University at Albany
State University of New York
Center for Legislative Development

Lebanon Relief and Redevelopment Project

Government Institutions Strengthening Component
Local Government and Parliament Project

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Appendices

Introduction

Since 1993 the Center for Legislative Development of the State University of New York at Albany (SUNY/CLD) has worked under cooperative agreements with the United States Agency for International Development (USAID) to provide technical and administrative assistance to the Government of Lebanon through the Lebanon Relief and Redevelopment Project.

Assistance at the Legislative Level

Recent activities for the Lebanese Parliament were covered under an extension (signed in November of 2002) of a Memorandum of Understanding (MOU) between SUNY/CLD, USAID, and the Lebanese Parliament to continue assistance until March of 2004. Projects are focused on enhancing legislative and administrative capacities and expanding citizen participation in the public policy debate.

Assistance at the Executive Level

In addition to the assistance provided to the central government, ongoing support has been given to the key central oversight agencies, the Court of Audit (COA), the Civil Service Board (CSB), and the Central Inspection Board (CIB). Based on an extension of the most recent MOU signed by SUNY/CLD, USAID, and the Office of the Minister for State Administrative Reform (OMSAR) in 2001, technical assistance will be provided to the three agencies through November of 2004.

Assistance at the Municipal Level

Based on an extension of the most recent MOU signed by SUNY/CLD, USAID, and the Ministry of Interior and Municipalities (MOIM), assistance to local government will continue through November of 2004 and will be expanded to include 180 new municipalities approved by the Government of Lebanon during the previous municipal term (1998-2004).

Municipal elections were held in 899 municipalities in May and June of this year with councils elected for the first time in the new municipalities. The extension will ensure that the standardized procedures and processes are implemented facilitating an efficient transition to government for these newly formed municipalities. This assistance is critical given that many council members are new to local government and /or are representing municipalities that are not yet fully established.

U.S. Ambassador to Lebanon Vincent Battle (right) receiving the *Global Report on the Lebanon Relief and Redevelopment Project* **from Lebanon Country Director Mahmoud Batlouni**

'Made in America 2003: For the Earth'

SUNY/CLD joined other partners of USAID Lebanon at 'Made in America 2003: For the Earth' a three-day trade fair organized by the U.S. Embassy in September of 2003 at the Export Center in Beirut.

Over 100 U.S. firms, including recognized leaders in technology, logistics, banking, and consumer products, demonstrated their strong enthusiasm for Lebanon and the region by participating in the fair. The U.S. firms, most with an established presence in Lebanon, showcased a vast range of goods and services as evidence of the dynamic nature of the private sector in the country.

Enhancing the Administrative and Legislative Capacities of Parliament

Information and Communication

It is critical for parliamentarians and the media to be updated daily on the progress of the Parliament in performing its legislative function. During the past year major emphasis was placed on developing a means to ensure that timely information regarding political news, committee decisions, agendas, upcoming events, etc. is available to all Members of Parliament (MPs) and to media representatives. A new department was created and three staff were provided training to ensure that information is properly disseminated utilizing the communication network organized and implemented in November of 2003.

Each MP now receives televised information and news directly in his or her office, and can view, through the internal television channel, committee agendas Representatives of the media also have access to the internal channel through a media system installed in one of the salons ultimately enabling citizens to be better informed about the work of Parliament.

Media system installed in the press lounge of the Lebanese Parliament

Legislative Review Process

One of the most important factors in enhancing legislative capabilities is to enable MPs to review amendments to proposed laws (draft laws submitted by the cabinet to the Parliament to be studied for approval) that are being debated in the appropriate committees. Different versions of the

proposed laws may be proposed by the committees responsible for reviewing a particular law. There are seventeen committees in the Lebanese Parliament; therefore, it is essential that the various versions of bills be aligned prior to being considered in a plenary session.

MPs are now utilizing the Bill Tracking System (BTS) developed as part of the assistance program to review amendments to proposed laws, enhancing the legislative review capabilities of Parliament. 'Versioning' or detailed tracking of the source and content of changes made at each step in the review process is possible based on the latest updates to the system implemented in December of 2003. The system is a web application accessed by the user through a browser eliminating the need for multiple program installations.

A special feature allows the Speaker of the House to follow the progress of bills through the committee review process. Planning capabilities have also been enhanced through the addition of a component designed for committee secretaries and the director of sessions enabling committee and full session activities to be efficiently scheduled and coordinated. Eight (8) committee secretaries participated in a training session for the BTS in February of 2004 and are now utilizing the system.

Budget Review Process

Debating, amending, and approving the proposed government budget is a critical function of Parliament in shaping public policy. In the past, parliamentarians encountered difficulties in obtaining the necessary financial information to fulfill their oversight responsibilities and debate, amend, and approve a budget to meet constituent needs. Even if the information was available, MPs often lacked the tools to utilize the data properly. For example, comparative analyzes of actual with budgeted expenses could not be performed.

Parliamentarians are now able to properly execute their oversight responsibilities in approving the budget using processes and systems developed as

part of the assistance program. In December of 2003 the government National Budget Analysis System, a new module, was finalized and installed. This system is designed to enhance the use of the Legislative Budget System previously developed for the Budget and Finance Committee of Parliament.

In addition to facilitating an efficient sharing of information with the Ministry of Finance, comparative reports of proposed and actual expenses for previous years can be generated and analyzed, greatly enhancing legislators budget review capabilities.

Comparative reports for each ministry are distributed to the Budget and Finance Committee members prior to meetings between the committee and ministry or agency officials ensuring that appropriate information is available to all committee members, facilitating a fair and efficient review process.

Cooperation Dialogue Between Parliament and Civil Society Organizations

"Cooperation Dialogue Between Parliament and Civil Society Organizations" a seminar organized by the Forum for Parliamentary Dialogue (FPD), the Lebanese Parliament Secretary General for External Affairs, SUNY/CLD, and USAID, was held on December 8, 2003 in the library of the Lebanese Parliament. USAID Mission Director Raouf Youssef joined more than eighty representatives from government ministries, NGOs and other civil society advocacy groups in this seminar organized to highlight the importance of collaboration between the legislature and civic associations, existing challenges to a useful dialogue, and obstacles to the full participation of associations in shaping public policy.

Following opening remarks by seminar director Dr. Jean Karam and FPD President Ghassan Sayyah, Country Director Mahmoud Batlouni spoke of the need for relations between citizens and associations to be developed at the same time that the role of these groups is being furthered. He noted that associations have developed in multiple domains in order to inform the public of the respective roles, rights, and responsibilities of government and citizens. In particular, communication between citizens and Members of Parliament or parliamentary committees has been actively supported and enhanced. Batlouni offered as an example of this type of intervention the introduction to the Lebanese Parliament (LP) of the latest information technology resources that are now successfully utilized in the administrative, financial, and legislative work and that include a notable achievement, the creation of the LP's website, a first for parliaments in the region.

Mr. Sayyah detailed significant obstacles to civil society participation in the decision- making process including existing legislation that restricts citizen ability to establish an association or that inadequately addresses other issues such as tax exemptions and the lack of citizen awareness of laws and the civil, political, and economic rights of citizens.

He identified as another problem the perception on the part of some government officials of civil society groups as 'competitors' rather than partners. LP Secretary General for External Affairs Bilal Shrara suggested that civil society organizations, with experts in many disciplines, can play a key role in working with Parliament to monitor decisions made by the government and to increase citizen awareness of the policy making process.

Assistance at the Executive Oversight Level

Enhancing the Oversight Capabilities of the Court of Audit

Authorized to exercise administrative and judicial control over government expenditure of public funds above a certain amount (usually $50,000), the Court of Audit (COA) is responsible for both the pre-auditing (verification of the validity and budget conformity of a transaction) and post-auditing (evaluation of the entire financial transaction) of government expenditures. The mandate covers the expenditures of all government agencies, the Lebanese University, the Green Project, 50 large municipalities, and the Union of Municipalities.

In the past, the COA was essentially evaluating proposed expenditures in terms of legal or administrative conformity, but was unable to exercise the type of control needed to ensure accountability. A set of processes, procedures, and forms were developed to be used in completing the pre-auditing task. In addition, the entire workflow process from registration to analysis to decision was automated. Intensive training sessions for fifteen judges and twenty-five administrative staff were conducted in order to ensure that the new processes and procedures are utilized, and that the agency fully benefits from the Pre-Auditing Application developed.

Judges can now search current and archived cases according to a number of different criteria including type of contract, price, contractor, or item being purchased. Users are able to perform comparative analyzes of similar contracts and generate reports to be used in the evaluation process. In addition to enhancing the control and auditing capabilities of the agency, internal reporting abilities are expanded with pre-auditing performance reports and information for the COA annual report readily available.

Since the system was launched in early 2004, approximately 900 pre-auditing cases have been registered and processed. Judges are using the system on a daily basis to perform research and controllers are utilizing the system as well to produce reports.

Enhancing the Capabilities of the Civil Service Board

Prior to assistance efforts personnel records for government employees were managed manually with each agency maintaining its own files. There was a lack of control within each institution, and at the same time information necessary for long-range planning and decision-making was not available. Reports, if produced at all, often took weeks to generate. One of the most striking features was the complete absence of coordination in the collection, verification, and maintenance of human resource data amongst the various government agencies and institutions.

One of the most critical challenges identified in terms of human resource management in the government is the need to share information amongst different institutions to ensure consistency. In response to this a Wide Area Network (WAN) was organized offering for the first time a protocol and network for sharing information amongst agencies and ministries.

Personnel data that is updated or added in the database of one institution will be automatically shared with other agencies or ministries. For example, personnel data is exchanged daily between the Personnel Management System (PMS) at the CSB and the Conduct Card System (CCS) installed at the CIB. Agencies can request information from the CSB database and update specified data.

The network ensures that detailed and accurate information maintained by the Civil Service Board is aligned with that of other agencies. Multiple updates of information, time-consuming and often imprecise, are avoided. In addition to increased internal control and efficiency, information is now available for decision-makers to use in formulating public policy.

Enhancing the Capacities of the Central Inspection Board

The Central Inspection Board (CIB), the primary institution responsible for the oversight of the government, performs inspections according to an annual plan, in response to citizen complaints, or at the specific request of another government agency. Investigations may lead to a decision that is recorded in the personal file of a civil servant.

Managing all the information related to a particular employee, internal data as well as that from other sources such as the COA, the CSB, the Central Disciplinary Board, or the Judiciary Courts, was historically one of the most difficult problems encountered by the agency.

Specifically, information necessary to complete employee evaluations, including that related to complaints and penalties was often unavailable with entire employee files missing in many cases. At the same time, failure on the part of different government agencies to coordinate and share information in a systematic way resulted in numerous inefficiencies and an overall inability to make informed decisions.

In response to these and other issues at the CIB, the Conduct Card System (CCS) was developed to enable all decisions made regarding an investigated employee to be systematically maintained and tracked within the Personnel Management System (PMS).

Information related to more than 14,000 archived cases dating back to 1960 were input and can be easily accessed by inspectors trained to utilize the system. During 2002 and 2003 there were 600 active cases registered and included in the system.

As mentioned previously, the new version of the PMS was recently installed at the CIB and other government agencies and data is now being automatically aligned between the various institutions. In addition, statistical reports and the annual report of the CIB as required by law can now be generated using the CCS.

Assistance at the Municipal Level

Overview of Municipal Assistance

Municipal elections held in 1998 in Lebanon for the first time in 35 years gave impetus to the much needed restructuring of local government. Recognizing the crucial role of municipalities in economic growth and development, USAID funded an administrative and financial reform program that is now credited with successfully rebuilding essential foundations for strong local government, providing modern management systems, e-government procedures, and the official and staff training necessary to improve the quality of governance.

In the past, there were numerous internal obstacles facing municipalities in fulfilling their mandates. Processes and procedures were not standardized, for example, ten different budget forms were used by various groups of municipalities. Non-compliance with existing procedures was high, in part due to a severe shortage of qualified, skilled employees. In response to these and other issues, administrative and financial procedures and processes were completely restructured and redesigned, and these newly standardized procedures were adopted by the Government of Lebanon for use by all municipalities.

At the same time, staff have been given the specialized training and the technical assistance to enable proper implementation of these procedures, and information technology equipment and applications have been provided allowing administrative and financial work to be automated. A summary of assistance provided to local and regional government is provided in **Appendix 1.**

Municipal Elections

Elections were held in 899 municipalities in May of 2004. There are 905 municipalities, of these, 180 were created during the previous municipal term (1998-2004) yet did not have elected officials until the recent elections.

Results of the elections are evidence of the furthering of the democratic process in Lebanon Although there was relatively low voter turnout in Beirut (23%) and Tripoli (30%), a continuation of historical trends, voter participation outside the two major cities ranged from 45-70%, higher than in the 1998 municipal elections. Despite the initial attempts to promote 'unified' lists and the traditional hold that prominent families have on power in local government in Lebanon, voters were not convinced. There were more than 29,000 candidates with only 2.5% of the 10,641 municipal seats won by unopposed candidates.

Based on unofficial results, 230 women (representing approximately 2.3% of the total) were elected, compared to 139 who served on the previous councils. Many of the new municipalities are already receiving support under the existing program of activities, assistance that is particularly crucial given that many of the council members were elected for the first time.

Increased Compliance

A lack of taxpayer data, an absence of information on the different taxes allowed by law, and the inability to enforce tax laws due to inadequate human resources have historically lessened municipal effectiveness in delivering services and in sustaining local development initiatives. One of the most serious obstacles to municipal effectiveness has been the failure on the part of most municipalities to collect taxes as allowed by law. Before implementation of the municipal reform program, only 10% of municipalities in Lebanon published announcements in the *Official Gazette* that taxpayer lists were ready, a necessary step in the process of legally collecting taxes.

In the past taxpayer lists were usually based on data from inspectors' notebooks and it was diffi-

cult for municipalities to properly manage the process; information could be easily manipulated or altered, creating an environment that allowed corruption. Use of the automated systems and procedures developed as part of the assistance program are enabling municipalities to collect taxes in an efficient, consistent, and legal manner. In 2003, 422 official announcements that taxpayer lists were ready were published compared to 82 in 2000 (**Appendix 2**) .

Enhanced Revenues

Calculation of a major tax such as the rental value tax (representing up to 40% of income in some municipalities) depends upon several factors such as date and type of occupancy, rental value, type of institution, and exemptions if any. If there are changes in one or more of these factors, municipal employees must go through all the corresponding records to update the taxpayer lists. This process requires a tremendous amount of effort and resources to be completed.

Automation of the process through the implementation of the Municipal Revenue System (MRS) has enabled accurate, timely, and legally binding taxpayer lists to be generated. Users are not able to modify data without the appropriate authorization and access level, resulting in increased municipal effectiveness, reduced possibility of corruption, and enhanced transparency at the institutional level. More than 80% of the more than 500 municipalities in which the Municipal Revenue System (MRS) has been installed are utilizing the system to generate tax-

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Total revenue collected in Beirut from rental value tax increased from $26.0 million in 2001 to $31.1 million in 2002 to $38.6 million in 2003.

In Tripoli rental value taxes collected increased from $2.3 million in 2001 to $3.1 million in 2002 to $3.9 million in 2003.

Rental value taxes collected in Jounieh increased from $570,000 in 2000 to $1.2 million in 2001 to $1.3 million in 2002 to $2.0 million in 2003.

In South Lebanon rental value taxes assessed in 12 municipalities increased from $2.9 million in 2001 to $3.0 million in 2002 to $3.1 million in 2003.

Rental value taxes assessed in 2003 in the municipalities of Baalbeck and Zahle totaled $3.6 million, an 11% increase compared to 2002.

payer lists. Municipal revenues have increased, dramatically in some areas, as a result of the assistance giving municipalities the funds to provide services and infrastructure to the community.

Neglected Revenue Areas

Part of the efforts designed to increase revenue has focused on previously neglected areas such as advertising. It is estimated approximately 90% of signs and billboards were not licensed in the past, of these, many were not erected in compliance with legal specifications regarding placement and size.

Surveys of existing signs and billboards have been conducted in several major municipalities and the information gathered was entered into the MRS. Utilizing the system, municipalities now have access to complete taxpayer information that can be utilized to generate proper tax notices and to produce comparative reports for use in budgeting and planning. A survey is currently underway in the Municipality of Beirut to identify an estimated 60,000 - 70,000 unlicensed signs and billboards.

> *In Jounieh, revenue collected from signs and billboards totaled approximately $167,000 in 2003 compared to $26,000 in 2000. Revenue collected from signs and billboards increased to $327,000 in 2003 from $281,000 in 2001 in Tyre.*

Human Resource Capabilities

Enhancing the professional capacities of municipal officials and staff in order to achieve results and sustain reform efforts has been one of the most important components of the technical assistance provided by the Center to local government in Lebanon. Specialized workshops and training courses were developed and conducted in order to allow information technology tools to be fully utilized and systems and procedures to be properly implemented.

More than 750 officials and senior staff from 534 municipalities have participated in workshops to facilitate the implementation of the newly standardized administrative and financial procedures.

Computer training has been provided to 1,145 municipal staff representing 447 municipalities and 1,191 municipal staff from 539 municipalities have participated in specialized revenue systems training (**Appendix 3**). Importantly, nearly 30% of those trained are women (**Appendix 4**).

Communication and Relations with Citizens

Citizen Reception Offices

An important objective of the assistance program is to improve communication with citizens in support of enhanced transparency and accountability. The Citizen Reception Offices (CRO), an important component of the overall strategy designed to improve citizen access to proper information, increase efficiency in completing transactions, and facilitate communication between local government and the public, are now open in 29 locations (see box below). Most recently, a CRO was opened in Tripoli (photo below) in February of 2004 and another in Zahle in April of 2004.

Citizen Reception Offices, modern facilities staffed by knowledgeable staff, have been opened in the following locations:

Beirut *	*North (contInued.)*
Beqaa	Halba
Governorate	Halba ADU
Zahle	Triipoli
Mount Lebanon	Zgharta
Choueifat*	Zgharta ADU
Jounieh*	***South Lebanon***
Mraijeh	***and Nabatieh***
North Lebanon	Abbasieh
Al Mina	Ghazieh
Amioun	Jezzine
Batroun	Jezzine ADU
Batroun ADU	Nabatieh Al Tahta
Bcharri	Sidon
Bcharri ADU	Governorate
Chekka	Tyre
El Koura ADU	Tyre ADU
Governorate	

*Opened during the previous USAID project prior to 2001.

Municipal Websites

Government relations with citizens as well as intergovernmental communication have been significantly enhanced through the development of websites and organization of internet access for the various institutions.

Municipal work has been facilitated in particular through access to the Ministry of Interior and Municipalities website (*www.moim.gov.lb*) created as part of the assistance program. Municipal staff can access general information regarding for example transaction forms, as well as the laws and decrees governing municipal work. Legal inquires can also be sent by staff or council members directly from the site to the Ministry and official responses, based on research conducted using an automated legal database, help to clarify for all municipalities the processes and procedures to be followed, supporting further standardization in municipal work. Citizens can send direct inquires as well regarding municipal work to the MOIM by visiting the Questions & Answers section on the site, providing the Ministry with important feedback with respect to citizen concerns.

'Village Profiles' are maintained on the MOIM website for 403 municipalities, offering even small municipalities the opportunity to communicate historical, archaeological, tourist and other useful information to the public. Profiles are based on the Municipal Information Form submitted by each municipality to the Ministry. Municipalities with internet access can submit and update the form online, and can receive timely responses to the legal inquiries as previously mentioned. Since October of 2003 internet access has been organized for 422 municipalities in the following governorates: Beqaa (86), Mount Lebanon (162), North Lebanon (99), South and Nabatieh (75).

Websites have also been created for the Beirut, Choueifat, Jounieh, and Tripoli municipalities, increasing public awareness of municipal work and enhancing communication between the public and local government. Online visitors to these

Municipal Publications

A number of publications have been developed both for municipal staff and for citizens. During the past year, references guides for municipal staff (*Budget Preparation and Execution Principals-Decree 5595, 2nd. ed., and Budget Preparation and Execution Principles-General Accounting Law)* were developed to enable municipal staff to further improve the quality of their work System user guides have also been developed including the *Municipal Revenue System User Guide* published to ensure proper and effective utilization of the system. In addition to these publications, citizen transaction guides were created to increase public awareness of municipal processes and fees, and to encourage better communication and relations between citizens and local government. The guides include instructions, details on the documents required, applicable fees, and processing time for each

Citizen Transaction Guide-Sidon

type of municipal transaction. A general guide for all citizens as well as specialized guides for the municipalities of Choueifat, Jounieh, Tripoli and, published in April of 2004, for Sidon.

websites can access general information regarding municipal services and transactions, information about the local area, lists of municipal council members, the annual budget, and various publications.
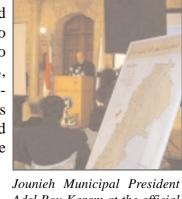
Customized systems developed for municipalities include the Document Tracking System (DTS) that allows online tracking of applications using a designated user name and password and the Citizen Complaint System (CCS) that enables e-mail from citizens (sent directly from the website) to be electronically recorded for follow-up and evaluation purposes.

Geographic Information System in Jounieh

Jounieh Municipality is one of the first local governments in the region to benefit from the use of advanced technology in the administrative, financial, and engineering work of the municipality with the official launching of the Geographic Information System (GIS) on Monday, February 16, 2004. USAID Mission Director in Lebanon Raouf Youssef, speaking to an audience of 300 that included members of parliament, ministry and municipal officials, and invited guests, stressed the significance of Jounieh's role as a leader not only in the local area but throughout the country in embracing the modern technology and work practices that lead to better governance.

The GIS dramatically increases the accuracy of information utilized in municipal operations and planning through computerized 'mapping' of more than seventy layers of physical, financial, and personal data. Electronically linked to administrative and financial databases, the system provides a wealth of information that will be used in the planning, inspection, audit, assessment, and collection processes. New versions are periodically released, the most recent in June of 2004, and upgrades are made to the software used to build the GIS, enriching its features, enhancing its performance and keeping it on the edge of new technologies.

Jounieh Municipal President Adel Bou Karam at the official launching of the Geographic Information System

Use of the system will enable decision-makers to promote transparency and accountability in the appraisal and collection of taxes and fees, ensuring that, for example, outdoor advertising licenses and construction permits are issued appropriately. It is anticipated that the GIS will be implemented in 20 large municipalities, part of efforts to encourage progress towards e-government in support of improved governance.

E-government, the use of information technology to support government operations, to deliver services and information to citizens, and to enhance citizen participation in the policy decision-making process, is increasingly being used by governments of all sizes to improve governance. The status of the municipalities of Jounieh and Choueifat in terms of implementation of e-government prior to and after assistance is provided in the following chart:

Phases	Specific tasks/issues	Before (2001)	After (2003)
Analysis and Design	Definition of Processes	no	yes
	Standardization of procedures	no	yes
Systems Implementation	Design/development of electronic systems	no	yes
	Implementation of electronic systems	no	yes
Inter-operability of Systems	Inter-operability between internal systems within the municipality	no	yes
	Inter-operability of systems between municipality and governorate	no	in progress
Readiness for the Network	Political support availability	no	yes
	Training of employees	no	yes
	Availability of Technology Infrastructure	no	yes
	Resolving legal obstacles (Electronic Signature Law)	no	in progress
E-services	Municipal websites	no	yes
	Access general information online	no	yes
	Track status of application online	no	yes
	Register citizen complaint online	no	yes
	Access individual taxpayer amount owed online	no	planned
	Submit an application online	no	planned
	Pay taxes or fees online	no	planned

Assistance by Region

Beirut
Initial Assistance 1998

Assistance efforts in the Beirut Municipality continue to be focused on furthering the modernization of financial and administrative procedures and encouraging greater accountability. Results have been dramatic with total revenue collected from rental value tax increasing from $26.0 million in 2001 to $31.1 million in 2002 to $38.6 million in 2003. Further enhancement of revenue is a major area of emphasis with ongoing studies being conducted to identify neglected revenue sectors.

Advertising Survey
An important revenue area that the Municipality of Beirut has been unable to fully collect is that of taxes and fees due from licenses for billboards and signs. A multifaceted problem impacted by both regulatory and enforcement elements, the most fundamental deficiency is the lack of comprehensive information regarding billboards and signs.

Currently a survey of all signs and billboards is being conducted as part of the assistance to the Municipality of Beirut. Under the existing USAID agreement, the Municipality was able to collect taxes and fees, approximately $125,000 in 2002, on new signs and billboards, however, most signs erected in previous years have not yet been identified and taxed. It is estimated that approximately 90% of the 70,000 - 80,000 signs and billboards in Beirut are not licensed representing up to $1.25 million annually in lost income.

Utilizing the Municipal Revenue System (MRS), the data collected in the survey will be compiled and complete taxpayer records will be created. The municipality will be able to automatically generate proper tax notices and produce comparative reports for use in budgeting and planning.

Beqaa Governorate

Initial Assistance: 2002
Municipalities Assisted to date: 113 (80% of the total)
Workshops: attended by 160 officials from 96 municipalities
Computer training courses were completed by 205 staff from 84 municipalities
Financial and administrative training was provided for 206 staff from 91 municipalities.
Equipment including hardware/software provided for 99 municipalities, three (3) administrative districts and the Beqaa governorate.
Increased Compliance: Prior to assistance in 2000 thirteen (13) announcements that taxpayer lists were ready were published compared to 79 in 2003.

*See **Appendices 5 and 6** for the status of municipalities in the Beqaa in the utilization of the standardized processes and systems.*

Zahle Municipality Celebrates Opening of its Citizen Reception Office

Zahle Municipality, celebrated the opening of its Citizen Reception Office (CRO) on Monday, April 19, 2004 becoming the 29th CRO now open in Lebanon. In his opening remarks, Zahle Municipal President Assaad Zogheib welcomed municipal presidents, council members and prominent members of the Zahle community, as well as USAID representatives and invited guests, to the event. He stressed the importance of the Citizen Reception Office in ensuring transparency and efficiency in municipal work. USAID Mission Director in Lebanon Raouf Youssef spoke of the recent improvements in terms of development within the Zahle municipality and highlighted the significance of the upcoming municipal elections in encouraging democracy. In conclusion, Governor of the Beqaa Antoine Sleiman emphasized the important role of municipalities in local development and the substantial benefits of the assistance program to the Beqaa region.

'Solutions for the Waste Management Problem' Meeting in the Beqaa

Fifty-five municipalities in the Beqaa region participated in 'Solutions for the Waste Management Problem', a meeting organized by the Beqaa Governorate, SUNY/CLD, and the YMCA in October of 2003. **YMCA General Manager Ghassan Sayyah** briefed participants on his organization's experience in the field and its plans for the construction of several waste management facilities in the future. **Country Director Mahmoud Batlouni** highlighted the importance of its activities to improve the financial, administrative, and technical capabilities of municipalities in establishing the critical foundation needed to implement environmental protection projects such as those for proper waste management. He further explained the crucial need to address in advance the long-term administrative and financial sustainability of these projects. Participants discussed their concerns regarding the waste management issue and the related problems being faced by municipalities. Members of the organizing team offered appropriate solutions and strategies that participants could immediately begin to implement.

Mount Lebanon

Initial Assistance: 2003
Municipalities Assisted to date: 240 (79% of total)
Workshops were attended by 234 municipal officials from 184 municipalities
Computer training was provided to 483 staff from 168 municipalities
Financial and administrative training completed by 532 staff from 212 municipalities
Equipment including hardware/software has been provided for 211.municipalities, 5 administrative district units and the Mount Lebanon Governorate
Increased Compliance Prior to assistance in 2000, sixty-two (62) official taxpayer list announcements were published compared to 113 in 2003.

*See **Appendices 7 and 8** for the status of municipalities in Mount Lebanon in the utilization of the standardized processes and systems.*

North Lebanon Governorate

Initial Assistance: 2001
Municipalities Assisted to date: 158 (78% of total)
Workshops were attended by 211 officials from 121 municipalities
Computer Training was provided to 262 staff from 108 municipalities
Financial and Administrative Training courses were completed by 221 staff from 109 municipalities.
Equipment including hardware/software has been provided to 142 municipalities, 5 administrative district units and the North Lebanon Governorate.
Increased Compliance: Prior to assistance in 2000 two (2) taxpayer list announcements were officially published compared to 134 in 2003

*See **Appendices 9 and 10** for the status of municipalities in North Lebanon in the utilization of the standardized processes and systems.*

South Lebanon and Nabatieh Governorates

Initial Assistance 2001
Municipalities assisted to date: 154 (62% of total)
Workshops were attended by 161 officials from 133 municipalities
Computer training courses were completed by 195 staff from 87 municipalities
Financial and administrative training was provided for 232 staff from 128 municipalities
Equipment including hardware/software has been provided to 144 municipalities, 5 administrative district units, and the South Lebanon and Nabatieh Governorates.
Increased compliance: Prior to assistance in 2000 five (5) official taxpayer list announcements were published compared to 95 in 2003.

*See **Appendices 11 and 12** for the status of municipalities in South Lebanon and Nabatieh in the utilization of the standardized processes and systems.*

Tripoli Municipal Website Launched during Official Opening of Citizen Reception Office

During the official opening of the Citizen Reception Office in the Tripoli Municipality February 24, 2004, the launching of the website *www.tripoli.gov.lb* was also announced. In his opening remarks, Tripoli Municipal President Samir Chaarani emphasized that the Citizen Reception Office (CRO) and the website are designed to improve the relationship between the municipality and citizens and to enhance transparency in municipal work. USAID Director Raouf Youssef highlighted the various assistance programs of the agency in Lebanon, projects related to agriculture, information technology, tourism, and education, implemented to achieve a variety of goals including enhanced economic development in local communities.

Tripoli Mayor Samir Chaarani, North Lebanon Governor Nassif Qaloush, and USAID Mission Director Raouf Youssef at Citizen Reception Office opening

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Citizen Surveys - Municipalities

In order to assess the impact of assistance on citizen perceptions of municipal work, surveys were conducted in 2001and 2003 in Beirut, Choueifat, and Jounieh (municipalities in which assistance has been given for at least a year). Results (see chart below) are based on surveys of 1,248 anonymous and randomly selected citizens who visited a Citizen Reception Office and interacted with municipal staff. Responses of excellent or good for each category are included in the calculation of approval ratings.

	2001	2003
Efficiency of municipal procedures	12%	53%
Responsiveness to citizen	9%	56%
Improvement in municipal service	10%	44%
Speed of transaction processing	12%	47%
Overall Citizen Approval Rating	**11%**	**50%**

Citizen Surveys - Governorates

Citizen surveys were also conducted in the North Lebanon and South Lebanon Governorate offices with the following results:

	North Lebanon (%)		South Lebanon (%)	
	2002	2004	2002	2003
Are you aware of the documents required?	55.2	78.8	77.2	85.6
Are you aware of the transaction deadline?	40.8	64.8	67.2	70.8
Are you aware of the applicable fees?	52.0	84.4	64.2	81.2
Has the speed in processing transactions improved?	n/a	69.8	n/a	81.2
Has the quality of employee assistance improved?	n/a	84.0	n/a	94.8
Is there an overall improvement in municipal work?	n/a	98.4	n/a	98.0

Percentages based on positive responses (YES) in a survey of 250 randomly selected citizens in each governorate.

LIST OF ACRONYMS/INITIALISMS

ADU	Administrative District Unit
BTS	Bill Tracking System
CAII	Creative Associates International
CCS	Citizen Complaint System
CHF	Cooperative Housing Foundation
CDR	Council for Development and Reconstruction
CIB	Central Inspection Board
COA	Court of Audit
CNEWA	Pontifical Mission
CSB	Civil Service Board
DTS	Document Tracking System
FPD	Forum for Parliamentary Dialogue
GAO	Government Accounting Office
GIS	Geographic Information System
GOL	Government of Lebanon
IT	Information Technology
LP	Lebanese Parliament
MBS	Municipal Budget System
MOF	Ministry of Finance
MOFAE	Ministry of Foreign Affairs and Emigrants
MOIM	Ministry of Interior and Municipalities
MPs	Members of Parliament
MRS	Municipal Revenue System
NGO	Non-governmental Organization
OMSAR	Office of the Minister of State for Administrative Reform
PMS	Personnel Management System
SCI	Sister Cities International
SUNY/CLD	State University of New York/Center for Legislative Development
UNDP	United Nations Development Program
USAID	United States Agency for International Development
YMCA	Young Men's Christian Association

Appendix 1
Summary of Assistance Provided to Regional and Local Government

Governorate	Governorates and Administrative District Units		Municipalities							
			Received Equipment and Technical Assistance				Technical Assistance Only (2)			
	Received Equipment	Total Assisted	SUNY/CLD Current Program	USAID Previous	OMSAR	Total Receiving Equipment and Technical Assistance	Existing Equipmnet	No Equipment	Total Assisted (3)
Beirut (1)	1	1	1	0	0	1	0	0	1
Beqaa	4	5	94	5	0	99	7	7	113
Mount Lebanon	6	6	204	6	1	211	10	19	240
North Lebanon	6	7	126	16	0	142	0	16	158
South Lebanon/Nabatieh	7	7	103	7	34	144	0	10	154
Total	**24**	**26**	**528**	**34**	**35**	**597**	**17**	**52**	**666**

(1) Beirut Governorate operates from the Beirut Municipality. Assistance indicated is for both.
(2) Municipalities receiving technical assistance including 1)workshops 2) training and 3) support for utilization of standardized budget forms
in preparing and executing the budget
(3) For a detailed categorization of each municipality in terms of equipment/assistance received please refer to Appendix 1.a Beqaa
Appendix 1.b Mount Lebanon, Appendix 1.c. North Lebanon, and Appendix 1.d. South Lebanon and Nabatieh

Appendix 1.a
Equipment/Technical Assistance by Municipality - Beqaa

	Equipment and Technical Assistance Received - Current and Previous USAID Programs					Technical Assisance Only	
	SUNY/CLD Current			USAID Previous	OMSAR	Existing Equipment	No Equipment
Beqaa	Aaita Al Fokhar	Beit Lahya	Mhaidtheh	Al Qasr Wa Fisan		Al Khyara	Aammeeq
	Aana	Bouday	Nabi Aila	Barqa		Falawi	Bakka
	Aarsal	Brital	Neeha	Harbata		Jdeeta	Deir Al Aashayer
	Aayha	Btedaai	Qaa Al Reem	Hermel		Libbaya	Deir Al Ghazal
	Ablah	Bwarej	Qab Elias - Wadi Al Dolm	Yammouneh		Mashghara	Halwa
	Ain Aata	Chtoura	Qosaya			Saadnayel	Haouch Al Harineh
	Ain Arab	Dahr Al Ahmar	Rachaya			Tinneen Al Fawqa	Raaeet
	Ain Harsha	Deir Al Ahmar	Ras Baalbeck				
	Ain Zebdeh	Douris	Riaq - Haouch Hala				
	Ainata	Eiaat	Saaydeh				
	Al Aaqabeh	Fakiha (Fakiha - Jdeideh)	Saghbine				
	Al Ain	Ghazzeh	Shaat				
	Al Bireh	Hadath Baalbeck	Shleefa				
	Al Ferzol	Haouch Moussa - Anjar	Shmestar				
	Al Haouch	Haouch Talsefieh	Sohmor				
	Al Khraibeh	Hay Al Fikani	Sultan Yaacoub				
	Al Manara	Jabbouleh	Taalabaya				
	Al Mansoura	Jib Jinneen	Taanayel				
	Al Marj	Kamed Al Laouz	Talia				
	Al Mraijat	Kaoukaba	Tannoura				
	Al Nabi Othman	Kefraya	Taraya				
	Al Nabi Sheet	Kfardneece	Taybeh				
	Al Qaa	Kfarmishki	Terbol				
	Al Qeraaoun	Kfarqouq	Timneen Al Tahta				
	Al Rafeed	Kfarzabad	Wadi Faara				
	Ali Al Nahri	Khirbit Qanafar	Yanta				
	Baalbeck	Khirbit Rouha	Youneen				
	Baaloul	Labweh	Zahle - Al Maalaqa				
	Bab Mareaa	Lala					
	Bakeefa	Majdal Anjar					
	Bar Elias	Majdal Balhees					
	Bechwat	Majdaloune					
	Bednayel	Makseh					
Category				94	5	0	7	7
TOTAL							113

(1) Received technical assistance including 1)workshops 2) training and 3) support for utilization of standardized forms in preparing and executing the budget

Appendix 1.b
Equipment/Technical Assistance by Municipality - Mount Lebanon

Mount Lebanon

Equipment and Technical Assistance Received - Current and Previous USAID Programs								Technical Assistance Only	
SUNY/CLD Current						USAID Previous	OMSAR	Existing Equipment	No Equipment
Aabadieh	Balloureh	Dalhoun	Hasseen	Khinshara	Qmatieh	Kfaraamay	Aley	Ain Ksour	Aamout
Aabey – Aindrafeel	Barja	Damour	Hazmieh	Khraibeh	Qobbeigh	Kfarqata		Antelias-Al Naqqash	Ain Al Jdeideh
Aajaltoun	Bater	Daraaoun Harisa	Heyyata	Knaisseh	Qornet Shehwan	Khraibeh		Bhamdoun Al Mhatta	Ain Al Remmaneh
Aamatour	Batloun	Daraya	Houmal	Lassa	Qortada	Qorneyel		Dbayeh	Ain Al Safsaf
Aammeeq	Bedghan	Darayya	Hrajel	Maaser AL Chouf	Qrayyeh	Serjbal		Ghobeiry	Ain Zhalta
Aamshit	Beggeh	Debieh	Jadra	Maaser Beiteddine	Qraibeh	Shbanieh		Jel El Dib-Bqennaya	Al Basateen
Aaqaybeh	Beit El Shaar	Deir Al Harf	Jage	Maifouk - El Kitara	Rabieh			Tabrja Adma-Kfaryaseen	Baaseer
Aaramoun Al Gharb	Beit Meri	Deir Al Qamar	Jahlieh	Mairouba	Raifoun			Yahshoush	Barouk-Al Freides
Aaraya	Beit Shabeb	Deir Kousheh	Jbaa	Majdelbaana	Ramleh			Zouq Mikael	Biktaya
Dlaibeh	Besteckline	Deirqoubel	Jbeil	Mansourieh – Ain Al Marj	Ras Al Harf			Sin El Fil	Botmeh
Aashqout	Beanseih	Dikwaneh	Jdeideh	Mar Shaaya	Ras Al Metn				Bsaleem-Al Mezher
Aathra Wa Al Othor	Beskinta	Dmeet	Jdeidat Al Chouf	Marjaba	Reshmayya				Deir Doureet
Aatreen	Betshay - Merdesheh	Douar	Jedeideh_Hechraya	Masraaet Al Chouf	Rmileh				Raacheen
Ain Aasoub	Bhamdoun Al Dayaa	Eddeh	Jeita	Mazboud	Rouaieh				Remhala
Ain Al Saideh	Biaqout	Ehmej	Jieh	Mazraaet Al Daher	Rwaiset Al Nosaman				Rwaisit Al Ballout
Ain El Rihani	Bkhishteih	El Fidar	Jouar Al Haouz	Mazraet Yashoua	Safra				Shartoun
Ain Qesi	Blaibel	Faitroun	Joun	Mejd Al Maaouch	Saleema				Wadi Sharour
Ain wa Zein	Blat	Falougha	Jounieh	Mejdlayya (Aley)	Saqiet El Misk				Zaarourieh
Ainab	Bnikkeen	Fanar	Jouret El Tormos	Mesherfeh	Sawfar				Zekreet
Ainbal	Bmohsey	Faouara	Jourit Arsoun	Meshref	Semqanieh				
Aindara	Bolonia	Faraya	Kahaleh	Mghairieh	Shaneih				
Aintoura	Borj Hammoud	Fatri	Kahlounieh	Mokhtara	Sharoun				
Airoun	Brummana	Furn Al Shebak	Kaifoun	Monsef	Shayleh				
Aitat	Bsaba	Gharifeh	Kartaba	Mousaisra	Shemlan				
Al Aakoura	Bsabea	Ghazeer	Ketermaya	Mresti	Shheem				
Annaya	Behamoun	Ghbaleh	Kfar Aaqab	Mrouj	Shweir				
Arsoun	Behetfeen	Ghineh	Kfar Nabrakh	Mtolleh	Sibleen				
Baabda	Bsous	Ghosta	Kfarheem	Naameh	Souq Al Gharb				
Baabdat	Btaloun	Hadath	Kfarmatta	Nabay	Tarsheesh				
Baaleshmey	Btater	Halat	Kfarselwan	Nahr Ibrahim	Tohweetat Al Ghadeer - Al Laylakeh - Al Mraijeh				
Baaqleen	Bwar	Hammana	Kfarsheema	Neeha	Wardanieh				
Baatharan	Choueifat	Haret Jendal	Kfarteih	Qaaqour	Warhanieh				
Baawerta	Daher Al Mgharaha	Hasbaya (Al Metn)	Kfarzebian	Qanabet Brummana	Zarsoun				
Baisour	Dahr El Sawwan	Hasrout	Kfour	Qlayaat	Zouq Mosbeh				
Category						204	6	1	10	19
Total									240

Appendix 1.c.
Equipment/Technical Assistance by Municipality - North Lebanon

	Equipment and Technical Assistance Received - Current and Previous USAID Programs						Technical Assistance Only	
	SUNY/CLD Current				USAID Previous	OMSAR	Existing Equipment	No Equipment
North Lebanon	Aabrine	Bireh	Kaftoun	Mejdlaya	Aakar El Aatika			Aintoureen
	Aalma	Bkarzela	Kalamoune	Meniara	Aayat			Al Aawainat
	Aandqet	Bkeftine	Kalhat	Menieh	Aidamoun - Sheikhlar			Al Heri
	Ajd Ebrine	Bkerkasha	Kanat	Meriata	Bebnine			Al Qariyat
	Amioun	Bkissmaya	Karam El Maher	Meshmesh	Beit Malat			Bhaira
	Anfeh	Bnachii	Karm Seddeh	Meziara	Borj El Aarab			Daraya-Bsheneen
	Arbet Kezhaya	Btouratij	Kefrayya	Mrah El Sirage	El Borj			Deir Ammar
	Ardeh	Bziza	Kfar Aaka	Rasmaska	Halba			Eiaal
	Ashesh	Chekka	Kfarabida	Rasnhash	Karm Aasfour			Hardine Beit Kassab
	Assia	Dar Beechtar	Kfarchlane	Rasskifa	Kfarhatta (Zgharta)			Hyssa
	Assoune	Deddeh	Kfardlakouss	Rshedbbine	Kfarzeina			Mkaibleh
	Ayn Ekryne	Deir Dalloum	Kfarfou	Safinet El Dreib	Qobayat			Nemrine
	Ayto	Deir Jenine	Kfarhabou	Seissouk Koloud EL Bakieh	Rachiine			Sheikh Taba
	Bakhoune	Deir Nbouh	Kfarhalda	Selaata	Rahbeh			Swaisseh
	Barhalioun	Douma	Kfarhata	Ser'eel	Tkrit			Telbeera
	Barssa	Eddeh	Kfarhazir	Shadra	Zgharta			Zouq Hadara
	Bassloukit	Ejdabra	Kfarkahel	Sharbilla				
	Batroumine	El Bedawi	Kfarssaroune	Sheikh Mohamad				
	Batroun	El Hakour	Kfaryachite	Sibiil				
	Bazbina	El Humeirah	Kfour Al Arabi	Sire				
	Bazoon	El Nefisseh	Khurbet El Jundi	Tal Abbass El Gharbi				
	Bchaaleh	El Safira	Kobba	Tal Maayan				
	Bcharri	El Zawarib	Kobet Bshamra	Tannourine				
	Bechmezzine	El-Mina	Kossba	Tarane				
	Bedneyel	Feeh	Kousha	Tleyl				
	Beino	Fneidek	Majdla	Torza				
	Beit El Faqess	Hadath El Jebbeh	Mar Touma	Toula-Aslout				
	Bekaa Safrine	Hadchit	Mareh Kfarsghab	Tripoli				
	Berkayel	Hamatt	Mashha	Zan				
	Bezzal	Hassroun	Mashta Hasan	Zouk El Hossnieh				
	Bhanine	Jdeidet El Joumeh	Mazraat Beldeh					
	Bikarssouna	Jebrayel	Mazraat Teffah					
Category					126	16	0	0	16
Total								158

Appendix 1.d.
Equipment/Technical Assistance by Municipality - South Lebanon and Nabatieh

	Equipment and Technical Assistance Received - Current and Previous USAID Programs							Technical Assistance Only	
	SUNY/CLD Current				USAID Previous	OMSAR		Existing Equipment	No Equipment
South Lebanon and Nabatieh	Aabra	Borj Al Mulouk	Khirbit Silm	Tyre	Jibsheet	Aadaiseh	Yareen		Al Kharayeb
	Aadloun	Borj Al Shemali(	Lebaa	Wadi Jezzine	Kfarsyre	Aainata	Yaroun		Al Tairi
	Aadousieh	Bramieh	Maarakeh	Yater	Kfeir	Aaitaroun			Arzay
	Aaiteet	Bteddine Al Loqsh	Maaroub	Zibdeen	Marj Al Zuhour	Aaramta			Ghassanieh
	Aalma El Shaab	Darb Al Seem	Maghdousheh	Zowtar Al Gharbieh	Meemes	Aayshieh			Haitoura
	Aanqoun	Deir Al Zahrani	Majdelioun	Zowtar Al Sharqieh	Qsaybeh	Ain Ibl			Marwanieh
	Aary	Deir Antar	Maknounieh	Zrarieh	Syr Al Ghrbieh	Ain Qenia			Nabatieh Al Fawqa
	Aazour	Deir Meemas	Markaba			Aita Al Shaab			Safad El Bateekh
	Ain Al Dilb	Deir Qanoun Al Naher	Mashmousheh			Al Fardees			Saidoun
	Ain Baal	Dweir	Mayfadoun			Al Hbarieh			Sfarieh
	Al - Shehabieh	Habboush	Mieh wa Mieh			Al Khiam			
	Al Aabassieh	Hadatha	Nabatieh Al Tahta			Al Mary			
	Al Bazourieh	Harees	Qaaqaaiet El Jisr			Al Qlayaa			
	Al Ghazieh	Haret Saida	Qabrikha			Al Rihan			
	Al Hlallieh	Horouf	Qaitouli			Al Taibeh			
	Al Homsieh	Houmeen Al Fawqa	Qana			Bint Jbeil			
	Al Kfour	Houmeen Al Tahta	Qlayleh			Bkaseen			
	Al Louaizeh	Jarjouaa	Qraieh			Dibbeen			
	Al Maamarieh	Jbaa	Rmeish			Dibl			
	Al Naqoura	Jernaya	Roumeen			Hasbaya			
	Al Saksakieh	Jezzine	Sabbah			Houla			
	Al Salhieh	Jwaya	Saida			Ibl Al Saqi			
	Al Sarafand	Kafra	Sarba			Jdeidet Marjaayoun			
	Al Wazzani	Karkha	Shaqra Wa Doubieh			Kaoukaba			
	Ansar	Kfar Hatta	Shebaa			Kfarhamam			
	Arabsaleem	Kfar Melki	Shohour			Kfarkela			
	Bablieh	Kfar Remman	Snayya			Kfarshouba			
	Baraasheet	Kfar Tibneet	Soujoud			Mayss Al Jabal			
	Barteh	Kfardouneen	Sreefa			Mleekh			
	Batoulieh	Kfarfalous	Tayr Felsieh			Rashaya Al Fokhar			
	Beit Leef	Kfarfela	Tibneen			Roum			
	Binwati	Kfarhouneh	Tifahta			Shwayya			
Category					103	7		34	0	10
Total										154

Appendix 2
Official Taxpayer List Announcements Published 2001 - June 30, 2004

Initial Assistance	Governorate	District	Number of Municipalities	Number of municipalities assisted	Official Taxpayer List Announcements Published*				
					2000	2001	2002	2003	For the 6 months ending June 30, 2004
1998	Beirut	Beirut Municipality	1	1	0	1	1	1	0
		Total Beirut	1	1	0	1	1	1	0
2002	Beqaa	Baalbeck	53	38	4	7	10	27	7
		Hermel	5	2	0	0	1	1	0
		Rachaya	26	25	2	3	6	20	3
		West Beqaa	28	22	3	4	4	18	5
		Zahle	29	26	4	3	6	13	4
		Total Beqaa	141	113	13	17	27	79	19
2003	Mount Lebanon	Al Metn	48	39	19	28	14	28	11
		Aley	55	48	7	11	19	19	9
		Baabda	45	34	10	14	27	21	8
		Chouf	72	66	11	13	14	13	15
		Jbeil	35	17	3	5	21	8	5
		Keserwan	48	36	12	14	8	24	7
		Total Mount Lebanon	303	240	62	85	103	113	55
2002	Nabatieh	Bint Jbeil	36	21	2	3	1	8	4
		Hasbaya	15	14	0	0	5	11	2
		Marjaayoun	26	15	1	1	3	9	2
		Nabatieh	38	27	1	2	10	17	4
		Total Nabatieh	115	77	4	6	19	45	12
2001	North Lebanon	Akkar	86	55	1	1	23	55	23
		Batroun	22	11	1	0	10	14	4
		Bcharri	11	25	0	5	3	8	3
		El Koura	34	16	0	1	14	21	8
		Menieh-Al Denieh	25	20	0	3	8	17	4
		Tripoli	3	3	0	3	4	2	1
		Zgharta	31	28	0	3	11	17	7
		Total North Lebanon	212	158	2	16	73	134	50
2002	South Lebanon	Jezzine	35	28	0	1	8	15	8
		Sidon	42	29	0	5	6	22	6
		Tyre	56	20	1	4	1	13	5
		Total South Lebanon	133	77	1	10	15	50	19
		Total Lebanon	905	666	82	135	238	422	155

*Announcements published in the *Official Gazette* as required by law.. Totals include announcements for both the current year and for previous years.

Appendix 3
Summary of Municipal Workshop and Training Participants by Region

Governorate	Workshop		Computer Training		MRS Training	
	Number of Participants	Number of Municipalities Represented	Number of Participants	Number of Municipalities Represented	Number of Participants	Number of Municipalities Represented
Beqaa	160	96	205	84	206	91
Mount Lebanon	234	184	483	168	532	211
North Lebanon	211	121	262	108	221	109
South Lebanon						
South Lebanon	73	69	112	41	131	65
Nabatieh	88	64	83	46	101	63
Total South Lebanon & Nabatieh	161	133	195	87	232	128
Total All Governorates	766	534	1,145	447	1,191	539

Note: The totals given are for each type of training. Some municipal employees participated in both the computer and MRS training and are therefore included in both categories.

Appendix 4
Training Participants Delineated by Gender

Governorate	District	Number of Participants		
		Male	Female	Total
Beirut	**Beirut**	47	25	72
Bekaa	ADU/GOV	9	6	15
	Baalbeck	71	12	83
	Hermel	12	0	12
	Rachaya	40	4	44
	West Bekaa	46	9	55
	Zahleh	41	26	67
Total Beqaa		219	57	276
Mount Lebanon	ADU/GOV	3	5	8
	Al Metn	109	43	152
	Aley	70	26	96
	Baabda	62	23	85
	Chouf	64	34	98
	Jbeil	30	17	47
	Keserwan	64	48	112
Total Mount Lebanon		402	196	598
Nabatieh	ADU/GOV	3	1	4
	Bint Jbeil	19	4	23
	Hasbaya	5	5	10
	Marjaayoun	6	0	6
	Nabatieh	37	4	41
Total Nabatieh		70	14	84
North Lebanon	ADU/GOV	14	9	23
	Akkar	83	24	107
	Batroun	16	9	25
	Bsharri	15	3	18
	El-Koura	32	7	39
	Minieh-Dinnieh	17	4	21
	Tripoli	47	23	70
	Zgharta	26	13	39
Total North Lebanon		250	92	342
South Lebanon	ADU/GOV	0	5	5
	Jezzine	11	11	22
	Saida	53	18	71
	Tyre	28	11	39
Total South Lebanon		92	45	137
Total Lebanon		1,080	429	1,509

Appendix 5
Municipal Progress Levels (Municipal Revenue System) - Beqaa

Stage	Received Technical Assistance (1)			Stages related to the use of the Municipal Revenue System (MRS)				
				7	8	9		
	Received equipment from USAID/Previous Project	Existing Equipment from Other Sources	Technical Assistance	Municipal Data Collection Work	MRS Data Entry (Completing)	Generating Taxpayer List (with MRS)		
Beqaa	Al Qasr Wa Fisan	Al Khyara	Aammeeq	Al Bireh	Al Mraijat	Aaita Al Fokhar	Brital	Neeha
	Barqa	Falawi	Bakka	Bar Elias	Majdal Anjar	Aana	Btedaai	Qaa Al Reem
	Harbata	Jdeeta	Deir Al Aashayer	Nabi Aila	Qab Elias - Wadi Al	Aarsal	Bwarej	Qosaya
	Hermel	Libbaya	Deir Al Ghazal		Dolm	Aayha	Chtoura	Rachaya
	Yammouneh	Meshgharia	Halwa			Ablah	Dahr Al Ahmar	Ras Baalbeck
		Saadnayel	Haouch Al Harmieh		Riaq - Haouch Hala	Ain Aata	Deir Al Ahmar	Saaydeh
		Timneen Al Fawqa	Raaeet		Shmastar	Ain Arab	Douris	Saghbine
						Ain Harsha	Eiaat	Shaat
						Ain Zebdeh	Fakiha (Fakiha - Jdeideh)	Shleefa
						Ainata	Ghazzeh	Sohmor
						Al Aaqabeh	Hadath Baalbeck	Sultan Yaacoub
						Al Ain		Taalabaya
						Al Ferzol	Haouch Moussa - Anjar	Taanayel
						Al Haouch	Haouch Talsefieh	Talia
						Al Khraibeh	Hay Al Fikani	Tannoura
						Al Manara	Jabbouleh	Taraya
						Al Mansoura	Jib Jinneen	Taybeh
						Al Marj	Kamed Al Laouz	Terbol
						Al Nabi Othman	Kaoukaba	Timneen Al Tahta
						Al Nabi Sheet	Kefraya	Wadi Faara
						Al Qaa	Kfardneece	Yanta
						Al Qeraaoun	Kfarmishki	Youneen
						Al Rafeed	Kfarqouq	Zahle - Al Maalaqa
						Ali Al Nahri	Kfarzabad	
						Baalbeck	Khirbit Qanafar	
						Baaloul	Khirbit Rouha	
						Bab Mareaa	Labweh	
						Bakeefa	Lala	
						Bechwat	Majdal Balhees	
						Bednayel	Majdaloune	
						Beit Lahya	Makseh	
						Bouday	Mhaidtheh	
Total	5	7	7	3	5			86

(1) Received technical assistance including workshops, training and support to enable use of standardized forms in preparing and executing the budget

Appendix 6
Municipal Progress Levels - Beqaa (Municipal Budget System)

		Stages related to the use of the Municipal Budget System (MBS)		
Stage	**10**	**11**		
Description of Stage	**Utilizing Financial Procedures**	**Automated Budget Process**		
Beqaa	Douris	Aaita Al Fokhar	Bednayel	Majdaloune
		Aana	Beit Lahya	Makseh
		Aarsal	Bouday	Mhaidtheh
		Aayha	Brital	Neeha
		Ablah	Btedaai	Qaa Al Reem
		Ain Aata	Bwarej	Qosaya
		Ain Arab	Chtoura	Rachaya
		Ain Harsha	Dahr Al Ahmar	Ras Baalbeck
		Ain Zebdeh	Deir Al Ahmar	Riaq - Haouch Hala
		Ainata	Douris	Saaydeh
		Al Aaqabeh	Eiaat	Saghbine
		Al Ain	Fakiha (Fakiha - Jdeideh)	Shaat
		Al Bireh	Ghazzeh	Shleefa
		Al Ferzol	Hadath Baalbeck	Shmestar
		Al Haouch	Haouch Moussa - Anjar	Sohmor
		Al Khraibeh	Haouch Talsefieh	Sultan Yaacoub
		Al Manara	Hay Al Fikani	Taalabaya
		Al Mansoura	Jabbouleh	Taanayel
		Al Marj	Jib Jinneen	Talia
		Al Mraijat	Kamed Al Laouz	Tannoura
		Al Nabi Othman	Kaoukaba	Taraya
		Al Nabi Sheet	Kefraya	Taybeh
		Al Qaa	Kfardneece	Terbol
		Al Qeraaoun	Kfarmishki	Timneen Al Tahta
		Al Rafeed	Kfarqouq	Wadi Faara
		Ali Al Nahri	Kfarzabad	Yanta
		Baalbeck	Khirbit Qanafar	Youneen
		Baaloul	Khirbit Rouha	Zahle - Al Maalaqa
		Bab Mareaa	Labweh	
		Bakeefa	Lala	
		Bar Elias	Majdal Anjar	
		Bechwat	Majdal Balhees	
Total	**1**	**92**		

Appendix 7
Municipal Progress Levels Mount Lebanon (Municipal Revenue System)

	Received Technical Assistance (1)			Stages reelated to use of the Municipal Revenue System (MRS)							
Stage				7		8			9		
	Received Equipment from USAID Current or Previous	Existing Equipment from Other Sources	Technical Assistance Only (No Equipment)	Municipal Data Collection Work		MRS Data Entry (Completing)			Generating Taxpayer List (with MRS)		
Mount Lebanon	Beqqeh (2)	Ain Ksour	Amont	Ain Al Saideh	Qornet Shehwan	Asbedieh	Douar	Rmdeh	Aajaltoun	Feitroun	Qaaqour
	Jaje (2)	Antelias-Al Naqqah	Ain Al Jdeideh	Ain Qeni	Qorneyel (3)	Aabey – Aindrafeel	Fanar	Rwaiset Al Nosaman	Ainsneeq	Feloygha	Qanabet Brummana
	Joun (2)	Bhamdoun Al Mhatta	Ain Al Remmaneh	Aboura	Ras Al Harf	Aamatour	Faraya	Safra	Aamshit	Fetri	Qmatieh
	Kfaryata (3)	Dbayeh	Ain Al Safsaf	Aitat	Saqiet El Misk	Aaqaybeh	Ghatfeh	Saleema	Aathos Wa Al Othor	Fum Al Shebak	Qobbeigh
	Mazraat Al Daher (2)	Ghobeiry	Ain Zhalta	Baabdat	Sharoun	Aaramoun Al Gharb	Ghbaleh	Sawfar	Aatreen	Ghineh	Rabieh
	Mtolleh (2)	Jel El Dib-Bqennaya	Al Baaxteen	Baaqleen	Tashreesh	Aarsya	Haret Jendal	Semqanieh	Ain Aaroub	Ghosta	Ramlieh
	Serjbal (3)	Sin El Fil	Bassier	Bedghan	Warhanieh	Aarbanieh – Al Dlabeh	Hazmieh	Shaneih	Ain El Rihani	Hadath	Rechmayya
		Tebrja Adma-Kfaryassen	Barouk-Al Freides	Beit Shabeb	Zaroun	Aashqout	Hourmal	Shheen	Ainbel	Hammana	Rozmieh
		Yahshoush	Bikfaya	Benneh		Ain we Zein	Mdeidet Al Chouf	Shweir	Aindara	Hasbaya (Al Mets)	Shayleh
		Zouq Mikael	Botmak	Bhamdoun Al Deyaa		Ainab	Jiah	Siblaen	Al Aknoun	Heyyata	Sibaneh (3)
			Bsalem-Al Mezhee	Bickfateh		Aintoura	Jounit Aarous	Souq Al Gharb	Aley (3)	Jadra	Shemlan
			Deir Donnet	Braba		Amoun	Kahlouneh	Tabrreetat Al Ghadeer - Al Laylakeh - Al Mraijeh	Annaya	Jbaa	Wardanieh
			Raacheen	Dahr El Sawwan		Baalechmey	Kartaba		Baabda	Jbeil	Zouq Mosbeh
			Remhala	Deirqobel		Baatharan	Ketermaya		Baawarta	Jdeideh	
			Rwaisit Al Ballout	Dikwaneh		Baisour	Kfasseiran		Beit El Shaar	Jdeideh_Herkaya	
			Shartoun	Faouara		Ballouneh	Kfarzebian		Beit Mери	Jeita	
			Wadi Skarour	Ghazeer		Berje	Khinshara		Biaqout	Jouar Al Haouz	
			Zaourieh	Halat		Bater	Khraibeh (3)		Blat	Jounieh	
			Zekuet	Hasrout		Batloun	Knaisseh		Boulkleen	Jouret El Tormos	
				Hasroun		Beiteddine	Lasa		Borj Hammoud	Kaifoun	
				Hrajel		Beskinta	Majdelbaana		Bshetfeen	Kartaba	
				Jahleh		Betshay - Merdechek	Mansourieh – Ain Al Marj		Btater	Kfaraamay (3)	
				Kahaleh		Blaibel	Mesherfeh		Chouetfat	Kfarheem	
				Kfar Aaqab		Bmohrey	Mokhtara		Daher Al Mgharaka	Kfarheema	
				Kfar Nabrakh		Botonia	Mouaaisra		Dalhoun	Kfour	
				Kfarmatta		Brummana	Mrouj		Daraya	Maaser AL Chouf	
				Kfarteih		Braba	Naameh		Darayya	Maaser Beiteddine	
				Majeoba		Bshamoun	Nabay		Deboeh	Mazfrak - El Kitara	
				Marjaba		Bsous	Neeha		Deir Al roun	Mar Shaaya	
				Mazraat Al Chouf		Btaloun	Qortada		Deir Kouisheh	Mejd Al Maaouch	
				Mazboud		Bwar	Qraayyeh		Dmeet	Mejdlayya (Aley)	
				Mazraat Yashous		Damour	Qsaibeh		Eddeh	Meslouf	
				Mghairieh		Daraaoun_Harissa	Raifoun		Ehmej	Monsef	
				Mouti		Deir Al Qamar	Ras Al Metn		El Fidar	Nahr Ebrahim	
				Qlayeat							
Totals	**7**	**10**	**19**	**43**		**88**			**81**		

(1) Received technical assistance including workshops, training, and support to enable use of standardized forms in budget preparation. and execution.
(2) Received equipment/systems during current project and technical assistance as specified in note (1) above
(3) Received equipment during previous USAID program.

Appendix 8
Municipal Progress Levels Mount Lebanon (Municipal Budget System)

Stage	10	11					
Description of Stage	Utilzing New Financial Procedures	Automated Budget Process					
Mount Lebanon	Airoun	Aabadieh	Barja	Debieh	Jeita	Mouasisra	Souq Al Gharb
	Baabdat	Aabey – Aindrafeel	Bater	Deir Al Harf	Jounieh	Mresti	Tarsheesh
	Dahr El Sawwan	Aajaltoun	Batloun	Deir Al Qamar	Jouret El Tormoss	Mrouj	Tohweetat Al Ghadeer - Al Laylakeh - Al Mraijeh
	Dekweneh	Aamatour	Bedghan	Deir Kousheh	Jourit Arsoun	Naameh	Wardanieh
	Douar	Aammeeq	Beit El Shaar	Deirqoubel	Kahaleh	Nabay	Warhanieh
	Kfarteih	Aamshit	Beit Meri	Dmeet	Kahlounieh	Nahr Ebrahim	Zaraoun
	Mazraet Yashoua	Aaqaybeh	Beit Shabeb	Eddeh	Kartaba	Neeha	Zouq Mosbeh
	Shweir	Aaramoun Al Gharb	Beiteddine	Ehmej	Ketermaya	Qasqour	
	Kaifoun	Aaraya	Benneih	El Fidar	Kfar Aaqab	Qanabet Brummana	
	Kfarmatta	Aarbanieh – Al Dlaibeh	Beskinta	Faitroun	Kfar Nabrakh	Qlayaat	
	Rwaiset Al Noaaman	Aashqout	Bhamdoun Al Dayaa	Falougha	Kfarheem	Qmatieh	
	Betshey - Merdesheh	Aathra Wa Al Othor	Biaqout	Fanar	Kfarselwan	Qobbeigh	
	Hazmieh	Aatreen	Bkhishteih	Faouara	Kfarsheema	Qornet Shehwan	
	Jouar Al Hawz	Ain Aanoub	Blaibel	Faraya	Kfarzebian	Qortada	
	Ras Al Harf	Ain Al Saideh	Blat	Fatri	Kfour	Qrayyeh	
	Ghazeer	Ain El Rihani	Bmakkeen	Fum Al Shebbak	Khinshara	Qsaibeh	
	Hasseen	Ain wa Zein	Bmohrey	Gharifeh	Khraibeh	Rabieh	
	Lassa	Ainab	Bolonia	Ghbaleh	Maaser AL Chouf	Raifoun	
	Ain Qeni	Ainbal	Borj Hammoud	Ghineh	Maaser Beiteddine	Ramieh	
	Bshetfeen	Aindara	Brummana	Ghosta	Maifouk - El Kitara	Ras Al Metn	
	Damour	Aintoura	Bsaba	Hadath	Mairouba	Reshmayya	
	Haret Jendal	Aitat	Bsabaa	Hammana	Majdelbaana	Roumieh	
	Hasrout	Al Akoura	Bshamoun	Hasbaya	Mansourieh Ain Al Marj	Saleema	
	Jdeidet Al Chouf	Aley	Bsous	Hazmieh	Mar Shaaya	Saqiet El Misk	
	Jieh	Annaya	Btaloun	Heyyata	Marjaba	Sawfar	
	Knaisseh	Arsoun	Btater	Housnal	Masraat Al Chouf	Sehayleh	
	Mghairieh	Baabda	Bwar	Hrajel	Mazboud	Semqanieh	
	Rmileh	Baaleshmey	Choueifat	Jadra	Mejd Al Maaouch	Shaneih	
		Baaqleen	Daher AlMgharaha	Jahlieh	Mejdlayya (Aley)	Sharoun	
		Baatharan	Dalhoun	Jbaa	Mesherfeh	Shbanieh	
		Baawerta	Darasoun_Harissa	Jbeil	Meshref	Shemlan	
		Baisour	Daraya	Jdeideh	Mokhtara	Shheem	
		Ballouneh	Darayya	Jdeideh_Hechraya	Monsef	Sibleen	
Totals	28						172

Appendix 9
Municipal Progress Levels North Lebanon (Municipal Revenue System)

	Received Technial Assistance (1)		Stages related to the use of the Municipal Revenue System (MRS)					
Stage			**3**	**8**	**9**			
	Received equipment during USAID Current Program	**Technical Assistance Only (no equipment)**	**Equipment installation**	**MRS Data Entry**	**Generating Taxpayer List (with MRS)**			
North Lebanon	Bedneyel (2)	Aintoureen	Deir Dalloum	Axfeh	Aabrine	Bkerkasha	Karn Seddeh	Safiret El Dreb
	Bkeftine (2)	Al Aawainat	Tleyl	Kfarkahel	Aakar El Aatika (3)	Bkinmaya	Kefrayya	Seissouk Koloud EL Bakish
	Kfar Aaka (2)	Al Heri		Kfarsaroune	Aalma	Beachii	Kfarabida	Selaata
	Sibil (2)	Al Qariyat		Kfaryachite	Aandqet	Borj El Aareb (3)	Kfarchlane	Ser'eel
		Bhaira		Mar Touma	Aayat (3)	Btourati	Kfardlakouss	Shadra
		Daraya-Baheneen		Menieh	Aidamoun - Sheikhlar (3)	Bzira	Kfarfou	Shabilla
		Deir Ammar		Sir	Ajd Ebrine	Chekka	Kfarhabou	Sheikh Mohamad
		Eisal			Amioun	Dar Beechtar	Kfarhalda	Tel Abbass El Gharbi
		Hardine Beit Kassab			Arbet Kezhaya	Deddeh	Kfarhata	Tel Maayan
		Hyssa			Ardeh	Deir Jenne	Kfarhatta (3)	Tensourine
		Mkahleb			Aaheek	Deir Nbouh	Kfarhazir	Tarane
		Nemrine			Assia	Douma	Kfarzeina (3)	Tkrit (3)
		Sheikh Taba			Aaroune	Eddeh	Kfour Al Arabi	Torza
		Swaisseh			Ayn Ekryne	Ejdabra	Khrrbet El Jundi	Toula-Aslout
		Telbeern			Ayto	El Bedawi	Kobba	Tripoli
		Zouq Hadara			Bakhoune	El Borj (3)	Kobet Bohamra	Zan
					Barhalioun	El Hakour	Kossba	Zgharta (3)
					Barsa	El Humainah	Kousba	Zouk El Houmaieh
					Bassloukit	El Neflaseh	Majdla	
					Batroumine	El Safira	Marah Kfarghab	
					Batroun	El Zawazib	Mashha	
					Bazbina	El-Mina	Mashta Hasan	
					Bazoon	Feeh	Mazraat Beddeh	
					Bchealeh	Pneideh	Mazraat Teffah	
					Bcharri	Hadath El Jebbeh	Mejdlaya	
					Bebnine (3)	Hadchit	Menara	
					Bechmezzine	Halba (3)	Meriata	
					Beino	Hasatt	Meshmesh	
					Beit El Fagass	Hasroun	Meziara	
					Beit Malat (3)	Jdeidet El Joumeh	Mrah El Sirage	
					Bekaa Saftine	Jebrayel	Qobayat (3)	
					Berkayel	Kaftoun	Rachine (3)	
					Bezzal	Kalamoune	Rahbeh (3)	
					Bhanine	Kalhat	Rasnasba	
					Bikarssouna	Kanat	Rasnhash	
					Birsh	Karm El Maher	Ranskifa	
					Bkarzela	Karn Aasfour (3)	Rshedbbine	
Total	**4**	**16**	**2**	**7**				**129**

(1) Received technical assistance including workshops, training, and support to enable use of standardized forms in budget preparation. and execution.
(2) Received equipment/systems during current project and technical assistance as specified in note (1) above
(3) Received equipment during previous USAID program.

Appendix 10
Municipal Progress Levels North Lebanon (Municipal Budget System)

Description of Stage	Stages related to the use of the Municipal Revenue System (MRS)				
	10	11			
	Utilizing new financial procedures	Automated Budget Process			
North Lebanon	Aarber Qezhaya	Aabrine	Bkissmaya	Kefrayya	Rasnhash
	Aayat	Aakar El Aatika	Borj El Aarab	Kfarabida	Rshedbbine
	Ayto	Aalma	Btouratij	Kfarchlane	Safinet El Dreib
	Beit El Faqess	Aandqet	Bziza	Kfardlakouss	Selaata
	Bnashii	Aidamoun - Sheikhlar	Dar Beechtar	Kfarfou	Ser'eel
	Deir Jenine	Amioun	Deddeh	Kfarhabou	Shadra
	Hadath El Jebbeh	Ardeh	Deir Nbouh	Kfarhalda	Sharbilla
	Kobet Bishamra	Ashesh	Douma	Kfarhata	Sheikh Mohamad
	Majdla	Assia	Ejdabra	Kfarhatta	Sire
	Menieh	Assoune	El Bedawi	Kfarhazir	Tal Abbass El Gharbi
	Mrah Sraj	Ayn Ekryne	El Hakour	Kfarsaroune	Tal Maayan
	Rasskifa	Bakhoune	El Humeirah	Kfarzeina	Tannourine
	Seissouk	Barhalioun	El Nefisseh	Kfour Al Arabi	Tarane
	Shikka	Barssa	El Safira	Khurbet El Jundi	Tkrit
	Toula-Aslout	Bassloukit	El Zawarib	Kobba	Torza
		Batroumine	El-Borj	Kossba	Tripoli
		Bazbina	El-Mina	Kousha	Zan
		Bazoon	Feeh	Mareh Kfarsghab	Zgharta
		Bcharri	Fneidek	Mashha	Zouk El Hossnieh
		Bebnine	Hadchit	Mashta Hasan	
		Bechmezzine	Halba	Mazraat Beldeh	
		Beino	Hamatt	Mejdlaya	
		Beit Malat	Hassroun	Meniara	
		Bekaa Safrine	Jdeidet El Joumeh	Meriata	
		Berkayel	Jebrayel	Meshmesh	
		Bezzal	Kaftoun	Meziara	
		Bhanine	Kalamoun	Qalhat	
		Bikarssouna	Kanat	Qobayat	
		Bireh	Karam El Maher	Rachiine	
		Bkarzela	Karm Aasfour	Rahbeh	
		Bkerkasha	Karm Seddeh	Rasmaska	
Total	15	112			

Appendix 11
Municipal Progress Levels South Lebanon and Nabatieh (Municipal Revenue System)

| Description of Stage | Receive Technical Assistance (1) | | Stages Related to the use of the Municipal Revenue System (MRS) | | | | |
	Received Equipment from USAID Current or Previous	Technical Assistance Only (no equipment)	Stage 8 — MRS Data Entry	Stage 9 — Generating Taxpayer List (with MRS)			
South and Nabatieh	Ain Ibl (3)	Al Khazyeb	Borj Al Shamali	Aaba	Al Saksakieh	Jarjouaa	Qaitouli
	Al Khiam (3)	Al Tairi	Deir Al Zahrani	Aadaiseh (3)	Al Salhieh	Jbaa	Qana
	Bint Jbeil (3)	Arzay	Jdeidet Marjaayoun (3)	Aadloun	Al Sarafand	Jemaya	Qlayleh
	Dibbeen (3)	Ghassanieh		Aadoussieh	Al Taibeh (3)	Jezzine	Qraieh
	Harees (2)	Haitoura		Aainata (3)	Al Wazzani	Jibsheet (3)	Rashaya Al Fokhar (3)
	Kfar Remman (2)	Marwanieh		Aaitaroun (3)	Anser	Jwaya	Rmeish
	Kfarfalous (2)	Nabatieh Al Fawqa		Aaiteet	Arabsalem	Kafra	Roum (3)
	Kfurhaman (3)	Safad El Bateekh		Aaisa El Shaab	Bablieh	Kaoukaba (3)	Roumeen
	Kfarkela (3)	Saidoun		Aanqoun	Barsasheet	Karkha	Sabbah
	Kfarshouba (3)	Sfarieh		Aaramta (3)	Barteh	Kfar Hatta	Saida
	Kfarsyre (3)			Aary	Batoulieh	Kfar Melki	Sarba
	Mayss Al Jabal (3)			Aayshieh (3)	Beit Leef	Kfar Tibneet	Shaqra Wa Doubieh
	Mleekh (3)			Aazour	Binwati	Kfardoumen	Shebaa
	Qsaybeh (3)			Ain Al Dilb	Blaseen (3)	Kfarfela	Shohour
				Ain Baal	Borj Al Mulouk	Kfarhouneh	Shwayya (3)
				Ain Qenia (3)	Branieh	Kfeir (3)	Snayya
				Aita Al Shaab (3)	Bteddine Al Logsh	Khirbit Silm	Soujoud
				Al - Shehabieh	Darb Al Seem	Leban	Sreefa
				Al Aabassieh	Deir Antar	Maaraseh	Syr Al Ghrbieh (3)
				Al Baxourieh	Deir Meemas	Maaroub	Tayr Felsieh
				Al Fardees (3)	Deir Qanoun Al Naher	Maghdousheh	Tibneen
				Al Ghazieh		Majdelioun	Tifahta
				Al Hbarieh (3)	Dibl (3)	Maksoumieh	Tyre
				Al Hlallieh	Dweir	Marj Al Zuhour (3)	Wadi Jezzine
				Al Homsieh	Habboush	Markaba	Yareen (3)
				Al Kfour	Hadatha	Mashmousheh	Yarous (3)
				Al Louaizeh	Haret Saida	Mayfadoun	Yater
				Al Maamarieh	Hosouf	Meemas (3)	Zibdeen
				Al Mary (3)	Hasbaya (3)	Mieh wa Mieh	Zowtar Al Gharbieh
				Al Naqoura	Houla (3)	Nabatieh Al Tahta	Zowtar Al Sharqieh
				Al Qlayaa (3)	Houmeen Al Fawqa	Qaaqaiet El Jisr	Zrarieh
				Al Rihan (3)	Houmeen Al Tahta	Qabrikha	
					Ibl Al Saqi (3)		
Total	14	10	3				127

(1) Received technical assistance related to 1)workshops, training, and support to enable use of standardized forms in budget preparation. and execution
(2) Received equipment/systems during current project and technical assistance as specified in note (1) above
(3) Received equipment during previous USAID project

Appendix 12
Municipal Progress Levels South Lebanon and Nabatieh (Municipal Budget System)

Stages	10	11		
		Stages related to the use of the Municipal Budget System (MBS)		
Description of Stage	**Utilizing New Financial Procedures**	**Automated Budget Process**		
South and Nabatieh	Aadloun	Aabra	Barteh	Maarakeh
	Aaitaroun	Aadaiseh	Batoulieh	Maaroub
	Al - Shehabieh	Aadousieh	Binwati	Maghdousheh
	Al Bazourieh	Aainata	Bkaseen	Majdelioun
	Al Homsieh	Aaiteet	Borj Al Shemali	Markaba
	Al Khiam	Aalma El Shaab	Bramieh	Mayfadoun
	Al Naqoura	Aanqoun	Darb Al Seem	Mieh wa Mieh
	Al Saksakieh	Aaramta	Deir Antar	Nabatieh Al Tahta
	Beit Leef	Aary	Deir Meemas	Qaaqaaiet El Jisr
	Bint Jbiel	Aayshieh	Deir Qanoun Al Naher	Qabrikha
	Borj Al Mulouk	Aazour	Dibl	Qaitouli
	Bteddine Al Loqsh	Ain Al Dilb	Dweir	Qana
	Deir Al Zahrani	Ain Baal	Habboush	Qlayleh
	Hadatha	Ain Qenia	Haret Saida	Qraieh
	Jdeidet Marjaayoun	Aita Al Shaab	Harouf	Rmeish
	Jernaya	Al Aabassieh	Hasbaya	Roum
	Jibsheet	Al Fardees	Houla	Saida
	Kaoukaba	Al Ghazieh	Houmeen Al Fawqa	Sarba
	Kfar Remman	Al Hbarieh	Houmeen Al Tahta	Shebaa
	Kfarsyre	Al Hlallieh	Ibl Al Saqi	Shohour
	Kfeir	Al Kfour	Jarjouaa	Shwayya
	Maknounieh	Al Louaizeh	Jbaa	Snayya
	Marj Al Zuhour	Al Maamarieh	Jezzine	Sreefa
	Mashmousheh	Al Mary	Jwaya	Tayr Felsieh
	Meemes	Al Qlayaa	Kafra	Tibneen
	Qsaybeh	Al Rihan	Karkha	Tifahta
	Rashaya Al Fokhar	Al Salhieh	Kfardouneen	Wadi Jezzine
	Roumeen	Al Sarafand	Kfarfela	Yareen
	Sabbah	Al Taibeh	Kfar Hatta	Yater
	Shaqra Wa Doubieh	Al Wazani	Kfar Melki	Zibdeen
	Soujoud	Ansar	Kfar Tibneet	Zowtar Al Gharbieh
	Syr Al Ghrbieh	Arabsaleem	Kfarhouneh	Zowtar Al Sharqieh
	Yaroun	Bablieh	Khirbit Silm	Zrarieh
		Baraasheet	Lebaa	
Total	**32**	**96**		

INDICATOR AI

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY

INTERMEDIATE RESULT 2.1:	Modernize and streamline the analytical, operating, and information systems of Parliament and to assist in the revival and reform of local government.
Indicator 2.1.1:	Municipalities have developed budget and planning capabilities and adopted modern information systems to facilitate communication with relevant central governmental agencies, and are providing constituent services effectively and fairly.

Unit of Measure: Number of municipalities having installed equipment and developed standardized forms

Source: MOIM and OMSAR document, municipal records, and procurement records.	Year	Planned	Actual
	2000	120	120
	2001	200	120
	2002	450	370
	2003	650	611
	2004	650	666

Indicator/Description: A total of 666 municipalities have received assistance from USAID and SUNY/CLD. Computer equipment has been provided to a total of 597 municipalities: 528 during the current program, 34 from previous USAID assistance, and 35 from OMSAR, in addition 17 municipalities have functional equipment and systems from other sources. These 17 municipalities, and an additional 52 municipalities for a total of 69, have received technical assistance including: 1) workshops 2) computer and/or financial and administrative training 3) support for utilization of standardized forms in preparing and executing he budget. Please refer to **Appendix 1.a. |Beqaa, Appendix 1.b. Mount Lebanon, Appendix 1.c. North Lebanon, and 1.d South Lebanon and Nabatieh** for a detailed categorization of each municipality in terms of equipment and/or technical assistance received. In **Appendices 5-12** municipal progress in utilizing the Municipal Revenue System (MRS) and the Municipal Budget System (MBS) is also provided.

INDICATOR A2

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY

INTERMEDIATE RESULT 2.2:	Modernize and streamline the analytical, operating, and information systems of Parliament and to assist in the revival and reform of local government.			
Indicator 2.2.1:	Regional and district governments have developed qualified personnel and appropriate information systems to provide technical assistance, coordinate procedures with other departments, and be able to disseminate relevant information to municipalities.			
Unit of Measure: Number of regional and district governments having installed systems and procedures		**Year**	**Planned**	**Actual**
Source: Regional and district government reports, surveys		2000	0	0
Indicator/Description: Six governorates (including the Beirut governorate located in the Beirut Municipality) and 20 administrative district units are utilizing the standardized procedures regarding citizens' transactions.		2001	5	5
		2002	25	12
		2003	25	26
Twenty-four of these units received equipment. One district unit is being administered through the governorate and the other district unit does not yet have the appropriate personnel to be trained.		2004	25	26

INDICATOR A3

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY			
INTERMEDIATE RESULT 2.3:	Modernize and streamline the analytical, operating, and information systems of Parliament and to assist in the revival and reform of local government.		
Indicator 2.3.1:	The key central oversight agencies: CIB, COA, and CSB have developed information systems relevant to managing central and local level human resources as well as the financial oversight functions. Central oversight agencies provide simplified financial requirements for government functions.		
Unit of Measure: Number of procedures that have been developed by the oversight	Year	Planned	Actual
Source: Oversight agency records, studies	2001	3	3
Indicator/Description: A3	2002	10	5
Initially SUNY/CLD expected to change only a few procedures. Instead, a complete redesign of the procedures and processes utilized in municipal government has	2003	25	see description
been achieved. As a result numerous procedures developed by SUNY/CLD, including those regarding budget preparation and implementation, have been adopted by the government and their use mandated in decrees issued by the Ministry of Interior and Municipalities.	2004	25	see description

INDICATOR A4

SPECIAL OBJECTIVE 2: INCREASED EFFECTIVENESS OF SELECTED INSTITUTIONS WHICH SUPPORT DEMOCRACY

INTERMEDIATE RESULT 2.4:	Modernize and streamline the analytical, operating, and information systems of Parliament and key agencies to assist in the revival and reform of local government.
Indicator 2.4.1:	Parliament is informed about various policy options, served by properly organized and qualified staff utilizing modern information systems; The Lebanese Parliament is able to study, debate, amend, and oversee government budget, and to exercise oversight over project implementation by government and other public authorities.

Unit of Measure: Number of amendments or new laws affecting local government.

Source: Lebanese Parliament records, reports

Year	Planned	Actual
2001	1	0
2002	3	4
2003	5	5
2004	5	6

Indicator/Description: Most of the laws affecting good governance at the local level are being modified and amended during the process of debating and approving the budget. Decentralization law (municipal law), deconcentration law (regional government law), and electoral law are interconnected. Decisions made regarding one may impact laws in the other domains in multiple ways. A new proposed municipal law has been under consideration in the LP since 2002, and it is not expected that it will be approved until a new proposed electoral law is debated and finalized. Law #522 passed by the Lebanese Parliament mandates the creation of two new governorates: Akkar (formerly a district now to be a governorate), and Baalbeck El Hermel (formed from the Baalbeck and Hermel districts). In addition, several articles related to municipal financial transactions were approved in Budget Law #.583 dated April 23, 2004.