



2025- 2026

GEP DEEP DIVES

GOVERNANCE AND ANTI CORRUPTION

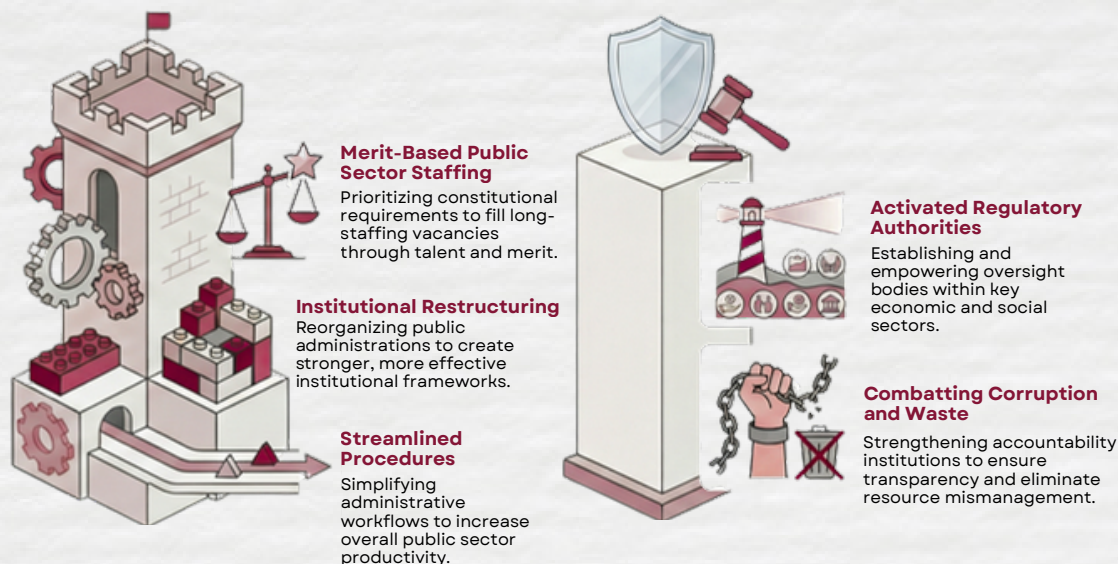


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I. MINISTERIAL STATEMENT PROMISES

The following commitments were made by the Lebanese government in its ministerial statement, forming the baseline against which actual progress is assessed in Governance and Anti-Corruption practices.



II. AREAS WHERE PROGRESS HAS BEEN MADE



1. Citizen Charter & Social Contract

- Over **80 dialogue sessions were conducted with citizens, civil servants, NGOs**, private sector representatives, and public officials across all Lebanese regions and governorates, forming the empirical basis for a new citizen-state relationship.
- A Citizen Charter was developed identifying **19 citizen rights vis-à-vis public administration**, including the right to transaction completion, non-discrimination, service continuity, privacy, access to information, and accessibility for persons with disabilities, establishing a new ethical and social contract between the state and its citizens.

II. AREAS WHERE PROGRESS HAS BEEN MADE (CONT'D)



2. Restructuring of State Institutions

- A comprehensive **state restructuring project (2030)** was launched **covering approximately 20–25 sectors and 120–140 sub-sectors, reviewing governance at three levels:** policymaking, regulatory oversight, and service delivery, with the aim of eliminating, merging, or restructuring outdated institutions.
- A mapping of approximately **2,700 government services** across ministries, public institutions, municipalities, and governorates was completed, with service re-engineering underway prior to digitization to ensure quality and reduce complexity.
- **Lebanon's first Innovation and Behavioral Sciences Lab** was established, providing a modern collaborative space for re-engineering public services with direct citizen participation, applying international inclusion guidelines for marginalized groups and persons with disabilities from the design stage.



3. Appointment Reform & Transparency

- A structured, merit-based appointment mechanism was introduced and applied across government, **involving blind CV screening, pre-set scoring criteria, independent evaluation by the Civil Service Council,** competency-based interviews, and shortlisting before ministerial recommendation, significantly reducing arbitrariness in senior public appointments.
- **Approximately 60 vacant Grade 1 positions** across directorates-general and public institution boards are being filled through this transparent process, with an estimated 30–35 priority posts expected to be completed within the current mandate.
- New regulatory bodies including those for aviation, electricity, and cannabis were staffed using merit-based criteria.



4. Anti-Corruption Strategy & Institutional Strengthening

- A comprehensive evaluation of the **National Anti-Corruption Strategy 2020–2025** was completed, identifying that while the legislative and institutional framework was largely built, implementation remained the critical gap, informing the design of the new strategy for 2026–2030.
- The new **National Anti-Corruption Strategy 2026–2030** is being finalized with a deliberate shift from institution-building to enforcement and behavioral change, with three priority pillars: transparency in reconstruction financing, private sector compliance, and digital transformation as a structural anti-corruption tool.

II. AREAS WHERE PROGRESS HAS BEEN MADE (CONT'D)

- The National Anti-Corruption Commission (NACC) was operationally strengthened through the transfer of relevant mandates from the ministry, support for the recruitment of approximately **20 new inspectors, and facilitation of Lebanon's representation under the UN Convention Against Corruption.**
- A dedicated private sector working group was created within the anti-corruption framework to identify corruption hotspots in business-government interactions and develop sector-specific compliance charters.



5. Digital Transformation as a Governance Tool

- A **\$150 million World Bank loan** for digital infrastructure was approved by the World Bank Board, currently advancing toward parliamentary ratification, covering foundational investments including digital identity, unified payment gateways, and interoperability between ministries.
- A **digital identity system** is in advanced contracting stages with a Gulf-backed technology firm, expected to be operational within approximately one year and serve as the backbone for electronic service delivery across government.
- The national electronic signature framework is being activated **through the establishment of the National Accreditation Council (Quali-CAB)**, with a shortlist for its board submitted to the Council of Ministers, unlocking implementation of Law 81/2018 on electronic documents after years of delay.
- Electronic payment was integrated into the **Ministry of Economy's services** and approximately 30 Ministry of Labor services, generating over 7,500 online transactions within three months and eliminating the need for citizens to visit cashier offices in person, directly reducing opportunities for petty corruption.
- The **"Dawlati" unified e-government portal** is being revived and relaunched with priority services, designed to connect fragmented ministry-level digital platforms into a single interoperable citizen-facing interface.
- A Transformation Office is being established within the Ministry of Administrative Development to ensure institutional continuity of reform beyond any single government, modeled on similar offices in countries that have implemented large-scale governance transformations.

III. AREAS WHERE EFFORTS CONTINUE TO EVOLVE - AGENDA IN PROGRESS

1 Governance and Anti-Corruption

SECTORIAN GOVERNANCE IN APPOINTMENTS

- Ministerial Acknowledgement: Confessional system not meaningfully broken
- Final Council of Ministers stage replicates historical distributions

“Entrenched System”

CONFESSIONAL QUOTA SYSTEM

Rotation falls short of initial ambitions

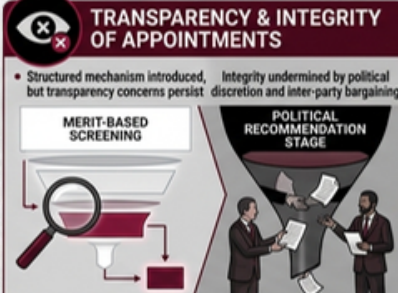


TRANSPARENCY & INTEGRITY OF APPOINTMENTS

- Structured mechanism introduced, but transparency concerns persist
- Integrity undermined by political discretion and inter-party bargaining

MERIT-BASED SCREENING

POLITICAL RECOMMENDATION STAGE



SUBSTANTIVE PUBLIC SECTOR RESTRUCTURING

- Diagnostic phase continues, no institutions merged, eliminated, or restructured
- Overlapping mandates & legislative conflicts remain

RESTRUCTURING PROJECT

DIAGNOSTIC & MAPPING PHASE



DIGITAL TRANSFORMATION STATUS

- Early & fragmented stage, manual processes persist
- 2,700 service re-engineering in infancy

E-SERVICES

LEGACY MANUAL PROCESSES

DIGITAL IDENTITY SYSTEM (Under Contracting, 1+ year from deployment)



OVERSIGHT & ANTI-CORRUPTION EFFECTIVENESS

- Oversight bodies insufficiently empowered to sanction
- Inspectors lack letten tasked investigative capacity
- Newly recruited inspector corps lacks sustained

NATIONAL ANTI-CORRUPTION COMMISSION

POCKETS OF CORRUPT PRACTICE



STRUCTURAL FRAGILITY OF ADMINISTRATIVE DEVELOPMENT

- Conversion to permanent ministry pending approval
- Ministry in a structurally fragile position

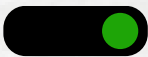
PENDING LAW & PERMANENT STATUS

LIMITED LEGAL AUTHORITY

CONTINUED DEPENDENCE ON DONOR FUNDING



IV. OVERALL ASSESSMENT SUMMARY

Commitment	Status	Note
Restructuring the public sector based on a modern vision aligned with contemporary needs		Comprehensive restructuring project (2030) launched covering 20–25 sectors; still in diagnostic and mapping phase with no institutions formally merged, eliminated, or restructured to date
Modernizing public administration through digital transformation and behavioral approaches		Innovation and Behavioral Sciences Lab established; 2,700 services mapped for re-engineering; digital transformation fragmented and early-stage with most services still relying on legacy manual processes
Accelerating the filling of vacancies through transparent and merit-based mechanisms		Structured merit-based appointment mechanism introduced involving blind screening, competency interviews, and Civil Service Council evaluation; approximately 30–35 priority Grade 1 posts expected to be completed, though sectarian considerations persist at the final recommendation stage
Ensuring senior appointments are based on merit and competence while respecting constitutional parity		New mechanism introduced but confessional quota system remains deeply entrenched; rotation across sectarian lines has fallen short of initial ambitions and historical distributions continue to be replicated at the Council of Ministers stage



Note: RED - early ; YELLOW – moderate; GREEN – advanced

IV. OVERALL ASSESSMENT SUMMARY (CONT'D)

Commitment	Status	Note
Appointing and activating boards of directors and regulatory authorities across key sectors		New regulatory bodies for aviation, electricity, and cannabis staffed using merit-based criteria; approximately 60 Grade 1 vacant positions and 30 government hospital boards under active appointment process; Quali-CAB board shortlist submitted to Council of Ministers
Strengthening oversight institutions and combating corruption		National Anti-Corruption Commission operationally strengthened with ~20 new inspectors recruited and mandate transfers underway; new anti-corruption strategy 2026–2030 being finalized; oversight bodies remain insufficiently empowered with pockets of corruption persisting across several public agencies
Building a sustainable institutional framework for administrative reform		Transformation Office being established to ensure continuity beyond current government; legislative package of dozens of decrees and laws in preparation; conversion of ministry into a permanent law-based institution still pending parliamentary approval



Note: RED - early ; YELLOW – moderate; GREEN – advanced



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