E-Government and Administrative Simplification: The Government of Lebanon Experience

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Office of the Minister of State for Administrative Reform (OMSAR), Lebanon
Presentation Outline

- General overview of e-Government: The Objectives
- Planning e-Government: The Strategy
- Priorities and Constraints on e-Government
- Structure and Organization of e-Government: Leadership
- Implementation of e-government
- Monitoring and evaluating of e-Government
- Lessons learned from e-Government
- International co-operation on e-Government
- Key issues in administrative simplification
General overview of e-government

E-Government is a platform that enables a 'Public Administration' through the use of modern information and communications technologies to provide information and services to the general public and business community and to internally operate, all on a global level, in a transparent, efficient, cost-effective and timeliness manner.

It enables the provision of the right information/service to the right group of people at the right time and in the right format.
### e-Government Objectives

1. **Dissemination of all public sector information** that a citizen is entitled to through various communication channels – the Internet, via hotlines, through government service centers, etc.

2. **Fulfillment of all public sector services for citizens online** through any government office or through the Internet regardless of the geographical location of this office or the residence of the citizen.

3. **Reduction to a minimum the information and supporting documents** required of a citizen to fill out a public sector formality. No re-entry of the same information is to be required.

4. **Provision of a single point of notification** for a citizen to use in informing the government of any change in personal or business information.

5. **Realization of all government procurement processes online** based on a harmonized commercial coding schema to become a lead example for electronic commerce on the national level.

6. **Attainment of all intra-government information exchanges and communiqués online.**
Planning e-government: The Strategy

E-Government

Hard Infrastructure
- Telecommunications
- Computer Networks
- System Applications

Policies and Procedures
- Institutionalizing Reforms
- ICT Laws and Regulations
- ICT Policy and Standards

Soft Infrastructure
- Human Resources
- Capacity Building Plans
- An E-Society
Planning e-government: The Strategy

Module 2: E-Government Framework:

Legal

Technical

Capacity-Building
Promotion
Operations

Services
Planning e-government: The Strategy

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

** An ICT / E-commerce legal framework is being prepared by the MoET**
Planning e-government: The Strategy

Module 2: E-Government Framework

Training / Awareness

Standards and Branding

Technical Framework

Legal

Capacity-Building

Promotion

Operations

Input

Output

Internet

WWW

NATIONAL ID OR
E-GOV SMART CARD

DELIVERY AND
ACCESS CHANNELS

Services

Information Portals

Services Portals

Enabling Applications

PKI

NATIONAL INFRASTRUCTURE
FOR GOVERNMENT
OPERATIONS

GLOBAL INFRASTRUCTURE
FOR EMBASSIES, CONSULATES
AND MISSIONS

Data Centers

Telecenters

Planning e-government: The Strategy
Planning e-government: The Strategy

ENABLING APPLICATIONS:
• Government Email and Directory Services
• Workflow, Document Management and Archiving
• Information and Decision Support

• INFORMATION PORTALS:
• Government Forms and Supporting Documents
• Sector Specific portals – Tourism and Business

• SERVICES PORTALS:
• Government to Citizen (G2C and C2G)
• Government to Business (G2B and B2G)
• Government to Employee (G2E and E2G)
• Government to Government (G2G)
Module 2: E-Government Framework

Capacity Building/Promotion/Operations Framework

Planning e-government: The Strategy

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

- INTERNAL GOVERNMENT TRAINING AND CAPACITY BUILDING:
  - Promoting ICT knowledge for civil servants
  - Setting up ICT training centers in government institutes

- E-GOVERNMENT O & M STRUCTURE:
  - Government-wide central O & M unit
  - Ministry and agency specific O & M units
  - Establishing ICT cadre and salary scale in government
Priorities and Constraints on e-government

Module 3: Implementation Planning

Priority Projects (1 to 2 years)

- Legal Framework:
  - Drafting and enactment of ICT-related legislation and regulation along with implementation decrees.

- Technical Framework:
  - Interconnecting through a secure network information infrastructure central government bodies, a number of key ministries and several international offices.

- Services Framework:
  - Utilities subscription and billing services
  - Civil and criminal records
  - Completion of the online customs system
  - Residence and work permits for foreigners
  - Passport and visa petitions and issuances
  - Vehicle registration and excise tax payments

- Capacity-building / Promotions / Operations Framework:
  - ICT cadre and salary scale; ICT training; training centers; promote e-gov strategy; completing O & M structure and staffing O&M central unit and a few field units.
### Priorities and Constraints on e-government

<table>
<thead>
<tr>
<th>Constraint / Associated Risk</th>
<th>Risk Level</th>
<th>Impact Level</th>
<th>Mitigation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Political Instability</td>
<td>High</td>
<td>Very High</td>
<td>None, resubmit vision later</td>
</tr>
<tr>
<td>Poor Resource Mobilization</td>
<td>Medium</td>
<td>High</td>
<td>Implement top 10 priority projects with available funds</td>
</tr>
<tr>
<td>Delays in Passing Legal &amp; Regulatory Framework</td>
<td>High</td>
<td>Medium</td>
<td>Start with infrastructure and design of applications</td>
</tr>
<tr>
<td>National Disasters / Regional Conflict</td>
<td>High</td>
<td>Very High</td>
<td>None, delay program</td>
</tr>
<tr>
<td>Insurmountable Resistance to Change by Civil Servants</td>
<td>High</td>
<td>High</td>
<td>Start with dialogue, project involvement, training</td>
</tr>
<tr>
<td>Unwillingness of Society to become e-Educated …</td>
<td>High</td>
<td>Medium</td>
<td>Start with forums, awareness promotions</td>
</tr>
<tr>
<td>Insufficient Capacity of the local and/or poor support of the Int’l ICT Industry</td>
<td>High</td>
<td>High</td>
<td>Transfer of knowledge to local industry with Int’l industry involvement in project</td>
</tr>
</tbody>
</table>
Structure & Organization of e-Government: Leadership

National e-Government Lead Entity

Presidency of Council of Ministers

OMSAR
NATIONAL ICT UNIT (NICTU)

STRATEGY AND PLANNING DIVISION (SPD)

IMPLEMENTATION DIVISION (ID)

OPERATIONS AND MANAGEMENT DIVISION (OMD)
Implementation of e-government

- **2002+** Citizen-Oriented Projects
- **1998-04** Beneficiary-Oriented Projects
- **1994-00** Donor-Guided Projects

Front Office

Back Office

Base
Implementation of e-government

1. Current e-gov achievements in public sector are mainly the result of grants and loans from international funding organizations (IFOs) i.e. fixed programs with pre-defined project components. Some government funds provided in-kind. A number of projects fully funded by government.

2. A “situation” map on all e-government related achievements in the government has been formulated

3. All government services forms and their procedures involving ministries and agencies (4500+) have been consolidated and documented – the foundations of the ‘digital nervous system’ for the Lebanese E-government. A ‘One-stop-shop’ point of information portal for these forms and procedures has been developed – informs.gov.lb.

4. With 2 & 3, a Government of Lebanon E-government Strategy and implementation plan has been formulated and presented to senior officials. Strategy and plan cover local, national and international e-government requirements. To resend to Council of Ministers for endorsement.
5. Initial implementation focus will be on revenue generating / cost reducing applications such as bill collections, tourism services and e-procurement applications. Percentage of increased revenues requested to be earmarked for an e-government fund.

6. Cooperation with and technology transfer from international ICT conglomerates and consulting firms will be key throughout the implementation process.

7. Work is to continue on gradually building the optimal ICT cadre in the government to be able to handle ICT usage and administration requirements.

8. The general public, academia and business community will be involved in the e-government implementation plan so as to reach an E-society status in a timely manner. Expertise from Lebanese expatriates will also be solicited.

Sharing knowledge and expertise with regional countries will also be key – this thematic meeting of WG 2 is a key example of such sharing.
<table>
<thead>
<tr>
<th>E-government Program Component</th>
<th>Anticipated Start / Duration</th>
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<tbody>
<tr>
<td><strong>E-Government Legal Framework</strong></td>
<td></td>
</tr>
<tr>
<td>Legalizing Electronic Information and Services</td>
<td>Q1 2004 1 to 2 years</td>
</tr>
<tr>
<td>Protection of Electronic Information</td>
<td>Q1 2004 1 to 2 years</td>
</tr>
<tr>
<td>Security of Electronic Services</td>
<td>Q1 2004 1 to 2 years</td>
</tr>
<tr>
<td><strong>E-Government Technical Framework</strong></td>
<td></td>
</tr>
<tr>
<td>National Infrastructure for Government Operations</td>
<td>Q2 2004 3 to 4 years</td>
</tr>
<tr>
<td>Global Infrastructure for Embassies, Consulates and Missions</td>
<td>Q1 2005 6 to 7 years</td>
</tr>
<tr>
<td>Public Key Infrastructure</td>
<td>Q1 2005 continuous</td>
</tr>
<tr>
<td>National ID or E-Gov Smart Card</td>
<td>Q1 2005 6 to 7 yrs</td>
</tr>
<tr>
<td>Standards &amp; Branding</td>
<td>Q1 2004 2 to 3 years</td>
</tr>
<tr>
<td><strong>E-Government Data &amp; Data Centers</strong></td>
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<tr>
<td>E-Government Data &amp; Data Centers</td>
<td>Q2 2004 2 to 3 years</td>
</tr>
<tr>
<td><strong>E-Government Delivery Channels &amp; Access</strong></td>
<td></td>
</tr>
<tr>
<td>E-Government Delivery Channels &amp; Access</td>
<td>Q2 1997 continuous</td>
</tr>
<tr>
<td><strong>E-Government Services Framework</strong></td>
<td></td>
</tr>
<tr>
<td>Enabling Applications (email, DS, WF/DMS/A, IDSS)</td>
<td>Q1 1998+ 6 to 7 years</td>
</tr>
<tr>
<td>Information Portal</td>
<td>Q1 2002 3 to 4 years</td>
</tr>
<tr>
<td>Service Portal</td>
<td>Q2 2005 6 to 7 yrs</td>
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<td>Government to Citizen (G2C and C2G)</td>
<td>Q2 2005 6 to 7 yrs</td>
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<td>Q3 2005 6 to 7 yrs</td>
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<td>Government to Government (G2G)</td>
<td>Q2 2003 6 to 7 yrs</td>
</tr>
<tr>
<td><strong>E-Government Capacity Building/Promotions/Operations Framework</strong></td>
<td></td>
</tr>
<tr>
<td>Building National Capacity</td>
<td>Q4 2002 continuous</td>
</tr>
<tr>
<td>Internal Government Training and Capacity Building</td>
<td>Q1 1998 continuous</td>
</tr>
<tr>
<td><strong>E-Government Operations and Management Structure</strong></td>
<td></td>
</tr>
<tr>
<td>E-Government Operations and Management Structure</td>
<td>Q2 2004 6 to 7 yrs</td>
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</table>
Monitoring and evaluating of e-government

Criteria for Success / Indicators:

1. **Resource Mobilization**: secured for the full or sizeable roll-out of the e-government project covering ICT solutions, training, capacity-building and Operations & Management expenses.

2. **Society e-Educated and Connected**: to the national information infrastructure through the Internet – an annual increase of Internet users of 3% of the population over a 6 to 7 year period. Leading to an Internet usage rate of some 30% of the population by the end of 2011.

3. **Civil Service Productivity**: to increase at a rate of 10 to 15% per year over the time span of the e-government roll-out.

4. **Paper-based government information and services**: to get reduced by a rate of 7 to 12% per year, with the target of having only 25% of such information and services in existence by the end of 2011.

5. **Government revenue from e-government services**: to increase at a rate of 15 to 20% per year over the time span of the e-government roll-out.

6. **Government operations and procedures**: get simplified and streamlined at a rate of 10 to 15% per year, with the aim to have full simplification of procedures and streamlining of operations by the end of 2011.
Lessons learned from e-government

Major Successes:
1. Setting up to a large extent the needed network infrastructure.
2. Consolidating and digitalizing all government formalities and supporting information on a single portal - www.informs.gov.lb - as a foundation for a future e-services portal. Administrative simplification can be fulfilled more systematically through such an inventory of formalities.
3. Enhancing civil service productivity through the provision of computer systems running productivity tools and other information systems coupled with general and specialized ICT training.

Major Disappointments:
1. Lack of government support of e-government due to the instable political situation over recent years. No official endorsement of the e-gov strategy.
2. Inefficiency in the enactment of the required legislation in support of e-government implementations.
3. Weak cooperation and coordination amongst government ministries and agencies in planning for and implementing e-government. Need an official lead agency.
4. Internet penetration on the national level not increasing due to high telecom tariffs for local and international gateway connections.
International co-operation on e-government

Major international cooperation programs:

- World Bank / Development Gateway Foundation
- Harvard Kennedy School of Government – Ash Institute / Government Innovators Network
- UNDP ICTDAR
- UN ESCWA
- Regional Funds
- International ICT Companies through their regional offices

Sharing of national e-government experience

Arab countries need to establish ‘communities of practice’ to share e-government experiences amongst each other in a structured and systematic manner. This will advance Arab Country e-government developments and allow for leapfrogging in the implementation process.
1. Lebanon has a national strategy for administrative reform that was endorsed by the Cabinet in September 2001. Administrative Simplification is one of the components of the strategy.

2. The Research and Guidance Administration, one of the departments of the Civil Service Board, is responsible for administrative simplification. OMSAR is playing a supportive, catalyst role. The Ministers concerned have a key role (and authority) in implementation.

3. OMSAR has proposed a mechanism for administrative simplification that was approved by the Council of Ministers in September 2004.

4. OMSAR proposed the following tools for administrative simplification:
   - Delegation of authority;
   - Elimination of redundant signatures;
   - Simplification and standardization of documents;
   - Modification of laws and regulations.

5. OMSAR developed and circulated a special Guide for Administrative Simplification to streamline the simplification efforts.
Thank You!

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&

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