

# The CEDRE Reform Program Needs a Credible Action Plan

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## Executive Summary

When on 6 April 2018, the international donor community convened in Paris for the *Conférence économique pour le développement, par les réformes et avec les entreprises (CEDRE)*, the Lebanese government presented both a capital investment plan and a reform program. This policy brief scrutinizes the nature and type of reform that Lebanon committed to as outlined in these documents—the ‘Vision for Stabilization, Growth and Employment’ and the ‘Capital Investment Program Report’. We argue that in its present published form, the reform program represents a list of intentions rather than an actionable agenda. Our analysis highlights four main findings. First, most reform measures are sectoral and fiscal in nature. Second, the program shows few new and innovative initiatives as it relies mostly on past reform programs and strategies. Third, two-thirds of the reform measures involve high or medium institutional commitments by the government, which—given its constrained institutional capacities—will be challenging to meet. Fourth, the program exhibits a high degree of vagueness, which prevents key stakeholders—including the parliament, civil society, media, and donor community—from holding the government accountable.

## Introduction

On 6 April 2018, 17 donor countries and institutions convened in Paris for the CEDRE conference—the Conférence économique pour le développement, par les réformes et avec les entreprises. The meeting was intended for the Lebanese Government to seek funding for its Capital Investment Program, a compilation of 271 primarily infrastructural projects. To secure the pledges, the government presented a reform program—the so-called ‘Vision for Stabilization, Growth and Employment’—which rests on four pillars: Increasing public investment, economic and financial stability, structural and sectoral reforms, and a diversification strategy.

This policy brief scrutinizes the nature and type of reforms that Lebanon pledged to undertake. To this end, we identify every reform measure stated in the CEDRE conference documents and classify each according to its

### ... the reform program—in its published form—resembles a list of intentions rather than a dedicated agenda

policy area, objective, and the institutional commitment it entails. We complement and validate our analysis with

interviews of senior advisors and government officials from the Prime Minister’s Office, Ministry of Finance, and the Council for Development and Reconstruction, as well as senior officials from international organizations.

We show that the reform program—in its published form—resembles a list of intentions rather than a dedicated agenda. It covers very few references to quantifiable targets, concrete laws, or specific responsibilities and outputs. The document therefore offers limited opportunity to track the implementation of the pledged reforms and hold the government accountable for its

### ... little focus is placed on measures aimed at restructuring the public sector and curtailing expenses on public employees ...

progress. Moreover, most of the cited measures refer to initiatives that are either ongoing—regardless of CEDRE—

or date back to past reform programs or strategies.

In order to gain insight into the government’s priorities, this brief employs two measures of political attention. First, we analyze the distribution of measures by policy areas. Second, we identify the level of ‘commitment’ the government assigns to each measure in terms of the political and institutional resources needed to implement them. Fiscal measures, broadly aimed at stabilizing public finances, are the main priority and comprise more than one-third of the whole program. A disproportionate majority of these measures involve medium and high institutional commitments. However, little focus is placed on measures aimed at restructuring the public sector and curtailing expenses on public employees—a key factor that contributes to rising public expenditures.<sup>1</sup> Those measures involve low institutional commitments—mostly of an administrative nature—as they are confined to developing or evaluating plans or strategies without committing to actually implement them.

<sup>1</sup> Mahmalat, M. and S. Atallah. 2018. ‘Why Does Lebanon Need CEDRE? How Fiscal Mismanagement and Low Taxation on Wealth Necessitate International Assistance.’ Lebanese Center for Policy Studies.

Sectoral reforms—pertaining to the provision of public goods in sectors such as water, electricity, transport, and oil—contain reform targets that require the highest degree of political commitment. The program is particularly ambitious in the transportation sector by referring to the establishment of several new formal institutions, which require a high amount of financial and institutional resources. Waste management, despite having caused significant socio-economic challenges in the past, receives little more attention than a reference to the planned decentralization of waste processing.

This analysis demonstrates that Lebanon’s civil society, sectoral experts, political actors, and scholars need to step up their efforts to systematically investigate the CEDRE documents and monitor the program’s implementation in order to determine its political and economic implications. In particular, further insights are necessary into ongoing governmental programs aimed at improving the efficiency of institutions, many of which evade accountability mechanisms.

### Reform Program Focuses on Fiscal and Sectoral Measures

The Lebanese governments’ ‘Vision for Stabilization, Growth and Employment’ lists 73 measures that the government intends to implement in order to improve the country’s institutional and regulatory environment. These reform measures can be grouped into two categories: Structural reforms, which apply across all sectors of the economy and society, and sectoral reforms, which pertain to the provision of public services such as electricity, oil and gas, and transport. Under structural reform, we identify four policy areas: Fiscal, governance, private sector development, and judicial reforms. These areas contain a number of subcategories as stated in the government’s program (table 1).

Table 1

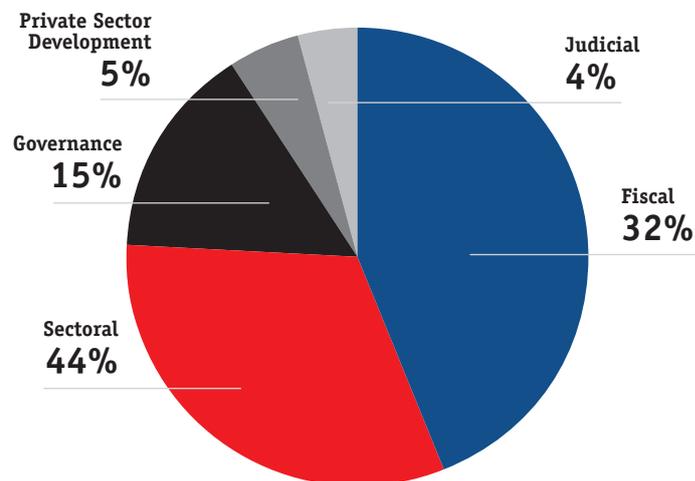
#### Policy areas of the reform program

Policy Area	Subcategories	
Structural	Fiscal	Macroeconomic Framework Strengthening Fiscal Governance Customs Reforms
	Governance	Fighting Corruption Digital Transformation of Government Modernization and Restructuring of the Public Sector Public Sector Procurement
	Private Sector	Doing Business Environment
	Development	Capital Market Reforms
	Judicial	Judicial Reforms
Sectoral	Electricity Oil and Gas Solid Waste Transport Water Telecommunication	

To gain insight into the government’s policy priorities, we categorize the 73 measures according to policy areas. Sectoral reforms receive the highest share, 44% or 32 measures (figure 1). These include measures that cover electricity, solid waste, telecommunication, transportation, and water. Almost one-third of the intended measures—32% or 23 measures—relate to fiscal reforms, such as improving tax collection and reducing loopholes, improving budget transparency, public debt management, and e-services for the Ministry of Finance. Governance-related measures make up 15% or 11 of the measures, and cover public sector procurement, modernization and restructuring of the public sector, and digital transformation of the government. Measures related to private sector development comprise only 5% and include modernizing the legal status of businesses, adopting an e-transaction and protection of personal data law, and transforming the Beirut Stock Exchange into a joint stock company. Finally, judicial measures, which make up 4%, exclusively focus on automation of operations, judicial procedures, and the reinforcement of judicial institutions’ capacities. The annex provides the list of reform measures grouped by policy areas.

Figure 1

#### Distribution of measures across policy areas



#### Many Policy Measures Are Not New

In large part, the documents contain an assembly of long existing or already ongoing projects. In the period following the Lebanese Civil War, several conferences were held in support of Lebanon, at which the Lebanese government committed to reform programs. These programs drew on extant plans and long proposed projects by international funding agencies, such as the World Bank and IMF. These include the Paris I (2001), Paris II (2002), and Paris III

(2007) conferences in particular, which were held to address Lebanon’s high indebtedness and low revenue base. With Lebanon’s treasury finding itself in a similar situation today, CEDRE aims to tackle much of the same policy areas which past governments promised to address at previous donor conferences. For example, what CEDRE lists today under the umbrella of ‘improving cash-management’ had already been addressed in the form of a cash-management unit created one decade ago. The measure referring to the development and adoption of a telecom policy to liberalize the sector has been debated for almost two decades.

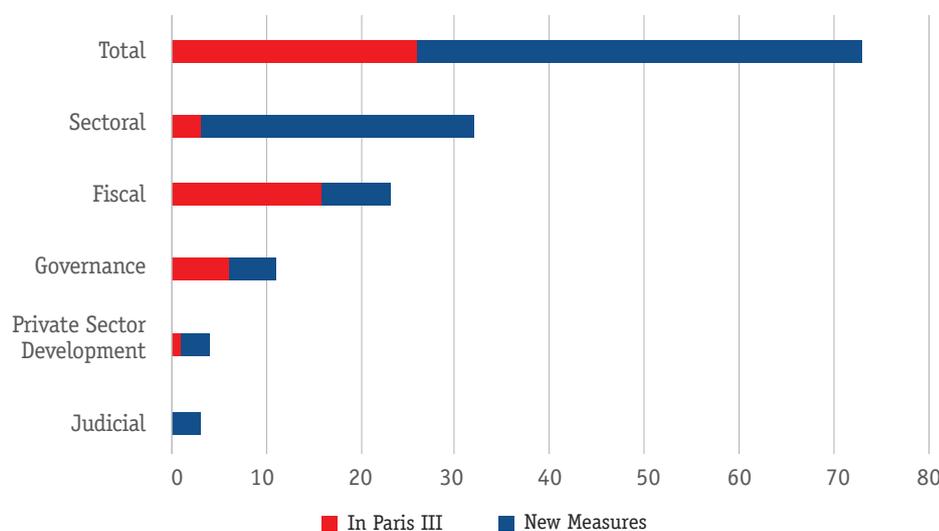
**In large part, the documents contain an assembly of long existing or already ongoing projects**

More specifically, there is significant overlap between policy measures proposed at the CEDRE conference and that of Paris III. Almost 70% of the CEDRE program that pertains to fiscal measures—such as macroeconomic stabilization and widening of the revenue base—can be found in the Paris III<sup>2</sup> program, in many instances even using the same wording (figure 2). Regarding governance-related measures, more than half of the stated measures can be traced back to Paris III, such as the enhancement in transparency and efficiency in public procurement. Overall, some 35% of all CEDRE measures were already part of the Paris III program.

<sup>2</sup> S. Atallah, M. Mahmalat, and S. Zoughaib. 2018. ‘CEDRE Reform Program: Learning from Paris III.’ Lebanese Center for Policy Studies.

**... there is significant overlap between policy measures proposed at the CEDRE conference and that of Paris III**

**Figure 2**  
**Number of measures stated in CEDRE that were in Paris III, according to policy area**



**3**  
Law No 462 Regulation of the Electricity Sector. 2002. Lebanese Parliament. <http://www.databank.com.lb/docs/Law%20No%20462%20Regulation%20of%20the%20Electricity%20sector.pdf>

**4**  
Republic of Lebanon Telecommunications Regulatory Authority. 2002. Telecom Law 431. <http://www.tra.gov.lb/Telecom-Law-431-2002>

**5**  
Capital Markets Authority Laws and Regulations. <https://www.cma.gov.lb/laws-and-regulations/>

**6**  
Bassil, G. 2010. Policy Paper for the Electricity Sector. Ministry of Energy and Water. <http://www.databank.com.lb/docs/Policy%20paper%20for%20the%20electricity%20sector%202010.pdf>

**7**  
The Lebanese Parliament. 2001. The Law on the Organization of the Water Sector. <http://extwprlegs1.fao.org/docs/pdf/leb166572E.pdf>  
Bassil, G. 2010. 'National Water Sector Strategy'. Ministry of Energy and Water. [https://www.pseau.org/outils/ouvrages/lb\\_law\\_water\\_221\\_241\\_377\\_2000\\_en.pdf](https://www.pseau.org/outils/ouvrages/lb_law_water_221_241_377_2000_en.pdf)

**8**  
Mahmalat, M. and D. Curran. 2019. 'Polarization, Fractionalization, and Reform: A Framework of Political Collaboration on Reform with Application to Lebanon.' 25<sup>th</sup> Annual Conference Proceedings, Cairo.

While sectoral measures in CEDRE were not conceived during Paris III, they were nevertheless part of other policy strategies and laws adopted in the past. For example, Law No. 462<sup>3</sup> ('Regulation of the Electricity Sector') stipulated in 2002 the creation of the National Electricity Regulatory Authority, a reform measure present in CEDRE. Other examples include the telecom law No. 431, also from 2002,<sup>4</sup> demanding the formation of a telecom regulation authority, or the Capital Markets Law No. 161 from 2011,<sup>5</sup> aimed at turning the Beirut Stock Exchange into a Lebanese joint-stock company. Plans for the electricity sector have also long been in the making. In a policy strategy paper from 2010,<sup>6</sup> the government had already planned the corporatization of Electricité du Liban. Similar overlaps of extant and not-applied laws and strategy papers with the CEDRE reform program can be found in the water sector.<sup>7</sup>

### Majority of Measures Requires Significant Commitment

Examining the allocation of measures across policy areas is not sufficient to derive detailed assessments of the governments' priorities. The potential impact of each reform measure varies significantly, as some measures require much more institutional and political resources than others.<sup>8</sup> For example, whether a reform measure requires that a law be passed by the parliament, a Council of Ministers decree, or simply decisions by a minister determines much of the workflow and the outreach of each measure. Laws exhibit higher institutional requirements than other types of legislation, as they tend to require more institutional resources, such as the assistance of lawyers, sectoral experts, and meeting time. They need to be elaborated on in parliamentary committees to develop consensus among key political parties before being voted on in the general assembly. Decrees and resolutions have lower requirements as they have a smaller outreach and tend to need less institutional resources.

In order to gain further insight into the priorities the government assigns to each policy area, we categorize each reform measure according to the degree of commitment the government engages itself in. We identify three types of commitment, each of which requires the use of either political, institutional, or administrative resources. By taking the formulation of the reform measures at face value, we distinguish three 'degrees of commitment'—high, medium, and low (table 2). To that end, we classify each of the 73 reform measures into one of five categories: 1) the introduction of new formal institutions, 2) the ratification of draft laws, 3) the improvement or amendment of existing policies or institutions, 4) the evaluation of existing policies and procedures, and 5) the development of plans or strategies.

The introduction of new formal institutions (category 1) requires a significant amount of political, institutional, and financial resources. Little of the legal groundwork for these institutions and associated studies and legal documents has been laid. By contrast, the passage of existing draft laws

(category 2) entails moderate commitment, which is primarily political, as it refers to the act of voting in the parliament on a bill for which most of the institutional work, such as drafting and legal studies, has been completed. The improvement of existing procedures or institutions (category 3) involves moderate commitment of an institutional nature, as the majority of the political and legal groundwork has been completed and the tasks involved are mostly technical in nature. Reviewing and evaluating extant institutions or procedures (category 4), as well as drafting strategies and plans (category 5), involve low commitment, as these are mostly administrative tasks which require little legal work and institutional resources.

Table 2

**Categories of reform measures**

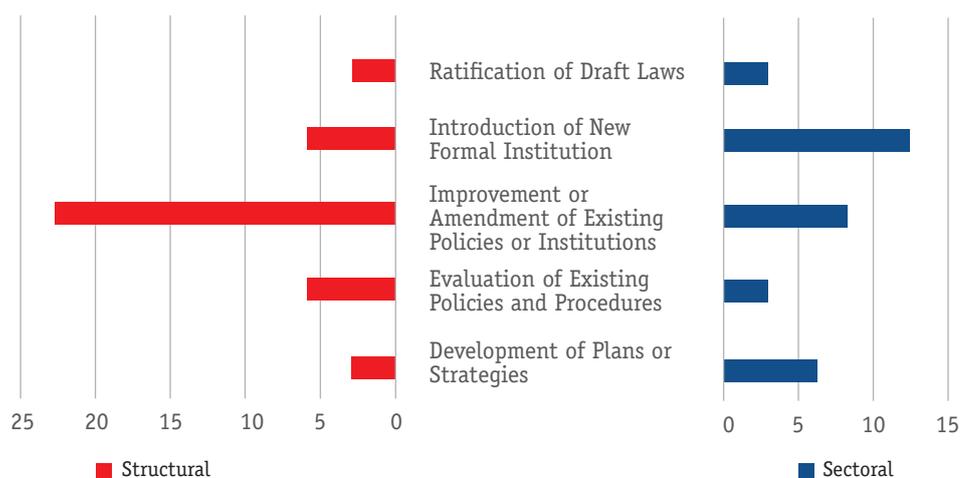
Rank	Category	Examples	Type of Commitment	Degree of Commitment
1	Introduction of New Formal Institutions	<ul style="list-style-type: none"> <li>■ Establishing a national public transport authority</li> <li>■ Launching of an electronic trading platform</li> </ul>	Political and Institutional Resources	High
2	Ratification of Draft Laws	<ul style="list-style-type: none"> <li>■ Passing a draft law to modernize the outdated procurement law, which dates back to 2012</li> <li>■ Ratification of the draft law on 'Enhancing transparency in the petroleum sector'</li> </ul>	Political Resources	Medium
3	Improvement or Amendment of Existing Policies or Institutions	<ul style="list-style-type: none"> <li>■ Improve budget transparency</li> <li>■ Improve access to property rights data</li> </ul>	Institutional Resources	Medium
4	Evaluation of Existing Policies and Procedures	<ul style="list-style-type: none"> <li>■ Reconsidering the pension system for the public sector employees</li> <li>■ Evaluating public employees performance</li> </ul>	Administrative Resources	Low
5	Development of Plans or Strategies	<ul style="list-style-type: none"> <li>■ Develop and adopt a telecom policy aimed at liberalizing the sector</li> <li>■ Preparation of a plan for a National Anti-corruption Strategy</li> </ul>	Administrative Resources	Low

## Two-thirds of the reform measures require high or medium institutional commitment ...

The reform measures vary significantly in terms of the degree and type of commitments they entail. Two-thirds of the reform measures require high or medium institutional commitment while one-third involve low commitment. In fact, nearly one-quarter of all measures—18 out of 73—pertain to the introduction of new formal institutions (figure 3), while only seven measures (10%) refer to concrete legislative texts such as draft laws that are elaborated and pending decisions and therefore require political resources. The majority of measures, 42% or 31 in total, concern the improvement of already existing procedures or institutions, such as the improvement of cash and debt management at the Ministry of Finance. These measures relate to programs that are ongoing within ministries, regardless of the reform pledges made during CEDRE, and therefore primarily require institutional resources. The development of plans and strategies as well as the evaluation of procedures or institutions, being mostly administrative in nature, make up 12% each. While the government has adopted more structural rather than sectoral reform measures, the latter require significant political and institutional resources to be implemented. Out of the 32 sectoral reform measures, almost half entail a high commitment, compared to only nine out of the 41 structural reform measures.

Figure 3

### Number of commitments for structural and sectoral reforms, by type

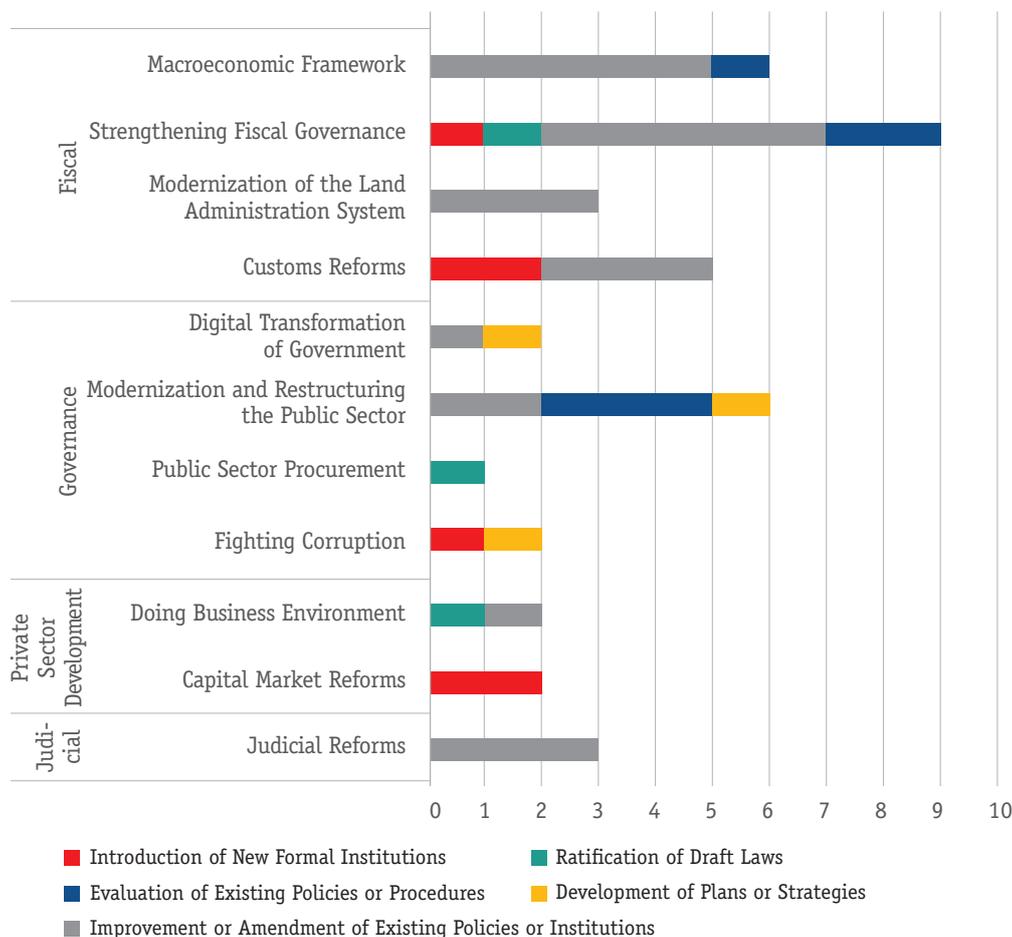


Breaking down the measures into subcategories of the five policy areas provides further insight into the commitments the government assigns to specific issues (figure 4). The objective of ‘strengthening fiscal governance’ details the highest number of single reform measures, followed by measures related to the restructuring of the employment and expense schemes in the public sector, and customs reforms. The emphasis on these measures reflects the priorities set by the government to consolidate state finances, increase the revenue base, and reduce the increase of spending on public personnel, which all proved to be the reasons that necessitated international assistance in the first place.<sup>9</sup> However, measures related to the public sector involve comparably low commitments and mostly contain the elaboration of plans or the review of existing schemes.

**... measures related to the public sector involve comparably low commitments ...**

<sup>9</sup> Mahmalat, M. and S. Atallah. 2018. ‘Why Does Lebanon Need CEDRE? How Fiscal Mismanagement and Low Taxation on Wealth Necessitate International Assistance.’ Lebanese Center for Policy Studies.

**Figure 4**  
**Number of measures for structural reform, by type**



Regarding sectoral measures, most relate to the transportation sector (figure 5). While no references are made to draft laws already pending decision, the government plans to introduce several new public entities and authorities that

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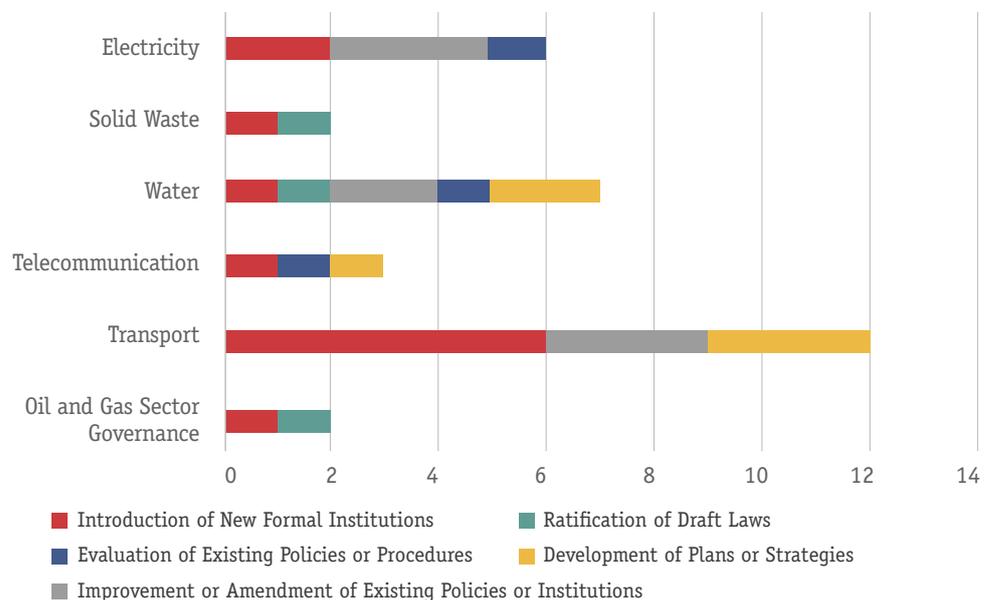
will be tasked with providing strategic guidance for future transportation schemes.<sup>10</sup> For example, the government aims to establish a ‘Transport Training Institute’ to improve maintenance, organization, control, and management

skills, and ensure the quality of research infrastructure. Waste management—likely to be Lebanon’s most pressing social and environmental challenge—receives little more attention than references to the planned decentralization of waste processing to municipalities.

<sup>10</sup> Note that the government outlined its program for the transportation sector in the Capital Investment Program Report.

Figure 5

**Number of measures for sectoral reform, by type**



The high share of measures related to improving and introducing new institutions and procedures will prove challenging for the government given its limited institutional capacities and political polarization. As shown in previous work by LCPS, the government proved less likely to implement legislation with high requirements in past reform programs.<sup>11</sup> Any forthcoming detailed and more actionable reform agenda must be scrutinized in terms of the capacities the government assigns to different policy areas.

### Making a Vague Program Actionable

Reform programs outlined in conference documents serve the purpose of enabling the wider public and donor communities to track whether the conditions for financial support are met. For the government to be held accountable, reform measures must outline specific goals, timelines, and responsibilities.

Some of the descriptions of intended measures indeed serve this purpose. For example, the ratification of the draft law on ‘Enhancing Transparency in the Petroleum Sector in Lebanon’, which contains most of the provisions of the Extractive Industries Transparency Initiative, exhibits a degree of specification that enables the tracking of progresses. Another example includes the passing of the ‘Framework Law’, which establishes a mechanism for developing solid waste strategies and makes reference to a specific set of improvements that should be made.

However, most measures are vaguely formulated. They simply state intentions without specifying actions steps, responsibilities, or responsible institutions. For example, in describing its strategy to deal with prospective revenues from oil exploration, the documents cite the intention to draft a law on establishing a sovereign wealth fund without the commitment to eventually pass and implement the law. In outlining ways to address the transportation challenges facing the country, the government states its intention to develop proposals for a national road safety strategy, again without clear reference to action steps and intended use of any prospective document as outcome.

In other instances, the government evades references to targets or concrete outcomes which could be monitored.<sup>12</sup> Some of the fiscal policy measures, for example, refer to formulations like ‘strengthening’ risk management or ‘improving’ cash management without identifying any goals or targets. Many of these measures refer to long existing projects and programs which are on-going at the Ministry of Finance. Moreover, the government refers to

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Atallah, S., M. Mahmalat, and S. Zoughaib. 2018. ‘CEDRE Reform Program: Learning from Paris III.’ Lebanese Center for Policy Studies.

**... most measures are vaguely formulated. They simply state intentions without specifying actions steps, responsibilities, or responsible institutions**

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In doing so, the government follows a model of formulation it applied to past conference programs. See: Atallah, S., M. Mahmalat, and S. Zoughaib. 2018. ‘CEDRE Conference: The Need for a Strong Reporting Mechanism.’ Lebanese Center for Policy Studies.

increasing the rates of some taxes, such as VAT and fuel taxes, without specifying the raise and its anticipated benefits.

Lastly, some of the stated measures must, by law, be implemented independently of the CEDRE program. For instance, adopting the budget prior to the start of the year cannot constitute a reform measure as the government is constitutionally compelled to prepare and pass it. Another case is the transportation strategy, according to which the government has committed to applying 'specific laws and regulations' on public areas to organize and clarify the use of each zone. The government is legally obliged to implement these laws which thus ought not be part of a reform program.

These and other examples provide ample characterization of the conference document as a consolidated list of intentions rather than a dedicated reform

**These measures ... will hamper efforts by donors and civil society to track and assess the government's performance in executing its commitments**

program. These measures are based on existing projects and frameworks and will hamper efforts by donors and civil society to track and assess the government's performance in executing its commitments.

These documents must be the basis for ongoing governmental work to elaborate a detailed reform program with actionable steps for which it can be held accountable. Furthermore, civil society must step up its efforts to monitor governmental activities, in particular those pertaining to ongoing governmental programs aimed at improving the workings of institutions, such as the administrative divisions of the Ministry of Finance.

## Annex

### Overview of reform measures according to policy area as formulated in the 'Vision for Stabilization, Growth and Employment' and the 'Capital Investment Program' report

Policy area	Objective	Measure (quoted from document)	
Macro-economic Framework	Fiscal consolidation of 5 p.p. of GDP over the next five years	Improved collection and a reduction of loopholes	
		Reduction in spending	
		Reduction in the Government's transfers to EdL through the implementation of the Electricity sector plan (2017)	
		Seizing employment in the public sector	
		Reconsidering the pension system for the public sector employees	
		Increasing the rates of some taxes such as VAT and fuel taxes	
Fiscal	Strengthen fiscal governance	Complete annual budgets prior to the start of the year, starting 2019	
		Improve budget transparency	
		Improve cash-management	
		Improve public debt management	
		Improve MoF e-services	
		Improve the efficiency of public procurement	
	Modernization of the land administration system		Functional review of the MoF and capacity building
			Conduct macro-fiscal analysis and budget management
			Develop internal audits, MoF e-services and public procurement
	Customs reform		Simplifying procedures
			Updating the existing ASYCUDA-based system to support e-payments
			Enhancing electronic data entry and developing an electronic registration module, including an e-single window focusing on coordination among all of government's border agencies
		Strengthening risk management	

Policy area	Objective	Measure (quoted from document)
		Introducing a full-fledged Authorized Economic Operator program, which will enable low-risk traders to avoid inspection procedures
Governance	Fighting corruption	Adopt a legislation for the establishment of a National Anti-Corruption Commission Preparation of a plan for a National Anti-corruption Strategy
	Digital transformation of the government	OMSAR will develop a program for the implementation of its government digitization strategy (unveiled in March 2018), for consideration by the Cabinet in the course of 2018 Create the basic capacity needed for the possible digitization of the public sector through OGERO's investment program
	Modernization and restructuring of the public sector	Freezing of civil servants employment Designing a unified system for all social benefits to employees of the public sector Reviewing the government's policy on subsidies and contributions to mutual public funds Rationalizing expenditure on fuel in public administrations Evaluating public employees performance
	Public sector procurement	Identify the total current and future outlays for human resources, including end of service indemnities Enhance the transparency and efficiency of public procurement through passing the draft laws to modernize Lebanon's outdated procurement law (dated 2012) and strengthen the procurement administration
Judicial		Automation of the operations and procedures of judicial courts through the development of software and procurement of hardware at the Beirut Palace of Justice and the Jdeideh and Jounieh courts Reinforce judicial institutions' capacities through the provision of technical expertise from EU Member States, and develop the Lebanese legal aid system to increase vulnerable populations' access to justice

Policy area	Objective	Measure (quoted from document)
	Judicial reforms	Enhance the judiciary's capacities to handle terrorism cases in full compliance with international legal instruments and human rights norms, standards and good practices
Private sector development	Doing business environment	Modernizing the legal status of businesses, following Parliaments' review of the Code of Commerce (including the provisions related to companies/corporations) Adopting the e-transaction and protection of personal data law, which would regulate the ICT sector and identify the legal basis for electronic signature, e-commerce and e-banking services, establish 'Signatures and E-Services Authority', regulate and supervise the work of e-data hosting platforms and the management of websites and domains (.lb), and ensure the protection of personal data on electronic platforms
	Capital market reforms	Transforming the Beirut Stock Exchange into a joint stock company, as a first step prior to privatization Launching of an electronic trading platform, which would also include SMEs and start-ups, and provide for access to trading by the Lebanese Diaspora
Sectoral	Oil and gas	Ratification of the draft law on 'Enhancing Transparency in the Petroleum Sector in Lebanon', which contains most of the provisions of the Extractive Industries Transparency Initiative Drafting a law on establishing a sovereign wealth fund
	Electricity	Adjust electricity tariffs to reduce EdL's losses Establish the regulatory authority to regulate the electricity sector Reviewing and updating the 'Regulation of the Electricity Sector' law no. 462/2002 Corporatization of EdL so that it becomes a well-established company with an assigned Board Settling the status of the contracted employees within EdL in order to secure

Policy area	Objective	Measure (quoted from document)
		EdL's operation and sustainability
		Improving the transmission network infrastructure to secure the vital requirements for the efficient and successful operation of the distribution service providers
	Solid Waste	Passing the Framework Law, which establishes the mechanism for developing solid waste strategies
		Decentralization of responsibility for solid waste management to municipalities
	Water	Revise and update the National Strategy for the Water Sector (2012)
		Introduce and implement a new tariffs strategy for the water sector
		Enhance the legal set up to support the implementation of the National Water Sector Strategy
		Adopt the Water Code Law, which confines authority over the water sector to a single entity entrusted with the integrated management of the sector, including waste water and irrigation
		Regulating management and usage of wells
		Identifying a system to regulate, rationalize, develop and exploit water resources
		Increasing the efficiency of the systems for transport, distribution and operation of water facilities, in order to ensure sustainable management of water resources
	Telecommunication	Revision of the telecom law (Law 431)
		Develop and adopt a telecom policy aimed at liberalizing the sector and opening it further to private sector investment and utilization
		Appointing the telecom regulatory authority and the board of Liban Telecom, leading to the sector's corporatization
	Transport	Establishment of a Land Transport Authority in order to improve control and management of the transportation sector
		Restructuring the Public Transport Authorities
		Development and enhancement of rules and regulations of Land and multi-modal transport activities

Policy area	Objective	Measure (quoted from document)
		Promote balanced development and better integration of different modes of transport
		Applying specific laws and regulations on public areas to organize and clarify the use of each zone
		Reactivation of the Roads Maintenance Management System in order to improve the general performance of the road network through an optimization of maintenance and rehabilitation activities
		Creation of sustainable funding mechanisms and legislation for the transport sector, by e.g. establishing a donors coordination group, promoting PPP frameworks
		Development and enhancement of the trucking industry through market regulation
		Develop proposals for a national road safety strategy
		Establish a national public transport authority for future public transport schemes
		Establish a Transport Training Institute, to improve maintenance, organization, control and management skills, and ensure the quality of research infrastructure
		Establish a National and International Transport Data Center to assist transportation planners and decision makers

As part of its mission to promote citizens' welfare and place their concerns at the center of the Lebanese Government's agenda, LCPS has undertaken a new project focused on monitoring the cabinet's work. Throughout this endeavor, LCPS will evaluate the Council of Ministers' work, inform key stakeholders of its research findings, and seek to influence decision makers by advocating for the implementation of national policies that address citizens' needs.

## LCPS

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A Policy Brief is a short piece regularly published by LCPS that analyzes key political, economic, and social issues and provides policy recommendations to a wide audience of decision makers and the public at large.

### **About LCPS**

Founded in 1989, the Lebanese Center for Policy Studies is a Beirut-based independent, non-partisan think-tank whose mission is to produce and advocate policies that improve good governance in fields such as oil and gas, economic development, public finance, and decentralization.

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