

Cluster Projects Fact Sheet: Support to Administrative Reform and Development

Last update: 6 May 2001

Theme	Institution Building: public sector reform and development					
Projects Number and title	: LEB/92/013 "Technical Cooperation Management (TCM)/Administrative Rehabilitation Program".					
Projects Number and title	: Leb/98/002 "Implementation of the Institutional development Strategy for Lebanon"					
Location	: Office of the Minister of State for Administrative Development (Reform) - Beirut					
Executing Agent	: UN Office for Project Services (UNOPS) -- Leb/92/013 Office of the Minister of State for Administrative Reform (OMSAR) -- Leb/98/002					
Implementing Partners	: Council for Development and Reconstruction.					
Start Date	: May 1993					
Type of Project	: Policy	X	Operational	X	Management & Coordination	X
Target Beneficiaries	: Public Sector: line ministries and autonomous agencies, particularly those benefiting from the TC and included in the National Administrative Rehabilitation Programme (NARP) of 1992					
Number of Beneficiaries	: Institutions: 30		Civil Servants: 4,000			

Objectives of UNDP Assistance:

The intended outcome is the implementation of reforms, technical cooperation policies and programmes within the framework of the National Administrative Rehabilitation Programme (NARP) of the Government (1992) to bring the Lebanese post-war public administration into the 21st century. The mission of the Office of the Minister of State for Administrative Reform (OMSAR) is the optimal and coherent introduction of Institutional Development (rehabilitation and reform) and Information Technology (systems and communication) measures to streamline processes and build the capacity of civil servants to fulfill them. It is important to note that OMSAR has an advisory mandate in this respect.

The Objectives of UNDP assistance are to support OMSAR to:

- Develop and implement an Institutional Development Strategy;
- Formulate and implement automation/modernization projects to support institution building and making processes more transparent and traceable;
- Coordinate the implementation of aid assistance and related projects in OMSAR, notably a World Bank loan (\$20 million), an Arab Fund loan (\$20 million) and an EU ARLA project (ECU 38 million).

Summary of outputs and outcomes:

Established capacity at OMSAR when to execute its mandate: A law to create specialized units in OMSAR was passed in 1996, and two specialized teams were established in the office of the Minister: A Technical Cooperation Unit (TCU) and an Institutional Development Unit (IDU), which include implementation teams able to execute the donor's loans and grants. OMSAR Laos includes a Communication Department, and Administration department and an Advisory Group.

The word Reform has been replaced with Development from the Arabic title of the Office of the Minister of State for Administrative Reform (OMSAR) in 2001, this to reflect evolving needs in the public sector and as a confidence building measure for accepting change.

Institutional Development and Reform:

- The main headlines of an Institutional Development Strategy for implementation by the year 2010 adopted by the Council of Minister in April 2001, based on an original draft submitted in 1998, and revised in 2000. A ministerial committee has been formed to study the content of the strategy document and refer back to the Council of Ministers.
 - The mandates and structures of 20 ministries, 8 public agencies and 2 central bodies were revised, including studies of organization reviews and job classification, drafting of organizational laws and decrees as well as preparing the grounds for the introduction of modern systems for human resource management.
 - Administrative reform analyses and studies addressing mergers, privatization, position classifications and job description, salary scale revision we conducted in the context of the NARP. A strategic project is the reorganizing the Directorate General of the Presidency of the Council of Ministers.
 - Capacity building in the administration through conferences and workshops addressing: The Role fo the State (May 2001) , Human Resources Management in the Public Administration (2000); Archiving and Document Management; Nature of Corruption and Its Impact on the Financial and Administrative Levels (1999); Corruption and Means to Combatting it (1997).
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Technical Cooperation for Modernization:

- The Unit spearheaded the drafting and coordination efforts for Nationwide Information and Communication Technology (ICT) Policy and Strategy and the Y2K National Strategy. Procurement legislation advanced through the drafting of a new Procurement Legislation building on the lengthy experience and capacity of OMSAR/TCU in this domain.
 - OMSAR/TCU is the leading specialized unit on the advancement of e-government. It provides strategic technical assistance for the re-assessment of the NARP and the implementation of model projects and sites in select Ministries and agencies.
 - An increase in demand for assistance to free-standing institutional rehabilitation motivated by emerging needs and OMSAR/TCU's demonstrated knowledge and capacity to implement (ICT, procurement, coordination, etc.). OMSAR/TCU collects and shapes these requests into programs and projects within existing assistance in the different donors projects (WB, EU, and the Arab Fund).
 - Select modernization projects (ICT based) worth noting include the: Automation of the Directorate General of the Presidency; Decentralization Student Data Collection System (School net); A wide Government structure (Govnet); Installation of central phone systems and related software in 12 Government Ministries and institutions; Provision of a communication infrastructure to the Lebanese University and the implementation of a student information system; Automation of the Civil Service Board; Automation of the Commercial Register; Legal Decision Document Management System in the Ministry of Foreign Affairs; The Rights and Access Information System in the Ministry of Social Affairs; the Financial System for Cooperative Compensation, Implementation of the national Electronic archiving and retrieval.
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Related Initiatives

Trade Efficiency Project and Insurance Licences and Control System -- Ministry of Economy and Trade.

Automation of the Directorate General of Customs – Ministry of Finance

Implementation of the Agencies' Budget System – Ministry of Finance

PLANNED ACTIVITIES / FUTURE ORIENTATION

- The Projects are undergoing an external evaluation aiming at providing guidance on future orientations and an in-depth review of its structure, this in order to better respond to emerging needs and to secure the capacities to answer to the increase in demand for OMSAR assistance.
 - Increase focus and attention to capacity building within the civil services to ensure sustainability and increase efficiency, this to support the Government streamline the related budget deficit.
 - Further develop synergies and linkages between the Institutional Development Strategy and the implementation of modernization and IT (IDU/TCU) to develop more encompassing projects with new reform axes and trajectories;
 - Create institutional framework supportive of strategy implementation and improve coordination among constituents and actors;
 - Increased focus on the achievement of e-government;
 - Resource mobilization.
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PROJECT DIMENSION(S) OF SPECIAL INTEREST (BEST PRACTICES, SUCCESS STORIES, UNUSUAL ANGLE), (OPTIONAL)

The creation of capacity within OMSAR to undertake such large-scale projects is a success story to be learned from. With an encompassing portfolio of projects, totaling over US\$80 million (from World Bank, Arab Fund and European Union), the IDU/TCU have been successful in attracting and preserving the service of high-caliber technical, training and procurement staff for the benefit of the government at large. This staff has and will continue to be instrumental in transferring experience and know-how to the various public servants to enable them to carry-out their daily chores in a more efficient and hence, expeditious manner, which translates to a more satisfied general public.

ISSUES

(INTERNAL/EXTERNAL)

- Political reform is a pre-requisite to the achievement of comprehensive reforms.
 - Lack of a global vision and the absence of a national pact of what the optional role of the state is, represents a major constraint to effective coordination within the government and the achievement of sustainable results in administrative development.
 - Mobilization of resources is crucial to bring the project to the full completion of on-going interventions and to the institutionalization of administrative development competence.
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UNDP FOCAL POINT

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