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*Project 268-0327  
Rehabilitation Planning*

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Mr. Bernard Salvo  
Social Analysis & Rural Development Division  
Office of Technical Support  
Bureau for Near East  
Agency for International Development  
Room 6678  
Washington, D. C. 20532

Ref: Contract #NEB-0327-C-00-3017-00

Dear Mr. Salvo:

Enclosed are two copies of the final report concerning technical assistance rendered to the Executive Office of the Government of Lebanon.

Dr. Azar and I believe that our work in Lebanon was most useful and hope that it will become more evident once things settle down in Lebanon.

We are prepared to meet with you at your request to answer any questions that may arise and to review the entire effort if this is desired.

We enjoyed our special relationship with AID and appreciate your support.

Sincerely,

Paul A. Jureidini  
Vice President

**TECHNICAL ASSISTANCE TO THE EXECUTIVE OFFICE  
OF THE GOVERNMENT OF LEBANON**

**Under**

**Contract No. NEB-0327-C-00-3017-00**

**for**

**Agency for International Development  
Washington, D.C. 20523**

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**TECHNICAL ASSISTANCE TO THE EXECUTIVE OFFICE  
OF THE GOVERNMENT OF LEBANON**

**OVERVIEW**

This contract was awarded to Abbott Associates, Inc. to provide technical assistance to the Government of Lebanon (GOL) in order to set up a planning, research, and analytical unit in the Executive Office. This unit and its staff assist the President in the decision-making process required to manage, stabilize, and develop the country.

The contract effort was carried out during 1983 in Lebanon and at Abbott Associates, Inc. and at the University of Maryland. The contractor and subcontractor spent at least twice the amount of time that the contract called for given the fact that the Executive Office of the President worked seven days a week at an average of thirteen hours a day. The contract was implemented under the most tense and dangerous circumstances to the lives of the principal investigators, but it was done with dedication and consistency of the highest quality. The Government of Lebanon's Executive Office was most pleased with the technical assistance that it received and has expressed that to United States officials and to the contractor on several occasions.

**SCOPE OF SERVICES**

The specific products delivered under the contract were as follows:

1. Provision of required analytic capability

The team prepared over two dozen research memos and reports dealing with several aspects of the institutional reconstruction and development of Lebanon. The team also reviewed several memos and issue papers written by the GOL staff. The team developed guidelines for researching and evaluating reports in the Executive Office.

**2. Assist in identifying a group of researchers**

The team provided technical assistance in terms of job descriptions, job interviews, and evaluations. The team was provided a list of potential researchers for interviews and in turn the team suggested criteria for selecting qualified candidates, such as education, computer skills, report writing experience, and data analysis skills. Recommendations of potential researchers was made to the Executive Office of the Government of Lebanon. The structure for policy analysis was drafted and an administrative chart was drawn up and approved by the President for implementation and subsequent evaluation.

**3. Assist in identification of research tasks**

The team prepared a matrix to enable the GOL staff to develop research tasks, to identify new problems, and to invent ways to research these tasks. Several research topics were used at an analysis workshop to demonstrate in a practical way how to conduct and evaluate a research task. The research staff of the newly set up Executive Office were trained in pooling data, documentation, and analysis.

**4. Provide guidance in documentary analysis**

The team designed a content analysis manual and trained GOL Executive Office researchers--documentation for content analysis, coding the data content, and aggregating results. The team devoted a lot of time to evaluating the work of the researchers and improving the quality and efficiency of their work. About ten researchers were involved in this task.

**5. Provide assistance in the formation of the Executive Office Staff**

The team reviewed and suggested modifications of the Executive Office's organization and flow of research requests. It provided an analysis for the most efficient ways in which research could be managed. The team submitted to the President's Assistant, Dr. Haddad, a memo outlining the deficiencies and strengths of the flow of research requests in the Executive Office.

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**6. Assist in coordinating relevant development research**

The team provided technical assistance in writing research proposals for upgrading the quality and scope of GOL policy researchers on reconstruction and development. It made recommendations on areas of possible cooperation between the various Lebanese research centers and think tanks and those in the Executive Office. The team identified library needs and international data resources which the Executive Office might be able to tap.

**7. Identify data bases for development projects**

Four areas involving data bases in Lebanon were identified: software data bases, economic development bases, public attitude data bases, and data bases on hardware and equipment needed in the conduct of research at the Executive Office. Recommendations regarding identification, acquisition and integration of these data bases were developed.

**8. Provide assistance in evaluation of regional and national constraints on development**

The team organized and implemented about two dozen training sessions and seminars of two hours or more each for GOL staff on research methods and data analysis. The team supported the research staff by preparing material needed by the staff in conducting their work.

**9. Respond to informational needs of the President's senior advisor**

The team responded to the informational needs of the President's senior advisor, Dr. Haddad, on almost a daily basis. The team read, summarized, and prepared short reports needed by him on various aspects of administrative organization of the GOL's Executive Office.

**10. Establish interdisciplinary groups responsive to the development and political integration of the country**

The team held four, one-day seminars with staff members and potential researchers on systematic and empirical research methods. The team also held about thirty meetings with the President's national affairs advisor in responding to the

Government's present and future research needs on reconstruction and development.

It became very clear to the team that the technical assistance provided by the USAID to the Executive Office of the Government of Lebanon was sorely needed. It is also clear that the institutional reconstruction and development are as important if not more so than physical reconstruction and development. There is no way that the overall reconstruction and development of Lebanon would be completed successfully without simultaneous and extensive upgrading of analytical capabilities of the Government of Lebanon's researchers. This area is probably the one where a major investment is necessary.

At the request of the Government of Lebanon, the USAID mission in Lebanon tentatively agreed with the team to provide funding for a workshop of about two months for training eight to ten Government of Lebanon researchers on several aspects of data gathering, data analysis, report writing, and the general development of badly needed research skills. The project was to be carried out in the United States and Lebanon in order to provide a wide range of firsthand experiences to these researchers and to help them to discover and experience different and more efficient ways of conducting research. The present situation in Lebanon has prevented USAID Beirut and the team from working out arrangements for this task. It is our hope that we will get back to it.