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**LEBANON RELIEF AND REDEVELOPMENT  
PROJECT**

Government Institutions Strengthening Component  
Local Government and Parliament Project

**FINAL REPORT**

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## INTRODUCTION

The Center for Legislative Development of the University at Albany, State University of New York, SUNY/CLD, has long been working in Lebanon as a catalyst for modernization in government institutions. An internationally involved organization, SUNY/CLD has assisted government administrations in the Middle East since 1971. In September 1993, SUNY/CLD signed a cooperative agreement with the United States Agency for International Development (USAID) to provide technical and administrative assistance by means of the Strengthening Component of the Lebanon Relief and Redevelopment Project.

In 1998, SUNY/CLD, USAID, and the Government of Lebanon signed a Memorandum of Understanding initiating programs that would continue to support the development of public policy and civil service capabilities within the Lebanese government through the modernization and reinforcement of its administrative infrastructure including a pilot project to work with municipal governments. This program, funded by USAID's Rural Development Program, selected 80 municipalities for assistance, and eventually incorporated Beirut and Jounieh as a result of project work under SUNY/CLD's October 1999 agreement with USAID's Office of Transition Initiatives (OTI) for the restructuring of the two large municipalities.

The original strategy for the assistance was based on the principle that the Ministry of Interior and Municipalities (MOIM) would disseminate information, procedures and systems developed by SUNY/CLD to the rest of the municipalities. The merger of the Ministry of Interior (MOI) and the Ministry of Municipal and Rural Affairs (MOMRA) into MOIM rendered that strategy inoperative. While the Government of Lebanon prepared the executive order for the merger, USAID and SUNY/CLD developed a new approach. This approach focused on providing technical assistance to larger municipalities that can sustain and implement the work without the assistance of MOIM.

The successful implementation of the policies, procedures and systems developed by SUNY/CLD led to the request by MOIM to provide technical assistance to the remaining municipalities in Lebanon. All parties signed the Memorandum of Understanding in August 2001 agreeing to equip administrative offices in the governorates, thereby, allowing residents to conduct and monitor transactions online and to train municipal employees in computer usage.

### General Overview

#### The Center for Legislative Development in Lebanon

Since 1993, SUNY/CLD in Lebanon has maintained an approach to administrative development that emphasizes technical and professional support and focuses on the information technology and human resource base<sup>1</sup> that defines administrative conduct. Early on, this approach proved compatible with the needs of a country that had suffered the devastating effects of a long civil war and needed the kind of internal restoration that such a project could provide. The scope of SUNY/CLD activities and programs (and teams) has greatly expanded since the early years of the project, and has entered Phase IV of the development project.

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<sup>1</sup> "The strategy avoided political involvement by emphasizing the professional and technical components of assistance—facts rather than values..." SUNY/CLD, Lebanon Relief and Redevelopment Project. 1993-4 Annual Report. 26.

With the support of USAID, MOIM, and other governmental institutions, SUNY/CLD will continue to monitor and reinforce performance in the handling of municipal transactions and services, thus furthering the increase in revenues and in the quality of administrative performance. Progress in these areas is described below, first at the municipal level and then at the parliamentary level.

## **1 Municipalities**

### **1.1 Ministry of Interior and Municipalities (MOIM)**

SUNY/CLD's objective in working with Lebanese municipalities is to empower and strengthen local government and to improve the delivery of governmental services to citizens and municipalities, thereby enhancing the democratic nature of Lebanon's overall political system. In principle, SUNY/CLD is assisting the Lebanese Ministry of Interior and Municipalities (formerly the Ministry of Municipal and Rural Affairs) to become an independent entity capable of not only managing its own financial and managerial affairs but also of supervising the work of municipalities. The overall objectives are to restructure and strengthen management, human resource, and budgetary capabilities in municipalities by providing the required information systems and by streamlining procedures and intergovernmental communications.

SUNY/CLD's work with MOIM began in 1998 with the third phase of the Lebanon Relief and Redevelopment Project. On June 25, 1998, MOIM and SUNY/CLD signed a Memorandum of Understanding outlining the SUNY/CLD municipal rehabilitation strategy. It specified that throughout the duration of Phase III, from April 1, 1998 to March 31, 2002, SUNY/CLD would provide training, equipment, and technical assistance to municipalities selected by the United States Agency for International Development (USAID), the project's funding agency. SUNY/CLD would also conduct a series of policy dialogues, workshops, and training activities for MOIM, and would develop relevant computer applications to strengthen and facilitate the work of USAID-designated municipalities and MOIM.

A major outcome of municipal elections held in summer 1998, Lebanon's first in 35 years, was that the mission of rebuilding and restructuring local government became a priority. With the creation of new municipalities and the integration of new local government representatives, the assistance of SUNY/CLD gained an unprecedented level of credibility. The elective process was an indication of newly acquired stability and democratic leadership in Lebanon's political system, and set the backdrop for forward movement. In that same Fall, a new president and Cabinet were also elected. In light of these changes, the risk of having former government practices reemerge and threaten the prospect of establishing an-uncorrupt and open administration was high. The presence of SUNY/CLD offered hope to those clearly wishing to set government policy-making on a positive course, one that would place local development and national interests before self-interest or opportunism.

Following elections, SUNY/CLD produced a research paper titled "Emerging Themes in Local Governance in Post-Election Lebanon."<sup>2</sup> This paper set out to assess the profiles of elected representatives, describe their qualifications and background, and, through a series of studies, provide a detailed account of current local government representation and

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<sup>2</sup> Baaklini, Batlouni, Ketterer, Scheffer. Emerging Themes in Local Governance in Post-Election Lebanon. March 1999.

organization. SUNY/CLD formulated a municipal assistance program in answer to the specific deficiencies highlighted by this study.

SUNY/CLD's assistance to municipalities and other local government institutions focuses on enhancing effectiveness, transparency, and accountability of the institutions. In order to increase democratic values, measurable and meaningful steps are required that promote the standards of good governance required in any liberal democracy. Despite daunting obstacles, Lebanon has made the commitment to support these vital democratic initiatives. Accordingly, all SUNY/CLD project activities support the development of the following core democratic values:

- ✓ **Legitimacy:** The institutions of government must be seen as legitimate by the citizenry.
- ✓ **Accountability:** In order to sustain the legitimacy of governmental institutions, those institutions must be clearly accountable to the citizenry and, as part of that process, to other branches of government.
- ✓ **Transparency:** Information about government activities must be available to the public.
- ✓ **Effectiveness:** Government must carry out its activities in a responsive and legal manner.

SUNY/CLD assistance to MOIM was aimed at strengthening the ministry's abilities to support municipal development and growth. The assistance involved creation and development of the following:

#### **Municipal Members Database**

Based on the data collected from the personal data sheets designed as part of the Post-Election Study, SUNY/CLD developed a Municipal Members Database (MMDB) System. The database lists the municipalities in each district and logs the identities of municipal council members and their qualifications. The objective of compiling this information is to enable the MOIM to create statistical reports regarding the skills, experience, education, etc., of the elected municipal council members, thereby, facilitating the assessment of the country's leadership at a local level. By evaluating the statistics produced through the MMDB, pertinent training and workshops can be organized to develop the skills and capabilities of municipal members.

#### **Municipal Council Member Identification Cards**

SUNY/CLD provided municipal council members with identification (ID) cards to facilitate their communication with the public, their access to information, and to enhance security for restricted data. SUNY/CLD designed two formats for ID cards – one for council members and one for the President of the Municipal Council – and purchased the equipment and essential software needed to develop these cards.

#### **Technical Support: MOIM and Municipalities**

The approach to rehabilitating municipal administrations that SUNY/CLD has adopted is systematic and follows a specific logic. It stresses scrupulous observance to all aspects of municipal administrative policy, and its objectives range from clarifying employee responsibilities and job descriptions to publishing comprehensive guides that highlight the legality of all of transaction procedures.

The 82 municipalities (including Beirut, Jounieh, and Choueifat) within the scope of the SUNY/CLD municipal assistance program have made considerable progress as they have all been provided with the necessary IT equipment<sup>3</sup> and systems (MRS, MBS, CCS, etc.), and support through training in usage of the new equipment and processes. As a result, nearly half of all assisted municipalities are fully rehabilitated. SUNY/CLD also provides a technical support team, the "Help Desk," specially assigned to respond to any problems that municipalities may encounter along the way. The remaining municipalities of the 82 are steadily progressing towards full rehabilitation.<sup>4</sup> As a result of the successful implementation of the MRS and other systems in various municipalities, the taxpayer difference values between 2000 and 2001 for the rental value tax increased by over 46%.<sup>5</sup>

### **Disseminating Information to Municipalities**

SUNY/CLD produced three major publications for municipalities to use to explain and facilitate the transactions, processes and manage financial operations:

The Municipal Guide was published in 2001 to simplify for citizens municipal processes and fees and to clarify required documents, fees, and processing time. Thus, the guide standardizes the municipal transactions in the municipalities of Lebanon, outlines the types of decisions made by the municipal council, lists applications and forms needed for each transaction, and increases municipal transparency.

The Municipal Financial Principles (MFP) Handbook was published in 2000 to assist municipalities in managing their financial operations. It provides background and principles on budgeting including detailed instructions, legal definitions, and managerial supervision. The MFP covers budget preparation and execution including revenues and expenses and the Court of Audit auditing process.

The Municipal Revenue System (MRS) User's Guide was published in 2000 to assist municipal employees with the operations of the Municipal Revenue System. It provides a step-by-step approach to the many components of the system and detailed instructions on the completion of forms used by municipalities.

### **1.2 Municipality of Choueifat**

SUNY/CLD's municipal program, funded by the USAID Rural Development Program, aims at the eventual restructuring of all Lebanese municipal governments numbering more than 700. USAID selected 200 villages, incorporating approximately 80 municipalities, for initial assistance.

The SUNY/CLD assistance program is being applied in three stages: First, the development of the assistance programs utilizing one municipality as a prototype; second, assistance to USAID selected villages and municipalities; and third, assistance to all remaining local governments.

The assistance program required applicability across the spectrum of municipal governments, ranging from villages of 500 citizens to cities with populations of several hundred thousand. A prototype municipality was required for the development of assistance

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<sup>3</sup> See Appendix 1

<sup>4</sup> See Appendix 2

<sup>5</sup> See Appendix 3

that would then be applied to other municipalities. Following research and consultations with the Ministry of Municipalities and Rural Affairs, SUNY/CLD selected Choueifat, a municipality with a population of 250,000, a diverse economic base, and a local government active on various levels. Because of its relatively large size and varied economic activity, Choueifat was deemed an ideal candidate for the development of a flexible assistance strategy that would be applied in municipalities across the country. SUNY/CLD assistance has focused on restructuring the management, human resources, and budgetary capabilities of municipalities by simplifying procedures, training municipal staff, streamlining intergovernmental relations, automating financial and other municipal processes, and providing equipment. SUNY/CLD also conducted workshops and training activities and developed computer applications to strengthen and facilitate the work of MOIM and the selected municipalities.

SUNY/CLD objectives are to strengthen municipalities by enhancing:

- Human resource management and capabilities
- Administrative capabilities
- Financial capabilities
- Public relations.

The SUNY/CLD strategy was to rebuild and reorganize the administrative and financial capabilities in the municipality of Choueifat while emphasizing an efficient, accountable and transparent delivery of administrative series. SUNY/CLD began work in Choueifat by conducting a needs assessment to document the administrative structure and the methods by which the duties of the municipality were executed. The assessment covered:

- Structure units and tasks assigned to each
- All transactions executed within each unit
- All statistics pertaining to each form of transaction
- Timing for each transaction
- The documents and fees required for each form of transaction as defined by the laws and legislative decrees that govern municipal work.

The SUNY/CLD team worked extensively with the Choueifat municipal council and employees to discuss municipal operations. Employees, daily workers, and contractors completed data collection sheets regarding job responsibilities and duties. SUNY/CLD also interviewed administrative officials in order to determine more fully the precise nature of their work and the problems they encounter in carrying out their assignments.

Following this broad examination, SUNY/CLD was able to outline existing municipal problems. The most significant included:

1. Lack of coordination between units;
2. Failure of employees to perform assigned functions;
3. Unavailable job descriptions;
4. Severe shortage of employees in the permanent cadre due to a high number of daily laborers filling permanent administrative and technical posts;
5. Lack of experienced workers in certain required fields, such as the health sector;
6. Unsystematic collection of fees; and
7. Manual handling of administrative and financial transactions.

By documenting the problems plaguing the municipality, SUNY/CLD was able to develop focused assistance projects. These projects included:

1. Preparation of a draft organizational structure;
2. Definition of job descriptions and qualification requirements;
3. Establishment of standardized procedures;
4. Recommendation for creation of a Citizen Reception Office;
5. Creation of an Information Technology department for maintaining municipal information systems, designed by SUNY/CLD;
6. Hiring of employees to fill vacancies; and
7. Publication and dissemination of municipal application information, (compiled by SUNY/CLD), identifying the processes, procedures, required documents, and fees pertaining to all municipal transactions.

SUNY/CLD utilized several strategies to enhance human resource capabilities within Choueifat, the most important of which were training sessions and the involvement of employees and management in the municipal rehabilitation process. Employees and municipal council members identified operational problems and assisted in the development of solutions.

Information Technology was the driving force behind these reforms. SUNY/CLD conducted training sessions for Choueifat Municipal Council members and employees on Microsoft Word, Excel, and the Internet. Municipal employees handling financial applications were also trained in general principles of budgeting prior to training on the use of SUNY/CLD developed financial systems. The training of employees and the use of technology have increased both performance and productivity within the municipality. To ensure continuity, all new employees will systematically benefit from SUNY/CLD instructional support.

It was essential to install a Local Area Network (LAN) in Choueifat to electronically link the different staff working on the municipal financial systems. In addition, SUNY/CLD provided Choueifat with 1 server, 8 computers, 5 printers, 2 copiers, etc.<sup>6</sup> All equipment was provided with the essential software packages.

The municipality of Choueifat was greatly weakened after 16 years of civil war and repeated postponements of municipal elections. Transaction procedures had become more and more complicated and redundant delaying the delivery of services to citizens. SUNY/CLD recognized that municipal work would have to be simplified and streamlined if the municipality wished to perform its functions efficiently and regain public support. For this, administrative processes and procedures would have to be established that were coherent, transparent, and fair. As things stood, municipal procedures in Choueifat lacked structure and specificity, created delays, and did not deter fraud.

In September of 1999, after it had outlined the 14 types of permits and licenses issued by the municipality and reviewed the laws governing municipal procedure, SUNY/CLD organized a workshop for municipal officials and the mayor. This workshop provided an opportunity to formulate a proposal for the re-organization of municipal administrative processes. SUNY/CLD was then able to establish new administrative processes and application forms and follow-up this technical support with municipal employee training.

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<sup>6</sup> See Appendix 4

The totality of municipal transactions and applications were published in the Choueifat Municipal Transactions Guide in June 2000. This reference tool and guide provides municipal staff and the public with a basis for administrative consistency.

Prior to the involvement of SUNY/CLD with the government of Lebanon, no standardized budgetary system existed in municipalities. Without specified procedures or systems in place for the collection and management of municipal revenues, only a small portion of local taxes and fees could be collected. In this economic environment, the sustainability of municipal projects could not be forecast, and the generation of higher levels of much needed revenues remained unrealized.

In consultation with the Court of Audit (COA), SUNY/CLD developed the Municipal Revenue System (MRS) and the Municipal Budget System (MBS). Four categories of fees (taxes) to be levied and collected were established:

- 1) Directly Collected Municipal Fees: includes those collected for advertising, public property, and construction permits, and gas stations, and industrial institutions. [According to Law 60/88 of 1988, municipalities can collect sixteen specified tariffs and fees – the maximum rates are prescribed through the central government]
- 2) Central Government Institution Fees: collected on behalf of local government and redistributed to municipalities – from the Water Authority and Electricité du Liban (which collect a 10% surtax on consumption fees)
- 3) Private Institutions Fees: such as fees on insurance premiums (except life insurance)
- 4) Independent Municipal Fund: includes such tax categories as the 10% surtax on built real estate and on inherited assets and grants, and the 5% surtax on real estate registration fees, etc. MOIM and the MOF have been administering the Independent Municipal Fund for the financing of such municipal programs as garbage collection and road improvements. However, plans are underway to re-allocate this money to municipalities, so that they can use this revenue in ways they deem appropriate.

The Budget Revenue component of the MBS documents collection of these four revenue streams and other municipal income such as grants and fees. The Budget Preparation and Budget Execution component of the MBS tracks budgetary requests, available funds, payment approval, and actual payments made. The Payroll component of the MBS records municipal employee earnings, deductions, and salary payments. The Accounting component generates analysis of statistical reports to determine the financial status of the municipality.

Using these new systems, the municipality of Choueifat was able to generate the required yearly tax records for 1999-2000, and produce lists for the previous four years, during which no taxes had been collected. The yearly taxpayer lists are the only legal means by which the municipality can collect overdue taxes, and then only for the previous five years. The MRS also includes a cashier program to track taxpayer transactions with the municipality for different types of fees and taxes. Rental Value Fees for residential and non-residential real estate collected in 1999 amounted to \$1.25 million. Between 1999-2001 *occupancy tax fees* doubled, *non-residential fees* more than doubled, and *advertisement fees* (0 in 1999) represented nearly 36,000,000 LL in 2001. *Public land usage fees* (0 in 2000) rose to 62,000,000 LL in 2001.<sup>7</sup> The municipality's revenues have risen by 164% overall between

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<sup>7</sup> See Appendix 5

1999 and 2001. Between 1996-1999 over \$3,000,000 in overdue revenues were not collected but the MRS system has tracked the missing fees and listed them for future collection.

The SUNY/CLD team continues to provide the municipality of Choueifat with regular systems testing and follow-up visits to ensure optimal MRS performance.

While the level of public participation and interest in resolving municipal issues may not seem a priority to some, the reality is that communication between civil servants and citizenry enables democratic goals to be realized. All SUNY/CLD programs tend to have a direct or indirect bearing on the improvement of public relations. Citizen Reception Offices (CRO) are designed to provide visitors with comfort, relevant municipal and transaction information, efficient service, and a mechanism for accepting comments and complaints. The computerization of data and creation of homepages to provide information to the public ensures that citizen concerns and demands will be met and allows municipalities to stay abreast of public expectations and needs. The Choueifat Citizen Reception Office was established in July 2000.

In mid-2001, a SUNY-CLD team conducted a questionnaire-survey to determine the impact of the changes introduced to Choueifat's municipal administration as a result of the opening of the municipality's CRO. The size of the sample was 500 citizens from the 3 regions of Choueifat and the municipal premises. Individuals who had previous knowledge about municipal work in Lebanon administered the survey, which consisted of close-ended questions to ensure a standardized and objective evaluation of answers.

The results of the survey reflect the citizen's overall satisfaction with the ease and efficiency of processing transactions as a result of SUNY/CLD-provided technical and administrative assistance. A total of 89 percent of citizens in the Choueifat municipality viewed the administrative changes that took place since the establishment of the CRO as beneficial, while another 80 percent recognized that their municipality was taking appropriate measures to improve its capabilities.<sup>8</sup> Concerning the citizen's perception of municipal services after the 1998 elections, 63 percent of citizens felt that the efficiency of municipal procedures had improved, as compared with 12 percent who felt that municipal procedures were satisfactory prior to the elections.<sup>9</sup> The CRO also offers citizens a comfortable waiting area, access to clear and transparent information, helpful municipal personnel, and the opportunity to become more involved in the municipal decision-making process.

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### **1.3 Office of Transition Initiatives (OTI): Municipalities of Beirut and Jounieh**

#### **Introduction**

SUNY/CLD began project work under an October 1999 agreement with USAID's Office of Transition Initiatives (OTI) for the restructuring of the Beirut and Jounieh municipalities. SUNY/CLD's objective in assisting these municipalities was to enhance their capacities to serve citizens in an effective and transparent manner, and to promote standards of performance with the intention of establishing the necessary legal frameworks. A direct

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<sup>8</sup> See Appendix 6

<sup>9</sup> See Appendix 6

outcome of strengthening the role of municipal government was combating corruption. SUNY/CLD projects targeted transparency of operations, employee and municipal accountability, and an increased efficiency of municipal processes. Administrative and financial-process restructuring and the utilization of information systems are central to this process.

Sixteen years of civil war in Lebanon substantially fractured municipal administrations. Municipalities continue to suffer from weak hierarchical control, lack of administrative links and coordination between units, lack of accountability, shortage in qualified human resources, complexity of procedures and administrative transactions, and low productivity. This situation has become a breeding ground for the spread of corruption, thereby leading to a weakening of public confidence both in the government and in the democratic process.

In November 1998, SUNY/CLD conducted a post-election assessment on the state of local government in Lebanon following municipal elections. The assessment defined a number of obstacles that have hindered the ability of municipalities to fulfill their mandates and that allowed the spread of corruption. This included dissolution of municipal councils; defects in administrative structure; deficiencies in human resources; inadequate financial resources; and lack of information technology.

SUNY/CLD adopted several approaches to address these weaknesses. One approach was to improve the capabilities of public entities through the restoration of governmental administrations and agencies to meet citizens' needs. A second approach is to raise the awareness of citizens and educate them regarding their rights and duties. A third approach is to train employees in order to raise standards of performance and enhance productivity.

Before the program could be implemented in the municipalities of Jounieh and Beirut, SUNY/CLD researchers would have to conduct assessment surveys. With the acquired statistics, a suitable platform could be devised that would involve the newly elected municipal councils and their administrative bodies in the course of change.

In the spring of 1999, SUNY/CLD staff conducted a needs-assessment survey for the municipality of Beirut, so that areas needing work could be charted. The Mayor of Beirut, Municipal Council members, and senior executives, worked together with the SUNY/CLD team to develop a wide-reaching assistance program. In July 2001, SUNY/CLD conducted a needs assessment survey to understand the impact of the changes it introduced to the Jounieh and Choueifat municipal administrations before and after 1998. Also, SUNY/CLD wanted to assess the impact of the latest municipal elections on citizen's perceptions of the municipal work and their wish to participate in such work. The research method used was the questionnaire survey. Using closed-ended questions, the team interviewed 500 citizens in each municipality, with 100 of those being interviewed within the municipal premises. Survey results were used to measure the improvement in the following variables: information about the municipality, public participation, municipal services, relation with the municipality and the citizen's perception of municipal work.

## **Beirut**

### **Administrative Systems Development**

The SUNY/CLD conducted a survey that found the municipality of Beirut's lack of administrative, financial and human resource management capacities greatly complicated

transactions and forced citizens to go back and forth between departments before the simplest administrative tasks could be accomplished.

With roughly 2,000 employees, including full-time staff, contractors, and daily workers, there was no personnel department. SUNY/CLD finalized the customization of its *Personnel Management System (PMS)* for Beirut. The PMS is an integrated application that manages the personnel and payroll functions of a human resources department and contains all personal personnel information (e.g., education, job experience, marital status, children, etc.). Information can be updated whenever necessary. The system also includes a *Payroll Application* feature to track hours, rewards, penalties, vacations, holidays, social security, and benefits for all employees. While installation of these systems is being completed, the old system is being run in parallel with the new to ensure consistency during the transfer period. Utilization of the PMS will at last enable efficient employee record management and assist with municipal personnel development plans.

Individuals and businesses wishing to make an application for a license or permit (of which there are over twenty) in the Beirut municipality were unable to obtain procedural information. Since citizens had no reference for what documents were required documents and what the associated fees were, the staff often defrauded them. SUNY/CLD members reviewed governing laws and proceeded to organize seminars on the procedures for various transactions. They provided outlines of the departments and officials responsible at each step, making it possible for fixed administration procedures to be established. A booklet with detailed information on all municipal applications including required documents, fees, and processing times, will be made available to citizens in the near future.

Following this, SUNY/CLD held workshops to initiate the use of the newly devised *Document Tracking System (DTS)*. This system makes it possible for both citizens and municipal staff to oversee municipal applications from start to finish.

### **Financial Systems Development**

Beirut is still undergoing enormous reconstruction efforts and economic challenges. It is crucial that funds intended for growth and redevelopment purposes are used for those purposes. Without consistent budget surveillance and tax control the city risks losing revenues. Opportunities to mismanage funds should not exist and transparency in financial matters is what makes legitimate administration possible.

Under Lebanese law, all municipal governments must produce taxpayer lists prior to the collection of taxes. A taxpayer list consists of the name, address, and tax amount for every citizen and business and outlines the municipal tax rates set by law. Property and business taxes, advertisement fees, etc. are collected based upon the lists.

As a result of the civil war, the Beirut Municipality's financial records were split between two separate locations, which created problems in ensuring the proper implementation of financial procedures. For example, a taxpayer might have some records in East Beirut and other files in West Beirut. One of SUNY/CLD's objectives to ensure efficiency and proper supervision of municipal procedures was the centralization of all taxpayers' records. This objective was fulfilled in summer 2001, when Beirut's Municipal headquarters moved to its original location in downtown Beirut, and SUNY/CLD installed a temporary LAN and Internet connection linking the two remote locations.

With attention to old procedures and functions, SUNY/CLD staff transferred all existing tax information into their newly developed *Municipal Revenue System (MRS)*, and proceeded to work with senior municipal executives to modify and finalize all municipal fee forms and procedures for the municipality of Beirut. The list for the year 2000 was generated on the new system consistent with previous records in the old system. SUNY/CLD is working with the municipality to ensure that outstanding tax contributions, going back as far as 1987, are checked and dealt with and has provided training for municipal appraisers and tax collectors on the MRS.

Because the Beirut Municipality's budget structure was last modified in the 1960s, SUNY/CLD conceived and developed the *Municipal Budget System (MBS)* to help the municipality meet current national regulations. The MBS enables the municipality to track budget requests, available funds, payment approvals, actual payments, and help to formulate municipal budget scenarios. More than 50 municipalities in Lebanon, under the direct supervision of the Court of Audit (COA), are expected to provide a budget summary (as do other government ministries and public institutions). The Beirut Municipality approved the new budget system for 2001 and its employees are currently undergoing training.

### **Introducing Information Technologies**

The SUNY/CLD restructuring project is built upon a principle of information technology (IT) usage as a means of executing municipal administrative functions. Funneling data into IT provides significant support and raises standards of performance and levels of productivity while adding transparency to the operations. It also constitutes a basis for democratic exchange by guaranteeing a minimum of consistency and fairness and by keeping central and local governments connected.

In addition to 24 PCs, 15 printers, and 3 servers, provided by a French grant for Beirut, SUNY/CLD provided the municipality with 16 computers, 16 printers, and other hardware and software.<sup>10</sup> SUNY/CLD also provided in-house training sessions for six Beirut Municipal employees, from October 16 – 26, 2000, on Microsoft Windows, Word, and Excel. On October 30, 2000, an additional six employees joined the training sessions and collectively learned how to effectively operate the Municipal Revenue System and use the SUNY/CLD – created system to facilitate financial procedures. Similar training sessions were also offered to employees from other municipalities and the Lebanese Parliament.<sup>11</sup>

For the future maintenance and updating of its IT systems and LAN, the Beirut Municipality required in-house capabilities. While responsibility for the creation of an IT department falls under the authority of the municipality, SUNY/CLD staff assisted the municipality by providing guidelines for the hiring of IT professionals and training for operating information systems (conceived and developed at SUNY/CLD). From May 14 – June 15, 2001, a training workshop in Oracle was organized for three municipal employees to show how Oracle can be successfully applied in their departments to facilitate their work.

### **Encouraging Citizen Participation**

Promoting citizen awareness is a chief priority for the Beirut Municipality where public participation has been limited by inadequate dissemination of municipal information. To promote this objective, the Beirut Municipality homepage was launched in December

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<sup>10</sup> See Appendix 7

<sup>11</sup> See Appendix 8

2000. The site provides information through the Beirut Municipal Information Committee and includes a municipal phone directory, a list of council members and contact numbers, a city directory, a municipal activities and events calendar, municipal application information and forms, and a Citizen Complaint System (for submitting comments via e-mail).

Local officials have also participated in public relations activities including the many workshops organized by SUNY/CLD for municipal council members concerned with the municipal restructuring program. A continuous theme throughout these workshops has been the need to encourage and increase public participation in municipal decisions. Public forums have been organized to allow citizens to express their views on a variety of municipal issues such as urban planning and the environment, thus forging better relations between the municipality and its constituents.

## **Jounieh**

SUNY/CLD started the process of restructuring the Jounieh municipal government in October 1999. SUNY/CLD's assistance to Jounieh focused on enhancing administrative and financial capabilities, expanding social services, encouraging public participation, and increasing accountability, transparency, and effectiveness in the performance of its functions. SUNY/CLD'S program for Jounieh is comprised of three main components:

1. Enhancing its administrative and human resource management capabilities
2. Enhancing its financial capabilities
3. Enhancing its relationship with the public

### **Enhancing Administrative and Human Resource Capabilities**

To determine the shape of the administrative restructuring and reform program to be implemented in the Municipality of Jounieh, a SUNY/CLD team held several workshops with municipal council members to discuss the objectives and goals that the municipality wanted to achieve. The team interviewed all municipal employees as part of an extensive study regarding the municipality of Jounieh's organizational functions as well.

The SUNY/CLD's program for administrative reform in Jounieh included a revised administrative structure that defined roles for municipal units and employees, implemented new, simplified work processes, and the introduction of information technology. The new structure established clear divisions of labor, identified qualifications for new staff, and reduced duplicative administrative steps. SUNY/CLD began by developing municipal unit descriptions and responsibilities as well as job classifications, descriptions, and qualifications. Also, Employee Personal Data Sheets were developed and compiled into one standardized human resource record system. This information is currently being entered into SUNY/CLD's automated Personnel Management System (PMS). The PMS will eliminate duplication of files as well as assist the administration with planning and development through the system's production of various built-in reports.

SUNY/CLD also introduced Information Technology (IT) as a tool to facilitate municipal work processes. Municipal employees and council members attended several training workshops that included an introduction to computer usage and sessions on the use of the Windows Operating System, word processors, and spreadsheets. After training municipal personnel, SUNY/CLD procured and installed a local area network (LAN) that included a server, 8 PCs, 4 laser printers, 8 UPS, essential software, and a custom-built Internet network

package for the Municipality of Jounieh.<sup>12</sup> In addition, the Document Tracking System (DTS) and the Personnel Management System (PMS) were both adapted and installed in Jounieh to meet its specific needs.

SUNY/CLD continued to provide the Jounieh municipal staff with specialized training workshops on all new work processes, computer applications, and systems. Accounting employees received training in budget preparation and expenditures; tax department employees attended workshops on tax preparation and collection procedures; and administrative employees received training in maintaining good client relations and completing the citizen application forms. Training sessions have involved employees from the administrative, financial, and engineering units and have raised standards of performance and increased productivity within the municipality.

Following its installation of IT systems, a custom-built Internet web site, and an Internet network package, SUNY/CLD provided computer training for 34 municipal employees and 6 municipal council members on Microsoft Windows, Word, and Excel in English and Arabic. Employees handling financial applications were also trained in general principles of budgeting prior to training on the use of the Municipal Revenue System. SUNY/CLD will continue to hold training sessions for all new employees in the use of these systems.

A focus of SUNY/CLD's administrative restructuring was the simplification and transparency of operations. With a revised municipal structure incorporating clear roles for municipal units and employees, processes could be streamlined and simplified. SUNY/CLD began by studying the application processes for all permits and licenses issued by the municipality. Following a review of legal requirements, SUNY/CLD developed application forms and defined the administrative handling of these applications. This review led to the development of the Jounieh Municipal Transactions Guide (MTG). It serves as a vehicle to improve delivery of services, to introduce accountability and transparency into the municipal transaction processes, and to better serve citizens and businesses. The MTG provides information on all municipal transactions including required documents and fees, instructions for completion of forms, and processing times. Published in December 2000, it is now available within municipal offices as a reference for employees and in municipal buildings for use by citizens.

### **Enhancing Financial Capabilities**

To strengthen financial capabilities and increase resources in Jounieh, it was necessary to introduce new financial procedures and standards. Once in place, the municipality of Jounieh held workshops with council members and employees to orient and train them in the new work processes as well as to solicit their feedback.

SUNY/CLD installed the Municipal Revenue System (MRS) in Jounieh to manage the identification and tracking of paid and unpaid fees and taxes. Training sessions were held for approximately 40 municipal employees and council members on MRS and its application. In addition, SUNY/CLD customized the Municipal Budget System (MBS) to assist Jounieh organize the municipal budget preparation process.

One of SUNY/CLD's main goals in restructuring municipal financial capabilities was to assist them in meeting legal requirements. Under Lebanese law, all municipal governments

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<sup>12</sup> See Appendix 9

must produce taxpayer lists before collecting taxes. The taxpayer lists provide names, addresses, and tax amounts for every citizen and business, along with a list of the municipal tax rates set by law. Rental value/property taxes, yearly fees for permanent ads, gas stations, and meeting places are collected based upon the lists. Once published and available to the public, employees are not able to change the amounts due without the production of another series of lists. This process, therefore, makes it impossible for an employee to alter tax records.

After the civil war, municipalities did not generate taxpayer lists. Rather, municipalities produced tax statements for registered residents and businesses without providing tax rates. This tax collection process was inadequate, not only because of the lack of proper citizen lists, but also because of the lack of trained tax collectors. Burdened by such deficiencies, more than half of the required taxes were not collected. Old tax collection procedures facilitated corruption since tax information could be altered. The new processes and systems implemented by SUNY/CLD resulted in the first taxpayer list for the municipality of Jounieh being produced in 2000. Production of this list was a significant achievement for the municipality to help meet its goal of following legal requirements, curbing corruption, and increasing tax revenues.

When SUNY/CLD found discrepancies in the rental value tax payments of Jounieh's municipal financial records, the information was reported to the municipality's administration. Three tax collectors were charged with embezzling over \$200,000 in municipal funds. The employees were prosecuted and are now serving prison terms. The municipality was able to realize a significant increase in the amount collected from tax revenue sources.<sup>13</sup>

### **Strengthening Municipal Relations with the Public**

One of SUNY/CLD's objectives has been to assist the municipality of Jounieh to improve the delivery of governmental services to citizens, thereby enhancing the democratic nature of Lebanon's overall political system. How a municipality deals with its citizens is of special importance since it can either destroy or enhance a relationship built on mutual trust. Therefore, it is necessary to maintain transparent municipal practices and continuous interaction between the municipal authority and its constituents. This ensures public confidence in and acceptance of municipal decisions.

To this end, SUNY/CLD recommended the creation of a Citizen Reception Office (CRO) in Jounieh, thereby, giving its citizens a single location to obtain necessary information, forms, and documents regarding all municipal transactions as well as pay municipal fees. On November 24, 2000, the Jounieh CRO was officially opened with an information desk equipped with forms and transaction reference materials, a registration desk for dispatching transactions, a cash desk for fee payments, and the Citizen Complaint System (CCS).

In addition to the CRO and, as another mechanism for providing municipal information to the public, SUNY/CLD developed a homepage for the municipality of Jounieh, [www.jounieh.gov.lb](http://www.jounieh.gov.lb), written in Arabic, to disseminate information on municipal services, decisions, reports, and activities.

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<sup>13</sup> See Appendix 10

## Output and Projections

In mid-2001, a SUNY/CLD team conducted a survey to determine the impact of the changes it had introduced to the municipal administration after the municipal elections in 1998 and the opening of the Citizen Reception Office in November 2000. Using closed-ended questionnaires, the team individually interviewed 500 citizens living in Jounieh, with 100 of those being interviewed within the municipal premises. Survey results were used to measure improvement for the following variables: information about the municipality, public participation, municipal services, relations with the municipality, and the citizen's perception of how the municipality works.

The positive results of the questionnaire reflects the significant improvements that SUNY/CLD has introduced into the Jounieh municipal administration, as perceived by the citizens, in terms of the effectiveness of procedures, provision of information relating to municipal activities, and the time needed to complete a transaction at municipal offices. In terms of the level of municipal responsiveness for services, requests, and local needs, only 10% of the citizens polled thought services were good before 1998, while 44% noticed a significant improvement after 1998. With regard to the changes enacted at the municipality after 1998, over 50% of citizens surveyed believed that the modifications improved municipal services.<sup>14</sup> The survey also reflects an increase in the number of citizens visiting their municipal government offices and their belief that the municipality is improving its services to them. When citizens were asked whether the administrative and structural modifications to the municipality were beneficial, an overwhelming 87% of those polled agreed.

While significant progress has been achieved, there are still additional actions to be implemented to further improve municipal services. The municipality of Jounieh needs to immediately put into place the recommended administrative structure to complement and substantially benefit from the assistance already provided. In addition, the municipality should hire additional qualified staff to carry on the responsibilities described above including conducting a new appraisal of the rental value of occupied premises in order to collect the occupancy taxes.

As a result of the assistance provided, municipal revenue collected directly by the municipality have increased from LL 2,473,550,000 in 1999 to LL 3,013,200,000 in 2000 and LL 4,207,500,000 in 2001. This increase of 70 % in two years can be attributed to the technical assistance provided by SUNY/CLD team. Continued large increases in municipal revenue collected by the municipality are expected in the next few years, after the municipality of Jounieh accomplishes the following planned tasks:

- Reassess rental values of properties that are still listed at 1980s values
- Implement a general survey to identify all taxpayers
- Hire the needed, qualified employees, and
- Reorganize the administrative structure (upon central government approval).

Although it is expected that there will be a decrease in municipal revenues received from those funds that are collected by central government institutions, we expect that this decrease will be more than offset by revenue generated from other sectors. For example, there are already a number of significant commercial and tourism projects planned in Jounieh. Such activities, along with the improvements in tax collection conducted by the municipality, are

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<sup>14</sup> See Appendix 11

expected to increase annual municipal revenue by 2006 to LL 21 billion. This revenue is critical for the municipality to provide services to the citizens in its area.

#### **1.4 North and South Lebanon Municipal Workshops**

In accordance with the Memo of Understanding (MOU) signed by the Ministry of Interior and Municipalities (MOIM), the Center for Legislative Development of the State University of New York- Albany (SUNY/CLD), and the United States Agency for International Development (USAID), and after a series of workshops in Tripoli, Bcharri, Batroun, Zgharta, Koura, Minyeh-Denieh, Akkar, Nabatieh and Sidon, the second phase of assistance to the North Governorate (Mouhafaza) began with a series of training sessions for municipalities, Administrative District Unit (Qaemmaqamieh) and Governorate (Mouhafaza) employees. This training phase consists of teaching the employees how to use basic computer applications (Windows, Word, Excel, and the Internet) to prepare them for the second part of the training sessions on the programs developed by SUNY/CLD in order to enhance both the municipal work and performance. These training sessions will be followed by complementary sessions for all the North municipalities, and Administrative District Units in the different Northern districts such as Bcharri, Batroun, Zgharta, Koura, Minyeh – Denieh and Akkar in the coming months.

Similar workshops were held in Nabatieh on January 26, 2002 for 64 municipalities, and Sidon for 69 municipalities of South Lebanon. During these workshops, several municipalities adopted different types of automated systems.<sup>15</sup> We're satisfied with the program presented by SUNY/CLD to unify all the systems and procedures.

## **2 Lebanese Parliament**

### **2.1 Introduction**

SUNY/CLD began working with the Lebanese Parliament (LP) during the summer of 1993, as the country began to recover from the effects of the 16-year Lebanese civil war. In order to fulfill its mandate, the LP required assistance to support its structures, processes, mechanisms, and human resources. Building the Lebanese Parliament's capabilities to be an informed and active player in formulating public policy was the strategic objective of the first two phases of this project, running from 1993 to 1998. SUNY/CLD helped the Lebanese Parliament with organizational restructuring and, as a result, the Parliament has become more transparent and efficient in conducting its management affairs. It has also been able to streamline its administrative and legislative processes, hire new professional staff, acquire modern equipment, and utilize new information systems.

SUNY/CLD's work with the Lebanese Parliament expanded following the successful completion of Phases I and II. A Memorandum of Understanding pertaining to Phase III was signed on August 24, 1998. The main objective is to further assist central and local government institutions conduct more open and accountable operations, while functioning in an optimally efficient and effective manner. SUNY/CLD is conducting workshops to clarify the Lebanese Parliament's requirements for improving the performance of parliamentarians and increasing the Parliament's effectiveness in formulating laws and policies. SUNY/CLD is also assisting the Parliament assemble an organized and qualified staff.

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<sup>15</sup> See Appendix 12

As a result of several years of continuous work with the Lebanese Parliament, SUNY/CLD and parliamentary officials agreed that a workshop addressing new challenges facing legislative institutions should be organized. Soon after signing the Memorandum of Understanding marking Phase III of the Project, SUNY/CLD conducted a workshop on the Lebanese Parliament's structure. The objective was to develop the role of the Parliament as a democratic institution, strengthen its relations with the public, and build a new structure capable of executing greater responsibilities using modern technology.

The workshop, entitled "The Structure of the Lebanese Parliament," took place at Mir Amin Palace Hotel in Beit El-Din August 24-29, 1998. It attracted participants from Lebanon and other parts of the Arab world including Lebanese parliamentarians and parliamentary employees. The workshop highlighted the benefits of information technology to parliamentary members and employees, as well as the importance of maintaining an up-to-date library on the legislative development that has been taking place in Lebanon and in the rest of the world.

In conducting the workshop, SUNY/CLD's aim was to establish a special team of technical staff inside the Parliament that would exist as a non-partisan unit. This staff is needed to aid parliamentarians who require information regarding certain political and legislative subjects, and to assist parliamentarians and their committees in policy analysis, bill drafting and other relevant tasks. Their support is vital for the legislative committee's progress as well as for the political decision-making success of Parliament's committees. Establishing such a technical staff unit is critical to achieving both immediate results and long-term benefits.

Participants attending the August 1998 workshop issued a recommendation for SUNY/CLD to conduct a study of the Lebanese Parliament's (LP) administrative structure. The study was targeted to identify structures that would eliminate duplicative functions, remove unnecessary administrative steps, better utilize existing skills, and address new LP responsibilities.

SUNY/CLD began the study by focusing on Lebanese Parliament bylaws and relevant information gathered from the workshop. In order to chart the organization and capabilities of the LP's human resources, SUNY/CLD developed a simplified data sheet to record the job responsibilities and duties of all employees as well as contractual and daily workers. SUNY/CLD then prepared a list, organized by title, of the desired responsibilities for the jobs specified by parliamentary staff for the purpose of comparing them with the duties of employees currently holding those titles. The jobs were then evaluated and ranked. SUNY/CLD discussed the results with parliamentary officials and reviewed the nature of their work and the problems they encountered. These include:

- Lebanese Parliament Staff with duplicative responsibilities and duties;
- Employees performing tasks not related to their positions;
- Employees performing tasks not related to the responsibility of their department or directorate; and,
- Employees in some departments lacking personnel information.

SUNY/CLD then developed job descriptions including required qualifications for about 35 LP staff positions. A simple, comprehensive employee evaluation form was prepared to measure performance; work attitude, capabilities, and communication with others in order to assist the LP manage its human resources effectively and maintain satisfactory employee performance.

In order for parliamentarians to become better acquainted with modern legislative processes, as practiced elsewhere, policy dialogue trips to the United States began in June 1994. Following these trips and taking into consideration the problems outlined in the August 1998 workshop and the study results, SUNY/CLD prepared a new proposal for the Lebanese Parliament. In early 2000, SUNY/CLD presented the study and proposal to the Parliament, and received proposal acceptance.

### **Introduction of Information Technology**

A cornerstone of SUNY/CLD assistance is the use of information technology (IT) to help with the handling, storage, analysis, and delivery of information, and processing of tasks. In addition to the introduction of IT, SUNY/CLD has developed computer systems tailored to the needs of the Lebanese Parliament and has trained staff on the use of all systems.

### **Introduction of Computers and Network**

In order for parliamentary staff and members to benefit from technology and to easily obtain, share, and distribute information, an information technology (IT) infrastructure was needed. Accordingly, SUNY/CLD installed a local area network (LAN) in the LP.<sup>16</sup>

Technicians qualified to maintain the new equipment installed by SUNY/CLD were also required. SUNY/CLD organized a trip to New York for a number of parliamentary staff members to obtain special training on the technical upkeep of the LAN. The Lebanese Parliament now employs a dedicated IT manager and two technical staff members to operate and maintain all IT components.

### **Electronic Voting and Sound System**

The voting and vote-recording processes of the LP were outdated and time-consuming and did not incorporate a mechanism to publicize representative voting. SUNY/CLD worked closely with the Parliament to determine its internal needs, as well as steps to render LP procedures more open to the public, and then worked with a vendor, Daktronics, to design an Electronic Voting and Sound System (EV & SS). By using the EV & SS, voting results are displayed on a wall display visible to all including the media and the public, therefore, increasing Parliament's transparency and enhancing the public's awareness of the voting process.

Prior to installation, two parliamentary employees traveled to the United States on a policy dialogue trip to preview the system's design and receive training on the use of the system. SUNY/CLD supervised and ensured the proper installation of the EV & SS in the Parliament, as well as the modifications to the system requested by the Parliament. After the installation of the EV & SS in the Parliament, several parliamentary employees were trained on the system in order to assist the Members of Parliament.

### **Legal Reference Database**

SUNY/CLD developed a program for the Lebanese Parliament incorporating all Lebanese laws, decrees, and government decisions covering the period 1921 through 1999. This Legal Reference Database is compiled and indexed in CD-ROM electronic format. In order for the Parliament to utilize the database, SUNY/CLD purchased and installed new

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<sup>16</sup> See Appendix 13

computers for the Administration and Justice Committee and the Finance and Budget Committee. The use of the Legal Reference Database has made it easier and faster for parliamentary secretaries to research and cite the legal basis for bills under consideration by committees.

### **The Bill Tracking System**

For the General Directorate of Sessions and Committees (GDSC) in Parliament, SUNY/CLD created the Bill Tracking System (BTS). The BTS enables the GDSC to synchronize different versions of bills and proposed laws (issued through the several parliamentary committees) before they are addressed by the plenary and provides MPs with a means for reviewing legislative recommendations. SUNY/CLD conducted a comprehensive study for the further development of this system and compiled its findings in a report outlining the prevailing bill-drafting processes, the composition of advisory bodies, and the rules and principles of legislative processes with regard to the Lebanese Constitution and Internal Order of the LP. Compilation of this useful document, which has been submitted to the LP for publication, greatly contributed to the development and customization of this system. In December 2000, SUNY/CLD provided the new Secretaries of the Parliamentary Committee with training on BTS usage, and in January 2001, the new BTS was officially introduced into Parliament.

### **Administrative Restructuring and the Personnel Management System**

In January 2001, after an extensive development period, the Personnel Management System (PMS), designed to answer the need for human resource management capabilities, was installed in the LP. By keeping personnel records up to date, the Personnel Management System has enabled the LP to eliminate redundancy in administrative processes and to detect any shortfalls in personnel functions and performance so that human resource needs can be managed and met (such as the implementation of required training, hiring of needed staff, etc.). The PMS includes detailed personnel data including job titles and descriptions, payroll information, departmental job vacancies, job history, education, and, vacation and sick leave.

### **Computer Training**

To increase the productivity of Parliamentary employees, SUNY/CLD has provided training courses in basic computer skills for over 120 parliamentary members and staff. Training has covered using the Legal Reference Database System (for thirteen employees, including the secretaries of permanent parliamentary committees), the Bill Tracking System, and the Personnel Management System.

In an effort to further upgrade the administrative skills of staff in the Lebanese Parliament, SUNY/CLD provided a series of Lebanese Parliamentary Training Sessions, which took place in 2001 (February 27-28, March 27-28, and April 3-5). These involved over 50 employees, including Secretaries of Committees and Heads of Departments, who received expert instruction in the field of administration on such topics as communication, conducting meetings, office management, and developing research skills.<sup>17</sup>

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<sup>17</sup> See Appendix 14

## Document Archiving System

To provide a means for cataloguing the store of documents within the Parliamentary archives, SUNY/CLD has created the Document Archiving System (DAS). The critical feature of the DAS is its capability for locating information within Parliamentary archives (e.g., of newspaper articles, speeches, letters, minutes from conferences, etc.). The system has been developed so that a record of any document can be accessed by main- or sub-topic, with all the relevant bibliographic data (e.g., source, date, author, etc.). The process of classifying all existing files and documents has involved months of scanning, recording, and entering data for their classification by subject, a procedure that was complicated by the wide inclusiveness of sub-topics within individual texts. Over two thousand documents have been scanned and classified to date. SUNY/CLD is also in the process of producing a manual for the DAS.

## LP Web Site

In summer 1997, SUNY/CLD provided the Lebanese Parliament with an Internet server and created the Lebanese Parliament Web Site. The web site includes: Parliament rules and by-laws, recent bills passed by the Parliament, proposals for amendments, speeches, curriculum vitae of MPs, and diplomatic activities. E-mail addresses for Parliamentary representatives are provided to encourage citizen comments. Through the web site, the operations of the LP have become more transparent as vital information is provided to citizens and citizen participation is encouraged.

## 2.2 Workshops and Conferences

### Conference on "The Role and Influence of Public Policy in a Parliamentary Political System"

On September 13, 1999, the Lebanese Non-Governmental Organization (NGO) Forum organized a conference entitled "The Role and Influence of Public Policy in a Parliamentary Political System" for Members of Parliament (MPs) and NGO representatives. The main objective of the conference was to strengthen NGO involvement in the law-making process and thereby promote closer ties between Parliament and civil society. The conference discussed:

- The extent to which the Lebanese political system acknowledges and allows for the participation of NGOs and civil society in decision-making
- Mechanisms to grant NGOs greater participation in public policy-making
- Ways of expanding the role of NGOs and civil society in the governance of the country, and facilitate more effective communication between NGOs and the Government.

Throughout the conference, the SUNY/CLD team emphasized the necessity of initiating and implementing democratic practices as a way of bringing positive changes to the political system in Lebanon. SUNY/CLD suggested that one of the most significant ways to increase NGO participation in policy-making would be to permit NGOs to analyze proposed laws. The team further suggested allowing time for NGOs to prepare their cases with regard to those laws, and then to be able to meet with Members of Parliament to discuss their perspectives on a law before a vote is taken.

SUNY/CLD explained to the conference participants that Parliament has taken progressive steps towards modernizing its structure and educating and training members and employees. These steps include:

- Seminars and workshops for Members of Parliament and government employees inside and outside Lebanon
- Training sessions
- SUNY/CLD's proposed modernized structure for the Lebanese Parliament
- Establishment of a computer department able to implement multiple IT projects, and
- A Lebanese Parliament network connecting the departments and providing parliamentary members and their employees with electronic access to legislative databanks generated by the Parliament.

In addition, the Parliament is in the process of devising a work plan with several local institutions to further advance the relationship between Members of Parliament and the public, increasing the transparent and open manner of interactions between the two groups.

Moreover, several interested groups that have come together in workshops throughout the country, attended the conference and raised such topics as the environment, and the rights of women and disabled people, which are among the issues of concern of NGOs. Their opinions contributed to the discussions at the conference.

As a result of this conference, SUNY/CLD has been working with NGOs and Members of Parliament, in coordination with the NGO Forum, to prepare a work plan for the future. This plan will involve the provision of training for NGO members to prepare policy studies for Members of Parliament, and will target activities related to citizen concerns, such as local government involvement and environmental issues.

On November 6, 2001, SUNY/CLD and the Lebanese Parliamentary Forum (LPF), introduced various local NGOs to important public policies and the legislative process in Lebanon, keeping within the framework of the cooperative agreement signed between USAID and SUNY/CLD to assist the Lebanese Parliament.

### **Preparatory Workshop on "Strengthening the Arab Parliaments' Role in the Third Millennium"**

The Lebanese Parliament and the Regional Office of United Nations Development Program (RO-UNDP) in coordination with SUNY/CLD organized a two-day workshop on December 6-7, 1999 in preparation for an Arab Parliamentary Conference. Representatives from RO-UNDP, the Lebanese Parliament, SUNY/CLD, the Arab Parliamentary Union, and the Inter-Parliamentary Union, as well as civic leaders and legislative experts, attended the workshop.

The objective of the Arab Parliamentary Conference was to enhance the capabilities of the Arab parliaments, to reflect positively on Arab parliamentary relations, to improve the main functions of these parliaments, and to strengthen their positions regionally and internationally to the benefit of their citizens. The workshop examined four topics:

1. Role of Arab parliaments, and problems and challenges facing parliaments regionally and internationally;
2. Parliamentary comparative studies in the region;

3. Administrative and technical needs of Arab parliaments; and
4. Enhancing relations and exchanging experiences between Arab parliaments.

### **Workshop on "The Lebanese Parliament and Non-Governmental Organizations"**

SUNY/CLD organized, in coordination with the Lebanese Parliamentary Forum and the Lebanese Parliament, a workshop entitled "The Lebanese Parliament and Non-Governmental Organizations" on June 27, 2000. This event took place in the Lebanese Parliament under the auspices of the Speaker of the House. Parliamentarians, representatives of non-governmental organizations, and activists in civil society attended the seminar.

In this workshop, SUNY/CLD Lebanon Project Director, Mr. Mahmoud Batlouni, emphasized the need for involving NGOs in the law-making process and enhancing their input as a way to maintain democratic institutions and address the developmental challenges facing Lebanon. The Director of the Center for Legislative Development at the State University of New York at Albany, Dr. Abdo Baaklini, in his presentation, analyzed legislative functions and the challenges facing legislatures at present. He emphasized that legislatures need to be institutionally capable and properly informed to be able to perform their functions and tackle complex issues. Then he identified the information needs of most legislatures and the components of a comprehensive strategy that will enable legislatures to meet those challenges.

### **Public Benefit Law Workshop**

Based on a cooperative agreement between USAID and SUNY/CLD to assist the Lebanese Parliament and government, SUNY/CLD in collaboration with the Lebanese Parliamentary Forum (LPF) introduced NGOs to public policies and the legislative process in Lebanon in a workshop on November 6, 2001.<sup>18</sup>

SUNY/CLD's assistance included:

- Collecting the laws and decrees related to the Public Benefit law
- Preparing a study about the Public Benefit Law, which was used in the regional workshops
- Providing suggestions for amending the law
- Organizing a national workshop at the Lebanese Parliament to enhance dialogue between parliamentarians and civil society and introduce the latter to policy-making
- Arranging national meetings and regional workshops with various specialists and government officials<sup>19</sup>

### **Joint Parliamentarian and Civil Society Forum: Towards Good Governance for Sustainable Development**

In preparation for the Regional Preparatory Process that will lead to the 2002 United Nations Conference in Johannesburg, SUNY/CLD organized a forum on *Good Governance and Sustainable Development* November 15 and 16, 2001 at the Lebanese Parliament (LP).<sup>20</sup>

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<sup>18</sup> See Appendix 15

<sup>19</sup> See Appendix 16

<sup>20</sup> See Appendix 17

## LIST OF ABBREVIATIONS

BTS .....	Bill Tracking System
CAII .....	Creative Associates International, Inc.
CHF .....	Cooperative Housing Foundation
CIB .....	Central Inspection Board
CNEWA .....	Pontifical Mission
CSB .....	Civil Service Board
DAS .....	Document Archiving System
DTS .....	Document Tracking System
GAO .....	Government Accounting Office
GABS .....	Government Agency Budget System
GDRS .....	General Directorate for Research and Studies
GDSC .....	General Directorate of Sessions and Committees
GOL .....	Government of Lebanon
IT .....	Information Technology
LP .....	Lebanese Parliament
LPF .....	Lebanese Parliamentary Forum
MBS .....	Municipal Budget System
MCI .....	Mercy Corps International
MOF .....	Ministry of Finance
MOIM .....	Ministry of Interior and Municipalities
MOMRA .....	Ministry of Municipal and Rural Affairs
MPs .....	Members of Parliament
MRS .....	Municipal Revenue System
MTG .....	Municipal Transactions Guide
NGO .....	Non-Governmental Organization
OMSAR .....	Office of the Minister of State for Administrative Reform
OTI .....	Office of Transition Initiatives
PMS .....	Personnel Management System
SUNY/CLD .....	State University of New York/Center for Legislative Development
USAID .....	United States Agency for International Development
YMCA .....	Young Men's Christian Association

## Appendix 1

### List of municipalities that received IT equipment

USAID provided 1 computer, 1 printer, 1 fax, 1 photocopier, 1 UPS, Word, Excel, and PC Oracle to 79 municipalities (excluding Choueifat, Jounieh, and Beirut) through SUNY/CLD and other NGOs working in the Rural Development Program.

Mouhafaza	Cluster	Municipality	
Bekaa	Baalbeck	Ainata	
		Alnabi Ousman	
		Arsal	
		Baalbeck	
		Barqa	
		Bechouat	
		Bouday	
		Chaat	
		Chlifa	
		Deir El Ahmar	
		El Ain	
		El Qaa	
		El Yammouneh	
		Fakiha	
		Harbata	
		Jabbouleh	
		Laboueh	
	Ras Baalbeck		
	Younine		
		Hermel	El Hermel
			El Qasr
		Rachaya	Ain Ata
			Ain Harcha
		Dahr El Ahmar	
		Haouch Qennaabeh	
		Kfar Mechki	
		Majdel Balhis	
		Mheidtheh	
		Tannoura	
	West Bekaa	Saghbine	
Mount Lebanon	Aley	Bmekin	
		Chemlan	
		Choueifat	
		Keifoun	
		Kfar Ammay	

		Mejdlaya
		Qmatieh
		Chbanieh
Baabda		Deir El Harf
		El Khreibeh
		Falougha
		Hammana
		Jouar El Hawz
		Qobbeigh
		Qornayel
		Ammiq
Chouf		Bchetfine
		Deir Kouche
		Dmit
		Kfar Qatra
		Kfarhim
		Majdel Meouch
		Serjbal
Nabatieh	Hasbaya	Kfeir
		Marj Elzouhour
		Mymess
	Nabatieh	Jebchit
		Kfarsir
		Ksaibeh
		Sir El Gharbieh
North Lebanon	Aakkar	Aayat
		Aidamoun
		Akkar El Atika
		Andqet
		Bazbina
		Bebnine

	Beit Mallat
	Borj El Arab
	El Borj
	Halba
	Karm Asfour
	Qbayat
	Rahbe
	Tekrit
Menieh-Donnieh	Deir Nbouh
Zgharta	Kfar Zeina
	Kfarhata
	Rachiine
	Zgharta-Ehden

## Appendix 2

### Municipal Progress Levels

#### Scale:

- 1 Workshop on Administrative Issues/ Municipal Work
- 2 Basic IT Training
- 3 Equipment Installation
- 4 Municipal Financial Principles Training – (e.g., new forms, procedures, etc.)
- 5 MRS Installation
- 6 MRS Training
- 7 Municipal Data Collection Work (following CLD procedural approach)
- 8 MRS Data Entry
- 9 Generating Taxpayer List (with MRS)

#### Completed 1-9

Dmit  
Aamiq  
Kfarheem  
Deir Koushi  
Majed el Mouch  
Chemlan  
Komatyeh  
Bmekkin  
Mejdlaya  
Chbanyeh  
Falougha  
Deir el Harf  
Jwar el Hawz  
Oobbeih  
Khraybeh  
Hammana  
Andqet  
Rahbe  
Rachaiine  
Halba  
Aaidamoun  
Karm Asfour  
Kfar  
Kfar Mishki  
Majdal Balhis  
Syr el Gharbyeh  
Jibsheet  
Chlifa  
Jabbouleh  
El Hermel  
El Qaa  
Bazbina

#### Completing Stage 8:

Kfar Ammay

Kernayel  
Saghbine  
Aaynata  
Younine  
Zgharta-Ehden

#### Begun Stage 8:

Bchetfine  
Bouday  
Kfarsyr

#### Completing Stage 7:

Tanoura  
Ain Atta  
Ras Baalbeck  
El Fakiha

#### Begun Stage 7:

Beit Mallat  
Maymess  
Deir El Ahmar  
Chaat  
Baalbeck  
Daher el Ahmar  
Marj el Zouhour  
Nabi Ousman  
El Yammouneh  
Arsal  
Bechouat

#### Completing Stage 6:

El Borj  
Kfar Zaina  
Bebnine

**Begun Stage 6:**

Kfar Katra

Ksaybeh

Kfar Hata

Borj el Arab

Dier Nbouh

Ain Harcha

Ooubayat

Tekrit

Akkar El Atika

Labweh

Harbata

Aayat

**In Stage 5:**

El Qasr

Mheidtheh

**In Stage 3:**

Serjbal

Keifoun

Hawch Kennabe

Barqa

El Ain

El Thiel

## Appendix 3

### Taxpayer Difference values between 2000 and 2001 for Rental Value tax only

Municipality	2000			2001			% Difference
	Residential	Non residential	Sum	Residential	Non residential	Sum	
Aammq	1,350,000		1,350,000	1,601,045	424,562	2,025,607	50.04
Andket	21,893,187		21,893,187	34,027,801	18,333,470	52,361,271	139.17
Aydoun	25,976,200		25,976,200	26,034,700	5,356,500	31,391,200	20.85
Aynata				8,167,300	1,324,725	9,492,025	100.00
Bchetfine				17,963,857		17,963,857	100.00
Bechwat				2,152,800		2,152,800	100.00
Beirut	12,071,804,000	22,330,560,000	34,402,364,000	15,171,763,694	34,433,290,170	49,605,053,864	44.19
Bmekin	29,231,710	5,278,500	34,510,210	32,974,500	6,919,000	39,893,500	15.60
Chbenieh	97,272,500	28,648,956	125,921,456	108,118,275	20,069,246	128,187,521	1.80
Chemlan	28,738,125	6,162,500	34,900,625	31,390,668	5,772,333	37,163,001	6.48
Chouefat	489,189,264	1,601,727,567	2,090,916,831	609,781,627	3,409,289,823	4,019,071,450	92.22
Deir El Harf	15,133,978	3,076,995	18,210,973	16,255,585	12,487,360	28,742,945	57.83
Deir Kousheh	6,068,150	5,200,185	11,268,335	5,968,110	5,155,585	11,123,695	-1.28
Dmit	27,083,055	20,747,350	47,830,405	21,436,350	29,658,555	51,094,905	6.83
El Qaa	31,854,485	13,065,266	44,919,751	31,854,485	13,065,266	44,919,751	0.00
Falougha	84,334,550	34,068,285	118,402,835	87,350,298	169,719,315	257,069,613	117.11
Halba	77,395,250	99,748,000	177,143,250	77,453,750	100,139,000	177,592,750	0.25
Hammana	68,236,350	58,090,173	126,326,523	68,236,350	58,090,173	126,326,523	0.00
Hermel	6,936,155		6,936,155	6,936,155		6,936,155	0.00
Jabbouleh	3,886,965		3,886,965	4,352,290	1,526,941	5,879,231	51.26
Jibsheet	20,602,530		20,602,530	71,584,365	21,587,205	93,171,570	352.23
Jouar El Haouz	6,550,375		6,550,375	6,625,125	1,730,705	8,355,830	27.56
Jounieh	922,594,887	1,661,401,223	2,583,996,110	1,284,282,284	2,951,421,657	4,235,703,941	63.92
Karm Asfour	5,263,500		5,263,500	6,651,750	484,000	7,135,750	35.57
KfarAmay	4,394,000	680,000	5,074,000	4,394,000	680,000	5,074,000	0.00
Kernayel		12,375,560	12,375,560	39,156,000	12,375,560	51,531,560	316.40
Kfar Michki	5,967,000		5,967,000	5,967,000	79,855	6,046,855	1.34
Kfarheem	15,786,970		15,786,970	19,140,225	5,233,218	24,373,443	54.39
Kfeir	9,951,000	1,967,421	11,918,421	9,951,000	2,183,021	12,134,021	1.81
Khreibeh	8,105,000	3,596,000	11,701,000	8,105,000	3,596,000	11,701,000	0.00
Komatyeh	111,856,882		111,856,882	216,137,638	20,243,430	236,381,068	111.32
Magedel Meouch	26,592,020	749,955	27,341,975	26,529,020	3,570,852	30,099,872	10.99
Majdal Balhis	9,116,675		9,116,675	15,584,370	12,579,115	28,163,485	208.92
Mejedlaya	8,401,440		8,401,440	14,717,510		14,717,510	75.18
Qobbeigh	58,058,000	14,839,500	72,897,500	58,058,000	14,839,500	72,897,500	0.00
Rachaiine	61,160,125	14,464,475	75,624,600	61,160,125	14,464,475	75,624,600	0.00
Rahbeh	63,492,900	13,841,875	77,334,775	72,501,675	16,081,500	88,583,175	14.55
Saghbine				19,623,500	11,643,000	31,266,500	100.00
Shlifa	1,985,500		1,985,500	5,363,000	3,264,225	8,627,225	334.51
Tannoura				2,535,654		2,535,654	100.00
			40,356,552,514			59,698,566,223	47.93

## Appendix 4

RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
BEIRUT OFFICE

DATE: Feb. 2, 1999

SUBJECT: Procurement List for Choucaifat municipality

Following is the list of equipment delivered to the Choucaifat municipality:

Item	Description	Serial Number
1	IBM server Neminity3500 Pentium II 333 Mhz dual processor 64 MB of RAM, SVGA color monitor 9.1GB Hard Disk, NIC, DDS backup drive, CD-ROM x32, FDD	9C801W9
1	Windows NT 4.0 with 50 users licence	CO1WO294739X101443
1	Oracle 8 database for NT with 5 users licence	A65594-01
1	Oracle DEVELOPER/2000 RELEASE 2.1	A63485-01
3	IBM PC 300GL Pentium II 350 Mhz desktop 64 MB of RAM, SVGA color monitor 3.2GB, FDD, CD-ROM x32, NIC, sound card, fax-modem 56K speakers, antiglare filter, Windows 98 Ar/En	23K-HRC0 23K-HWN7 23K-HYM4
3	Microsoft OFFICE 97 Arabic version	CO1WO289293X100233 CO1WO289293X100205 CO1WO289293X100196
10	Backup tape DDS 12/24 GB	N/A
3	HP 6P laser printer 4 MB RAM, parallel printer, 220 volts	USDF009623 USDF006142 USDF013149
6	HP 6P Cartridge	N/A
1	Scanner, 30bit color, 600 dpi optical resolution 220 Volts	SG88514062
1	HP officajet, fax machine, scanner and copier	US77SA3282
1	Xerox copier, variable zoom, A4-A3-A5 paper	L7C-035054
1	HUB, Ethernet multiple port transceiver	7DXE030815
4	UPS, 1KVA, built in batteries, 220 Volts	G89842470923 G89842470958 G89842470747 G89842470697

RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
BEIRUT OFFICE

DATE: January 25, 2000

SUBJECT: Procurement List for the Municipality of Choueifat

Following is a list of the serial number of computer equipment delivered to Choueifat Municipality and tested by SUNY/A Team.

Item	Description	Serial Number
1	IBM APTIVA Pentium 166 Mhz, 64 MB of RAM 1.2 GB HD, NIC, 12xCD-ROM MS mouse, 3.5 floppy drive, Ar/E KB, Windows 95 Arabic version	55HY9NB
1	IBM monitor Model 6542-103	66W9445
1	Oracle8 Personal Edition version 8.0.4.0.0	N/A

RECEIVED BY:

*Elias Karam*

DATE:

*29/1/2000*

SIGNATURE:

*[Signature]*

RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
BEIRUT OFFICE

DATE: July 24, 2000  
SUBJECT: Procurement List for Choueifat Municipality

Following is a list of the serial number of computer equipment delivered to  
Choueifat Municipality and tested by SUNY/A Team.

Item	Description	Serial Number
2	IBM 300GL PENTIUM II 350MHZ, 64 MB RAM, 3.2 GB HDD 3.5 " FDD, 32xCD, Multimedia, SVGA Monitor Sound Blaster, Speakers, 2 MB VGA RAM CARD, ETHERNET CARD FAX MODEM 56K WINDOWS 98 ARABIC	23K-INF1 23K-TR0
1	Microsoft Office 97 Arabic version	001WO289293X100194
1	Microsoft Word 97 Arabic version	001WO270245X100079

RECEIVED BY:  
DATE:  
SIGNATURE:



RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
BEIRUT OFFICE

DATE: September 19, 2000  
SUBJECT: Procurement List for the Municipality of Choueifat

Following is a list of the serial number of computer equipment delivered to Choueifat Municipality and tested by SUNY/Å Team.

Item	Description	Serial Number
1	Xerox COPIER 214 variable zoom A4-A3-A5 paper	L7G035002

RECEIVED BY:

DATE:

SIGNATURE:

*[Handwritten Signature]*  
20/12/2000  
*[Handwritten Signature]*

RESEARCH FOUNDATION  
THE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
PRINT OFFICE

April 2, 2001

Following is the list of equipment delivered to Shouefat municipality

Item	Description	Serial Number
	IBM PC 300 GL Pentium II 350 Mhz desktop 64 MB OF ram, SVGA color monitor 3.2 GB, FDD, CD-ROM X 32, NIC, sound card, fax modem 56 k speakers, antiglare filter, Windows 98 Ar/En	23KHTV1 23KKDW7
	HP 6P Laser printer 4 MS RAM, parallel printer, 220 volts	USDF006115 USDF009800

Received by:



## Appendix 5

### Revenues - Choueifat Municipality

	Occupancy Tax	Non Residential	Advertisement	Public Land
1999	331,098,186 LL	1,230,627,215 LL	/	/
2000	489,189,264 LL	1,601,727,567 LL	732,134 LL	/
2001	609,781,627 LL	3,409,289,823 LL	35,982,000 LL	61,946,000 LL

## Appendix 6 – Citizen’s Survey on the Effectiveness of Municipal Services

<b>Choueifat</b>		
<b>Relationship with municipality</b>	<b>Percentage of total</b>	
	<b>Y</b>	<b>N</b>
Visited municipality this last year %	68	32
View administrative changes as beneficial %	89	7
Municipality taking steps to improve its capabilities %	80	15
Sufficient number of employees to process transaction %	71	15
Use computers and automated systems %	77	4

• Y = Yes                      N = No

The I "don't know" answer is deduced by subtracting the Y+ N from 100

Municipal services			Choueifat	Jounieh
Efficiency of municipal procedure %	Excellent	Before 1998	3	2
		After 1998	16	8
	Good	Before 1998	9	10
		After 1998	47	46
	O.K	Before 1998	31	44
		After 1998	26	31
Bad	Before 1998	48	38	
	After 1998	10	13	
Changes within the municipality %	Excellent	Before 1998	1	2
		After 1998	18	7
	Good	Before 1998	8	7
		After 1998	47	47
	O.K	Before 1998	27	35
		After 1998	23	31
Bad	Before 1998	56	49	
	After 1998	11	14	
Municipal services for residents %	Excellent	Before 1998	2	1
		After 1998	17	5
	Good	Before 1998	7	9
		After 1998	35	39
	O.K	Before 1998	30	37
		After 1998	29	34
Bad	Before 1998	52	44	
	After 1998	17	18	
Availability of information about Plans and decisions %	Excellent	Before 1998	0	1
		After 1998	11	5
	Good	Before 1998	4	4
		After 1998	29	22
	O.K	Before 1998	17	22
		After 1998	29	31
Bad	Before 1998	68	61	
	After 1998	30	37	
Speed of transactions %	Excellent	Before 1998	2	2
		After 1998	14	8
	Good	Before 1998	9	12
		After 1998	43	38
	O.K	Before 1998	34	36
		After 1998	27	31
Bad	Before 1998	40	33	
	After 1998	9	13	

## Appendix 7

### Equipment provided to Beirut Municipality

RESEARCH FOUNDATION

STATE UNIVERSITY OF NEW YORK AT ALBANY

CENTER FOR LEGISLATIVE DEVELOPMENT

DATE: June 1, 2001

SUBJECT: The list of equipment delivered to the Beirut Municipality.

Item	Description	Serial Number
16	IBM PC 300GL Pentium III 533 Mhz desktop 128 MB of RAM, SVGA color monitor 10.1GB, FDD, CD-ROM x40, NIC, sound card, fax-modem 56K speakers, antiglare filter, Windows 98 Ar/En	5522MVY, 5522NGP 5508ALM, 5522LKY 5522NFY, 5507ZYP 5507ZRC, 5507ZZR 5522MTR, 5507ZRR 5522MHZ, 5522NAT 5522NGA, 5522NHY 5522NAH, 5507ZWA
16	Microsoft OFFICE 2000	
2	HP 630 Office jet, fax machine, scanner and copier	US7BBC112C
14	UPS APC 500 VA, Built in battery, 220 Volts	US7CNC60PK BB0039010228 BB0039013452 BB0039010283 BB0039013365 BB0039013381 BB0039013351 BB0039013531 BB0039010258 BB0039013453 BB0039013392 BB0039010228 9940151127 9940151266 9904124065
6	HP 2100 Laser printer, 10ppm, 4MB RAM, 220 volts	FRGT087596 USDC008061 USGG014688 USGG024028 USGY037660 USCD081321
12	HP 2100 Cartridge	N/A
1	HP 6P Laser printer, 10ppm, 4MB RAM, 220 volts	USDF006092
2	Local Area Network (LAN) installation in Matahen and Makassed buildings	
80	Tape Cartridge	N/A
2	3COM-HUB 12 ports, fast Ethernet 100MBS	7YMR035009 7YMR006091
1	Wireless communication between Matahen LAN and Makassed LAN with VPN security	

STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT

DATE: November 16, 2001

SUBJECT: The list of equipment delivered to Beirut municipality.

Item	Description	Serial Number
4	HP 2100 Lazer printer, 10ppm, 4MB RAM, 220 voits <i>HP</i>	USGR062376 USGH242746 USGR064638 USGZ164937 <i>HP</i>

RECEIVED BY:

NAME:

*Chaker SALAME*

DATE:

*27 November 2001*

SIGNATURE:

*[Signature]*  
Chaker Salame

RESEARCH FOUNDATION  
 STATE UNIVERSITY OF NEW YORK AT ALBANY  
 CENTER FOR LEGISLATIVE DEVELOPMENT

DATE: January 10, 2002

SUBJECT: The list of equipment delivered to Beirut municipality.

Item	Description	Serial Number
5	HP 2100 Lazer printer, 10ppm, 4MB RAM, 220 volts	USGZ131430 USGH207802 USGH229440 USGT008738 USGX119505
1	IBM PC 300GL Pentium III 533 Mhz desktop 128 MB of RAM, SVGA color monitor 10.1GB, FDD, CD-ROM x40, NIC, sound card, fax-modem 56K speakers, antiglare filter, Windows 98 Ar/En	5508AMR
1	UPS APC 500 VA, Built in battery, 220 Volts	P5003-330052

## Appendix 8 – Computer Training Sessions & Workshops

### Municipalities

#### Beirut Municipality

June 19 – July 27, 2000/October 16 – October 26, 2000

66 Beirut municipal employees participated in basic computer training workshops.

October 30 – November 2, 2000 – Municipal Revenue System – 12 trainees

Mohammad Dalaty  
Youssef Kawaki  
Assaad Mahfouz  
Layla Maroun  
Ahmad Itani  
Mohammad Abdel Hadi  
Hassan Soghbi  
Joseph Chaaya  
Georges Aoun  
Sanaa Karim  
Tarek Chaaban  
Wadiah Lahoud

November 24, 2000 – 25 employees

A workshop was organized for 25 employees from the Beirut Municipality's Appraisal Department to discuss how to input appraisal information in the Municipal Revenue System and ways to clarify departmental responsibilities.

May 14 – June 15, 2001 – Oracle Training – 3 trainees

Sarkis Rizk  
Chaker Salameh  
Fouad Akiki

#### Jounieh Municipality

April 15, 2000 - "Municipal Transactions Guide" workshop

All employees and 9 municipal council members participated in the workshop at St. Georges – Sahel Alma.

May 8 – 25, 2000

A total of 36 employees and 9 municipal council members from Jounieh participated in basic computer-training sessions. Trainees learned how to use Windows, Word, and Excel.

July 7, 2000 – MRS training - 9 employees

2000 – MRS Training – 3 employees

November 2000 – Advertising Workshop

Adel Bou Karam (President)  
Georges Benji (Municipal Council)  
Fadi Barhoush (Municipal Council)  
Antoine Nohra  
Antoine Salameh (President of the Engineers Unit)  
Khazen Khazen

### **Choueifat Municipality**

1998 – Word, Windows, Excel – 14 employees

MRS Training – 8 employees

**Other Municipalities: Choueifat, Hammana, Zgharta, Halba, Andqet, Ain Atta, Labweh, Deir El Ahmar, Dahr El Ahmar, Kfarsyr, Hermel, Komatieh, Dmit**

March – November 1999

234 participants took part in training sessions on Windows, Word, Excel, and a basic Introduction to the PC. (SUNY/CLD Annual Report September 1999 – October 2000)

### **Lebanese Parliament**

October 9 – November 9, 2000

14 Lebanese Parliament Committee Secretaries participated in a computer-training course to learn how to effectively use Windows, Word, Excel, and the Internet.

May 14 – June 15, 2001

Youssef Harb and Bassel Dhaini attended Oracle training sessions

April – June 2001

6 employees from the IT department of the LP attended different training sessions regarding networking, programming, using Microsoft Access and ORACLE, and Internet and home page development: Fadi Assi, Abir Moawad, Mohammad Moussa, Youssef Harb, Zaher Karout, and Bassel Dhaini.

## Appendix 9

### Equipment Delivered to the Jounieh Municipality

**RESEARCH FOUNDATION**

**STATE UNIVERSITY OF NEW YORK AT ALBANY**

**CENTER FOR LEGISLATIVE DEVELOPMENT**

**BEIRUT OFFICE:**

DATE: June 26, 2000

SUBJECT: Procurement List for the Jounieh Municipality

Following is the list of computer equipment delivered to the Jounieh Municipality:

Item	Description	Serial Number
8	IBM PC 300GL Pentium III 533 Mhz desktop	5508AHC
	128 MB of RAM, SVGA color monitor	5508ABT
	10.1GB, FDD, CD-ROM x40, NIC, sound card, fax-modem 56K	5508ANA
	speakers, Windows 98 Ar/En	5507ZVC
		5507ZRW
		5507ZXR
		5507ZMV
		5507ZTX
8	Microsoft OFFICE 2000 Arabic version	WO487807-269-02216
4	HP 2100 laser printer, 10PPM	FRGT087578
	4 MB RAM, parallel printer, 220 volts	FRGT087594
		USGG012332
		USGX029863
8	HP2100 Cartridge	N/A
1	HP630 officeJet, fax machine, scanner and copier	US7AEB11W4
1	IBM SERVER NETFINITY 5000	55229CM
	INTEL PENTIUM III-700MHZ DUAL PROCESSOR	
	256 MB memory, 9.1+18.2 GB hot swap scsi disks	
	3.5 FDD, CD-ROM, 10/100 NIC, 56K faxmodem	
1	WINDOWS 2000 SERVER 25 users license	C11-00038
1	ORACLE SERVER 8.1.6 for NT 5 users license	A84674-01
1	IBM internal tape drive 12/24GB DDS-3	N/A
	Backup software	
20	Tape cartridge IMATION 4MM DDS-3 12GB	N/A
2	3COM-HUB 12 ports, fast Ethernet 100MBS	7YMR005841
		7YMR002466
8	UPS APC 650VA, Built-in battery, 220 Volts	9829111762
		9829111120
		9827099842
		9829111164
		9829111123
		9827100326
		9829111074
		9829110987

## Appendix 10

### Revenues - Jounieh Municipality

	2000	2001	Difference in Percentage
Residential Tax Fee	922,594,887 LL	1,284,282,284 LL	+39.20
Non-Residential Fee	1,661,401,223 LL	2,951,421,657 LL	+77.65
Advertisement	91,941,800 LL	460,275,700 LL	+400.62
Places of Reunion	94,660,000 LL	103,440,000 LL	+0.09
Gas Stations	14,200,000 LL	14,800,000 LL	+4.23
Use of Public Land	8,622,362 LL	178,550,300 LL	+1970.78
Butchers	18,795,000 LL	32,860,000 LL	+74.83

## Appendix 11 - Citizen's Survey on the Effectiveness of Municipal Services

Services before and after 1998 at Jounieh Municipality	Excellent		Good		Fair		Poor	
	Before	After	Before	After	Before	After	Before	After
Procedures Effectiveness	2%	8%	10%	46%	44%	31%	38%	13%
Modifications accomplished at the Municipality	2%	7%	7%	47%	35%	31%	49%	14%
Municipal responsiveness for services, requests, and local needs	1%	5%	9%	39%	37%	34%	44%	18%
Providing information related to municipal activities, plans, council meetings, decisions, and budget	1%	5%	4%	22%	22%	31%	61%	37%
Time needed to complete municipal transactions	2%	8%	12%	38%	36%	31%	33%	13%

Citizen Perception of the Jounieh Municipality	Yes		No	
	Number	Ratio	Number	Ratio
Did you visit your municipality during this year?	309	62%	191	38%
Do you think the administrative and structural modifications are beneficial in the municipality?	436	87%	35	7%
Did the municipality take a step forward to improve its capabilities and skills?	344	69%	104	21%
Is the number of employees at the municipality appropriate to complete your transaction?	366	73%	61	12%
Does your municipality use computers and automated systems?	358	72%	41	8%

## Appendix 12

### List of Municipalities that are using various accounting systems.

This information was obtained from the municipalities during the workshops held by SUNY/CLD in the North Lebanon Governorate from November 3, 2001 till January 12, 2002 for 130 municipalities, and the Nabatieh Governorate on January 26, 2002 for 64 municipalities and the South Lebanon Governorate on February 2, 2002 for 69 municipalities.

#### North Lebanon Governorate

##### Tripoli

- 1- Tripoli
- 2- El-Qalamoun

##### El-Minyeh – Dinniyeh

- 1- El-Beddawi
- 2- Bqaasefrine

##### Zgharta

- 1- Meziara

##### El-Batroun

- 1- El-Batroun
- 2- Douma
- 3- Selaata
- 4- Tannourine
- 5- Chikka

##### El-Koura

- 1- Amioun
- 2- Rasmesqa
- 3- Dar Baashtar
- 4- Btourteej

##### Bcharri

- 1- Hasroun
- 2- Hadsheet

##### Akkar

- 1- El-Bira

South Lebanon Governorate

Sidon

- 1- Sidon
- 2- El-Ghazieh
- 3- Ain Baal

Tyre

- 1- Deir Qanoun El-Nahr
- 2- El-Aabasieh
- 3- Tyre
- 4- Borj El-Shmali

11

# Appendix 13

RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
BEIRUT OFFICE

DATE: October 10, 2001  
SUBJECT: Procurement List for Lebanese Parliament

11

Following is the list of equipment delivered to the Lebanese Parliament

Item	Description	S. #
1	HP Scan jet 7400C Scanner Intl	TW125A1366
1	HF SCSI Card Kit D	AA33F0379293

RECEIVED BY:

NAME: *Hussein ZOGHAIB*

DATE: *10/10/2001*

SIGNATURE: *[Signature]*

RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
CENTER FOR LEGISLATIVE DEVELOPMENT  
BEIRUT OFFICE

DATE: September 21, 2001  
SUBJECT: Procurement List for Lebanese Parliament

Following is the list of computer equipment delivered to the Lebanese Parliament

Item	Description	S. #
3	IBM PC 300 GL Pentium II 350 Mhz Desktop 64 MB of EAM, SVGA color monitor 3.2 GB, FDD, CD- ROM x 32, NIC, sound card, fax modem 56 K Speakers, anti glare filter, Windows 98 Ar/ En	23KHV8 23KHT7 23KHY3
3	Monitors	55-15288 55-15279 66-MM881

RECEIVED BY:

NAME: *Hussain ZOGHAIB*

DATE: *21/9/2001*

SIGNATURE: *[Signature]*

RESEARCH FOUNDATION  
 STATE UNIVERSITY OF NEW YORK AT ALBANY  
 CENTER FOR LEGISLATIVE DEVELOPMENT  
 BEIRUT OFFICE

DATE: March 13, 2001

SUBJECT: Procurement List for the Lebanese Parliament

Following is the list of computer equipment delivered to the Lebanese Parliament:

Item	Description	Serial Number
25	IBM NETVISTA A40 PENTIUM III-966Mhz 256MB MEMORY, 20GB DISK, 3.5" FDD, CD-ROM, 10/100ETHERNET, SOUND WITH SPEAKERS, 56K MODEM Keyboard, Mouse, Windows 2000 License	5506A01 5506H36 5506A04 5506H26 5506F93 5506F79 5505Z95 5506H13 5506F83 5506H08 5506H29 5506AC2 557585G 5506H99 557584K 5506H35 5506H14 5506H22 557584P 5506F67 5506K01 5505Z96 5506H12 5506H13 5506F76
25	HP 2100 laser printer, 10PPM 8 MB RAM, parallel printer, 220 volts	USGGC23435 USBD050230 USCD083674 USGX033823 USDD033924 USGZ218550 USGH192150 USGG082802 USGZ206164 USGG070909 USGH057733 USGX108800 USGZ202836 USGZ199412 USGZ189843 USGZ239485 USGZ171597 USGZ165743 USGG084369 USGZ238874

25

Microsoft OFFICE 2000 PROFESSIONAL LICENSE

11/11

5

Fax Machine, Plain paper type, Min.20 pages feeder  
Min.3ppm printing speed, 220 Volt.

25

HP2100 Toner Cartridge

USGX094758  
 USGZ223901  
 USGH225807  
 USGZ188929  
 USGX098825  
 X100503  
 X100504  
 X100500  
 X100502  
 X100501  
 X100276  
 X100262  
 X100259  
 X100260  
 X100156  
 X100269  
 X100277  
 X100259  
 X100261  
 X100279  
 X100180  
 X100179  
 X100219  
 X100220  
 X100184  
 X100182  
 X100101  
 X100150  
 X101815  
 X100527  
 MY0AQF3081  
 MY0BRF30H0  
 MY0BRF30GK  
 MY0CKF30Z3  
 MY0BRF30GV  
 N/A

11/11

RECEIVED BY: *Hussein ZOGHAIB*  
 DATE: *May 08 - 2001*  
 SIGNATURE: *[Signature]*

RESEARCH FOUNDATION  
 STATE UNIVERSITY OF NEW YORK AT ALBANY  
 CENTER FOR LEGISLATIVE DEVELOPMENT  
 BEIRUT OFFICE

DATE: Feb. 4, 1999

SUBJECT: Procurement List for the Lebanese Parliament

Following is the list of equipment delivered to the Lebanese Parliament

Item	Description	Serial Number
1	IBM server Netfinity3500 Pentium II 333 Mhz dual processor 64 MB of RAM, SVGA color monitor 9.1GB Hard Disk, NIC, DDS backup drive, CD-ROM x32, FDD	9C503L5
1	Windows NT 4.0 with 50 users licence	WO294739/227-01167
1	Oracle 8 database for NT with 5 users licence	A65594-01
1	Oracle DEVELOPER/2000 RELEASE 2.1	A63465-01
10	IBM PC 300GL Pentium II 350 Mhz desktop 64 MB of RAM, SVGA color monitor 3.2GB, FDD, CD-ROM x32, NIC, sound card, fax-modem 56K speakers, antiglare filter, Windows 98 Ar/En	23K:RL8 23K:TF2 23K:RD6 23K:XH5 23K:RA8 23K:MN4 23K:WN4 23K:VP8 23K:MW7 23K:ZL5
5	Microsoft OFFICE 97 Arabic version	001WO289293X100301 001WO289293X100298 001WO289293X100197 001WO289293X100311 001WO289293X100195
5	Microsoft WORD 97 Arabic version	001WO270245X100074 001WO270245X100076 001WO270245X100073 001WO270245X100075 001WO270245X100070
10	Backup tape DDS 12/24 GB	N/A
10	HP 6P laser printer 4 MB RAM, parallel printer, 220 volts	USDF013645 USDF009768 USDF006122 USDF006130 USDF006123 USDF009626 USDF006140 USDF009796 USDF006143 USDF009767
20	HP 6P Cartridge	N/A
2	Scanner, 30bit color, 600 dpi optical resolution 220 Volts	SG8851403W SG88C13089
1	Infocus LCD projector litapro 725	2PW83800050
1	3M Overhead projector 9100	1201602
1	Infocus portable screen for projector	N/A
1	External Backup tape HP Colorado 5GB	US04338948
30	3.5 Inch floppy diskette boxes Imation	N/A

RESEARCH FOUNDATION  
STATE UNIVERSITY OF NEW YORK AT ALBANY  
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BEIRUT OFFICE

DATE: Feb. 4, 1999

SUBJECT: Procurement List for the Lebanese Parliament

Following is the list of computer equipment delivered to the Lebanese Parliament

Item	Description
1	IBM server Netfinity3500 Pentium II 333 Mhz dual processor 64 MB of RAM, SVGA color monitor 9.1GB Hard Disk, NIC, DDS backup drive, CD-ROM x32, FDD
1	Windows NT 4.0 with 50 users licence
1	Oracle 8 database for NT with 5 users licence
10	IBM PC 300GL Pentium II 350 Mhz desktop 64 MB of RAM, SVGA color monitor 3.2GB, FDD, CD-ROM x32, NIC, sound card, fax-modem 56K speakers, antiglare filter, Windows 98 Ar/En
10	Microsoft Word 97 Arabic version
5	Microsoft Excel 97 Arabic version
10	Backup tape DDS-3 Imation 4mm
10	HP 6P laser printer, 8ppm 4 MB RAM, parallel printer, 220 volts
20	HP 6P Cartridge
2	Scanner, 6100C HP ScanJet 220 Volts, 600 dpi optical resolution
1	LCD projector
1	Overhead projector
1	Projector portable screen
30	Floppy diskette box 3.5 Inch

RECEIVED BY:

NAME:

DATE:

SIGNATURE:

JOHN RAYMIE

4/3/99



## Appendix 14

### Evaluation of Lebanese Parliament Administrative Training Sessions

As part of Phase IV of the SUNY/CLD development program (to provide assistance to Lebanese government institutions), two series of Parliamentary training workshops were held. Both workshops involved instruction by professors and experts in the field of administration, and aimed at developing managerial skills, and increasing performance and productivity in the workplace.

The first workshop that took place March 27-28, 2001, involved 16 department heads. Instruction focused on strengthening skills in these areas:

- Program Planning and Organization
- Leadership Skills
- Employee Motivation & Supervision

After the sessions were completed, a survey was taken to assess the reactions of the participants and the results were compiled (see chart below). Attendees expressed a desire for a lengthened training period, since the skills and ideas learned were useful and fully in line with the roles that they were striving to fill. This positive feedback confirms that the parliamentary staff were made aware of the nature and importance of such initiatives and proved that a need exists for continuing leadership instruction.

Statements	Strongly agreed	<i>Agreed</i>	Did not agree
Sessions were beneficial.	5	7	0
Sessions were well organized.	1	11	0
Content was satisfactory.	1	10	1
Duration of training was sufficient.	0	2	10
Material distributed was sufficient.	0	7	5
Would participate in other training sessions.	6	6	0
Increased my knowledge.	1	10	1

The second workshop, held from April 3-4, 2001, involved 19 Secretaries of Committees. These employees are not only expected to organize committee agendas and take minutes in parliament but also to provide extensive research materials regarding proposed amendments and advance bills. The orientation program for this essential body within the Lebanese Parliament involved a review of:

- Introductory Principles of Administration
- Communication Skills

- Developing Research Skills
- Stress in the Work Environment
- Meeting Management

Again, the audience survey following the training period revealed similar interests and the need for added depth in such programs.

Statements	Strongly agreed	Agreed	Did not agree
Sessions were beneficial.	2	3	0
Sessions were well organized.	2	3	0
Content was satisfactory.	4	1	0
Duration of training was sufficient.	2	1	2
Material distributed was sufficient.	0	4	1
Would participate in other training sessions.	1	4	0
Increased my knowledge.	1	4	0

Overall, the employees from both groups were enthusiastic to learn and gather new materials that could help them in their work, and showed an appreciation for new ideas and methods. The success of this program that has involved education and training within the administration of the Lebanese Parliament, an institution that serves as a role model to other institutions and can stand as a symbol for democratic policy, is a big step forward. It is by shaping the basic structures within government, as these workshops have illustrated, that an environment of professionalism and transparency can take shape. The effects of such positive tendencies will inevitably flow outwards, making possible a gradual transformation in all areas of public service.

## Appendix 15

### Workshop for the Public Benefit Law Lebanese Parliament, November 6, 2001

Under the patronage of the Speaker of the House, Nabih Berri, represented by his deputy Elie Ferzli, a workshop concerning the Public Benefit Law was organized by the Lebanese Parliamentary Forum (LPF) in cooperation with the Lebanese Parliament (LP) and the State University of New York at Albany/Center for Legislative Development (SUNY/CLD).

First, the LPF president, Mr. Ghassan Sayyah, highlighted the importance of the role of both the United States Agency for International Development (USAID) and SUNY/CLD for their thorough research and studies of the Public Benefit Law and for organizing workshops in different geographical areas.

Then SUNY/CLD Lebanon Project Director, Mr. Mahmoud Batlouni, described the nature of SUNY/CLD's support to the LPF and pointed out the necessity of the participation of the civil society organizations in the process of decision-making, and the need for improved communication channels between the government and civil society for the formation of a more democratic and transparent state. Finally, Mr. Batlouni discussed the necessity for amending the Public Benefit Law to adapt to the needs of the civil society organizations. He also described the assistance provided by SUNY/CLD to both the LPF and the LP, ranging from the automation of different tasks and training of its employees on the administrative processes.

Next, Mr. Ferzli presided over the first session that was dedicated to the discussion of the law of the public institutions. He emphasized the importance of the workshops in enhancing the relationship between citizens and the legislative body.

Following him, Mr. Hindi (the former governor of North Lebanon), described the history of the Lebanese organizations, especially during the war, and the need to develop a law that would meet their requirements.

Afterwards, a discussion followed tackling the following issues:

- The role of the Ministry of Interior and Municipalities and its relation with civil society organizations
- The role of the Ministry of Finance, and the need to minimize the tax impact on the Lebanese organizations
- A comparison between the Lebanese and the French Public Benefit Law
- The importance of establishing a mechanism for executing the law and of the representation of the organizations in the "Supervisory Committee".

During the second session presided over by deputy Yassin Jaber, Mrs. Leila Baalbaky Harb stated the demands and proposals of the Lebanese organizations that resulted from the several workshops held by the LPF and SUNY/CLD. These included the simplification of the administrative procedures, an increase in the

incentives and exemptions, and efficiency of the ministries and the "Supervisory Committee" relating to the organization.

Next, Dr. Kiwan pointed out the need for an interdependent relationship between the Civil Society Organizations and the State to insure better performance and more democratic behavior and also highlighted the areas that should be amended.

Afterwards, a discussion was raised tackling the following issues:

- The proper implementation of the Public Benefit Law by the government
- The need for a law reflecting the real role of the organizations that should, in turn, be transparent
- The need for a transparent and accountable government that guarantees equality among the organizations.

In conclusion, Mr. August Bakhous (the former deputy) who presided over or at the closing session explained the process of law making and stressed the need to amend not only the Public Benefit Law, but also any law that is not able to cope with the changes and emerging needs that are taking place in Lebanon.

## Appendix 16

### “Public Benefit Law” Workshop Participants

1. Iqbal Doughan
2. Amal Sawaya
3. Amal Daoud
4. Father George Aky
5. Father Abdo Raad
6. August Bakhous
7. Partick Renno
8. Pedro Ghorra
9. Bassem Lamah
10. Barbara Batlouni
11. Bernadette Rahim
12. Bassam Hasheesho
13. Toufiq Rizkallah
14. Joseph Souma
15. Hassana Daouk
16. Hasan Abou Zeid
17. Hanan Hassoun
18. Khalid Al Muhtar
19. Khodor Dabbous
20. Khaldoun Bou Assi
21. Khalil El Hindi
22. Daniel Al Houwaik
23. Raja Maslah
24. Rifaat Sharara
25. Ayman Abdallah
26. Ahmad Souweid
27. Hamas Hashash
28. Anis Cruz Suleiman
29. Lina Freij
30. Adnan Daher
31. Bilal Sharara
32. Riyad Anam
33. Ziad Hamadeh
34. Suzanne Jabbour
35. Sylvana Al Qays
36. Abdulhafeez Al Ladki
37. Ezzeddine Ezzeddine
38. Issam Beshara
39. Ghassan Moukhaiber
40. Ghassan Massaad
41. Ghassan Siyah
42. Fadia Othman Assaad
43. Fadia Kiwan
44. Fadi Riyashi
45. Ferial Daloul

46. Kassem Ayna
47. Kassem Ashab
48. Carmel Khoury
49. Carmen Melki
50. Kamel Mihna
51. Leila Baalbaki Harb
52. Majed Hatmou
53. Mohammad Idriss
54. Mohammad Salman
55. Mahmoud Batlouni
56. Samira Maaseery
57. Nabil Abi Saab
58. Nabiha Afif
59. Najat Al Rashidi
60. Wadad Lahoud
61. Wafat Beshara
62. Wafa Abdel Samad
63. Nabil Shandar
64. Abdel Monem Kabbara
65. Fadlallah Hassouna
66. Tarik Qabalan
67. Ghassan Al Ashkar
68. Elie El Ferzli
69. Nathem Al Khoury
70. Mohammad Berjawi
71. Nasser Kandil
72. Youssef Deeb
73. Mohammad Kabbani
74. Alia Kabbani
75. Abdallah Kaseer
76. Amal Farhat
77. Simone Warde
78. Antoine Ghareeb
79. Alia Ibrahim
80. Jean Deeb Al Haj
81. Shireen Ramadan
82. Monah Abdel Samad
83. Nayla Tamer
84. Malak Bazzi
85. Tamam Daheineh
86. Rana Habib

## Appendix 17

### Joint Parliamentary and Civil Society Forum: Towards Good Governance for Sustainable Development

Organized in collaboration with the following bodies:

- The United Nations Environment Program (UNEP/ROWA)
- Economic and Social Council for West Asia (ESCWA)
- United Nations Development Program (UNDP)
- The Council of Arab Ministers Responsible for the Environment, League of Arab States (CAMRE)
- The Arab Parliamentary Union (APU)
- The Lebanese Parliament (LP)
- The Lebanese Ministry of Environment (LMOE)
- The Lebanese Parliamentary Forum (LPF)

The participants in this forum were:

- Arab parliamentarians from Algeria, Bahrain, Iraq, Jordan, Morocco, Palestine, the Sultanate of Oman, Saudi Arabia, Syria and Tunisia
- Arab NGOs from Jordan, the UAE, Egypt, Saudi Arabia and Palestine
- Lebanese parliamentarians and NGO representatives.

The topics discussed were:

- Good governance and its effects on policy making in the Arab World
- Achievements, constraints, challenges and opportunities in the implementation of sustainable development in the different Arab countries
- Definition of the priorities for the next decade, which included: poverty eradication- alleviation of debt burdens- population management- investment in human capital and capacity building- the achievement of a faster, sound economic growth- environmental degradation management- governance for sustainable development- technology transfer- research and development- cultural heritage for development- peace, security and stability.

An agenda of priorities was set, and stressed on:

- The importance of good governance in achieving the sustainable development of Arab nations
- The need for establishing Arab committees in charge of accomplishing sustainable development
- The role of civil society and NGOs in defining the public policies involving sustainable development and good governance.

## Appendix 18

### The Economic and Financial Studies in the “Parliamentary Life” Magazine

Name of the Study	Date of Publication
The Consequences of Lebanon Joining the W.T.O	December 2002
The History and the Development of the Budget	December 2002
The Lebanese Economic Policy: From Romanticism to Reality	September 2001
Money Laundering	December 2000
The Reality of the Capital Market and its Role in Economic Development	December 2000
Financing the State Expenditures: Taxes or Public Debt	December 1999

## Appendix 19

### Municipalities With Operational Computer Systems March 31, 2002

#### I - In Bekaa<sup>\*</sup> Mohafaza:

- District of Zahleh:
  1. Zahleh

#### II- In Mount Lebanon Mohafaza:

- District of Aley:
  1. Aley
  2. Kahhaleh
  3. Mansourieh
- District of Al Chouf:
  1. Amatour
  2. B'aklin
  3. Bak'ata
  4. Deir el Kamar
  5. Hasrout
- District of B'abda:
  1. B'abda
  2. Chiah
  3. Haddat
- District of El Metn:
  1. Antelias
  2. B'abdat
  3. Beit Merry
  4. Bekfaya
  5. Broummana
  6. Dbayeh
  7. Dikwaneh
  8. Jal el Dib
  9. Jdaïdet al Matn
  10. Mazra'et Yachou'
  11. Sin el Fil
  12. Zalka
- District of Keserwan:
  1. Ajaltoun
  2. Raïfoun
  3. Tabarja
  4. Zouk Mekael
  5. Zouk Mosbeh
- District of Jbeil:
  1. Amchit
  2. Jbeil

### III- In Nabatieh Mohafaza:

- District of Bint Jbeil:

1. Ainata
2. Ain Ebel
3. Aita El Cha'b
4. Aitaroun
5. Alma El Cha'b
6. Al Tiri
7. Bara'chit
8. Bint Jbeil
9. Beit Lif
10. Debel
11. Haddata
12. Kafra
13. Kfardounin
14. Kherbit Selem
15. Rmeich
16. Yarin
17. Yaroun

- District of Hasbaya:

1. Al Hibbarieh
2. Cheb'a
3. Chouaya
4. Ein Kinya
5. Hasbaya
6. Kfarchouba
7. Kfarhamam
8. Rachaya al Foukhar

- District of Marjayoun:

1. Al Khiam
2. Al Klai'a
3. 'Daïseh
4. Debbin
5. Deir Mimas
6. Houla
7. Ibl el Saki
8. Kabrikha
9. Kfarkela
10. Markaba
11. Meis Al Jabal
12. Taïbeh

- District of Nabatieh:

1. Al Doeir
2. Ansar
3. Arab Salim
4. Deir el Zahrani
5. Gbaa'
6. Habbouch
7. Houmin Al Fawka
8. Houmin Al Tahta

9. Nabatieh El Fawka
10. Nabatieh El Tahta
11. Zefta

#### IV- In North Mohafaza:

##### ● District of Akkar:

1. Al Bireh
2. Al Tleil
3. Beino
4. Berkayel
5. Bzal
6. Chadra
7. Fnaidek
8. Mechha
9. Tal Abbas Al Gharbi

##### ● District of Al Batroun:

1. Al Batroun
2. Chakkah
3. Douma
4. 'Ebrin
5. Eddeh
6. Hamat
7. Hardin wbeit Kassab
8. Sel'ata
9. Tannourin

##### ● District of Al Koura:

1. Ain 'Ekrin
2. Amyoun
3. Bechmezzin
4. Bednaya
5. Betram
6. Kousba
7. Dar B'echtar
8. Deddeh
9. Fi'h
10. Kefrayah
11. Rachdebbin
12. Rasmaska

##### ● District of Bcharri

1. Barhelioun
2. Baz'oun
3. Bcharri
4. Hadat Al jebbeh
5. Hadchit
6. Kanat

##### ● District of Minnieh & Dinnieh:

1. Al Biddawi
2. Bka' Sifrein
3. Karm Al Mohr
4. Sir

- District of Tripoli:
  1. Mina
  2. Tripoli
- District of Zgharta:
  1. Erdeh
  2. Kfardalkous
  3. Majdeliah
  4. Mazra'et Al Touffah
  5. Mezyara

**V- In South Mohafaza:**

- District of Jezzīn
  1. Al 'Aīchieh
  2. Al Lwaīzeh
  3. Al Rihan
  4. Aramta
  5. Bkasin
  6. Haītoura
  7. Jezzīn
  8. Kfarhouna
  9. Leb'a
  10. Mlikh
  11. Roum
  12. Sinya
- District of Sidon:
  1. Abra
  2. Aīn al delb
  3. Al Bramieh
  4. Al Ghassanieh
  5. Al Ghazieh
  6. Al Hlalieh
  7. Al Karieh
  8. Al Mourwanieh
  9. Al Saksakieh
  10. Al Sarafand
  11. Al Zrarieh
  12. Ankoun
  13. Bablieh
  14. El mīeh wmiēh
  15. Haret Saīda
  16. Kfarhatta
  17. Kfarmelki
  18. Maghdoucheh
  19. Sidon
- District of Tyre:
  1. Aīn B'al
  2. Aītit
  3. Al 'Abbasieh
  4. Al Bazourieh
  5. Alma Al Cha'b

6. Borg Al Chimali
7. Chhabieh
8. Deir Kanoun Al Nahr
9. Jwaya
10. Klaileh
11. Ma'rakeh
12. Ma'roub
13. Qana
14. Tyre
15. Srafa
16. Ter Filsayah

## Indicator A1

### SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS THAT SUPPORT DEMOCRACY

**INTERMEDIATE RESULT 2.4: Parliament is informed on various policy options, served by qualified staff and able to oversee the government budget.**

**Indicator 2.4.1: Professional staff provide policy analysis for members and committees as needed.**

Unit of Measure: Number of studies	Year	Planned	Actual
Source: Parliament journal, Parliament records	1998	0	0
<b>Indicator/Description:</b> During the Lebanese civil war, many important sources of reference for the Lebanese Parliament were destroyed, leaving parliamentarians with an information gap especially concerning the budget laws and debates. Extensive research was conducted leading to the publication of two important works: Two volumes regarding the government budget from 1920-1998, and 20 volumes regarding budget debates from 1920-2001. In addition, 6 economic and financial studies have been published in the Lebanese Parliament's official magazine, "Parliamentary Life," also to be used as references. (see Appendix 18). The actual figure for the number of studies for 2001 was changed from that in the last annual report as a result of the addition of the two publications mentioned above. (See Appendix 18)	1999	0	1
	2000	2	2
	2001	5	6
	2002 (Target)	5	8 (March 2002)
	Comments:		

Indicator A1.

## Indicator A2

<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS THAT SUPPORT DEMOCRACY</b>			
<b>INTERMEDIATE RESULT 2.3: Pilot municipalities are able to interact with central agencies and provide services effectively and fairly.</b>			
<b>Indicator 2.3.1: Municipalities have adopted and used the automated budget system.</b>			
<b>Unit of Measure:</b> Number of municipalities	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> Municipalities' records, visits, and workshops	1998	0	0
<b>Indicator/Description:</b> Indicator reflects SUNY/CLD's training and installation of the Municipal Revenue System in 76 municipalities. More than 58,000,000 LL in rental value taxes were due for collection (See Appendix 3). Twenty-four municipalities that attended workshops held by SUNY/CLD have adopted different types of automated systems (See Appendix 12). As a result of the new agreement, the target for 2002 is expected to be 250 municipalities.	1999	1	1
	2000	50	76
	2001	100	76
	2002 (Target)	150	100 (March 2002)
<b>Comments:</b> The quality of work conducted in the 76 municipalities has been assessed and reviewed through visits and meetings with the municipal council and employees, and the generation of taxpayer lists. The planned number of beneficiaries increased due to the expansion of the program. (See Appendix 2 for progress status in the municipalities)			

### Indicator A3

<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS THAT SUPPORT DEMOCRACY</b>			
<b>INTERMEDIATE RESULT 2.1: MOMRA providing technical assistance/information to municipalities</b>			
<b>Indicator 2.1.1: Information System is Operative</b>			
<b>Unit of Measure:</b> Number of beneficiary municipalities	<b>Year</b>	<b>Planned</b>	<b>Actual</b>
<b>Source:</b> procurement record; system records	1998	Unknown	30
<b>Indicator/Description:</b> The Indicator reflects that 255 municipalities received technical training and appropriate equipment to enhance their administrative capabilities. By March 31, 2002, 255 municipalities had received operational computer systems. This figure includes the 82 municipalities that first received assistance from USAID, 40 municipalities in South Lebanon that received computers from OMSAR, and 40 municipalities with operational information systems as reported earlier by MOIM's predecessor, MOMRA. The remaining number of beneficiary municipalities were identified through the municipal questionnaires submitted at the North Lebanon workshop by SUNY/CLD. (See Appendix 19)	1999	50	120
	2000	100	120
	2001	150	120
	2002 (Target)	300	255 (March 2002)
<b>Comments:</b>			

## Indicator A4

<b>SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS THAT SUPPORT DEMOCRACY</b>			
<b>INTERMEDIATE RESULT 2.2: Improved operation of key central agencies to support local government</b>			
<b>Indicator 2.2.1: Central agencies/ministries disseminating information related to government</b>			
<b>Unit of Measure:</b> Number of agencies	<b>Year</b>	<b>Planned</b>	<b>Actual</b> <i>PPP</i>
Source: Municipality/Agency records; procurement records; agencies' annual report; official letter from COA.	1998	0	0
	1999	1	1
<b>Indicator/Description:</b> Indicator reflects SUNY/CLD's work with OIM (formerly MOMRA), COA, CSB, and CIB to coordinate budgetary improvements and to enhance the methods of administrative actions.	2000	2	2
	2001	4	4
	2002 (Target)	5	4 (March 2002)
<p><b>Comments:</b> In addition to the Municipal Revenue Form that was disseminated to municipalities, SUNY/CLD, MOIM and COA prepared a proposal for municipal budget structure that will be distributed to municipalities in order to standardize the budget process. In addition, CSB is working with 8 municipalities to assist in the development of their human resources. The Ministry of Interior and Municipalities (MOIM) has also contributed to the dissemination of information to municipalities through the distribution of the Municipal Guide ("Addalil Al Baladi"). The Office of the Ministry of State for Administrative Reform (MSAR) is also disseminating information, through the various workshops that are being held for the municipal council members, and the COA is developing appropriate procedures for financial sectors.</p>			

Indicator A4