs, but Maral has asked me to reinsert Zoha in the workplan in the report because apparently it is difficult for the Ministry to hire Zoha.

(3) You are basically saying that the 14 new recruits are sufficient reason for the 5 selected experts to come in Sept-October and that PMC should continue, also in the absence of the 29 more officers that need to be recruited? If the maps are not available, then one of the 5 missions should be reformulated into a cartographer's mission; the rest can still proceed?

So you are also saying that OMSAR's requirement of having the new recruits in place before organizing the missions end September is not a valid one?

[Sten Johansson] I'm not saying anything of the sort. I am saying in my report that CAS will be doing its absolutely best to work toward the goal of going into the field with the household survey January 1 and with the set of economic surveys in the beginning of April and then with the Update in September. The household survey can start with available staff and be carried out even without ARLA assistance or any OMSAR decisions. However, it is not possible for the CAS to start the economic surveys or the update unless there is a guarantee by the Government that more staff will be provided. Best would be to provide them ASAP so that they can be trained effectively. Let's have a decision by the government on what it can do, when, with what changes of regulations, the CAS can then do, whatever it can with the means the Government sets at the disposal of the CAS.

As to the experts, I think they must be recruited now. As I write in my report, they should be invited to come for a first meeting, first week in October, to discuss all the plans and to start with whatever staff is available. This is if the Government demonstrates its commitment to build a system of economic statistics for modern national accounts by meeting Dr. Maral with some positive answers, not with questions that imply that the Minister believes that she does not know her job.

[Sten Johansson] This is written in a hurry. I have a meeting that started five minutes ago. Please, call me to get more input but try to read my report + annexes. I'll be available from 2 o'clock, your time at 0046-8-696 9916

Best regards for the time being

Från: Sten Johansson  
Skickat: ; den 21 augusti 2001 11:31  
Till: 'Walter Kolkma'  
Kopia: 'mgolverdinge@omsar.gov.lb'  
Ämne: SV: the 5 CAS missions

Dear Walter and Marten,

What is the procedure? Marten told me that we select candidates. Arkadis BMB find out if they are available, including can come for a first mission starting October 1. Do we really need to resubmit the ToR if it is only the question of timing the first mission?  
Sten

-----Ursprungligt meddelande-----

Från: Walter Kolkma [mailto:wkolkma@omsar.gov.lb]  
Skickat: den 21 augusti 2001 11:01  
Till: Sten Johansson  
Kopia: Marten Golverdinge  
Ämne: the 5 CAS missions

Sten,

I don't think the minister spoke to Maral after all, last Saturday. Anyway, Marten van Golverdinge told me that if you want to (re-) submit these 5 ToRs to OMSAR soon, with a view to inviting the people to come at the end of September, you need to modify the ToRs because they make no mention of this event. I suppose there is a need to make the further contributions of each of the 5 conditional (in the ToR) on developments later.

Can you do this and send it straight to Marten (mgolverdinge@omsar.gov.lb <mailto:mgolverdinge@omsar.gov.lb>) ? You also need to take a decision about the GIS mission and whether it now needs to become a cartographer mission.

Best regards

Walter Kolkma

PS Idilio is leaving this afternoon; tomorrow is my last day.

. Sten Johansson  
Från: Sten Johansson  
Skickat: den 24 augusti 2001 15:46  
Till: 'Maral Tutelian'  
Ämne: Weekend

Dear Dr. Maral,

You can reach me during the weekend by e-mail and by phone to my mobile +46 70 698 9916. I am eager to get in touch. I talked to Idilio today. He sent greetings to all.

Yours  
Sten

Från: Sten Johansson  
Skickat: den 24 augusti 2001 11:34  
Till: 'Maral Tutelian'  
Ämne: SV: Recruitment of experts

Dear Dr. Maral,

I will be back in the office at about quarter past one your time. I am sending you a draft ToR for my next mission that can also be discussed when we are in contact by phone.

Yours  
Sten

-----Ursprungligt meddelande-----

Från: Marten Golverdinge [mailto:MGolverdinge@omsar.gov.lb]

Skickat: den 31 augusti 2001 11:53

Till: Sten Johansson

Ämne: RE: Recruitmentofexperts

Dear Sten,

I lodged the request for approval of your next mission with OMSAR. Beindy will inform you. I also requested BMB to extend your contract. I listed the candidates for the various missions according to your preferences and asked BMB to start recruiting. As soon as conclusive we can introduce the RFA's with OMSAR.

Lendblad will be a problem unless you can have her review her fees.

The issue of the Jordanian expert will be tackled when BMB has made arrangements and we introduce the RFA.

Now I go on leave until 10 October. So, for follow-up, please contact Beindy or directly Arnhem:

Johan Bentinck < J.V.Bentinck@arcadis.nl > or

Marjo Vervoorn < M.Vervoorn@arcadis.nl >

Best regards

Marten

-----Original Message-----

From: Sten Johansson [mailto:sten@fief.se]

Sent: Tuesday, August 28, 2001 11:31 AM

To: Marten Golverdinge

Subject: SV: Recruitmentofexperts

Dear Marten,

I have discussed with Dr. Maral at the CAS my next mission. I have drafted ToR which she has approved including the dates. I assume that BMB can just make the same kind of simple expansion of the contract as before.

However, some other procedure with OMSAR may be required. Can you take care of that?

As to other experts, we must wait until the new recruits are in place. I expect that to happen early in September. The Prime Minister is now back from his vacation and is expected to sign the formal documents any day now.

This would mean that the Jordanian expert on business survey management can come at any time. However, he will probably not be available until November unless for a very short mission. Eck and Dekker could come at any time for their first mission. Also Lennblad can come in October.

Only the GIS-expert must wait for the approval by the Prime Minister of the agreement with the Army on digital maps. If approval is not given we need to change the ToR to search for a conventional cartographic expert.

My plan is to try to coordinate the first mission of several of these experts for a week in October. My assumption is that we don't need to change their ToR for that. We only agree on a date. During and after this first mission we can find out how much time each one has available and for what tasks and then draft new ToRs accordingly. Several of the selected candidates have very broad areas of expertise in official statistics production and can be used for overlapping tasks. This is particularly true of Lennblad, Eck and Dabbagh. Walter wrote in an e-mail to me that I need not worry about approval by OMSAR of the whole ARLA workplan before the technical assistance plan for CAS can be implemented. Maybe Roula can sort this out and secure the approval by the OMSAR Minister?

Regards,



Från: Sten Johansson  
Skickat: den 31 augusti 2001 13:40  
Till: 'Maral Tutelian'  
Ämne: Greetings

Dear Dr. Maral,

I assume that no news is bad news. Nothing yet about the maps, about the new recruits, about future expansion of staff, etc? Has OMSAR sent my report to you for comment yet? And were there any specific questions by the Minister this time?

I have given the ToR for my next mission to PMC, Mr. Marten, who has taken care of procedures with OMSAR for approval and with the Arkadis BMB for my contract.

I think it should all run smoothly now, assuming that OMSAR gives approval.

I have ticket reservations to fly with Lufthansa in the evening of the 16th.

This means that I will arrive early in the morning of the 17th. I'll be in the CAS office at about 11 o'clock.

I am happy if there is approval for me working in Stockholm but I am now rather pessimistic that I will be able to use much time to work on the staff structure and the law before I arrive. I have a very busy schedule for the next two weeks.

However, I still hope to have something with me.

I have also pushed for early first contacts with the experts we selected for the missions, assuming that the 14 recruits will soon be in place at the CAS.

In that case all missions can go ahead, except for the one on GIS, which must wait for the decision on maps. If the government says no to your agreement with the Army we have to change the ToR for the GIS mission to ToR for a conventional cartographer or skip the mission all together.

Regards  
Sten

Från: Sten Johansson  
Skickat: den 6 september 2001 10:48  
Till: 'pmc003@omsar.gov.lb'  
Kopia: 'pmc001@omsar.gov.lib'  
Ämne: Recruitmentofexperts

Dear Beindy,

How are you? Too busy as usual, I assume. I'm sorry, but here is some more work. Below is some e-mail correspondence between Marten and me. Is there any news on any of the issues discussed in there?

First of all, is my mission starting 17 September approved by OMSAR? I have reservations but I need to purchase my tickets in the next few days, not later than Monday 10, to get the cheapest price.

Second, is the government doing anything about any of the five problems/issues that I listed in my report. Roula must know, specifically about maps and when new staff is in place. My ToR are on institutional development issues and not dependent on solutions to any of the five problems.

And third, specifically about item 4 in the list - the current hold on the technical assistance program for the CAS until the ARLA work plan is approved? Can some implementation start? Below is how I would like to proceed with the five missions (GIS, database, business register, Balance of Payments, and business survey design).

Of the five missions, the GIS-expert should not come until the agreement on digital maps is approved and the database and the business register experts cannot start until (at least) the 14 new staff are in place at the CAS. These three missions are all to help prepare for the update of the 1996 registration of buildings, dwellings and establishments. If the Government decides not to approve the agreement between the CAS and the Army on the maps I need to draft new ToR for another kind of expert. To do the update is a very big undertaking - visiting and registering every building in the country - so precious time for preparations is going by. It would be extremely depressing if the three experts could not come rather soon. Later than November 1 create some real problems for the operation with more risks for delays and need for improvisations.

However, the Balance of Payments mission could go ahead because there is staff to be trained and the expert is available from the second week in October, according to an e-mail to me.

The Business Survey expert should wait until there is more staff than at present to be trained but must come not later than November 1 since the surveys for 2001 must go into the field in the second quarter of 2002. He would be available from the last week in October, according to e-mail correspondence.

Since the technical assistance program must be implemented without the coordination and follow-up of a resident long-term expert it would be highly desirable that all the five experts are set up for their first mission to start last week of October or first week of November. I myself would be available from October 25. All of us could then do some planning for teamwork and follow-up of missions.

Can you do something to clear the way for the implementation of the technical assistance program for CAS according to this outline; my mission starting September 17, the BoP mission starting second week in October, my following mission starting October 25 and the four other experts starting around November 1.

Från: Sten Johansson  
Skickat: den 6 september 2001 11:31  
Till: 'cas@sodetel.net.lb'  
Ämne: Technical assistance program

Dear Dr. Maral,

I still do not have final confirmation of my mission starting 17 September approved by OMSAR. I have been corresponding with the PMC and expect the confirmation today or tomorrow. I have reservations with my travel agency but I need to purchase my tickets in the next few days, not later than Monday 10, to get the cheapest price.

I have been thinking some more about the implementation of the technical assistance program. Below is how I would like to proceed with the five missions (GIS, database, business register, Balance of Payments, and business survey design). It is no longer possible to have all five experts together in early October but may be it can be done in early November?

Of the five missions, the GIS-expert should not come until the agreement on digital maps is approved and the database and the business register experts should not come until (at least) the 14 new staff are in place at the CAS. These three missions are all to help prepare for the update of the 1996 registration of buildings, dwellings and establishments. If the Government decides not to approve the agreement between the CAS and the Army on the maps I need to draft new ToR for another kind of expert. To do the update is a very big undertaking - visiting and registering every building in the country - so precious time for preparations is going by. It would be extremely depressing if the three experts could not come rather soon. Later than 1 November will create some real problems for the operation with more risks for delays and need for improvisations. Of the three, I have news that Dekker (database) is available for missions. I will start correspondence with him and the other two as soon as they are available.

However, the Balance of Payments mission could go ahead because there is staff to be trained in the NA-department and the expert is available from the second week in October, according to an e-mail to me.

The Business Survey expert should wait until there is more staff than at present to be trained but must come not later than November 1 since the surveys for 2001 must go into the field in the second quarter of 2002. He would be available from the last week in October, according to e-mail correspondence.

Since the technical assistance program must be implemented without the coordination and follow-up of a resident long-term expert it would be highly desirable that all the five experts are set up for their first mission to start last week of October or first week of November. I myself would be available from October 25. All of us could then do some planning for teamwork and follow-up of missions.

Is this feasible and compatible with your other activities and with what is happening on the five issues for the Government to solve that were listed in my report? I will be in the office and available discussion by telephone this afternoon and all of tomorrow.

All the best to you and your team

Sten Johansson

Från: Sten Johansson  
Skickat: den 10 september 2001 13:02  
Till: 'Beindy Dagher'  
Ämne: SV: Recruitmentofexperts

Dear Meindy,

The travel agency is on my back as to whether I want to cancel or confirm my ticket. Do you have an answer today?

Sten

-----Ursprungligt meddelande-----  
Från: Beindy Dagher [mailto:bdagher@omsar.gov.lb]  
Skickat: den 6 september 2001 14:19  
Till: Sten Johansson  
Ämne: RE: Recruitmentofexperts

Dear Mr. Sten,

We have discussed the issues raised in your e-mail with Roula and she asked us to wait till Monday and she will give us her answer concerning your mission and the other issues raised in your e-mail...  
So till Monday have a nice weekend.

Best regards,  
Beindy

Från: Sten Johansson  
Skickat: den 11 september 2001 16:07  
Till: 'Maral Tutelian'  
Ämne: My mission

Dear Maral,

I again assume that no news is bad news, that the new recruits are not in place and that there is still no decision concerning the maps, etc. My mission for two weeks in September was scheduled in the hope that at least those two things had been solved. However, there is lots of work to do on the institutional development plan that is not dependent on progress on those issues. We need to discuss if and how the other experts can be kept available for missions until some of the problems are solved. If there are discussions on the household survey design I can provide some input. I bring a very nice report on sampling for a household budget survey for Zoha.

This is why I still have my ticket reservation. The travel agency has been able to keep it on hold because Lufthansa has empty seats. According to Roula it is only your confirmation that is missing. I have no problem if you say no to the mission, so, please, let me have your decision whichever way you decide.

All the best to you and your team

Sten

Från: Sten Johansson  
Skickat: den 13 september 2001 09:53  
Till: 'cas@sodetel.net.lb'  
Ämne: VB: Mission

Dear professor Maral,

I am very frustrated because my office phone was out of order. It will be repaired today but will be closed today between 1 and 2 o'clock for the repair. Pepe told me that you have been talking to Roula. So I called her but reached only Beindy Dagher, the PMC administrator. She told me that my report says that I should not come unless some of the conditions have been met. I realize that I have caused a misunderstanding. Below is how I explained it to Ms Beindy.

-----Ursprungligt meddelande-----

Från: Sten Johansson  
Skickat: den 13 september 2001 09:46  
Till: 'pmc003@omsar.gov.lb'  
Ämne: Mission

Dear Beindy,

I just re-read my report. To my horror I find that Roula is right. I have written that "The final timing of my mission depends on the extent to which the barriers, which now hinder progress at the CAS, can be removed by the Government." This can clearly be misunderstood.

Clearly, I myself can come to work on the institutional development component since I don't depend on the maps nor on whether the new recruits are in place for my work. My ToR includes arranging a meeting with the experts for coordination and teambuilding that I mention in the last paragraph. My hope was to arrange that meeting for the first week of October. "My next mission can then be planned to coincide with their meeting, which probably cannot take place before the first week in October. My mission could then start in the second half of September and have the planning of that meeting as an important part of my Terms of Reference, if some of the conditions above are also satisfied."

So the timing of my mission would depend on if the meeting with the other experts could take place in early October. But those other experts could not come for their first missions until some of the conditions above are satisfied. The GIS expert, for instance, depends on the maps being available.

The conditions are not satisfied so the meeting of the experts cannot take place back to back with my September mission. I have now been trying to arrange it for early November instead. But my September mission can take place anyway since there is lots to do according to the institutional development plan.

All the best, please, try to sort this out. I would be extremely grateful,

Sten

Från: Sten Johansson  
Skickat: den 17 september 2001 15:29  
Till: 'Beindy Dagher'  
Ämne: SV: Mission

Dear Ms Beindy,

Can you ask Roula if she thinks that the administrative problems can be sorted out in time so that I can travel on Saturday?

Regards  
Sten

-----Ursprungligt meddelande-----  
Från: Beindy Dagher [mailto:bdagher@omsar.gov.lb]  
Skickat: den 13 september 2001 11:22  
Till: Sten Johansson  
Ämne: RE: Mission

Dear Mr. Sten,  
I will check here then I will get back to you later

Regards  
Beindy

-----Original Message-----  
From: Sten Johansson [mailto:sten@fief.se]  
Sent: Thu, September 13, 2001 12:16 PM  
To: Beindy Dagher  
Subject: Mission

Dear Beindy,

It is somewhat complicated. I have an important conference on October 8 so it seems that it would be possible for me to postpone the mission for one week but not for two. However, getting the cheapest tickets proved complicated. I get the best price with Lufthansa but only if I leave Stockholm on the 22nd and returns with the very early flight on the 8th. I will be on time for the conference but somewhat drowsy. Will this be OK?

Regards,  
Sten

Från: Sten Johansson  
Skickat: den 19 september 2001 18:12  
Till: 'Maral Tutelian'  
Ämne: SV: Recruitment of experts

Dear Maral,

I was waiting for your call or e-mail today. Tomorrow, Thursday, I will be in Finland for a conference. I can read my e-mail from there and also be reached by my mobile +46-70-698 9916. Or, should I just conclude that you don't want me to come?

Regards

Sten

Från: Sten Johansson  
Skickat: den 19 september 2001 13:36  
Till: 'Maral Tutelian'  
Ämne: Very urgent!!

Dear Maral,

I have by now used up all my goodwill with my travel agent who has been holding the cheap tickets for me much longer than allowed.

Please, inform me of your decision by e-mail or phone as to whether my mission is postponed or not.

Regards

Sten



Från: Sten Johansson  
Skickat: . den 21 september 2001 12:39  
Till: 'Beindy Dagher'  
Kopia: 'cas@sodetel.net.lb'  
Ämne: SV: Meeting with CAS

Dear Beindy,

I am sorry that my mission is postponed again and that there is no new date fixated. My employer in Stockholm is tolerant but I have difficulties to plan my work for the coming weeks. I accept some of the blame because my report is not exactly clear as to which conditions must be satisfied before my mission.

ARLA is supporting CAS for two separate activities. One is the implementation of the November strategy plan to build the economics statistics system for National Accounts. This includes the update of the sampling frames, the household budget survey and the set of enterprise surveys.

The other is the institutional development plan that includes staff capacity building and organization development, legislative development, financial development and computer system development.

The timing of the five expert missions for the strategy plan is dependent on the government decisions on the digital maps and more staff to be recruited but the timing of my missions on institutional development is independent of those issues, except that I should assist in organizing their first mission so that all come together to coordinate future tasks.

This is all in my draft Terms of Reference except that it is now clear that their first mission must be planned for second half of November instead of early October. But my next mission should not wait for that since there are lots of tasks in the institutional development plan that should be worked on before that, first of all the new modernized staff structure for the CAS.

All the best  
Sten Johansson

-----Ursprungligt meddelande-----

Från: Beindy Dagher [mailto:bdagher@omsar.gov.lb]  
Skickat: den 21 september 2001 08:53  
Till: Sten Johansson  
Ämne: FW: Meeting with CAS

Dear Mr. Sten,  
Unfortunately your mission has been postponed. I am sending you the minutes of meeting with the D.G of CAS for your comments ( to PMC).

Best regards  
Beindy Dagher

> -----Original Message-----  
> From: Roula Kabbani  
> Sent: 20 September, 2001 12:39 PM  
> To: Dimitrios Sfikas  
> Cc: Raymond Houry; Atef Merhi; cas@sodetel.net.lb  
> <mailto:cas@sodetel.net.lb>; vincent.depaigne@dellbn.cec.eu.int  
> <mailto:vincent.depaigne@dellbn.cec.eu.int>; Maria.Alves@cec.eu.int  
> <mailto:Maria.Alves@cec.eu.int>  
> Subject: Meeting with CAS  
>  
> Dear Mr. Sfikas,  
>

Från: Sten Johansson  
Skickat: den 21 september 2001 12:39  
Till: 'Beindy Dagher'  
Kopia: 'cas@sodetel.net.lb'  
Ämne: SV: Meeting with CAS

Dear Beindy,

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All the best  
Sten Johansson

-----Ursprungligt meddelande-----

Från: Beindy Dagher [mailto:bdagher@omsar.gov.lb]  
Skickat: den 21 september 2001 08:58  
Till: Sten Johansson  
Ämne: FW: Meeting with CAS

Dear Mr. Sten,  
Unfortunately your mission has been postponed. I am sending you the minutes of meeting with the D.G of CAS for your comments ( to PMC).

Best regards  
Beindy Dagher

> -----Original Message-----

> From: Roula Kabbani  
> Sent: 20 September, 2001 12:39 PM  
> To: Dimitrios Sfikas  
> Cc: Raymond Khoury; Atef Merhi; cas@sodetel.net.lb  
> <mailto:cas@sodetel.net.lb>; vincent.depaigne@dellbn.cec.eu.int  
> <mailto:vincent.depaigne@dellbn.cec.eu.int>; Maria.Alves@cec.eu.int  
> <mailto:Maria.Alves@cec.eu.int>  
> Subject: Meeting with CAS  
>  
> Dear Mr. Sfikas,  
>

> This is to inform you on the decisions taken during our meeting with the General Director (D.G.) of the Central Administration of Statistics (CAS) Dr. Maral Tutaliane. The meeting was held on the 19th of September 2001 at the CAS in the presence of: Mr. Vincent Depaigne, Mr. Otto Kramer: representing the EC Delegation; Mr. Atef Merhi and Myself: representing OMSAR; Miss Najwa Yacoub and her colleague: from CAS;

>

> The purpose of the meeting was to discuss the development of the ARLA intervention in CAS.

>

In the light of the presentation made by the D.G on the prevailing situation at the CAS and based on Mr. Sten Johansson recommendations, reflected in his reports, two main critical issues should be tackled:

>

- > \* The need to recruit additional Human Resources;
- > \* The need to purchase a modern Cartography System.

>

> Accordingly, the following decisions were taken:

>

- > 1. The approval of Mr. Johansson next mission will be pending till the above problems are solved;
- >
- > 2. The OMSAR will assist the CAS in drafting the necessary documents to be sent through the Minister to the Council of Ministers for the recruitment of new staff;
- >
- > 3. The OMSAR will assist CAS in speeding up the process for the purchase of modern cartography.

>

> To Dr. Tutaliane:

>

> If you have any comments on the above, We will be grateful if you can send them the earliest possible. If no comments are received we shall consider the above as approved.

>

> Regards

> Roula Kabbani

Från: Sten Johansson  
Skickat: den 24 september 2001 13:27  
Till: 'Maral Tutelian'  
Ämne: SV: Recruitment of experts

Dear Maral,

I am sending you the draft ToR that were given to the PMC one month ago. I think also you saw them at that time although you may not remember. They were passed on to the PMC because you had not objections. The only thing that need to be changed is the date. It seems that I can travel already on Wednesday to be in your office on Thursday already this week. I will confirm later today.

Regards  
Sten

Från: Sten Johansson  
Skickat: den 25 september 2001 09:50  
Till: 'Beindy Dagher'  
Ämne: My mission

Dear Beindy,

Dr. Maral just called me and said that I cannot come now. She will send her written approval to the ministry within an hour today but from then on it will take several days to process this approval. I sent my ToR to PMC on Aug 28 that had been approved by Dr. Maral to be processed by OMSAR. My mission was then held up twice by Dr. Maral because my report had not been formally sent to her and none of the conditions had been met. Please, ask Roula if it is possible for her to speed the process. I have already bought the tickets because I was under the impression that only Maral's approval was lacking before Roula could take the decision.

If I have to postpone again it ruins my planning but the financial consequences are modest. The cost for cancelling the ticket today is US \$50.

All the best  
Sten

Dear Beindy,

Dr Maral called me today with some very good news. Not only will the 14 recruits be in place but the agreement on maps is also authorized. She now wants my mission as soon as possible. Only the date in my ToR will need to be changed from September 17 to September 27. I have arranged for ticket with Lufthansa at the lowest rate leaving on Wednesday via Frankfurt arriving at 01.55 i Beirut (very) early on Thursday morning 27 September. I hope that you will arrange for a suit at the Searock.

Sten

Från: Sten Johansson  
Skickat: den 5 oktober 2001 09:05  
Till: 'Maral Tutelian'  
Ämne: My mission

Dear Maral,

All the administrative issues have now been solved. I got the final permission yesterday. I got a ticket to fly Sunday. I arrive at Beirut airport early in the morning of Monday, at about 2 o'clock. I'll be in your office, probably at about 11.30.

I very much look forward to meeting you all again  
Sten

Get your FREE download of MSN Explorer at  
<http://explorer.msn.com/intl.asp>  
Från: Sten Johansson  
Skickat: den 5 oktober 2001 12:51  
Till: 'Wildt P.P.Q. de (Piet)'  
Ämne: SV: Input ARLA

Dear Mr. de Wildt,

My next mission is finally through all the red tape in Beirut. I leave on Sunday October 7 with Lufthansa. I return early Sunday morning 21 October.

I have bought my ticket and hope to have it refunded by Beindy in PMC.

I guess I need a contract of the same type as before, that is an addendum to my November contract. I will claim 5 days for work in Stockholm, 13 days in Beirut, 2 travel days and 1 day for preparations and 1 day for afterwork.

I feel semi-responsible for the CAS sub-project of Arla. For the project to succeed i'm sure that we need good consultants. I am very happy that we now have Dekker and Beaumont on board. Both Lennblad and Dabbagh are available for missions but you need to offer them decent terms.

I am available this afternoon for discussion of these and other issues concerning the CAS project, phone +468 696 9916. Please, call.

Regards  
Sten

### Bad news

It seems that the postponement of the implementation of the technical assistance program has had some bad effects. Yesterday morning, I thought we had all the five selected candidates on board for November with the possible exception of Dr. van Eck. In the afternoon I got the following bad news.

1. The GIS-expert, Dr. Beaumont is no longer available. He has accepted another mission to start on November 15 that will last until March next year. BMB will try with Dr. Brown who was the first on our list of GIS-candidates but who was not available for September to see if he is possibly available for November. There is also a Dr. Wynia on the list, whom we thought acceptable, who has not been contacted at all by BMB yet since Beaumont was available (second on the list).
2. We do not know any more if the database expert, Dr. Dekker, is available for November. He had declared himself available for September according to the original Terms of Reference. On Monday we will know.
3. Dr. van Eck, the business register expert, is not at all available for November and he has now said that his possible engagement for January may not be open any longer. This may be true for all of 2002. However, Mr. Dabbagh, the business survey expert, has experience with designing the business register for PCBS. He knows all the content questions but he is not expert on the database design questions for business registers. However, to follow the rules we may probably have to advertise the business register position again.
4. Rates for Dr. Lennblad are still under discussion. Yesterday I thought that BMB had given her a slightly better offer than before that she could accept. It now seems that the offer is no better than before. The four other candidates on the list we rated as "not acceptable".
5. The only expert we now have for sure is Mr. Dabbagh for "business survey design and management" and Martens said that even with double citizenship the EU-delegation may have to be involved.
6. My own contract is in jeopardy. I was told by Mr. Sfikas upon giving him my progress report for the first week that I will not be paid for work done in Stockholm. My mission starts on 8 October and he has changed the Terms of Reference agreed with Sr. Maral and PMC already in August, deleting all the work tasks to be done in Stockholm. It seems that OMSAR is applying the same rules to me as they have applied to Dr. Zoha.
7. In the world I come from oral agreements are honoured. I have no written contract for the mission as yet from the BMB. My contracts for the last two missions with the BMB have been handled as addendums to my November 2000 contract finally signed after the missions in order to handle changes done under the way, for instance that my mission July-August was extended four days in Beirut. The same procedure was assumed this time. Like last time, the Terms of Reference say that I can work "up to seven days" in Stockholm. I did not work for seven days because my other job did not allow for that so I claimed pay only for three days in Stockholm. The same formula with "up to seven days" was used in the ToR for this mission. This time my intention was to claim pay for five days mostly because so much of my time used for CAS related issues was ineffective, concerning the administration of my own mission.



### **How the ARLA project at CAS has turned into a bureaucratic farce**

In November 2000, Mr. Idilio Freire, who would become the resident expert on National Accounts, and myself assisted the CAS in developing a strategy plan to build a system of economic statistics sufficient for modern National Accounts. It was not a fancy strategy to create something new and very sophisticated. It was only what most statistical agencies have been able to do when they have a government behind them, willing and able to provide support and the resources required. The CAS seemed to have a clear legal mandate for the job in the 1979 Law and the 1980 decree as well as a strong Government commitment to support the CAS in doing the job manifested in a recent Government Decree. I am sorry to have to state that the implementation of the November 2000 strategy plan has turned into a bureaucratic farce.

We knew from start that the CAS did not have the resources required. The CAS had an office and some new computers but only one qualified technical staff in the Computer "Department". Also the Fieldwork "Department" had only one qualified and its "regional offices" to administer nationwide fieldwork operations had no offices and no staff. Total university- and college-trained staff was 19 at the time, some of whom having outdated qualifications and no experience. That some 50 technical staff with modern university education must be recruited to fill vacant posts was a critical assumption stated in the strategy document. In addition the CAS must have a mandate to recruit temporary staff for fieldwork and data entry. The CAS had such a mandate in the 1980 Decree but the mandate was "temporarily" cancelled not only for the CAS but for all administrations.

The Government allowed the CAS to recruit to 13 new staff but the recruitment process had to follow normal routines. The process took eight months from February to October to complete. The selection of candidates was finished in early June but then it took the Government four more months to formally appoint them. They were in place only in early October. Thirteen is less than 50 but couldn't work start anyway? Two analysts and three programmers meant only that the Computer "Department" was no longer a joke in relation to the tasks ahead. But the "Fieldwork Department" was still a joke with only one qualified technical staff and no regional offices. In my third mission report dated August 11 I recommended that more staff must be hired, many of whom could be on temporary contracts. However, there was another delay even more at odds with the recent Decree that all Government institutions must cooperate with the CAS.

The CAS Director-General wanted to employ the new GIS-technology with digitalized maps for fieldwork and remote sensing for the updating of maps with new buildings. The CAS got willing cooperation from the Lebanese Army that has this technology. An agreement was reached in early May for CAS to buy the system of digitised maps from the Army. However, this agreement required approval by the Government. For no reasons given, this approval was not given or even an answer to its request although the CAS had the sum required in its budget. It took until end of September to get the approval, that is, with five months delay. In spite of good will from the Army it cannot provide the full set of maps until middle of November. But cartographic work with the new technology can now start when international

experts become available for training and temporary staff can be hired on contract. This brings us to the third problem; the technical assistance plan.

Since the CAS staff has little experience of practical work in a statistical agency, training is crucial. Training can be very effectively done on the job if experienced international experts are recruited to do the training at the same time as they help to design and manage the three big data collection exercises, which are the main elements in the November 2000 strategy.

Idilio Freire and myself assisted the CAS in developing a technical assistance plan for the implementation of the strategy plan, first submitted in an annex to my third mission report dated May 4, later modified and included in the ARLA work plan for July 2001-June 2002. Here I need to state that what is included for the CAS in the ARLA plan is, indeed, sufficient both in terms of man months for technical assistance and in terms of funds for training and equipment in the local account.

When OMSAR acted on my second mission report in a letter at the end of June to the CAS Director-General it was – among other things - to announce that implementation of the technical assistance plan was put on hold until the work plan for the greater ARLA program was approved. I was assured by the PMC that this was a mere formality. When OMSAR reacted to my third mission report dated August 11 with a letter to the CAS Director-General dated September 20, it was to announce that the hold on the implementation would be reconsidered on the basis of my report on my fourth mission scheduled to end 21 October. Previous experiences of the OMSAR process to react to reports indicate that the considerations will take until Christmas.

So, eight months to recruit thirteen staff of 50 needed, a similar delay in allowing recruitment of staff on temporary contracts, five months to approve a cooperation agreement with the Army (!) and then no apparent will to use effectively and in time the generous technical assistance resources provided by the European Union. The whole process so far shows that there is no real respect for the professional job and staff commitment that is needed to build and manage a national statistical institute.

The most acute obstacles to the November 2000 strategy plan now seem to be removed; 13 new staff are in place, the digital maps are on their way, and additional staff on contract may be hired. However, now the timely implementation of the technical assistance plan is in jeopardy. When I arrived for the mission it seemed that we had very qualified experts on hand for the missions after work done in Stockholm and by the BMB in Holland. Because of the delays practically all the experts on hand have now gone to other jobs when the original scheduling of missions were not upheld.

The local expert, Dr. Zoha Klalil, does not yet have a contract although her role for the household survey is crucial. My own contract for the present mission does not seem valid since it is not yet formally signed. May be “bureaucratic farce” is not the correct term. “Bureaucratic nightmare” may turn out to be a more relevant term. To recruit other experts to such a place will be a challenging task, indeed.

## Progress report on the fourth mission to the CAS October 8-21, 2001

The Terms of Reference for the mission detailed some activities in Stockholm as preparations for activities during the mission to the CAS. In this memo I will first report on my activities in Stockholm and then discuss the work plan for the mission itself in light of an initial discussion with Director-General Maral Tutelian on my first days of work in the CAS. An executive summary of the work tasks is at the end of the memo.

### 1. Preparations in Stockholm

My fourth mission originally planned for September 17-30 was postponed three times because the two conditions to get the 14 new recruits in place and the authorization of the agreement with the army on digital maps were not met. Only when the original date for the mission was imminent did I learn that my report had not been finally processed by OMSAR and sent to the CAS Director-General for approval. I am happy that, when this became clear, all the parties involved acted to solve the problems, while my mission was on hold.

My Terms of Reference for the mission agreed in August provided "up to seven days" for work in Stockholm on the following five tasks:

1. Collaborate with the CAS Director-General to implement the revised technical assistance plan by modifying the terms of reference for the experts as needed and coordinating their first mission to the CAS;
2. Collaborate with the PMC and Arkadis BMB in the recruitment of the selected experts for the CAS and in planning for their first mission to the CAS;
3. Be available for discussions by phone or e-mail with the CAS Director-General on other up-coming issues in the implementation of the strategy plan;
4. Prepare for further discussions and decisions by the CAS on a new staff structure to be implemented in a revised Government Decree on the CAS;
5. Prepare for further discussions and decisions by the CAS on principles of organization to guide organization development for the coming years.

#### 1.1. The technical assistance plan:

The hold on the implementation of the technical assistance plan was lifted by the Minister of OMSAR, HE Fouad El-Saad, in a letter to the CAS Director-General, Dr. Maral Tutelian, dated 20 September, stating that his Ministry is now ready to give CAS the five international experts in the technical assistance plan. It will now be possible for the PMC and OMSAR to send to the CAS the proposed experts, their CVs and Terms of Reference for formal approval by the Director-General.

Modification of ToRs for the GIS mission will not be needed since the agreement between the CAS and the Army on provision of digital maps for the cartography has now been authorized by the Government. Only the proposed dates for the missions in the draft ToRs need to be modified since they were all provisionally scheduled for the third quarter. While in Stockholm I started to communicate with the experts on a first joint mission to be scheduled for the second half of October but the continued delays made this unrealistic. I also started work on a memo to inform the experts on the current status of the CAS and the work to be done by the team. However, I could not proceed very far with this because of the uncertainties.

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراسات القطاع العام

In communication with Arkadis BMB in Holland I learned that they had proceeded with contacting some of the experts. I was informed that Dr. Dekker would be available for the database mission and Dr. Beaumont for the GIS mission. Both of them can now be approached for a mission as soon as possible. Dr. Van Eck would not be available for the business register mission until January. I have suggested that he makes himself available for a brief mission to participate in the team building exercise later in the fall if that would be arranged but I have had no answer so far. Dr. van Eck's participation would be very valuable because of his expertise on the hidden and informal economy. The dividing line between enterprises in the formal economy to be included in the business register and the mostly small enterprises and economic activities to be referred to the informal household sector with data to be captured by a household survey or other means is a very important issue in the construction of a business register.

The citizenship problem for the business survey expert, Mr. Dabbagh, was solved when he informed us that he is citizen both of Australia and of Jordan. His contract will be finalized in the next few days. He has extensive experience with work on business register for Palestine and can assist on this matter until Dr. van Eck is available. Mr. Dabbagh is available for a possible joint mission starting 19 November.

Dr. Lennblad has problems to make herself available until January because of her husband's illness. Her mission on Balance of Payments could be widened to include National Accounts methodology and training. Also Mr. van Eck's expertise is actually mainly in National Accounts. There is still some hope that Dr. Lennblad can be available for a short first mission in late November.

### *1.2. Planning for the first joint mission*

I am still working on the assumption that the first missions of the five experts can be scheduled so that all of them will be at the CAS for one week in the second half of November. This week will be used for planning the teamwork needed ahead. An important issue will be whether coordination of our work can be done effectively without a resident long-term expert to administer and follow-up on the results of the short-term missions. My experiences so far indicate that it is very difficult to fill in from Stockholm and in my repeated short-term missions for the functions of the resident expert that were handled by Mr. Freire. The need for a resident expert may need to be discussed again. I expect that up to half of my time in Beirut will be needed for coordination and administration.

### *1.3. Communication with the CAS*

Communication between me and CAS Director-General by phone or e-mail has not been as active as foreseen since they have mainly had to deal with the facts that the new recruits are not yet in place, that the agreement on maps has not yet been authorized and the reasons why my mission has to be postponed.

### *1.4. Preparations for discussions on a new staff structure and organization for the CAS*

In studying the 1979 Statistics Law and the 1980 Decree two conclusions seem warranted.

The Law is very general but gives the CAS the necessary mandate to implement the November 2000 strategy plan as well as taking up statistics production on the whole set of official statistics programs in other countries, except for the modern concerns for gender and environment. Also no program for "crime and victimization" is specified in the Law. In my reading

the Law actually mandates the CAS to set the priorities of work to implement the plan at the top even at the expense of all other activities including services to other ministries

A new statistics Law need not be a priority in the short term since the 1979 Law is not an acute problem. However, while in Stockholm I have collected from Eurostat the EU regulations on statistics, the current statistics laws of the member states as well as the "Pattern for a Statistical Law" that has been used in advising the National Statistical Institutes in Eastern Europe and the former republics of the Soviet Union. The CAS can put this potentially useful material in store for possible use later on.

The 1980 Decree on the other hand has proved itself to be a real obstacle to effectiveness and efficiency of work. One should note that the Decree provides some important possibilities to organize work flexibly with temporary work groups; for instance, the technical committees set up for the three major data collection exercises in the November strategy plan. However, the excessive detail with which the Decree regulates the staff structure in accordance with 1980 technologies and division of tasks according to formal educational requirements has proved very unfortunate indeed. This harsh conclusion is most easily substantiated by the results of the recent eight-months recruitment process of 14 new staff.

The 14 candidates could not be recruited according to the priorities flowing from the needs of the November strategy plan but had to be according to candidates available to fill the vacancies in the more than 20 years old Decree. As a result the National Accounts Department got two mathematical statisticians instead of the economists that are obviously needed. The two mathematical statisticians cannot be deployed to fill the desperate need for technical staff in the Fieldwork Department since the Decree only provides vacant positions for "statisticians", who according to the job descriptions and educational qualifications are a different category than "mathematical statisticians". The Economic Statistics Department has vacancies for statisticians although the need is for specialists with a background in economics or business administration.

A new Statistics Law is not a priority in the short term but the staff structure detailed in the 1980 Decree must be revised or complemented in order not to function as an obstacle to the implementation of the November strategy plan and the further development of the CAS into a modern national statistical institute in the coming years.

## *2. Planned activities during the mission at the CAS*

My Terms of Reference for the mission agreed in August listed the following five tasks:

1. Follow-up of the implementation of the strategy plan, in particular the preparations for the household survey and the update of the 1996 database on buildings, dwellings and establishments, and propose the changes that may be needed;
2. Prepare for the joint activities by the experts during their first mission in October or November to develop teamwork and coordinated activities to support the CAS in the implementation of the modified November strategy plan;
3. Assist the CAS in developing a proposal for a new staff structure for the CAS, eventually to be regulated in a new government decree on CAS;
4. Assist the CAS in developing a strategy for staff capacity and capability building sufficient for a modern system of official statistics for Lebanon;
5. Initiate discussions on organizational principles for statistical agencies with the CAS management team;

An initial discussion with the Director-General, Dr. Maral Tutelian, has resulted in a provisional but more concrete delineation of the tasks to be completed during the 13 days in Beirut. Item 2 must be complemented to encompass the wider implementation of the ARLA technical assistance plan including the training in ICT of CAS staff, the fieldworker training and the purchase of IT equipment that is badly needed.

### *2.1. Follow-up of the implementation of the strategy plan*

This will mainly be concerned with the household survey, preparations being seriously delayed by the failure to solve the problems related to the engagement of Dr. Zoha Khalil as local expert and chairman of the technical committee for the household survey. A first task has been to draft the ToR for her contract to be processed by the PMC. It is extremely urgent that her contract is now processed speedily so that work on the household survey is not further delayed.

The follow-up of the update of the 1996 database will entail more concrete discussions in preparation for the three related missions on GIS, database and business register that can now be planned since the agreement with the army on digitalized maps has been authorized.

### *2.2.a. Prepare for the joint expert mission in November*

The setting of a date for the joint mission will entail a complex process with all the five experts since only Mr. Dabbagh so far has declared himself available from 19 of November for a month-long mission. One of the last two weeks in November will probably be appropriate since the delivery of the maps will most likely take more than a month and CAS computer staff will need some time to install the database and get a little used to it before the GIS expert should come.

Dr. Maral Tutelian emphasized that the formalities must be addressed. This will include that OMSAR sends the final list of candidates to her for formal approval of their CVs, ToRs and dates.

The ideal would be that all the seven experts in the ARLA team for CAS, including myself and the computer system expert in the institutional development plan, are present for one week for joint discussions on the work ahead together with the CAS counterpart team. However, we already have to reckon with some obstacles to realize the ideal. Dr. van Eck for the business register is probably not available until January and Dr. Lennblad for the Balance of Payments may be hindered by her husband's illness to travel. The presence of those two will make possible discussions that will deal with all the issues in the plan, including in particular also the compilation of the National Accounts.

If the ideal with all the seven present cannot be realized the discussion will then be concentrated to design and plans for the data collections, particularly the update of the sampling frames for the household survey and the set of enterprise surveys but also to a review of the plans for the household survey. Mr. Dabbagh will then also be involved as business register expert.

My concrete tasks during the mission will be to assist the PMC and Arkadis BMB as needed for their handling of the formalities with OMSAR and the EU delegation and to draft the memo to inform the experts on the current status and the joint work ahead. This memo will be

discussed with the CAS Director-General and be suitable as information for other interested parties.

### *2.2.b. Implementation of training and the purchase of equipment*

Assuming that the ARLA work plan July 2001-June 2002 is approved there will be funds for the ICT training of ARLA staff and of fieldworkers. ARLA funds for the CAS will also make possible a substantial upgrading of the computer system of CAS. The planning of the training needs to start by the CAS in order to enable implementation as soon as the funds become available. Likewise, the planning for the purchase of new equipment should also start and be supported by the IT expert to be provided to the CAS under the ARLA plan.

### *2.2.c. The revised staff structure for the up-coming recruitments of staff for CAS*

Dr. Maral Tutelian indicated in our initial discussion that the task during this mission would be concentrated to further detailing the staff needs for the implementation of the November strategy plan to be hired on contract for the time being. The 1980 Decree would only be complemented with what is needed to make this possible and to enable the further development of the CAS into a modern national statistical institute in the coming years. The staffing of the fieldwork organization would be the priority.

### *2.3. The strategy for staff capacity and capability building*

We have to proceed further in specifying the needs for staff for the implementation of the November strategy plan. The Computer Department is no longer a joke with the arrival of two analysts and three programmers but more of these categories are obviously needed to run the computer system for a statistical agency that must now grow fast. Since turnover in these categories of staff will inevitably be high recruitment on contracts will be suitable. Contracts will be even more suitable for the computer-trained staff that will be needed for a short period to digitise the borders of the ilots. Permanent GIS-specialists will be needed in the future when the GIS will be used not just for cartography but also for analysis and data presentations.

The narrowest bottleneck is no longer the Computer Department. Its place has been taken by the Fieldwork Department that is now the department with only one technical staff – in the central office. The five regional offices must be set up with at least two permanent employees and some fieldworkers.

The collective capacity and capabilities of staff has increased now that the eleven new technical staff members are in place, since only candidates with a modern university education have been accepted. However, few of them come with much experience. The way to build capabilities in this situation is to engage all present and new staff in the three big exercises of data collection that are the main elements of the November strategy plan and to provide them with an experienced team of technical advisors to provide intensive on-the-job training. This in a nutshell is the strategy for staff capability building. *Production and training must go together for the strategy to be at all realistic.* A formal course on SNA 93 with lectures and exercises for all staff in the Economic Statistics and the National Accounts Department may now be appropriate to make them familiar with the structure and the basic concepts in modern National Accounts. The feasibility to organize such a training course needs to be investigated. Specific on-the-job training on particular subjects will be done later on by the experts. The arrival of a mission from Eurostat on October 22 will be an opportunity to discuss what can be done by the Eurostat on the basis of their training programs.

## *4. Discussion on organizational principles for statistical agencies*

This item will be implicit in many discussions but will not be systematically approached during this mission for lack of time.

### **3. List of work tasks for the mission**

- 3.1. Follow-up of the strategy plan, in particular the household survey
- 3.2. Liaison with the PMC on the recruitment of experts.
- 3.3. Prepare for the first joint mission of the expert team for late November, including in particular writing a memo on the current status
- 3.4. Assist in the planning by the CAS of ICT and fieldworker training and the purchase of equipment under the ARLA technical assistance plan
- 3.5. Assist the CAS in revising the staff structure for the up-coming recruitments of staff.
- 3.6. Assist the CAS in developing job descriptions and qualifications for the staff to be recruited on contracts.
- 3.7. Assist the CAS in developing the strategy for capability building of staff.
- 3.8. Write the mission report.

### **4. List of tasks for the PMC**

- 4.1. Process the contract for Dr. Zoha Khalil.
- 4.2. Provide the list of five experts to OMSAR for approval and transmission to the CAS Director-General for her approval.
- 4.3. Make available the IT expert for discussions with the CAS on a proposal to upgrade the computer system to be submitted when the budget for CAS for purchase of equipments is available.



## Progress report on the fourth mission to the CAS October 8-21, 2001

The Terms of Reference for the mission detailed some activities in Stockholm as preparations for activities during the mission to the CAS. In this memo I will first report on my activities in Stockholm and then discuss the work plan for the mission itself in light of an initial discussions with Director-General Maral Tutelian on my first days of work in the CAS. An executive summary of the work tasks is at the end of the memo.

### 1. Preparations in Stockholm

My fourth mission originally planned for September 17-30 was postponed three times because the two conditions to get the 14 new recruits in place and the authorization of the agreement with the army on digital maps were not met. Only when the original date for the mission was imminent did I learn that my report had not been finally processed by OMSAR and sent to the CAS Director-General for approval. I am happy that, when this became clear, all the parties involved acted to solve the problems, while my mission was on hold.

My Terms of Reference for the mission agreed in August provided "up to seven days" for work in Stockholm on the following five tasks:

1. Collaborate with the CAS Director-General to implement the revised technical assistance plan by modifying the terms of reference for the experts as needed and coordinating their first mission to the CAS;
2. Collaborate with the PMC and Arkadis BMB in the recruitment of the selected experts for the CAS and in planning for their first mission to the CAS;
3. Be available for discussions by phone or e-mail with the CAS Director-General on other up-coming issues in the implementation of the strategy plan;
4. Prepare for further discussions and decisions by the CAS on a new staff structure to be implemented in a revised Government Decree on the CAS;
5. Prepare for further discussions and decisions by the CAS on principles of organization to guide organization development for the coming years.

#### *1.1. The technical assistance plan:*

The hold on the implementation of the technical assistance plan was lifted by the Minister of OMSAR, HE Fouad El-Saad, in a letter to the CAS Director-General, Dr. Maral Tutelian, dated 20 September, stating that his Ministry is now ready to give CAS the five international experts in the technical assistance plan. It will now be possible for the PMC and OMSAR to send to the CAS the proposed experts, their CVs and Terms of Reference for formal approval by the Director-General.

Modification of ToRs for the GIS mission will not be needed since the agreement between the CAS and the Army on provision of digital maps for the cartography has now been authorized by the Government. Only the proposed dates for the missions in the draft ToRs need to be modified since they were all provisionally scheduled for the third quarter. While in Stockholm I started to communicate with the experts on a first joint mission to be scheduled for the second half of October but the continued delays made this unrealistic. I also started work on a memo to inform the experts on the current status of the CAS and the work to be done by the team. However, I could not proceed very far with this because of the uncertainties.

In communication with Arkadis BMB in Holland I learned that they had proceeded with contacting some of the experts. I was informed that Dr. Dekker would be available for the database mission and Dr. Beaumont for the GIS mission. Both of them can now be approached for a mission as soon as possible. Dr. Van Eck would not be available for the business register mission until January. I have suggested that he makes himself available for a brief mission to participate in the team building exercise later in the fall if that would be arranged but I have had no answer so far. Dr. van Eck's participation would be very valuable because of his expertise on the hidden and informal economy. The dividing line between enterprises in the formal economy to be included in the business register and the mostly small enterprises and economic activities to be referred to the informal household sector with data to be captured by a household survey or other means is a very important issue in the construction of a business register.

The citizenship problem for the business survey expert, Mr. Dabbagh, was solved when he informed us that he is citizen both of Australia and of Jordan. His contract will be finalized in the next few days. He has extensive experience with work on business register for Palestine and can assist on this matter until Dr. van Eck is available. Mr. Dabbagh is available for a possible joint mission starting 19 November.

Dr. Lennblad has problems to make herself available until January because of her husband's illness. Her mission on Balance of Payments could be widened to include National Accounts methodology and training. Also Mr. van Eck's expertise is actually mainly in National Accounts. There is still some hope that Dr. Lennblad can be available for a short first mission in late November.

### *1.2. Planning for the first joint mission*

I am still working on the assumption that the first missions of the five experts can be scheduled so that all of them will be at the CAS for one week in the second half of November. This week will be used for planning the teamwork needed ahead. An important issue will be whether coordination of our work can be done effectively without a resident long-term expert to administer and follow-up on the results of the short-term missions. My experiences so far indicate that it is very difficult to fill in from Stockholm and in my repeated short-term missions for the functions of the resident expert that were handled by Mr. Freire. The need for a resident expert may need to be discussed again. I expect that up to half of my time in Beirut will be needed for coordination and administration.

### *1.3. Communication with the CAS*

Communication between me and CAS Director-General by phone or e-mail has not been as active as foreseen since they have mainly had to deal with the facts that the new recruits are not yet in place, that the agreement on maps has not yet been authorized and the reasons why my mission has to be postponed.

### *1.4. Preparations for discussions on a new staff structure and organization for the CAS*

In studying the 1979 Statistics Law and the 1980 Decree two conclusions seem warranted.

The Law is very general but gives the CAS the necessary mandate to implement the November 2000 strategy plan as well as taking up statistics production on the whole set of official statistics programs in other countries, except for the modern concerns for gender and environment. Also no program for "crime and victimization" is specified in the Law. In my reading

the Law actually mandates the CAS to set the priorities of work to implement the plan at the top even at the expense of all other activities including services to other ministries

A new statistics Law need not be a priority in the short term since the 1979 Law is not an acute problem. However, while in Stockholm I have collected from Eurostat the EU regulations on statistics, the current statistics laws of the member states as well as the "Pattern for a Statistical Law" that has been used in advising the National Statistical Institutes in Eastern Europe and the former republics of the Soviet Union. The CAS can put this potentially useful material in store for possible use later on.

The 1980 Decree on the other hand has proved itself to be a real obstacle to effectiveness and efficiency of work. One should note that the Decree provides some important possibilities to organize work flexibly with temporary work groups; for instance, the technical committees set up for the three major data collection exercises in the November strategy plan. However, the excessive detail with which the Decree regulates the staff structure in accordance with 1980 technologies and division of tasks according to formal educational requirements has proved very unfortunate indeed. This harsh conclusion is most easily substantiated by the results of the recent eight-months recruitment process of 14 new staff.

The 14 candidates could not be recruited according to the priorities flowing from the needs of the November strategy plan but had to be according to candidates available to fill the vacancies in the more than 20 years old Decree. As a result the National Accounts Department got two mathematical statisticians instead of the economists that are obviously needed. The two mathematical statisticians cannot be deployed to fill the desperate need for technical staff in the Fieldwork Department since the Decree only provides vacant positions for "statisticians", who according to the job descriptions and educational qualifications are a different category than "mathematical statisticians". The Economic Statistics Department has vacancies for statisticians although the need is for specialists with a background in economics or business administration.

A new Statistics Law is not a priority in the short term but the staff structure detailed in the 1980 Decree must be revised or complemented in order not to function as an obstacle to the implementation of the November strategy plan and the further development of the CAS into a modern national statistical institute in the coming years.

## ***2. Planned activities during the mission at the CAS***

My Terms of Reference for the mission agreed in August listed the following five tasks:

1. Follow-up of the implementation of the strategy plan, in particular the preparations for the household survey and the update of the 1996 database on buildings, dwellings and establishments, and propose the changes that may be needed;
2. Prepare for the joint activities by the experts during their first mission in October or November to develop teamwork and coordinated activities to support the CAS in the implementation of the modified November strategy plan;
3. Assist the CAS in developing a proposal for a new staff structure for the CAS, eventually to be regulated in a new government decree on CAS;
4. Assist the CAS in developing a strategy for staff capacity and capability building sufficient for a modern system of official statistics for Lebanon;
5. Initiate discussions on organizational principles for statistical agencies with the CAS management team;

An initial discussion with the Director-General, Dr. Maral Tutelian, has resulted in a provisional but more concrete delineation of the tasks to be completed during the 13 days in Beirut. Item 2 must be complemented to encompass the wider implementation of the ARLA technical assistance plan including the training in ICT of CAS staff, the fieldworker training and the purchase of IT equipment that is badly needed.

### *2.1. Follow-up of the implementation of the strategy plan*

This will mainly be concerned with the household survey, preparations being seriously delayed by the failure to solve the problems related to the engagement of Dr. Zoha Khalil as local expert and chairman of the technical committee for the household survey. A first task has been to draft the ToR for her contract to be processed by the PMC. It is extremely urgent that her contract is now processed speedily so that work on the household survey is not further delayed.

The follow-up of the update of the 1996 database will entail more concrete discussions in preparation for the three related missions on GIS, database and business register that can now be planned since the agreement with the army on digitalized maps has been authorized.

### *2.2.a. Prepare for the joint expert mission in November*

The setting of a date for the joint mission will entail a complex process with all the five experts since only Mr. Dabbagh so far has declared himself available from 19 of November for a month-long mission. One of the last two weeks in November will probably be appropriate since the delivery of the maps will most likely take more than a month and CAS computer staff will need some time to install the database and get a little used to it before the GIS expert should come.

Dr. Maral Tutelian emphasized that the formalities must be addressed. This will include that OMSAR sends the final list of candidates to her for formal approval of their CVs, ToRs and dates.

The ideal would be that all the seven experts in the ARLA team for CAS, including myself and the computer system expert in the institutional development plan, are present for one week for joint discussions on the work ahead together with the CAS counterpart team. However, we already have to reckon with some obstacles to realize the ideal. Dr. van Eck for the business register is probably not available until January and Dr. Lennblad for the Balance of Payments may be hindered by her husband's illness to travel. The presence of those two will make possible discussions that will deal with all the issues in the plan, including in particular also the compilation of the National Accounts.

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discussed with the CAS Director-General and be suitable as information for other interested parties.

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Assuming that the ARLA work plan July 2001-June 2002 is approved there will be funds for the ICT training of ARLA staff and of fieldworkers. ARLA funds for the CAS will also make possible a substantial upgrading of the computer system of CAS. The planning of the training needs to start by the CAS in order to enable implementation as soon as the funds become available. Likewise, the planning for the purchase of new equipment should also start and be supported by the IT expert to be provided to the CAS under the ARLA plan.

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Dr. Maral Tutelian indicated in our initial discussion that the task during this mission would be concentrated to further detailing the staff needs for the implementation of the November strategy plan to be hired on contract for the time being. The 1980 Decree would only be complemented with what is needed to make this possible and to enable the further development of the CAS into a modern national statistical institute in the coming years. The staffing of the fieldwork organization would be the priority.

### *2.3. The strategy for staff capacity and capability building*

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### 4. List of tasks for the PMC

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