



Five-Year Strategy for the Lebanese Central Inspection

Foreword by the President of the Central Inspection, Judge George Auguste Attieh

When I first assumed my duties at the Central Inspection (CI) in 2017, I realized the weight of the responsibility entrusted to this oversight body as well as the gap that existed between the CI on the one hand, and public servants and citizens on the other.

Founded in 1959 under the mandate of President Fouad Chehab, the Central Inspection has experienced years of success and achievements, as well as periods during which it was less effective. This was due to several reasons, the most prominent of which was the Lebanese Civil War, which had adverse effects on this body as well as all other government institutions. Moreover, the lack of much-needed support from subsequent governments has further weakened the crucial role of the CI in the area of reform.

The role of the Central Inspection is not limited to overseeing the legality of the actions undertaken by public administrations, but also includes advising them.

In order to shoulder its assigned responsibilities during one of the worst political, social, and economic crises that Lebanon and its public administrations have ever seen, and in response to the popular calls for fighting the rampant corruption in public institutions, the CI had to think strategically by outlining a clear vision and setting clear objectives and priorities. The purpose of this was to enable the CI to fulfil its oversight and guidance duties more effectively, to advance public administrations, and to implement the desired reforms with the aim of serving citizens and bolstering their trust in the State.

Therefore, this strategy was not a product of chance, but rather the response to the pressing need for change and development. It is the result of the joint work of many of inspectors and inspector-generals in collaboration with experts from Expertise France, under the EU-funded ACT project. The strategy rests on two pillars:

1- Empowering and modernizing the Central Inspection

2- Promoting CI relationships with the judiciary, oversight authorities, and the community

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Priorities

Priority 1

Modernize and
empower the
Central Inspection

Priority 2

Develop human
resources

Priority 3

Reinvigorate
relationships
with the
judiciary,
oversight
authorities, and
bodies under the
mandate of the
Central
Inspection

Priority 4

Build
partnerships
with the
community

Priority 5

Improve
relationships
with public
authorities

OVERSIGHT, GUIDANCE, AND DEVELOPMENT

Serve citizens and
bolster trust in the State

Strive to enshrine
rule of law and good
governance

Contribute to the
advancement of public
administrations

Reinvigorate relationships with the judiciary, oversight
authorities, and bodies under the mandate of the CI





Objectives

Adopt international public sector oversight and inspection standards

Set indicators to monitor the performance of public administrations and the implementation of their strategic plans

Compile a database for risk analysis and set a yearly inspection agenda on that basis

Develop inspection procedures

Develop digital connections with administrations under the mandate of the Central Inspection

Automate Central Inspection activities

Priority 1

MODERNIZE AND EMPOWER THE CENTRAL INSPECTION

Given its limited resources, the Central Inspection is unable to cover the entire scope of its responsibilities. As such, it is forced to resort to other measures to achieve its objectives, such as a risk analysis-based programming approach or standardizing and developing the necessary tools and systems.

Objective 1

Adopt International Public Sector Oversight and Inspection Standards

International standards provide guidelines on the proper conduct of inspectors/auditors and for the quality of their work. They relate to their conduct, specialization and performance.

These standards are similar to those adopted by the Institute of Internal Auditors and applied by private companies and similar oversight bodies in many countries around the world.

They ensure transparency, save valuable time, and inspire trust among donors.



Objective 2

Compile a Database

There currently is no oversight body with the means to practice comprehensive oversight of the entities under its mandate. Efforts should thus be focused on the areas most vulnerable to corruption.

Reliable internal and external sources provide information to be analyzed to monitor risks. These sources include previous inspection work, Court of Audit activities, other oversight bodies, the judiciary and violations reported on by administrations and media.

Developing a primary risk map with a unified format that describes risks, their nature, severity of impact, and frequency is essential. This enables effective oversight based on inquiry or a previous examination of risks related to mismanagement, fraud, or corruption.

The Administrative Inspectorate-General within Central Inspection has developed the comprehensive inspection form, which includes the various dimensions of public administration across 14 areas.



Objective 3

Develop Inspection Procedures

The Central Inspection's mechanisms of action will be detailed in written standard operating procedures. They will be integrated in templates to ensure practical implementation of standards, quality assurance, and the standardization of procedures across all inspectorates-general.



Objective 4

Automate Central Inspection Activities

In order to enhance Central Inspection effectiveness, it is necessary to upgrade its procedures, considering the volume of data to be processed. Through new applications, the different bodies under the mandate of the Central Inspection would be linked, thereby allowing them to input the required information.



Objective 5

Develop Digital Connections with Administrations under the Mandate of the Central Inspection

The goal is to establish digital connections with administrations that would allow the collection of existing and necessary data when needed. This would significantly reduce the use of paper. Ideally, relevant data would be available electronically to all concerned parties, to instantly check files and retrieve what is required for the audit. This can be done by creating a direct link between Central Inspection applications and systems and those of administrations.



يسرّ التفيتش المركزي بالتعاون مع وزارة المهجرين دعوتكم إلى حوار حول خطة الإنماء الريفي والمحلي على المنصة الإلكترونية IMPACT وذلك بمشاركة وزارة الشؤون الاجتماعية ووزارة الزراعة.

15 تشرين الأول 2020
2:00

* IMPACT أداة رقمية في خدمة الشفافية والحوكمة
* خطة الإنماء الريفي والمحلي: رؤية وتطبيق
* نظرة إلى النتائج الأولية للاستثمار
* حوار مفتوح



Objective 6

Set Indicators to Monitor the Performance of Public Administrations and the Implementation of their Strategic Plans

The Central Inspection has adopted indicators to evaluate the performance of public administrations, in terms of their compliance with applicable laws and regulations on the one hand, and their progress in implementing their strategic objectives on the other. This process compares what the administration has already achieved and what is still expected of them. In addition, the Central Inspection monitors the implementation of plans and the obstacles hindering the achievement of certain objectives. It also offers guidance and recommendations to address these challenges. Performance indicators hold public administrations accountable.



Priority 2

Develop Human Resources

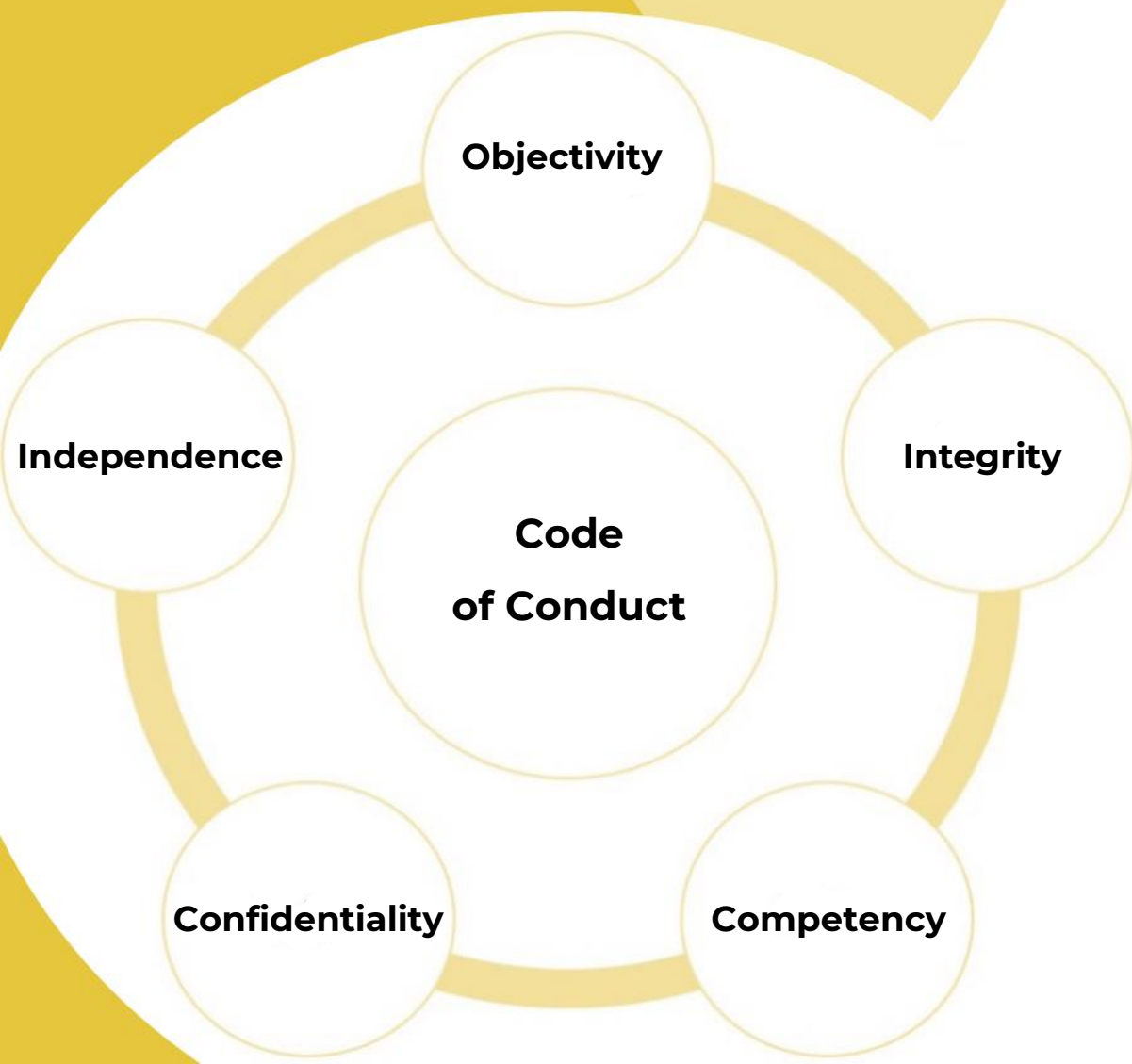
Apart from the acute shortage of human resources, newly appointed inspectors do not always fulfil the actual requirements of the Central Inspection in terms of their specialization and relevant experience. It is therefore necessary for the Central Inspection to objectively advertise its needs and to provide its inspectors with the knowledge needed to perform their duties.



Objective 1

Develop and Disseminate a Professional Code of Conduct

Similar to other civil servants, Central Inspection staff are bound by regulations that ensure impartiality and preserve the confidentiality of information obtained in the exercise of their duties. Given the nature of the Central Inspection's work, a professional Code of Conduct and relevant international standards will be adopted to clearly define the conduct and procedures to be observed by its staff. This Code of Conduct will be aligned with the ethical values and principles stipulated in the Civil Servants Regulations.



Objective 2

Prepare an Annual Program for Priority Needs-Based Technical And Systematic Training

Inspectors must undergo training courses to develop their skills. As the Central Inspection will adopt new and modernized auditing tools and procedures, the staff should be adequately trained on the use of these tools and procedures.

Although inspectors hold degrees and have theoretical knowledge, they still lack some auditing skills. Therefore, they must be provided with specialized training courses, through cooperation with public sector actors or by contracting private training agencies.



Objective 3

Develop a Preparatory Training Program for Newly-Appointed Inspectors

Newly-appointed inspectors are often unfamiliar with modern auditing procedures. Therefore, it is necessary to offer them preparatory training that would equip them with the basic knowledge, skills, and behaviors required to undertake their oversight functions effectively.



Objective 4

Establish a Training Unit within the Central Inspection

It is preferable for the Central Inspection to use its own qualified personnel to train staff. Only a few public sector administrations are knowledgeable in the auditing concepts or approaches adopted by the Central Inspection. Therefore, it is essential to have a permanent internal training unit consisting of staff members who are well-versed in the new procedures.



Objective 5

Organize Regular Meetings for all Inspectorates-General

Coordination becomes all the more important when several inspectorates-general are working on the same task, as it prevents any overlap or conflict. Moreover, all inspection tasks help to expand inspectors' expertise and knowledge, hence the need to share the lessons learned with all concerned parties within Central Inspection.

It is necessary to hold meetings for the different inspectorates-general to exchange ideas, particularly when new risks arise or when new tools can be adopted.

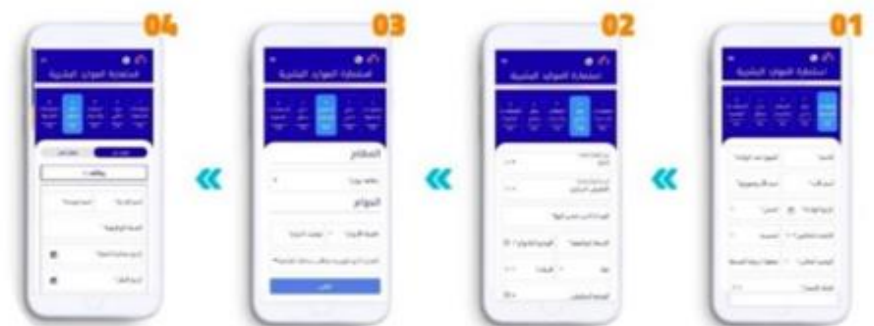


Objective 6

Constant and Continuous Evaluation of Human Resources

The Central Inspection lacks the necessary and sufficient human resources to undertake the full scope of its duties. For this reason, recruitment must be carried out as needed, the annual training program must be set and updated as necessary, and public authorities must be informed of the CI's needs in terms of human and financial resources.

Software for Mapping Human Resources in the Public Sector



Priority 3

REINVIGORATE RELATIONSHIPS WITH THE JUDICIARY, OVERSIGHT AUTHORITIES, AND BODIES UNDER THE MANDATE OF THE CENTRAL INSPECTION

Relationships between the Central Inspection and the judiciary, as well as other oversight bodies, must be reinvigorated in order to receive information and ensure coordination to avoid overlapping efforts. Furthermore, it is necessary to improve ties with bodies under the mandate of the Central Inspection by taking their suggestions into consideration with respect to how audits are carried out in certain areas, and involving them in monitoring the implementation of recommendations.

Objectives

Strengthen coordination with the judiciary with regard to the exchange of information

Reinvigorate coordination between oversight bodies

Develop the audit charter between the Central Inspection and the bodies under its mandate

Take administrations' suggestions with regard to matters requiring CI audit into consideration

Foster a culture of cooperation with the Central Inspection among civil servants

Monitor the implementation of CI recommendations with bodies under its mandate

Priority 3

Reinvigorate Relationships with the Judiciary, Oversight Authorities, and Central Bodies under the Mandate of CI

Objective 1

Strengthen Coordination with the Judiciary with Regard to the Exchange of Information

The judiciary and the Central Inspection have overlapping functions in the public sector but operate under separate mandates and procedures. Therefore, it's necessary to establish a cooperation mechanism between them as they may obtain information that could benefit the other's work. Specifically, the Central Inspection could benefit from information obtained by the judiciary as it would aid in analyzing risks necessary for performing its oversight duties.

The Central Inspection will strive to reinvigorate relationships with the judiciary and the Court of Accounts and propose a cooperation agreement to prevent the duplication of oversight over concerned bodies. The agreement could cover oversight programs of the various bodies, information sharing plans regarding outcomes and suggestions to avoid discrepancies in the same case.



Priority 3

Reinvigorate Relationships with the Judiciary,
Oversight Authorities, and Central Bodies under
the Mandate of CI

Objective 2

Reinvigorate Coordination between Oversight Bodies

Overlapping investigations by different oversight bodies in the same public administration entail a heavy burden on the latter. Coordination and information sharing among oversight bodies are the ideal way to avoid the duplication of investigations. The Central Inspection will seek to adopt joint action plans to share findings with the various bodies when possible.



Priority 3

Reinvigorate Relationships with the Judiciary, Oversight Authorities, and Central Bodies under the Mandate of CI

Objective 3

Develop the Audit Charter between the Central Inspection and the Bodies under its Mandate

Inspectors and the bodies they inspect often have a difficult relationship because of the common misconception that inspectors are only there to find problems and punish those responsible. However, the Central Inspection has additional responsibilities, including helping public administrations develop their work. This means that inspectors need to look at the processes within the entities, find weaknesses, and provide suggestions for how to improve procedures and fix any issues.

To make the relationship between the Central Inspection and the bodies under its mandate clear, it will define its role, objectives, and work procedures. Furthermore, it will elaborate on the rights and obligations of the bodies under its mandate, all within a standard audit charter.



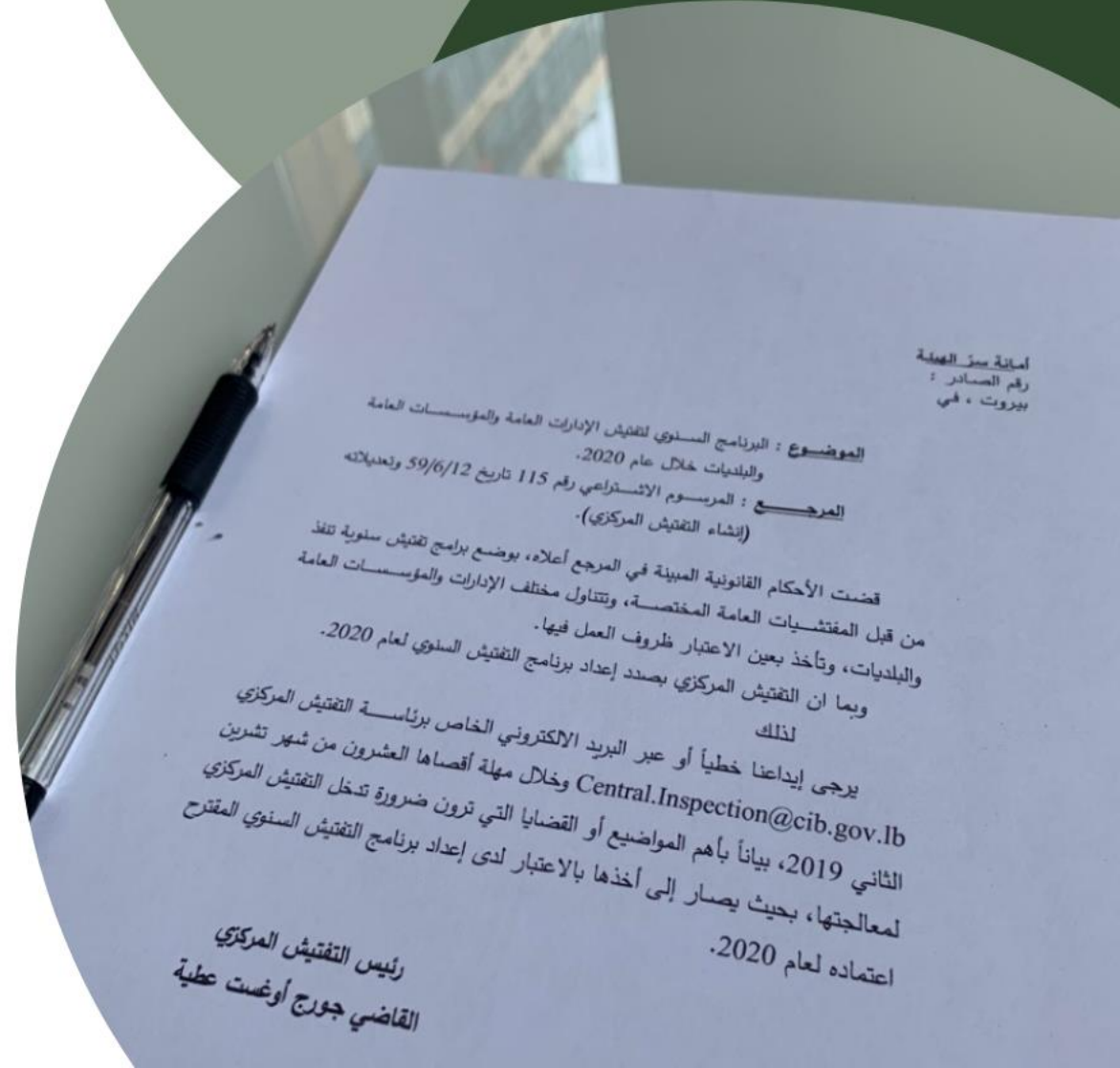
Priority 3

Reinvigorate Relationships with the Judiciary, Oversight Authorities, and Central Bodies under the Mandate of CI

Objective 4

Take administrations' suggestions with regard to matters requiring CI audit into consideration

The Central Inspection will consult with the bodies under its mandate on matters that require auditing more than others, which will help to better identify risks. The Central Inspection will subsequently establish a program to perform its oversight in light of these suggestions.



Priority 3

Reinvigorate Relationships with the Judiciary, Oversight Authorities, and Central Bodies under the Mandate of CI

Objective 5

Monitor the Implementation of CI Recommendations with Bodies under its Mandate

Based on their findings, inspectors must raise recommendations to the President of the Central Inspection in order to improve the work of public administrations.

Subsequently, inspectors will be responsible for monitoring the implementation of these recommendations. In order to reinforce the effectiveness of the Central Inspection's suggestions, inspectors will participate in discussions with bodies under the CI mandate and set a course of action for each of them, through which they commit to applying corrective measures.



Objective 6

Foster a Culture of Cooperation with the Central Inspection among Civil Servants

For a sound administration, it's crucial that the Central Inspection is trusted by the community and civil servants. Building a sound administration hinges particularly on cooperation between civil servants and CI inspectors. To achieve this, regular meetings should be held with public administrations to explain the CI's work and objectives, and to promote cooperation.

Additionally, the CI will prioritize transparency and consultation with public administrations on audit matters, proposing recommendations to help achieve their objectives. This way, public administrations will be aware of the CI's assistance and trust can be strengthened.

Priority 3

Reinvigorate Relationships with the Judiciary, Oversight Authorities, and Central Bodies under the Mandate of CI

1

Monitoring Public administrations, institutions and municipalities through all types of inspection

2

Improving administrative work procedures

3

Sharing advice with administrative authorities voluntarily or upon request

4

Coordinating joint action between multiple public administrations

5

Conducting studies, investigations, and actions commissioned by authorities

Priority 4

BUILD PARTNERSHIPS WITH THE COMMUNITY

The assessment of the Central Inspection has revealed that neither its status, nor its role in the public sector or its successes seem to be sufficiently recognized. Considering the importance of the fight against corruption and the recent attention it has received, an effective engagement policy must be adopted by reaching out to and enhancing cooperation with civil society actors.

Objectives

Enhance knowledge about the CI through its annual report and website

Develop a media engagement strategy

Cooperation and coordination between the Central Inspection and civil society actors

Establish an outreach unit to promote community engagement

Streamline citizen complaint mechanisms and enhance timely processing

Conduct community satisfaction surveys regarding public administrations and CI performance

Objective 1

Enhance Knowledge about the Central Inspection through its Annual Report and Website

An annual report template will be developed to provide the community with a clearer picture of CI activities. This report will first be shared with public authorities, then the media, and later published on the Central Inspection's website. Meanwhile, the website will be completed to make it more aligned with users' needs.



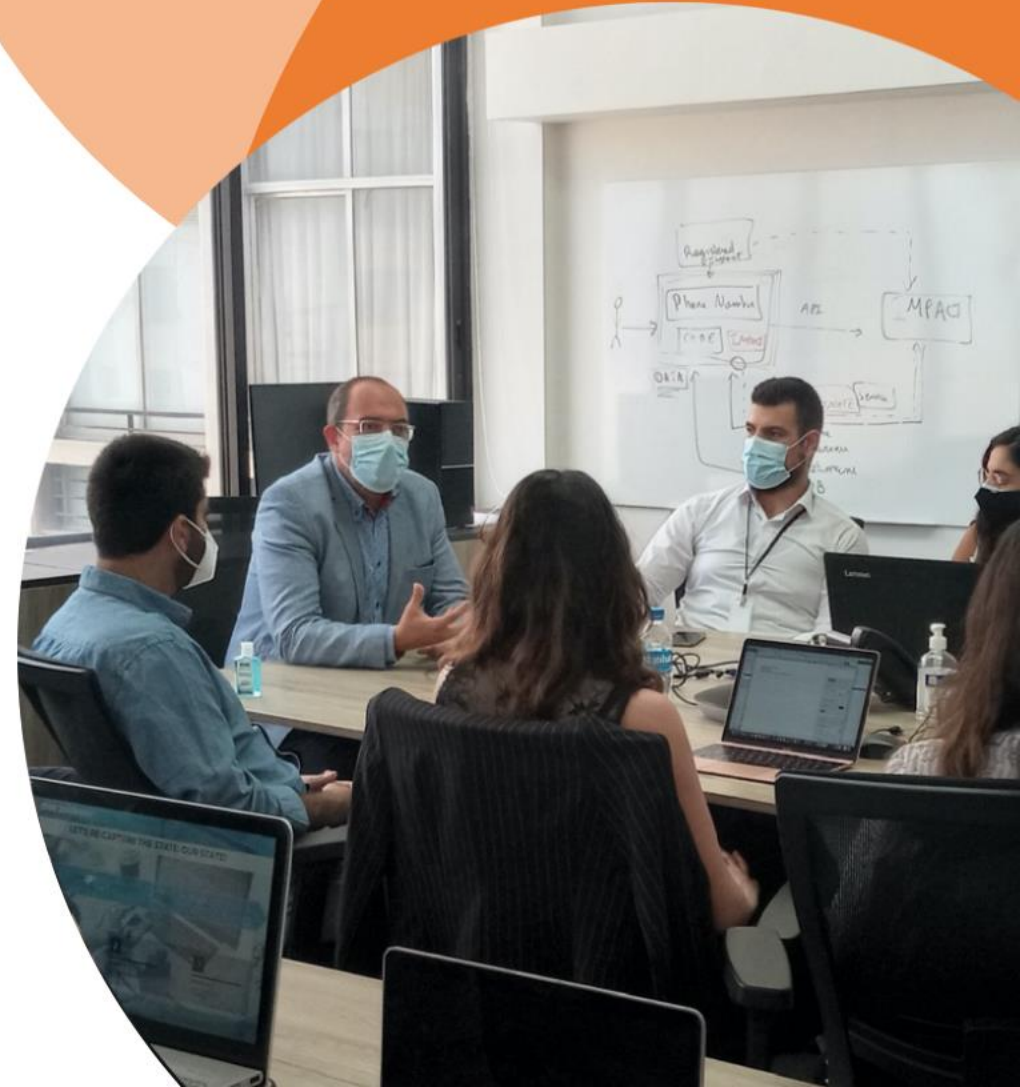
Objective 2

Cooperation and Coordination between the Central Inspection and Civil Society Actors

The Central Inspection must communicate with civil society actors, provide necessary clarifications regarding the nature of its duties, and share its activities. Through this approach, the Central Inspection could rely on other stakeholders to disseminate information about its activities.

The purpose of this cooperation with civil society actors is to educate the new generation on the need to fight corruption and the means to that end.

In addition, it is necessary to build a solid relationship with the Institute of Internal Auditors Lebanon and organize the first ever joint conference. The Central Inspection will include this activity under its strategic engagement plan.



Objective 3

Develop a Media Engagement Strategy

Since the Central Inspection annual report might not receive sufficient attention from the public, the Central Inspection will organize a press conference to present a summary of its actions and outcomes during the past year. It will also hold press conferences for every significant event or activity. It will work on building long-lasting relationships with relevant media outlets.

The Central Inspection will develop a communication strategy, including the information it would like to share. In order to implement this strategy, yearly communication plans will be set to determine the required practical steps.


الرقابة الرقمية
في خدمة الحوكمة الرشيدة



التفتيش المركزي لبنان
@CInspectionLB

جوري للإدارة العامة في الجمهورية اللبنانية. تم انشاؤه عام 1959 في عهد الرئيس فؤاد

Objective 4

Establish an Outreach Unit to Promote Community Engagement

Community engagement is a sensitive matter that requires specific skills and extensive knowledge. The aim is to form an outreach unit that is directly linked to the President of the Central Inspection. It will be in charge of developing an engagement strategy and plan, and work on maintaining relationships with the media and civil society actors.



Objective 5

Streamline Citizen Complaint Mechanisms and Enhance Timely Processing

Processing citizen complaints is considered one of the most important tasks of the Central Inspection. However, the receipt and follow-up on complaints is still manual and unautomated. Therefore, a new electronic application will be developed to automate the different stages of the mechanism. Automation will streamline the processing of complaints and filter out non-serious submissions and those lacking evidence. The Central Inspection will also improve its annual reporting on the outcomes of these complaints.



صار فيك تكون شريك بالكشف عن
الفساد

قيم المعاملة أو
الوحدة الادارية



تقديم شكوى



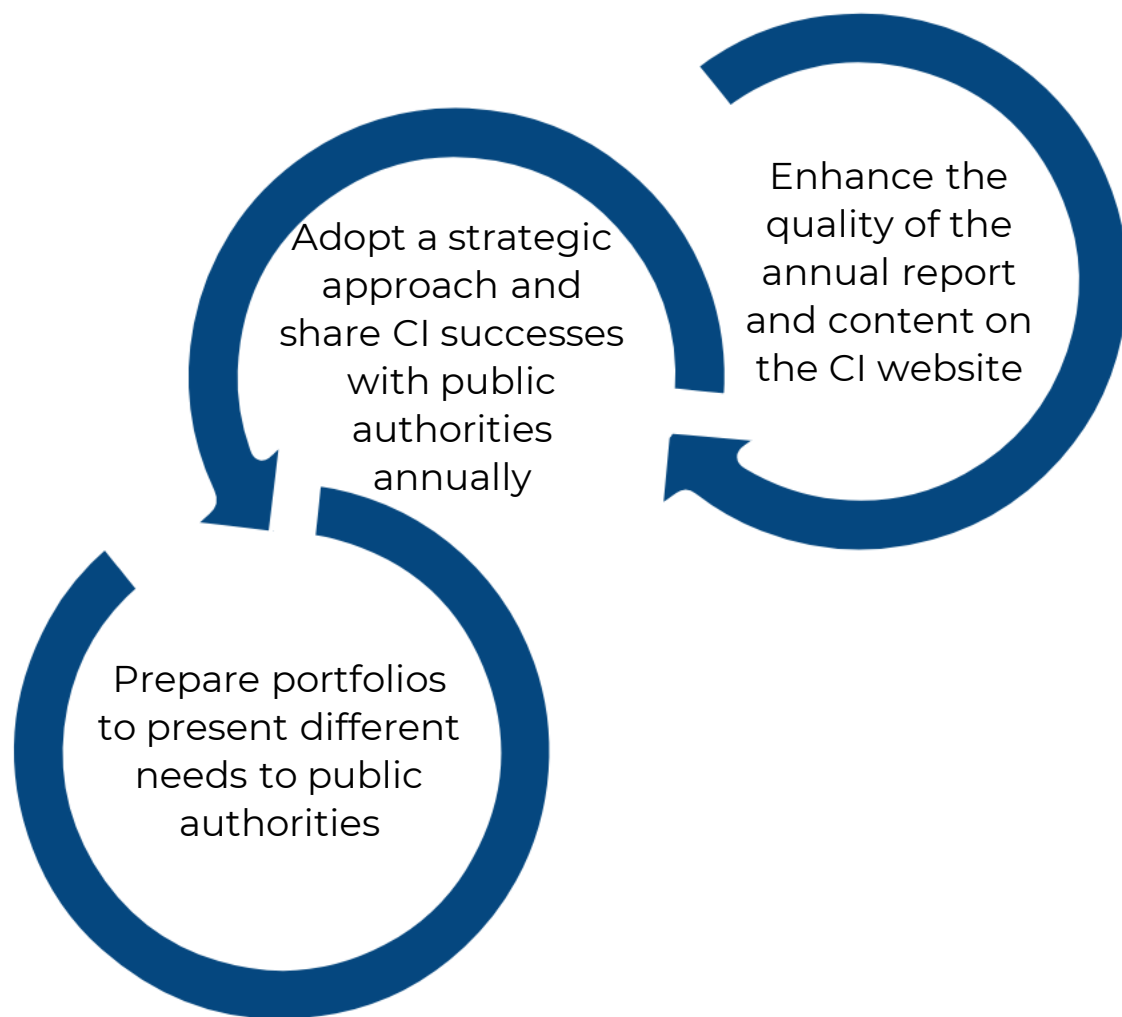
Objective 6

Conduct Community Satisfaction Surveys Regarding Public Administrations and CI Performance

To measure community satisfaction regarding the performance of the Central Inspection and the bodies under its mandate, surveys will be conducted covering the work they perform, particularly the processing of citizen complaints. This will be undertaken by specialized bodies with sufficient skills and the necessary technology, as these studies differ from regular polls.



Objectives



Priority 5

PROMOTE RELATIONSHIPS WITH PUBLIC AUTHORITIES

One of the tasks of the Central Inspection is to stimulate public administrations to improve their performance and level of transparency. In order for recommendations to be taken seriously and effectively, these authorities must fully support the Central Inspection. In turn, the CI must launch a self-modernizing process, through its own strategy, which will serve as a contract determining the nature of the relationship with public authorities.



Objective 1

Enhance the Quality of the Annual Report and Content on the CI Website

Enhancing the information shared about Central Inspection activities and outcomes is not only a necessity for citizens but also for public authorities, as it provides them with information on the Central Inspection's actions and progress at the level of the public administration as a whole.

The annual report and website are key to engaging with citizens and public authorities. Studies and special reports on various important topics requiring special attention could also be developed as needed.

Objective 2

Adopt a Strategic Approach and Share CI Successes with Public Authorities Annually

Lebanon is currently reconsidering the role of its oversight institutions and developing frameworks to bolster their structure, given the current economic crisis and the reform conditions set by external donors in order to grant assistance.

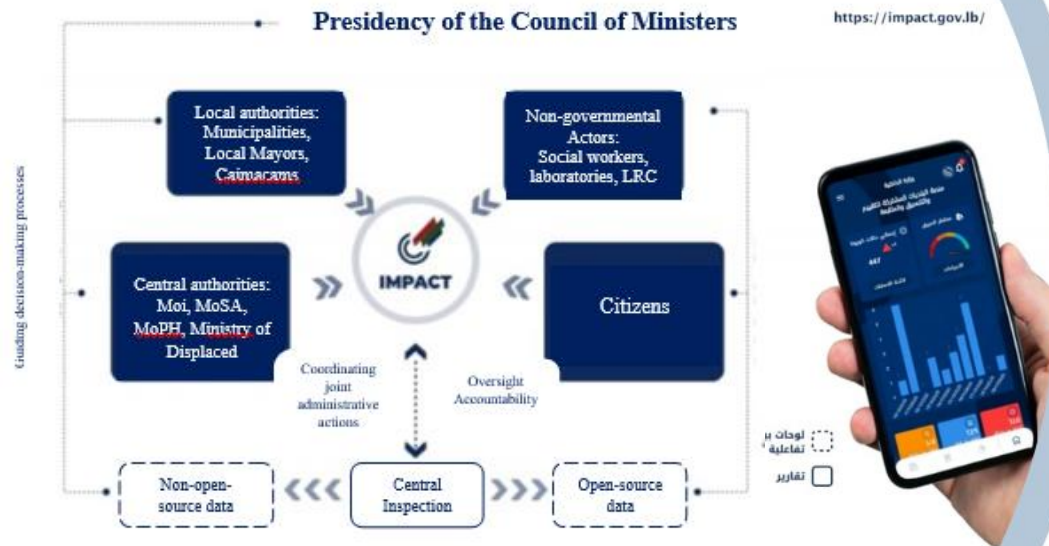
The Central Inspection has decided to follow a strategic path based on two pillars: ensure modern procedures and professionalize service, and promote the trust of stakeholders through better communication about its activities and their outcomes.



Objective 3

Prepare Portfolios to Present Different Needs to Public Authorities

The Central Inspection will prepare a comprehensive portfolio that includes its needs in terms of human and material resources, along with the necessary justifications. Draft laws will be prepared and submitted with these portfolios as needed. Once enacted, these laws would enable the Central Inspection to enhance its performance.





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