

UNITED NATIONS DEVELOPMENT PROGRAMME

GOVERNMENT OF LEBANON Office of the Minister of State for Administrative Reform

“Support to Civil Service Reform and Management Capacity of Public Administration”

Project Document

Project Dates: 1 January 2013 – 31 December 2015

This project covers the period of 2013-2015. It aims at supporting civil service reform initiatives that are undertaken by the Office of the Minister of State for Administrative Reform (OMSAR) to modernize public sector organizations, provide them with the latest management and ICT tools to further improve their service delivery and facilitate the fulfillment of their missions. This project also backs up the activities that are funded by the EU to boost the technical and managerial capacity of municipalities and non-government organizations.

The UNDP's assistance to OMSAR has been facilitating the implementation of the reform goals since 1994. The relatively long record of assistance to OMSAR by the UNDP, the reform experiences that have been accumulated by OMSAR, the successive Government Policy Statements that followed the formation of Cabinets in which OMSAR was mandated to reform and develop the public sector, and the new Strategy for the Reform and Development of the Lebanese Public Administration necessitated a new vision for support to administrative reform programs, civil society advancement and local development.

United Nations Development Programme

Country: LEBANON

Project Document

Project Title: Support to Civil Service Reform and Management Capacity of Public Administration

UNDAF Outcome(s): **Outcome 1** By 2015, good governance reforms, with specific focus on national dialogue and inclusive participation, and government effectiveness and Accountability are institutionalized at different levels

Expected CP Outcome(s): **Outcome 1** Performance of public institutions enhanced; public administration modernized

- Expected Output(s):**
1. Governance, accountability and transparency enhanced in the public sector.
 2. Capacity of Public administration developed through the adoption of modern techniques and tools.
 3. Human resources management modernised and developed
 4. Public services efficiency enhanced and the administration/citizens relationship improved
 5. Enhancing the use of ICT tools and establish an E-Government portal
 6. Introducing change management techniques and promote OMSAR reform programs
 7. Technical and Administrative support provided to ensure the proper execution of awarded contract with the scope of the following specialized projects: Solid Waste, AFKAR and LOGO.

Implementing Partner: UNDP
Responsible Party: OMSAR

Programme Period: 2013-2015 Programme Component: Democratic Governance Project Title: Support to Civil Service Reform and Management Capacity of Public Administration Award ID:00063773 Project ID: 00080678 Project Duration: 1 January 2013 to 31 December 2015 Management Arrangement: Support to NIM	Total Budget	6,524,650 USD
	• Allocated Resources	
	Government	6,524,650 USD
	• Net for activities	6,213,952 USD
	• GMS (5%)	310,698 USD

Agreed by (Office of the Minister of State for Administrative Reform-OMSAR)
 Excellency Mr. Mohammad Fneish

Agreed by (CDR)
 Eng. Nabil El Jisr

Agreed by (UNDP)
 Mr. Robert Watkins – Resident Representative

The image shows three handwritten signatures in blue ink. To the right of the signatures is a red circular stamp. The stamp contains the text 'REPUBLIC OF LEBANON' at the top and 'COUNCIL FOR DEVELOPMENT & RECONSTRUCTION' at the bottom. In the center of the stamp is a red tree emblem. The date '29 JAN 2013' is stamped in the middle of the circle.

Part I. Situation Analysis

Since the establishment of the Office of the Minister of State for Administrative Reform (www.omsar.gov.lb) in 1994, it was charged with building the institutional capacity of the public service at the central and local levels through the introduction of contemporary management culture despite its limited scope of authority, as well as with modernizing the administrative apparatus of the State, introducing modern ICT systems and upgrading the skills of civil servants. The OMSAR has been the pioneer of the e-Government Strategy that was developed in 2002 and updated in 2007.

The calls for administrative development continued to be one of the main issues that were taken up by the government and business circles, mass-media, NGOs and international organizations. While OMSAR's contribution required political stability and commitment, it was keen to re-shape and re-prioritize the reform assignments to meet emerging needs. Although the severe political divisions that resulted in an almost complete paralysis of the Government institutions (including the legislative authority) hampered the progress of the administrative reform movement, civil service development continued to be an urgent need that was clearly reflected in the latest Government Policy Statement of 2011.

Among the weaknesses of the public administration are: limited planning capacities; weak inter-ministerial coordination and overlapping operations; out-dated regulations; obsolete procurement procedures and control/audit methodologies, and an ineffective HR system. More importantly, the public service suffers from lack of trust and transparency. The administration has been under incessant, severe attack as being an impediment to economic growth by virtue of its excessive size and cost.

In order to tackle the abovementioned dilemmas, the OMSAR has been working in various areas to modernize the administration. A series of laws and regulations that govern the civil service have been reviewed and redrafted through direct and supported initiatives by OMSAR. OMSAR played a pivotal role in executing the new recruitment and selection process. A draft law in this respect was developed by OMSAR. Another law on the establishment of HR units at the Lebanese ministries was drafted by OMSAR in order for the civil service reform to be in tandem with the latest HRM developments. When officially endorsed by Parliament, these legislations will be a turning-point in the history of public personnel management in the Lebanese administration. A bunch of draft laws related to public procurement (approved by the council of ministers in September 2012), conflict of interests, access to information and combating corruption were developed awaiting their enactment. Training programs continued to be designed and delivered to government employees. The e-Government strategy was updated in 2007 and a national action plan (roadmap) was developed in 2010 and the establishment of the e-Government portal is well underway. The Telecommunication Regulatory Authority (TRA) structure and mandate that was proposed by OMSAR was adopted and the TRA was established and staffed by the Government. The OMSAR has been contributing to the recruitment and selection of several grade I staff members in the public sector, as well as of chairmen and members of boards of directors of public autonomous agencies. The Minister of State for Administrative Reform is in charge of developing and ensuring the implementation of an objective recruitment mechanism. The Government Policy Statement in 2011 entrusted OMSAR to develop and execute an administrative reform strategy. In September 2011 the Government officially adopted the Standardization of Government Transaction Forms Project that OMSAR has developed in coordination with the relevant government entities. The Council of Ministers has officially mandated OMSAR to establish an e-Government Portal.

The following is a summary of the main achievements of OMSAR between 1996 and 2012 in the fields of institutional development, ICT, strategies and policy-development, and legal support.

At the Institutional Development level:

- Studies for the reorganization of 21 ministries and control bodies were prepared and are being subsequently translated into legal and organizational laws and decrees
- Job Description and position classification for 15000 positions. Fiches of the Key Tasks of each employee in eight administrations have been developed accordingly
- Public administration employees promotion System
- Performance Appraisal System for the public administrative cadre
- An updated examination system
- Administrative training for 2900 employees
- Performance Improvement planning methodology transferred to 10 public administrations and institutions;
- Collecting studies in the public sector and making them available to the interested parties.
- Responding to 100s of requests for advisory services;
- Many specialized workshops including, but not limited to: The Role of the State, Corruption, Administrative Reform, Human Resources Management...).

At the ICT Level

- Deploying more than 15 information systems
- Training 8000 employees on Information and Communication Technologies
- Developing Standards for Government Websites
- Standardizing government transaction forms (180 transactions) and making them available in an electronic format
- Establishing and updating a Government Portal for Information and Forms (Informs).
- Installing more than 6000 PC's with accessories.
- Installing ICT infrastructure in the Presidential Palace , the Parliament, and the Grand Serail.
- Deploying ICT networks in more than 40 government locations including more than 10000 access points
- Deploying Document Management Systems (DMS) in 12 ministries and administrations
- Establishing and maintaining a Help Desk for all public administrations
- Developing Geographical Information Systems (GIS) in several institutions.
- Assisting in the development of the National Base Map.
- Technical and advisory support for the public administration
- Starting a huge project for the automation of the courts of Beirut, Jounieh and Jdeideh.

At the Strategies and policy-development level:

- The Administrative Reform Strategy revised and officially launched in 2011;
- E-government strategy updated in 2007 with a national action plan in 2010;
- Support the development of the National E-strategy;
- Several Master Plans and major studies were conducted (eg: NSSF, Ministry of Finance, Ministry of Telecommunication, ministry of labor)

At the Legal level:

- A draft law on Strategic Planning (approved by the Council of Ministers in September 2012)
- A draft law on Human Resources Management
- A draft law on combating corruption
- A draft law on access information (OMSAR participated in an intra-agency committee)

- Three draft laws aiming at reviewing the mandates and structures of the control agencies (Civil Service Board, Central Inspection and Court of Audit);
- A draft law related to the salary scale of ICT employees in the public sector (preliminary approval by the council of Ministers)
- A draft law related to the Ombudsman. It was enacted by Parliament in 2005.
- A draft law on public procurement (approved by council of Ministers in September 2012).
- A draft law on the establishment of a public procurement administration
- A draft law on Conflict of Interests
- A draft law on Illicit Enrichment
- A draft law on Whistleblower Protection (OMSAR participated in an intra-agency committee)
- A draft law amending the criminal Law & procedure in accordance with the UNCAC.
- Taking part in drafting the e-signature law (approved by council of Ministers in September 2012)
- Drafting and publishing several charters (citizen charter,)

In addition to purely administrative reform projects, OMSAR was charged with other demand-driven, development projects that have been impacting the local communities and civil society. Moreover, the good record of OMSAR in managing large scale projects and in applying efficient procurement practices and financial management in accordance with the international donors' Standard Operating Procedures were among the motives for entrusting OMSAR with such development projects. The solid waste management project is being coordinated with the Ministry of Interior and Municipalities, Ministry of Environment and the Council for Development and Reconstruction (CDR) through a joint committee. The AFKAR project has been targeting civil society organizations that represent the grassroots of the nation. This particular project has been promoting partnership between the public sector and NGOs. Two versions of the AFKAR Project have been launched, executed and concluded. A third version is under preparation. Another local development project aiming at enhancing the capacity of clusters of municipalities to prepare, execute and supervise touristic projects, and involving the local communities in the strategic planning process was charged to OMSAR as well. The three EU-funded projects are in progress.

Further demonstration of the confidence in the OMSAR's capabilities and competence is the continued support provided by donors and fund providers such as the Arab Fund and the EU. The Arab Fund has also provided a new loan of 30M USD that was endorsed by Parliament in September 2008 (Law 13). The new loan aims at supporting OMSAR's efforts to modernize and build the capacity of the public sector and introduce ICT tools. The EU has also showed commitment to the alliance with the OMSAR through their plan to allocate a 9 Million Euro-Grant within the Policy Planning and Governance Programme to support the administrative modernization efforts of OMSAR. Preparations of the Programme are underway. Other grants were dedicated to finance the implementation of the Master Plan of automating the functions of the Lebanese courts and for building the capacity of the judicial sector. The Master Plan was previously prepared under an OMSAR managed project within the framework of the ARLA programme. Moreover, the OMSAR has been building strong ties of cooperation with government entities and organizations in other countries that are concerned with administrative development (Greece, Malaysia, Egypt, Japan, Italy, UAE, Iran and UAE, UNDESA, SIGMA, the OECD, etc.).

Administrative reform remains a high priority essential to achieve economic recovery, pro-poor development and nation-building. The OMSAR, supported by the UNDP will pursue a programme to reinforce the national reform efforts.

Part II. Project Strategy

Supporting civil service reform has been one of the main objectives of the UNDP in Lebanon. The OMSAR and UNDP have collaborated since 1995 to come up with administrative reform and development strategies and implement them across the public sector. The bulk of OMSAR's personnel are UNDP project staff that develop plans for reform projects and follow up on their execution. Most OMSAR's projects were funded by international donors and more projects are expected to support the realization of government policies, as well as the strategies for administrative reform and e-Government.

The OMSAR's efforts in the recent years have been guided by the *Strategy for Reform and Development of the Public Administration in Lebanon*. This Strategy was updated and launched by the Prime Minister and Minister of State for Administrative Reform in October 2011.

The Strategy outlined the main problems of the civil service, stated the forces that hindered the previous reform endeavors, cited the principles of a modern public administration and set out the reform programs, as follows:

1. The program of reinforcing governance, accountability and transparency.

The program aims to update the legislation, regulations and work mechanisms according to the best standards and experiences in several areas like combating corruption and illicit enrichment, public procurement, conflict of interest, access to information, and reinforcing the post control of the Court of Audit.

2. The program of building the capacity of the public administration.

The program aims to update the structure and functions of public administrations to strengthen partnership with the private sector and civil society, and to review the roles and structures of the control bodies..

3. The program of creating mechanisms to manage change and exchange experiences and best practices.

The program aims to develop a specialized mechanism to manage change in order to keep up with projects of reform and development and work on implementing them and ensuring their sustainability. Conferences, seminars and workshops shall be organized to disseminate the culture of change management and analyze and solve emerging issues, and support decision makers in taking suitable decisions.

4. The program on human resources management and development.

The program aims to develop the HRM capacities of the administrations. This requires the modernization of the Civil Service Board legislation as well as the recruitment and HR systems, the reinforcement of the training provided by the Office of the Minister of State for Administrative Reform; supporting the National Institute of Administration and the adoption and implementation of modern job descriptions.

5. The program of enhancing services efficiency and reinforcing the relationship between the administration and citizens.

The program aims to simplify work procedures for services that the citizens, businessmen and investors need and shorten the distance between the administration and citizens through reinforcing the role of the municipalities (administrative decentralization) and the regional units (administrative deconcentration) by assigning a greater role to municipalities and regional units

in completing procedures, delegating authority, creating One Stop Shops in several administrations and updating the complaints system.

6. The program of enhancing IT usage and creating an E-Government Portal.

The E-Government program aims to modernize the public administration to replace the traditional bureaucratic procedures with modern techniques that depend on information and knowledge management. The main focus will be on outputs and services delivered to citizens and businessmen. This major shift requires interoperability mechanisms between databases and reengineering work procedures within and across administrations.

OMSAR/UNDP staff will also handle the overall management of some EU-funded specialized programs including project, contract and financial management. These projects are the following:

A. Solid Waste Management, referred to as BGO (Bureau de Gestion des Operations), to which an EU grant of Euro 14.2M was allocated through the ARLA Programme to fund investment projects presented by the Lebanese municipalities in the field of solid waste management.

B. AFKAR helps build the capacity of civil society organizations in promoting social and HR development, and entrenching human rights and national reconciliation. The success of phase one of the AFKAR project (Euro 1M) led the way for a second phase (Euro3M) starting March 2006.

C. Local Governance that is divided into two projects:

C-1: Support to Local Governance (Euro 4M): targets twelve municipal clusters with the aim of establishing local development offices and developing communication strategies for each of the clusters; managing the decentralized cooperation activity between the Lebanese municipal clusters and European local communities; and coordinating the execution of the “signaletiques” activity that will take place in each municipal cluster.

C-2 Local Development Project (Euro 9M): aims at implementing touristic projects in each of the twelve municipal clusters.

Section III - Results and Resources Framework

Intended Outcome as stated in the Country Programme Results and Resource Framework:						
<u>Accountability of state institutions, and inclusive participation, strengthened</u>						
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:						
Indicator 1.1:						
Public perception of accountability, integrity and participation improved						
Baseline 1.1 Draft laws and national plans for administrative reform in place						
Target 1.1 Relevant draft laws enacted and national plans for administrative reform implemented						
Project title and ID: Support to Civil Service Reform and Management Capacity						
Outcome 1: Action plan for the implementation of the six Programmes of the Strategy for the Reform and Development of Public Administration in Lebanon developed and implemented.						
Intended Outputs	OUTPUT TARGETS (YEARS)	Responsible Partners	Indicative Activities	Indicative sub-activities	Inputs Costs estimated over a three-year period	
1 Output: Governance, accountability and transparency enhanced in the public sector. Baseline: Several relevant draft	2013 -Enactment of public procurement law -Enactment of right of access to information law and illicit enrichment Law. 2014	<ul style="list-style-type: none"> • OMSAR • Parliament • PCM • Public administrations • Central Inspection 	1.1 Follow-up on the ratification of public procurement regulations and conduct activities to support the execution of public contracts in compliance with international standards pertaining to fairness and efficiency. 1.2 Follow-up on the	1.1.1 Adoption and implementation of a new law on public contracts and establishing of the Public Procurement Management Authority. 1.1.2 Developing guidelines and standard bidding documents. 1.1.3 Conducting public awareness campaigns 1.1.4 The Public Procurement Management Authority starts	71400- Contractual Services - Ind. 500 170 71300-Local Consultants 25 963 75700-Training + Workshops 1 913 72100-Contractual Services - Companies 8 199 74500-Miscellaneous Expenses 4 099 75100- Facilities and Admin. 27 017	

<p>laws are developed</p> <p>Output Indicators:</p> <p>Development of the:</p> <ul style="list-style-type: none"> • Public procurement law, • e-transaction law, • the basket of anticorruption laws • privacy law • cyber security 	<p>-Enactment of e-transaction law</p> <p>-Enactment of new law to establish and organize ICT units</p> <p>-Adoption of the unique ID number</p> <p>2015</p> <p>-Enactment of new law on whistleblowers protection.</p> <p>-Establishing the procurement management authority.</p> <p>-One e-Procurement module operational</p>	<ul style="list-style-type: none"> • Court of Accounts 	<p>ratification of laws and regulations that serve the execution of the e-Government program with special focus of the e-transaction law, unique ID number, privacy law and cyber security.</p> <p>1.3 Support the adoption of the required legal frameworks and mechanisms which allow the condemnation of illicit enrichment and conflicts of interest.</p>	<p>carrying out its required tasks.</p> <p>1.1.5 Providing advice to various administrations concerning their procurement operations.</p> <p>1.1.6 Introducing benchmarking and performance management in public sector procurement.</p> <p>1.1.7 Gradually introduce e-Procurement</p> <p>1.2.1 Support and advocate the enactment of a new law for regulating electronic transactions.</p> <p>1.2.2 Support and advocate the enactment of new law to establish and organize ICT units and establishing a new salary scale for ICT positions.</p> <p>1.2.3 Support and advocate the enactment of new law for the Unique ID number</p> <p>1.3.1 Support and advocate the enactment of new law on illicit enrichment.</p> <p>1.3.2 Support and advocate the enactment of new law on conflicts of interest.</p> <p>1.3.3 Support and advocate the enactment of new law on whistle blowers protection.</p> <p>1.3.4 Support and advocate the enactment of new law on access</p>		<p>567 361</p>
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				to information. 1.3.5 Circulating and publicizing pertinent charters (citizen's charters).															
<p>2. Output:</p> <p>Capacity of Public administration developed through the adoption of modern techniques and tools.</p> <p>Baseline:</p> <p>Draft organizational structures developed and relevant draft laws approved by COM</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Training on Post audit for the COA judges • Strategic plans 	<p>2013</p> <p>- New law for the COA enacted. - 15 Judges at the Court of Account trained on ex-post audit practices.</p> <p>2014</p> <p>- Key staff in four ministries trained on Strategic planning techniques.</p> <p>- 15 Judges at the Court of Account trained on performance based audit.</p>	<ul style="list-style-type: none"> • OMSAR • COA • CI • Ministries 	<p>2.1 Promoting post audit practice and develop methodologies for evaluating projects' performance according to the criteria of economy, efficiency and effectiveness.</p> <p>2.2 Introduce modern structures and review mandates and roles of the control bodies and other relevant public administrations.</p>	<p>2.1.1 Scope and manage twinning activity to support the post audit function of the Court of Audit.</p> <p>2.1.2 Conduct awareness activities and training sessions on post audit.</p> <p>2.1.3 Conduct study tours for judges to European countries.</p> <p>2.1.4 Develop guidelines and manuals</p> <p>2.2.1 Review the laws and the organizational structures of the control bodies and propose relevant legal texts in coordination with relevant bodies.</p> <p>2.2.2 Follow-up with relevant Ministries to adopt new proposal for restructuring.</p> <p>2.3.1 Laws and relevant legal</p>	<table border="1"> <tr> <td>71400- Contractual Services - Ind.</td> <td>750 255</td> </tr> <tr> <td>71300-Local Consultants</td> <td>38 944</td> </tr> <tr> <td>75700-Training + Workshops</td> <td>2 870</td> </tr> <tr> <td>72100-Contractual Services - Companies</td> <td>12 298</td> </tr> <tr> <td>74500-Miscellaneous Expenses</td> <td>6 149</td> </tr> <tr> <td>75100- Facilities and Admin.</td> <td>40 526</td> </tr> <tr> <td></td> <td>851 041</td> </tr> </table>	71400- Contractual Services - Ind.	750 255	71300-Local Consultants	38 944	75700-Training + Workshops	2 870	72100-Contractual Services - Companies	12 298	74500-Miscellaneous Expenses	6 149	75100- Facilities and Admin.	40 526		851 041
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<p>developed at sectoral levels</p> <ul style="list-style-type: none"> Institutional performance adopted at Ministries level 	<p>2015</p> <p>- Strategic plans for four ministries developed and documented.</p> <p>-Institutional performance indicators adopted at five Ministries.</p> <p>- post audit techniques adopted and institutionalized at the COA.</p>		<p>2.3 Adopt strategic plans by public administrations in accordance with an adopted methodology.</p> <p>2.4 Promote Institutional Performance Evaluation methodologies at the Central Inspection</p>	<p>texts related to the establishment of strategic planning units developed and enacted.</p> <p>2.3.2 Develop methodology for strategic planning.</p> <p>2.3.3 Modern planning units established and equipped with the required resources</p> <p>2.3.4 Institutional capacity building & reinforcing the function of strategic planning and policy making.</p> <p>2.4.1 Develop sectoral performance indicators</p> <p>2.4.2 Rollout of the pilot Institutional Performance Evaluation system to cover 10 public entities</p> <p>2.4.3 Equip the Central Inspection and the related entities with relevant ICT tools</p> <p>2.4.4 Conduct awareness and training activities</p>		
<p>3. Output:</p> <p>Human resources management modernised and development.</p> <p>Baseline:</p>	<p>2013</p> <p>Law on establishment of HR units enacted.</p> <p>2014</p> <p>Training plans for four ministries developed and documented.</p>	<ul style="list-style-type: none"> CSB OMSAR Target Ministries 	<p>3.1 Support the development process of the Civil Service Board towards becoming a modern and effective tool for the management of human resources through the review and enactment of the laws governing its</p>	<p>3.1.1 Ratification of the new law for the CSB</p> <p>3.1.2 Support the CSB with relevant ICT tools</p> <p>3.1.3 Support the reinforcement of role of the National Institute of Administration</p>	<p>71400- Contractual Services - Ind.</p> <p>71300-Local Consultants</p> <p>75700-Training + Workshops</p> <p>72100-Contractual Services - Companies</p> <p>74500-Miscellaneous Expenses</p> <p>75100- Facilities and</p>	<p>750 255</p> <p>38 944</p> <p>2 870</p> <p>12 298</p> <p>6 149</p>

<p>Relevant draft laws approved by COM and numerous training and awareness sessions accomplished.</p>	<p>2015 HR units in four ministries established.</p>		<p>operation and through the introduction of ICT tools.</p> <p>3.2 Support the establishment of HR units in relevant entities.</p> <p>3.3 Reinforce the training function of OMSAR and continue the training activities at both the administrative and the ICT levels</p> <p>3.4 Reinforce the adoption of job descriptions and position classifications.</p> <p>3.5 Support the appointment/recruitment of senior government staff based on merit standards and through an adopted transparent mechanism.</p>	<p>3.2.1 Advocate and support the ratification of the law related to the establishment of HR units in the public entities.</p> <p>3.2.2 Manage activities through EU funding to transfer relevant knowledge to local counterparts</p> <p>3.2.3 Support the Development of Performance Appraisal System;</p> <p>3.3.1 Conducting surveys and identifying the training needs in public administration and transform them into training plans.</p> <p>3.3.2 Providing training courses in both administrative and ICT fields.</p> <p>3.3.3 Assist ministries in developing their training plans.</p> <p>3.4.1 In coordination with the CSB ensure the consecutive adoption of job descriptions and position classifications in relevant ministries.</p> <p>3.5.1 Develop recruitment mechanism for senior government staff</p> <p>3.5.2 Support and participate in the recruitment process.</p>	<p>Admin.</p>	<p>40 526</p> <p>851 041</p>
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<p>4. Output:</p> <p>Public services efficiency enhanced and the administration/citizens relationship improved</p> <p>Baseline:</p> <p>Relevant COM decisions issued and a pilot one-stop shop in the process to be established</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Number of transactions streamlined. • Number of One-Stop Shops established. 	<p>2013</p> <p>-One full-fledge One stop shop at the Ministry of Tourism established</p> <p>-Project of Licensing Simplification for the Ministry of Tourism with regulatory impact to be implemented</p> <p>2014</p> <p>- Standardized Workflow system adopted and deployed to support 10 government services.</p> <p>One additional one-stop shops operational</p> <p>10 main transactions streamlined based on international best practices.</p> <p>2015</p>	<ul style="list-style-type: none"> • OMSAR • Research and Guidance • Target Ministries 	<p>4.1 Streamline government services and simplify number of critical services with special focus on the business licenses that affect the doing business indicator for Lebanon.</p> <p>4.2 Establishing one-stop shops (single window service) in relevant ministries</p> <p>Established.</p>	<p>4.1.1 Develop a simplification of procedure methodology and train relevant staff on its implementation</p> <p>4.1.2 Identify and simplify a set of procedures relevant to the e-Government Program and accommodate the priorities of the business community.</p> <p>4.1.3 The staff in charge of simplifying the procedures has the necessary skills and tools.</p> <p>4.1.4 Manage relevant technical assistance activities with EU entities to transfer relevant knowledge to local counterparts.</p> <p>4.2.1 Scope and develop legal, organizational and technical requirements for the establishment of One-stop shops.</p> <p>4.2.2 Establish one-stop shops based on standard design and equip the outfits with necessary tools.</p> <p>4.2.3 Conduct necessary training and awareness sessions.</p> <p>4.3.1 Establish Citizens complaints boxes in each ministry.</p> <p>4.4.1 Establish hotlines in key ministries for citizens inquiries</p>	<table border="1"> <tr> <td>71400- Contractual Services - Ind.</td> <td>875 297</td> </tr> <tr> <td>71300-Local Consultants</td> <td>45 435</td> </tr> <tr> <td>75700-Training + Workshops</td> <td>3 348</td> </tr> <tr> <td>72100-Contractual Services - Companies</td> <td>14 348</td> </tr> <tr> <td>74500-Miscellaneous Expenses</td> <td>7 174</td> </tr> <tr> <td>75100- Facilities and Admin.</td> <td>47 280</td> </tr> <tr> <td></td> <td>992 882</td> </tr> </table>	71400- Contractual Services - Ind.	875 297	71300-Local Consultants	45 435	75700-Training + Workshops	3 348	72100-Contractual Services - Companies	14 348	74500-Miscellaneous Expenses	7 174	75100- Facilities and Admin.	47 280		992 882
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<p>5. Output:</p> <p>Enhancing the use of ICT tools and establish an E-Government portal</p> <p>Baseline:</p> <p>Relevant draft laws approved by COM. Minimum infrastructure available and ICT training program conducted.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Number of services delivered electronically • Number of 	<p>2013</p> <p>E-Government data center operational.</p> <p>E-Government portal operational.</p> <p>20 e-services operational</p> <p>5 government websites adopting national standards.</p> <p>Mobile applications to access information about</p>	<p>OMSAR</p> <p>PMO</p> <p>Ministries</p>	<p>5.1 Establish the means to enable the delivery of a number of basic procedures electronically.</p> <p>5.2 Establishing the required ICT infrastructure of H/W network and line of business MIS applications including the development of human capacity to cope with the adopted infrastructure technologies.</p> <p>5.3 Development of ICT standards and promoting best practices of managing ICT resources.</p>	<p>5.1.1 Establish an e-government data centre</p> <p>5.1.2 Establish the e-Government Portal</p> <p>5.1.3 Automating the relevant procedures through the execution of enterprise workflow and document management systems</p> <p>5.2.1. Deploying H/W and network infrastructure as needed.</p> <p>5.2.2 Develop and deploy ICT applications as needed.</p> <p>5.2.3 Automation of Beirut Courts at the MOJ.</p> <p>5.2.4 Identify ICT training needs and ensure that proper training is being conducted</p> <p>5.2.5 Complete the automation of and enhancement of the</p>	<table border="1"> <tr> <td>71400- Contractual Services - Ind.</td> <td>1 875 637</td> </tr> <tr> <td>71300-Local Consultants</td> <td>97 360</td> </tr> <tr> <td>75700-Training + Workshops</td> <td>7 174</td> </tr> <tr> <td>72100-Contractual Services - Companies</td> <td>30 745</td> </tr> <tr> <td>74500-Miscellaneous Expenses</td> <td>15 373</td> </tr> <tr> <td>75100- Facilities and Admin.</td> <td>101 314</td> </tr> <tr> <td></td> <td>2 127 603</td> </tr> </table>	71400- Contractual Services - Ind.	1 875 637	71300-Local Consultants	97 360	75700-Training + Workshops	7 174	72100-Contractual Services - Companies	30 745	74500-Miscellaneous Expenses	15 373	75100- Facilities and Admin.	101 314		2 127 603
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	2 127 603																		

<p>automated procedures</p> <ul style="list-style-type: none"> • Number of administrations involved in interoperability projects • Number of administrations with back offices automated 	<p>procedures operational.</p> <p>2014 40 e-Services operational</p> <p>Interoperability framework developed and adopted.</p> <p>Beirut, Jounieh and Jdaideh Courts automated</p> <p>Digitization of Civil Registries for at least two Kalams</p> <p>2015</p> <p>10 government services benefitting from the interoperability module.</p> <p>60 e-Services operational</p> <p>Digitization of</p>		<p>5.4 Exchange data between government entities electronically and develop the relevant interoperability framework.</p>	<p>Commercial Register Online MIS</p> <p>5.2.6 Complete the automation and enhancement of Government Coop Compensation System.</p> <p>5.2.7 Automate the Workflow and Document Management / Archiving System for the Directorate General of the MOJ.</p> <p>5.3.1 Standardization of government transaction forms.</p> <p>5.3.2 Develop websites' standards.</p> <p>5.3.3 Develop ICT security standards.</p> <p>5.3.4 Develop interoperability standards.</p> <p>5.3.5 Conduct necessary awareness and training activities.</p> <p>5.3.6 Develop the National GIS Portal with online delivery</p> <p>5.3.7 Develop a National ICT Asset Management System</p> <p>5.4.1 Apply Interoperability Standards to ensure proper exchange of data between government entities using the backend of the e-Government portal data centre.</p> <p>5.4.2 Conduct necessary</p>	
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	Civil Registries for at least four Kalams			awareness and training activities.															
	Develop a National ICT Asset Management System																		
<p>6. Output: Introducing change management techniques and promote OMSAR reform programs</p> <p>Baseline: Change management identified as a standalone program in the administrative reform strategy and several awareness workshops conducted.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Number of trainees on change management. • Number of entities 	<p>2013 Major workshop on change management conducted.</p> <p>2014 - 20 senior employees trained on change management - Communication Strategy for OMSAR adopted</p> <p>2015 Change management techniques</p>	OMSAR CSB Ministries	<p>6.1 Promote OMSAR as catalyst for reform and driver for administrative development</p> <p>6.2 Promote change management techniques and exchange experiences and best practices in this domain</p>	<p>6.1.1 Develop communication strategy for OMSAR</p> <p>6.1.2 Execute the Communication Strategy components</p> <p>6.1.3 Drafting and circulating relevant publications (Annual reports, brochures, flyers ...)</p> <p>6.1.4 Lead on preparation and execution of relevant workshops and Seminars.</p> <p>6.2.1 Developing a guide for change management best practices.</p> <p>6.2.2 Organizing training courses and seminars for administrative leaderships on the culture and concepts of change management and their implications.</p> <p>6.2.3 Organizing relevant workshops and awareness</p>	<table border="1"> <tr> <td>71400- Contractual Services - Ind.</td> <td>250 085</td> </tr> <tr> <td>71300-Local Consultants</td> <td>12 981</td> </tr> <tr> <td>75700-Training + Workshops</td> <td>957</td> </tr> <tr> <td>72100-Contractual Services - Companies</td> <td>4 099</td> </tr> <tr> <td>74500-Miscellaneous Expenses</td> <td>2 050</td> </tr> <tr> <td>75100- Facilities and Admin.</td> <td>13 509</td> </tr> <tr> <td></td> <td>283 680</td> </tr> </table>	71400- Contractual Services - Ind.	250 085	71300-Local Consultants	12 981	75700-Training + Workshops	957	72100-Contractual Services - Companies	4 099	74500-Miscellaneous Expenses	2 050	75100- Facilities and Admin.	13 509		283 680
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<p>adopting change management techniques.</p> <ul style="list-style-type: none"> Communication strategy for OMSAR developed and adopted 	<p>adopted in four ministries.</p>			<p>sessions.</p>																
<p>7. Output Technical and Administrative support provided to ensure the proper execution of awarded contract with the scope of the following specialized projects: Solid Waste, AFKAR and LOGO.</p> <p>Baseline: Mechanism to support NGOs and Municipalities established in OMSAR.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> Number of NGOs trained Number of NGO projects 	<p>2013 Five solid waste facilities operational and maintained.</p> <p>2014 More than 200 representative of NGOs and 60 state actors trained on capacity building and upgrading skills.</p> <p>More than 20 projects proposed by NGOs in the field of socio-economy and anticorruption supported</p>	<p>OMSAR NGO Municipalities EU</p>	<p>7.1. Support NGOs in implementing projects of socio-economic nature. 7.2. Support municipalities in developing development plans, technical documents and implementing development projects based on a participative method and taking into consideration the new approach of "Performance Budgeting". 7.3. Support the maintenance of solid waste facilities deployed by OMSAR.</p>	<p>7.1.1. Relevant projects proposed by NGOs selected based on transparent criteria. 7.1.2. Supervise the implementation of selected NGO projects. 7.1.3 organize specialized trainings with TA selected based on transparent criteria 7.2.1 Mobilize EU funds for a phase three support to the local communities. 7.2.2 Launch a new phase for the support to local communities through EU funds. 7.2.3 Improving management capacity of municipal unions/clusters. 7.2.4 Strengthening operational capacity in monitoring and reporting.</p>	<table border="1"> <tr> <td>71400- Contractual Services - Ind.</td> <td>750 255</td> </tr> <tr> <td>71300-Local Consultants</td> <td>38 944</td> </tr> <tr> <td>75700-Training + Workshops</td> <td>2 870</td> </tr> <tr> <td>72100-Contractual Services - Companies</td> <td>12 298</td> </tr> <tr> <td>74500-Miscellaneous Expenses</td> <td>6 149</td> </tr> <tr> <td>75100- Facilities and Admin.</td> <td>40 526</td> </tr> <tr> <td></td> <td>851 041</td> </tr> </table>		71400- Contractual Services - Ind.	750 255	71300-Local Consultants	38 944	75700-Training + Workshops	2 870	72100-Contractual Services - Companies	12 298	74500-Miscellaneous Expenses	6 149	75100- Facilities and Admin.	40 526		851 041
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<p>of socio-economic nature implemented</p> <ul style="list-style-type: none"> • Number of municipality development projects implemented • Number of solid waste facilities maintained. • 	<p>through EU funds.</p> <p>2015 Support to 10 development projects proposed by Municipal Unions.</p>			<p>7.3. supervise the maintenance of solid waste facilities deployed by OMSAR and ensure availability of required financial and technical resources.</p>	
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ANNUAL WORK PLAN BUDGET SHEET

Year: 2013

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET						
		Q 1	Q 2	Q3	Q 4		Funding Source	Budget Description	Amount				
<p>Output 1: Governance, accountability and transparency enhanced in the public sector.</p> <p>Baseline: <i>Several relevant laws are developed</i></p> <p><i>Indicators:</i></p> <p><i>Development of the:</i></p> <ul style="list-style-type: none"> - <i>Public procurement law,</i> - <i>e-transaction law,</i> - <i>the basket of anticorruption laws</i> - <i>privacy law</i> - <i>cyber security</i> <p>Targets 2013:</p> <ul style="list-style-type: none"> -Enactment of public procurement law -Enactment of right of access to information law and illicit enrichment Law. 	<p>1.1 Follow-up on the ratification of public procurement regulations and conduct activities to support the execution of public contracts.</p> <p>1.2 Follow-up on the ratification of laws and regulations that serve the execution of the e-Government program</p> <p>1.3 Support the adoption of the required legal frameworks and mechanisms which allow the condemnation of illicit enrichment and conflicts of interest.</p>					UNDP & Gov.	OMSAR	71400- Contractual Services - Ind.	159 648				
											71300-Local Consultants	8 199	
												75700-Training + Workshops	638
												72100-Contractual Services - Companies	2 733
		x	x	x	x			74500-Miscellaneous Expenses	1 366				
								75100- Facilities and Admin.	8 629				
									181 213				
<p>Output 2: Capacity of Public administration developed through the adoption of modern techniques and tools.</p> <p>Baseline: Draft organizational structures developed and relevant draft laws</p>	<p>2.1 Promoting post audit practice and develop methodologies for evaluating projects' performance.</p> <p>2.2 Introduce modern structures and review mandates and roles of the control bodies and other relevant public administrations.</p>	x	x	x	x	UNDP & Gov.	OMSAR	71400- Contractual Services - Ind.	239 472				
							UNDP & Gov.	OMSAR	71300-Local Consultants	12 298			
									75700-Training + Workshops	957			
				x	x	x	x	UNDP & Gov.	OMSAR	72100-Contractual Services -	4 099		
						UNDP & Gov.	OMSAR						

<p>approved by COM</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - <i>Training on Post audit for the COA judges</i> - <i>Strategic plans developed at sectoral levels</i> - <i>Institutional performance adopted at Ministries level</i> <p>Targets 2013:</p> <ul style="list-style-type: none"> - New law for the COA enacted. - 15 Judges at the Court of Account trained on ex-post audit practices. 	<p>2.3 Adopt strategic plans by public administrations in accordance with an adopted methodology.</p> <p>2.4 Promote Institutional Performance Evaluation methodologies at the Central Inspection</p>					UNDP & Gov.	OMSAR	<p>Companies 74500- Miscellaneous Expenses 75100- Facilities and Admin.</p> <p style="text-align: right;">2 050</p> <p style="text-align: right;">12 944</p> <p style="text-align: right;">271 820</p>		
							UNDP & Gov.	OMSAR		
<p>Output 3 Human resources management modernised and development.</p> <p>Baseline Relevant draft laws approved by COM and numerous training and awareness sessions accomplished.</p>	<p>3.1 Support the development process of the Civil Service Board towards becoming a modern and effective tool for the management of human resources</p>	x	x	x	x	UNDP & Gov	OMSAR	<p>71400- Contractual Services - Ind.</p> <p style="text-align: right;">239 472</p>		
						UNDP & Gov	OMSAR	<p>71300-Local Consultants</p> <p style="text-align: right;">12 298</p>		
	<p>3.2 Reinforce the training function of OMSAR and continue the training activities at both the</p>		x	x	x	x	UNDP & Gov	OMSAR	<p>75700-Training + Workshops</p> <p style="text-align: right;">957</p>	
							UNDP & Gov	OMSAR	<p>72100-Contractual Services -</p> <p style="text-align: right;">4 099</p>	

<p>Output Indicators:</p> <ul style="list-style-type: none"> - Number of training plans developed at Ministries level. - Number of HR units established <p>Targets 2013: Law on establishment of HR units enacted.</p>	<p>administrative and the ICT levels</p> <p>3.3 Reinforce the adoption of job descriptions and position classifications.</p> <p>3.4 Support the appointment/recruitment of senior government staff on merit base and through an adopted transparent mechanism.</p>					UNDP & Gov	OMSAR	<p>Companies</p> <p>74500- Miscellaneous Expenses</p> <p>75100- Facilities and Admin.</p> <p>271 820</p>	<p>2 050</p> <p>12 944</p> <p>271 820</p>	
							UNDP & Gov			
		x	x	x	x					
<p>Output 4: Public services efficiency enhanced and the administration/citizens relationship improved</p> <p>Baseline: Relevant COM decisions</p>	4.1 Streamline government services and simplify number of critical services .	x	x	x	x	UNDP & Gov	OMSAR	71400- Contractual Services - Ind.	279 384	
	4.2 Establishing one-stop shops (single window service) in relevant ministries					UNDP & Gov	OMSAR	71300-Local Consultants	14 348	
	4.3 Citizens complaints mechanism established in key ministries	x	x	x	x	UNDP & Gov	OMSAR	75700-Training + Workshops	1 116	
						UNDP & Gov	OMSAR	72100-Contractual Services -	4 783	

<p>issued and a pilot one-stop shop in the process to be established</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> - <i>Number of transactions streamlined.</i> - <i>Number of One-Stop Shops established.</i> <p>Targets 2013:</p> <ul style="list-style-type: none"> -One full-fledge One stop shop at the Ministry of Tourism established -Project of Licensing Simplification for the Ministry of Tourism with regulatory impact to be implemented 	<p>4.4 Hotline for citizens inquiries established</p>					UNDP & Gov	OMSAR	<p>Companies</p> <p>74500- Miscellaneous Expenses</p> <p>75100- Facilities and Admin.</p> <p style="text-align: right;">317 123</p>		
						UNDP & Gov	OMSAR			
		x	x	x	x					
<p>Output 5 Enhancing the use of ICT tools and establish an E-Government portal</p> <p>Baseline: Relevant draft laws approved by COM. Minimum infrastructure available and ICT training program conducted.</p>	<p>5.1 Establish the means to enable the delivery of a number of basic procedures electronically.</p>	x	x	x	x	UNDP & Gov	OMSAR	<p>71400- Contractual Services - Ind.</p> <p>71300-Local Consultants</p> <p>75700-Training + Workshops</p> <p>72100-Contractual Services - Companies</p> <p>74500-</p>	<p>598 680</p> <p>30 745</p> <p>2 391</p> <p>10 248</p> <p>5 124</p>	
	<p>5.2 Establishing the required ICT infrastructure of H/W network and line of business MIS applications</p>					UNDP & Gov	OMSAR			
			x	x	x	x	UNDP & Gov	OMSAR		
	<p>5.3 Development of ICT standards and promoting best practices of</p>						OMSAR			
								OMSAR		

<p>Output Indicators:</p> <ul style="list-style-type: none"> • Number of services delivered electronically • Number of automated procedures • Number of administrations involved in interoperability projects <p>Targets: E-Government data center operational. E-Government portal operational. 20 e-services operational 5 government websites adopting national standards. Mobile applications to access information about procedures operational.</p>	managing ICT resources. 5.4 Exchange data between government entities electronically and develop the relevant interoperability framework.					UNDP & Gov	OMSAR	Miscellaneous Expenses 75100- Facilities and Admin.	32 359 679 549	
<p>Output 6: Capacity of Public administration developed through the adoption of modern techniques and tools.</p> <p>Baseline: Change management identified as a standalone program in the administrative reform strategy and several</p>	6.1 Promote OMSAR as catalyst for reform and driver for administrative development 6.2 Promote change management techniques and exchange experiences and best practices in this domain. 6.3 Technical and Administrative support provided to EU Projects.	x	x	x	x	UNDP & Gov	OMSAR	71400- Contractual Services - Ind.	79 824	
							OMSAR	71300-Local Consultants	4 099	
		x	x	x	x	UNDP & Gov	OMSAR	75700-Training + Workshops	319	
							OMSAR	72100-Contractual Services - Companies	1 366	
							OMSAR	74500-	683	

<p>awareness workshops conducted</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Number of trainees on change management. • Number of entities adopting change management techniques. • Communication strategy for OMSAR developed and adopted <p>Targets: Major workshop on change management conducted.</p>		x	x	x	x	UNDP & Gov	OMSAR	<p>Miscellaneous Expenses 75100- Facilities and Admin.</p>	<p>4 315 90 607</p>
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<p>7. Output Technical and Administrative support provided to ensure the proper execution of awarded contract with the scope of the following specialized projects: Solid Waste, AFKAR and LOGO.</p> <p>Baseline: Mechanism to support NGOs and Municipalities established in OMSAR.</p> <p>Output Indicators:</p> <ul style="list-style-type: none"> • Number of NGOs trained • Number of NGO projects of socio-economic nature implemented • Number of municipality development projects implemented • Number of solid waste facilities maintained. <p>Target 2013: Five solid waste facilities operational and maintained.</p>	<p>7.1. Support NGOs in implementing projects of socio-economic nature. 7.2. Support municipalities in developing development plans, technical documents and implementing development projects based on a participative method and taking into consideration the new approach of "Performance Budgeting". 7.3. Support the maintenance of solid waste facilities deployed by OMSAR.</p>	x	x	x	x	UNDP & Gov	OMSAR	71400- Contractual Services - Ind. 239 472 71300-Local Consultants 12 298 75700-Training + Workshops 957 72100-Contractual Services - Companies 4 099 74500-Miscellaneous Expenses 2 050 75100- Facilities and Admin. 12 944 271 820	
TOTAL									

Part II. Management Arrangement

The Office of the Minister of State for Administrative Reform is designated as the National Executing Agency for this project. The Executing Agency will be responsible for managing the project and achieving the set outputs. Thus, it will be accountable to the UNDP for all resources allocated to the latter regardless of their sources.

The UNDP National Execution modality will prevail, with the support of the UNDP Country Office. All services shall be provided in accordance with UNDP procedures, rules and regulations. The Government, through its designated executing agency, shall retain the overall responsibility for the execution of the project and shall be responsible for and bound by any contracts signed by the UNDP Resident Representative, on behalf of the executing agency and upon its request, for the procurement of goods and services and/or recruitment of personnel for the programme.

This project will be subject to a joint Tripartite Review by representatives of the Government, implementing agencies, UNDP and other donors, at least once every twelve months. The project director will prepare annual progress reports, work plans and other reports as required by UNDP rules and regulations. The project shall be subject to independent evaluation according to UNDP's standard evaluation procedures, if required. The Organization, terms of reference and timing of such evaluation will be decided after consultation between the Government and UNDP.

The Project Board will be comprised of: (i) UNDP providing in particular technical guidance to the project; (ii) the OMSAR; (iii) Co-sponsoring Donors. Additional partners/stakeholders can be invited as Observers and to share relevant information as and when required.

UNDP will also designate the Governance Programme Manager to provide oversight and monitoring functions for the project, as well as facilitate relations with other UNDP programmes and cost – sharing donors.

In order for OMSAR to deliver the project outputs, the UNDP project staff will undertake specific activities, some of which were already launched in the previous years and require follow-up. Some other activities will be new initiatives that translate the reform strategies into tangible actions. These activities will be managed and coordinated by OMSAR/UNDP staff whose duties and responsibilities are distributed along the following functional areas:

1. Institutional Development and Good Governance: The scope of functions includes the drafting of reform plans, projects and programs to modernize the public sector and build its institutional capacity; preparing studies and research that translate the Strategy for Reform and Development of the Public Administration in Lebanon into actions; reviewing public sector rules, regulations and organizational structures; promoting good governance and ethics across the public sector; and following up on the completion and updating of the job description and position classification project.
2. Processes Regulatory Reform: The scope of functions includes conducting the necessary studies and reviews to streamline and reengineer government procedures with the aim of expediting the processing of citizens' transactions; establishing one-stop shops at the ministries and public agencies and providing them with the required resources and working conditions that would make them fully operational and conducting regulatory impact assessment.
3. E-Government: The scope of functions includes identifying, developing, leading and following up on the execution of the e-Government roadmap; developing national action plan and

advocate its components with relevant parties; coordinate and cooperate with relevant government entities to facilitate the execution of the e-government projects including the e-government portal and its related e-services and workflow and document management solutions; promoting data exchange through the development and adoption of interoperability framework; and liaise with the ICT ministerial committee; promoting the Informs website across the public administration targeting acceptance and commitment to Informs portal content and services.

4. ICT: The scope of functions includes identifying, developing, leading and cooperating with other public administrations on providing business solutions and developing their ICT system applications and requirements; developing technical specifications for ICT projects; translating the reform vision into specific ICT systems and solutions; supervising and managing the implementation of ICT projects across the government; coordinating efforts with the private sector on ICT initiatives for the country in addition to developing and upgrading ICT standards in general and maintain and support the websites of OMSAR and other public sector organizations; provide IT support to the OMSAR staff, and other administrations; managing and conducting annual inventories of the computers and programs delivered to the administrations.
5. HR Development and Training: The scope of functions includes promoting the latest HRM concepts and techniques across the public sector in collaboration with the Civil Service Board; updating HR regulations that govern the public sector (civil service regulations, performance evaluation, competitive tests, etc.); assessing the training needs of public sector organizations; designing, running and following up on the execution of generic and specialized training and e-Learning sessions;
6. Performance Management: The scope of functions includes promoting the latest approaches to performance management in the public sector; following up on the design and implementation of programs to promote the strategic planning functions, post audit, organizational performance inspection, developing and introducing strategic planning and quality management methodologies to the public sector; and contributing to the enhancement of better reporting and performance audit.
7. Procurement: The scope of functions includes managing the bidding and contracting cycle of reform projects in accordance with the procedures of the international donors and government regulations; managing contracts and relationships with vendors; managing and organizing projects' closure and acceptance of deliverables, maintaining and updating vendors' and suppliers' databases; and providing advisory services on public procurement; managing and leading on the public procurement reform program and provide training services in the fields of procurement and contracting;
8. Coordination: The scope of functions includes coordinating with international donors and public administrations on all projects, plans and programs that are funded by loans and grants aiming at public sector development; submitting project proposals to donors; developing regular progress reports; and promoting OMSAR programs with the international donors to mobilize further funding for administrative development projects.
9. Financial Management: The scope of functions includes handling the management of financial resources, budgeting, accounting and financial reporting on projects/programs that are funded by international and regional donors, government counterparts and the UNDP project

10. Logistics and Communication: The scope of functions includes handling document management and logistics affairs; organizing workshops and conferences; managing and handling the publishing and distribution of periodic newsletters, annual reports and other informational and promotional material in cooperation with the other teams; maintaining and updating the contents of the OMSAR's websites and Intranet.
11. Administrative Affairs: The scope of functions includes handling and managing OMSAR administrative requirements and liaising with the prime minister's office, MOF, COA and other relevant entities to ensure the proper planning, budgeting and disbursement of OMSAR government budget; ensuring availability of suitable office spaces and related support functions; follow-up on the HR and payroll requirements of the government staff; and the proper maintenance of offices and equipment;
12. Studies and Documentation: The scope of functions includes collecting and documenting studies and research on public administration; checking out the availability of studies to prevent any redundant work in collaboration with the administrations concerned; coordinating with the ministries and public agencies on the documentation of studies; managing and updating the related databases. This wealth of information and valuable documentation will constitute the basis of a government decision support system utilizing the latest technologies (such as GIS and other ICT shared resources) to make such information available to the public administration within an appropriate controlled environment.

A program management approach will be adopted where each set of interrelated activities and projects will be grouped under programs with defined objectives and outcomes, time-table and specified performance indicators. Each program will be managed by a program leader from within OMSAR/UNDP staff. The Technical Cooperation Unit (TCU) will be responsible for the proper coordination between the various programs as well as with the other functional areas in OMSAR. The TCU will provide a high-level management to support project-level activity to ensure that the overall program goals are going to be met by providing: 1) a decision-making capacity that cannot be achieved at project level 2) by providing the Project Managers and the Program Leaders with an overall/strategic perspective when required 3) by serving as a sounding board for ideas and approaches to solving project issues that have program impacts. Moreover, to avoid bottlenecks that may slowdown the decision-making process in OMSAR a matrix management approach will be adopted to pool the necessary resource and harness the services of employees to work collaboratively on key projects to achieve Programs objectives and outcomes.

The main function of TCU is highlighted below:

- a. Developing strategies for the reform and rehabilitation of the Lebanese administrations and public agencies, as well as elaborating plans and programs for their execution;
- b. Developing technical specifications for ICT projects, conducting the required technical project evaluations, providing advisory services in the field of ICT to the Lebanese administrations and public agencies, and developing technical studies upon their request;
- c. Preparing terms of reference, evaluating bids, preparing and managing contracts for donor-funded and assigned government funded projects;
- d. Supervising the execution of relevant projects and organizing preliminary and final acceptances of deliverables;

- e. Coordinating with the donors and public administrations on all projects and programs that are funded by loans or grants; establishing a monitoring, evaluation and reporting mechanism; and conduct the necessary activities to mobilize financial resources as needed;
- f. Ensure proper procurement of goods, services and works in accordance with donors procedures;
- g. Managing financial resources, budgeting, accounting and financial reporting on projects/programs that are funded by international and regional donors, and government counterparts, as well as the UNDP project;
- h. Providing technical support to the public administrations and agencies.

In line with the Administrative Reform Strategy and the e-Government Strategy OMSAR/UNDP staff will be managing a number of programs and sub-programs as highlighted in the below table.

	Programs	Organizational Arrangement
1	Governance, accountability and transparency support Program	Will be managed through a committee with a dedicated Program Coordinator.
2	Public administration capacity building Program	These programs will be managed by dedicated program leaders and within the context of the EU grant that requires the engagement of a Project Leader and a team of EU twinning counterparts.
3	Human resources management and development Program	
4	Services efficiency improvement and administration-citizen relationship enhancement Program	
5	E-government Program	Will be managed through a specific Unit as indicated below.
6	Develop, enable and empower the administration through the utilization of the ICT.	Will be managed by the ICT team leader in OMSAR.
7	Public procurement development and modernization Program.	Will be managed by the Procurement Team Leader in OMSAR
8	Enhancing the performance of Ex-Post audit of the Court of Audit.	Will be managed by the Senior Financial Officer in OMSAR
9	Solid Waste Program	Will be managed by dedicated Program Leaders from within OMSAR staff and within an established committee chaired by H.E.
10	AFKAR Program	
11	Local Governance Program	
12	Change management, expertise exchange and best practices mechanism development Program	Will be managed by the Communication Officer in OMSAR

The e-Government program will be managed by a specific unit dedicated to the execution of an e-Government roadmap focusing on the establishment of an e-Government portal, adopting interoperability measures and performing business process reengineering and supervising and promoting the Informs services.

OMSAR may reorganize/regroup the programs or to identify new programs to meet its objectives.

The various administrative and reporting requirements in line with the UNDP policies and procedures will be presided by the TCU director who is also the UNDP project Director.

This project document builds on the experiences of the previous projects and also takes into consideration the recommendations of the outcome evaluation study done in August 2011, especially to better focus the project outputs and activities on the one hand, and develop a transfer of skills gradual plan of the support and core functions staff in agreement with government.

Monitoring Framework And Evaluation

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Governance, accountability, and transparency enhanced in the public sector		
Activity Result 1 (Atlas Activity ID)	Governance, accountability, and transparency	Start Date: January 1 2012 End Date: December 31 2012
Purpose	<i>Ensure the adoption and implementation of best practices and standards in the areas of governance.</i>	
Description	<i>This activity aims at introducing new legislation or amendments to existing legislations to enhance public sector governance, transparency and accountability, including illicit enrichment, public procurement, anti-corruption privacy, and cyber security.</i>	
Quality Criteria <i>how/ with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Legal reforms adopted	Number of new laws/amendment to current legislation passed	
OUTPUT 2: Capacity of public administration developed through the adoption of modern techniques and tools		
Activity Result 2 (Atlas Activity ID)	<u>Capacity developed</u>	Start Date: January 1 2012 End Date: December 31 2012
Purpose	<i>Update the structures and functions of the public administration</i>	
Description	<i>Tools will be introduced to render the public administration's capacities more efficient, including sectoral strategies, training sessions, and performance evaluation methodologies.</i>	
Quality Criteria <i>how/ with what indicators the quality of the activity result will be measured?</i>	Quality Criteria <i>how/ with what indicators the quality of the activity result will be measured?</i>	
Trainings conducted	Number of training sessions conducted and areas covered	
	Number of beneficiaries	
	Assessment reports (pre/post)	
Strategic plans developed and implemented	Number of sectors covered	
	KPIs reflected in progress reports	
Institutional evaluations conducted	Evaluation reports	
	Evaluation recommendations	
	Post- evaluation actions	
OUTPUT 3: Human Resources Management modernized and developed		
Activity Result 3 (Atlas Activity ID)	HR Management	Start Date: January 1 2012 End Date: December 31 2012
Purpose	<i>Develop the HRM capacities in public administration</i>	

Description	<i>The activity focuses on the HRM capacities in the different public administrations based on the modernization of the Civil Service Board and recruitment systems (including the adoption and implementation of job descriptions)</i>	
Quality Criteria <i>how/ with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Support to Civil Service Board	Legal reform and implementation	
HR units/functions established and effective	ICT tools introduced and used (trainings provided)	
	Number of units established and operational	
	Trainings provided/beneficiaries/pre and post training assessments	
	Number of Job descriptions developed and allocated/implemented	
OUTPUT 4: Public services efficiency enhanced and the administration/citizens relationship improved		
Activity Result 4 (Atlas Activity ID)	Citizens relationship	Start Date: January 1 2012 End Date: December 31 2012
Purpose	<i>Reinforcing the relationship between the public administration and citizens</i>	
Description	Simplifying formalities and procedures in the framework of the interaction of businesses, investors, and citizens at large, with the public sector. The activity also focuses on the promotion of administrative decentralization/deconcentration by more empowered municipalities.	
Quality Criteria <i>how/ with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Transactions simplified	Number of procedures simplified	
	Number of transactions incurred	
One Stop Shops Established	Number of one stop shops established and operational	
	Frequency of usage of one stop shops	
Complaints mechanisms established	Number of complaints received	
	Number of complaints handled/responded to	
Hotlines established	Number and type of inquiries received	
	Number of responses/actions	

OUTPUT 5: Enhancing the use of ICT tools and establish an e-Government Portal		
Activity Result 5 (Atlas Activity ID)	ICT and e-Government	Start Date: January 1 2012 End Date: December 31 2012
Purpose	<i>Modernize public administration and render it more efficient focusing on enhanced service delivery</i>	
Description	<i>The activity aims at replacing bureaucratic procedures with information and knowledge management modern tools. It will include interoperability mechanisms (databases and modern work procedures)</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Electronic procedures	Number of services delivered electronically	
	Number of automated procedures	
ICT infrastructure established and used	Procured ICT equipment	
	Trainings provided (#, beneficiaries, assessments, ...)	
Information exchanged among administrations/projects	Number of units/administrations involved (and implementing) in the interoperability process	
OUTPUT 6 : Change management techniques introduced and OMSAR reform programs promoted		
Activity Result 6 (Atlas Activity ID)	Change management and reform	Start Date: January 1 2012 End Date: December 31 2012
Purpose	<i>Keeping up with the projects of development and reform and ensuring their sustainability</i>	
Description	<i>Organizing conferences and seminars to disseminate the culture of change management, to support more efficient decision-making.</i>	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Change management introduced	Number of workshops and seminars, and number of beneficiaries	
	Number of publication issued and disseminated (with beneficiaries)	

Legal Context:

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

VIII. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability (1= low, 5=high)	Countermeasures / Mngt response	Owner
1	Sustainability of the project after 1 year/Extension of project	Project initiation date	Operational	This would impact the sustainability of activities debuting in 2012 and impact the expected <i>P=2</i> <i>I=5</i>	Engaging internal stakeholders at all stages of the project's implementation during the 1 st year. Conducting regular Board Meetings to discuss sustainability and potential extension	UNDP
2	Political instability and security situation in the country	Project initiation date	Political	Political or security changes can hinder the timely implementation of activities <i>P = 2</i> <i>I = 5</i>	Close coordination with UN DSS	UNDP

Annex 1

STANDARD LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF LEBANON (OFFICE OF THE MINISTER OF STATE FOR ADMINISTRATIVE REFORM) FOR THE PROVISION OF SUPPORT SERVICES

Excellency,

1. Reference is made to consultations between officials of the Government of Lebanon (hereinafter referred to as “the Government”) and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally managed: “Support to Civil Service Reform and Management Capacity of Public Administration”. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its institution designated in the relevant programme support document or project document, as described below.
2. The UNDP country office may provide support services for assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered.
3. The UNDP country office may provide, at the request of the designated institution, the following implementation support services for the activities related to project delivery:
 - i. Payments, disbursements and other financial transactions
 - ii. Recruitment of staff, project personnel, and consultants
 - iii. Procurement of services and equipment, including disposal
 - iv. Organization of training activities, conferences, and workshops, including fellowships
 - v. Travel authorization, visa requests, ticketing, and travel arrangements
 - vi. Shipment, custom clearance, vehicle registration, and accreditation
 - vii. Security management service and Malicious Acts Insurance Policy
 - viii. External access to ATLAS for project managers and other staff, Payroll management services and Medical Clearance Services for all staff
4. The UNDP country office will also provide, the following general oversight and management services for the activities of the project which include the following:
 - i. Project identification, formulation, and appraisal
 - ii. Determination of execution modality and local capacity assessment
 - iii. Briefing and de-briefing of project staff and consultants
 - iv. General oversight and monitoring, including participation in project reviews
 - v. Receipt, allocation and reporting to the donor of financial resources
 - vi. Thematic and technical backstopping through Bureaus
5. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. If the requirements for support services by the country office change during the life of a programme or project,

the project document is revised with the mutual agreement of the UNDP resident representative and the designated institution.

6. The relevant provisions of the Standard Basic Agreement with the Government (the "SBAA"), dated 10 February 1986, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally managed project. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in paragraphs 3 and 4.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions of the SBAA.

7. The manner and method of cost-recovery by the UNDP country office in providing the support services described in paragraph 3&4 above shall be specified in the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for the nationally managed: "Support to Civil Service Reform and Management Capacity of Public Administration".

Yours sincerely,

Signed on behalf of UNDP
Robert Watkins
Resident Representative

For the Government
H.E. Mr. Mohammad Fneish
Minister of State for Administrative Reform

Date

