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
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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

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

Privacy
Authenticity
Integrity of Information
Non-Repudiation
The Lebanese e-Government Strategy

Module 2: e-Government Framework

Technical Framework:
- Legal
- Technical
- Capacity-Building
- Promotion
- Operations

TRAINING / AWARENESS
- STANDARDS and BRANDING
- DATA CENTERS
- NATIONAL INFRASTRUCTURE FOR GOVERNMENT OPERATIONS
- GLOBAL INFRASTRUCTURE FOR EMBASSIES, CONSULATES AND MISSIONS

SERVICES
- INFORMATION PORTALS
- SERVICES PORTALS
- ENABLING APPLICATIONS

PKI
- NATIONAL ID OR e-GOV SMART CARD
- DELIVERY AND ACCESS CHANNELS

Output
- Telecenters
- Internet
- WWW

Input

Internet
WWW
The Lebanese e-Government 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)
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

E-government Gateway

Email / Web Presence
Online Processing
Electronic Communities
Legacy Systems

Deployment Scenario II

New E-government Applications to develop

Email / Web Presence
Online Processing
Electronic Communities
Legacy Systems
### 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**

<table>
<thead>
<tr>
<th>Institutionalizing needed reforms</th>
<th>Removal of outdated technical controls and updating commercial code system</th>
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<tr>
<td></td>
<td>Work on simplification of all government procedures</td>
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<td>Modernization of national tax system</td>
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<td></td>
<td>Work on new organizational structure of ministries and autonomous agencies</td>
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<td></td>
<td>New public sector tendering law drafted along with implementation decrees</td>
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<table>
<thead>
<tr>
<th>ICT laws and regulations</th>
<th>IPR and online banking laws passed in 1999</th>
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<tbody>
<tr>
<td></td>
<td>Digital Signature and other e-related legislation prepared by MoET under EU-funded project under review by special parliament committee and near enactment.</td>
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</tbody>
</table>
Institutionalizing needed removal of outdated technical controls and updating reforms of 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

What has been achieved …

New Draft Laws (French System):
1. Electronic Communications
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

MoET EU-funded project

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 access 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 ...**

<table>
<thead>
<tr>
<th>Capacity Building/Promotion/Operations Framework . . .</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Human resources</strong></td>
</tr>
<tr>
<td>Assessments of ICT staff requirements for a number of ministries and agencies have been made.</td>
</tr>
<tr>
<td>Draft of new ICT cadre and salary scale for government at large currently under review.</td>
</tr>
<tr>
<td><strong>Capacity building plans</strong></td>
</tr>
<tr>
<td>With the support of the local industry continuous or in-service training plans are being achieved.</td>
</tr>
<tr>
<td>ICT events are also being attended on a constant basis by key government staff to stay current with global ICT developments.</td>
</tr>
<tr>
<td>The new Institute for Public Administration to play a key role in in-service capacity building.</td>
</tr>
<tr>
<td><strong>An E-Society</strong></td>
</tr>
<tr>
<td>ICT awareness campaigns by the government are being prepared as well as <a href="#">Multi-purpose community telecenters</a>.</td>
</tr>
<tr>
<td>Private sector ICT awareness through PCA PiPOP initiative and media and organizing successful conference and exhibitions such as Termium.</td>
</tr>
</tbody>
</table>
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.
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.
Evolution of Lebanese e-Government Projects

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

Categories:
- **Base**
- **Back Office**
- **Front Office**
The Lebanese e-Government Strategy

NATIONAL FOCAL POINT

OMSAR
NATIONAL ICT UNIT
(NICTU)

STRATEGY AND PLANNING DIVISION (SPD)

IMPLEMENTATION DIVISION (ID)

OPERATIONS AND MANAGEMENT DIVISION (OMD)
## The Lebanese E-Government Action Plan 1/2

<table>
<thead>
<tr>
<th>E-governement Program Component</th>
<th>Anticipated Start / Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>E-Government Legal Framework</strong></td>
<td></td>
</tr>
<tr>
<td>Legalizing Electronic Information and Services</td>
<td>Q1 2004</td>
</tr>
<tr>
<td>Protection of Electronic Information</td>
<td>Q1 2004</td>
</tr>
<tr>
<td>Security of Electronic Services</td>
<td>Q1 2004</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</td>
</tr>
<tr>
<td>Global Infrastructure for Embassies, Consulates and Missions</td>
<td>Q1 2005</td>
</tr>
<tr>
<td>Public Key Infrastructure</td>
<td>Q1 2005</td>
</tr>
<tr>
<td>National ID or e-Gov Smart Card</td>
<td>Q1 2005</td>
</tr>
<tr>
<td>Standards &amp; Branding</td>
<td>Q1 2004</td>
</tr>
<tr>
<td>e-Government Data &amp; Data Centers</td>
<td>Q2 2004</td>
</tr>
<tr>
<td>e-Government Delivery Channels &amp; Access</td>
<td>Q2 1997</td>
</tr>
</tbody>
</table>
## The Lebanese e-Government action plan 2/2

### High Level Plan for e-Government Roll-Out

<table>
<thead>
<tr>
<th>E-government Program Component</th>
<th>Anticipated Start / Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>e-Government Services Framework</strong></td>
<td></td>
</tr>
<tr>
<td>Enabling Applications (email, DS, WF/DMS, 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>
</tr>
<tr>
<td>Government to Citizen (G2C and C2G)</td>
<td>Q2 2005 6 to 7 yrs</td>
</tr>
<tr>
<td>Government to Business (G2B and B2G)</td>
<td>Q2 2003 6 to 7 yrs</td>
</tr>
<tr>
<td>Government to Employee (G2E and E2G)</td>
<td>Q3 2005 6 to 7 yrs</td>
</tr>
<tr>
<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 &amp; Capacity Building</td>
<td>Q1 1998 continuous</td>
</tr>
<tr>
<td>e-Government Operations and Mgmt Structure</td>
<td>Q2 2004 6 to 7 yrs</td>
</tr>
</tbody>
</table>
The Lebanese e-Government action plan

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; 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
Useful web site resources:

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

<table>
<thead>
<tr>
<th>Associated Risks</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 proj.</td>
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</table>
Multi-purpose Community Telecenter
Floor Plan
Multi-purpose Community Telecenter

3D Perspective
Informs launched on 21 January 2002

الشباك الموحد للمعلومات الإدارية

 Ketève l'estimation | عناوين الوزارات | المؤسسات العامة | الصفحة الرئيسية | عنوان | للإتصال

<table>
<thead>
<tr>
<th>المؤسسات العامة</th>
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<tbody>
<tr>
<td>مؤسسة أمانة</td>
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<tr>
<td>سلسلة النساء والإسرار</td>
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<td>تعابير مؤلف الدولة</td>
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<td>الجامعة اللبنانية</td>
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<td>الصندوق الوطني للتنمية</td>
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<td>وزارة الإتصال العامة والتقنية</td>
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<td>وزارة الاقتصاد والتجارة</td>
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<td>وزارة البنية التحتية</td>
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<td>وزارة التربية والتعليم العالي</td>
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<td>وزارة الثقافة</td>
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<td>وزارة الخارجية والتعاون</td>
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<td>وزارة الداخلية</td>
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<td>وزارة الدفاع</td>
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<td>وزارة الزراعة</td>
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www.informs.gov.lb

The Internet...

The Hotline...

1700 FORMS
New Informs portal launched in September 2003

Extra services
Geographic Distribution of Ministries and Agencies
Principle Pillars of the Lebanese e-government...

- National ID Smart Cards
- Digital Nerve System
- Data Centers
**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