



YOUTH4GOVERNANCE.ORG

# FROM CRISIS MANAGEMENT TO PUBLIC MANAGEMENT

## WE ARE THE STATE

PHASE II – CIVIL SERVANTS' PERCEPTION OF THE PUBLIC ADMINISTRATION

PUBLIC ADMINISTRATIONS



*This document was prepared by Youth4Governance  
"[Youth4governance.org](https://youth4governance.org)", a project jointly launched by Saint-  
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# YOUTH4GOVERNANCE JOURNEY

## LET'S RE-CAPTURE THE STATE: OUR STATE!

From July to September 2021, as part of their internship program, the Youth4Governance university students conducted a three-part perception study on the Lebanese public administration. The study surveyed opinions among the general public, civil servants and Central Inspection staff. This report covers the second survey that targets civil servants' perceptions.

**YOUTH4GOVERNANCE**  
University students from different disciplinary backgrounds

Civil servants' perception of the public administration

Data Collection  
(429 surveys)

Data Cleaning

Data Analysis

Report writing and recommendations

1

### PHASE 1

Survey of residents' perception of the public administration

2

### PHASE 2

Survey of civil servants' perception of the public administration

3

### PHASE 3

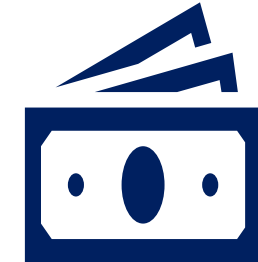
Survey of Central Inspection staff's perception of the public administration

# ABBREVIATIONS



**MoIM**

Ministry of Interior and  
Municipalities



**MoF**

Ministry of Finance



**MoET**

Ministry of Economy and Trade



**MoD**

Ministry of Displaced



**MoJ**

Ministry of Justice



**MEHE**

Ministry of Education and  
Higher Education



**PA**

Public Administration



**CI**

Central Inspection

## Central Inspection

- Established in 1959 as part of the administrative reform launched by Fouad Chehab, the Central Inspection is an oversight agency under the Presidency of the Council of Ministers. It is entrusted with the mission of monitoring and controlling public administrations and institutions and municipalities through inspections and investigations, to verify compliance with applicable rules and regulations.
- Beyond the traditional compliance role, Central Inspection is also entrusted with the mission of advising the public administration on how to improve its structure, processes and performance, in addition to the mission of coordinating joint actions between public administrations.

## Code of Conduct

- A Code of Conduct outlines the norms, rules, responsibilities and best practices to be observed by an organization and its members.

## Permanent Civil Servant

- The employment status of permanent civil servants is regulated by Civil Service Law (decree-law 112/1959). Employment status is divided by rank, ranging from one to five. Permanent civil servants' employment cannot be terminated unless they resign or violate certain rules.

## Public Management

- A sub-discipline of public administration that involves conducting managerial activities in public entities. It is concerned with efficiency, productivity, brain drain and capacity loss, in addition to the number of employees.

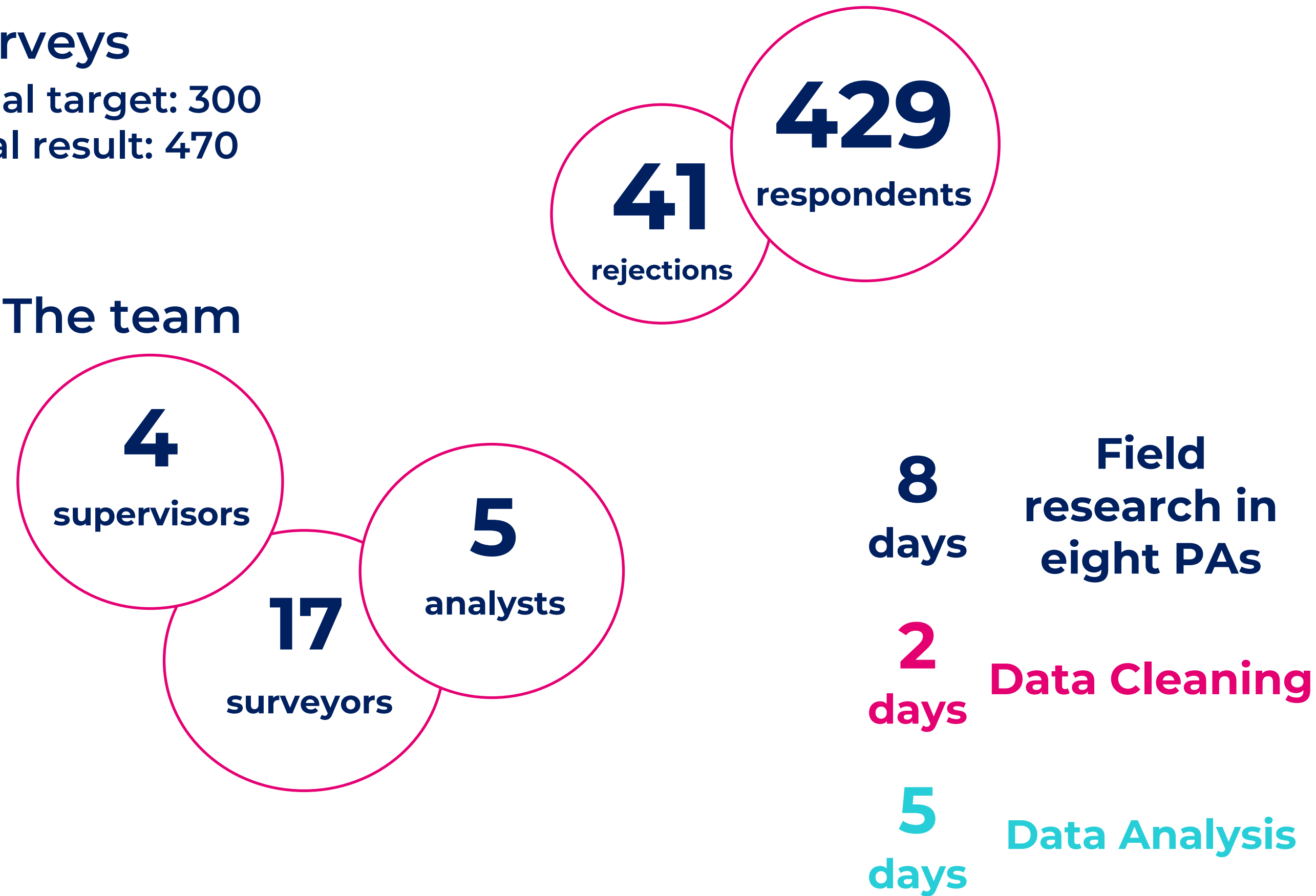
# METHODOLOGY

A team of 17 Youth4Governance university students were deployed as field researchers over eight days in August 2021, covering eight different public administrations (PAs) in Beirut. The survey covered 429 civil servants in total.

## Surveys

Initial target: 300  
Final result: 470

## The team



## Limitations

### Hierarchy and bureaucracy

- Lengthy back and forth communication was needed to obtain the required permissions to enter public administrations.
- Sampling had to be done based on the civil servants presence at the PA's offices and sometimes in line with the supervisors' instructions, with as much stratification or random selection as possible.
- Some respondents changed their answers as their supervisors approached.

### Exceptional conditions

- With the fuel crisis and Covid-19 related restrictions, civil servants were operating based on a rotation policy.
- With the ongoing socio-economic crises, many civil servants were participating in the national strike organized by public sector employees.



# METHODOLOGY: INFORMAL MEETINGS WITH PA DIRECTORS

The field researchers visited eight PAs over eight days to conduct the field survey with the civil servants present at the PAs, but also to hold informal meetings with the PA's general directors (DG) or heads of departments.



Meeting with acting DG, Mr. Ahmad Rajab



Meeting with DG, Mr. Imad Kreidieh



Meeting with DG, Mr. Fady Yarak



Meeting with DG, Mr. Ahmad Mahmoud

Quotes by general directors of some PAs

***"I advise you to leave Lebanon."***

***"The pandemic is the biggest challenge this ministry is facing."***

***"Centralization is essential."***

***"We're about to lose skilled people."***



Meeting with caretaker Justice Minister, Mrs. Marie-Claude Najm



REPUBLIC OF LEBANON  
MINISTRY OF FINANCE

- Meeting with the Director of Expenditures Mrs. Rania Diab
- Meeting with the Director of Revenues and VAT, Mr. Louay El Hajj Chegade



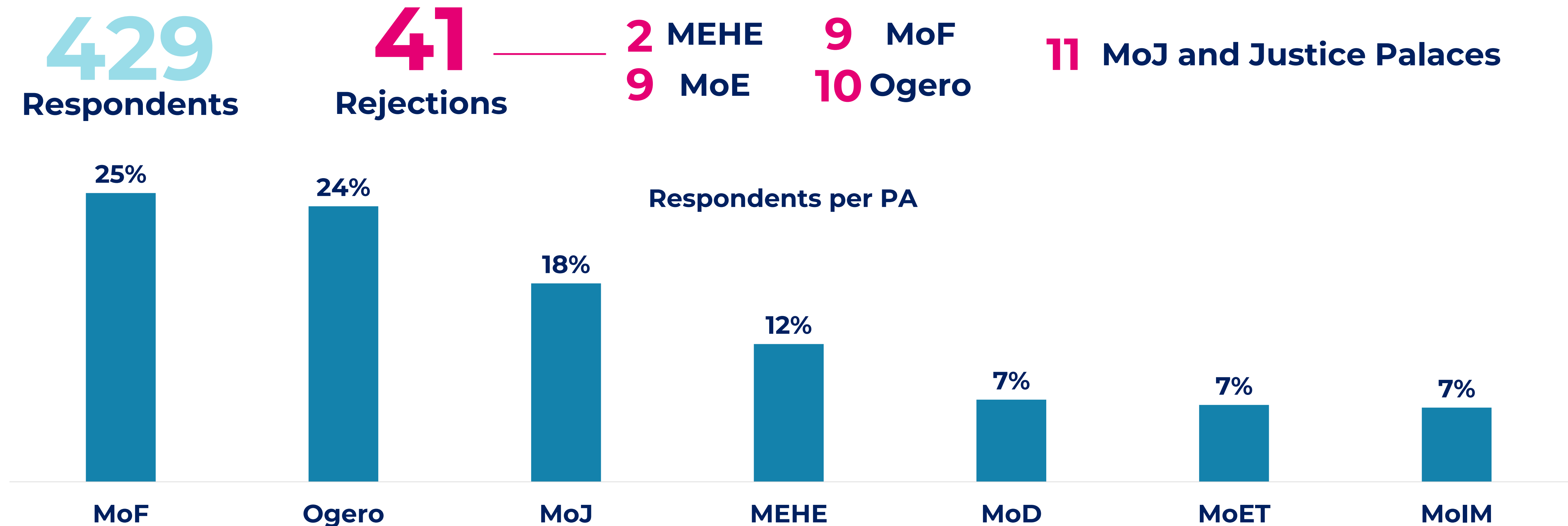
REPUBLIC OF LEBANON  
MINISTRY OF ECONOMY & TRADE

Meeting with DG, Mr. Mohammad Abou Haidar



# SAMPLE PROFILE: MEET THE CIVIL SERVANTS (1)

Once the required permission to enter the public administration was obtained from the director general, the survey was conducted randomly with the civil servants present at the PA's offices. Nine percent of the civil servants approached refused to take part in the survey. The largest number of respondents worked either at the Ministry of Finance or Ogero.

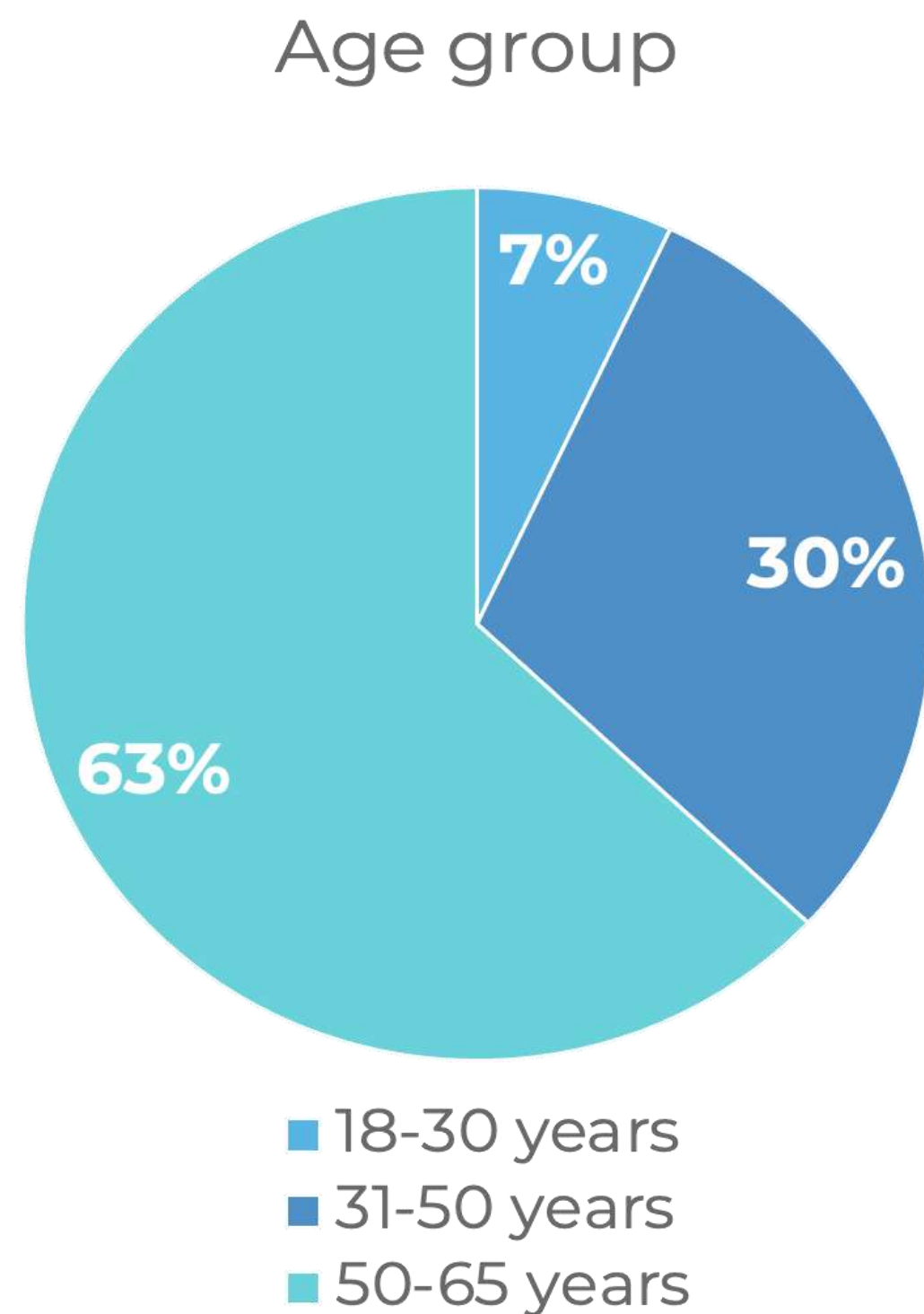


\* The sample was affected by the rotation policy, the fuel crisis, and the national strike of public sector employees.

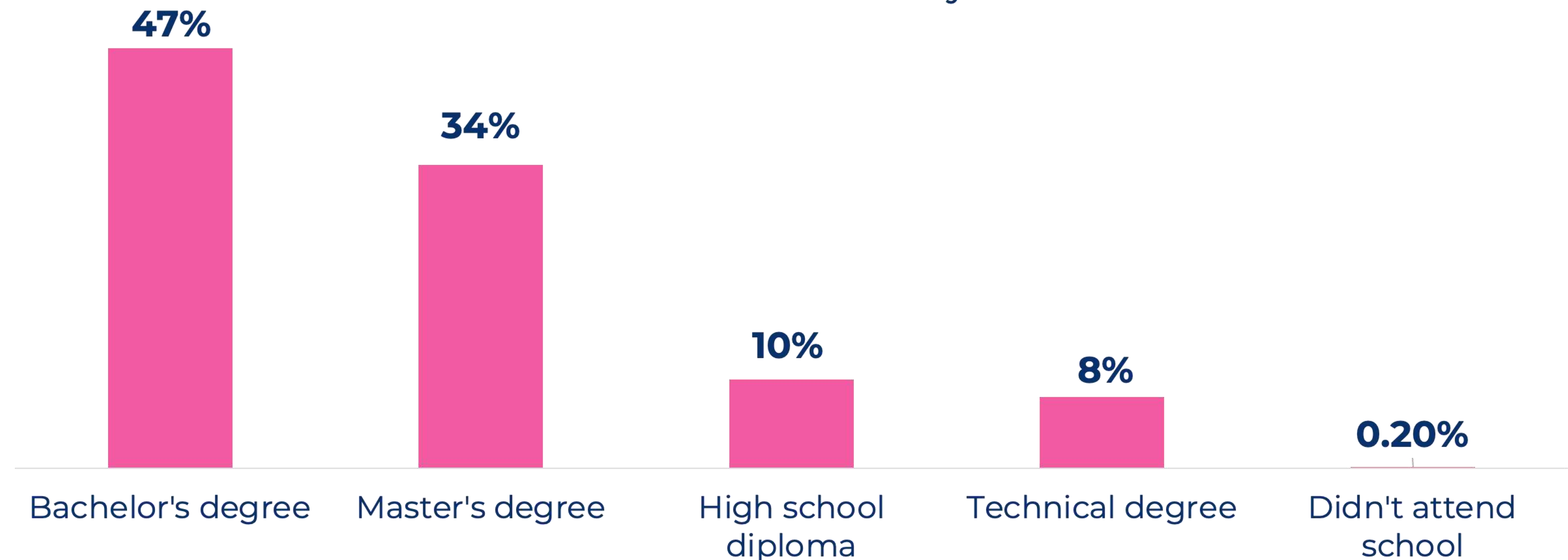


# SAMPLE PROFILE: MEET THE CIVIL SERVANTS (2)

The sample consisted mainly of civil servants aged between 50 and 65 years, with limited presence of civil servants aged between 18 and 30 years which reflects an aging public administration. The overwhelming majority of civil servants surveyed hold university degrees.



What level of education did you reach ?

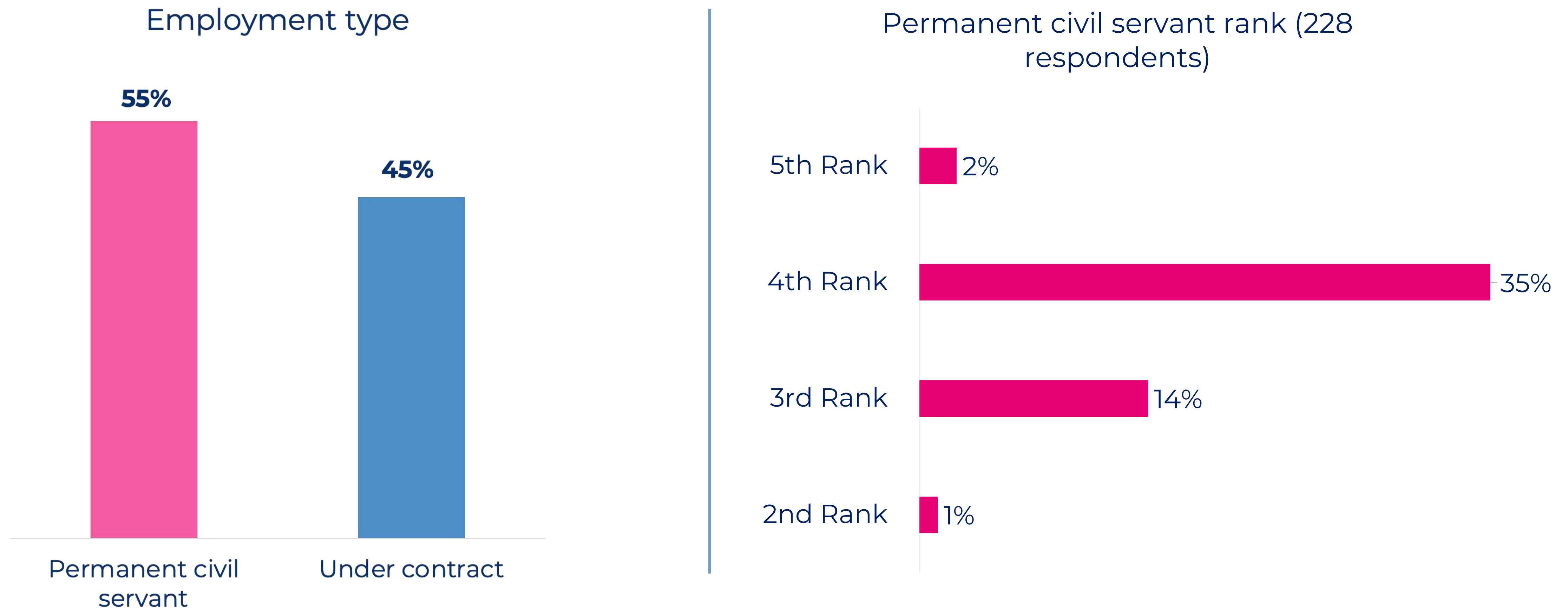


- **Eighty one percent** of civil servants hold university degrees, with **34%** holding Masters' degrees.
- According to the law, only a high school diploma is required to enter the public sector, under the third or fourth rank.



# SAMPLE PROFILE: MEET THE CIVIL SERVANTS (3)

The sample was almost equally divided between permanent civil servants (*malek*) and civil servants under contract (*mouta'aqid*). More than a third of the permanent civil servants belonged to the fourth rank (fi'a), i.e., those who interact the most with citizens.





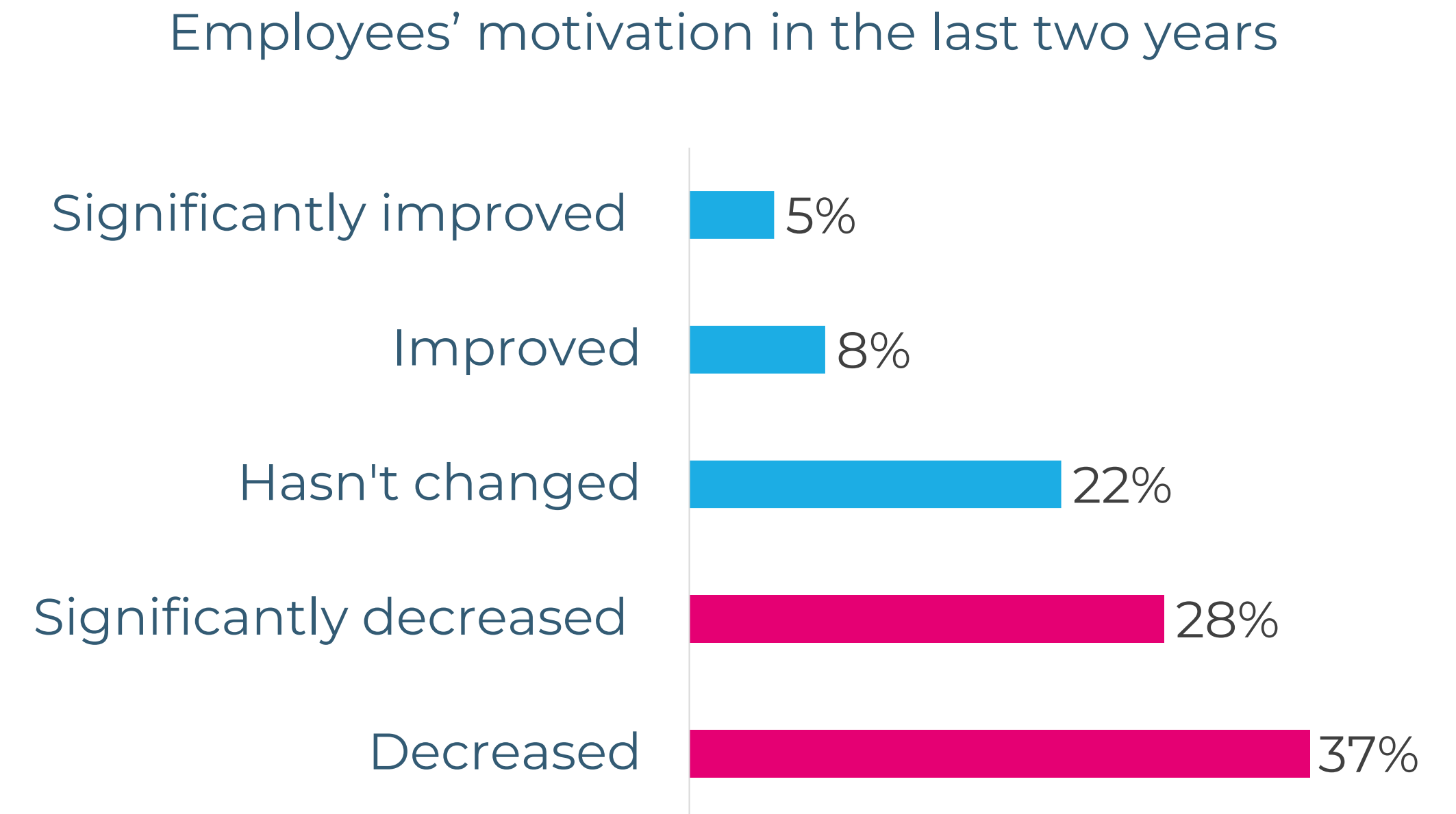
# A CLOSER LOOK AT PUBLIC ADMINISTRATIONS





# FALLING MOTIVATION, DECLINING PRODUCTIVITY

A large majority of civil servants reported that their motivation to work in the public administration decreased over the past two years. A quarter of respondents even stated that they became less productive.



- Decreases in productivity were most frequently reported at MoET, MoJ, MoDisplaced, and MoF, and less so at Ogero, MoFA and MEHE.
- A generalized demotivation was reported across all PAs, affecting around **65%** of the respondents.



# COMMUTING: A DAILY STRUGGLE?

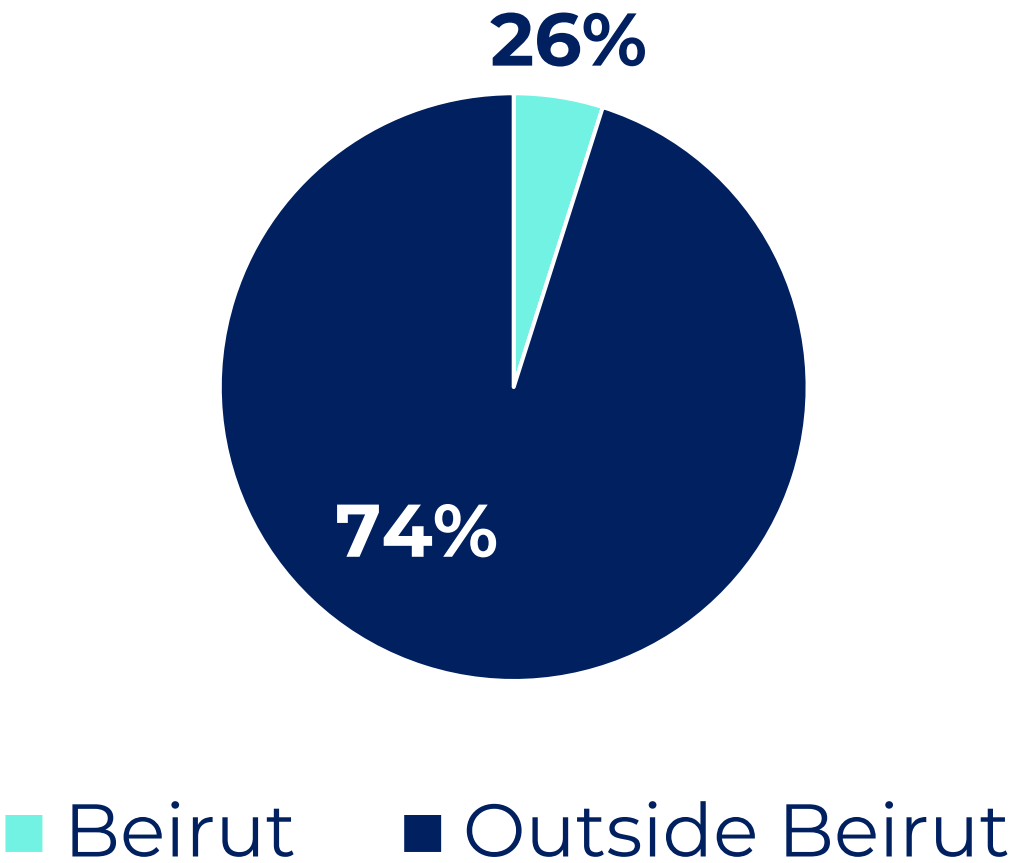
Like the rest of the population, civil servants in PAs struggle to reach their workplace due to the ongoing fuel crisis and traffic congestion, especially that most of them live outside Beirut where the PAs are centralized.

How much time does it take to get to work daily?

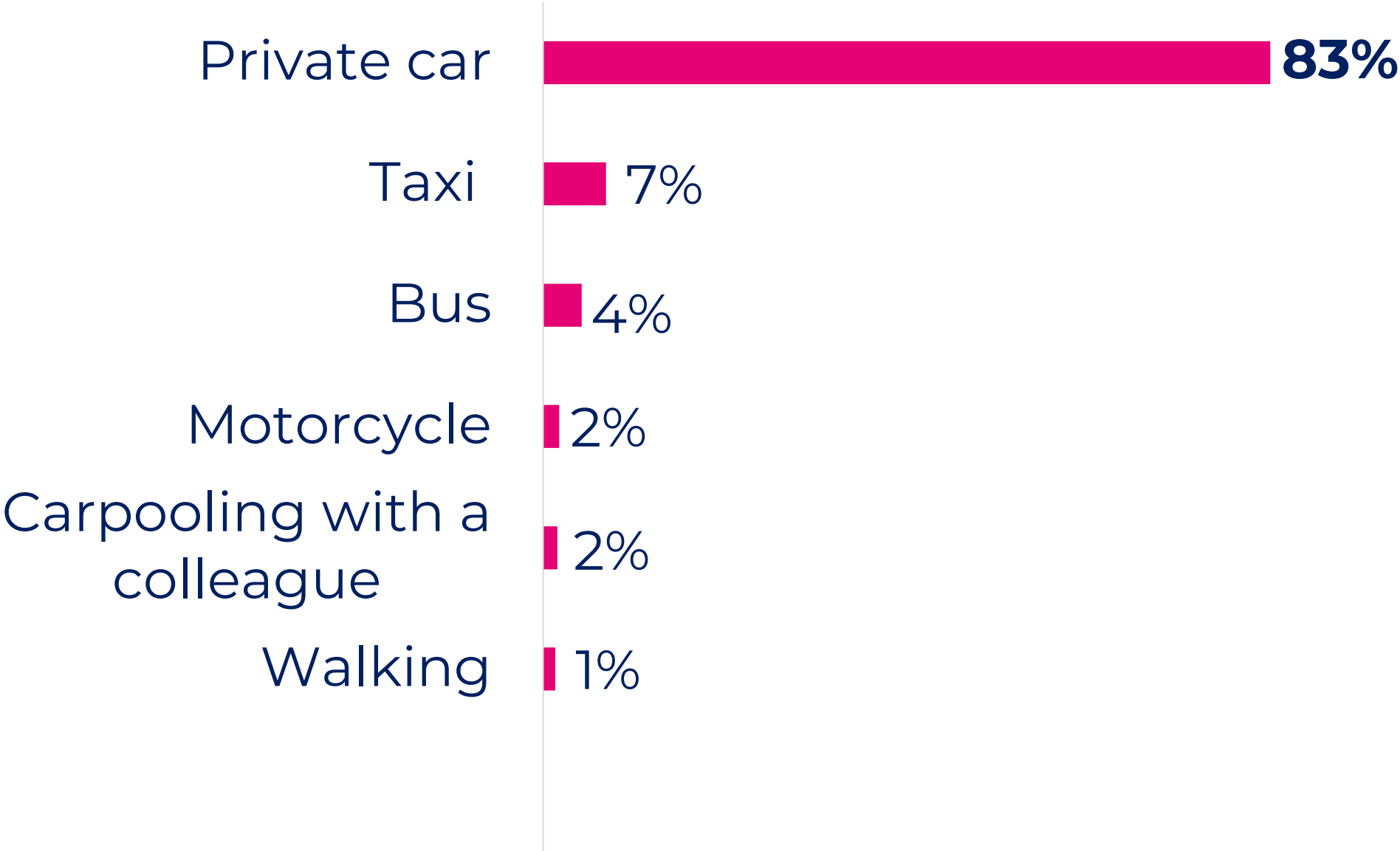


- Among the respondents, **29%** stated that they need more than one hour to get to work.
- **Seventy four percent** of the respondents live outside Beirut. The commuting struggle of civil servants is therefore a direct consequence of the over-centralized public administration system in Lebanon, in addition to the urban gentrification that occurred over the past decades, making it more difficult for civil servants to live in the capital.

Where do you live?



How do you get to work?

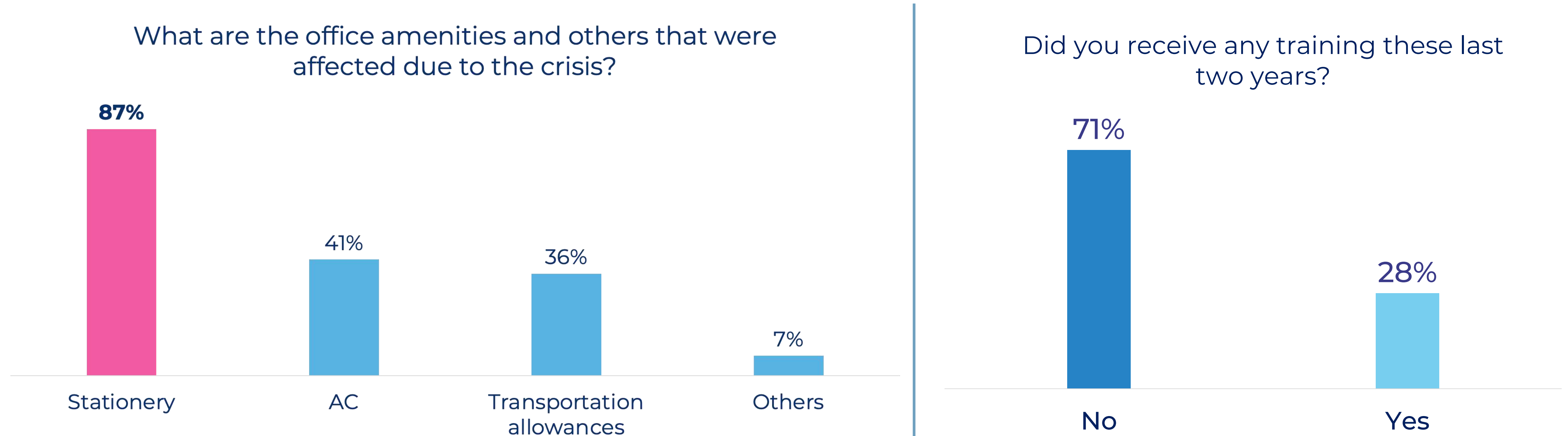


Despite high transportation costs, **83%** of respondents commute by car. The lack of an efficient and sustainable public transportation network leaves civil servants with no other choice than to use their private cars.



# SCARCE SUPPLIES, RARE TRAINING

The ongoing economic and financial crises seem to have taken a toll on the public administration, with civil servants running short of basic office amenities. A large majority of civil servants did not receive any training over the past two years.



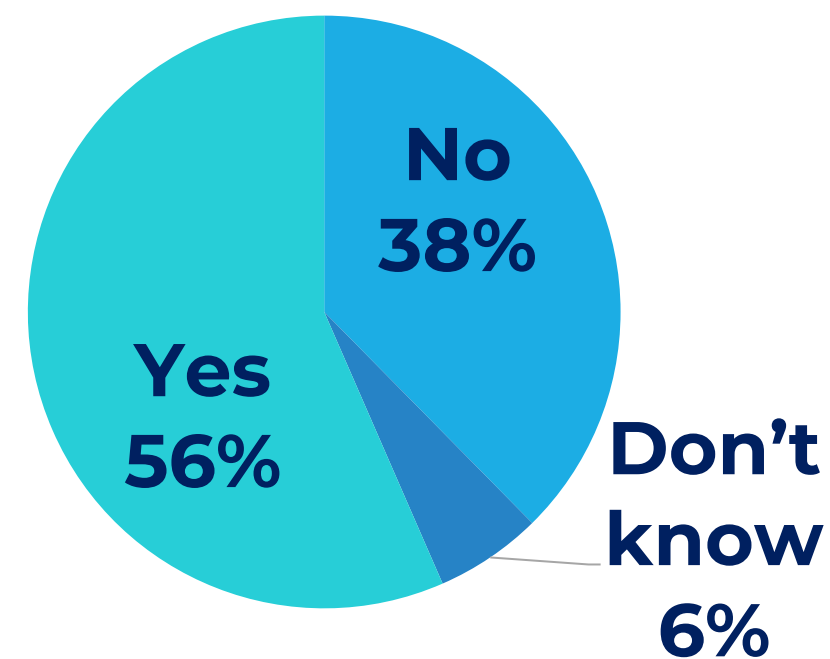
- Over the past two years, **71%** of the surveyed civil servants did not receive any training, which implies a poor human resources management and development in the public administration.
- The economic and financial crises led to a widespread lack of stationery (reported by **87%** of respondents) and air conditioning (reported by **41%** of respondents) in the public administration. The limited access to supplies and the devaluation of the transportation allowance affect the working conditions of civil servants, which can reflect on their motivation and productivity.



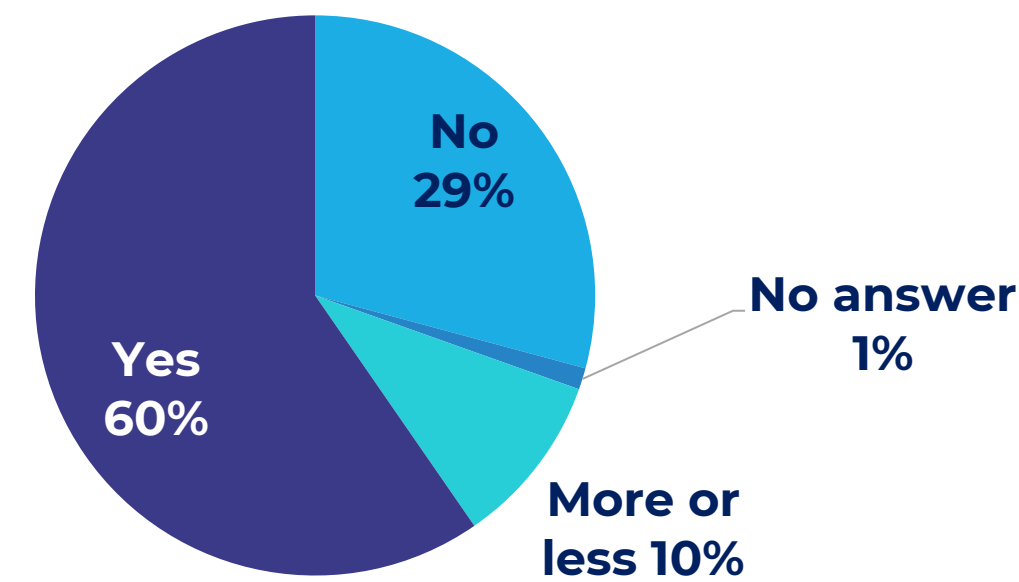
# NO CLEAR JOB DESCRIPTION FOR MANY

Although many civil servants do not have a job description, most respondents stated that they consider their responsibilities to be clear and that their daily tasks correspond to these responsibilities. However, with the reduced working hours due to the rotation policy adopted in the public administration since the outbreak of COVID-19, most respondents believe that the current status of things is sub-optimal.

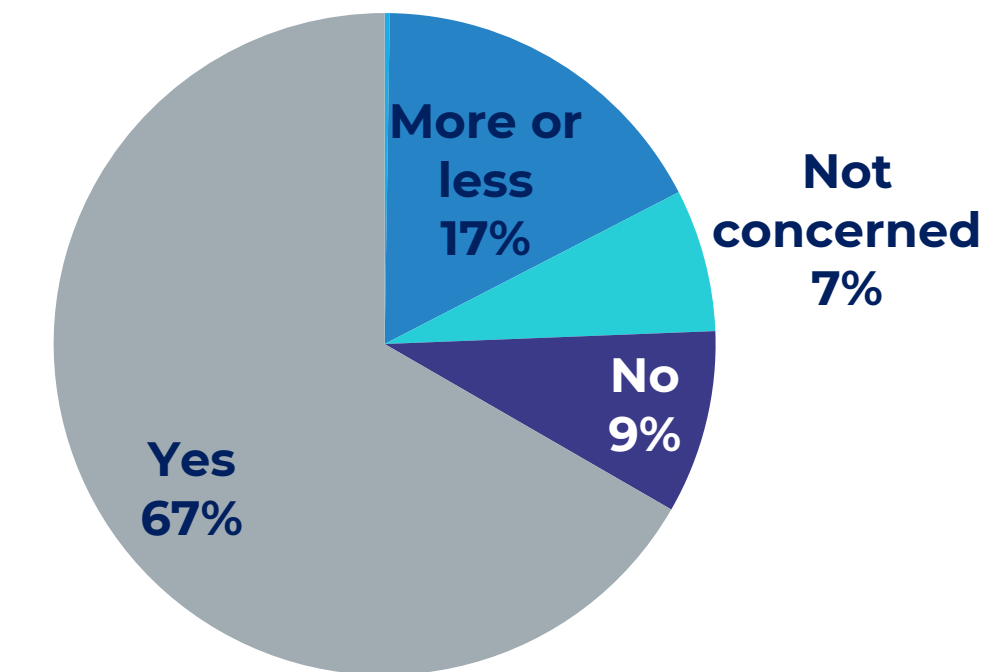
Do you have a job description?



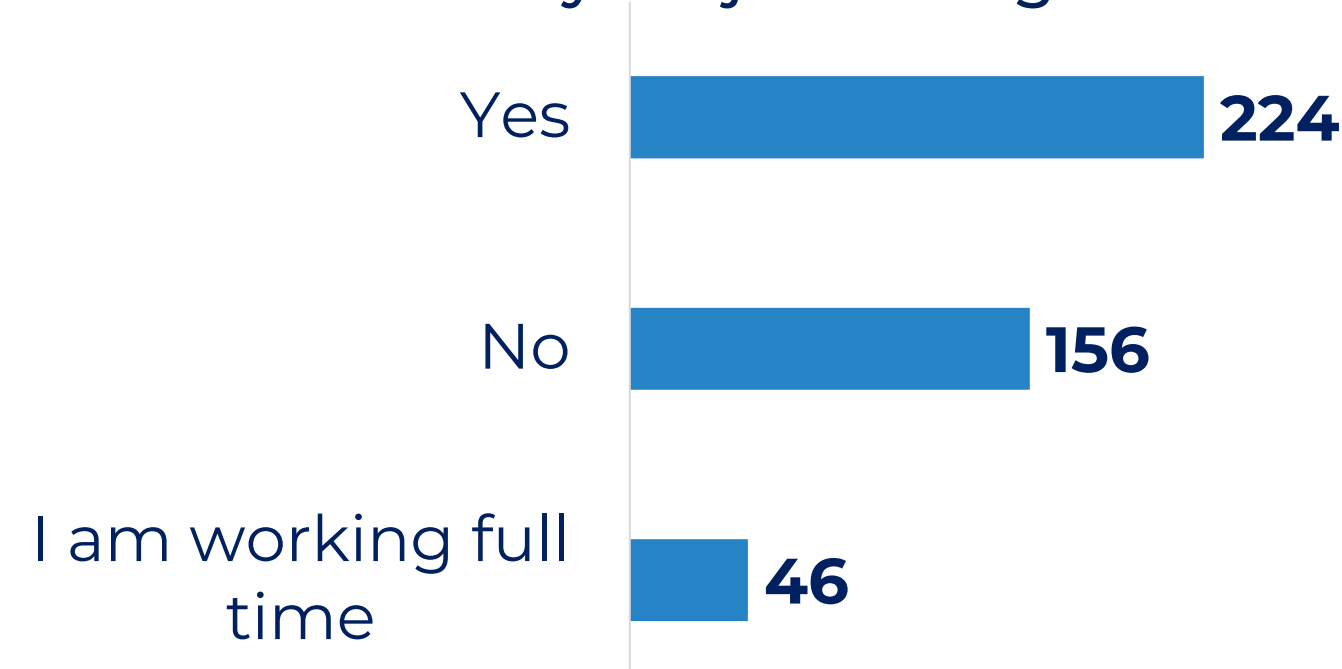
Do you consider that your responsibilities are clear?



Do your daily tasks correspond to your responsibilities?



Considering the current reduced working hours, is the time allocated for your job enough to complete your tasks?



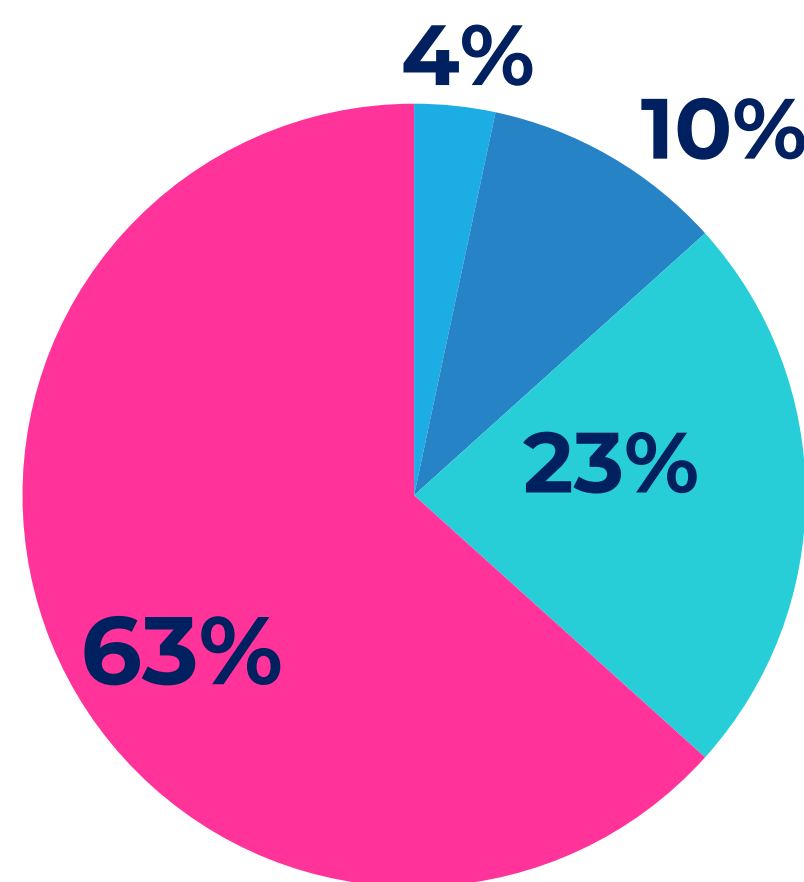
- The civil servants who have a job description are more likely to feel that their daily tasks correspond to their responsibilities.
- These are also less satisfied with the current reduced working hours, as they feel they do not have enough time to complete their tasks.



# THE PUBLIC ADMINISTRATION'S LAST MAN STANDING?

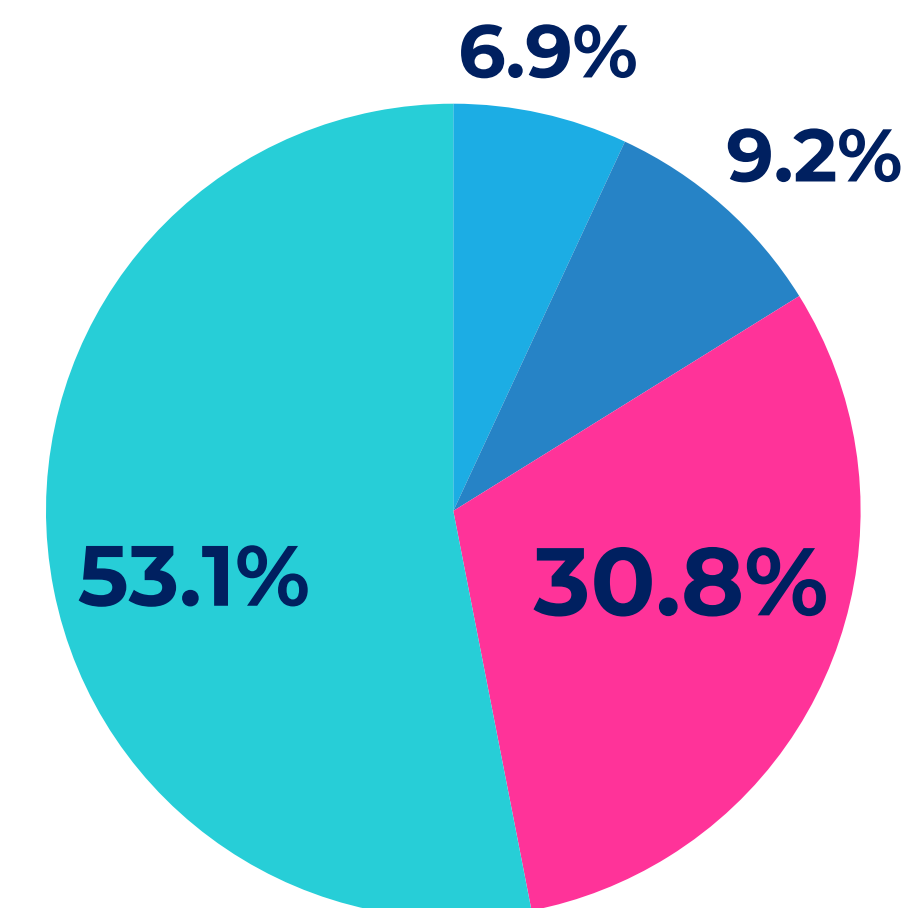
Breaking down civil servants' professional plans based on age groups reveals different trajectories. Two thirds of the young civil servants (aged 18-30 years) wished to quit their job and search for a job abroad, whereas barely 30% of older civil servants (above 50 years) wished so.

What are your professional plans?  
(Respondents aged 18-30)



- I will quit and search for another job in Lebanon
- I will stay and search for another job
- I will quit and search for a job abroad
- I will stay at my current job

What are your professional plans?  
(Respondents aged over 50)



- An overwhelming majority of civil servants aged between 18 and 30 years said that they wish to find another job, with **63%** wishing to quit the PA and find a job abroad. Despite the limited sample size, the figure implies the high risk of brain drain within the PA, especially among the young age groups.
- As for senior civil servants (above 50 years old), **53%** of the respondents wished to retain their current job in the PA, which can be understood considering their limited professional and geographical flexibility and the relative security provided by a job in the public sector.
- Still, a sizeable **31%** of these respondents said that they wish to quit their job and find another one abroad, which reveals the risk of brain drain among the experienced civil servants.



*"With the devaluation of salaries, a new challenge emerged: the retention of high-performing, skilled and experienced employees in the public sector."*

MOF 2021



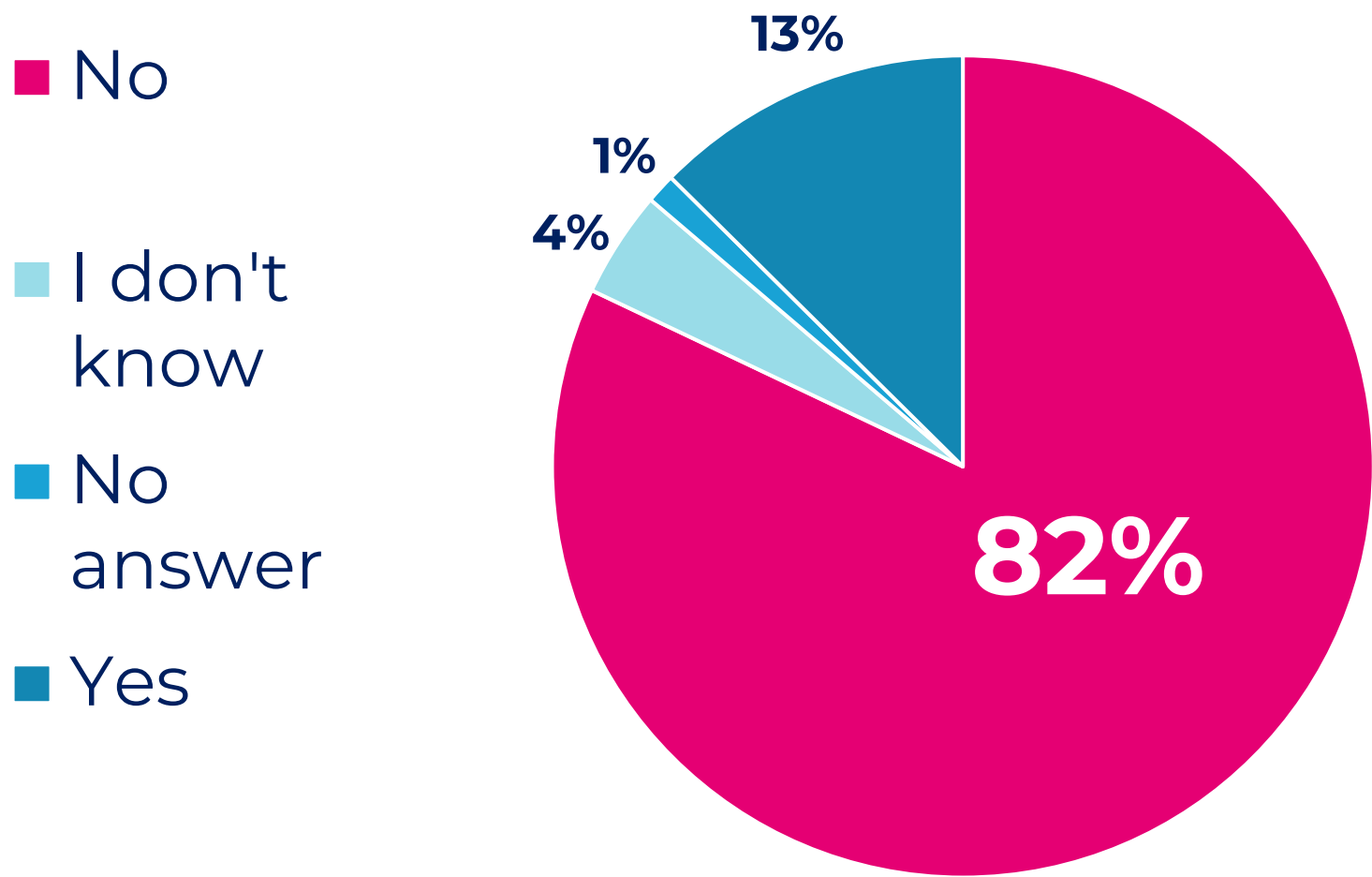
# PUBLIC MANAGEMENT REFORM



# STUCK IN A VICIOUS CIRCLE

The surveyed civil servants denounced flawed practices in their respective PAs, namely the absence of performance criteria for promotion in their departments and the resort to nepotism (*wasta*) and sectarianism instead. This sustains the vicious circle of corruption and ineffectiveness in the public administration in Lebanon.

Is promotion in your department based on performance criteria?



Based on what criteria then?



**39%** OF RESPONDENTS STATED THAT PROMOTION IS BASED ON NEPOTISM & SECTARIANISM

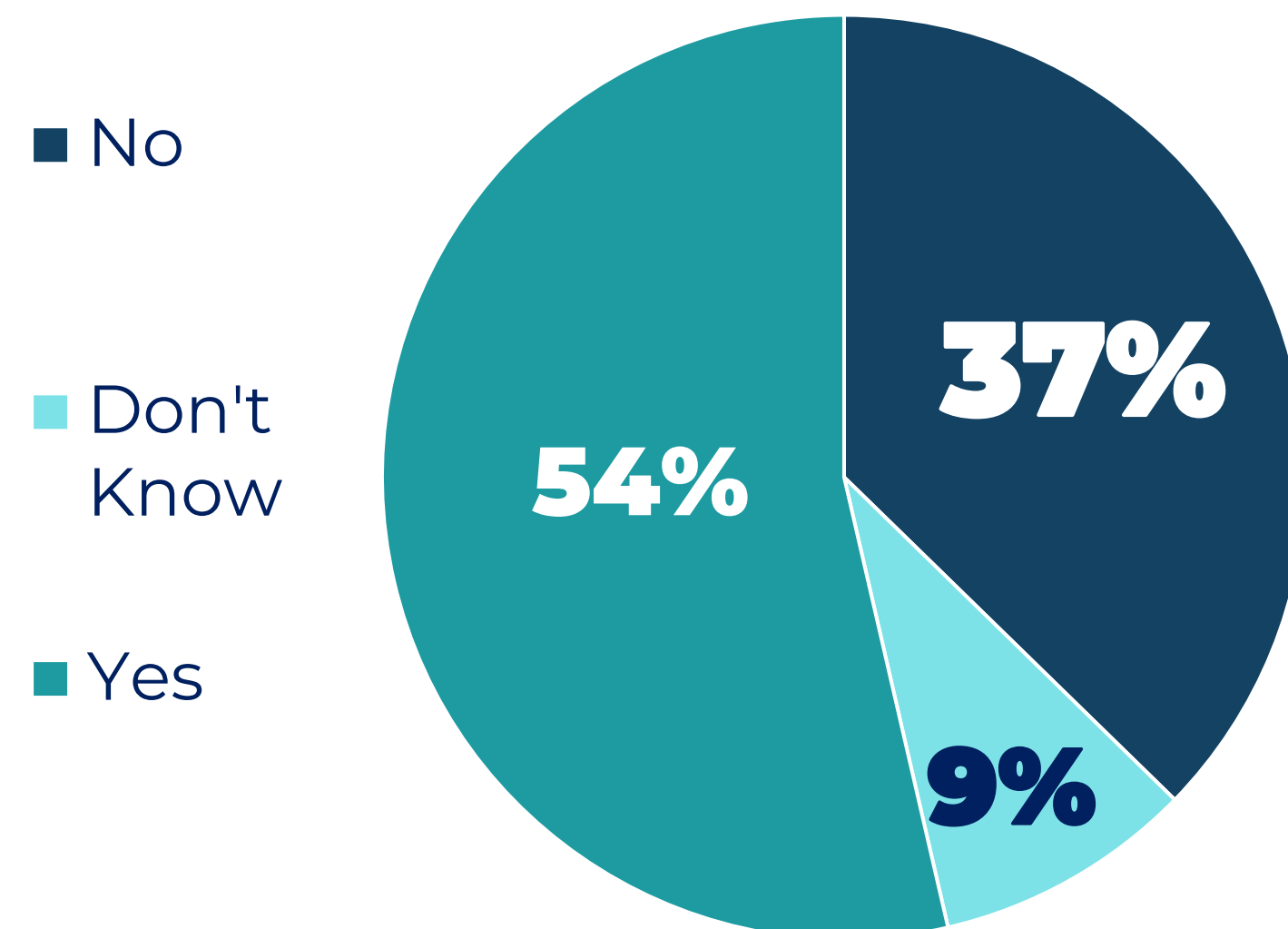
**20%** RESPONDED THAT THERE WERE NO PROMOTIONS AT ALL



# THE NEED TO IMPROVE PUBLIC MANAGEMENT (1)

Almost half of the civil servants surveyed were not aware of the existence of any code of conduct or employee handbook in their PAs, which leaves them with little space to secure their rights and understand their obligations. This is a serious structural flaw that sustains the vicious circle and needs to be resolved.

Does your PA have a code of conduct/employee handbook?



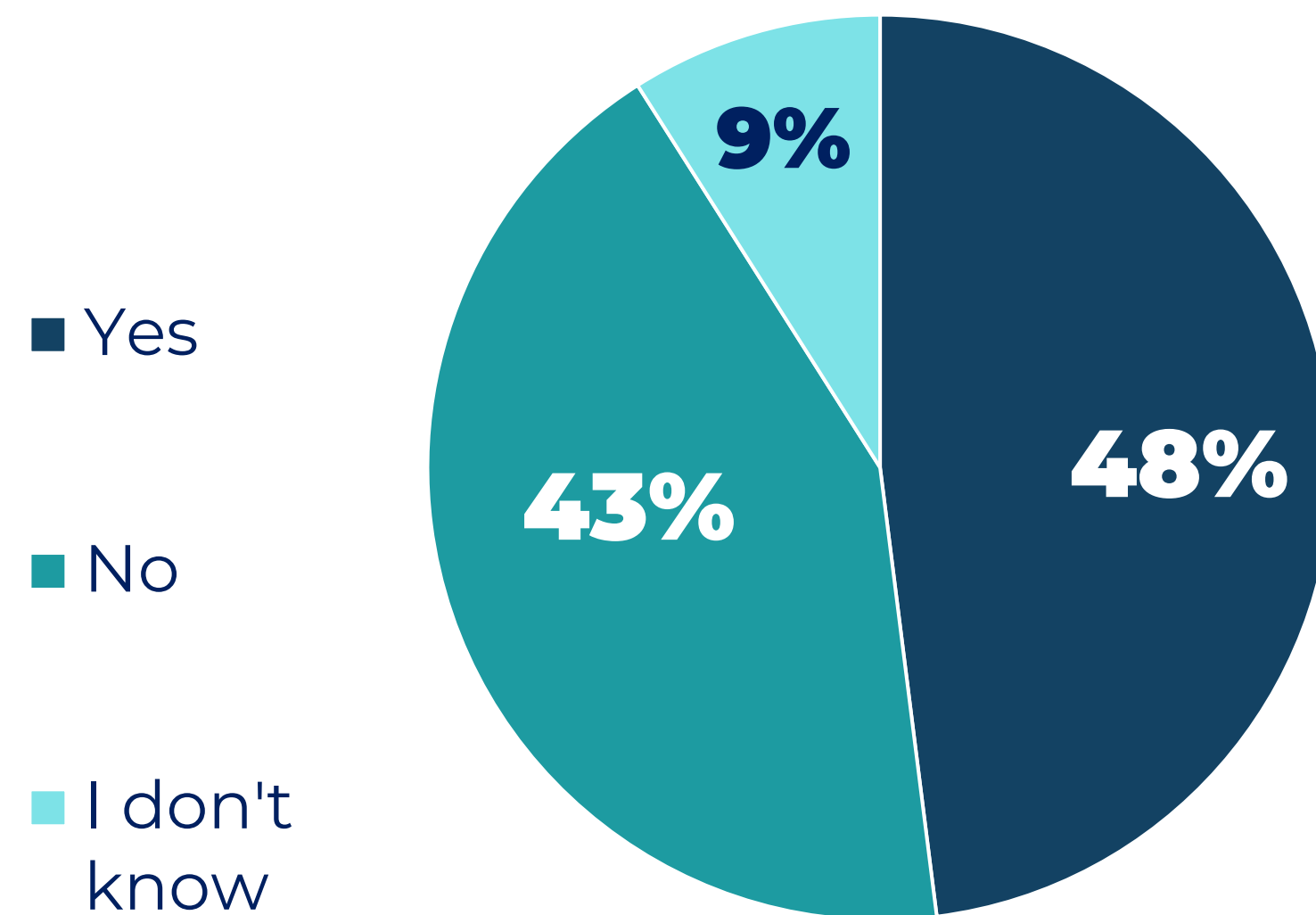
- Almost half (**46%**) of the respondents said that they do not have, or do not know if there is a code of conduct or an employee handbook in their public administration.
- This may lead to several problems, such as the disregard or abuse of civil servants' rights, the non-compliance with civil servants' obligations, the misunderstanding of one's mission or assignments, or the mismanagement of tasks.
- This structural weakness leaves space for external interference in the internal processes and decision-making of a public administration, which is a key factor for state capture.



# THE NEED TO IMPROVE PUBLIC MANAGEMENT (2)

The surveyed civil servants also reported a widespread absence of any formal system for filing complaints in their PAs. This hinders accountability in the public administration, thereby leaving space for non-compliance with civil servants' obligations, but most importantly for the violation or abuse of their rights.

Does your PA have any formal internal system for receiving complaints by civil servants?



- Just over half (**52%**) of the surveyed civil servants said that they don't have, or don't know if they have, any formal internal system for filing complaints.
- The main problem resulting from this structural issue is the possible abuse of power towards civil servants, who are likely to remain silent if they have no channel to report witnessing or experiencing mistreatment or discrimination or any other violation of their rights.
- Clarifying the civil servants' code of conduct and implementing a formal complaints mechanism are complementary measures for greater transparency, accountability and efficiency. These can also act as initial building blocks to boost civil servants' motivation and regain the general public's trust.



# COMPLAINTS ABOUT THE COMPLAINTS SYSTEM

Although a complaint system exists in some PAs, almost half of the respondents (40%) stated that they would not resort to it, for multiple reasons, including the fear of repercussions in their PA.

48%

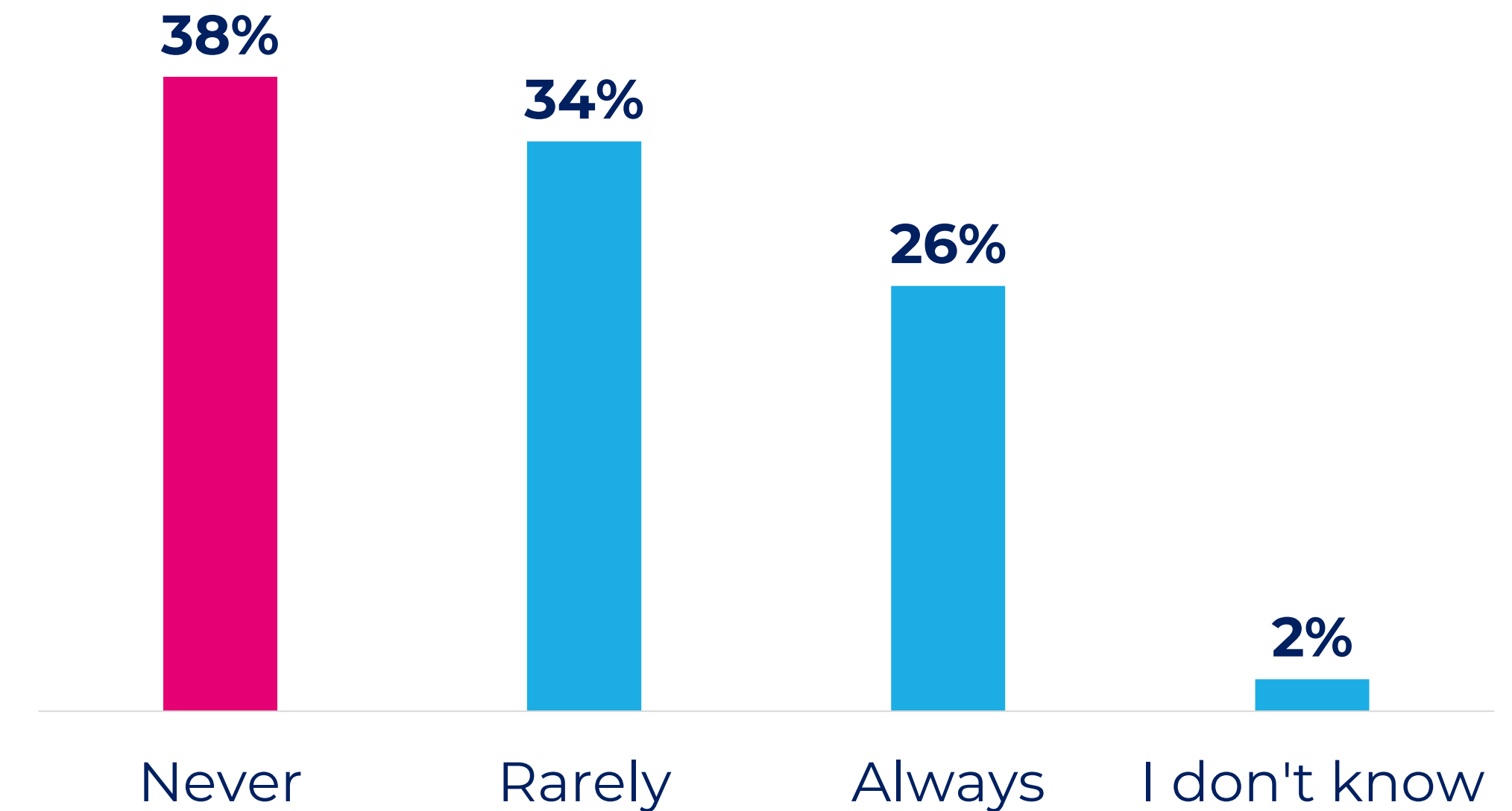
Of surveyed civil servants reported having a system for filing formal complaints.

## WHY WOULDN'T PUBLIC SERVANTS RESORT TO THE COMPLAINT SYSTEM IF THEY HAD A PROBLEM?

The reasons most frequently mentioned in discussions with civil servants were:

- Because they think it's pointless to file a complaint;
- Because they fear disciplinary action or other repercussions;
- Because they rely on their political network to solve their work-related problems.

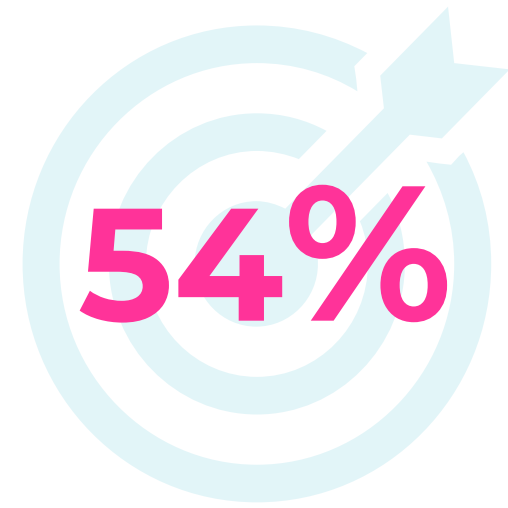
Would you or your colleagues resort to this system when confronted to a problem?



Among the **208** respondents who were aware of formal complaint mechanisms, around **40%** said they would never use this system, even if they witnessed or faced mistreatment or discrimination at work.

# “A GOAL WITHOUT A PLAN IS JUST A WISH”

The majority of surveyed civil servants stated that they had no knowledge of any strategic plan or goals within their PA. This is indicative of a lack of shared vision within the PA, which hinders organizational development and can further reduce both motivation and productivity.

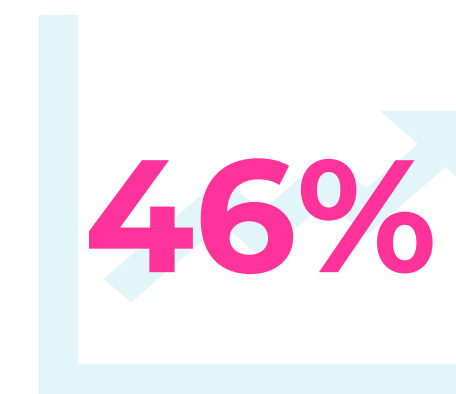
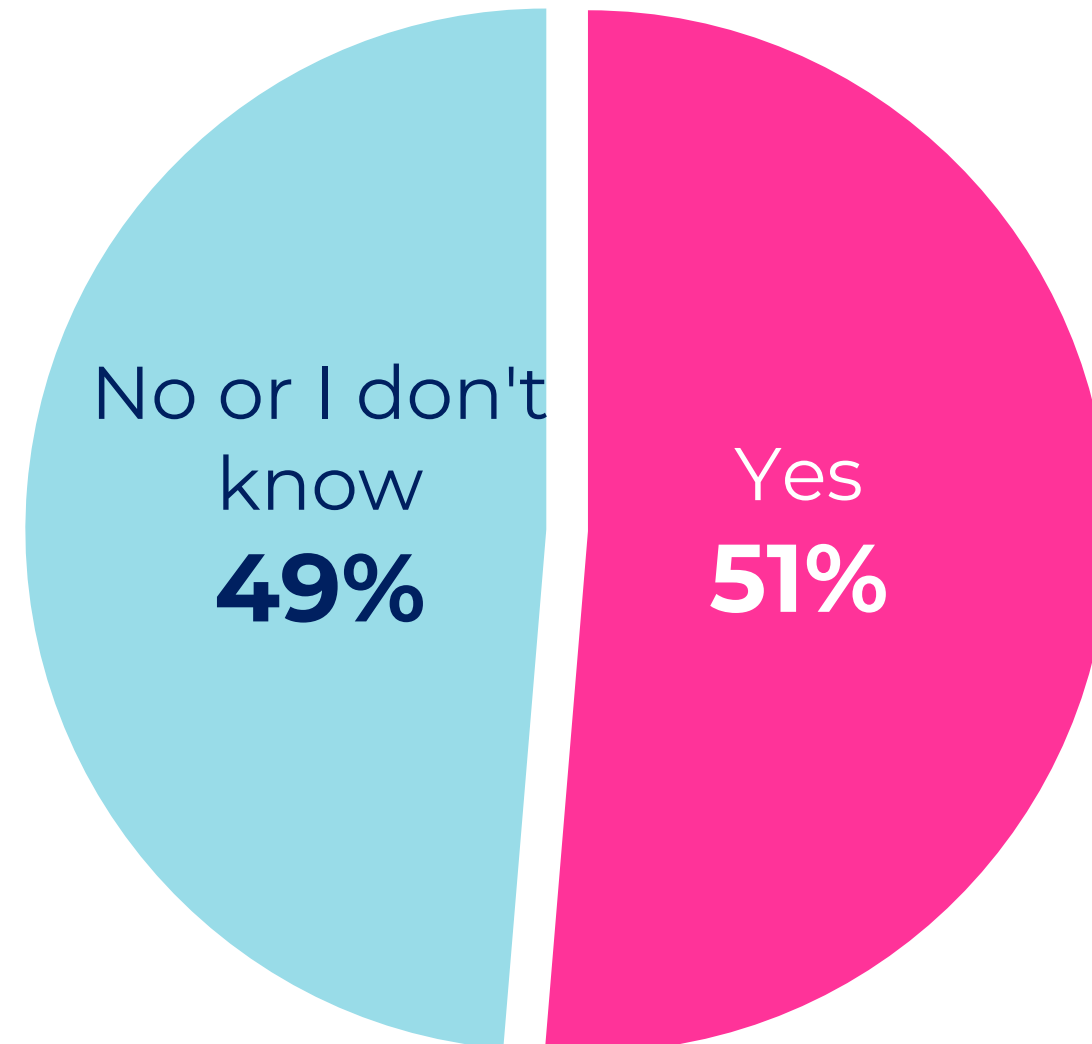


Of civil servants who want to quit their jobs say their PAs do not have strategic goals



Of civil servants who stated that their PA does not have a strategic plan, affirmed that their motivation decreased or decreased a lot during the last two years.

Does your PA have strategic goals?



Of civil servants who stated that their PA does not have a strategic plan, affirmed that their productivity remained intact during the last two years.

Although these indicators are to be read in the context of the economic crisis and worsening work conditions, it is undeniable that knowing that there is a strategic plan, understanding it and endorsing it would surely help motivate civil servants during these trying times.



This poster dating back to 2007 was widely encountered during our visit to the Ministry of Finance offices. It pointed out the importance of having a clear strategy within the public administration in order to be able to achieve organizational objectives. This same public administration won at the time the “public service” award by the United Nations.

الهدف الواضح نصف الطريق.



*"We used to go and train other Ministry of Finance staff in the regions on exemplary public administrations. Today we lack electricity, fuel, and amenities, and we are invited to attend success stories of the trained administrations in other regions and what they were able to achieve."*

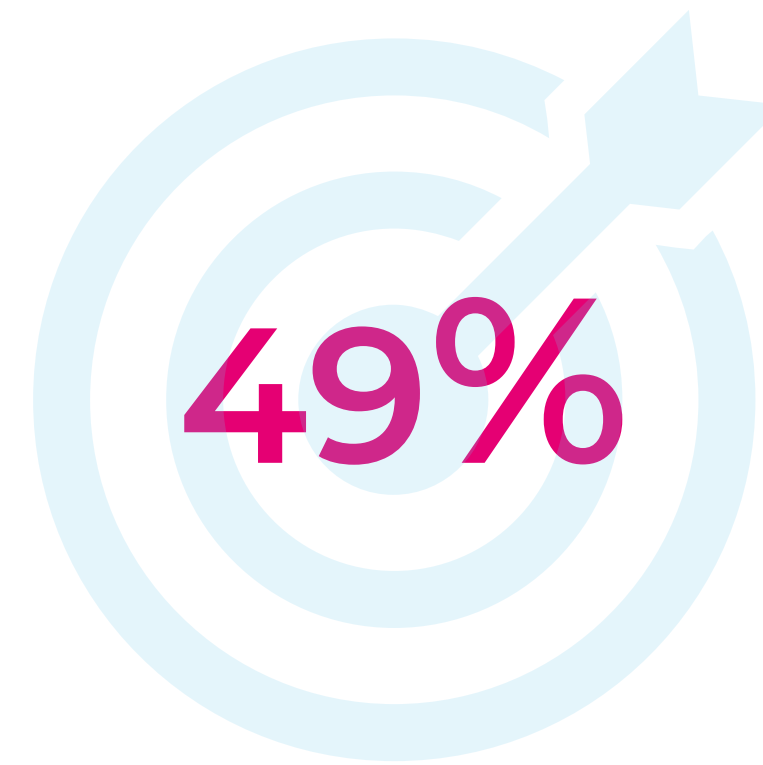
– MoF employee

# CREATING AND COMMUNICATING A VISION

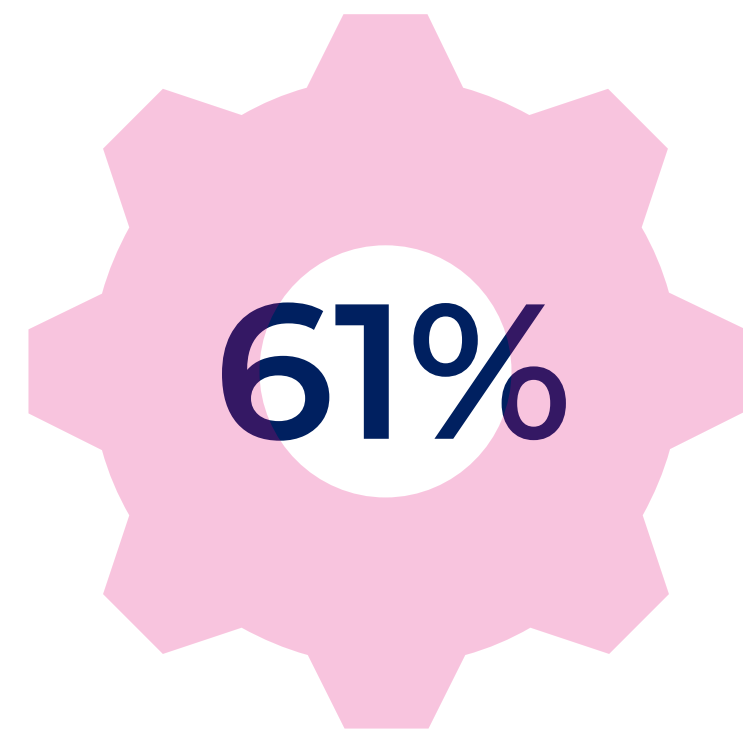
The strong correlation between strategic planning and the performance of an administration is well documented. Creating and communicating a vision has tremendous impact on the administration's effectiveness and efficiency.

Creating and communicating a vision is the number one factor that affects performance, according a personnel psychology study from 2011<sup>1</sup>. It has a greater impact on performance than team building, for example. So the inexistence of such a vision or strategy, or the lack of communication about one, might explain to a certain extent why the Lebanese public sector is underperforming.

Data taken from an Arizona State University study used in the 2011 paper shows that the importance of creating and communicating a vision is amplified in times of uncertainty. However, according to several of the general directors interviewed for the purpose of this report, all strategic planning in the Lebanese public administration is being halted to focus on crisis management - exactly to the contrary of what the 2011 study suggests..



Of the surveyed civil servants stated that there are no strategic goals in their public administration, or that they are unaware of them if they do exist.



Of the surveyed civil servants thought that the available public services in Lebanon were either slightly effective or not effective at all.

“

“They do not have to know.”  
*MoF, August 2<sup>nd</sup> 2021*

<sup>1</sup> DeRue, D. Scott, et al. "Trait and behavioral theories of leadership: An integration and meta-analytic test of their relative validity." *Personnel psychology* 64.1 (2011): 7-52.



# DEEPER UNDERSTANDING, BETTER SOLUTIONS

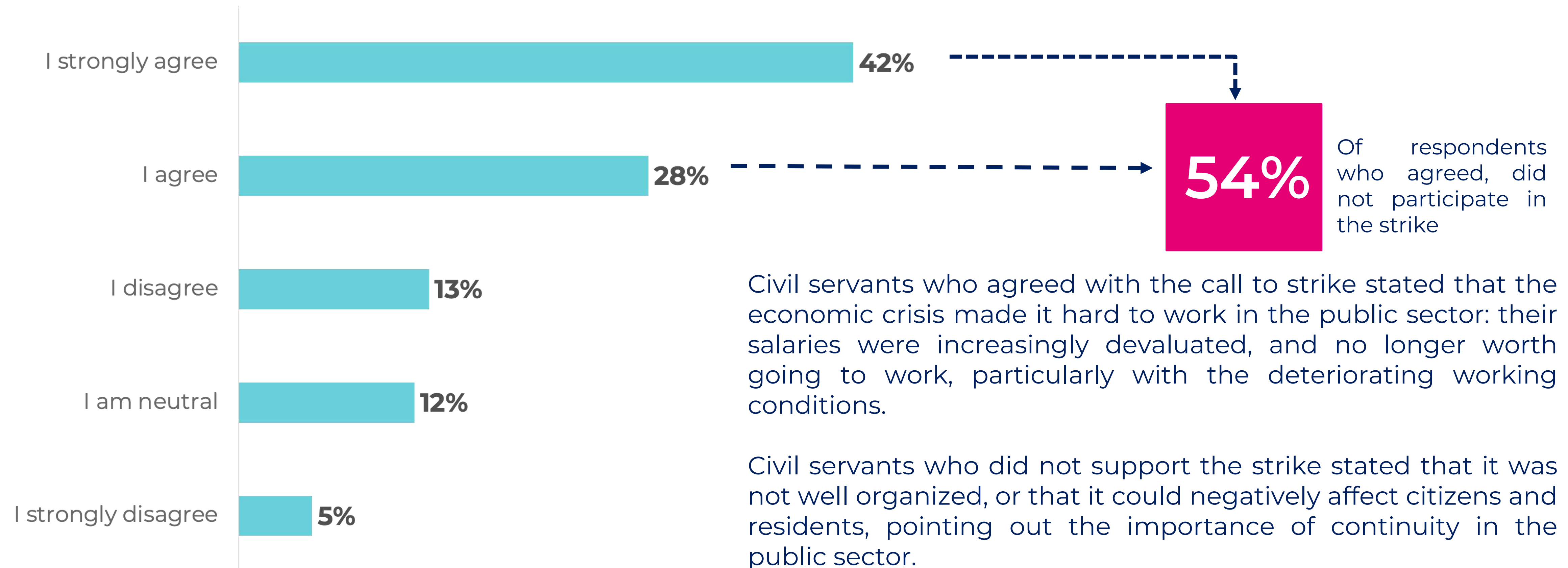




# THE DILEMMA: STRIKE OR CONTINUITY? (1)

When asked about the nationwide strike organized by the Cooperation of Civil Servants between July 28 and August 6, 2021, the majority of respondents in PAs expressed their agreement with the movement. However, over half of those who supported the strike did not take part in it.

Do you agree with the recent strike organized by the Cooperative of Civil Servants?

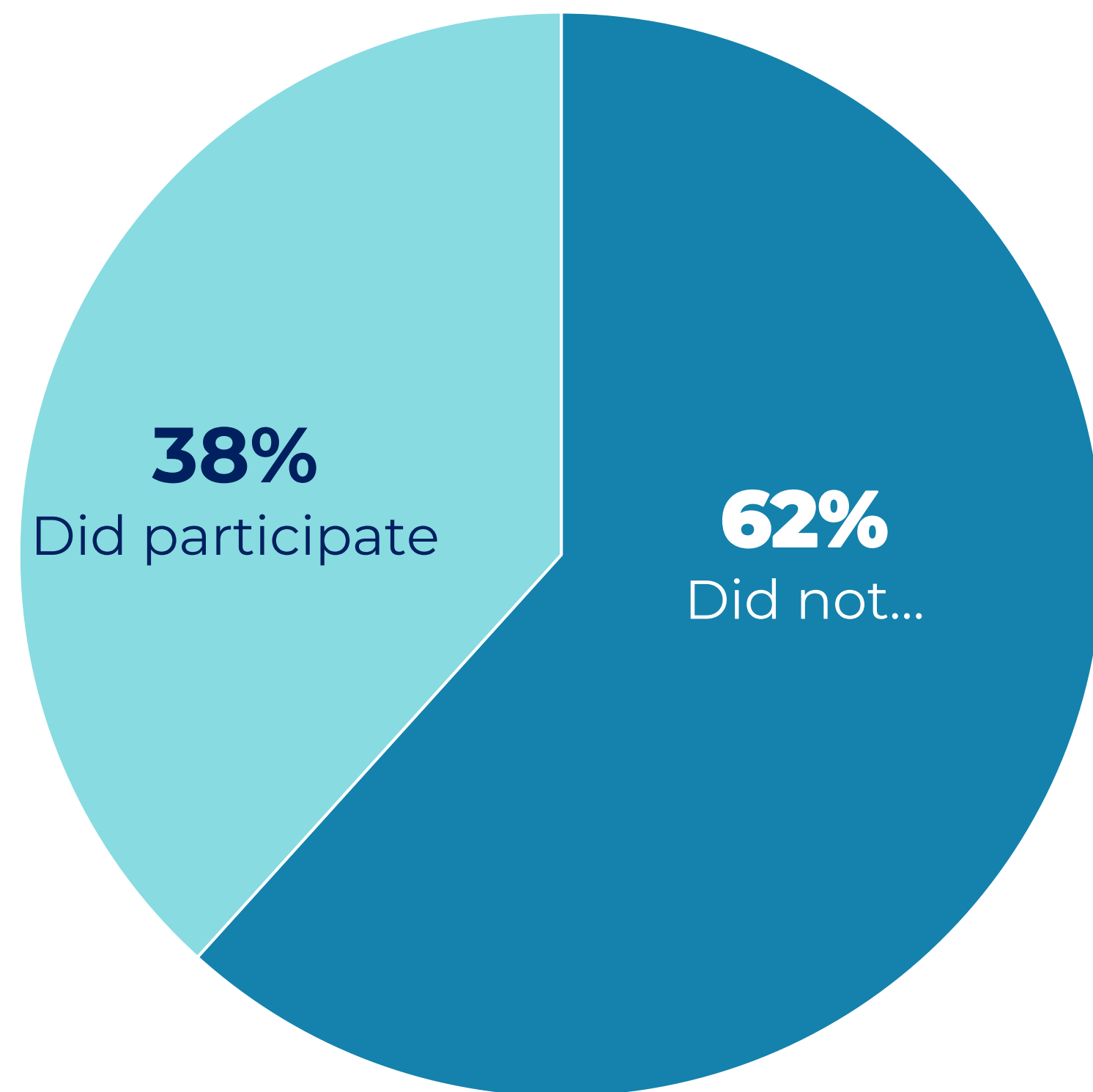




# THE DILEMMA: STRIKE OR CONTINUITY? (2)

The large majority of respondents at PAs did not participate in the strike in the public sector, despite their agreement with the strike's demands. The field researchers investigated the reasons behind this. ate in the strike, even though they agreed with the demands behind it. Their answers reflect fragmented opinions.

Did you participate in the strike organized by the Public Administration Employees' Association?



## Why didn't you participate? (Multiple responses)

- **31%:** For the sake of the continuity of the public sector
- **22%:** For not being a member of the Cooperatie of Civil Servants that organized the strike
- **16%:** For the strike has no specific goals or hope for its success
- **5%:** Due to instructions (political or hierarchical)
- **5%:** For personal reasons
- **2%:** Because of the rotation system

## Why did you participate ? (Multiple responses)

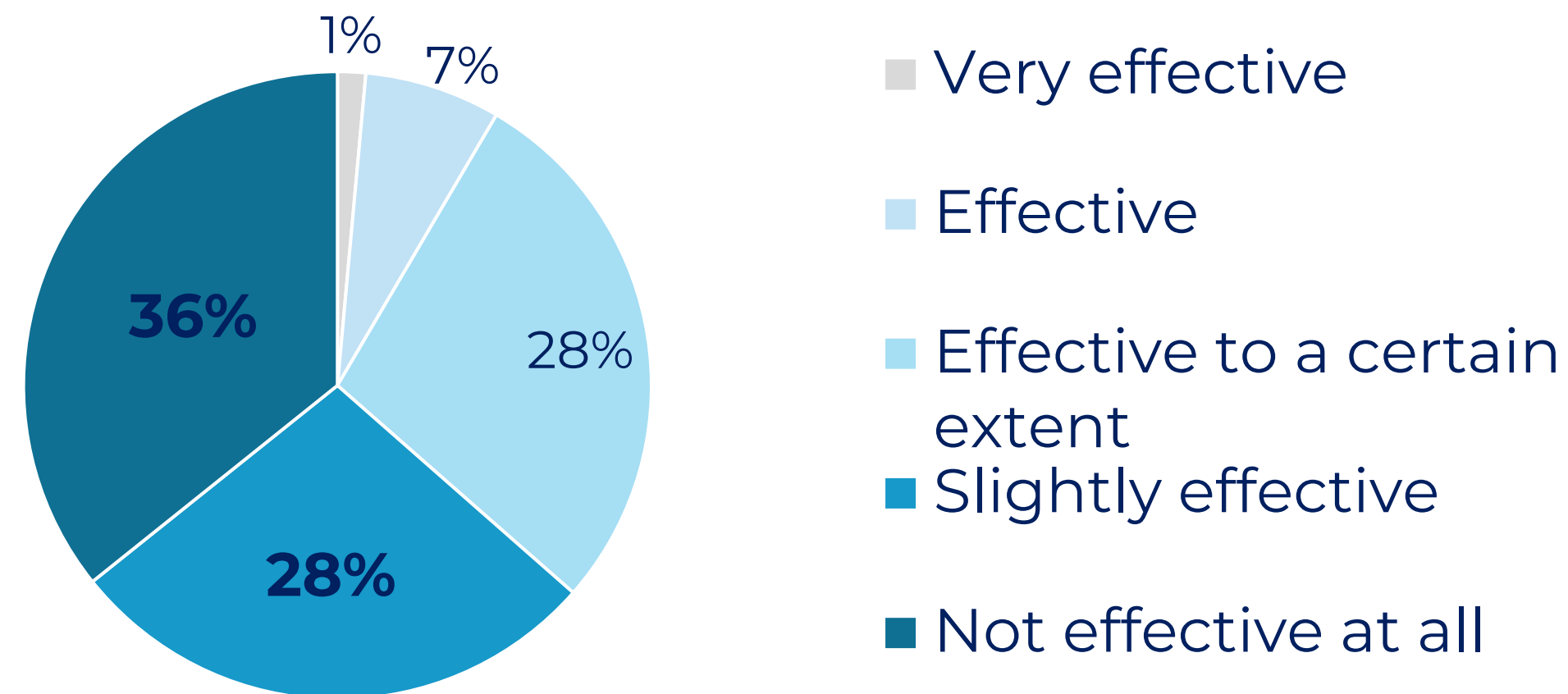
- **47%:** Agreement with the strike's demands
- **20%:** Due to the declining real value of salaries
- **8%:** Due to the increasing transportation fees to commute
- **6%:** Due to the working conditions



# CLEAR SOLUTIONS FOR CLEAR PROBLEMS?

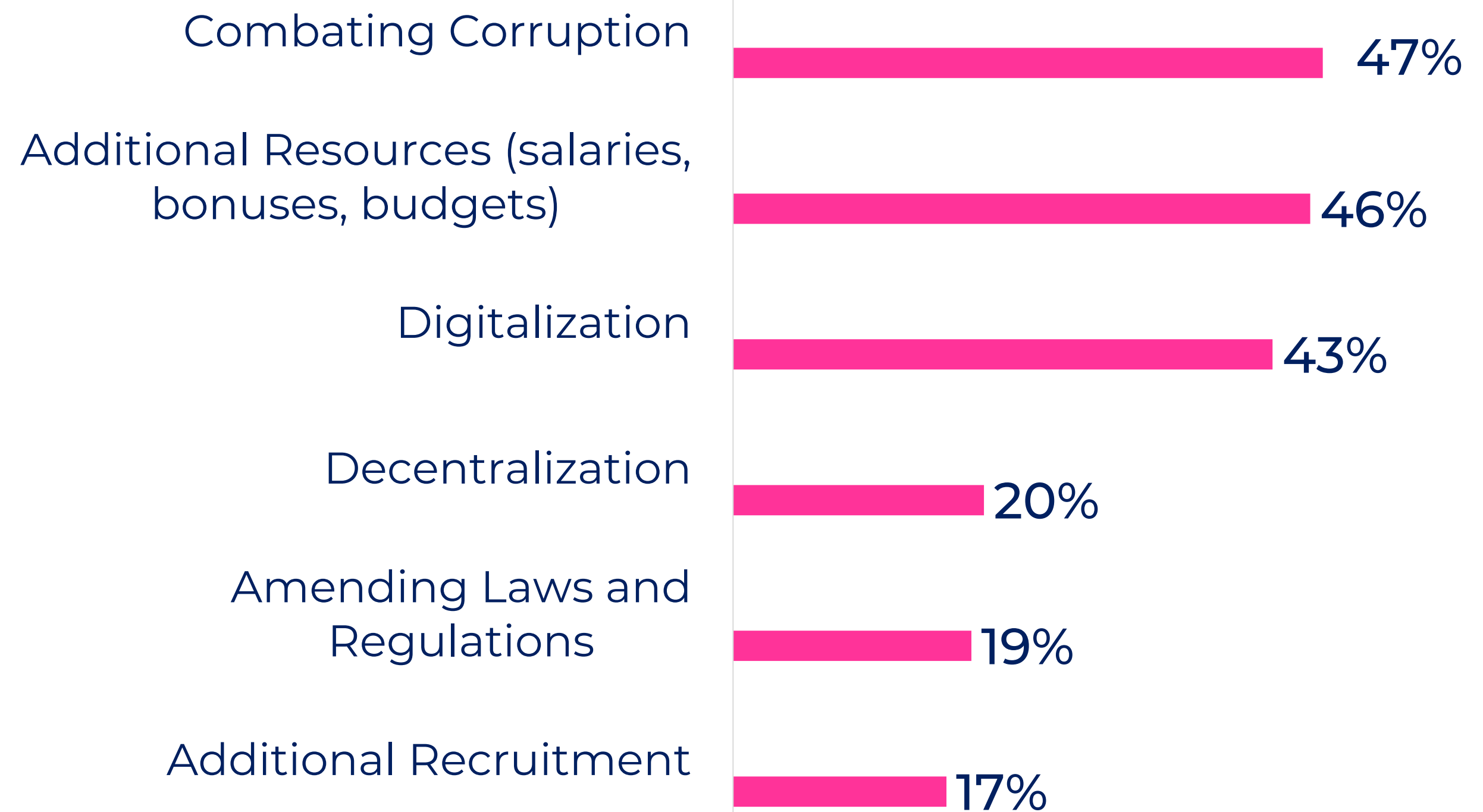
Most respondents complained about the effectiveness of the public administration. They were asked to suggest solutions to improve this.

Perceptions of the public administration



- The overwhelming majority of civil servants at PAs admitted that the public administration is not effective, whereas only **8%** of respondents perceived it as “effective” or “very effective”.
- When asked how to improve the public administration, the most common solutions suggested included combating corruption (**47%**), increasing resources (**46%**) and launching digitalization (**43%**).

In your opinion, what should be done to improve the public administration in Lebanon? (up to three options)





# ANTI-CORRUPTION: A BAND-AID OR A SUSTAINABLE SOLUTION?

The introduction of measures to fight corruption was suggested by 47% of respondents as a way to improve the public administration's effectiveness. But in Lebanon, it's the implementation, not the introduction, of such measures that is often the sticking point.

Several anti-corruption measures were introduced in 2020:

- **Parliament passed Law No. 189/2020** (on illicit enrichment and the suspension of immunity for prime ministers and ministers on corruption-related crimes), and **Law No. 175/2020** (on combatting corruption in the public sector and the establishment of the National Anti-corruption Commission).
- Lebanon developed an **Anti-Corruption National Strategy (2020-2025)**.

After the August 2020 Beirut port explosion, the momentum on combating corruption significantly increased, with the international community more stringently conditioning potential aid to Lebanon on the implementation of structural economic and administrative reforms, and anti-corruption measures.

However, there are big question marks regarding the effective implementation of these laws and their enforcement:

- Political elites and their clients who benefit from corruption will likely **push for cosmetic reforms**, in defiance of the popular desire to make Lebanon's anti-corruption framework effective.
- **Budgets, standard operating procedures, trained human resources and other measures** are needed to create, consolidate and maintain this framework - all of which are **vulnerable to political obstruction and delay**.



# ADDITIONAL RESOURCES: A BAND-AID OR A SUSTAINABLE SOLUTION?

The need to significantly invest in public administrations, both in terms of human or material resources, was highlighted by 46% of the surveyed civil servants at PAs as a solution to the ineffectiveness of PAs.

- Civil servants suggested additional resources as a solution to solve some of the public administration's internal problems. They requested increasing salaries, bonuses and budgets.
- Raising salaries would be challenging as it implies printing additional Lebanese Lira, which would further increase inflation and contribute to the devaluation of the local currency.
- In light on the ongoing shortage of hard currency to import hydrocarbons, and the resulting shortage of fuel, the transportation allowances<sup>1</sup> for civil servants was increased on 20 August<sup>2</sup> 2021 from LBP 8,000 to LBP 24,000 per working day. Triple digit inflation, the current unavailability of fuel, and the impending end to fuel subsidies means that this raise is far from being a sustainable solution.
- Civil servants also proposed additional recruitment as a solution to improve performance in the public administration. However, public sector recruitment has been frozen since August 2017<sup>3</sup>.
- Instead, an assessment of the current workforce and their performance in the public sector can inform the reallocation of civil servants according to their expertise and geographical location, coupled with training and capacity building programs. Conducting a proper audit of the public sector and dealing with absentee “ghost workers” will also be critical for improving efficiency.

<sup>1</sup> As per Law No. 266/93, implemented in decree No. 538/2008

<sup>2</sup> Decision No. 952/2021 by the Presidency of the Council of Ministers

<sup>3</sup> Decision No. 46/2017 ; Law No. 144/2019)



# DIGITIZATION: A BAND-AID OR A SUSTAINABLE SOLUTION?

Almost half the respondents at PAs (43%) pointed to digital governance and digitization as a path to public administration reform.

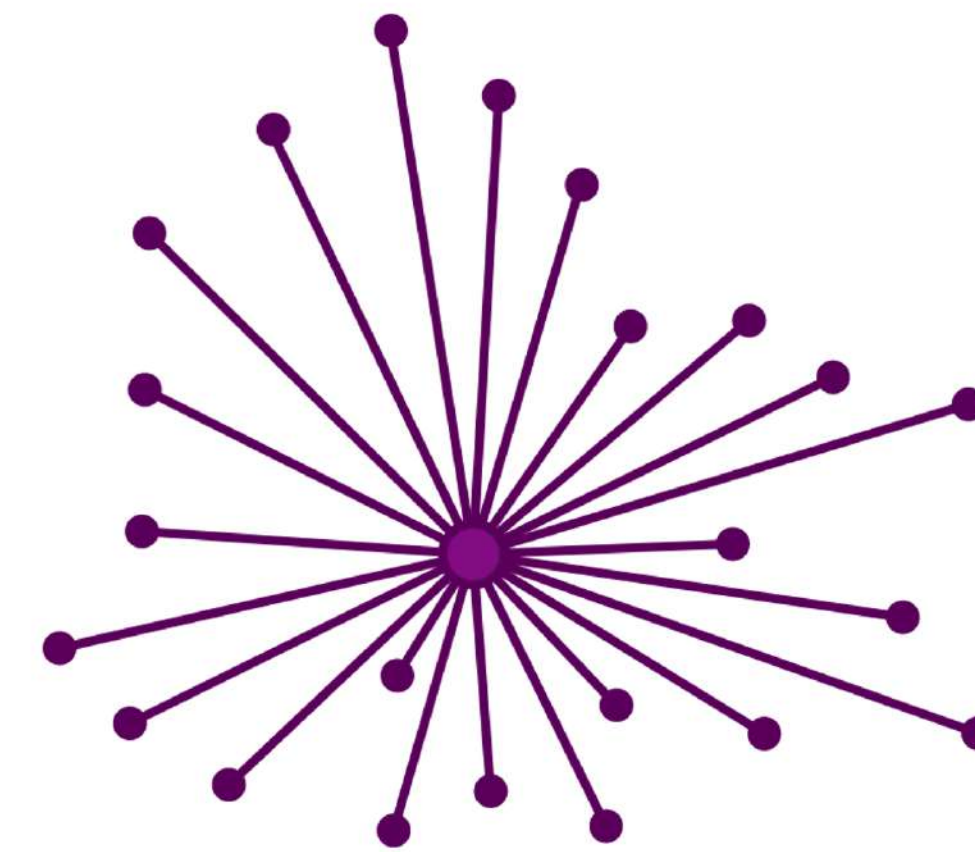
- The need of digitizing the public administration was highlighted more than ever by the COVID-19 pandemic and subsequent shutdown of PAs. Around **86%** of the surveyed civil servants at PAs stated that the use of technology would improve their PA, especially with the current shortage of stationery (an emerging issue raised **87%** of respondents).
- However, several problems still hinder the process of digitization, such as the lack of material resources, and the lack of appropriate training to support the development and roll-out of digitized processes (with **71%** of respondents saying they did not receive any training in the last two years for example). Other obstacles also exist and will be elaborated on later.
- Remarkable efforts were recently made by the Central Inspection to launch the digital transformation and introduce digital tools in the public administration, by developing and expanding IMPACT. The platform allowed for the equal access by citizens and residents to services such as the vaccination. It also deployed other modules targeting both local and central authorities to enable and encourage the inter-municipal and inter-ministerial coordination and collaboration. The data collected through IMPACT is made available for the general public on an [open-data website](#) that aims at promoting transparency and access to information. The next section assesses the perception of civil servants at PAs towards this pioneering initiative.



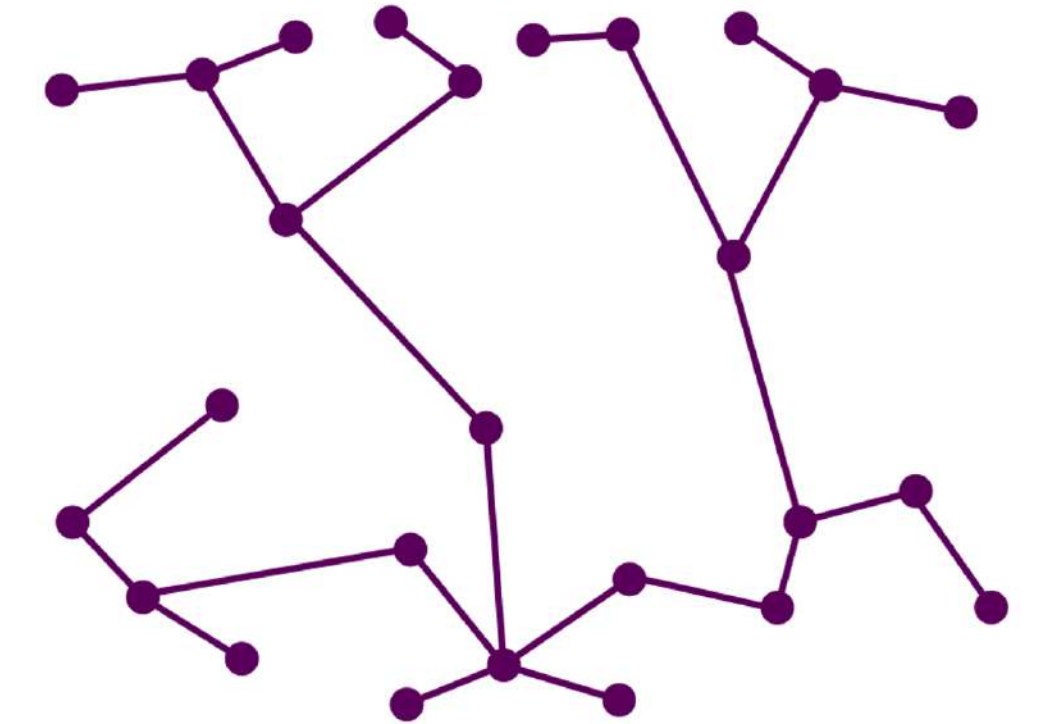
# DECENTRALIZATION: A BAND-AID OR A SUSTAINABLE SOLUTION?

Less than a quarter of respondents at PAs (20%) called for decentralization as a way to increase public sector efficiency and efficacy, despite many working for central administrations.

- Decentralization involves reinforcing locally-elected authorities that have a legal personality and enjoy administrative and financial autonomy.
- A special commission was formed in 2012 and submitted in 2014 a draft law on administrative decentralization. This draft was discussed in the Parliament in 2016 and transferred for further examination to a sub-committee under which it remains "under discussion" until today.
- Clearly, the political will to execute this key reform is lacking. The lack of coverage of this topic in the media has also contributed to the lack of momentum on this front.



CENTRALIZED



DECENTRALIZED



# CENTRAL INSPECTION

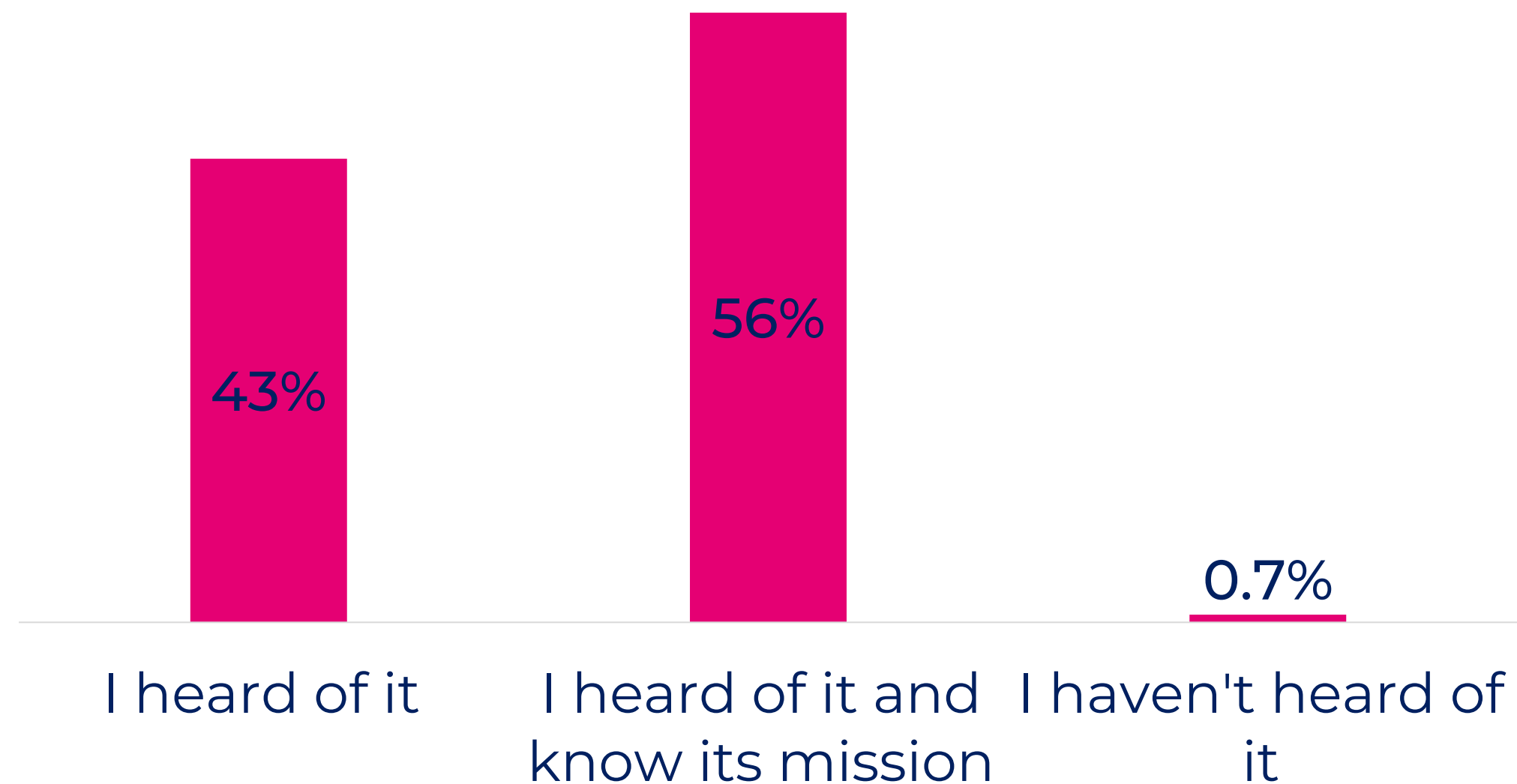




# WHAT DO YOU KNOW ABOUT CENTRAL INSPECTION?

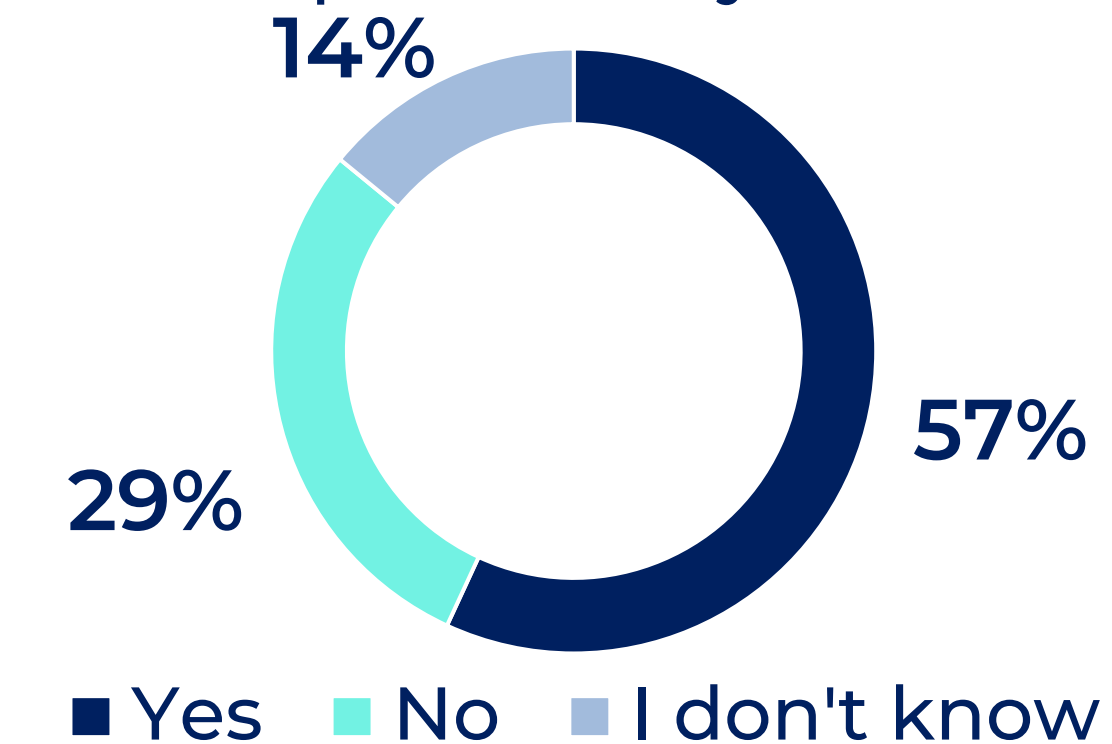
Central Inspection is in direct contact everyday with the various branches of Lebanon's public administration. The survey shows how much public servants know about CI and are aware its mission and goals.

Have you heard of CI and are you informed about its mission?



**56%** of the surveyed civil servants at PAs said that they heard of CI and know its mission, compared to **55%** of residents in the first part of the perception survey.

Did CI visit your administration in the past three years?



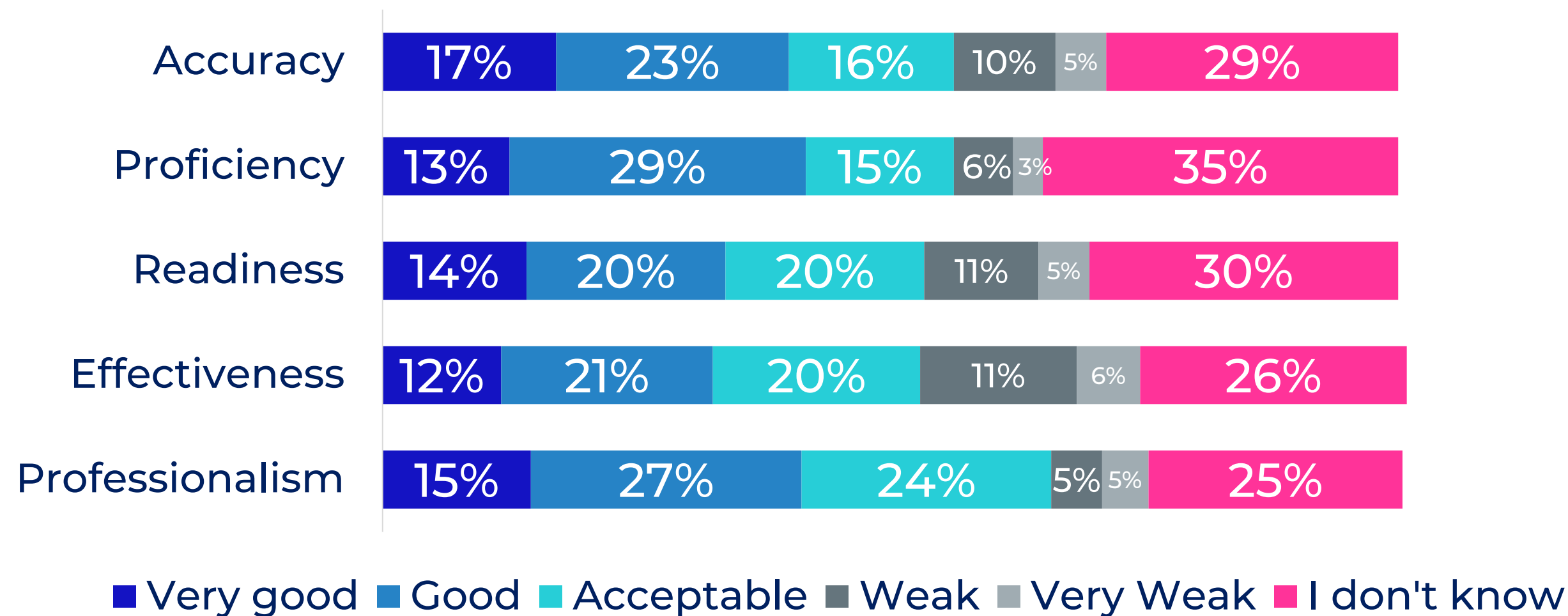
The lack of awareness among respondents about CI's visits to their PA (14%), and the significant split between respondents who said that CI had visited (57%) and those who said it had not visited (29%) shows a level of disagreement among civil servants. The surveyors also noted civil servants on desks next to each others disagreeing on the matter. **This raises questions about how CI visits are publicized and whether the information is available to all staff within same department. Should CI communicate better internally about its visits?**



# AN OVERVIEW ON CI'S VISIT

Civil servants differ in their perceptions of CI inspectors. Some view them in a positive light, but there are also clearly areas where CI inspectors could do better.

How do you rate the inspectors regarding these characteristics?



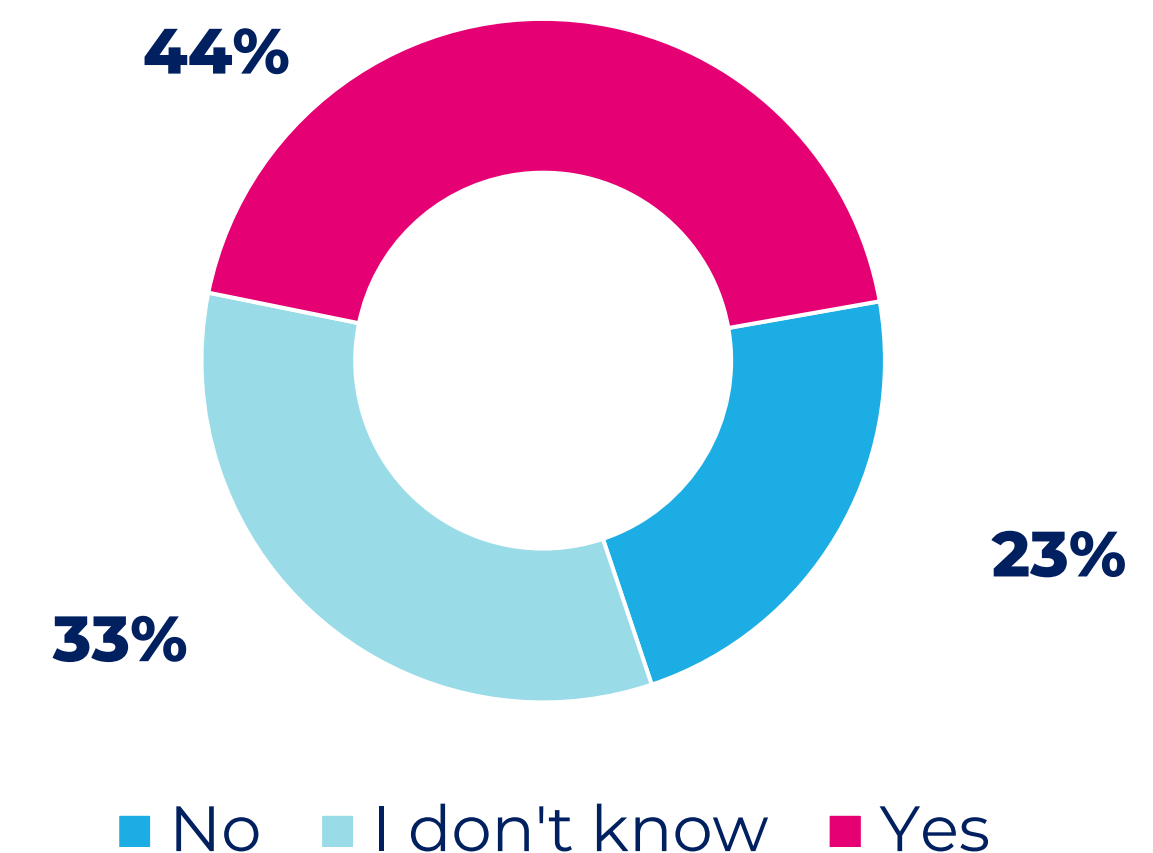
These numbers also suggest that CI inspectors are not making active enough efforts to inform civil servants of their presence when visiting public administrations, as at least 25% of the surveyed public servants had no opinion about the performance of CI inspectors during their visits.

90%

Of respondents never experienced any complications while CI inspectors were visiting.

Of the **5%** of respondents who had encountered an issue, verbal altercations, false information and harassment were mentioned as the nature of the problem.

Did the inspectors submit their observations after the visit?





# CI's ROLE IN PA IMPROVEMENT: CIVIL SERVANTS' SOLUTIONS

Civil servants suggested solutions for how CI could improve their administration's efficiency. Most of the proposed solutions are similar to the ones given by citizens.

Civil servants' solutions to improve their PA's efficiency through CI





# WHY AREN'T CIVIL SERVANTS FILING COMPLAINTS?

The majority of surveyed civil servants stated that they wouldn't file a complaint to CI in the event that an accident takes place at work. This echoes their hesitance use the internal complaint mechanisms available to them.

55%

Of respondents stated that they would not likely file a complaint to CI if there was an issue at work

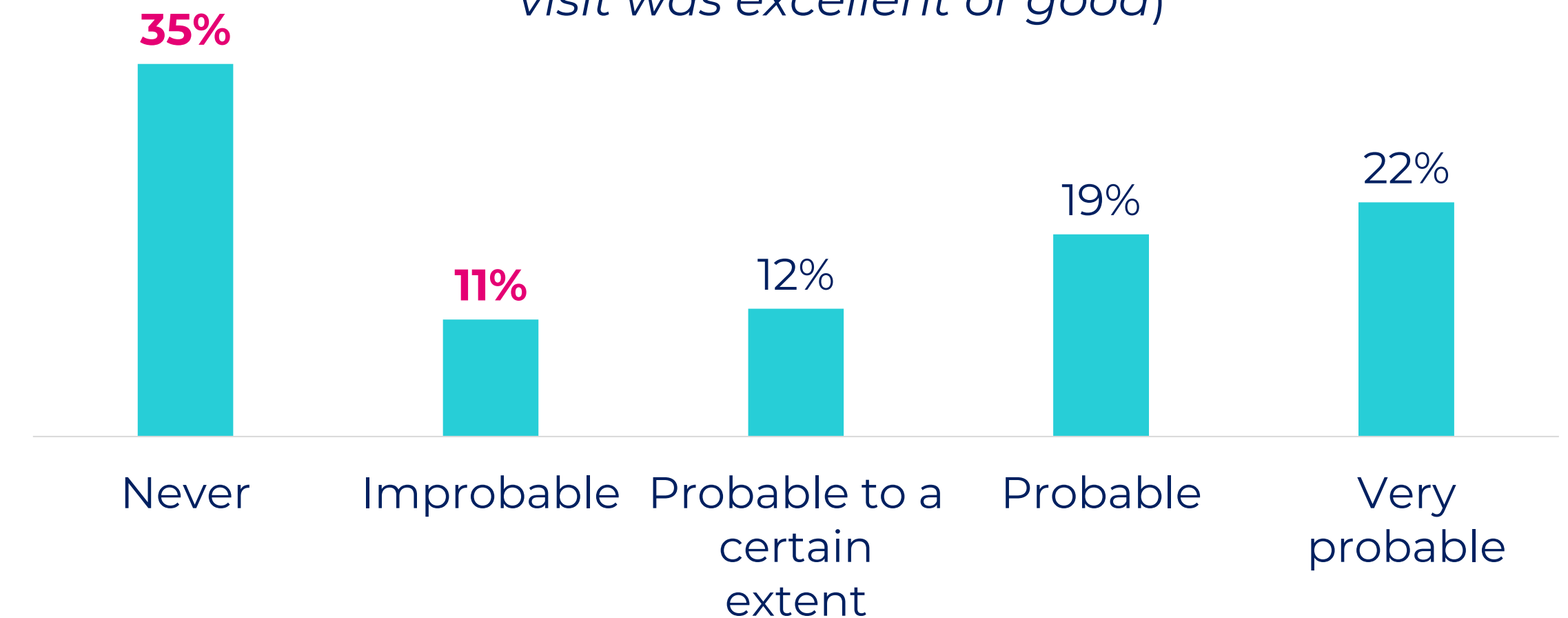
45%

Of respondents stated that CI's visits were either excellent or good

While **45%** of respondents described CI's visits as either excellent or good, **55%** stated that they would not file a complaint to CI.

This can be explained by the misunderstanding some civil servants have about the way complaints work and their anonymous nature, fearing that complaints made to CI may backfire on them. Proactive communication on the part of CI about its complaints procedures would help disabuse civil servants of this misunderstanding.

Probability of filing a complaint  
(108 civil servants stated that the CI visit was excellent or good)







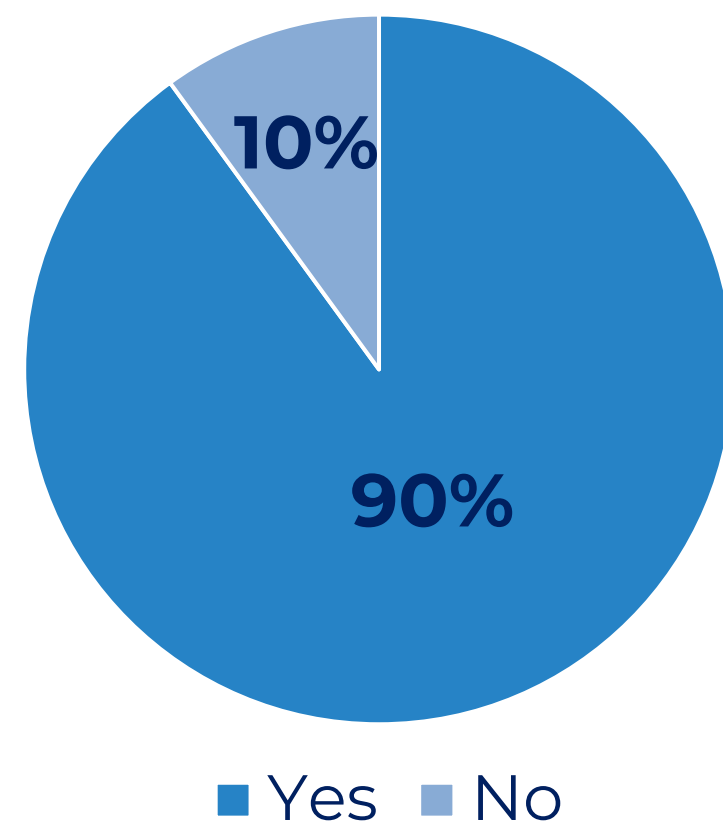
# IMPACT: A PIONEER IN DIGITAL GOVERNANCE



# IMPACT POLLING HIGH IN PAs

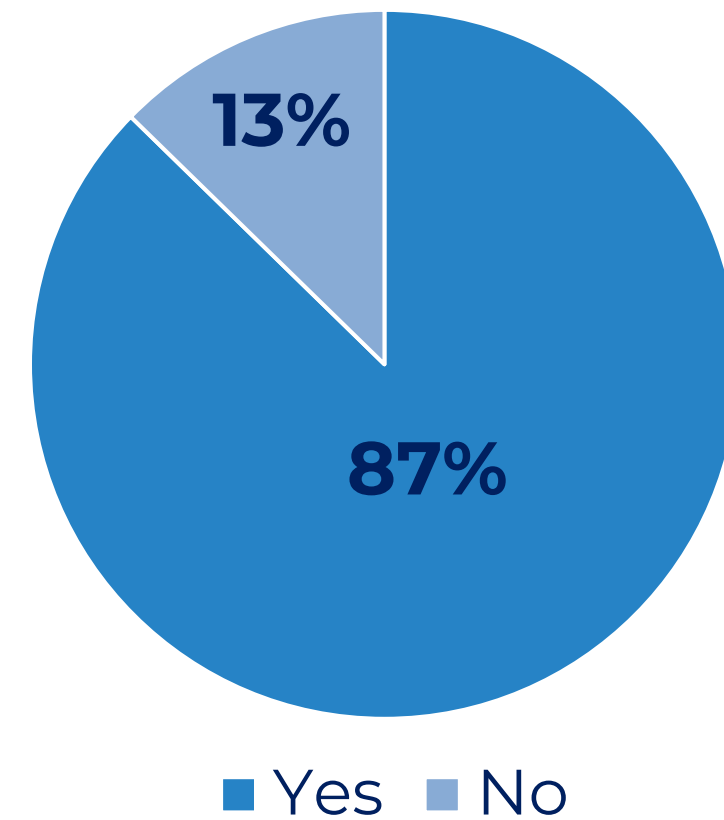
IMPACT, the inter-ministerial and municipal platform for assessment, coordination and tracking, is well known among civil servants due to its adoption by numerous PAs.

Have you ever heard of IMPACT



**90%** of civil servants have heard of IMPACT

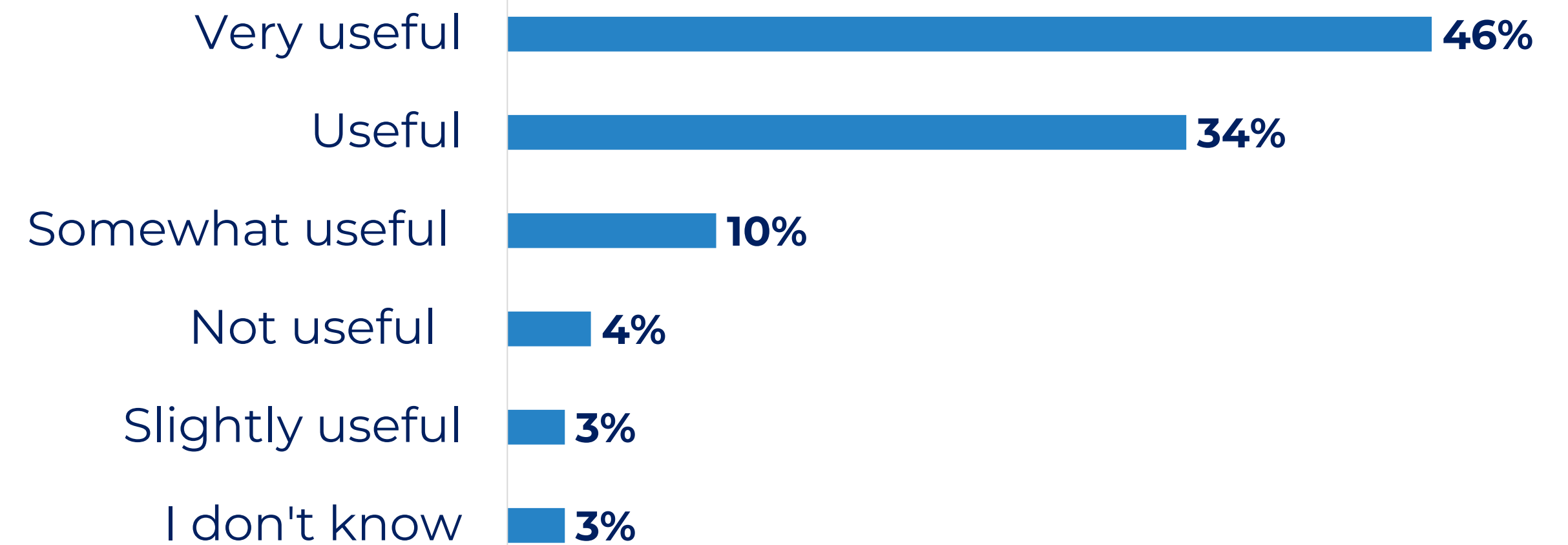
Have you ever used IMPACT



**87%** of those who had heard of IMPACT had used it

**80%** of the latter found it very useful or useful

Civil servants' perceptions of IMPACT's efficiency



- A huge proportion of the surveyed civil servants were familiar with IMPACT. Unsurprisingly, their familiarity of it was higher than citizens' (**68%** of citizens had heard of it, **76%** of those declared using it and **73%** of the latter found it very useful or useful).

- These high approval ratings show that IMPACT is achieving one of its goals, namely to support outreach and communication with PAs.



# IMPACT IN A WORD : CIVIL SERVANTS EDITION

The surveyed civil servants were asked to describe IMPACT in a word. The collected data was gathered in a word cloud revealing positive responses, notably the words "good", "excellent", "effective" and "advanced."





# CONCLUSIONS AND RECOMMENDATIONS

This unique quantitative study of the public administration from within has covered all ranks of the civil service and many different institutions. It reflects a clear acknowledgement among civil servants of the public administration's lack of resources, lack of organizational frameworks, the absence of accountability, the low levels of productivity, and the declining levels of staff motivation.

- 1. Request Central Inspection and the Civil Service Board to produce a full assessment of the public administration,** as these two institutions are the best candidates to map the public administration, set performance baselines, and help build on pockets of success.
- 2. Design and plan the path toward change** by locating the change leaders from within and leveraging their knowledge and support.
- 3. Review the civil servant competencies framework and training programs.** Competencies and training programs will need to align with the missions and goals of each institution, which must also be reviewed and mapped.
- 4. Reassign civil servants to work close to their area of residence, or start planning for a work from home culture among some positions.** While long distance driving from Hermel to Beirut or from Tyr to Beirut may be unavoidable on occasion, it can certainly be reduced through optimization.
- 5. Consider decentralizing administrative services.** Many different types of service can be provided by local offices. A full mapping of needs and the extent of centralization can be done to identify low hanging fruit in this regard.



# CONCLUSIONS AND RECOMMENDATIONS

6. **Develop a new code of conduct** for civil servants and a continuous communication plan for it. Activate complaint mechanisms within the administration and promote whistleblowing.
7. **Invest in a culture of strategic planning among high ranking civil servants.** Institutionalize continuous follow up on plans through the regular monitor of organizational outputs and the relevance of these outputs to strategic objectives.
8. **Digitize processes within the public administration.** This should be done in an agile and engaging fashion so that the tools introduced remain adaptive and can cater for the long awaited change. Digitalization is a journey and must be welcomed by the user and not perceived as a burden.
9. **Encourage Central Inspection to proceed with real time inspections** providing constructive advise to Civil Servants to constructively enhance their performance and to improve system and processes in order to better coordinate outputs.

*“It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming...”*

*Theodore Roosevelt*



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# THANK YOU

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