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**Economic and Social Commission for Western Asia**

Expert Consultative Meeting on Public Administration and Public Accounting  
Development, with Stress on Electronic Tools  
*Jointly with*  
Meeting on the Innovation of Public Administration in the Euro-Mediterranean  
Region (UNDESA)  
Beirut, 1-3 July 2003

**THE LEBANESE E-GOVERNMENT STRATEGY**

Co-sponsoring agencies:



United Nations Department of Economic and Social Affairs (UNDESA)



Office of the Minister of State for Administrative Development in Lebanon (OMSAR)



Friedrich Ebert Stiftung (FES)

In cooperation with:



United Nations Development Programme (UNDP)



Professional Computer Association in Lebanon (PCA)



Association for the Development of Informatics and Law in Lebanon (ADIL)

جمعية الماء المعلوماتية  
المختصة في لبنان

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# *“The Lebanese E-Government Strategy”*



*Expert Consultative Meeting on Public Administration and  
Public Accounting Development, with Stress on Electronic Tools  
UN House, Beirut, 1-3 July 2003*



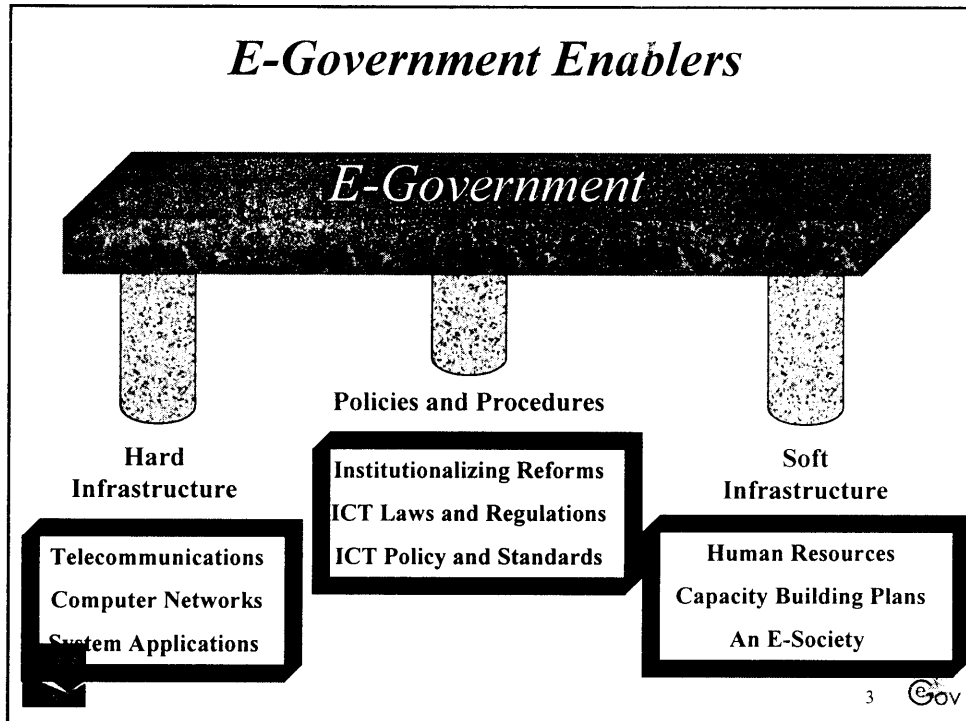
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Technical Cooperation Unit Director  
Office of the Minister of State for Administrative Reform (OMSAR), Lebanon

## *Presentation Outline*

- ✓ **E-Government enablers**
- ✓ **What has been achieved towards an E-government status?**
- ✓ **The road ahead**
- ✓ **Evolution of Lebanese E-Government projects**
- ✓ **The Lebanese E-Government Strategy**

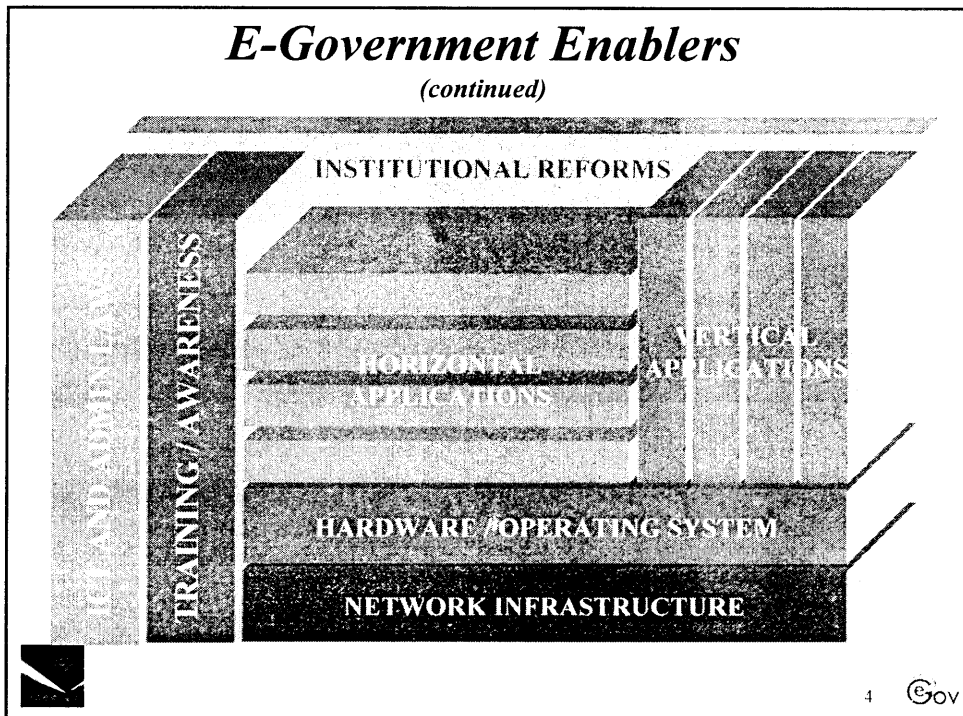


## *E-Government Enablers*



## *E-Government Enablers*

*(continued)*



## *What has been achieved ...*

### **Hard Infrastructure**

#### **Telecommunications**

Modern cabling infrastructure throughout country

Voice and ISDN services in place

Phase I of OGERO national MAN infrastructure being tested; Phase II and III already scoped

2 Cellular operators offering GSM and GPRS services

Government approved plans for privatizing MPT to create Liban Telecom

#### **Computer Networks**

Most ministries and agencies have a Local Area Network in place using latest standards and protocols

Hundreds of servers (200+ from OMSAR projects) and Thousands of computers and peripherals have been deployed (3000+ PCs from OMSAR alone).



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## *What has been achieved ...*

### **Hard Infrastructure**

#### **System Applications**

A number of vertical applications have been deployed (MoF tax system, NAJM customs system, Cadastre land registration system, Port of Beirut DMS, National Archives indexing and optical storage system, Legal Decisions DMS, .. etc.)

NAJM 2 customs system expansion to cover all ports of entry (5 locations); Port tracker system application to address cargo manifest for port of Beirut.

Other vertical applications recently completed include COOP medical benefits and compensation system, NSSF systems, Commercial Registration system, and Insurance Control Commission system.

Some horizontal (cross agency) applications have been developed (Information offices, Budget System, ..etc.). Others in the works include HR database for the civil service, personnel and financial systems for agencies, ..etc.

Multitude of General Security applications developed



## *What has been achieved ...*

### **Policies and Procedures**

**Institutionalizing needed reforms**      Removal of outdated technical controls and updating commercial code system

Work on simplification of all government procedures

Modernization of national tax system

Work on new organizational structure of ministries and autonomous agencies

New public sector tendering law drafted along with implementation decrees

**ICT laws and regulations**      IPR and online banking laws passed in 1999

Digital Signature law under review by special parliament committee and near enactment.

Work underway for drafting certificate authentication, privacy protection and other ICT laws by MoET.



## *What has been achieved ...*

### **Policies and Procedures**

**ICT Policy and Standards**      Policy and strategy document prepared in 1999

Ministerial ICT committee appointed by Prime Minister in early 2001 to handle national ICT matters with private-public sector partnerships

Standards guidelines for ICT projects in the public sector prepared

E-government strategy document completed and presented to Council of Ministers for approval.

### **Soft Infrastructure**

**Human resources**      Good number of civil servants trained on ICT products (OMSAR has trained in excess of 4500)

A sizeable number of civil servants have been trained on administration of ICT solutions (some 150+ through OMSAR projects)



## *What has been achieved ...*

### Soft Infrastructure

#### Human resources

Assessments of ICT staff requirements for a number of ministries and agencies have been made.

Draft of new ICT cadre and salary scale for government at large currently under review.

#### Capacity building plans

With the support of the local industry continuous or in-service training plans are being achieved.

ICT events are also being attended on a constant basis by key government staff to stay current with global ICT developments.

The new Institute for Public Administration to play a key role in in-service capacity building.

#### An E-Society

ICT awareness campaigns by the government are being prepared as well as Multi-purpose community telecenters.

Private sector ICT awareness through PCA PiPOP initiative and media and organizing successful conference and exhibitions such as Termium.



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## *The road ahead ...*

1. Current ICT achievements are mainly the result of grants and loans from international funding organizations (IFOs) i.e. fixed programs with pre-defined project components. Some government funds provided in-kind. A number of ICT projects fully funded by government.
2. A “situation” map on all e-government related achievements in the government is being formulated (*The National Government Map*)
3. All government services forms and their procedures involving ministries and agencies (1600) have been consolidated and documented – the foundations of the ‘digital nervous system’ for the Lebanese E-government. A ‘One-stop-shop’ point of information portal for these forms and procedures has been developed – *informs.gov.lb*.
4. With 2 & 3, a Government of Lebanon E-government Strategy and implementation plan has been formulated and presented to senior officials. Strategy and plan cover local, national and international e-government requirements. Sent to Council of Ministers for endorsement.



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## *The road ahead ...*

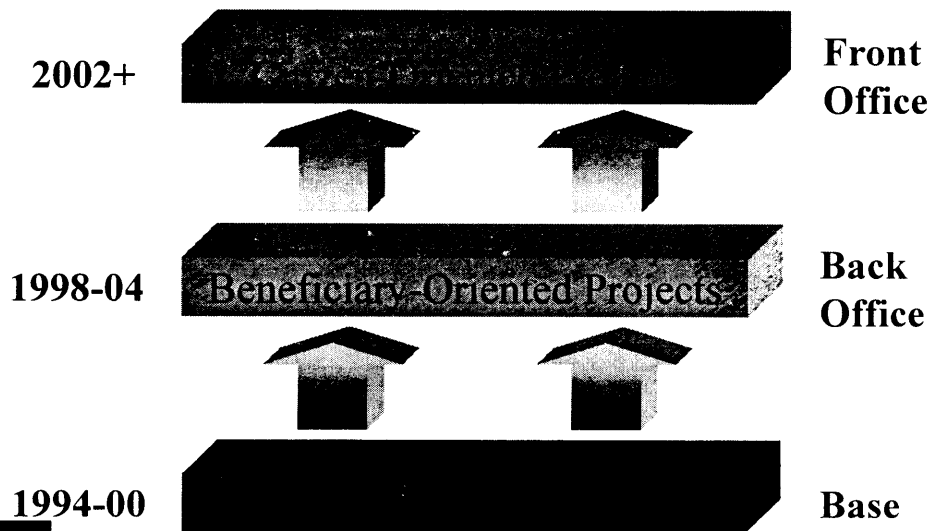
5. Initial implementation focus will be on revenue generating / cost reducing applications such as bill collections, tourism services and e-procurement applications. Percentage of increased revenues requested to be earmarked for an e-government fund.
6. Cooperation with and technology transfer from international ICT conglomerates and consulting firms will be key throughout the implementation process.
7. Work is to continue on gradually building the optimal ICT cadre in the government to be able to handle ICT usage and administration requirements.
8. The general public, academia and business community will be involved in the e-government implementation plan so as to reach an E-society status in a timely manner. Expertise from Lebanese expatriates will also be solicited.




Sharing knowledge and expertise with regional countries will also be key.

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## *Evolution of Lebanese E-Government Projects*



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## *The Lebanese E-Government Strategy*

### Strategic Objectives:

1. Dissemination of all public sector information that a citizen is entitled to through various communication channels – the Internet, via hotlines, through government service centers, etc.
2. Fulfillment of all public sector services for citizens online through any government office or through the Internet regardless of the geographical location of this office or the residence of the citizen.
3. Reduction to a minimum the information and supporting documents required of a citizen to fill out a public sector formality. No re-entry of the same information is to be required.
4. Provision of a single point of notification for a citizen to use in informing the government of any change in personal or business information.
5. Realization of all government procurement processes online based on a harmonized commercial coding schema to become a lead example for electronic commerce on the national level.



Attainment of all intra-government information exchanges and communiqués online.

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## *The Lebanese E-Government Strategy*

### Underlying Principles:

1. Assure timely enactment of the required institutional, regulatory and legal frameworks for the administration at large.
2. Realize a comprehensive network and systems infrastructure throughout the administration and adopt a secure means of data entry for all system applications through the use of smart card technology and biometrics.
3. Give civil servants and citizens alike the opportunity to be part of the electronic or networked society notwithstanding their financial, social or educational conditions.
4. Work in partnership with the private sector, academia and non-government organizations (NGOs) on the proliferation of ICT literacy.
5. Take a leading-by-example role in the development of e-commerce through an e-procurement initiative.
6. Actively involve the local ICT industry in the various e-government related projects and constantly work on promoting this industry for it to be a national resource in support of the national Information Society.



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# The Lebanese E-Government Strategy

## Benefits for:

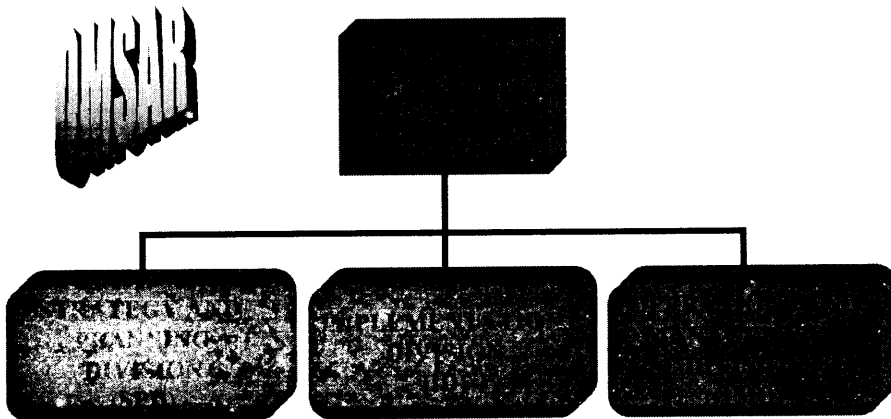
1. **Government:** more efficiency, better services, less errors, less storage space, revenue generation, job placement, cost reduction, time reduction, reduction of transportation, etc.
2. **Citizens:** less time, one-stop-shop, central data, right forms filled, instant alert notification, reduction of onsite visits, multiple access channels, ICT awareness, ICT learning and use, expanding ICT job market, etc.
3. **Business and Investment Community:** facilitating registration, business opportunities and matching, e-procurement, secure timely payments, streamlined operations, faster operations, expanding local ICT market, etc.
4. **Government Employees:** increased productivity, information availability, faster communication, knowledge sharing, efficient human resources services, e-banking, etc.
5. **International Organizations:** better and timely sector statistics, streamlined, transparent and accountable processes, better management of fiscal matters, timely decision making, etc.
6. **Educational Institutions:** new research revenue channels, more job opportunities, providing training and continuing education sessions, etc.

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# The Lebanese E-Government Strategy

## NATIONAL FOCAL POINT



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# The Lebanese E-Government Strategy

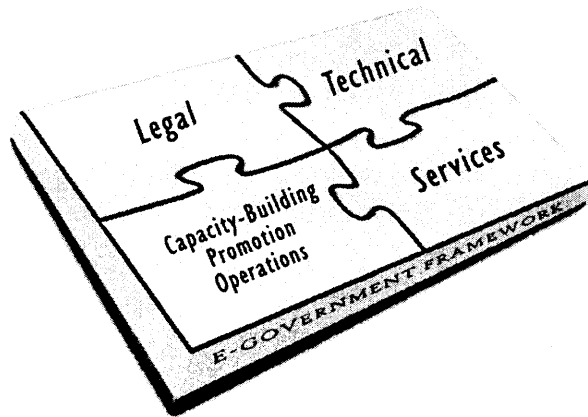
Module 1: Situation Analysis:

- **KEY PLAYERS IN THE PUBLIC AND PRIVATE SECTORS**
  - Central Government Bodies
  - Ministries and Autonomous Agencies
  - Mouhafazats and Municipalities
  - Embassies, consulates and missions abroad
  - Banking and Financial Services Sector
  - National ICT Sector
  - Non-Government Organizations
- **E-GOVERNMENT-ENABLING ACHIEVEMENTS**
  - Assessments and Studies
  - Infrastructure
  - Systems and Applications
  - Training and Capacity Building
  - Legislative Work
  - National Awareness



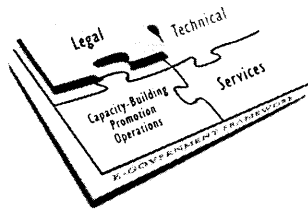
# The Lebanese E-Government Strategy

Module 2: E-Government Framework



# The Lebanese E-Government Strategy

Module 2: E-Government Framework:  
Legal Framework



- Legalizing Electronic Information and Services
- Protection of Electronic Information
- Security of Electronic Services

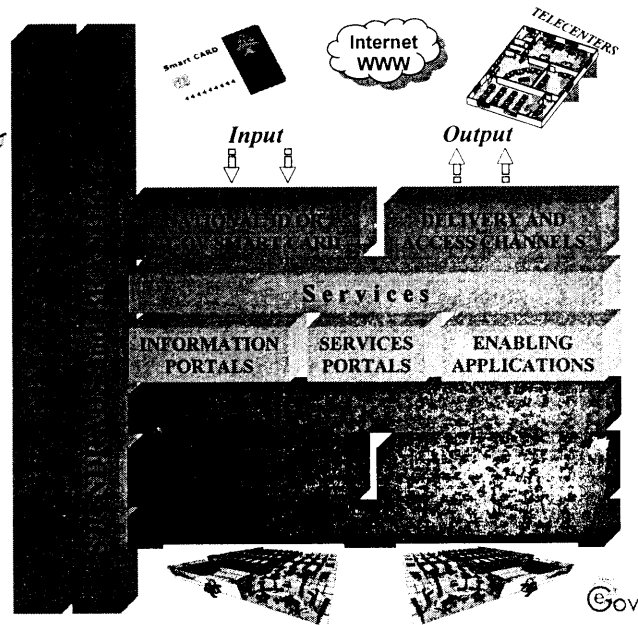
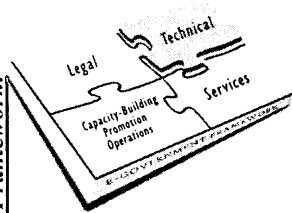


Privacy  
Authenticity  
Integrity of Information  
Non-Repudiation

\*\* An ICT / E-government legal framework is being prepared by the MoET

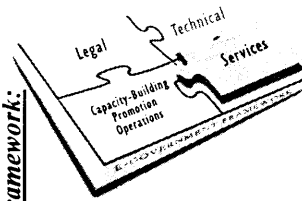
# The Lebanese E-Government Strategy

Module 2: E-Government Framework:  
Technical Framework



# The Lebanese E-Government Strategy

Module 2: E-Government Framework:  
Services Framework



## ENABLING APPLICATIONS:

- Government Email and Directory Services
- Workflow, Document Management and Archiving
- Information and Decision Support

## INFORMATION PORTALS:

- Government Forms and Supporting Documents
- Sector Specific portals – Tourism and Business

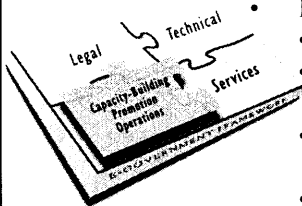
## SERVICES PORTALS:

- Government to Citizen (G2C and C2G)
- Government to Business (G2B and B2G)
- Government to Employee (G2E and E2G)
- Government to Government (G2G)



# The Lebanese E-Government Strategy

Module 2: E-Government Framework:  
Capacity Building/Promotion/Operations Framework



## BUILDING NATIONAL CAPACITY:

- Promoting Internet utilization by C and B
- Developing and offering high quality and affordable Internet services
- Supporting national ICT industry and promoting investments
- Enhancing ICT curriculum at all education levels
- Setting up ICT training centers or academies

## INTERNAL GOVERNMENT TRAINING AND CAPACITY BUILDING:

- Promoting ICT knowledge for civil servants
- Setting up ICT training centers in government institutes

## E-GOVERNMENT O & M STRUCTURE:

- Government-wide central O & M unit
- Ministry and agency specific O & M units
- Establishing ICT cadre and salary scale in government<sup>22</sup>



# The Lebanese E-Government Strategy

Module 3: Implementation Planning

- **PRIORITY PROJECTS (1 to 2 years):**
  - **Legal Framework:**
    - Drafting and enactment of ICT-related legislation and regulation along with implementation decrees.
  - **Technical Framework:**
    - Interconnecting through a secure network information infrastructure central government bodies, a number of key ministries and several international offices.
  - **Services Framework:**
    - Utilities subscription and billing services
    - Civil and criminal records
    - Completion of the online customs system
    - Residence and work permits for foreigners
    - Passport and visa petitions and issuances
    - Vehicle registration and excise tax payments
  - **Capacity-building / Promotions / Operations Framework:**
    - ICT cadre and salary scale; ICT training; training centers; promote e-gov strategy; completing O & M structure and staffing O&M central unit and a few field units.

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Module 3: Implementation Planning  
High Level Plan for E-Government Roll-Out

E-government Program Component	Anticipated Start / Duration	
	Start	Duration
<b>E-Government Legal Framework</b>		
Legalizing Electronic Information and Services	Q4 2002	1 to 2 years
Protection of Electronic Information	Q4 2002	1 to 2 years
Security of Electronic Services	Q4 2002	1 to 2 years
<b>E-Government Technical Framework</b>		
National Infrastructure for Government Operations	Q1 2003	3 to 4 years
Global Infrastructure for Embassies, Consulates and Missions	Q4 2002	6 to 7 years
Public Key Infrastructure	Q1 2003	continuous
National ID or E-Gov Smart Card	Q1 2003	6 to 7 yrs
Standards & Branding	Q3 2002	1 to 2 years
E-Government Data & Data Centers	Q2 2003	2 to 3 years
E-Government Delivery Channels & Access	Q2 1997	continuous
<b>E-Government Services Framework</b>		
Enabling Applications (email, DS, WF/DMS/A, IDSS)	Q1 1998+	6 to 7 years
Information Portal	Q1 2002	2 to 3 years
Service Portal	Q2 2003	6 to 7 yrs
Government to Citizen (G2C and C2G)	Q2 2003	6 to 7 yrs
Government to Business (G2B and B2G)	Q2 2003	6 to 7 yrs
Government to Employee (G2E and E2G)	Q3 2003	6 to 7 yrs
Government to Government (G2G)	Q2 2003	6 to 7 yrs
<b>E-Government Capacity Building/Promotions/Operations Framework</b>		
Building National Capacity	Q4 2002	continuous
Internal Government Training and Capacity Building	Q1 1998	continuous
E-Government Operations and Management Structure	Q1 2003	6 to 7 yrs



## *The Lebanese E-Government Strategy*

### Criteria for Success:

1. **Resource Mobilization:** secured for the full or sizeable roll-out of the e-government project covering ICT solutions, training, capacity-building and Operations & Management expenses.
2. **Society e-Educated and Connected:** to the national information infrastructure through the Internet – an annual increase of Internet users of 3% of the population over a 6 to 7 year period. Leading to an Internet usage rate of some 25% of the population by the end of 2009.
3. **Civil Service Productivity:** to increase at a rate of 10 to 15% per year over the time span of the e-government roll-out.
4. **Paper-based government information and services:** to get reduced by a rate of 7 to 12% per year, with the target of having only 25% of such information and services in existence by the end of 2009.
5. **Government revenue from e-government services:** to increase at a rate of 15 to 20% per year, with the aim to have a two-fold revenue increase by the end of 2009.
6. **Government operations and procedures:** get simplified and streamlined at a rate of 10 to 15% per year, with the aim to have full simplification of procedures and streamlining of operations by the end of 2009.



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## *The Lebanese E-Government Strategy*

<i>Associated Risks</i>	<i>Risk Level</i>	<i>Impact Level</i>	<i>Mitigation Plan</i>
Political Instability			None, resubmit vision later
Poor Resource Mobilization	Medium		Implementation of priority projects with available funds
Delays in Passing Legal & Reg. Framework		Medium	Start with infrastructure and design of applications
National Disasters / Regional Conflict			None, delay program
Insurmountable Resistance to Change by Civil Servants			Start with dialogue, project involvement, training
Unwillingness of Society to become e-Educated ...		Medium	Start with forums, awareness promotion
Insufficient Capacity of the local and/or poor support of the Int'l ICT Industry			Transfer of knowledge to local industry with Int'l industry involvement in proj.

# E-Government ... the sum of



Leadership  
Commitment



Secured  
Funding

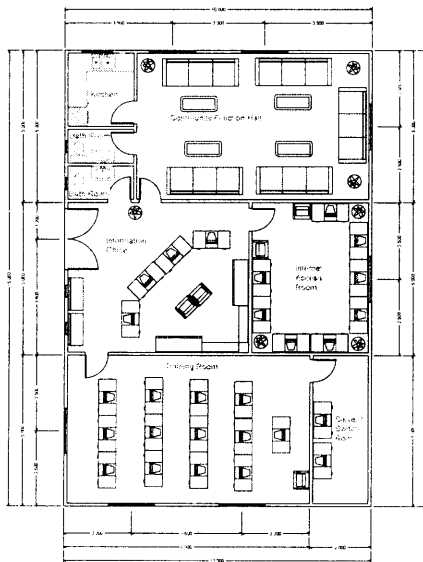


Partnership  
Collaboration

**THANK YOU!**

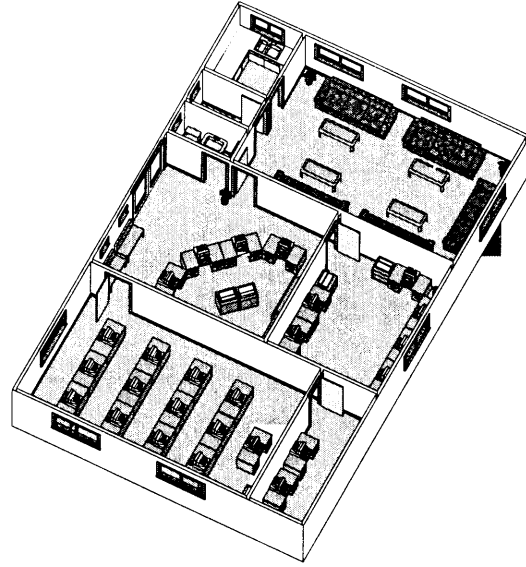


## *Multi-purpose Community Telecenter Floor Plan*



# *Multi-purpose Community Telecenter*

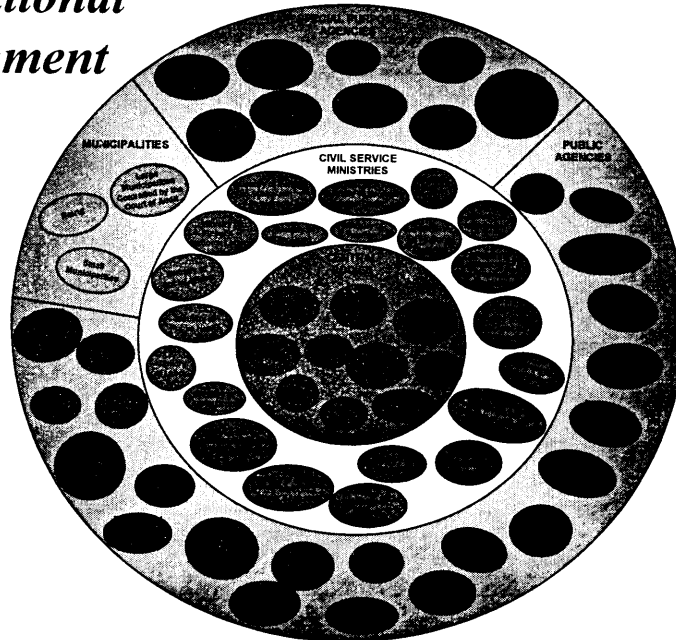
## *3D Perspective*



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# *The National Government Map*



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الشبكة الموحدة للمعلومات الإدارية

كلمة الاستقبال | مجال البحث | صلاحيات الوزارات والمؤسسات العامة | الخدمة الرئيسية | من نحن | للإرسال

المؤسسات العامة

- مؤسسة استثمار
- مجلس الإنماء والإعمار
- محاكمة موظفي الدولة
- الخاصة (التنسيق)
- العمدات الفرعية للشهرين
- التصديق الوطني للخدمات الإنسانية
- مجلس الجنوب
- المجلس الوطني للتمويل والتنمية
- مجلسة الترميم وترسيمة
- مجلسة التنمية الرامسة
- المجلسة الوطنية لشهر التنظير

الوزارات

- وزارة الاتصالات
- وزارة السياحة والتراث
- وزارة الإعلام
- وزارة الاقتصاد والتجارة
- وزارة الصحة
- وزارة التربية والتعليم العالي
- وزارة الثقافة
- وزارة الخارجية والتعاون
- وزارة الداخلية والإحداثيات
- وزارة الدفاع الوطني
- وزارة الترانزيت

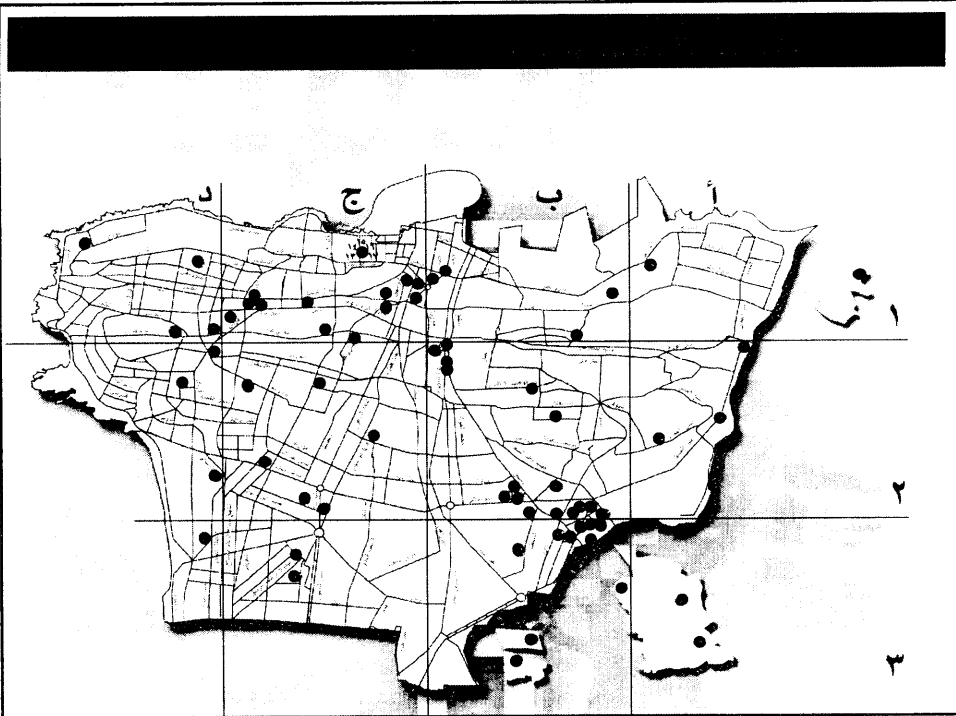
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بناية سداكو - شارع جوارح بنگو - بيروت

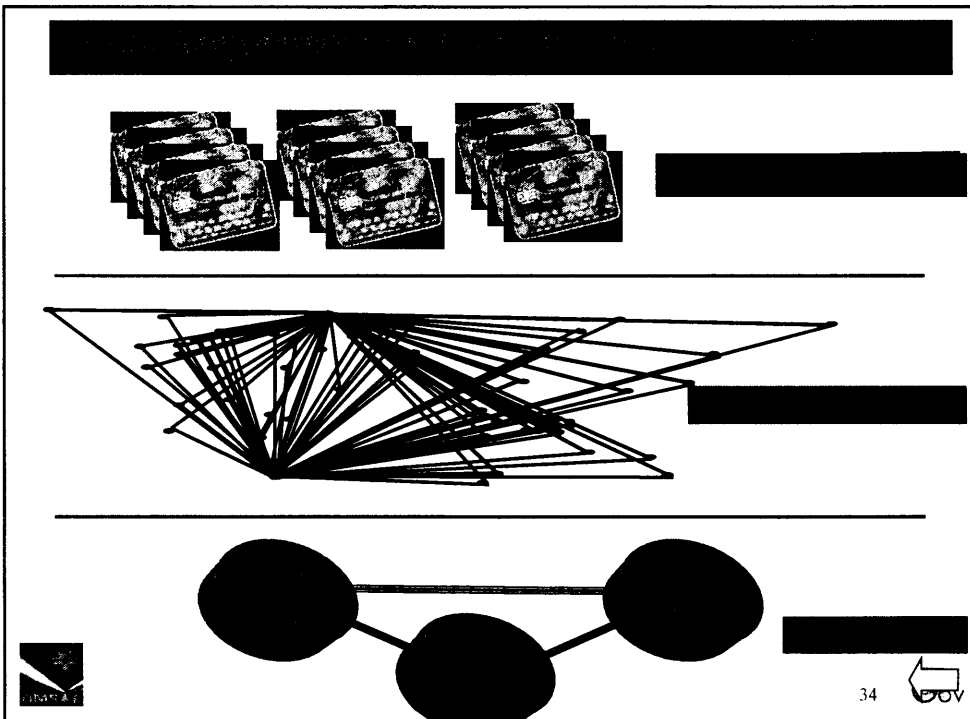
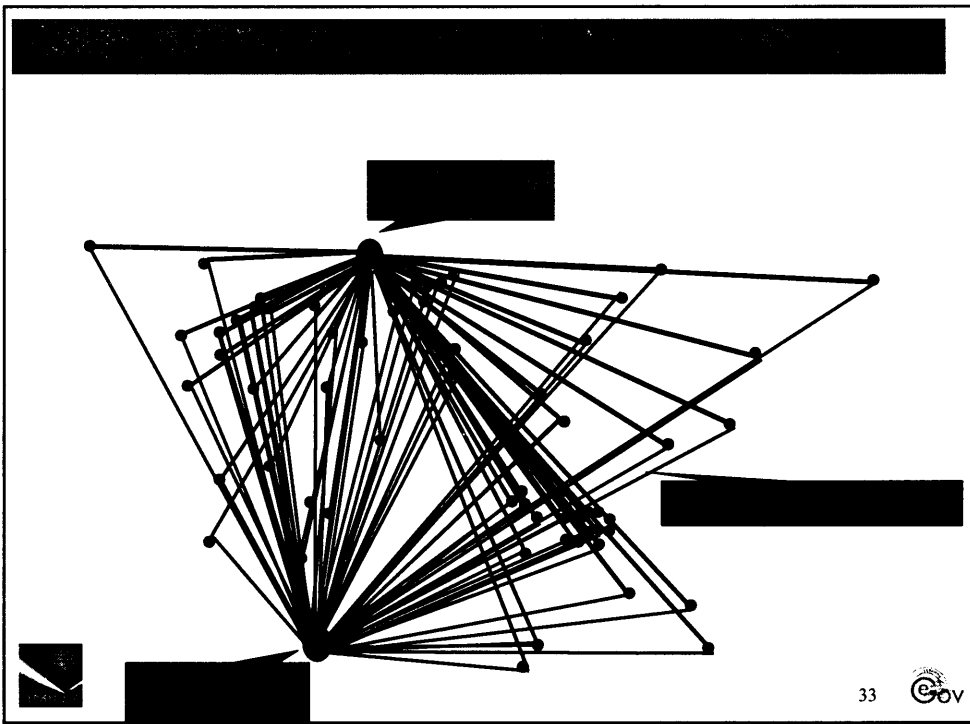
The Internet...

[www.informs.gov.lb](http://www.informs.gov.lb)

The Hotline...

1700





**Principle application:** National ID card with MRF containing the following information

- Civil records
- Medical information
- Social security and/or insurance
- Tax information
- Driver's license
- Election card
- Others

