



# 1. Specialized Anti-Corruption Legislation Completed in Accordance with International Standards and better Implemented

Outputs	Areas of Work	Timeline	Key responsible parties
<b>A National Anti-Corruption Institution established and activated</b>	1.1 Developing and implementing the necessary decrees and decisions to appoint the members of the Institution and activate it	2020-2021	Council of Ministers/Ministry of Justice/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)/Civil Service Board
	1.2 Providing the Institution with the necessary financial resources to carry out its duties	2020-2021	
	1.3 Providing specialized training programs for the members of the Institution	2020-2021	
	1.4 Setting the Institution's by-laws, rules of procedure, and code of conduct	2020-2021	
	1.5 Appointing the Institution's administrative staff and providing them with specialized training programs	2020-2021	
	1.6 Developing the Institution's programs of work, supporting their implementation, and publishing periodic reports on their implementation	2020-2025	
	1.7 Developing and implementing a communications and information plan for the Institution	2020-2025	
<b>An updated and effective system for combating illicit enrichment established and implemented</b>	2.1 Implementing the Council of Ministers' decisions regarding the establishment of audit committees to detect persons suspected of breaching the Illicit Enrichment Law in force (Law No. 154 dated 27/12/1999)	2020-2021	Parliament/Council of Ministers/Ministry of Finance/Ministry of Foreign Affairs/Ministry of Justice/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)
	2.2 Enacting the draft law amending the illicit enrichment law, including provisions related to financial disclosure	2020-2021	
	2.3 Developing and implementing the necessary decrees and decisions for the establishment of the system	2020-2021	
	2.4 Training relevant employees on the proper enforcement of the law	2020-2023	
	2.5 Automating the financial disclosure system	2020-2023	
	2.6 Implementing a national campaign to collect asset declarations in accordance with the new law	2020-2023	
<b>Whistle-blowers' Protection Law effectively implemented</b>	3.1 Developing and implementing the necessary decrees and decisions for the establishment of the law	2020-2021	Council of Ministers/Ministry of Justice/Ministry of Finance/Ministry of State for Administrative Reform/National Anti-Corruption Commission Institution (upon its establishment)
	3.2 Allocating the necessary budget to provide rewards and assistance to whistleblowers	2020-2021	
	3.3 Establishing and activating effective whistleblowing mechanisms	2020-2021	
	3.4 Training relevant employees on the proper enforcement of the law	2020-2021	
	3.5 Implementing a national campaign to encourage whistleblowing in accordance with the new law	2020-2021	
<b>An effective conflict of interest management system established and implemented</b>	4.1 Retrieving the Conflict of Interest bill presented to the Council of Ministers for review and update	2020-2021	Parliament/Council of Ministers/Ministry of Justice/Ministry of State for Administrative Reform/Civil Service Board/Court of Accounts/Central Inspection/National Anti-Corruption Institution (upon its establishment)
	4.2 Enacting the draft law on management of conflict of interest	2020-2023	
	4.3 Developing and implementing the necessary decrees and decisions for the establishment of the system	2020-2025	
	4.4 Developing and adopting an action plan supporting the implementation of the Conflict of Interest Law	2020-2025	
	4.5 Training the relevant employees on the proper enforcement of the law	2020-2025	
	4.6 Implementing the action plan supporting the application of the Conflict of Interest Law and publishing periodic reports on its implementation	2020-2025	
<b>The Right of Access to Information Law effectively implemented</b>	5.1 Developing and implementing the necessary decrees and decisions for the application of the law	2020-2021	Council of Ministers/Ministry of Justice/Ministry of State for Administrative Reform/Central Inspection/Council of State/National Anti-Corruption Institution (upon its establishment)
	5.2 Assigning information officers in all administrations subject to the law and establishing a national network of information officers	2020-2021	
	5.3 Training the relevant employees on the proper enforcement of the law	2020-2021	
	5.4 Developing and adopting an action plan supporting the implementation of the Right of Access to Information Law	2020-2025	
	5.5 Implementing the action plan supporting the implementation of the Right of Access to Information law and publishing periodic reports on its implementation	2020-2023	
	5.6 Building the capacities of the National Anti-Corruption institution to carry out its tasks as per the law	2020-2023	
<b>An effective system for recovering stolen public assets established and implemented</b>	6.1 Revising existing legislative bills related to the recovery of assets and incorporating them into an integrated text	2020-2021	Parliament/Council of Ministers/Ministry of Foreign Affairs/Ministry of Justice/Ministry of State for Administrative Reform/Public Prosecution/Central Bank/Special Investigation Commission/National Anti-Corruption Institution (upon its establishment)
	6.2 Enacting a law to recover stolen public assets	2020-2021	
	6.3 Developing and implementing the necessary decrees and decisions for the establishment of the system	2020-2021	
	6.4 Training the relevant employees on the proper enforcement of the law	2020-2023	
	6.5 Creating a map of funds suspected of being smuggled out of Lebanon, and launching the tracing process	2020-2021	
<b>Specialized anti-corruption legislation and their effectiveness periodically assessed and reviewed</b>	7.1 Determining if there is need to develop of other anti-corruption legislations; in particular the legislative bill aiming at modifying the mandate of the Special Investigation Commission established under the Law on Fighting Money Laundering and Terrorist Financing No. 44 dated 24/11/2015	2020-2021	Parliament/Council of Ministers/Ministry of Justice/Ministry of State for Administrative Reform/Higher Judicial Council/Council of State/National Anti-Corruption Commission (upon its establishment)
	7.2 Forming and training a specialized national team to conduct periodic assessments and reviews based on international conventions	2020-2021	
	7.3 Conducting a comprehensive assessment of anti-corruption legislation and the effectiveness of its implementation and publishing a report on the findings	2020-2025	
	7.4 Establishing and activating a mechanism to assess the risks of corruption in legislative bills, draft laws, and in existing legislation	2020-2023	
	7.5 Establishing and activating a Regulatory Impact Assessment mechanism from an anti-corruption perspective	2020-2023	
	7.6 Establishing and activating a consultation mechanism with civil society and the private sector regarding the reviews and assessments to be carried out by the national team	2020-2023	

2020 2021 2022 2023 2024 2025



## 2. Higher Levels of Integrity of Public Function Achieved

Outputs	Areas of Work	Timeline	Key responsible parties
Roles and responsibilities of public officials clearly defined within a modern structure of the overall public sector	8.1 Revising existing job descriptions to clarify roles and responsibilities, and address existing corruption risks	2020-2021	Parliament/Council of Ministers/ Ministry of State for Administrative Reform/Civil Service Board/Central Inspection
	8.2 Developing and implementing an action plan to address corruption risks as a result of the absence/ambiguity of job descriptions within the current structure	2020-2023	
	8.3 Developing a public policy for restructuring the public sector including councils, public institutions, and other public administrations not subject to the Civil Service Board mandate, in compliance with the requirements of good governance and sustainable development	2020-2023	
	8.4 Developing and enacting the necessary laws to implement public policy to restructure the public sector	2020-2025	
	8.5 Developing, adopting, and classifying job descriptions within the framework of each new structure as it is approved	2020-2025	
Standards of transparency and merit applied and respected in the appointment of employees/interns/volunteers, and their transfer, promotion, compensation and fringe benefits	9.1 Reviewing and developing a recruitment mechanism for first- and second-category positions, and considering the adoption of a law to determine an appointment mechanism based on transparent and objective criteria	2020-2021	Parliament/Ministry of State for Administrative Reform/Civil Service Board/Central Inspection/Ministry of National Defense/Ministry of Interior and Municipalities
	9.2 Establishing and implementing a system of evaluation for the productivity and performance of public officials, and applying a reward and punishment principle accordingly	2020-2021	
	9.3 Establishing and implementing mechanisms to ensure that standards of transparency and merit are respected while (1) designing competitive examinations and announcing results, and (2) in the appointment and/or recruitment of interns or volunteers in all government departments, including non-civil corps	2020-2023	
	9.4 Filling the vacant positions in all public administrations through the appointment of personnel or officers in charge, or other mechanisms including commissioning as mentioned in the personnel regulations; filling first-and second-category positions through established mechanism of recruitment, ensuring non-contradiction with policies and laws that restrict or prevent this	2020-2023	
	9.5 Monitoring compliance with the laws and formal mechanisms related to the recruitment of employees/interns/volunteers, and the transfer and promotion of public officials including those in non-civil positions, and preparing an annual report on violations to begin necessary legal proceedings	2020-2025	
	9.6 Establishing pre-defined criteria to regulate and reduce, to the maximum possible extent, commissioning in public administrations, institutions, and municipalities	2020-2023	
	9.7 Evaluating the productivity and performance of employees in every public administration and institution, and providing the relevant agencies with a report that includes assessment outcomes and the resulting rewards and penalties	2020-2025	
	9.8 Developing and enacting legal provisions and regulations on the acceptance of gratuities and gifts of all kinds	2020-2023	
	9.9 Developing and enacting special regulations that set criteria for the formation of committees and compensation of their members	2020-2023	
A modern and integrated system to promote ethical behavior in public administrations, institutions, and municipalities established and implemented	10.1 Reviewing, developing, and adopting a Code of Ethics for all public officials, regardless of whether they are under the mandate of the Civil Service Board	2020-2021	Council of Ministers/Ministry of State for Administrative Reform/Civil Service Board/Central Inspection Bureau/National Anti-Corruption Institution (upon its establishment)
	10.2 Designing and implementing a campaign to disseminate the Code of Ethics to public administrations, institutions, and municipalities, and raising the awareness of stakeholders on the Code's content	2020-2023	
	10.3 Establishing mechanisms to monitor compliance with the Code, including guidance and training, and taking measures to stimulate implementation, grant rewards, and impose penalties accordingly	2020-2023	
	10.4 Assigning an employee or committee in each public administration, institution, and municipality to follow up on the implementation of the Code, monitor compliance, and submit a report recommending any necessary action; and linking these employees together in a national network	2020-2023	
	10.5 Developing and implementing a specialized training program for these employees and committee members assigned to follow up on the implementation and monitor compliance with the Code	2020-2023	
Independence and effectiveness of the Civil Service Board enhanced	11.1 Developing a report on the possible expansion of the Civil Service Board's jurisdiction, and proposing alternative measures to enhance the integrity of public officials not subject to its oversight	2020-2023	Parliament/Council of Ministers/ Civil Service Board/Ministry of State for Administrative Reform
	11.2 Revising the Civil Service Board Law and enacting the necessary amendments to update and develop it in accordance with international standards	2020-2025	
	11.3 Developing and implementing the necessary decrees and decisions to enhance the independence and effectiveness of the Civil Service Board	2020-2025	
	11.4 Developing and implementing a training program for Civil Service Board employees in accordance with the new law and related decrees	2020-2025	
	11.5 Enhancing the Civil Service Board's internal capacities to fight corruption	2020-2025	
	11.6 Incorporating anti-corruption material into the training programs of the National Institute of Administration	2020-2023	

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### 3. Public Procurement System Less Vulnerable to Corruption

Outputs	Areas of Work	Timeline	Key responsible parties
<b>Centralized and decentralized public procurement more transparent and competitive</b>	12.1 Establishing an optional standard e-platform (pending a mandatory platform) for the announcement of public procurement tenders, and publishing the bidding documents and contract awards to enable stakeholders to obtain information on all types of public procurement	2020-2021	Council of Ministers/Ministry of Finance/Ministry of State for Administrative Reform/Tenders Administration at the Central Inspection
	12.2 Establishing a public database on the unified e-platform, including information on the suppliers and awarded contracts as per the applicable laws	2020-2023	
	12.3 Supporting the adoption and effective implementation of e-procurement mechanisms	2020-2023	
	12.4 Supporting all public administrations, institutions, and municipalities, in developing and publishing mandatory annual public procurement plans	2020-2021	
	12.5 Encouraging administrations including public institutions and municipalities to publish their annual procurement plans, bidding documents and contract awards of all public procurement operations they have conducted	2020-2021	
	12.6 Revising and adopting clear, integrated, and standardized documents (general and specific standard bidding documents) according to the Public Procurement Law	2020-2021	
	12.7 Redesigning the paperwork formalities at all stages of public procurement and substituting them with electronic documents whenever possible (or upon the adoption of e-procurement)	2020-2023	
	12.8 Strengthening controls to restrict consensual agreements and related exceptions, to the maximum possible extent, in accordance with the regulations in force, and updating them when needed	2020-2023	
<b>Clear and effective oversight, control, and auditing mechanisms adopted and implemented at all stages of centralized and decentralized public procurement</b>	13.1 Reviewing and adopting Codes of Ethics for all concerned employees and actors involved in public procurement	2020-2021	Council of Ministers/Parliament/Ministry of Finance/Ministry of State for Administrative Reform/Tenders Administration at Central Inspection/Court of Accounts/State Council
	13.2 Dedicating specific training sessions on integrity within all training programs related to public procurement – including oversight and audit – for relevant employees in both public and private sectors	2020-2025	
	13.3 Revising, adopting, and disseminating practical and procedural manuals on centralized and decentralized public procurement, and on the supervision, oversight, and auditing of all its operations at all stages	2020-2023	
	13.4 Implementing the laws in force, standardizing mechanisms related to the categorization of suppliers and consultants, and developing provisions of exclusion from participation in centralized and decentralized public procurement	2020-2021	
	13.5 Establishing a database available to public officials involved in public procurement, including information on suppliers and contracts awarded to them	2020-2023	
	13.6 Establishing and adopting clear mechanisms of supervision of the decentralized public procurement cycle	2020-2021	
	13.7 Developing provisions to deal with complaints and objections in a fair, transparent, specialized, and timely manner	2020-2021	
	13.8 Strengthening internal controls to ensure integrity of public procurement operations carried out in public administrations, institutions, and municipalities	2020-2023	
	13.9 Encouraging suppliers to develop and implement internal controls requirements, compliance measures, and anti-corruption programs for public procurement from the private sector side	2020-2023	
<b>Tenders Administration better able to reduce corruption in public procurement within its mandate</b>	14.1 Making the necessary legal and regulatory amendments to activate the Tenders Administration in fighting corruption	2020-2023	Council of Ministers/Parliament/Ministry of Finance/Tenders Administration at Central Inspection/Ministry of State for Administrative Reform
	14.2 Strengthening the institutional, human, and financial capacities of the Tenders Administration	2020-2023	
	14.3 Developing and implementing a training program for Tenders Administration employees on corruption risk assessment and detection in public procurement	2020-2021	
	14.4 Developing a guide for public procurement committees established by the Tenders Administration, with directives that take into account standards of integrity and transparency	2020-2021	
	14.5 Enabling the Tenders Administration to study, analyze, and provide feedback on objections submitted to it	2020-2021	
	14.6 Applying e-procurement procedures to the Tenders Administration regarding the public procurement operations that fall within its mandate	2020-2023	
<b>A comprehensive law that fosters public procurement, its oversight and audit as per international standards approved and implemented</b>	15.1 Finalizing the Methodology for Assessing Public Procurement Systems (MAPS) taking into consideration prior assessments in order to identify the needed requirements to develop a public procurement system from an anti-corruption perspective	2020-2021	Council of Ministers/Parliament/Ministry of Justice/Ministry of Finance/Ministry of State for Administrative Reform/Tenders Administration at Central Inspection/Court of Accounts
	15.2 Developing and implementing a mechanism to engage private sector and civil society in elaborating or introducing legal or regulatory amendments to existing legal provisions that govern public procurement	2020-2021	
	15.3 Enacting a new and modern public procurement law in compliance with best international standards and recommendations	2020-2021	
	15.4 Developing and implementing the necessary decrees and decisions to approve and apply the law	2020-2023	
	15.5 Issuing guidelines to interpret the public procurement law upon its enactment	2020-2023	
	15.6 Developing and implementing training programs on the new law for all employees and actors involved in public procurement, in both public and private sectors	2020-2023	
	15.7 Revising the laws periodically to avoid conflict of powers between institutions in charge of public procurement, redefining these powers, and determining the duties when necessary	2020-2025	

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## 4. A Judicial System more Impartial and Capable of Fighting Corruption

Outputs	Areas of Work	Timeline	Key responsible parties
<b>Judicial independence Strengthened as per international standards</b>	16.1 Developing and adopting accurate scientific standards for the transfer of judges, and applying a schedule of periodic transfers	2020-2021	Higher Judicial Council/ Council of State/Ministry of Justice/Ministry of State for Administrative Reform/ Parliament
	16.2 Promoting cooperation between relevant authorities to maintain material and moral guarantees for judges	2020-2021	
	16.3 Establishing and adopting a mechanism that ensures the non-transfer of judges appointed by Council of Ministers' decision	2020-2021	
	16.4 Improving security in courthouses security and enhancing the security of judges	2020-2021	
	16.5 Preparing and enacting a comprehensive law to enhance judicial independence as per international standards	2020-2021	
	16.6 Developing and implementing the necessary decrees and decisions to strengthen judicial independence	2020-2023	
<b>Integrity of the judiciary reinforced to enhance trust in judicial power</b>	17.1 Revising, developing, and adopting codes of ethical conduct for judges, judicial assistants, and experts, with practical implementation guides for each	2020-2021	Higher Judicial Council/State Council/Ministry of Justice/Ministry of State for Administrative Reform/ Parliament
	17.2 Designing and implementing a campaign to disseminate the codes of ethical conduct and their guidelines manual to concerned actors and those who deal with them	2020-2021	
	17.3 Establishing mechanisms to monitor compliance with the codes including guidance and trainings, measures to stimulate their implementation, and granting rewards and imposing punishments accordingly	2020-2021	
	17.4 Modernizing the Judicial Inspection Authority and enhancing its human resources and technological capacities	2020-2023	
	17.5 Establishing and adopting modern systems for the assessment of judicial work	2020-2021	
	17.6 Establishing and adopting a transparent and equitable system for the distribution of judges among judicial committees and committees of a judicial nature	2020-2023	
	17.7 Activating the publication of disciplinary measures including the removal of judges for disciplinary violations	2020-2021	
	17.8 Issuing and publishing annual reports on the work of the judiciary	2020-2021	
	17.9 Strengthening the information and communications capacities of the Higher Judicial Council and the Council of State	2020-2021	
<b>Work of courts and their departments is more transparent</b>	18.1 Establishing a clear and integrated schedule of court sessions and reducing the time between them	2020-2021	Higher Judicial Council/State Council/Ministry of Justice/Ministry of State for Administrative Reform/ Parliament
	18.2 Establishing and enacting amendments to legal provisions, in order to expedite the resolution of lawsuits according to a clear schedule	2020-2021	
	18.3 Controlling, activating, and updating the forensic systems, and looking into the accountability of diagnosis, providing solutions, and raising examination costs	2020-2023	
	18.4 Establishing structures in courthouses responsible for the receiving citizens, and providing them with information and guidance	2020-2023	
	18.5 Simplifying procedures and enhancing transparency and accountability in the management of the Commercial Register	2020-2023	
	18.6 Introducing information technology into judicial systems and automating court procedures	2020-2023	
<b>Highest levels of legal, procedural, and technical capacities achieved in the prosecution of corruption crimes</b>	19.1 Studying the establishment of specialized jurisdiction, public prosecution offices, and judicial police specialized in fighting corruption	2020-2021	Parliament/Higher Judicial Council/ Council of State/Ministry of Justice/Public Prosecution/Special Investigation Commission/National Anti-Corruption Institution (upon its establishment)
	19.2 Establishing and enacting legislative amendments to bridge gaps and avoid conflict of powers in the legislation related to the procedures of prosecution of corruption crimes; and overcoming obstacles, especially those related to immunity and bank secrecy	2020-2021	
	19.3 Studying the enhancement of constitutional and legal provisions organizing the Supreme Council for the Prosecution of Presidents and Ministers	2020-2021	
	19.4 Developing and implementing a program to activate the Supreme Council for the Prosecution of Presidents and Ministers	2020-2023	
	19.5 Strengthening the human resource capacities of the judiciary, especially in the courts and tribunals in charge of prosecution of corruption crimes	2020-2023	
	19.6 Developing modern techniques to enhance the role of the public prosecutors in supervising preliminary investigations	2020-2023	
	19.7 Introducing a legislative amendment enforcing a deadline for the administration to answer authorization requests to prosecute employees; this will include the provision that if deadlines are not met, authorization is granted automatically	2020-2023	
	19.8 Establishing an administrative unit within the Council of State to follow up on the implementation of its decisions, document cases of non-compliance with its provisions, and submit subsequent reports to the concerned constitutional authorities	2020-2023	
	19.9 Improving the theoretical and practical curricula in the Institute of Judicial Studies, and incorporating new study materials and methods for fighting corruption in related fields such as public finance, accounting, information, communications, and the environment	2020-2023	
	19.10 Developing and implementing a capacity-building program on international judicial cooperation: mutual legal assistance mechanisms, asset recovery, extradition	2020-2023	

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## 5. Oversight Bodies more Specialized and Effective in Fighting Corruption

Outputs	Areas of Work	Timeline	Key responsible parties
<b>Central Inspection modernized and its capacities to detect and fight corruption enhanced</b>	20.1 Conducting a systematic assessment of Central Inspection's current capacities in the anti-corruption field	2020-2021	Parliament/Central Inspection/Ministry of State for Administrative Reform/ National Anti-Corruption Institution (upon its establishment)
	20.2 Developing and implementing a comprehensive plan to strengthen anti-corruption capacities within Central Inspection	2020-2021	
	20.3 Filling vacant positions at Central Inspection cadre and expanding it with the necessary technical expertise, subject to non-contradiction with policies and laws that restrict or prevent this	2020-2023	
	20.4 Introducing information and communication technology tools to enhance the transparency and effectiveness of Central Inspection's work	2020-2023	
	20.5 Developing a mechanism to receive and resolve complaints raised to Central Inspection	2020-2023	
	20.6 Revising and enhancing performance evaluation systems for Inspectors General and linking them to a transparent reward and punishment mechanism	2020-2023	
	20.7 Developing and enacting necessary legal provisions to enhance the role and independence of Central Inspection, reinforce its oversight capacities to the maximum possible extent, and enable it to fulfill its tasks in terms of holding public officials accountable for misconduct and administrative violations	2020-2023	
	20.8 Updating Central Inspection's capacities enhancement plan to meet the requirements of subsequent amendments made to the legal provisions governing its work	2020-2025	
<b>The Higher Disciplinary Committee is modernized and its capacities to fight corruption enhanced</b>	21.1 Filling vacant positions of the Higher Disciplinary Committee cadre and providing them with the necessary technical expertise, subject to non-contradiction of policies and laws that restrict or prevent this	2020-2023	Parliament/Higher Disciplinary Committee/ Ministry of State for Administrative Reform/ National Anti-Corruption Institution (upon its establishment)
	21.2 Developing and enacting the necessary legal provisions to activate the Higher Disciplinary Committee in fighting corruption by enhancing its mandate and developing its structure to enable it to better carry out its duties	2020-2023	
	21.3 Amending the human resources structure of the Higher Disciplinary Committee and introducing new positions to meet the requirements of subsequent amendments made to the legal provisions governing its work	2020-2025	
	21.4 Developing and implementing a comprehensive plan to enhance the capacities of the Higher Disciplinary Committee, in accordance with subsequent amendments made to the legal provisions governing its work	2020-2025	
<b>The Court of Accounts is modernized and its capacities to detect and fight corruption enhanced</b>	22.1 Communicating the special reports issued by the Court of Accounts to: the President of the Republic, the Speaker of Parliament, the Prime Minister and the members of Parliament; and publishing them on its website and in the media	2020-2021	Parliament/Court of Accounts/Ministry of State for Administrative Reform/ National Anti-Corruption Institution (upon its establishment)
	22.2 Conducting a systematic assessment of the current capacities of the Court of Accounts in detecting and fighting corruption	2020-2021	
	22.3 Developing and implementing a comprehensive plan to strengthen the capacities of judges, advisors, and employees of the Court of Accounts	2020-2025	
	22.4 Filling the vacant positions in the Court of Accounts cadre and expanding it with necessary technical expertise, subject to non-contradiction with the policies and laws that restrict or prevent this	2020-2023	
	22.5 Taking the necessary legislative and administrative measures to expand the Court of Accounts' control capacity to the maximum possible extent and grant it power to oversee performance	2020-2023	
	22.6 Establishing systems at the Court of Accounts to assess the quality of its work, supplies, and services implemented and provided for the benefit of entities subject to its control	2020-2023	
	22.7 Issuing the necessary organizational provisions for the preparation of accounts of bodies subject to control, identifying and unifying bookkeeping methods and submitting them to the Court of Accounts for audit and review, while updating the methods of control, enhancing its techniques, and adopting international auditing standards in order to expedite the control process and increase its effectiveness	2020-2023	
	22.8 Activating the ex-post judicial control of accounts and employees, and raising the value of fines imposed by the Court of Accounts on public officials for violations committed in proportion to the impact of damages and losses affecting public funds	2020-2023	
<b>The Ombudsman Law effectively implemented</b>	23.1 Appointing the Ombudsman in accordance with Law No. 664 of 05/02/2005	2020-2021	Council of Ministers/ The Ministry of State for Administrative Reform/ Ombudsman (Upon appointment)
	23.2 Developing and implementing the necessary decrees and decisions to apply the law	2020-2023	
	23.3 Providing the Ombudsman with the necessary human and financial resources to carry out their duties	2020-2023	
	23.4 Providing a specialized training program for the Ombudsman and its assisting body	2020-2025	
	23.5 Implementing a national awareness campaign to introduce the Ombudsman role	2020-2023	
	23.6 Developing and adopting a guide on the work regulations and procedures of Ombudsman and its assisting body	2020-2023	
	23.7 Developing and implementing the Ombudsman's program of work, and publishing periodic reports	2020-2025	
<b>Internal audit integrated and activated in the public sector</b>	24.1 Evaluating the internal audit status including analyzing current legal and regulatory framework, in order to provide recommendations for the incorporation of the internal audit function into administrations, including public institutions and municipalities	2020-2021	Council of Ministers/ Ministry of Finance/ Ministry of State for Administrative Reform/ Central Inspection/Court of Accounts
	24.2 Raising awareness of the importance of the internal audit function of the main oversight institutions (Central Inspection and the Court of Accounts)	2020-2021	
	24.3 Conducting a capacity needs assessment and recommending an institutional framework for the internal audit unit (jobs, recruitments, etc.)	2020-2023	
	24.4 Developing an internal audit strategy, an internal audit charter, as well as manuals and brochures based on international standards and best practices	2020-2023	
	24.5 Providing relevant training to the Ministry of Finance and concerned administrations	2020-2023	
	24.6 Supporting the periodic development of internal audit reports	2020-2025	
<b>Coordination and co-operation to enhance oversight bodies' role is institutionalized and effective</b>	25.1 Establishing and training a joint committee for permanent coordination and exchange of information between oversight bodies	2020-2023	Council of Ministers/Ministry of Finance/Ministry of State for Administrative Reform/Central Inspection/Court of Accounts/ National Anti-Corruption Institution (upon its establishment)/ Ombudsman (upon appointment)
	25.2 Supporting joint strategic planning among oversight bodies	2020-2023	
	25.3 Automating the linkages of files examined by oversight bodies and establishing a common database	2020-2023	
	25.4 Supporting oversight bodies in enhancing their communication mechanisms with citizens using traditional and digital means	2020-2023	

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## 6. Society Empowered to Participate in Promoting and Fostering a Culture of Integrity

Outputs	Areas of Work	Timeline	Key responsible parties
<b>Citizens more aware of the impacts of corruption on their lives and conscious of their role in confronting it</b>	26.1 Designing and implementing a national media campaign to raise awareness on the need to preserve public assets and property, and citizens' rights and obligations in this regard	2020-2021	Parliament/Ministry of Interior and Municipalities/Ministry of Culture/Ministry of Information/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)
	26.2 Developing and implementing an awareness program to educate citizens on the concepts of corruption and its impact on both development and their daily lives; as well as their role as citizens and the institutions' role in fighting it	2020-2023	
	26.3 Organizing dialogues at local levels, in cooperation with municipalities, on ways to enhance transparency in municipal work, presenting efforts made to that end, and obtaining suggestions from residents in this regard	2020-2025	
	26.4 Designing awareness-raising and empowerment activities to highlight the impact of corruption on women and children, and the role of women in confronting corruption at all levels	2020-2023	
	26.5 Cooperating with advertising and production companies and the media to integrate the values of integrity, honesty, and good citizenship into their work	2020-2023	
<b>Integrity values and behaviors better fostered among future generations</b>	27.1 Incorporating integrity and anti-corruption values and concepts into the curricula of primary and secondary education institutions	2020-2023	Ministry of Education and Higher Education/Ministry of Culture/Ministry of Information/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)
	27.2 Developing specific anti-corruption/governance programs or integrating stereotypical curricula or educational content on integrity, governance, ethics, and anti-corruption into the programs of the higher education institutions	2020-2023	
	27.3 Developing specific anti-corruption/governance programs or integrating stereotypical curricula or educational content on integrity, governance, ethics and anti-corruption into the programs of the technical and vocational education institutions	2020-2023	
	27.4 Establishing and supporting a national network of student integrity clubs at the Lebanese University and private universities	2020-2023	
	27.5 Promoting research on enhancing integrity and fighting corruption at the school and university levels	2020-2023	
<b>Associations, syndicates or unions, religious institutions, and civil society organizations more capable of engaging in social accountability and promoting a culture of integrity</b>	28.1 Providing guidance, support, and encouragement to integrate good governance principles and practices into the activities of associations, syndicates, and other nonprofit organizations	2020-2025	Ministry of Interior and Municipalities/Ministry of Information/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)
	28.2 Establishing and adopting effective mechanisms to promote the participation of organizations, syndicates, and other components of civil society in the implementation of the national strategy and the oversight of its progress	2020-2021	
	28.3 Providing a specialized training program to build the capacity of civil society to support implementation of the national strategy and oversee its implementation	2020-2025	
	28.4 Supporting the establishment of a national network that brings together activists, representatives of organizations, syndicates, and other components of civil society, as a platform for cooperation, coordination, and capacity building in the fight against corruption	2020-2021	
	28.5 Supporting Parliament in holding hearings and dialogues between members of parliament and citizens on efforts to fight corruption	2020-2023	
	28.6 Revising the legal provisions, regulations, and prevailing practices that restrict the rights and freedoms guaranteed by the constitution, including strict provisions regarding defamation, libel, and slander	2020-2023	
<b>Journalists and media professionals more capable of highlighting cases of corruption and reform efforts to counter them</b>	29.1 Providing a specialized training program to strengthen the capacities of journalists and media professionals to cover anti-corruption efforts, and encourage their independent contributions to promoting and fostering a culture of integrity	2020-2025	Ministry of Information/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)
	29.2 Developing and disseminating a Code of Ethics and Professional Conduct for journalists and media professionals	2020-2023	
	29.3 Encouraging the media to devote sufficient time and space to building a culture of integrity, and enhancing cooperation to provide them with accurate information	2020-2023	
	29.4 Training journalists in investigative journalism techniques in a professional and objective manner	2020-2025	
<b>A national index to measure integrity and corruption defined and disseminated, and periodic publication of its results</b>	30.1 Developing and adopting a national index that monitors corruption, according to international standards and specialized methodologies	2020-2023	Council of Ministers/Central Administration of Statistics/Ministry of State for Administrative Reform/National Anti-Corruption Institution (upon its establishment)
	30.2 Conducting a national research project on corruption and developing national indicators to monitor its development and measure the Strategy's impact	2020-2021	
	30.3 Establishing an anti-corruption portal to gather and share useful information on corruption with citizens and professionals	2020-2023	
	30.4 Surveying opinions of representatives of organizations, syndicates, private sector organizations, and civil society on important issues related to fighting corruption	2020-2021	

2020 2021 2022 2023 2024 2025



## 7. Preventive Measures against Corruption Integrated at the Sectoral Level

Outputs	Areas of Work	Timeline	Key responsible parties
<b>Transactions between public administration and public service users simplified and more transparent</b>	31.1 Establishing units responsible for the receiving and providing information to citizens, and providing guidance to citizens and all those who deal with the public administrations, institutions, and municipalities	2020-2023	Ministry of State for Administrative Reform/Ministry of Interior and Municipalities/all relevant ministries (each within its area of competence)/ Mediator of the Republic (upon activation)
	31.2 Applying a single-window system or one-stop shop in public administrations, institutions, and municipalities	2020-2023	
	31.3 Improving the quality of waiting areas within the public administrations, institutions, and municipalities and developing electronic systems to reduce waiting time and improve citizens' experience	2020-2023	
	31.4 Simplifying administrative procedures, standardizing related transactions and disseminating them in relevant administrations, as well as through a dedicated electronic portal	2020-2023	
	31.5 Establishing a digital platform for an open government that places citizens at the center of its interests and provides a single-window or one-stop shop for all government services provided to citizens, private sector, and all other parties, including administrations at the local level	2020-2023	
<b>Corruption risk management methodologies and tools incorporated in a first sample of public administrations, institutions, and municipalities</b>	32.1 Raising awareness and increasing specialized knowledge of all administrations including public institutions and municipalities	2020-2021	National Anti-Corruption Institution (upon its establishment)/Ministry of State for Administrative Reform/Ministry of Interior and Municipalities/all relevant ministries (each within its area of competence)
	32.2 Establishing and training task forces in selected administrations, including public institutions and municipalities, on corruption risk management	2020-2021	
	32.3 Supporting these task forces in conducting and publishing corruption risk assessments, and organizing dialogues and meetings to discuss findings	2020-2021	
	32.4 Supporting these teams in proposing and disseminating risk mitigation plans and conducting dialogues and meetings	2020-2023	
	32.5 Providing financial and technical support for the implementation of selected measures to reduce the risks of corruption based on completed assessments and prepared plans	2020-2023	
	32.6 Supporting these teams in monitoring and evaluating the progress in implementing the risk mitigation plans	2020-2023	
	32.7 Developing and publishing periodic reports on the progress achieved in corruption risk management according to the mechanism adopted in the Strategy	2020-2025	
	32.8 Extending the scope of action to cover other administrations in a second phase	2020-2023	
	32.9 Extending the scope of action to cover other administrations in a third phase	2020-2025	
<b>Corruption risks reduced in priority areas and sectors</b>	33.1 Enhancing the implementation of the Law on Transparency in the Oil and Gas Sector	2020-2021	Parliament/Council of Ministers/ National Anti-Corruption Institution (upon its establishment)/Ministry of State for Administrative Reform/ all relevant ministries and administrations (each within its area of competence)
	33.2 Reducing corruption risks in hospitalization system and supply chain of drugs, medical equipment, and supplies	2020-2023	
	33.3 Improving corporate governance of banks and the relationship between the Central Bank and the Executive Authority	2020-2023	
	33.4 Reducing corruption risks in permits issue procedure by the Ministry of Energy and Water	2020-2023	
	33.5 Reducing corruption risks in procedures developed for the equivalence of school and university certificates and formalities of private schools and universities	2020-2023	
	33.6 Reducing corruption risks in customs transactions, especially import	2020-2023	
	33.7 Reducing corruption risks in objection and appeal on taxation	2020-2023	
	33.8 Reducing corruption risks in Land Registry transactions	2020-2023	
	33.9 Reducing corruption risks in the rules of procedures of various committees at the Ministry of Environment	2020-2023	
	33.10 Reducing corruption risks in mechanisms for granting construction and investment certificates and oversight of the work of quarries and crushers at the Ministry of Environment	2020-2023	
	33.11 Implementing the Integrated Solid Waste Management Law	2020-2023	
<b>The private sector as active partner in corruption prevention</b>	34.1 Developing and enacting legislative provisions complementing the legal system aiming at fighting corruption in the private sector	2020-2023	Parliament/Council of Ministers/ Ministry of Industry/Ministry of Finance/Ministry of Economy and Trade/Ministry of State for Administrative Reform/Central Bank/High Council for Privatization
	34.2 Designing, through a participatory process, a Code of Good Practices to prevent corruption in the private sector and establishing a motivation and oversight mechanism	2020-2023	
	34.3 Revising the Companies Law and related legal provisions to promote the adoption of good governance measures	2020-2025	
	34.4 Encouraging the private sector to spread anti-corruption culture and adhere to the principles of transparency, integrity, and accountability	2020-2021	
	34.5 Enhancing transparency and accountability in public-private partnerships	2020-2023	
	34.6 Developing and adopting appropriate incentives to encourage collective action with a view to enhancing integrity and anti-corruption; i.e. integrity pacts and declarations of commitment to the principles of the United Nations Global Compact	2020-2023	
	34.7 Establishing a joint public-private mechanism to enhance corporate governance in the private sector companies	2020-2025	