

**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 Director, OMSAR  
Mrs Roula Kabbani, EU Project Coordinator, OMSAR

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

**Date:** 30 August 2002

**Subject:** **Mission Report to CAS - Development of Economics Surveys  
for Lebanon.**

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Please find attached for your review and approval the Mission Report to the Central Administration of Statistics for the Development of Economic Surveys for Lebanon of the short term Economic Survey Management Expert Mr. Hilmi Dabbagh.

  
Dimitrios Sfikas  
PMC Team Leader

الجمهورية اللبنانية  
مكتب وزير الدولة لشؤون التنمية الإدارية  
مركز مشاريع ودراسات القطاع العام

**ARLA PROGRAMME**

**LBNB7-4100/IB/97/0687**

**Programme Monitoring Consultants**

**Document for Discussion and not Binding OMSAR/PMC and EC**

**Development of Economic Statistics for Lebanon**

**June 7 - July 3, 2002**

**by**

**Hilmi Dabbagh**

**Short Term Expert on Economic Statistics**

**OMSAR, Beirut, July, 2002**

## Summary

The ARLA project to CAS was resumed again late May after an agreement was reached between the EU and the Lebanese Government. A new mission by the consultant was requested to mainly work on the Buildings, Dwellings and Establishments Census (CBDE), as was listed in the technical assistance plan drafted last April by the Eurostat mission and CAS and approved by the EU.

The consultant advised on several topics for the preparations of the CBDE. In particular this included the development of the census manual, assessment of the pilot survey, census teams training programme in additions to other areas mentioned in the report. The process of recruiting around 650 temporary staff was underway when the consultant left in early July. Training was to start mid of July and the fieldwork early August. However, there were still two open questions left; the completion of the GIS system required purchase of satellite images, and the speedy provision to CAS of the hardware needed to process the census data in a timely manner.

During the mission the consultant worked also on other activities such as the household budget survey, agriculture statistics and the project monitoring system requested by the EU and Eurostat.

Based on CAS request and thorough discussions with the project team-leader, the consultant TORs were formally revised. The TORs now cover the business register, business surveys, national accounts and the coordination of project activities in cooperation with the project team-leader.

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## **Introduction**

This report covers the work undertaken by the consultant during the third mission carried out to the Central Administration of Statistics (CAS). The visit lasted from 7 June to 3 July 2002. This mission is part of the four man-month advisory services to be provided to CAS until end of September 2002.

During my previous two missions to CAS, there was some discussion with the project Team-Leader Prof Sten Johansson and CAS Director General Dr Maral Tutelian with respect to my role in the technical assistance to cover other areas than economic survey design and management which I was initially recruited for. In this mission, the discussions have formally resulted in a change of my TORs. The updated TORs are attached to the report in annex 1. The changes were approved by all parties including OMSAR and PMC.

My role now covers four main areas. These are: the establishments database update/ business register, economic surveys, national accounts and coordination of the ARLA program to CAS in cooperation with the project team-leader. As per the technical assistance plan to CAS adopted by the Eurostat and the EU delegation last April, my current mission was to focus on component 1 of the project plan- that is the database update. The latter in practice means at this point of time the implementation of the Buildings, Dwellings and Establishments Census (CBDE) for the current year 2002. In fact, as my previous reports demonstrate, I had already been involved in this activity since my first mission in addition to my involvement, in one way or another, in the other above mentioned areas.

In my last mission report, I reported on the pace of ARLA programme to CAS, given the difficulties the project went through during my visit to Beirut in March - May 2002. The latest state of affairs reported was that the EU delegation and Eurostat were waiting for H.E Minister of Economy and Trade, Dr Fleihan written approval on the agreement between the Eurostat delegation and the Lebanese Government in April. Fortunately, this approval was then provided and the project was resumed again. More details on the project overall status are found in Prof. Johansson's mission report.

## **Census of Buildings, Dwellings and Establishments 2002 (CBDE)**

After my departure from the last mission, some contacts with CAS staff took place while I am in Sydney. The CAS key staff introduced some further changes on the format of the CBDE questionnaires. These were checked and some feedback was emailed to CAS as attached in annex 2 to the report.

During the current mission the consultant continued assisting the CAS staff in the preparation work for the census. In particular this included the areas described below.

### Document Preparation

The CAS prepared a thorough document on the recruitment of the temporary staff to be hired to work in the field and office operations of the census. The document outlined the qualifications of the applicants and provided a brief job description for each position. The consultant reviewed the document and provided some feedback.

The other very involving activity was drafting the census manual. The CAS staff prepared a draft manual based on the documents of the 1996 census and used the experiences of censuses in other countries censuses, in particular the PCBS. The consultant worked together with the CAS staff on improvements and expansion of the manual suggesting to the census team the drafting of two manuals; one for the fieldwork and the other for office work, so that each manual would not cover only the definitions and concepts of the census questionnaires but rather comprise a full documentation of the census technical, managerial and executive tasks. Add to this the importance of the manual as a backbone document in the training activity for the census fieldwork team, given that any successful statistical field survey is very much dependent on the quality of training provided to the working teams.

The fieldwork manual now has the following chapters:

- Introduction about the census objectives, importance and coverage.
- Basic definitions and concepts. Definitions cover basic terms such as the building, ILOT, dwelling and establishment.
- The census GIS system – component of the system and steps of field update methodology.
- Definitions and concepts for the census questionnaires. Each question with all its sub-choices is explained in detail including the “boarder line” cases that may confuse the interviewer.
- Instructions on questionnaires completion. This chapter explains how the interviewer literary fills in the data for each question, i.e., which questions needs text answers and which are just answered by numbers. Also for example what to write when the case is not applicable or there is no response for a certain question.
- Census organizational chart and roles and responsibilities. Twelve teams are listed and a brief job description is provided for each team member for all teams.

Through the detailed work on the manual some further points relevant to the

questionnaires were discussed. This resulted in additional refining changes.

The office work manual has the same chapters but is different in the last chapter where it lists the job description of teams working in the census office tasks. This includes the auditors, coders, office coordinators, quality control team and data processing team. The office manual was left to the census team to complete.

### Assessment of Pilot Survey

The CAS implemented a pilot survey for the census that covered around 40 ILOTS in different Lebanese governorates. The focus of the pilot was to check the best option for the ILOTS boundary delineation update. Two options were considered: redefine the boundaries after the fieldwork of the census, which meant keeping the current boundaries intact for the census fieldwork, or to alter the boundaries prior to the fieldwork. However, the pilot survey enabled the testing of the questionnaires despite the fact that the manual was still not ready when the pilot took place.

The consultant together with the CAS staff reviewed interviewer reports and discussed the comments and questions raised. The latter were documented and an answer was sought for each point. The consultant also reviewed some of the completed questionnaires and several points were concluded from this revision. All of this has resulted in some additional minor changes to the questionnaires and consequently to the manual.

Given that there have been some significant changes on the questionnaires since the pilot survey, the consultant suggested a final questionnaire test to be carried out prior to the actual fieldwork. It was discussed with CAS that best interviewers are to be utilized for this test. These should not be confined to those staffs in the CAS who have the official "interviewer" job title, but could also include assistant statisticians and specialists who are mostly fresh university graduates. This is because it would be important to explore any weak areas in the questionnaires and the manual that needs to be revisited. For this purpose one needs that kind of people who make a point to check "border line" cases with quite questionable line of thinking.

### GIS System

From the outset the CAS wanted to build a state-of-the-art geographic information system database as a basis for all fieldwork surveys. For that reason the CAS was able to get detailed aerial maps from the Lebanese army. However, those high-quality maps cover only the cities and big towns in the Lebanese territories. For the rest of the areas, and based on the discussions with the GIS expert, satellite images were to be purchased from a Russian company using ARLA funds.

The purchase of these images was still in the pipeline when the consultant left. These images were important to complete quality mapping needed for the census. A lower quality option would have been to use the Indian satellite images currently available at the Ministry of Agriculture. The last resort would be to use the traditional hand drafted sketches from the 1996 census.

When the consultant left it was promised by OMSAR to persuade the EU delegation to purchase the Russian satellite images rapidly, given that there is an exclusive agent in Lebanon.

As for the cities and towns, many ILOTS were already digitized on the maps and buildings were numbered, which meant that census fieldwork could start for these ILOTS.

When it comes to the question of outlining the ILOT boundaries, a compromise approach was followed. The old ILOTS boundaries from the 1996 census were kept unless the ILOT was found to be too big and to have many buildings. In the latter case the ILOT was subdivided into two ILOTS.

### Census Data Processing

According to the original timing plan, it was conceived that by the time the fieldwork starts, ARLA would have already completed the procedures for the purchase of a package of hardware and software to process the census data in timely manner. However, due to the stumbling stages the project went through, this was not possible.

During the consultant mission Dr Tutelian visited OMSAR to discuss this problem with the Minister of Administrative Reform, H.E. Fouad El-Saad. A provisional solution would be for CAS to lend the minimum urgently needed equipments from other administrations.

Dr Dekker, the database expert, had a mission that briefly coincided with the consultant mission. Dr Dekker checked and provided advise on the census data entry programme that was under coding by the CAS staff. He was confident that reliable processing programs were underway.

The consultant also worked with Dr Dekker on the quality control procedures, so that an overall strategy was agreed on with the CAS staff.

### Training

The consultant worked with CAS key census team on the training curriculum. The discussions also covered the time plan and distribution of trainees and trainers over the training halls. Documents resulting from discussions were provided to the census higher team in the census dedicated meetings and were adopted by Dr Tutelian.

### Timing Plan

There was some difficulty in determining the census fieldwork start day due to the above uncertainties in the GIS strategy and hardware needed for data processing.

The original plan was then updated to reflect all ground factual events. The training was supposed to start on the 12<sup>th</sup> of July and the fieldwork by first of August.

The consultant worked with one of the statisticians on a very detailed plan for the



timing of activities that should take place prior to training start. This plan that was prepared using Microsoft Project was supposed to be a model for the overall census activity plans for the team to follow. The consultant provided a hand written draft for the rest of the activities after training. It was agreed that this plan once drafted using Microsoft Project becomes the first item on the meeting agenda to check how activities are going compared to plan and to update the plan accordingly.

### **Other Activities**

In addition to the CBDE, the consultant worked on the activities mentioned below.

#### Agriculture Statistics

In order to be able to prepare National Accounts for Lebanon, basic statistics should be available on all economy branches including agriculture activities. The CAS was aware that an FAO project to the Ministry of Agriculture regarding agriculture economic statistics area was already in place. Therefore, based on the consultant request a visit was organized to the Ministry on June 12.

Dr Tutelian, two statisticians and the consultant were received by the FAO resident expert and the Ministry staff in the Directorate of Studies and Coordination. The visitors were then briefed about the project goals and activities. A presentation of the GIS system established in the Ministry was provided. The latter was relevant to the GIS system needed for the CBDE, as a second option as mentioned before.

The statistician in charge of National Accounts Department in CAS and the consultant had then a separate meeting with the FAO resident expert to discuss economic data currently available. It was quite satisfactory to know that the Ministry is currently covering agriculture output for both plant and livestock production annually. The Ministry also covers the activity of fishing in Lebanon. Data on prices and input is also available for some years, but the Ministry was not quite happy with the quality of these statistics and was planning major improvements on the sample and methodology for these surveys.

#### Household Budget Survey (HBS)

Based on the request of Dr Tutelian, the consultant participated in two meetings with the survey team and representatives of the Ministry of Social Affairs (MoSA). The pivot discussion topics were: sample design and incorporating the PAPFAM survey into the household budget survey. The latter was an additional factor that had to be considered in the sample design of the survey. By the end of the second meeting the approach for implementing the PAPFAM was agreed on between all parties taking in consideration reasonable additional burden on the households and maintaining unbiased economic data that matters for the compilation of National Accounts. Still, two main sample design options were under consideration. The first suggests collecting household diary expenses for one period of time while the other calls for two separate periods data collection (panel sample). Further research was still to be

carried out as was agreed between the CAS and MoSA. Prof Sten Johansson covered this topic with more details in his mission report.

Serious concerns are still surrounding the implementation of the HBS. The first has to do with the slow pace for the survey preparations. This has mostly to do with the strict administrative procedures for CAS and MoSA stemming mainly from the partnership. The other main concern, which is also relevant to the first one, is a resource problem. With the termination of the local expert contract last April, there is no resource available at the CAS to take the ownership of the day-to-day preparation work. Intense work has to be done to be able to start the survey fieldwork on January first 2003.

The consultant is mentioning these facts to draw the attention of all stakeholders to the jeopardy they have on the National Accounts plan. The plan to have the 2003 as a base year is based on the assumption that household consumption data will be available for the preparation of the Supply-and-Use tables. If this survey is not implemented on time, a change to the current project plan and deliverables would be inevitable.

#### Presentation of the Project to PMC

A meeting for all PMC experts was held on June 18. ARLA Team-Leader, Mr Dimitrios Sfikas, chaired the meeting. The consultant was asked to present the ARLA component activities to CAS to the expert team. The presentation is attached in annex number 3. This presentation can be a basis for any future presentation to the stakeholders of the CAS project.

#### Project Monitoring System

The EU delegation asked OMSAR to design a simple monitoring system for the ARLA project to the CAS. Mr. Christian le Blanc drafted a format table that the consultant completed with one of the project components only as an example in order to get the EU approval on the format. This work coincided with the visit of Ms Aline Bouzergan, a staff member in Eurostat, to Beirut. Discussion then took place over the format and the level of detail for this monitoring system.

The consultant worked with the statistician in CAS responsible for the NA Department on a new format that had then the approval of all parties involved. The consultant worked on the project components relevant to his work areas and the file was then communicated to the database expert and the team-leader to fill in their parts. The file reflecting the status of the project as of July 2002 is attached in annex number 4.

**List of annexes**

**Annex 1.** Terms of Reference for the consultant

**Annex 2.** Email sent to CAS by the consultant

**Annex 3.** Project presentation to PMC

**Annex 4.** Monitoring sheet for ARLA to CAS as on 7/2002.

**Terms of Reference**  
**Expert for National Accounts and underlying system of**  
**economic statistics**  
**ARLA-PMC Project**

**1. Background Information**

According to Lebanese Law, the Central Administration of Statistics (CAS) is responsible for establishing the system of economic surveys that is necessary for the compilation of National Accounts. In practice, the system must be built practically from scratch. There is a sampling frame only from 1996 that must be updated. According to the strategy plan adopted by the CAS in November 2000 and updated in April 2002, a new census for the buildings, dwellings and establishments will be done during this year 2002. This census is planned, among other things, to update the sampling frame for a set of annual economic surveys to be launched in 2003 with 2002 as reference year and then be repeated every year afterwards. Data on household consumption and production will be captured by a household budget survey for the reference year 2003. SUT-methodology will then be applicable for 2003, which can be referred to as the base year for the Lebanese National Accounts.

**2. Proposed specific objectives**

The main purpose of the expert's several missions is to advise the CAS staff on the design of the establishment census and the set of annual economic surveys needed for National Accounts compilation. This includes the questionnaires, the manuals, and pilot surveys as basis for the final design of the set of surveys. The expert is also to advise the CAS staff on the compilation of National Accounts according to the 1993 SNA.

**3. Main activities to be undertaken**

*3.1 Sampling frame for economic surveys / CBDE*

Assist the CAS staff in the design of the Census of Buildings, Dwellings and Establishments planned to be carried out during the current year 2002. In particular this includes collecting the primary data on all economic establishments in Lebanon needed to establish a high quality sampling frame for the set of annual economic surveys. Task includes preparation of all design documents as well as assistance in drafting the reports.

*3.2 Economic Surveys*

Assist relevant CAS staff in the planning of business surveys to start for the first round in 2003 with 2002 reference year. This includes design of questionnaires, manuals and other documents covering the different industrial branches in Lebanon.

### *3.3 Compilation of National Accounts*

- a) Provide theoretical training to the CAS staff on the concepts of National Accounts according to the 1993 SNA.
- b) Advise the CAS staff on the compilation methodology for the GDP from both production and consumption sides. This includes the preparation of the surveys and administrative data sources to be used in the compilation exercise.
- c) Assist the CAS staff in establishing preliminary requirements for the preparation of the supply-use table as a basis for the GDP compilation for the year 2003.
- d) Cooperate and coordinate the activities of the specialized experts who will provide complementary technical assistance in specific NA areas. This includes the expert for the financial intermediation industry, government sector and rest of the world account to guarantee seamless technical assistance to the CAS staff.

### *3.4 Coordination of ARLA programme to CAS*

In full cooperation with the team leader, coordinate the missions of the short-term experts to the CAS. This includes:

- a) Draft the TORs for all short-term experts in consultation with the team leader and the CAS.
- b) Ascertain that the experts get all what they need to complete their missions – this covers access to the ground information the experts need to analyze the current status. It also includes explanations and discussions with the short-term experts on the structure of ARLA programme to CAS and all relevant technical mutual sides.
- c) Provide feedback on the expert's reports in consultation with the team leader and CAS staff.

## **4. Location**

Central Administration of Statistics, Beirut

## **5. Profile of the expert**

Degree MA or PhD in Economics, Statistics or Business administration; Fluent in

English or French;

At least 5 years of recent experience of work with business survey design and management and national accounts compilation in a national statistical institute;  
Experience as technical assistance expert in developing countries to assist in business survey design and management and compilation of national accounts.

**6. Expected duration and start date**

2,5 man months, divided into two missions one month in June and 1,5 man-moths in August/September of 2002 The exact timing of the second mission will depend on the timing and progress of the work in the CAS.

**7. Expected outputs**

Progress reports to be submitted to the PMC team leader in English before the end of each mission or directly after that.

## Annex 2

### **Some comments on the CBDE questionnaires**

The questionnaires look great and my comments are only relevant to the format- just one on the content, that is #5.

I don't see a very good reason for having the square boxes inside the fields to fill in numbers. I think it is a bit time consuming and makes the questionnaires look a bit crowded (especially the second page of the building questionnaire). I guess the argument is to make sure that the writing is clear for data entry operators, but this may not be really a very good reason. For example in the economic questionnaires we have hundreds of fields where the interviewers enter the figures directly in the fields (without the boxes) – we did not have problems in that as per the previous experience- for example in the PCBS. Also it is currently not fully consistent- some fields have the boxes and some don't- for example the floor number and dwelling number in the floor- so any specific logic?

I have mentioned before that I don't see a very good reason to enter the text and the code for the fields that have multi choice text in the question. Think for example the process of writing the text describing the building material- it is lengthy. But I know that Ziad wants it, I guess to make sure that the codes are correct and be able to check them. I don't have a very strong opinion if CAS experience shows that it was useful.

For the Building questionnaire, it comes on two pages, which is fine, and I guess it will be printed so that the pages will be against each other when the book (Al- sijil) is open. To make sure that the recorder and data entry people don't get mistaken with the rows, I suggest repeating the building number currently existing on the first page of the questionnaire on the second page as well so that it is used to keep track of the same row (record for the building).

For the same reason I mentioned above for building I suggest repeating the establishment serial number on the second page of the questionnaire.

For the establishment questionnaire, I read in the choices of legal status (commercial registration) at the top of the second page don't think that "Sarikat Al tadamon" and "moa'ssesh fardieh" are always not registered. Please re-check. I think that any partnership has to be registered in the commercial register. As for the sole proprietorship they can be registered and it they may not. It is up to the owner discretion. As you know some sole proprietorship establishments are very large and these are mostly registered

I just want to make sure that I understand the overall design. The building and dwelling questionnaires will be in the same book (sijil) first the buildings pages and then the dwellings pages (arguably more in number as it is mostly a case of one building to many dwellings). The cover is for this book as was sent to me. Najwa said that it still misses other info and just as a reminder I don't see the coordinates- don't we needing them with the GIS system we are using?

The establishment questionnaires will be in their own book- then we need also a cover page for that book- don't we?

We have to remember to put in the manual a note that when the interviewer start with a new building he has to start a new page as the building number is common to the page at the top of the page as it is now.

So how did the pilot go- any of my "trivial" comments above has been substantiated??  
Where are we with the manual- did we go to the pilot without manual?

Thank you,

Hilmi

Sydney  
20/5/2002



## **ARLA Support to Central Administration of Statistics CAS from July 2001 until June 2002**

### **Main elements of support**

1. Strengthening the administration
2. Inventorying sources and attempting to establish provisional National Accounts 1997-2000
3. Building Economic Statistics for National Accounts, according to November 2000 Strategy plan

## **1. Strengthening the administration**

Short-term expert on institution building: Prof Sten Johansson

- Main working areas:

1. Human resource development
2. Organization development
3. Legislative framework
4. Financial flexibility and responsibility
5. Computer system development

## **2. Provisional National Accounts for 1997-2000**

- Mr. Idilio Freire, a National Accounts expert from Portugal, was resident for six months, February – August, 2001. He made an inventory of available sources in a detailed report submitted August 2001.
- His conclusion: available data has too many gaps and inconsistencies to allow compilation of NA figures with minimum reliability to be published by a central statistical office.
- His conclusion was harshly criticized in the Tranap report. A committee headed by Dr. Fleihan, the Minister of Economy and Trade, will attempt to do time series 1997-2001, using 4-5 experts for 3-years.

### **3. The November 2000 strategy plan for building a system of economic statistics, sufficient for modern National Accounts according to international standards and recommendations**

- The plan adopts the “text book” approach – standard international practices – according to the ABC in statistical system building

A- Achieve accurate sampling frame by carrying out establishments and dwellings census.

B- Build a system of integrated economic surveys covering all economic activities. Cover some informal sector by ad hoc surveys.

C- Carry out high quality household budget survey. Use it to cover the rest of informal sector activities.

ABC leads to D

Develop supply-use table to check consistency of National Accounts estimates, based on SNA 93 adopted by the UN, the IMF, the World Bank, the OECD and the EU and (all) National Statistical Institutes around the world.

## **Progress in economic statistics since February 2002 to date**

- A- Census of Buildings, Dwellings and Establishments (CBDE)
- Project budget and timing plan
  - Questionnaires
  - Manuals - in final tuning
  - GIS strategy
  - Processing strategy and needed equipments and software
  - Manpower estimates and job description for about 850 staff for fieldwork and office operations
  - Pilot survey completed
  - Last week recruitments were advertised in the papers
  - Currently receiving applications until 2<sup>nd</sup> of July
  - Training content and timetable
  - Fieldwork will start mid July

## B- First Round of Economic Surveys (in 2003 for 2002)

Achieved so far

- Structure and coverage of integrated six surveys
- Questionnaires 95% ready
- Manuals in progress
- Agreement on the definition of informal sector within the guidelines of the international recommendations
- Broad strategy for informal sector coverage

## C- Household budget survey (for 2003)

- Start in January 2003 for the same year
- Partnership with the Ministry of Social Affairs
- Contract of the local expert for the survey was terminated last April - caused slower preparations
- Some progress in questionnaire and sample design
- Still waiting for some administrative procedures related to the partnership
- Some technical decisions on sample design and content are still outstanding

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## D- National Accounts

- Started formal training sessions on concepts of SNA 93
- Discussed and adopted classification systems
- Checked data availability in the Ministry of Agriculture
- Discussed plan for future work



## **Issues and Delays**

- Strategy plan implementation revised three times, annex 1
- Main reasons for delay
  - Very slow process in recruiting staff for CAS
  - Very long time to have maps from the army
  - The Tranap report caused confusion to CAS mandate
  - The EU and Eurostat wanted government clarification
  - The project was suspended for two months until an agreement was reached
  - Government delayed budget approval for the CBDE
  - Hardware and software purchase has to be tendered internationally according to the EU-takes six months

## **Any positives?**

Yes- most importantly so far!

- CAS has highly qualified and committed key staff
- Determination and acceptance of challenge
- Everyone is fighting frustration
- There is still enthusiasm for the task



## Monitoring overview as of July 2002

Overall objective: Building a system of official statistics sufficient for modern National Accounts according to international standards and recommendations						
ID	Component	Sub-components	Specific objectives	Expected output	Time span	Assumptions/ risks
0	Institutional development - Team leader	0. Strategy plan for economic statistics system. 1. Human resource development. 2. Organization development. 3. Legislative framework. 4. Financial management. 5. IT system development	(a) sustainable institutional capacity building (b) provisional GDP estimates 1997-2000 (c) updated sampling frame by new census (d) a system of annual economic surveys (e) a household survey.	Technical assistance to enable CAS to implement the main economic statistics data collections for compilation of National Accounts	2000-2005	Strong commitment by the Lebanese Government to provide resources and support to the CAS
ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
0.0.1	Develop strategy plan and follow-up of implementation.	Dr Maral Tutelian and team of statisticians	Prof. Sten Johansson (TL team leader), Idilio Freire, Hilmi Dabbagh	Task completed with November 2000 strategy plan. Follow-up is ongoing process	Reports by Johansson and Dabbagh	Critical assumptions
0.0.2	Adapting strategy plan to changing circumstances	Dr Maral Tutelian  Dr Maral Tutelian	Prof Johansson and Mr Freire  Prof. Johansson	1. Decision to discontinue work on NA 1997-2000  2. Decision to postpone census from 2001 to 2002	Report on available sources for NA compilation by Freire  Critical assumptions stated in 2nd and 3rd 2001 TL reports	Fatal gaps and inconsistencies in available statistical sources  Delays in staffing the computer department and providing maps
		Dr Maral Tutelian	Prof. Johansson and local expert Dr Khalil	3. Decision to postpone the household survey from 2002 to 2003	Discussion in 3rd, 4th and 6th TL reports	Consequence of Census postponement. Also contract problems for Local expert Dr Khalil

ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
		Dr Maral Tutelian	Prof. Johansson and Mr Hilmi Dabbagh	4. Decision to cancel economic surveys for 2001	Dabbagh's 2nd report	Government decision that expert group in Ministry of Economy compile NA 1997-2001
0.1.1	Statistical agency needs for staff capacity & capabilities	Dr. Maral Tutelian	Prof. Johansson	Task completed	Memo in 3rd mission TL report	
0.1.2	Analysis of staff structure in the 1980 Decree	Dr. Maral Tutelian	Prof. Johansson	Task completed. The Decree is outdated in relation to modern production methods	Memo in 3rd and 7th TL mission reports	
0.1.3	Survey of staff capacity and capability of the CAS	Dr. Maral Tutelian	Prof. Johansson	Task completed. Shows that CAS is severely understaffed	Memo in 3rd TL mission report. First follow-up prepared	
0.1.4	Proposals for staff to be recruited for the short term	Dr. Maral Tutelian	Prof. Johansson	13 new staff in place since October 2001, 15 additional to be recruited by December 2002	Memo in 3rd and 7th TL mission reports	Long recruitment process
0.1.5	Staff capacity and capability building strategy	Dr. Maral Tutelian	Prof. Johansson	Discussions resulting in strategy to do what can be done without change of Decree	Notes in 2nd mission report	Long difficult process to effect change
0.2.1	Organizational principles for statistical agencies	Dr Maral Tutelian	Prof. Johansson	Discussions with CAS management	Notes in 2nd mission report	Low priority for the time being
0.2.2	Analysis of the 1980 Decree on CAS	Dr Maral Tutelian	Prof. Johansson	Discussions with CAS management	Memo on priorities in the Decree	
0.2.3	Memo on proposed future organizational structure	Dr Maral Tutelian	Prof. Johansson	Initial discussions	Notes in 2nd mission report	Low priority for the time being
0.3.1	Overview of statistics laws in other countries	Dr Maral Tutelian	Prof. Johansson	Collection of statistics laws in other countries		Low priority for CAS for the time being
0.3.2	Analysis of the 1979/1980 legislation on CAS	Dr Maral Tutelian	Prof. Johansson	Partial analysis discussed		Low priority for CAS for the time being
0.3.3	Memo on proposals for new legislation for the CAS	Dr Maral Tutelian	Prof. Johansson	Not started		Long difficult process to effect change
0.4	Financial management	Dr Maral Tutelian	Prof. Johansson	Not started. Special system for CAS cannot be initiated		No priority for CAS for the time being

ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
0.5.1	Hardware needs now and in the future	Mr Ziad Abdullah	Dr Dekker, Dr Catinis	Equipment needs specified and modified with changing needs	Report by Dr Dekker and Dr Catinis	Long delays in delivery because of regulations on tendering
0.5.2	Software policy for the CAS, now and in the future	Mr Ziad Abdullah	Dr Dekker	Not started		
0.5.3	Data access and data protection policies for the CAS	Dr Maral Tutelian	Prof. Johansson	Not started		

**Updating sampling frames for economic and household surveys**

ID	Component	Sub-component	Specific objectives	Expected output	Time span	Assumptions/ risks
1	Updating the information concerning statistical units	1.1- Census of buildings, dwellings & establishment 2002 1.2- Establishment listing update 2004	Provide updated sampling frame for business and households sample surveys	Detailed report on the results including the characteristics of buildings, dwellings & establishments in Lebanon	Jan 02- Feb 03  Aug 04- Dec 04	-Equipment provided in due time including satellite images -Need to continue this activity after Sept 02

ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
1.1.1	Prepare GIS strategy and establish system	IT dept. - started the implementation	Mr Brown provided advice on the strategy	-Strategy in place - Ilots progressively digitized - Buildings progressively numbered	Mr Brown mission report (March 02)	-Equipment to be provided through international tender not on time -Satellite images funds provided on time.
1.1.2	Prepare processing strategy and establish system	IT dept. - started the implementation	Dr Dekker provided advice on the strategy and support in program development	- Strategy in place - Computer applications partially completed	Dekker's mission reports (February and July 2002)	Equipment to be provided through international tender not on time
1.1.3	Documents and tests preparations (budget, plan, pilot, questionnaires, manuals etc...)	SPS dept. NA dept. IT dept. - Essential documents ready or in final stages of development	- Mr Dabbagh advised on the questionnaire design, fieldwork and office manual. Also assisted in pilot assessment and the consequent document alternations. - Dr Dekker advised on the fieldwork reporting and quality control	On schedule to start fieldwork in August 2002	- Applicable documents available - Mr Dabbagh 1st and 3rd mission reports - Dr Dekker 2nd mission report	

ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
1.1.4	Training of field and office staff	SPS dept. FWO dept. IT dept.	- Mr Dabbagh assisted in the design of the training curriculum, distribution to shifts and timetable	Plans and training materials prepared	- Relevant documents available. - Mr Dabbagh 3rd mission report.	
1.1.5	Fieldwork operations	FWO dept. - Field staff requirements specified; known quality workers contacted	No immediate involvement	Call for field staff placed; field workers trained	About 800 temporary staff employed	
1.1.6	Editing and coding	SPS dept. - ISIC Rev. 3 codes available; editing rules being formulated	Scrutiny and advice being provided	As scheduled	Documents: codebook, edit and imputation rules	
1.1.7	Processing data	IT dept. - take first responsibility	Back-up local staff in case of difficulties	Not started		Equipment to be provided through international tender not on time
1.1.8	Quality control	Plan formulated	Dabbagh and Dekker share experience	As scheduled	Dekker's mission report July 2002	None
1.1.9	Dissemination (electronic and printed dissemination)	Preliminary ideas are being discussed		Not started		

**Economic surveys**

ID	Component	Sub-component	Specific objectives	Expected output	Time span	Assumptions/ risks
2	Economic surveys covering: -Industry -Services -Internal trade -Construction -Transport -Financial services (starting from the 2nd round)	1.1 1st round 1.2 2nd round 1.3 3rd round	Provide basic data on all branches of economy for the compilation of national accounts	Reports detailing results of the economic surveys	Nov 02- Dec 05	-Approval and budget allocated by the government -Technical assistance provided -Local Staff recruited -Need to continue this activity after Sept 02

ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
2.1.1	Budget and timeplan preparation	SPS dept. worked according to the expert recommendations	Mr Dabbagh provided advice	A draft budget prepared	Mr Dabbagh mission report (February 02)	

ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
2.1.2	Sampling design	SPS and NA dept. worked according to the expert recommendations	Mr Dabbagh provided advice	Preliminary design prepared	Mr Dabbagh mission report (February 02)	
2.1.3	Questionnaires /tests	NA and SPS dept. worked on the documents according to the expert recommendations	Mr Dabbagh provided advice	First draft of questionnaires prepared	-Mr Dabbagh mission report (February 02) -First draft of questionnaires prepared	
2.1.4	Manuals	NA and SPS dept. worked on the documents according to the expert recommendations	Mr Dabbagh provided advice	First draft prepared for industry	-Mr Dabbagh mission report (February 02) -First draft available for industry	
2.1.5	Pilot survey					
2.1.6	Training					
2.1.7	Fieldwork operations					
2.1.8	Editing and coding					
2.1.9	Data control					
2.1.10	Processing data					
2.1.11	Analyzing results					
2.1.12	Dissemination					

Integrated household survey			
ID	Component	Sub-component	Specific objectives
3	Household budget & living conditions survey	1.1 1st round 2003 1.2 2nd round 2004 1.3 3rd round 2005	-Provide basic data on households consumption for national accounts purposes -Provide social statistics for policy makers
			Expected output -Detailed report on households consumption -Weights for a national CPI -Social indicators (living conditions, poverty, employment, etc...)
			Time span On going-June 06
			Assumptions/ risks - Senior local expert recruited a.s.a.p. -TA from INSEE provided -Budget available for 2nd & 3rd round -Government approval -Need to continue this activity after Sept 02



ID	Tasks	Local staff	Experts	Progress to date	Tangible output	Problems/ delays
3.1.1	Sampling design	SS & IT dept.	-Mr Wilms funded by INSEE -Local expert Mrs. Khalil -Prof Johansson	Preliminary TA provided	-Mr Verger & Mr Wilms mission report July 01. - Prof Johansson's reports	-Need to recruit INSEE's experts under ARLA -local expert's contract suspended, need to be reintegrated a.s.a.p.
3.1.2	Questionnaires /tests	SS & NA. dept.	-Mr Verger funded by INSEE -Local expert Mrs. Khalil -Prof Johansson	First draft of questionnaire available	-Mr Verger & Mr Wilms mission report July 01 -Mrs. Khalil report July 01 - Follow-up in TL mission reports	-Need to recruit INSEE's experts under ARLA -local expert's contract suspended, need to be reintegrated a.s.a.p.
3.1.3	Manuals					
3.1.4	Pilot survey					
3.1.5	Training					
3.1.6	Fieldwork operations					
3.1.7	Editing and coding					
3.1.8	Data control					
3.1.9	Processing data					
3.1.10	Analyzing results					
3.1.11	Dissemination					

الجمهورية اللبنانية

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مركز مشاريع ودراسات القطاع العام

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