

e-Government in Lebanon: an assessment and the action plan



*2nd Meeting of the Thematic Working Group 2
Good Governance for Development (GfD) in Arab Countries*

6 - 7 March 2006

Dubai, United Arab Emirates

Presented by Dr. Raymond Khoury
Technical Cooperation Unit Director

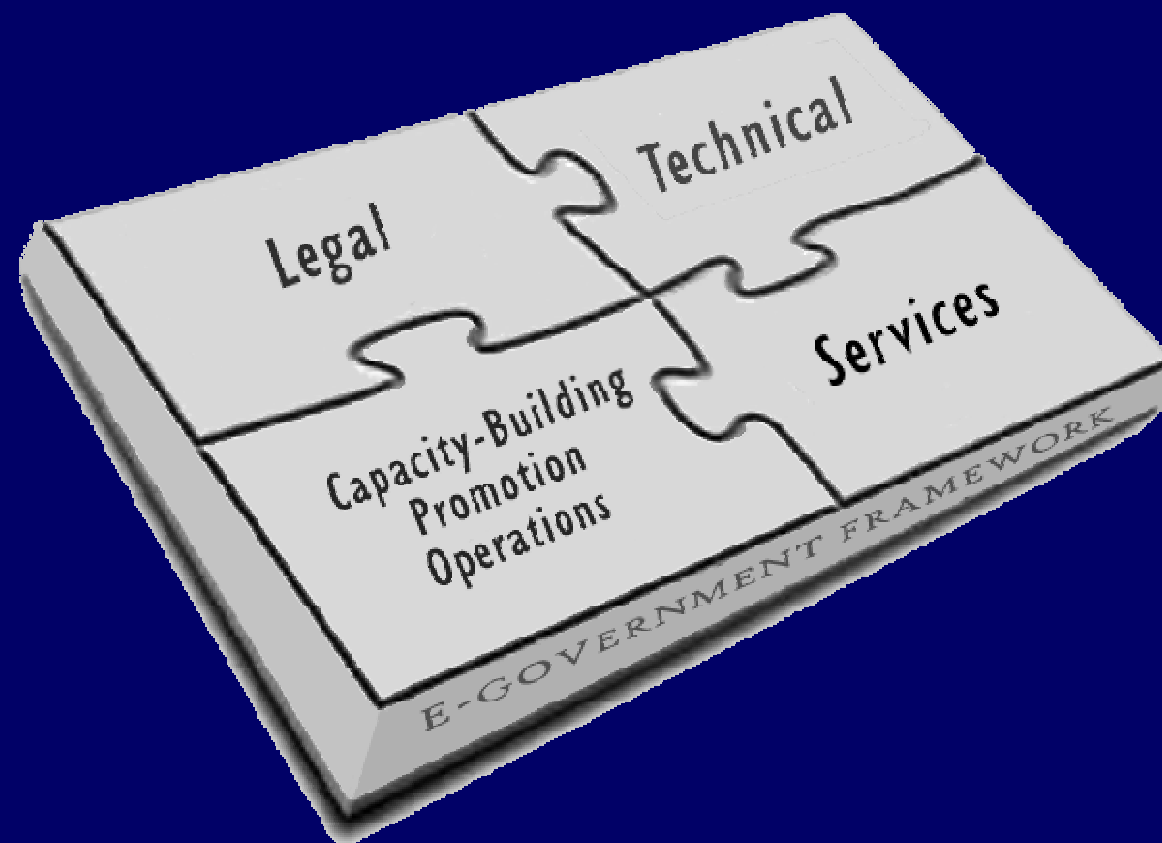
Office of the Minister of State for Administrative Reform (OMSAR), Lebanon



Presentation Outline

- ❏ **e-Government framework and evolution**
- ❏ **What has been achieved towards an e-Government status in Lebanon?**
- ❏ **The road ahead**
- ❏ **Evolution of Lebanese e-Government projects**
- ❏ **The Lebanese e-Government action plan**

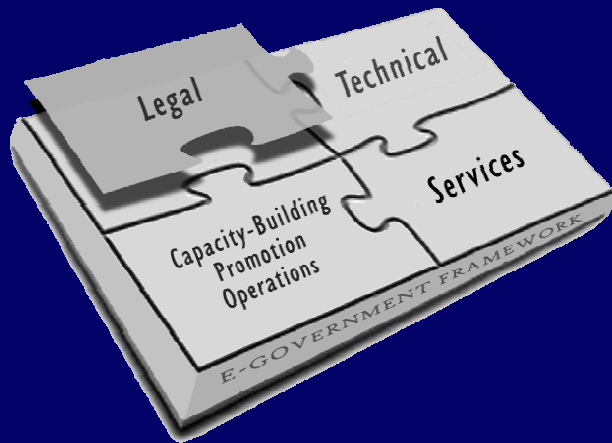
The Lebanese e-Government Framework



The Lebanese e-Government Strategy

Module 2: e-Government Framework:

Legal Framework



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

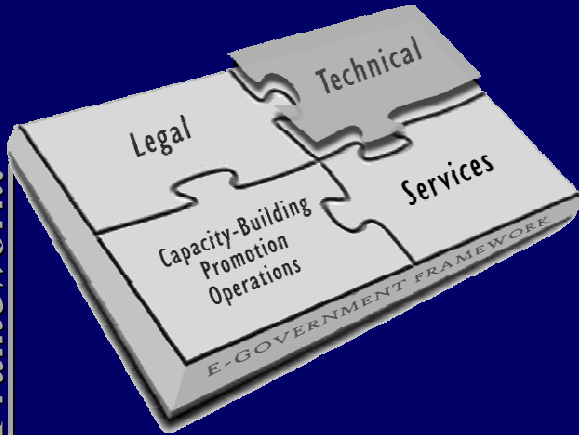
**NO PAIN
NO E-Gain**

Privacy
Authenticity
Integrity of Information
Non-Repudiation

The Lebanese e-Government Strategy

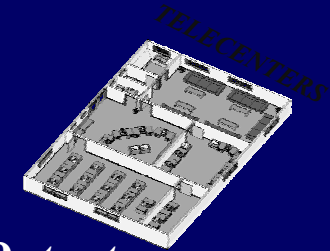
Module 2: e-Government Framework:

Technical Framework



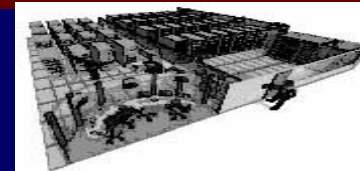
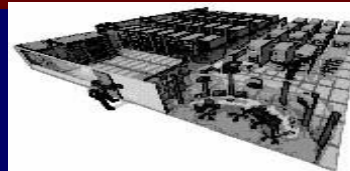
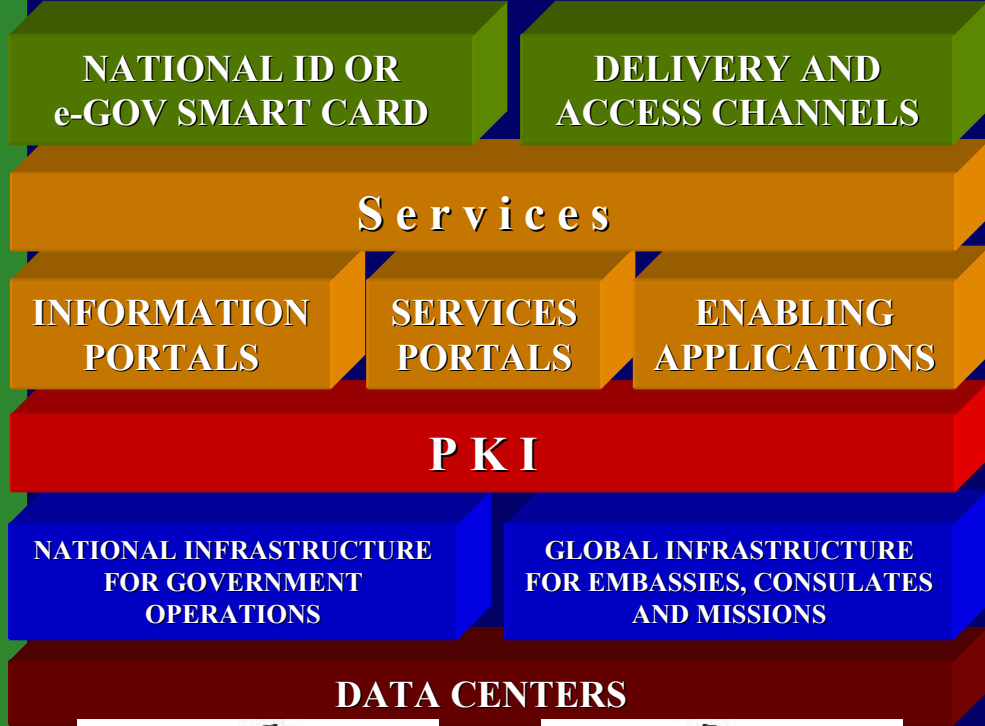
TRAINING / AWARENESS

STANDARDS and BRANDING



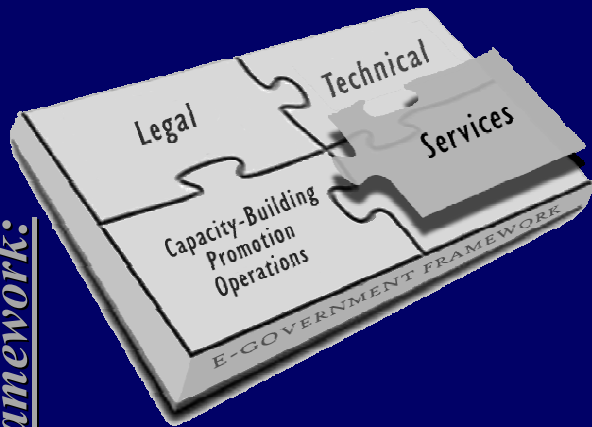
Input
↓ ↓

Output
↑ ↑



The Lebanese e-Government Strategy

*Module 2: e-Government Framework:
Services Framework*



ENABLING APPLICATIONS:

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

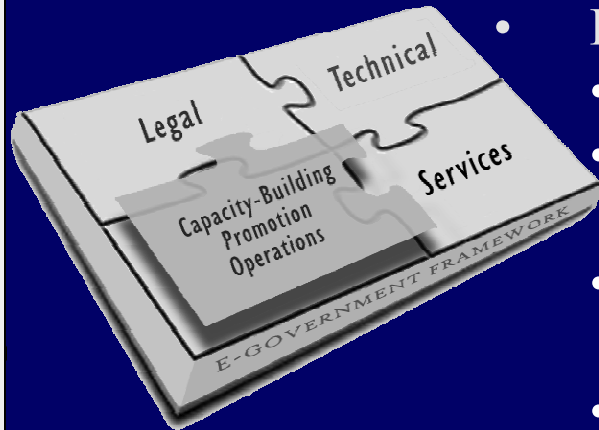
INFORMATION PORTALS:

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

SERVICES PORTALS:

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

The Lebanese e-Government Strategy



- **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

e-Government Evolution

Phase I

Email / Web Presence

- Transfer of files
- Access to info
- Pull / Push tech
- Sending inquiries
- Announcements

One Way Communication

Phase II

Online Processing

- Real-time filing
- Live transactions
- Q&A and chat
- Workflow-enabled
- Specialized DSS

Two Way Communication

Phase III

Electronic Communities

- One-stop-shops / Portals
- E-procurement / Mktplaces
- E-Commerce
- HRMS, Financial Services
- Intra-government DSS

Multi-directional Communication



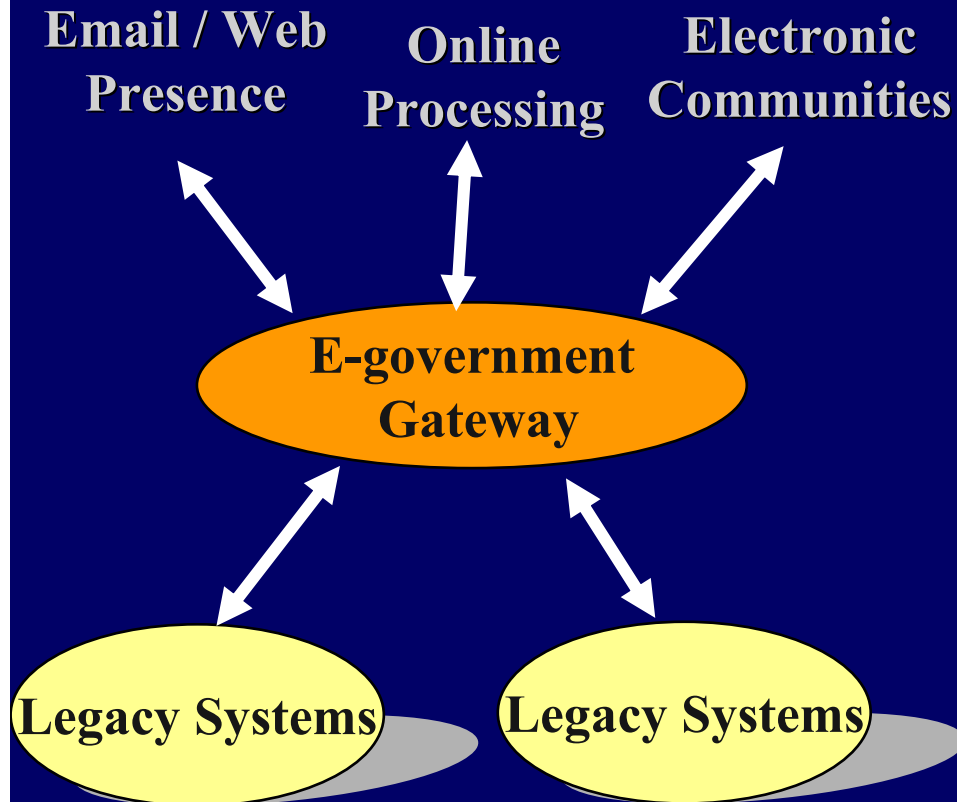
Ministry or Agency specific

Government-wide

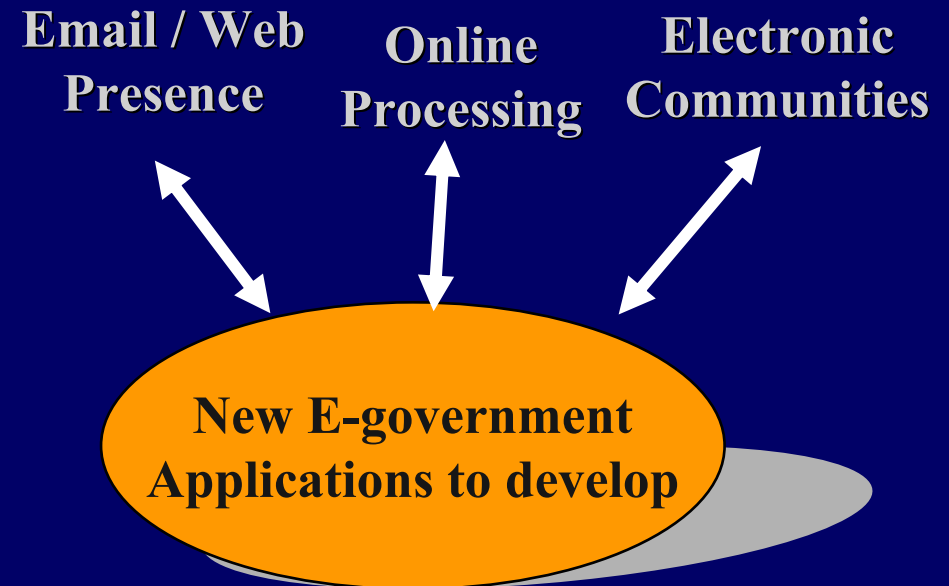
e-Government Evolution

(continued)

Deployment Scenario I



Deployment Scenario II



What has been achieved ...

Technical Framework ...

Telecommunications

Modern cabling infrastructure throughout country

Voice and ISDN services in place

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

2 Cellular operators offering GSM and GPRS services

Government approved plans for privatizing MPT to create Liban Telecom

Computer Networks

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

Hundreds of servers (750+ across government) and Thousands of computers and peripherals have been deployed (11000+ PCs across government).

What has been achieved ...

Technical / Services Framework ...

System Applications

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

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

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

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

Multitude of General Security applications developed



What has been achieved ...

Legal Framework . . . Policies and Procedures

Institutionalizing needed reforms

Removal of outdated technical controls and updating commercial code system

Work on simplification of all government procedures

Modernization of national tax system

Work on new organizational structure of ministries and autonomous agencies

New public sector tendering law drafted along with implementation decrees

ICT laws and regulations

IPR and online banking laws passed in 1999

Digital Signature and other e-related legislation prepared by MoET under EU-funded project under review by special parliament committee and near enactment.

What has been achieved ...

MoET EU-funded project

New Draft Laws (French System)

1. Electronic Communication
2. Data Privacy
3. Electronic signature

Amendments to existing Lebanese Laws:

1. Electronic contracts
2. E-commerce and secure e-payments
3. Cyber-crime
4. Consumer Protection
5. Intellectual property Rights
6. Domain Names

Also drafted by
ICT
Parliamentary
Committee

cedures

technical controls and updating

of all government procedures

national tax system

organizational structure of ministries
agencies

or tendering law drafted along with
decrees

banking laws passed in 1999

Digital Signature and other e-related legislation prepared by MoET under EU-funded project under review by special parliament committee and near enactment.

What has been achieved ...

Legal Framework ... Policies and Procedures

ICT Policy and Standards Policy and strategy document prepared in 1999

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

Standards guidelines for ICT projects in the public sector prepared

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

Capacity Building/Promotion/Operations Framework ...

Human resources

Good number of civil servants trained on ICT products (OMSAR has trained in excess of 6500)

A sizeable number of civil servants have been trained on administration of ICT solutions (some 450+ through OMSAR projects)



What has been achieved ...

Capacity Building/Promotion/Operations Framework ...

Human resources

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

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

Capacity building plans

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

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

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

An E-Society

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

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



The road ahead ...

- 1. Current ICT achievements are mainly the result of grants and loans from international funding organizations (IFOs) i.e. fixed programs with pre-defined project components. Some government funds provided in-kind. A number of ICT projects fully funded by government.**
- 2. A “situation” map on all e-government related achievements in the government is being formulated (*The National Government Map*)**
- 3. All government services forms and their procedures involving ministries and agencies (4550) have been consolidated and documented – the foundations of the ‘digital nervous system’ for the Lebanese E-government. A ‘One-stop-shop’ point of information portal for these forms and procedures has been developed – *informs.gov.lb*.**
- 4. With 2 & 3, a Government of Lebanon E-government Strategy and implementation plan has been formulated and presented to senior officials. Strategy and plan cover local, national and international e-government requirements. Sent to Council of Ministers for endorsement.**

The road ahead ...

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

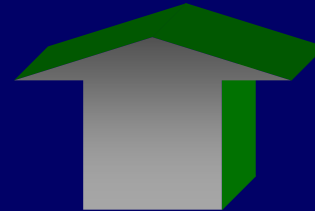
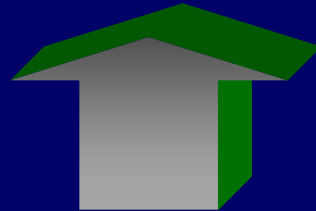


Evolution of Lebanese e-Government Projects

2002+

Citizen-Oriented Projects

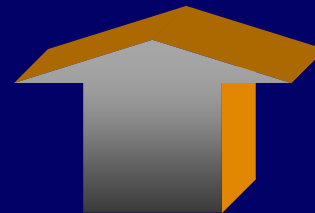
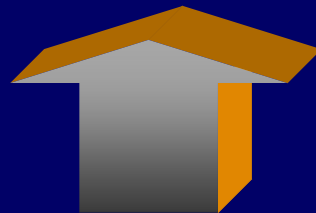
Front Office



1998-04

Beneficiary-Oriented Projects

Back Office



1994-00

Donor-Guided Projects

Base

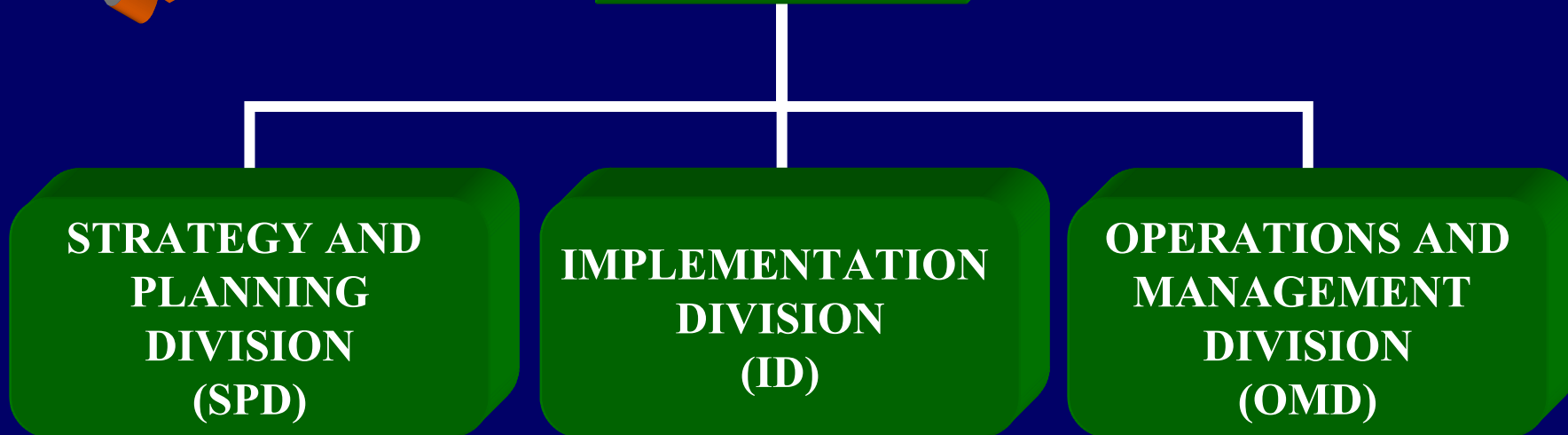


The Lebanese e-Government Strategy

NATIONAL FOCAL POINT



**OMSAR
NATIONAL ICT
UNIT
(NICTU)**



The Lebanese e-Government action plan 1/2

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

E-government Program Component	Anticipated Start / Duration	
	Start	Duration
e-Government Legal Framework		
Legalizing Electronic Information and Services	Q1 2004	1 to 2 years
Protection of Electronic Information	Q1 2004	1 to 2 years
Security of Electronic Services	Q1 2004	1 to 2 years
e-Government Technical Framework		
National Infrastructure for Government Operations	Q2 2004	3 to 4 years
Global Infrastructure for Embassies, Consulates and Missions	Q1 2005	6 to 7 years
Public Key Infrastructure	Q1 2005	continuous
National ID or e-Gov Smart Card	Q1 2005	6 to 7 yrs
Standards & Branding	Q1 2004	2 to 3 years
e-Government Data & Data Centers	Q2 2004	2 to 3 years
e-Government Delivery Channels & Access	Q2 1997	continuous



The Lebanese e-Government action plan 2/2

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

E-government Program Component	Anticipated Start / Duration	
	Start	Duration
e-Government Services Framework		
Enabling Applications (email, DS, WF/DMS, IDSS)	Q1 1998+	6 to 7 years
Information Portal	Q1 2002	3 to 4 years
Service Portal	Q2 2005	6 to 7 yrs
Government to Citizen (G2C and C2G)	Q2 2005	6 to 7 yrs
Government to Business (G2B and B2G)	Q2 2003	6 to 7 yrs
Government to Employee (G2E and E2G)	Q3 2005	6 to 7 yrs
Government to Government (G2G)	Q2 2003	6 to 7 yrs
e-Government Capacity Building/Promotions/ Operations Framework		
Building National Capacity	Q4 2002	continuous
Internal Government Training & Capacity Building	Q1 1998	continuous
e-Government Operations and Mgmt Structure	Q2 2004	6 to 7 yrs



The Lebanese e-Government action plan

- **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; complete O & M structure and staffing O&M central unit and a few field units.**

E-Government ... the sum of



**Leadership
Commitment**



**Secured
Funding**



**Partnership
Collaboration**

Thank You!

Useful web site resources:

<http://www.informs.gov.lb>

<http://www.e-gateway.gov.lb>

<http://www.portal.gov.lb>

<http://www.OMSAR.gov.lb>

Dr. Raymond Khoury
Director
Technical Cooperation Unit

rkhoury@OMSAR.gov.lb

Ms. Hala Makarem-Saab
ICT Project Manager
Technical Cooperation Unit

hmakarem@OMSAR.gov.lb

Mr. Samer Hankir
Policy Analyst
Institutional Development Unit

shankir@OMSAR.gov.lb

The Lebanese e-Government Strategy

Criteria for Success:

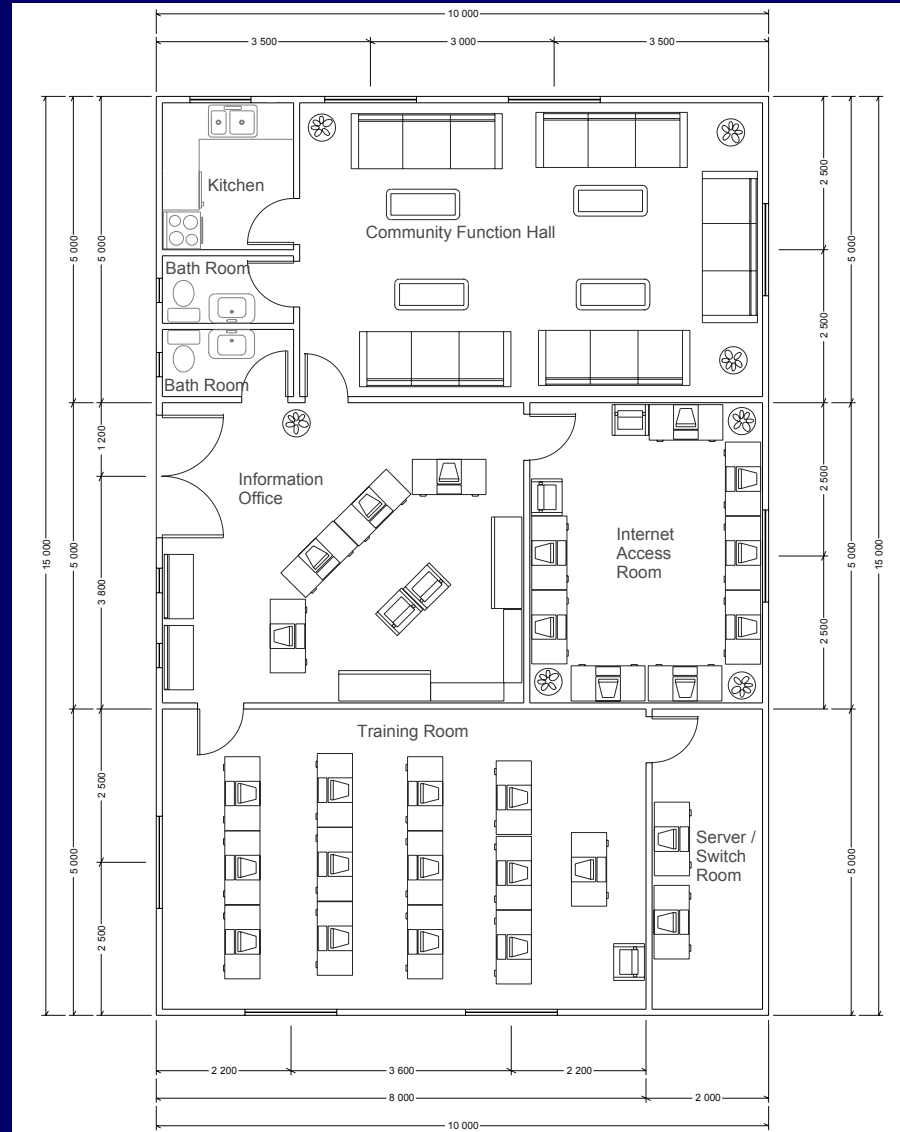
1. Resource Mobilization: secured for the full or sizeable roll-out of the e-government project covering ICT solutions, training, capacity-building and Operations & Management expenses.
2. Society e-Educated and Connected: to the national information infrastructure through the Internet – an annual increase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



The Lebanese e-Government Strategy

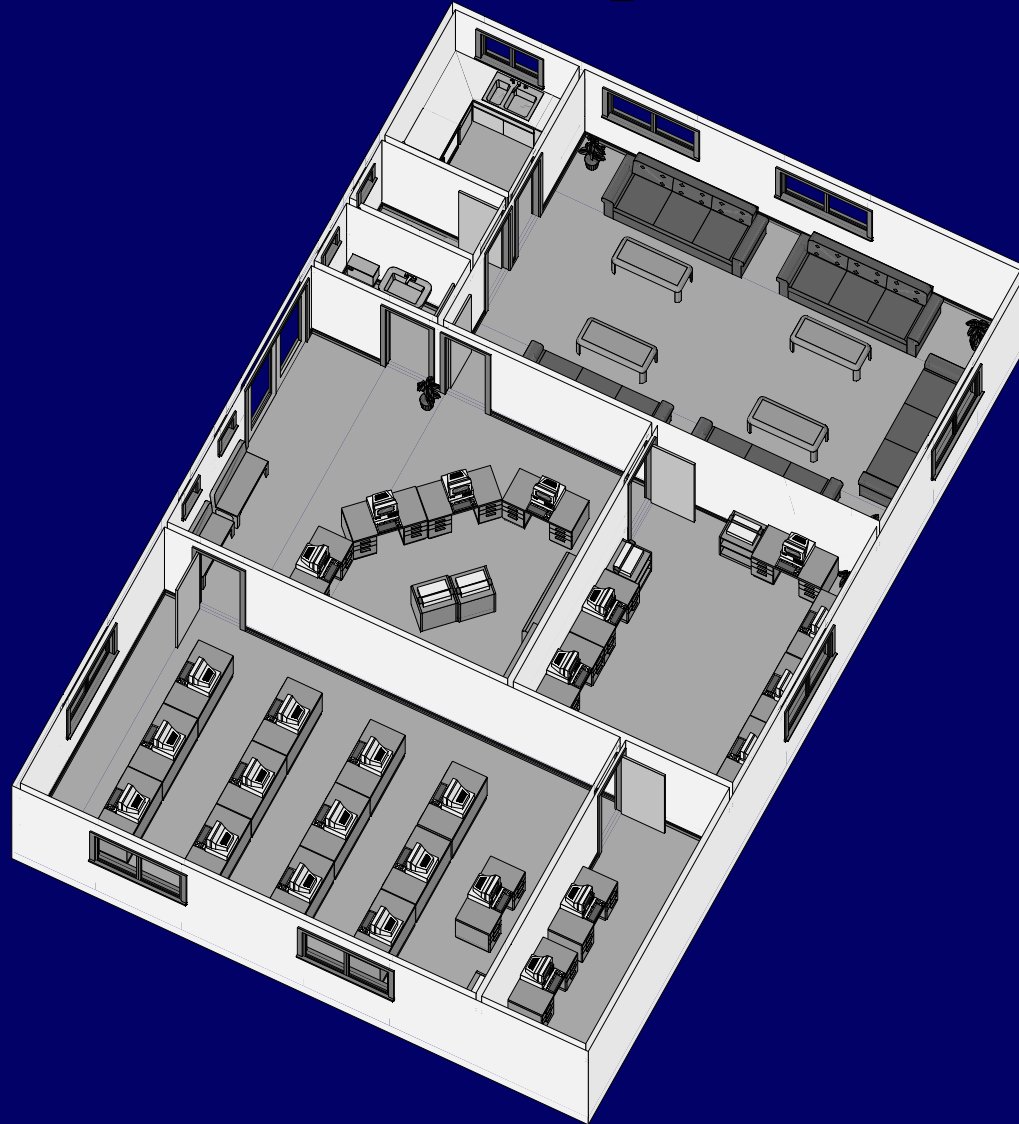
<i>Associated Risks</i>	<i>Risk Level</i>	<i>Impact Level</i>	<i>Mitigation Plan</i>
Political Instability	High	Very High	None, resubmit vision later
Poor Resource Mobilization	Medium	High	Implement top 10 priority projects with available funds
Delays in Passing Legal & Regulatory Framework	High	Medium	Start with infrastructure and design of applications
National Disasters / Regional Conflict	High	Very High	None, delay program
Insurmountable Resistance to Change by Civil Servants	High	High	Start with dialogue, project involvement, training
Unwillingness of Society to become e-Educated ...	High	Medium	Start with forums, awareness promotions
Insufficient Capacity of the local and/or poor support of the Int'l ICT Industry	High	High	Transfer of knowledge to local industry with Int'l industry involvement in proj.

Multi-purpose Community Telecenter Floor Plan

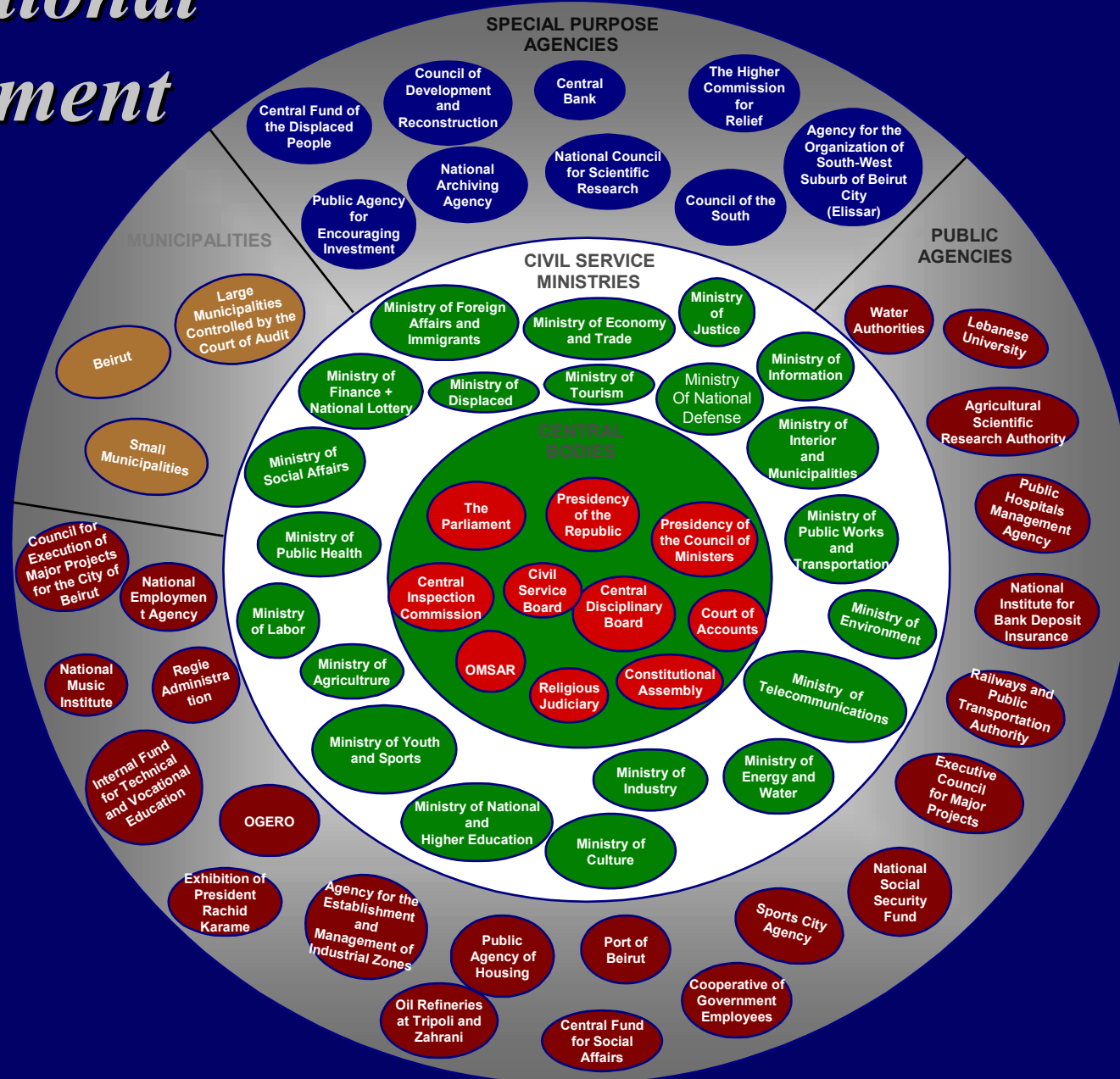


Multi-purpose Community Telecenter

3D Perspective



The National Government Map



Informs launched on 21 January 2002

الجمهورية اللبنانية

الشبكة الموحد للمعلومات الإدارية

كيفية الإستعمال | مجال البحث | عناوين الوزارات و المؤسسات العامة | الصفحة الرئيسية | من نحن | للإتصال

المؤسسات العامة	الوزارات
مؤسسة أليسار	وزارة الإتصالات
مجلس الإنماء و الإعمار	وزارة الأشغال العامة و النقل
تعاونية موظفي الدولة	وزارة الإعلام
الجامعة اللبنانية	وزارة الأقتصاد و الشؤون المالية
التصندوق المركزي للمهجريين	وزارة البيئة
التصندوق الوطني لضمان الإحتساعي	وزارة التربية و التعليم العالي
مجلس الجنوب	وزارة الثقافة
المجلس الوطني للبحوث العلمية	وزارة الخارجية و المغتربين
مصلحة الجريدة الرسمية	وزارة الداخلية و الشئيات
مصلحة المدينة الرياضية	وزارة الدفاع الوطني
المصلحة الوطنية لتجهر النبطاني	وزارة الزراعة

هذا الموقع هو موقع رسمي للجمهورية اللبنانية تحت اشراف مكتب وزير الدولة لشؤون التنمية الإدارية
بنابئة سناركو - شارع جورج بيكو - بيروت

The Internet...

 www.informs.gov.lb

The Hotline...

1700

New Informs portal launched in September 2003

Microsoft Internet Explorer - بوابة معلومات الحكومة اللبنانية

File Edit View Favorites Tools Help

Address http://www.informs.gov.lb/AR/Main/index.asp?

بوابة معلومات الحكومة اللبنانية
Informs.gov.lb

الخمس 11 أيلول 2003

وضوح مكتب وزير الدولة لشؤون التنمية الإدارية رقم الهاتف الرابعي

لغات الموقع

My Informs

إسم المستخدم: boss

كلمة المرور

إدخال

نسيت كلمة المرور؟
أنشئ جواراً إلكترونياً

لماذا الجواز الإلكتروني؟
إحصل على نشرة الموقع
إحصل على أجوبة إدارية
إسأل عن معلومات مفصلة

أنشئ جواراً الآن!

روزنامة

أيلول 2003

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14 15 16 17 18 19 20
21 22 23 24 25 26 27
28 29 30

حالة الطقس في بيروت
Beirut, Lebanon

Get the 10 day forecast

29 °C
Fall

Feels Like: 33°C
Humidity: 74%
Wind: WSW at 10 km/h

Enter city/zip GO!

Pollen Reports
Airport Delays
Special Events

THE WEATHER CHANNEL
weather.com

Download Desktop Weather

أخبار

نحن بانتظاركم في معرض Termium 2003 (من 16 لغاية 21 أيلول في BIEL)

قائمة البيانات

- الصفحة الرئيسية
- من نحن
- معاملات إدارية
- عناوين وأرقام هاتف
- أخبار وتعاميم
- أسئلة وأجوبة
- إتصلوا بنا
- ما هو الرقم 1700؟

الرابطات السريعة

- رسوم الميكانيك 2003
- مسار الباصات العمومية
- تعرفة مخفضة للإنترنت
- الأعياد الرسمية

أخبار

- نتائج الإمتحانات الرسمية لعام 2003 أضيف في: 2003/07/16
- مسار الباصات العمومية وأوقات الإنطلاق والوصول أضيف في: 2003/05/30
- رسوم السير السنوية لعام 2003 أضيف في: 2003/05/29

المعاملات الخدمية لأية طلباً على الموقع

- جواز سفر إفرادي نموذج عام 2003 جديد
- طلب إقامة سنوية أو تجديدها لخدم الجواز
- الانتساب الاختياري إلى الضمان
- طلب الحصول على تجديد إجازة عمل خادمة أو خادم
- القروض السكنية بالمشاركة مع المصارف

جميع المعاملات الإدارية

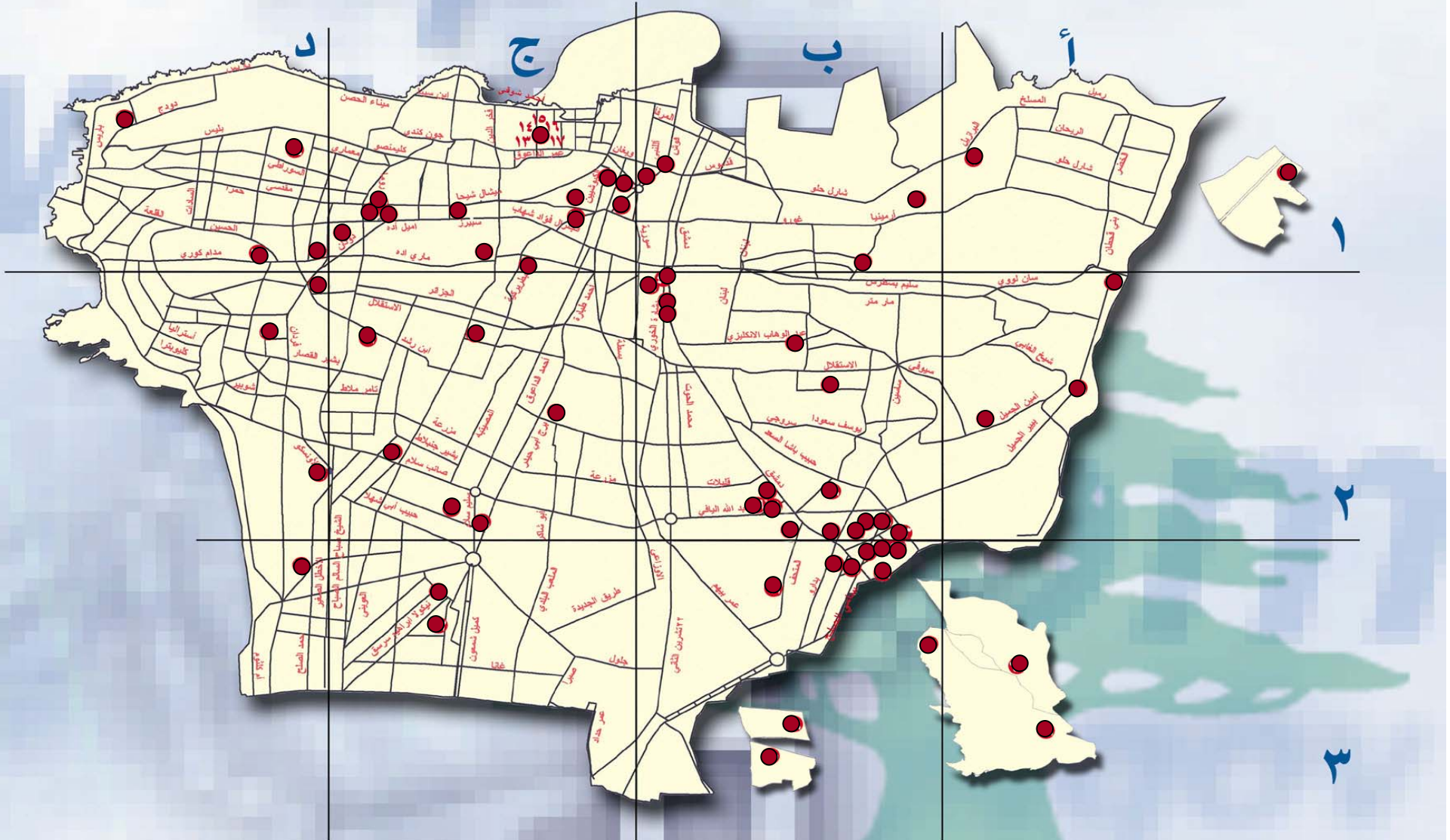
أخبار

نحن بانتظاركم في معرض Termium 2003 (من 16 لغاية 21 أيلول في BIEL)

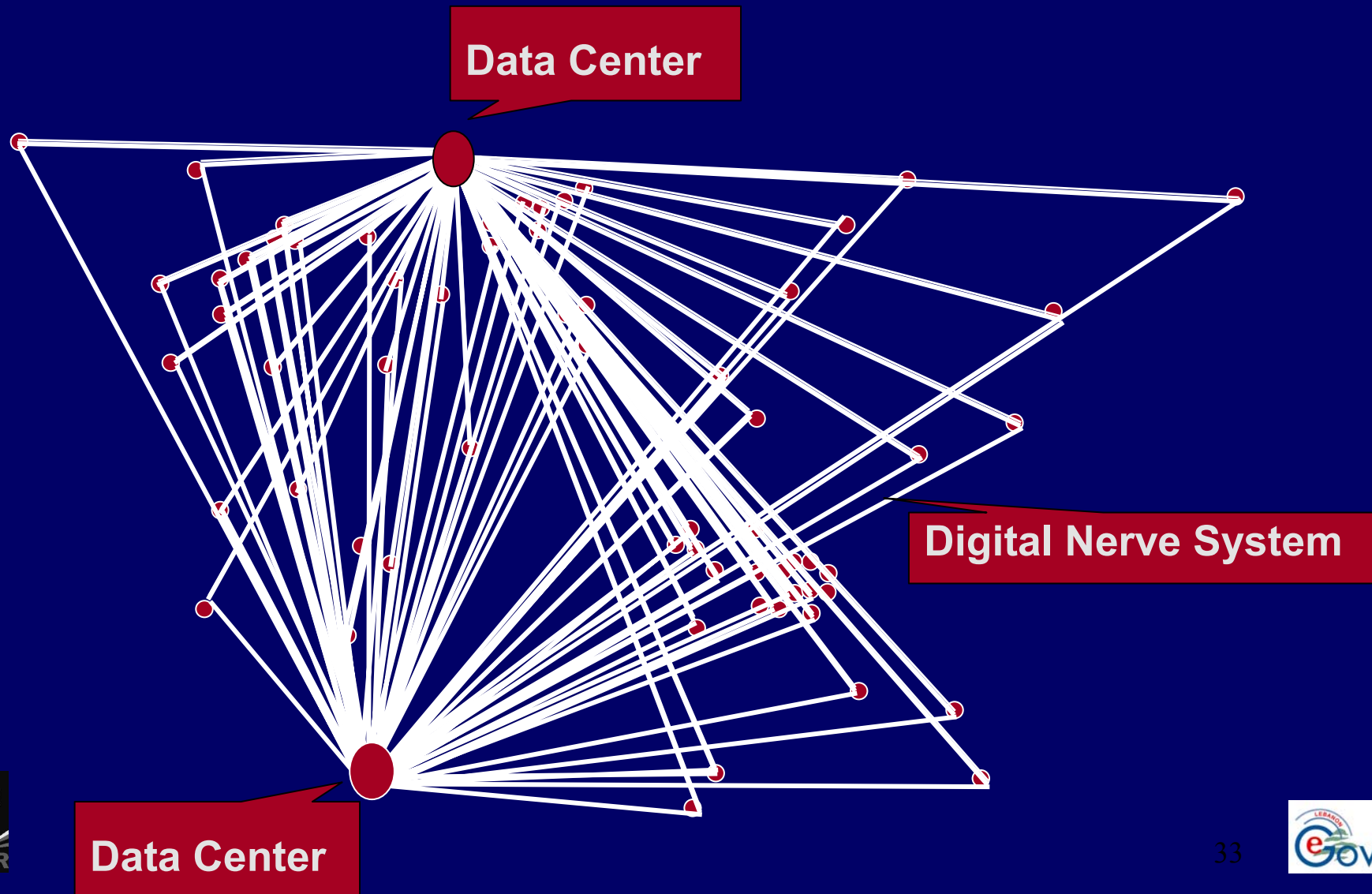
Internet



Geographic Distribution of Ministries and Agencies



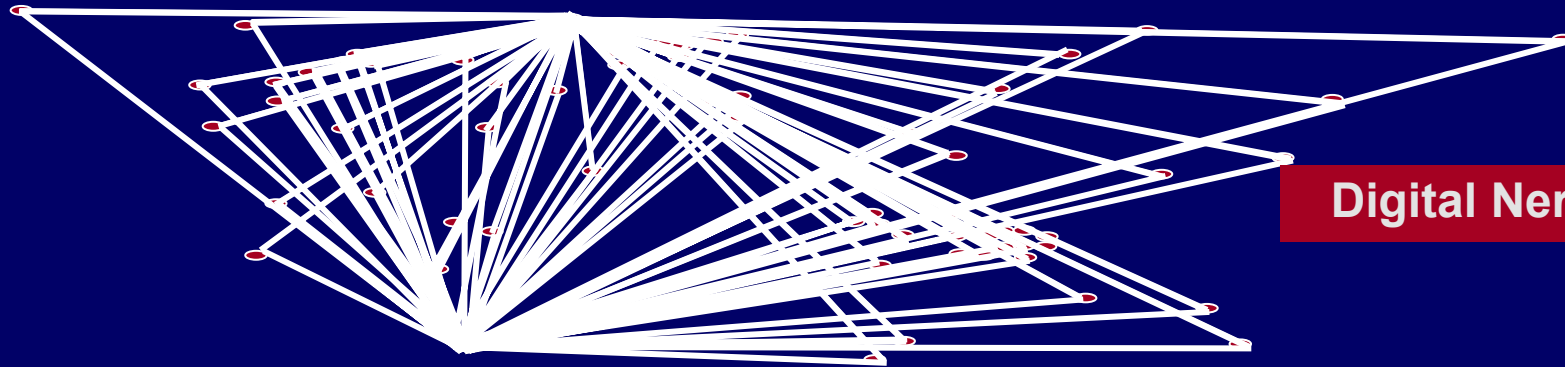
Information Flow between Ministries and Agencies



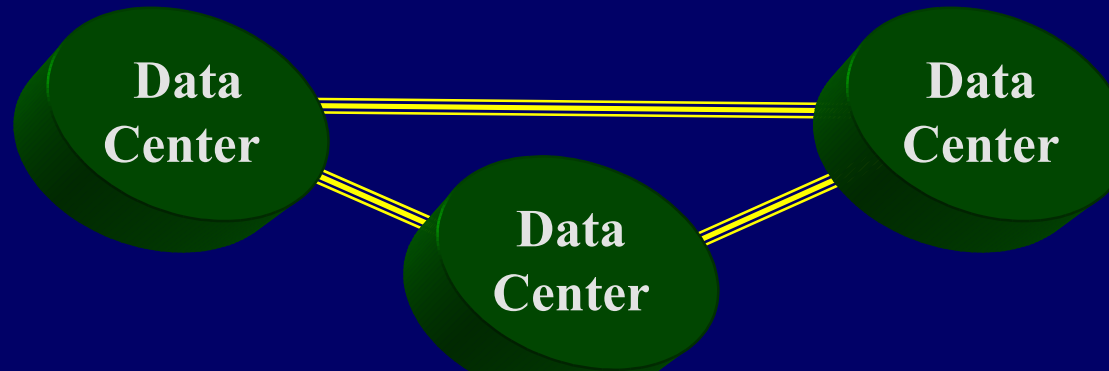
Principle Pillars of the Lebanese e-government...



National ID Smart Cards



Digital Nerve System



Data Centers

National Smart Card with PKI and/or Biometrics

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

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

