

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



Republic of Lebanon
Ministry of Social Affairs

Planning the year 2000:
Building Information Capacity at MOSA

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

**In 205 days
the Year 2000
begins**

?

**Are we prepared
to be part of the
information age**

?

**Do we want to be left
out from the pace of
global knowledge and
network society**



**Isn't it time to tap the
potentials of Information
& Communication
Technologies to deliver
better development work**



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Why Building Information Capacity is a Priority?

BECAUSE

- Information and communications technologies (ICTs) can be powerful tools to:
 - better deliver development services
 - tackle problems of poverty
 - strengthen informed and participatory decision-making at all levels
- Information and communications technologies offer opportunity to Generate, Access, Disseminate and Share knowledge at all institutional & societal levels



Why Building Information Capacity is a Priority at MOSA?

BECAUSE

- Information & Communication Technologies are powerful tools to improve our services, our targeting, our decision making at field levels and in management
- If you are not Information Technology literate, you miss opportunities
- Because Development is about providing **Choices & Opportunities**



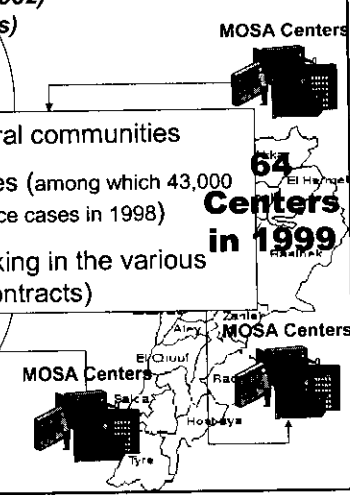
The Ministry of Social Affairs is a:

Data Hub

- ☐ Population Data 1996 (*The first survey since 1932*)
- ☐ Data on Poverty (*Mapping of Living Conditions*)
- ☐ Data on illiteracy
- ☐ Data on Children & Women
- ☐ Data on Disability
- ☐ Data on youth with difficulties
- ☐ Data on elderly, orphans, Etc.

- ☐ Data on Communities & needs
- ☐ Data on Development Projects
- ☐ Data on Finance & Budgets
- ☐ Data on Impact
- ☐ Etc.

- Urban & rural communities
- Beneficiaries (among which 43,000 social assistance cases in 1998)
- NGOs working in the various field (255 contracts)

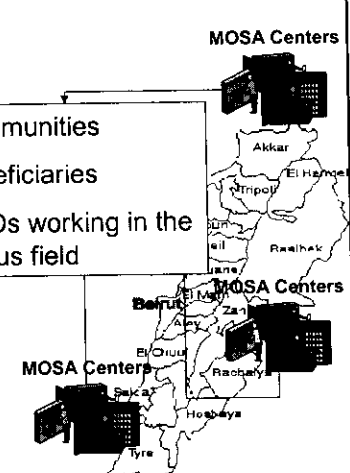


Problems in Information Utilization

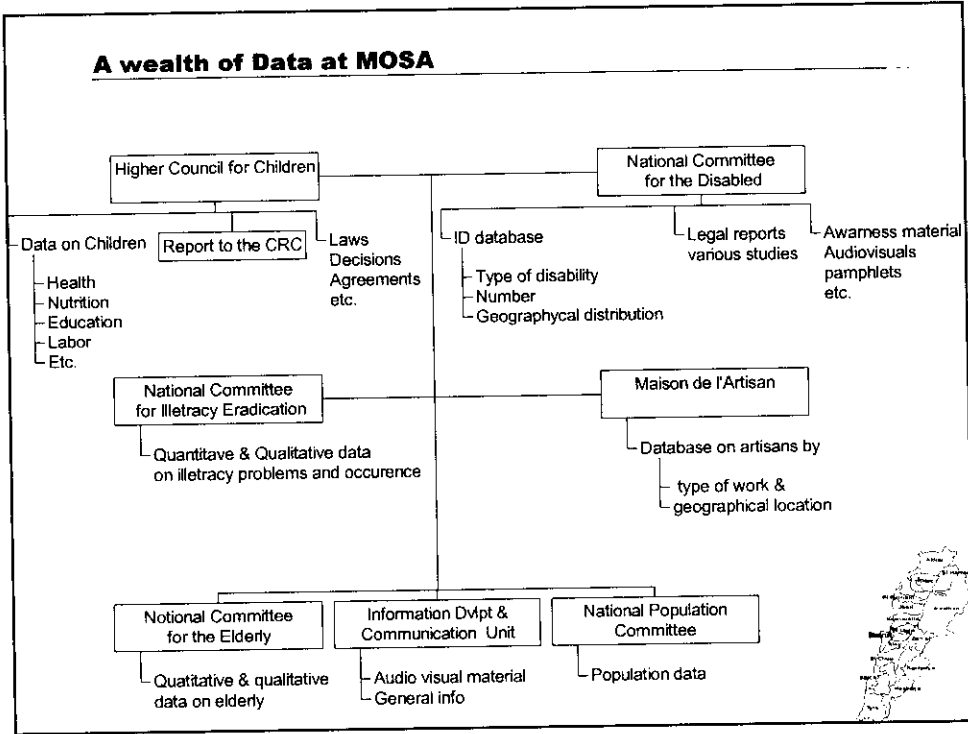
Because Information & Data are on Paper

- ☐ OVERLAP
- ☐ DUPLICATION
- ☐ ERRORS
- ☐ NO EASY ACCESS

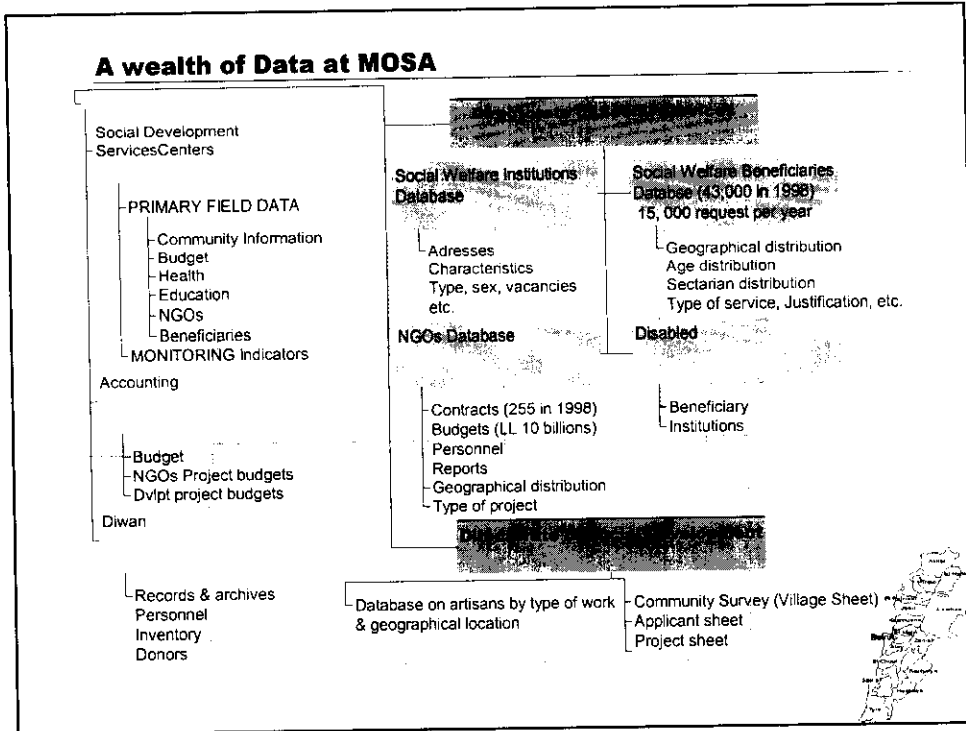
- Communities
- Beneficiaries
- NGOs working in the various field



A wealth of Data at MOSA



A wealth of Data at MOSA



MOSA Vision 2000

MOSA Recognizes that:

- information scattered at MOSA's social development centers, and MOSA's units and departments is its most valuable tool for better servicing citizens,
- the proper utilization of information has a direct impact on improving productivity, service delivery and cost effectiveness
- data and information, outcome of MOSA pioneering surveys & studies, should be made easily accessible and retrievable by MOSA itself, other government agencies, individuals, donors, NGOs and the public in general.

MOSA Vision 2000

- Social Development Centers are at the heart of a **"Go to the Client"** approach; a real decentralized operation with a central administration playing a Planning, Coordination and Monitoring role.
- NGOs are MOSAs partners to deliver work through an outsourcing modality; MOSA's way of "doing business".

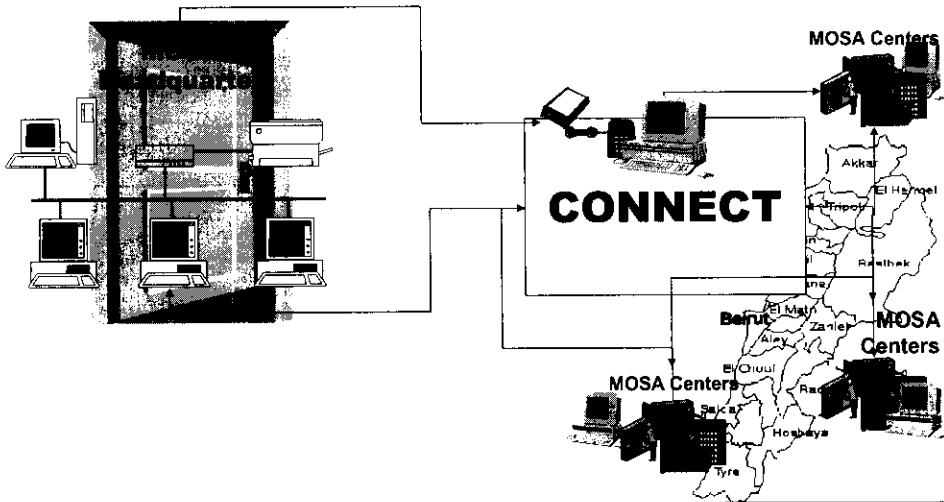


The Project: MOSA 2000

Building Information Capacity at MOSA

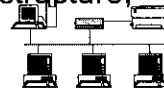
OBJECTIVE 2000

Data in electronic format & available On-line



Implementing the vision

- Building the Ministry information infrastructure,



- Strengthening the staff capacity to utilize this information,



- Building the ministry on-line data processing and publishing capacity

☒ *Intranet*

☒ *Internet*



Implementation Project Phases



PHASE 0 = Concept & Planning



PHASE 1 = Preparatory activities



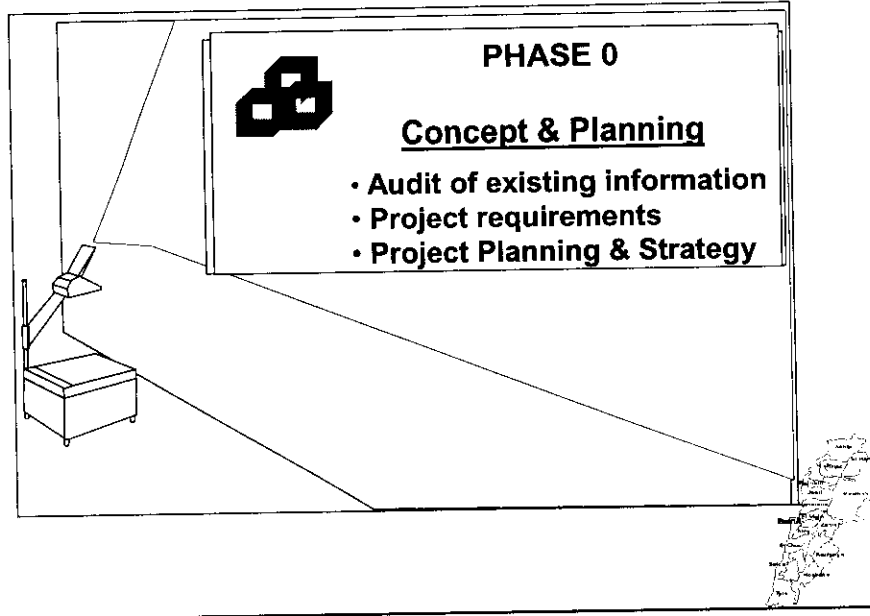
PHASE 2 = Pilot Implementation



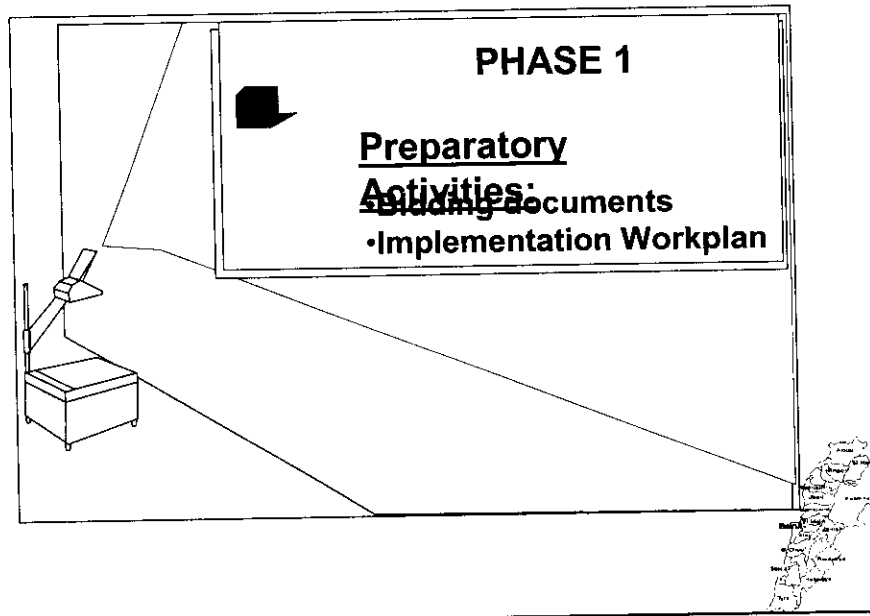
PHASE 3 = Country-wide Implementation



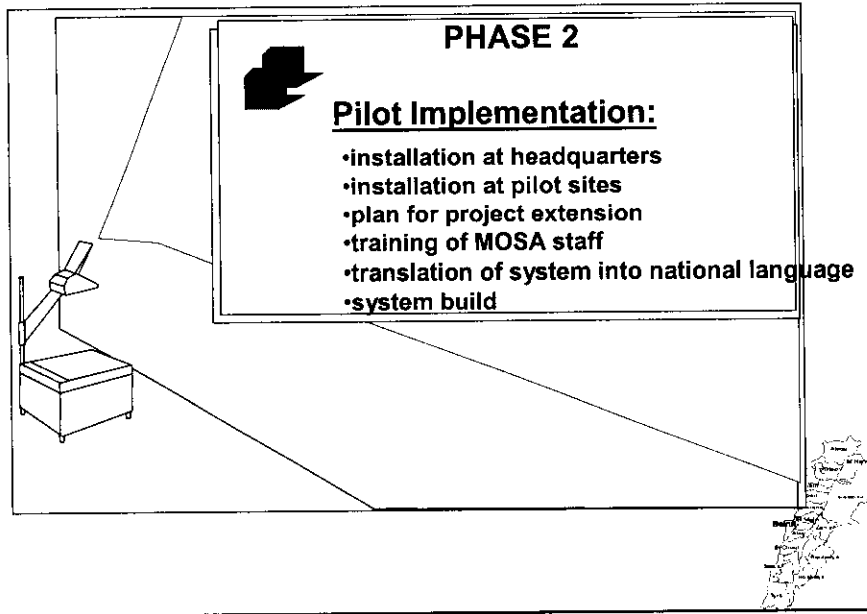
Implementation Phases



Implementation Phases



Implementation Phases

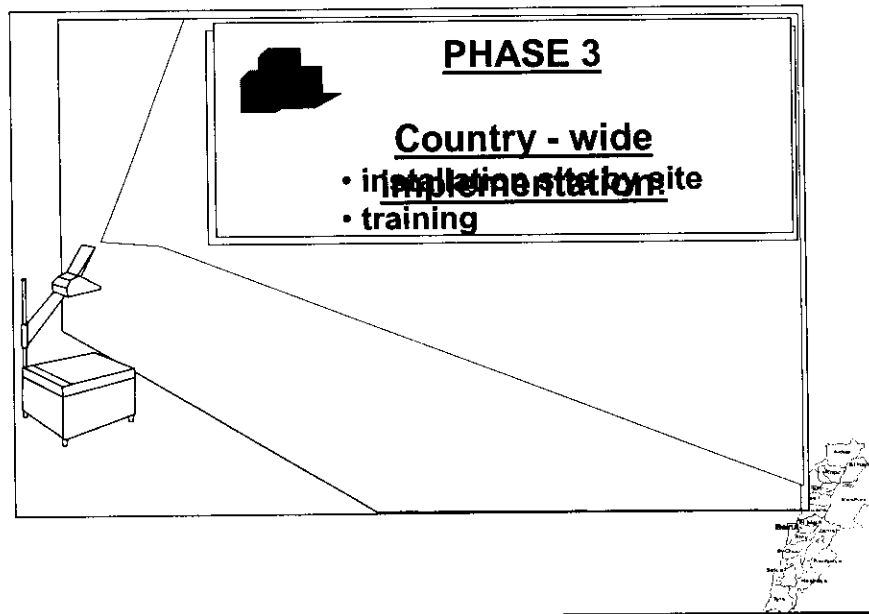


PHASE 2

Pilot Implementation:

- installation at headquarters
- installation at pilot sites
- plan for project extension
- training of MOSA staff
- translation of system into national language
- system build

Implementation Phases



PHASE 3

Country - wide

- implementation site
- training

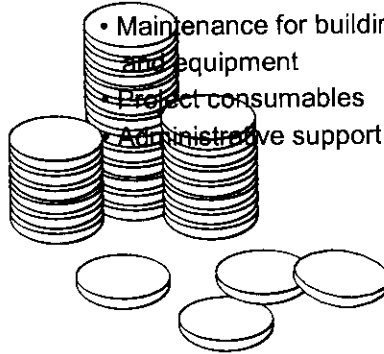
Implementation Resources

Project Implementation cost

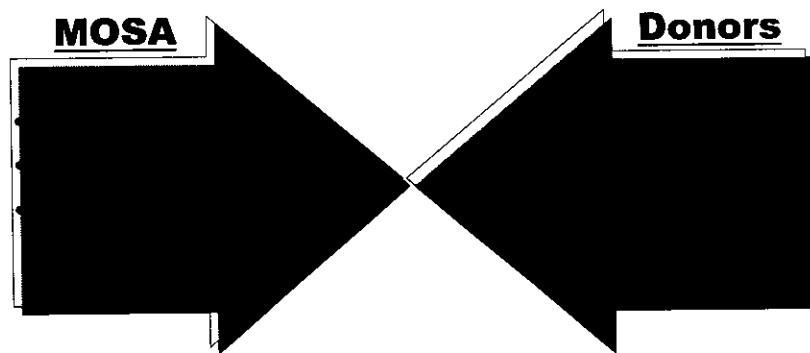
- Subcontracts (networking, equipment, etc.)
- Subcontract training
- Subcontract software design & data entry
- Monitoring and evaluation costs
- External technical support

Project operation cost

- Salary for national staff
- Office accommodation
- Maintenance for buildings and equipment
- Project consumables
- Administrative support



Project Organization



Be our Partner in strengthening Our services

Why the Ministry of Social Affairs?

Central Role to Play in Building:

- social stability
- peace &
- development

in post-civil-war circumstances



Why the Ministry of Social Affairs??

Client based & Participatory Approach in
delivering services

Go to People

*Decentralized Planning & Operation (network of 64 community
based social development centers throughout Lebanon)*

Central administration: Support, Monitoring, Finance

new way of doing business

(Partnership/Outsourcing to NGOs)



Why the Ministry of Social Affairs??

Management & Staff

Dedicated

Prudent

Client Oriented



**Be our
Companion into
the Global
Society**



Reorganizing the Contractual Relationship Between the Ministry of Social Affairs and the NGO sector

TERMS OF REFERENCE

Under the supervision of the National Project Coordinator and in coordination with the IDF Grant Project Director; in the framework of elaborating a comprehensive mechanism for the contracting of service providers by the Ministry of Social Affairs (MoSA); the consultant is supposed to assess, propose and design the full cycle of contractual relationship between MoSA and the NGO sector.

The consultant's role will constitute a substantive part of the IDF grant's objectives, namely:

- Improving and streamlining the procedures which NGOs go through to contract with MoSA. This includes developing new guidelines and selection criteria for establishing eligibility of NGOs, services and beneficiaries and ensuring a faster and more efficient decision making process within the Ministry.
- Establishing a monitoring and evaluation system to improve MoSA's ability to follow up on the beneficiaries of its programmes.

The final output of this mission will be to reorganize the current system of procedures of the contracting of NGOs by the MoSA, in order to improve services to the beneficiaries, and to enhance performance at both the Ministry and NGOs level.

This requires the development of detailed procedural systems and criteria together with appropriate standard forms and applications for the selection of NGOs, Welfare Institutions, services and beneficiaries, for the conclusion of contracts, for follow up and for the assessment of performance and quality of service.

The development of this procedural system requires thorough analysis of the current status of contractual relation between the MoSA and the NGO sector; including working closely with the departments that organize and follow up the contracts between MoSA and other parties, which goes as the following:

1. **Contracts with NGOs** (المشاريع المشتركة مع الجمعيات الاهلية) i.e. Directorate of NGOs and Civil Society Organizations (مصلحة الجمعيات والهيئات الاهلية بمديرية الخدمات الاجتماعية)
2. **Contracts with Welfare Institutions** (العقود مع مؤسسات الرعاية الاجتماعية) i.e. Directorate of Social Welfare (مصلحة الرعاية الاجتماعية بمديرية الخدمات الاجتماعية)
3. **Contracts with Development Projects** (مشاريع التنمية الاجتماعية) i.e. Directorate of Social Development (مصلحة التنمية الاجتماعية بمديرية التنمية الاجتماعية)
4. **Contracts for Providing Care for Children and the Elderly within their Families** (رعاية الطفل والمسن ضمن الاسرة) i.e. Directorate of Social Welfare (مصلحة الشؤون الاسرية - بمديرية الخدمات الاجتماعية)
5. **Any other concerned contracts, projects or service providers.**

Within a period of **four (4) months**, the consultant is expected to perform the following:

Preparation and Assessment

1. Review, in consultation with Minister of Social Affairs, Director General, and directors of departments, the intervention schemes and social service programmes of the MoSA, and identify the target groups that the MoSA wishes to serve. This involves setting clear definitions of the categories of beneficiaries to be served. Such review should provide the consultant with better guidance and policy orientation to specify priorities.
2. Collect and analyze all available data:
 - ♦ at the Ministry of Social Affairs,
 - ♦ at a sample group of contracted NGOs and Welfare Institutions,
 - ♦ at other concerned public institutions, and
 - ♦ in other countries of relevance to the Lebanese case.
3. Review the report on Contracts between the Ministry and NGOs prepared by the MoSA - IDF Grant (أوضاع التعاقد بين وزارة الشؤون الاجتماعية والقطاع الأهلي في لبنان). This report presents the actual status of relation between the MoSA and the NGO sector. It includes figures and statistics relative to the distribution of these contracts, and exposes the problems and difficulties encountered, as well as possible broad-line solutions and recommendations. In addition, review the detailed database on characteristics of NGOs contracted by the Ministry of Social Affairs (prepared by MoSA - IDF Grant).
4. Report and document identified priorities (based on collection of data, interviews, and reports review), validate all data and information collected, as well as elaborate an appropriate plan of action.

Contracted NGOs and development projects

5. Identify specified priorities and policies for contracting relative to the **Contracted NGOs** (and development projects) and conduct detailed assessment including characteristics and parameters as well as distinguish most suitable approaches to be adopted.
6. Elaborate a set of eligibility criteria to be met by contracted NGOs or Projects wishing to enter into contracts with the MoSA. These eligibility criteria cover the general conditions relating to the legal status of the NGOs, their administrative structure, historical background, operations, and track record, in addition to any other relevant issues.
7. Develop a system of procedures and steps relative to the conclusion of the contracts between the MoSA and NGOs: this requires a review of the current contract forms and of the list of documents to be submitted by the candidate NGO or Project, in order to identify necessary amendments to the contract text or to the list of documents attached. A procedural system for the renewal of contracts should also be developed.

8. Design monitoring and evaluation forms, reports and questionnaires to be conducted regularly. This includes setting monitoring tools and measures, as well as practical performance assessment techniques.
9. Consolidate all procedures in a manual / guide for contracting NGOs and Development Projects. Such manual should include all concluded procedures, forms, applications, evaluation reports and questionnaires.
10. Elaborate a specification booklet (دفتر شروط) for automation of procedures, forms, applications, database and any other relevant processes related to the Contracted NGOs and Development Projects.
11. Propose a set of laws, regulations and ministerial decrees and decisions needed to facilitate implementation of proposed systems and procedures.

Welfare Institutions and Care within Family and Nutrition Programme

12. Identify specified priorities and policies for contracting relative to the **Welfare Institutions** and care within family and nutrition and conduct detailed assessment including beneficiaries, services and institutions as well as distinguish most suitable approaches to be adopted.
13. Elaborate a set of eligibility criteria for beneficiaries and relevant services including specifications of the services delivered to be linked to eligibility criteria of the Welfare Institution itself (and Care within Family).
14. Develop a system of procedures and steps relative to the conclusion of the contracts between the MoSA and Welfare Institutions (including Care within Family Programme). This requires a review of the current contract forms and of the list of documents to submit by the candidate Institutions, in order to identify necessary amendments to the contract text or to the list of documents attached. A procedural system for the renewal of contracts should also be developed.
15. Design monitoring and evaluation forms, reports and questionnaires to be conducted regularly. This includes setting monitoring tools and measures, as well as practical performance assessment techniques.
16. Consolidate all procedures in a manual / guide for contracting NGOs. Such manual should include all concluded procedures, forms, applications, evaluation reports and questionnaires.
17. Elaborate a specification booklet (دفتر شروط) for automation of procedures, forms, applications, database, and any other relevant processes related to the Welfare Institutions, including review the Rights and Access Programme for the Disabled (already implemented at the MoSA), and consider possibility of adopting/ application.
18. Propose a set of laws, regulations and ministerial decrees and decisions needed to facilitate implementation of proposed systems and procedures.

Administration

19. Work in coordination and harmonization with other ongoing activities related to the automation and reorganization of MoSA procedures; and in close collaboration with the nominated Project Coordinator for the Organization and Automation of MoSA.
20. Submit a comprehensive document including full analysis and design of the system containing the eligibility criteria, the technical specifications as well as the selection, contracting, follow up and monitoring procedures in both hard and soft copies for both Contracted NGOs and Welfare Institutions. These should be ready to be developed into a computerized information system of standard forms and procedures (selection, contracting and follow up).
21. Share any relevant advice and recommendations based on observations and work achieved.
22. Provide one progress report (at end of month 2) describing progress of work and achievements made to date. In addition, provide final report upon completion of work - both in Arabic and English - which should include a presentation of findings, a brief analysis and a list of strengths and weaknesses as well as a set of recommendation and salient observation (in soft and hard copies).

NB:

Refer to the attached Annex. The tables in this Annex represent demonstrations or examples of the general and more specific criteria, conditions, specification and preliminary procedures to be elaborated for each type of contract. It is understood that these classifications, eligibility criteria and technical specifications will not be exhaustive, but form part of a dynamic and flexible system which allows possible amendments and additions in the future.

Annex

Eligibility Criteria for NGOs and Welfare Institutions and Technical Description of Services

Within the current scope of the project, the consultant is expected to develop the basic eligibility criteria of NGOs and general and technical description of services, to be applicable on the short-term level.

The Objective is to have a directly applicable system of criteria and specification to regulate the contracting of NGOs and Welfare Institutions. This system should be open-ended in a way to allow necessary amendments and further additions / elaboration on both the horizontal and vertical levels.

In the initial phase, the criteria and specification currently applied by the Ministry of Social Affairs would be screened in order to determine which need to be kept and applied, which need to be canceled and which need to be amended.

Other criteria and specifications adopted by other institutions (Ministry of Public Health, Ministry of Education, etc.) ought to be reviewed and taken into consideration as well.

If Criteria and Specification are not available at the MoSA:

The consultant is expected to develop basic criteria and specification that are necessary for direct application.

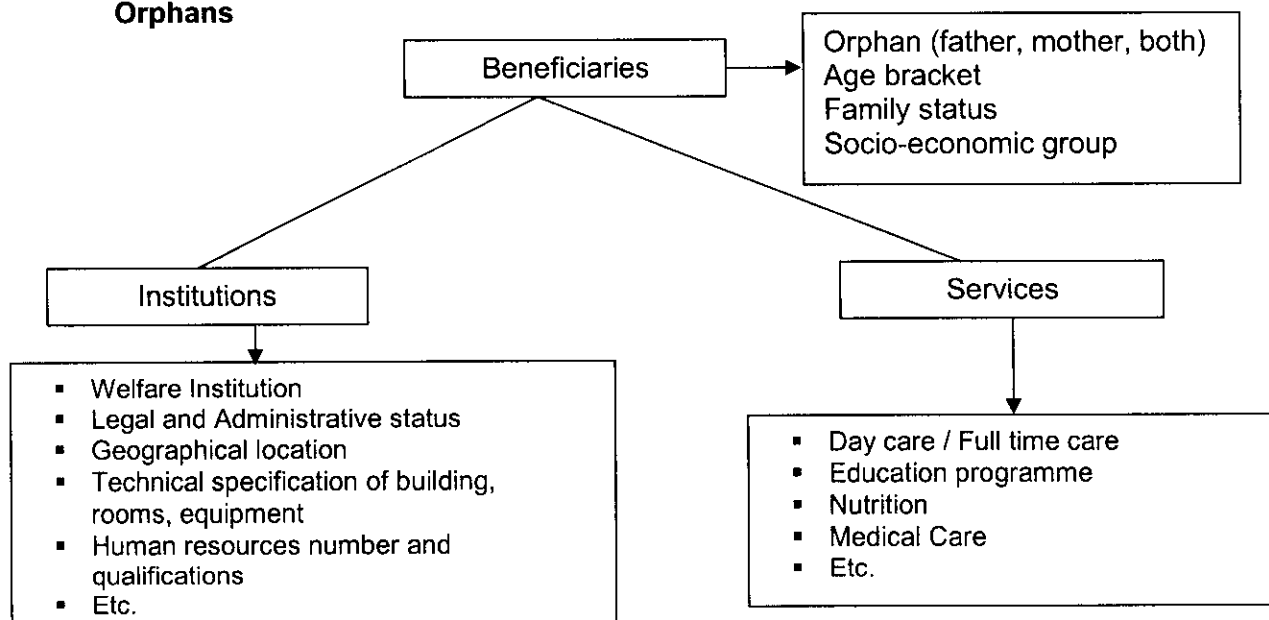
If Criteria and Specifications are available at the MoSA:

These should be reviewed, analyzed and evaluated to cancel those that are no longer applicable and keep and/or amend others.

Recommendations regarding services to be delivered, mechanisms of implementation and monitoring and responsible party should be developed.

Criteria and Specifications for eligible NGOs and Welfare Institutions and for services should be set in a manner to allow possible extension and further elaboration at a later stage, beyond the scope of the Project.

Example:
Orphans



المشاريع المشتركة مع الجمعيات الاهلية Contracts with NGOs

General Policy Conditions / MoSA	General Conditions / NGO	Specific Conditions / NGO	Contracting Procedures	Monitoring and Follow up	Renewal of Contracts
<ul style="list-style-type: none"> ▪ Social areas of intervention / support (which services? And which target groups of beneficiaries) ▪ Geographical distribution, taking into consideration the distribution of Social Development Service Centers. ▪ Financial allocation of budget to various geographical zones and types of services ▪ Financial contribution to budget (MoSA vs. NGO) - Restrictions on contribution (service already available, SDSC center in same zone) 	<ul style="list-style-type: none"> ▪ NGO caters to identified needs of specific target groups in specific zones. ▪ License of establishment ▪ Number of years of operation. ▪ Administrative board elected periodically ▪ Transparency and reputation ▪ Audited financial accounts ▪ Financial contribution available ▪ Feasibility study 	<p>Determined for each service based on the target group of beneficiaries.</p> <p><u>Example: Nursery</u></p> <ul style="list-style-type: none"> ▪ Minimum space allocation of rooms ▪ Minimum number of staff per number of children ▪ Sanitary conditions ▪ Nutritional conditions ▪ Education programme 	<p>Sequential steps leading to the conclusion of the contract within a maximum time laps:</p> <ul style="list-style-type: none"> ▪ Application ▪ Documents required with the application ▪ Review of application and decision ▪ Communication of decision to NGO ▪ Contract conclusion ▪ Deposit of financial contribution 	<ul style="list-style-type: none"> ▪ Field visits conducted regularly to assess performance ▪ Periodic reports written by social assistants ▪ Quality of service measured against indicators 	<ul style="list-style-type: none"> ♦ Decision whether to renew the contract of not, based on the results of the field visits and periodic progress reports ♦ Possible renewal based on conditional amendments or changes in operations

العقود مع مؤسسات الرعاية

Contracts with Welfare Institutions

General Policy Conditions / MoSA	General Conditions / NGO	Beneficiary Groups	Service beneficiary group	Service specifications	Contracting Procedures	Monitoring and Follow up	Renewal of Contracts
<ul style="list-style-type: none"> ▪ Identification of the categories of beneficiaries to cater to ▪ Identification of the types of services to deliver to each category of beneficiaries ▪ Allocation of budget to various types / categories ▪ Geographical distribution 	<ul style="list-style-type: none"> ▪ NGO caters to identified needs of specific target groups in specific zones. ▪ License of establishment ▪ Number of years of operation. ▪ Administrative board elected periodically ▪ Transparency and reputation ▪ Audited financial accounts ▪ Financial contribution available ▪ Feasibility study 	<p>The conditions / characteristics of each beneficiary group are determined:</p> <ul style="list-style-type: none"> ▪ Children ▪ Orphans ▪ Social cases ▪ Handicapped ▪ Etc. <p>With respect to:</p> <ul style="list-style-type: none"> ▪ Age ▪ Social condition ▪ Family situation 	<p>Determine the service to be delivered to each beneficiary group, namely:</p> <ul style="list-style-type: none"> ▪ Education ▪ Health ▪ Food 	<p>Technical description and specification of each service:</p> <ul style="list-style-type: none"> ▪ Space allocation ▪ Staff allocation ▪ Sanitary conditions ▪ Technical specifications of health services ▪ Nutrition criteria ▪ Financial contribution to be paid by the MoSA against each service/ category of beneficiary 	<p>NGOs that meet the technical specification of services are eligible for contracting.</p> <p>Sequential steps leading to the conclusion of the contract, within maximum time laps.</p> <ul style="list-style-type: none"> ▪ Application ▪ Documents required with the application ▪ Review of application and decision ▪ Communication of decision to NGO ▪ Contract conclusion ▪ Deposit of financial contribution 	<ul style="list-style-type: none"> ▪ Field visits conducted regularly to assess performance ▪ Periodic reports written by social assistants ▪ Quality of service measured against indicators 	<ul style="list-style-type: none"> ♦ Decision whether to renew the contract or not, based on the results of the field visits and periodic progress reports <p>Possible renewal based on conditional amendments or changes in operations</p>

Contracts for rural development projects (العقود المبرمة لانجاز مشاريع التنمية)

General Policy Conditions / MoSA	General Conditions / entity	Specific Conditions / NGO	Contracting Procedures	Monitoring and Follow up
<ul style="list-style-type: none"> ▪ Identification of the types of rural development projects that the MoSA wishes to support ▪ Identification of the types of community entities to contracts لجنة أهلية، تجمع أهالي، نادي، جمعية محلية، أفراد الخ) ▪ Geographical distribution, taking into consideration the presence and activity of a local municipality or not. ▪ Financial allocation of budget to various geographical zones and types of services ▪ Financial contribution to budget (MoSA vs. Community entity) ▪ Time frame of implementation (minimum - maximum) 	<ul style="list-style-type: none"> ▪ Structure of the entity to contract (number of members, activity transparency, reputation, degree of representation of the community members). ▪ Feasibility study of the project. ▪ Financial ability of the entity, and contribution in kind 	<p>Determined for each type of development project:</p> <ul style="list-style-type: none"> ▪ Water ▪ Sewage ▪ Irrigation ▪ Roads ▪ Agriculture cooperation ▪ Financial structure ▪ In-kind contributions ▪ Time frame 	<p>Sequential steps leading to the conclusion of the contract within a maximum time laps:</p> <ul style="list-style-type: none"> ▪ Application ▪ Documents required with the application ▪ Review of application and decision ▪ Communication of decision to 2nd party ▪ Contract conclusion ▪ Deposit of financial contribution 	<ul style="list-style-type: none"> ▪ Field visits conducted regularly to assess implementation ▪ Initial and final reports ▪ Quality of service measured against indicators

Contracts for providing Care to Children and the elderly within their families (العقود المبرمة لرعاية الطفل / المسن داخل أسرته)

General Policy Conditions / MoSA	General Conditions / NGO	Beneficiary Groups	Service beneficiary group	Service specifications	Contracting Procedures	Monitoring and Follow up	Renewal of Contracts
<ul style="list-style-type: none"> ▪ Identification of the categories of beneficiaries to cater to ▪ Identification of the types of services to deliver to each category of beneficiaries ▪ Allocation of budget to various types of services / categories ▪ Geographical distribution 	<ul style="list-style-type: none"> ▪ NGO caters to identified needs of specific target groups in specific zones. ▪ License of establishment ▪ Number of years of operation. ▪ Administrative board elected periodically ▪ Transparency and reputation ▪ Audited financial accounts ▪ Financial contribution available ▪ Feasibility study 	<p>The conditions / characteristics of each beneficiary group are determined:</p> <ul style="list-style-type: none"> ▪ Children ▪ Elderly <p>With respect to:</p> <ul style="list-style-type: none"> ▪ Age ▪ Social condition ▪ Family situation 	<p>Determine the service to be delivered to each beneficiary group, namely:</p> <ul style="list-style-type: none"> ▪ Education ▪ Health ▪ Food 	<p>Technical description and specification of each service:</p> <ul style="list-style-type: none"> ▪ Technical specifications of health services ▪ Nutrition criteria ▪ Financial contribution to be paid by the MoSA against each service/ category of beneficiary 	<p>NGOs that meet the technical specification of services are eligible for contracting.</p> <p>Sequential steps leading to the conclusion of the contract, within maximum time laps.</p> <ul style="list-style-type: none"> ▪ Application ▪ Documents required with the application ▪ Review of application and decision ▪ Communication of decision to NGO ▪ Contract conclusion ▪ Deposit of financial contribution 	<ul style="list-style-type: none"> ▪ Field visits conducted regularly to assess performance ▪ Periodic reports written by social assistants ▪ Quality of service measured against indicators 	<ul style="list-style-type: none"> ▪ Decision whether to renew the contract or not, based on the results of the field visits and periodic progress reports ▪ Possible renewal based on conditional amendments or changes in operations



IDF Grant TF 23872: Streamlining of MoSA's Procedures and improvement of its Monitoring and Evaluation Capabilities

Introduction

The Ministry of Social Affairs plays a central role in building social stability and development in the post-war era. It has undergone in the last few years noteworthy efforts to rehabilitate itself and resume its functions in carrying out social development activities and delivering basic social services to disadvantaged and marginalized groups. Despite its limited budget, the Ministry is building close partnership with NGOs, which carry out most of the Ministry's social welfare programmes.

The Ministry wishes to improve the basis upon which the contracting of NGOs and welfare institutions is carried out. It also desires to improve the monitoring and follow-up on these contracts to improve performance and the delivery of services.

Purpose of the Grant

The grant is allocated to help the Ministry of Social Affairs in:

- Improving and streamlining the procedures which NGOs go through to contract with the MOSA. This includes developing new guidelines and selection criteria for establishing eligibility of NGOs, and ensuring a faster and more efficient decision making process within the Ministry.
- Evaluating the package of services offered through the Social Development Centers, with a view to revising their role in service delivery. The grant will explore new institutional arrangements that will maximize the partnership between the centers and NGOs for the benefit of the poor.
- Establishing a monitoring and evaluation system to improve MoSA's ability to follow-up on the beneficiaries of the programs, whether administered by NGOs or its own Social Development Centers, and to access social changes and impact on the poor at the local level.

Grant duration

The grant is allocated over the period of 22 months and actual initiation of activities was in November 2000.

Activities and Outputs

Streamline Procedures

- Assess needs through field visits, interviews and workshops.
- Evaluate the package of services delivered.
- Survey the major types of NGOs and assess their delivery capacity as social intermediaries.

- Develop targeting mechanisms to reach the proper groups of the beneficiaries.
- Develop criteria for the selection of projects to serve the needs of the targeted beneficiaries (test criteria and modify if necessary)
- Train relevant MoSA staff at all levels to handle all of the above.

Monitoring and Evaluation

- Develop a set of indicators to monitor and evaluate the impact of projects on beneficiaries. These indicators should fit to the situation of each region/ community and should measure changes at the local level.
- Design monitoring and evaluation models and reports/questionnaires to be conducted regularly.
- Design a simple and easily accessible database that includes: monitorable social indicators, information about programmes, providers (NGOs, SDCs...) and beneficiaries, standard computerized application and appraisal forms, as well as eligibility and selection procedures.
- Train relevant MoSA staff at all levels on monitoring and evaluation techniques, including the use of computerized forms and reporting procedures.

Description of the Training component

The training to be conducted will be in the following areas: development, planning, programming and priority setting, beneficiaries needs assessment, impact evaluation, use of targeting, eligibility and selection guidelines, participatory approaches in local programmes development and implementation, project appraisal and proposal writing, organizational and communication skills.

The target groups for training are: key staff of all central departments, technical staff of the social development centers, members of NGOs currently on contract with the ministry as well as potential others and heads of local municipalities.

الجمهورية اللبنانية

مكتب وزير الدولة لشؤون
مركز شاري ودراسات

