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Democratisation is a gradual and continuous process rooted in a country's socio-economic and cultural contexts. While countries are free to choose and develop their own democratic model according to national civic processes, this model must be consistent with universal human rights principles as stipulated in internationally recognised conventions and declarations. Throughout all aspects of its relationship with Lebanon, the EU has worked to promote the principles of human rights and democratisation through political dialogue, development projects, and financial and technical assistance programmes. These three instruments focus on promoting fair, free and transparent electoral processes, strengthening parliamentary representation, promoting an independent and professional press, and encouraging a pluralistic political system.

The EU considers the justice sector in Lebanon as one of the priorities of its cooperation with Lebanon. It is the major donor to this sector (on-going projects totalling € 22 million), and has concentrated its efforts on key areas that can serve as entry points for broader justice reform, such as automation, training, access to justice or prison administration.

The EU Consensus on Development sets out the EU approach and contribution to enhancing governance as one of the major policy objectives. In the recent EU joint communication "A Partnership for Democracy and Shared Prosperity with the Southern Mediterranean", it has been reiterated that the commitment to democracy, human rights, social justice, good governance and the rule of law must be shared with the neighbouring southern countries of the EU and that partnership must be based on concrete progress in these areas.



Programmes:



EU

Capacity Building of the Lebanese Judiciary - Modernisation of the Lebanese Justice System

Budget	€ 10 000 000
Financing instrument	ENPI
Date of project	2012-2015
Implementing partner	Office of the Minister of State for Administrative Reform (OMSAR)
Beneficiaries	Lebanese Ministry of Justice

This project is part of the judicial reform programme with the specific aim to consolidate the Rule of Law in Lebanon. It looks to automate the Beirut Court system through an extension of the Ministry of Justice's IT Platform for a more productive, efficient, transparent and accessible justice to all. One result is the establishment of a user-friendly court system set in place for litigants, attorneys, judges and court staff. The Automation of the Beirut Courts project is implemented and executed by the Office of the Minister of State for Administrative Reform (OMSAR) in close collaboration with the Ministry of Justice.

It has several components:

- 1) **Automation** (€7 million) aiming to automate the operations and procedures of the judicial, administrative and special court, being OMSAR the contracting authority.
- 2) **Training** (€ 0.9 million) Previous EU-funded programmes for strengthening the capacity of the Ministry of Justice have successfully enhanced the training for judges, court clerks, recorders, bailiffs and other staff and strengthened the Judicial Studies Institute (JSI) and the Beirut Bar Association (over 3.100 judiciary staff). A new programme to continue and reinforce continuous training for all judiciary staff started in February 2013 implemented by Justice et Cooperation Internationale.
- 3) **Access to justice** (€1.1 million), the EU is funding UNDP for the implementation of a project with several components: The recruitment for the IT unit, the Judiciary review, the Legal database, an E-library at the Ministry of Justice, Guidelines for the judiciary fees, The Helpdesk to inform citizens within the Court of Beirut.

> Justice & Good Governance

Strengthening Human Resources Management Capacities

Budget	€ 1 627 000
Financing instrument	ENPI
Date of project	2013-2015
Implementing partner	Office of the Minister of State for Administrative Reform (OMSAR)
Beneficiaries	Ministry of Industry, Ministry of Health, - Ministry of Social Affairs, Ministry of Tourism, Court of Accounts, Civil Service Board

The aim of this programme is to enhance the alignment of organisational structures, processes and resources with an institution's strategic objectives, priorities and mission.

Technical Support for the Modernization of Public Procurement in Lebanon

Budget	€ 1 600 000
Financing instrument	ENPI
Date of project	2014-2016
Implementing partner	Office of the Minister of State for Administrative Reform (OMSAR)
Beneficiaries	Ministry of Industry, Ministry of Health, - Ministry of Social Affairs, Ministry of Tourism, Court of Accounts, Civil Service Board

The aim of this programme is to support public procurement reform through identifying and addressing major performance and management challenges, areas of risk of fraud, waste, abuse and mismanagement.



Technical Assistance to the Administrative Simplification in Selected Ministries in Lebanon

Budget	€ 2 070 000
Financing instrument	ENPI
Date of project	2014-2016
Implementing partner	Office of the Minister of State for Administrative Reform (OMSAR)
Beneficiaries	Ministry of Industry, Ministry of Health, - Ministry of Social Affairs, Ministry of Tourism, Court of Accounts, Civil Service Board

This programme will contribute to improve responsiveness of the administration to the demands of the general public and business community. Simplification of procedures will allow the local administrations to operate in a transparent, efficient, and timeliness manner.

Technical Assistance to the Strengthening of Strategic Planing Capacities in Selected Ministries in Lebanon

Budget	€ 950 000
Financing instrument	ENPI
Date of project	2014-2016
Implementing partner	Office of the Minister of State for Administrative Reform (OMSAR)
Beneficiaries	Ministry of Industry, Ministry of Health, Ministry of Social Affairs, Ministry of Tourism, Court of Accounts, Civil Service Board

This programme aims at enhancing the alignment of organisational structures, processes and resources with an institution's strategic objectives, priorities and mission.

> Justice & Good Governance



France

Support for the Modernisation of the State

Budget	Multiple projects
Financing instrument	France, Lebanon
Date of project	September 26, 2014 to present
Implementing partner	Ministry of Decentralisation & Public Service of the Republic of France; the Office of the Minister of State for Administrative Reform of the Republic of Lebanon (OMSAR); Ministry of Interior & Municipalities of the Republic of Lebanon, Embassy of France in Lebanon
Beneficiaries	C.U.Liban/BTVL, Institute of Finance, OMSAR, Ministry of Interior & Municipalities

For many years, France has led a close cooperation with the Lebanese institutions in the areas of State modernisation and the training of government officers. Meanwhile, Lebanon has engaged in a process of reflection on decentralisation. Given France's expertise in the field and given the richness of decentralised cooperation in Lebanon, France has been committed to encouraging the municipal movement in Lebanon. The need to build local capacity and create real technical departments within municipalities has been pointed out during the conference on the Franco-Lebanese decentralised cooperation in October 2012. Thus, a partnership was established between the National Centre for Public Service Region (CNFPT) and the Cités Unies du Liban/BTVL (formerly Bureau CGLU/BTVL) dealing with the training issues of the elected officials and territorial agents. On September 26, 2014, the Ministry of Decentralisation and Public Service of the Republic of France, the Minister of State for Administrative Reform of the Republic of Lebanon, and the Minister of Interior & Municipalities of the Republic of Lebanon, signed a "Franco-Lebanese Administrative Agreement" to structure all cooperation activities with regards to the modernisation of the state, strategic planning, training of civil servants and elected and local representatives. The activities of the French-Lebanese cooperation in this field have become more consistent and visible and have gained greater political importance.



Amongst other objectives, the project aims to strengthen the culture of public sector training in Lebanon; to follow-up with the partners in the development of a method on strategic planning; educate policy makers and managers in the public service on the women's access to top management jobs and policies for reducing gender inequality. More generally, it aims to consolidate the coherence, structuring, and strengthening of municipal powers and the sustainability of existing initiative in the training of elected officials and municipal agents. It also aims to provide support to the government and municipalities in the structuring of a municipal utility, an essential element of decentralisation and local development.

The group of partners involved comprises DGAFP (Direction Générale de l'Administration ET de la Fonction Publique), CNFPT BTVL, the Institute of Finance, OMSAR and the Ministry of Interior & Municipalities.

Franco-Lebanese Decentralised Cooperation

Budget	Multiple Partnerships
Financing instrument	French local authorities & Lebanese Municipalities; MAEDI
Date of project	Ongoing for more than 20 years
Implementing partner	French local authorities & Lebanese Municipalities; the French Institute in Lebanon; C.U.Liban/BTVL; etc.
Beneficiaries	French local authorities & Lebanese Municipalities; and populations

France is present through its local authorities, which are very active in Lebanon and which rely on the current political, institutional, and cultural relationships between both countries. There are more than 30 French-Lebanese partnerships spread across the country, covering key issues such as sanitation, community development, tourism, heritage, cultural exchanges, and urban planning. France also offers its expertise to support the process of decentralisation and the strengthening of local governance.

> Justice & Good Governance

Said partnerships of various sizes are built around the technical expertise and the transfer of skills, allowing the implementation of concrete projects at the local level: establishment of natural parks, opening of libraries, support for vocational training, local development plan, sanitation scheme, etc.

The French Ministry of Foreign Affairs supports these actions through two calls for proposals and the Embassy of France in Lebanon is appointed to support local communities in their projects. Among the many projects, the “Greater Beirut” project aims to bring together several municipalities around the capital in a metropolisation process. This gathering will be a space for dialogue and cooperation between municipalities. This ambitious and exciting project could benefit from the support of many French institutional partners, in the framework of decentralised cooperation. Through this project, partner municipalities will organise a technical visit, as well as a workshop on the institutional form to be taken by the gathering.

Cooperate & Decentralise – Cooperative Programme for Lebanon

Budget	€ 70 000
Financing instrument	MAEDI; Lebanese local authorities, the Lebanese government; and French local authorities.
Date of project	2013-2015
Implementing partner	Cités Unies Liban / BTVL; local French communities; Embassy of France in Lebanon
Beneficiaries	Lebanese Municipalities, French-Lebanese decentralised cooperation partners

This programme aims at reflecting on decentralisation in Lebanon and the implementation of local public policies, ensuring greater coherence of the Franco-Lebanese decentralised cooperation and the strengthening of decentralised cooperation partnerships. Through this programme, partners’ communities organise technical seminars on key local development issues.



For the year 2015, the French communities wish to propose an activity that fits into the priorities established by partners in the Lebanese government, in conjunction with the National Programme of Support to Lebanese Municipalities (PNAML) and Cités Unies Liban (C.U. Liban/BTVL). This activity could take the form of two seminars: a first seminar on the management of social services, including practices on the reception and support of vulnerable populations and host communities by municipalities in Lebanon; a second seminar on strengthening the role and powers of the municipal police in Lebanon. This project is conducted in partnership with Cités Unies Liban/ Technical Office of Lebanese Cities; Lebanese local communities and the Lebanese government; French local communities; and the Embassy of France in Lebanon.

National Programme of Support to Lebanese Municipalities (PNAML)

Budget	€ 60 000
Financing instrument	Cités Unies Liban/BTVL and their partners; the French Ministry of Foreign Affairs and International Development; Embassy of France in Lebanon
Date of project	2014 – present
Implementing partner	Committee of Lebanese Mayors; Cités Unies Liban/BTVL
Beneficiaries	Lebanese Municipalities; the Lebanese Mini

The Service for Cooperation and Cultural Action of the Embassy of France supports the strengthening and optimisation of partnerships between French local communities and Lebanese local communities. It also supports the implementation of the National Programme of Support to Lebanese Municipalities (PNAML), developed by the Committee of Lebanese Mayors in conjunction with the Office of United Cities and Local Governments in Lebanon/Technical Office of Lebanese Cities (CGLU/BTVL), and converted into the Cités Unies Liban/BTVL on January 1st, 2015.

The two main objectives of the PNAML are strengthening the recognition of the municipal role in Lebanon, and strengthening the municipal institution.

> Justice & Good Governance

Activities will be proposed for the implementation of national projects in support of the Lebanese municipalities (management of main services; training; promotion of heritage), as well as the implementation of pilot projects through decentralised cooperation (metropolisation process; strategic plan for local development; establishment of local development municipal offices).

In this framework, a training project for municipal police is being implemented. This training supports the Lebanese elected officers in public safety and neighbourhood services to the citizens, while ensuring the sustainability of their actions and coordination with state and decentralised authorities. This project constitutes part of the national project “Support to the Lebanese municipalities in the field of training of local public actors”. Cités Unies Liban/BTVL is responsible for the implementation of the project to strengthen decentralised cooperation partnerships and works on putting in place pilot projects in the framework of PNAML; while the Embassy of France in Lebanon will bring the financial support.

Beirut Public Spaces Municipal Planning Policy

Budget	--
Financing instrument	Municipality of Beirut, Region of Ile de France, AFD, & MAEDI
Date of project	2009 – present
Implementing partner	Municipality of Beirut, Region of Ile de France, Cités Unies Liban/BTVL
Beneficiaries	Municipal elected officers, technical services of the Municipality of Beirut, Beirut residents

Partnership between the city of Beirut and the Ile de France is a key partner of the Franco-Lebanese decentralised cooperation.

The project aims at supporting the Municipality of Beirut in the development and implementation of a public spaces development policy and the strengthening of the Municipality action capacity. The project supports the development of urban planning studies covering the entire municipal area (Green & Landscape Plan; Transportation Plan, soft means of transport; Lighting Plan) and operational studies of public spaces development on priority sites. It also provides training for elected officials and the Municipality technical personnel in the field of landscape and green spaces. It is supplemented by a component focused on



awareness and communication of the innovative approach in Lebanon.

It is conducted in partnership with the Municipality of Beirut, the Ile de France, and the French representative Office of “United Cities and Local Governments” CGLU, for the benefit of elected officials, the technical services of the Municipality of Beirut, and Beirut residents.

In parallel, the Lebanese French Institute in partnership with the French Institute for the Near East (IFPO) will organise three days of meetings, visits and debates on 20, 21 and 22 of May 2015 on the issue of public space in Beirut, especially Horsh Beirut, the Corniche, Ramlet El Beyda Beach, and Saifi Village.

Meetings of Public Service Executive Officers

Budget per year	€ 40 000 to € 45 000 per year
Financing instrument	Embassy of France in Lebanon; Basil Fuleihan Institute of Finance; Fransabank
Date of project	since 2010 to present
Implementing partner	Basil Fuleihan Institute of Finance
Beneficiaries	Executives of the Lebanese Civil Service

Meetings of the Executives of the Lebanese Civil Services constitute an annual exchange and training which brings together senior Lebanese government.

These meetings bring together five promotions, more than 96 executives and 14 experts.

Since 2010, the Meetings have been organised by the Basil Fuleihan Institute of Finance, and the Ecole Nationale d’Administration (France), with the support of the Embassy of France in Lebanon and Fransabank.

These meetings provide a platform for leaders to renew their vision of the leaders’ mission in the public service, to discern international best practices in modernising the state, to deepen their knowledge of public finance management, improve their managerial and leadership capacity, and to exchange, discuss, and pool the experiences within a network, thus contributing to the process of change.

In the ratified Charter of Senior Executives, they vow to:

“...spread and practicing the public service values; develop leadership in our administrations, and support future leaders; to make the careers of our agents more attractive and professional, manage public funds prudently and efficiently and make continuing education a priority for the actions of our government”.

> Justice & Good Governance



Finland

Responding to Issues of the Missing in Lebanon and Syria with Effective Transitional Justice Mechanisms

Budget	€ 100 000
Financing instrument	Local Cooperation Fund, Embassy of Finland
Date of project	2014-2015
Implementing partner	--
Beneficiaries	International Center for Transitional Justice (ICTJ)

Lebanese authorities and the civil society have been debating what kind mechanisms would be needed to respond to the requests of the families of the persons who have gone missing during the civil war and thereafter in Lebanon. Currently, the civil war in Syria raises new questions related to transitional justice in the region and it will eventually become topical to respond to the issue of the disappeared in Syria. The International Centre for Transitional Justice has through its Beirut Office participated in the debate on the disappeared in Lebanon. As a result of the deliberations so far, a process of a draft bill on the disappeared has been announced in the Lebanese Parliament in spring 2014. It foresees the establishment of an Institute for Missing Persons in Lebanon. The aim of the project is to draft a budget for the proposed Institute for Missing Persons which could be a reference for the Lebanese authorities and the civil society. The project will be implemented by ICTJ's Beirut Office (ICTJ-Lebanon). It will be primarily carried out in Lebanon, but it will also include comparative analysis of other countries and it will benefit from ICTJ's international "Truth and Memory Reparations Program". As situations in Lebanon and Syria have implications for each other, the project will also engage Syrian actors in Lebanon. The project aims to give technical assistance in order to prepare them to address the issue of the disappeared when the conditions in Syria so allow.



Sweden

Social and Economic Rights Monitor in Lebanon

Budget	€ 123 000
Financing instrument	--
Date of project	2012-2015
Implementing partner	Lebanese Observer for Workers and Employees Rights (LOWER) through Diakonia
Beneficiaries	--

The project aims at enhancing and promoting the accountability of labour laws and advocating for social and economic rights and protection of workers and employees in Lebanon while also maintaining a monitor of violations.