

**COMPREHENSIVE PLAN FOR
THE CREATION OF A PUBLIC
SECTOR RESTRUCTURING
AND DOWNSIZING
AUTHORITY (PSRDA)**



**COMPREHENSIVE PLAN FOR THE CREATION OF A PUBLIC
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(PSRDA)**

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Comprehensive Plan for the Creation of a Public Sector Restructuring and Downsizing Authority (PSRDA)

The public sector in Lebanon is burdened by inefficiencies, overstaffing, and unsustainable expenditures, which undermine its ability to deliver quality services to citizens. Addressing these challenges requires the establishment of a dedicated Public Sector Restructuring and Downsizing Authority (PSRDA), tasked with streamlining operations, reducing redundancies, and modernizing government functions.

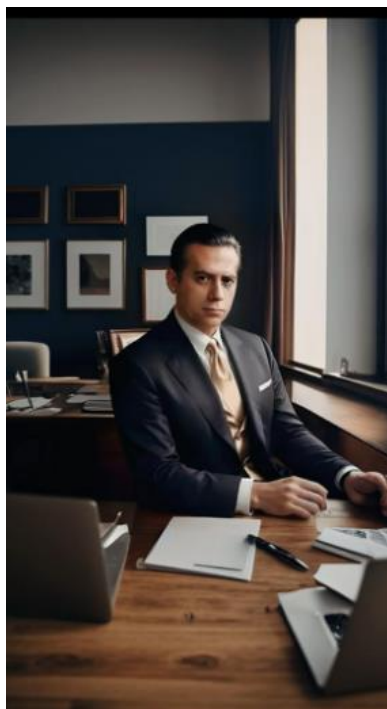
THIS PROJECT IS PART OF “THE LEAP”

THE LEAP:

A Transformative Vision for Lebanon’s Renewal and Progress

Good governance is a cornerstone of effective public administration, particularly in Lebanon, where systemic challenges such as corruption, inefficiency, and weak institutions have hindered socio-economic progress.

This comprehensive strategy addresses governance reforms across the public sector, local governments, and municipalities, aiming to rebuild trust, enhance transparency, and ensure equitable service delivery to all citizens



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Note of Acknowledgment

This document has been developed with the assistance of ChatGPT, an AI language model designed to support the creation of content and strategic planning. ChatGPT has contributed to the formulation and drafting of various initiatives and strategies outlined within this document. While the content has been reviewed and refined by the human author, the AI model provided valuable input and suggestions throughout the process.

We acknowledge the use of AI technology in aiding the development of these initiatives, ensuring a comprehensive and well-structured approach to each proposed strategy.

Contents

Comprehensive Plan for the Creation of a Public Sector Restructuring and Downsizing Authority (PSRDA)	2
THIS PROJECT IS PART OF “THE LEAP”	3
THE LEAP:.....	3
A Transformative Vision for Lebanon’s Renewal and Progress	3
Preface	9
Description of “THE LEAP”	10
Executive Summary.....	10
Key Outcomes Expected:.....	11
Executive Summary:	13
Comprehensive Plan for the Creation of a Public Sector Restructuring and Downsizing Authority (PSRDA)	13
Vision.....	13
Mission	13
Key Objectives.....	13
Strategic Approach	14
Expected Benefits.....	14
Challenges and Mitigation Strategies	15
Conclusion.....	15
Introduction	16
Objectives of Public Sector Downsizing.....	16
Key Strategies for Downsizing	16
1. Workforce Analysis and Optimization.....	16
2. Gradual Downsizing Measures	17
3. Transition to Digitization	17
4. Legislative and Policy Reforms	18
5. Public and Stakeholder Engagement.....	18
6. Financial Planning and Reinvestment.....	18
Implementation Phases	19

Phase 1: Preparation and Planning (0–6 months).....	19
Phase 2: Initial Downsizing (6–18 months)	19
Phase 3: Comprehensive Restructuring (18–36 months).....	19
Phase 4: Evaluation and Optimization (36+ months)	19
Expected Challenges and Solutions	20
Challenge 1: Resistance from Employees	20
Challenge 2: Public Backlash.....	20
Challenge 3: Skills Gap.....	20
Challenge 4: Corruption and Mismanagement.....	20
Benefits of Public Sector Downsizing	20
Conclusion.....	21
Plan to Create an Authority for Downsizing the Lebanese Public Sector	22
1. Vision and Mission of the Authority	22
Vision	22
Mission.....	22
2. Objectives	22
3. Authority Structure and Governance.....	23
Governance Model.....	23
4. Core Responsibilities of the Authority	23
4.1 Workforce Analysis.....	23
4.2 Downsizing and Restructuring.....	23
4.3 Digital Transformation	24
4.4 Legal and Policy Reforms	24
4.5 Employee Support.....	24
4.6 Monitoring and Evaluation.....	24
5. Implementation Phases	25
Phase 1: Establishment of the Authority (0–6 Months).....	25
Phase 2: Workforce Audit and Planning (6–12 Months).....	25
Phase 3: Initial Downsizing and Restructuring (1–3 Years).....	25
Phase 4: Full Implementation and Optimization (3–5 Years).....	25

6. Expected Challenges and Solutions	25
Challenge 1: Resistance from Employees	25
Challenge 2: Political Interference.....	26
Challenge 3: Public Backlash.....	26
Challenge 4: Skill Gaps.....	26
Challenge 5: Corruption and Mismanagement.....	26
7. Funding Plan	26
Sources of Funding	26
Cost Management.....	26
8. Benefits of the Authority.....	27
Conclusion.....	27
Recruitment, Staffing, and Job Descriptions	28
for the Public Sector Restructuring and Downsizing Authority (PSRDA).....	28
1. Recruitment Plan	28
1.1 Recruitment Strategy	28
1.2 Recruitment Phases.....	28
1.3 Key Recruitment Sources	28
2. Staffing Plan	29
Organizational Structure and Key Departments.....	29
3. Job Descriptions and Qualifications.....	30
Executive Office	30
Workforce Audit and Analysis Division	31
Downsizing and Redeployment Division	31
Digital Transformation Division.....	32
Legal and Compliance Division	33
Monitoring and Evaluation Division	33
Communications and Public Relations Division	34
4. Recruitment Timeline	34
Plan of Action	36
for the Public Sector Restructuring and Downsizing Authority (PSRDA).....	36

Phase 1: Establishment of the PSRDA (Months 1–6).....	36
Objective: Build the institutional foundation of the authority and begin initial assessments.	36
Phase 2: Planning and Policy Development (Months 6–12).....	37
Objective: Develop a comprehensive roadmap for restructuring and downsizing. .	37
Phase 3: Implementation (Year 2–4)	37
Objective: Execute the downsizing and restructuring programs.....	37
Phase 4: Sustainability and Institutionalization (Year 5 and Beyond)	38
Objective: Institutionalize reforms and ensure long-term sustainability.	38
Key Milestones	39
Critical Success Factors	39
Concluding Remarks	40
END OF THE DOCUMENT	41

Preface

Lebanon, a land of ancient civilizations and enduring resilience, stands at a critical turning point. Over the years, our beloved nation has faced mounting challenges: economic instability, political gridlock, social fragmentation, and environmental degradation. These obstacles have tested the spirit of the Lebanese people but have not extinguished their hope for a better tomorrow.

Today, we introduce **THE LEAP**, a transformative vision that seeks to redefine Lebanon's trajectory. It is more than a plan—it is a commitment to progress, a framework for renewal, and a bold step toward unlocking Lebanon's untapped potential. THE LEAP embodies a collective effort to address systemic inefficiencies, foster sustainable development, and restore trust in public institutions.

This initiative is built upon core principles of transparency, accountability, inclusivity, and innovation. It reflects the aspirations of a nation determined to move forward, drawing strength from its heritage while embracing the promise of a dynamic future. THE LEAP is not just for today but for the generations to come—a call to action for every Lebanese citizen to take part in rebuilding our country and reclaiming its position as a beacon of progress in the region.

This document outlines the strategies, goals, and principles that underpin THE LEAP. It is an invitation to all stakeholders—government, private sector, civil society, and the diaspora—to unite under a shared vision of renewal. Together, we can take this decisive step toward a Lebanon that thrives in justice, opportunity, and prosperity.

Let us embark on this journey with determination, courage, and unwavering hope.

Dr Antoine J. Burkush, PhD

Description of “THE LEAP”

THE LEAP is a comprehensive, strategic initiative aimed at transforming Lebanon’s governance, economy, and social fabric through sustainable and inclusive reforms. It represents a decisive break from past inefficiencies and a bold step into a future defined by:

1. **Accountability and Good Governance:** Establishing transparent institutions that prioritize the public good.
2. **Sustainable Development:** Promoting environmentally responsible growth to safeguard Lebanon’s natural heritage.
3. **Economic Diversification:** Shifting from dependency on traditional sectors to innovation-driven industries.
4. **Social Equity:** Ensuring access to education, healthcare, and opportunities for all citizens.
5. **Empowerment and Participation:** Encouraging citizen engagement and fostering unity among all segments of society.
6. **Global Connectivity:** Leveraging the Lebanese diaspora and international partnerships for growth and innovation.

THE LEAP is a metaphor for Lebanon’s journey toward progress, encapsulating the idea of rising above challenges and embracing transformative change. It is a unified vision for a modern, prosperous, and equitable Lebanon, driven by the collective will of its people and guided by principles of justice, resilience, and hope.

Executive Summary

Good governance is a cornerstone of effective public administration, particularly in Lebanon, where systemic challenges such as corruption, inefficiency, and weak institutions have hindered socio-economic progress. This comprehensive strategy addresses governance reforms across the public sector, local governments, and municipalities, aiming to rebuild trust, enhance transparency, and ensure equitable service delivery to all citizens.

At the national level, the strategy emphasizes institutional reform, anti-corruption measures, and digital transformation to modernize Lebanon's public sector. Key initiatives include strengthening oversight bodies, enforcing transparency laws, streamlining public services through e-governance, and fostering citizen engagement. These measures aim to create a transparent and accountable central government that efficiently manages resources and delivers on its commitments to the public.

In municipalities and local governments, the strategy focuses on empowering local authorities to meet community needs effectively. Priorities include enhancing transparency through public financial disclosure, digital platforms for citizen services, and participatory governance to involve residents in decision-making. Capacity-building programs, urban planning reforms, and inclusivity measures are outlined to ensure municipalities operate efficiently and equitably.

A critical component of this strategy is combatting corruption through whistleblower protections, ethical codes of conduct, and transparent procurement processes. Strong monitoring and evaluation mechanisms, combined with robust legal and institutional frameworks, will provide the foundation for sustainable governance reforms.

The strategy also highlights the importance of digital transformation, including the adoption of e-government systems, data-driven decision-making, and cybersecurity measures to enhance efficiency and accountability. Public participation is prioritized through community consultations, participatory budgeting, and educational initiatives to empower citizens to hold their governments accountable.

By addressing governance at both the national and local levels, this strategy seeks to rebuild public trust, promote economic stability, and improve quality of life for all Lebanese citizens. It offers a pathway toward a transparent, inclusive, and responsive government that drives sustainable development and fosters social cohesion.

Key Outcomes Expected:

- 1. Enhanced Transparency and Accountability:** Trust is restored through open operations and independent oversight mechanisms.

2. Improved Service Delivery: Modernized systems and efficient practices ensure timely and accessible services.

3. Inclusive Governance: Local authorities reflect community diversity and address the needs of marginalized populations.

4. Economic Growth and Sustainability: Transparent processes attract investments and enable effective resource management.

5. Social Cohesion and Trust: Citizen engagement fosters a sense of ownership and unity in governance.

This strategy is a comprehensive blueprint for transformative governance reforms, equipping Lebanon's public institutions and municipalities to navigate current challenges and build a resilient, inclusive, and prosperous future.

Executive Summary:

Comprehensive Plan for the Creation of a Public Sector Restructuring and Downsizing Authority (PSRDA)

The public sector in Lebanon is burdened by inefficiencies, overstaffing, and unsustainable expenditures, which undermine its ability to deliver quality services to citizens. Addressing these challenges requires the establishment of a dedicated Public Sector Restructuring and Downsizing Authority (PSRDA), tasked with streamlining operations, reducing redundancies, and modernizing government functions.

Vision

To create a lean, efficient, and citizen-centered public sector that promotes transparency, accountability, and fiscal sustainability.

Mission

The PSRDA will implement a structured plan to optimize public sector operations, eliminate redundancies, and digitize government services, ensuring a modern and effective administration that meets the needs of the Lebanese people.

Key Objectives

1. Conduct a comprehensive audit of the public sector workforce to identify inefficiencies and redundancies.
2. Implement voluntary retirement, severance, and redeployment programs to downsize the workforce responsibly.
3. Digitize government operations to reduce manual processes and improve service delivery.

4. Ensure compliance with labor laws and provide support to displaced employees through training and career transition services.
5. Institutionalize reforms to ensure long-term efficiency and sustainability.

Strategic Approach

The PSRDA will adopt a phased approach:

1. **Establishment Phase:** Build the legal and institutional framework, recruit qualified personnel, and set up operational infrastructure.
2. **Planning Phase:** Develop a detailed roadmap for workforce optimization, digital transformation, and policy reforms.
3. **Implementation Phase:** Execute downsizing programs, deploy digital systems, and support employees in their transition.
4. **Sustainability Phase:** Institutionalize reforms and establish a permanent mechanism for monitoring public sector performance.

Expected Benefits

- **Fiscal Savings:** Significant reduction in public sector expenditures through workforce optimization and process automation.
- **Improved Efficiency:** Streamlined government operations and faster service delivery.
- **Enhanced Accountability:** Greater transparency in public sector management.
- **Economic Growth:** Redirecting resources to vital sectors such as infrastructure, healthcare, and education.
- **Social Responsibility:** Providing displaced employees with career support and training opportunities.

Challenges and Mitigation Strategies

- **Resistance to Change:** Engage stakeholders, including unions and civil society, through dialogue and transparency.
- **Political Interference:** Establish legal protections to safeguard the PSRDA's independence.
- **Funding Constraints:** Secure financial support from international donors and optimize resource allocation.

Conclusion

The creation of the PSRDA represents a critical step toward transforming Lebanon's public sector into a modern, efficient, and citizen-focused entity. By streamlining operations, promoting transparency, and leveraging technology, the PSRDA will contribute to a more sustainable and effective government.

This plan ensures a fair, responsible, and transparent process for downsizing, while addressing the economic, social, and political challenges facing Lebanon. It is a blueprint for reform that aligns with the nation's broader vision for stability, growth, and prosperity.

Introduction

The public sector in Lebanon has long suffered from inefficiency, overstaffing, and financial strain. Downsizing the sector is essential to modernize government operations, enhance productivity, and reduce the fiscal deficit. This strategic plan outlines a phased and systematic approach to achieve a lean, efficient, and effective public sector.

Objectives of Public Sector Downsizing

- 1. Optimize Workforce:** Reduce overstaffing while retaining essential and skilled personnel.
- 2. Enhance Efficiency:** Streamline operations to improve service delivery and accountability.
- 3. Reduce Financial Burden:** Cut down on payroll expenses to alleviate pressure on the national budget.
- 4. Modernize the Sector:** Transition to a digitally-enabled government to meet contemporary challenges.
- 5. Foster Economic Growth:** Redirect resources saved from downsizing toward development projects and investments.

Key Strategies for Downsizing

1. Workforce Analysis and Optimization

- **Comprehensive Audit:**
 - Conduct a detailed review of all government employees, identifying redundant roles, ghost employees, and low-productivity positions.
 - Assess current roles against service delivery needs to determine staffing requirements.
- **Role Consolidation:**
 - Merge overlapping departments and roles to eliminate duplication of functions.

- Example: Consolidate administrative tasks across ministries into shared service centers.
- **Performance Evaluation:**
- Introduce KPIs to assess employee productivity and service impact.

2. Gradual Downsizing Measures

- **Voluntary Retirement Programs:**
- Offer attractive early retirement packages for employees close to retirement age.
- Provide severance benefits to encourage voluntary resignations.
- **Natural Attrition:**
- Implement hiring freezes for non-essential roles and rely on retirements and resignations to reduce workforce size over time.
- **Redeployment and Transfers:**
- Reassign employees from redundant roles to understaffed departments or projects requiring additional manpower.
- **Outplacement Services:**
- Support outgoing employees with career counseling, reskilling programs, and assistance in finding private-sector jobs.

3. Transition to Digitization

- **Automation of Services:**
- Replace manual processes with automated systems to reduce dependency on human resources.
- Example: Introduce online portals for administrative services such as licensing, permits, and tax payments.
- **Digital Workforce Development:**
- Train existing employees to manage and operate digital systems, reducing the need for a large workforce.
- **Centralized Systems:**

- Establish centralized IT systems to consolidate functions across ministries.

4. Legislative and Policy Reforms

- **Modernize Civil Service Laws:**
 - Update labor laws to allow flexible contracts, merit-based hiring, and easier termination for underperforming employees.
- **Anti-Corruption Measures:**
 - Crack down on ghost employees and illegal hiring practices.
- **Transparency and Accountability:**
 - Ensure public oversight of downsizing measures to prevent misuse of funds or arbitrary dismissals.

5. Public and Stakeholder Engagement

- **Awareness Campaigns:**
 - Communicate the benefits of downsizing to the public, emphasizing improved efficiency and cost savings.
- **Stakeholder Consultation:**
 - Involve unions, civil society organizations, and employee representatives in the planning process to build consensus.
- **Citizen-Centric Approach:**
 - Ensure downsizing does not negatively impact essential public services by prioritizing service delivery.

6. Financial Planning and Reinvestment

- **Cost-Benefit Analysis:**
 - Analyze the fiscal savings from downsizing against the cost of severance packages and retraining programs.
- **Reallocation of Funds:**

- Redirect savings to critical sectors such as education, healthcare, and infrastructure.
- **International Funding and Partnerships:**
- Collaborate with international organizations to secure funding for downsizing programs and digital transformation initiatives.

Implementation Phases

Phase 1: Preparation and Planning (0–6 months)

- Conduct workforce audits and identify redundancies.
- Develop a legal and policy framework for downsizing.
- Establish severance and retraining programs.

Phase 2: Initial Downsizing (6–18 months)

- Launch voluntary retirement and natural attrition programs.
- Begin automation of high-volume administrative tasks.
- Merge overlapping roles and departments.

Phase 3: Comprehensive Restructuring (18–36 months)

- Implement digital systems across all ministries.
- Finalize staff redeployment and role consolidation.
- Review and update performance evaluation systems.

Phase 4: Evaluation and Optimization (36+ months)

- Assess the impact of downsizing on service delivery and fiscal savings.
- Address gaps or inefficiencies in the new structure.
- Transition to a fully digitized, lean public sector.

Expected Challenges and Solutions

Challenge 1: Resistance from Employees

- Solution: Provide transparent communication, fair compensation packages, and retraining opportunities.

Challenge 2: Public Backlash

- Solution: Emphasize the long-term benefits of downsizing, such as improved services and reduced government spending.

Challenge 3: Skills Gap

- Solution: Invest in employee training programs to equip the remaining workforce with digital and managerial skills.

Challenge 4: Corruption and Mismanagement

- Solution: Enforce strict oversight mechanisms and involve independent bodies in the auditing process.

Benefits of Public Sector Downsizing

- 1. Fiscal Savings:** Reduced payroll expenses free up funds for critical development projects.
- 2. Efficient Governance:** A leaner workforce delivers faster and higher-quality services.
- 3. Digital Transformation:** Automation improves transparency, accountability, and public trust.
- 4. Economic Growth:** Resources saved from downsizing can be reinvested in infrastructure, job creation, and innovation.
- 5. Public Trust:** A transparent downsizing process restores confidence in government operations.

Conclusion

Downsizing the public sector in Lebanon is a critical step toward fiscal stability and efficient governance. By combining workforce optimization, digital transformation, and transparent communication, this strategic plan ensures a balanced approach that minimizes disruptions while maximizing benefits for the government and citizens alike. A leaner, more accountable public sector is essential for Lebanon's long-term development and prosperity.

Plan to Create an Authority for Downsizing the Lebanese Public Sector

The establishment of a specialized authority dedicated to downsizing the public sector in Lebanon is vital to address inefficiency, overstaffing, and fiscal imbalances. This authority will act as a central body responsible for designing, implementing, and monitoring reforms aimed at creating a lean, efficient, and sustainable public sector.

1. Vision and Mission of the Authority

Vision

To create a streamlined, merit-based, and efficient public sector that enhances service delivery and reduces the fiscal burden on the state.

Mission

- To restructure and optimize the public sector workforce while safeguarding essential services.
- To implement transparent and equitable downsizing measures.
- To foster accountability, performance, and digital transformation in public administration.

2. Objectives

- 1. Streamline Government Operations:** Reduce inefficiencies and redundancies in the public sector.
- 2. Promote Fiscal Responsibility:** Lower payroll expenditures and reallocate resources to critical areas such as healthcare, education, and infrastructure.
- 3. Ensure Fairness:** Adopt equitable measures that prioritize merit, transparency, and fairness.

4. Facilitate Digital Transformation: Leverage technology to reduce dependency on manual labor and improve service delivery.

5. Support Displaced Workers: Provide retraining, severance packages, and outplacement services to employees affected by downsizing.

3. Authority Structure and Governance

Name: Public Sector Restructuring and Downsizing Authority (PSRDA)

Governance Model

1. Independent Oversight: Operate autonomously under parliamentary and judicial oversight to ensure transparency and impartiality.

2. Leadership:

- Board of Directors: Comprised of experts in public administration, economics, law, and technology.

- Executive Leadership: A chairperson with experience in governance and organizational restructuring.

3. Advisory Committees: Include representatives from unions, civil society, and private sector organizations to ensure balanced decision-making.

4. Core Responsibilities of the Authority

4.1 Workforce Analysis

- Conduct a comprehensive audit of the public sector workforce, identifying redundancies, ghost employees, and skill gaps.

- Develop a database of roles, qualifications, and performance metrics.

4.2 Downsizing and Restructuring

- Design targeted downsizing programs, including:

- Voluntary retirement schemes.
- Early retirement packages.
- Redeployment plans for essential services.
- Restructure ministries and public agencies to eliminate duplication of functions.

4.3 Digital Transformation

- Implement automated systems to streamline operations and reduce labor-intensive processes.
- Establish centralized digital platforms for administrative tasks.

4.4 Legal and Policy Reforms

- Propose updates to civil service laws to allow for flexible contracts and performance-based employment.
- Introduce anti-corruption measures to eliminate ghost employees and illegal hiring practices.

4.5 Employee Support

- Offer reskilling and upskilling programs for displaced workers to help them transition to private sector jobs.
- Provide counseling and outplacement services.

4.6 Monitoring and Evaluation

- Regularly assess the impact of downsizing on service delivery and fiscal performance.
- Publish annual reports on progress and challenges.

5. Implementation Phases

Phase 1: Establishment of the Authority (0–6 Months)

- Draft and enact legislation to create the authority.
- Form the leadership team and recruit qualified staff.
- Secure funding from national and international sources.

Phase 2: Workforce Audit and Planning (6–12 Months)

- Conduct a nationwide audit of public sector employees.
- Identify areas of redundancy and prioritize departments for downsizing.

Phase 3: Initial Downsizing and Restructuring (1–3 Years)

- Implement voluntary and early retirement programs.
- Merge overlapping departments and roles.
- Begin automating high-volume administrative tasks.

Phase 4: Full Implementation and Optimization (3–5 Years)

- Finalize workforce reductions and digital transformations.
- Transition remaining employees to a performance-based system.
- Evaluate the success of reforms and make adjustments as needed.

6. Expected Challenges and Solutions

Challenge 1: Resistance from Employees

- Solution: Provide fair compensation, severance packages, and retraining opportunities.

Challenge 2: Political Interference

- Solution: Ensure the authority operates independently with strong legal protections.

Challenge 3: Public Backlash

- Solution: Launch awareness campaigns to highlight the long-term benefits of downsizing.

Challenge 4: Skill Gaps

- Solution: Invest in training programs to upskill remaining employees and displaced workers.

Challenge 5: Corruption and Mismanagement

- Solution: Establish strict oversight mechanisms and collaborate with anti-corruption bodies.

7. Funding Plan

Sources of Funding

- Government Budget: Allocate initial seed funding for the authority's establishment.
- International Assistance: Seek grants and loans from organizations like the World Bank, IMF, and UNDP.
- Public-Private Partnerships: Partner with private firms for digital transformation initiatives.

Cost Management

- Implement cost-saving measures, such as shared services and centralized procurement, to reduce operational expenses.

8. Benefits of the Authority

1. **Fiscal Stability:** Significant reduction in public sector payroll expenses.
2. **Improved Efficiency:** Streamlined operations lead to faster and higher-quality service delivery.
3. **Digital Modernization:** Automated systems reduce reliance on manual processes.
4. **Economic Growth:** Resources saved from downsizing can be redirected to infrastructure and development projects.
5. **Public Trust:** A transparent and equitable downsizing process rebuilds confidence in government institutions.

Conclusion

The creation of a Public Sector Restructuring and Downsizing Authority is an essential step toward addressing Lebanon's financial and administrative challenges. By implementing targeted downsizing measures, promoting digital transformation, and fostering transparency, the authority will pave the way for a leaner, more efficient government that better serves the needs of its citizens and contributes to the country's long-term development.

Recruitment, Staffing, and Job Descriptions for the Public Sector Restructuring and Downsizing Authority (PSRDA)

The success of the Public Sector Restructuring and Downsizing Authority (PSRDA) depends on a highly qualified and diverse workforce with expertise in governance, public administration, economics, and technology. The recruitment process will prioritize merit, transparency, and inclusion to attract top-tier talent.

1. Recruitment Plan

1.1 Recruitment Strategy

- **Open and Transparent Hiring Process:** Advertise all positions widely through government platforms, professional networks, and local media.
- **Competitive Selection:** Use a rigorous, merit-based selection process, including assessments, interviews, and background checks.
- **Diversity and Inclusion:** Ensure equitable representation of genders, regions, and professional backgrounds.

1.2 Recruitment Phases

1. **Initial Setup Phase:** Recruit leadership roles and core operational staff within the first 6 months.
2. **Expansion Phase:** Gradually onboard specialists in specific areas such as legal affairs, IT, and workforce management.

1.3 Key Recruitment Sources

- **Government Employees:** Identify qualified individuals from existing government agencies.
- **Private Sector Experts:** Attract professionals with expertise in restructuring and organizational management.

- **International Talent:** Engage diaspora professionals with relevant experience.
- **Young Professionals:** Establish partnerships with universities to recruit recent graduates for entry-level roles.

2. Staffing Plan

Organizational Structure and Key Departments

1. **Executive Office**
 - **Director-General (DG):** Oversees the authority and ensures implementation of its mission and objectives.
 - **Executive Assistant:** Provides administrative and operational support to the DG.
2. **Workforce Audit and Analysis Division**
 - **Workforce Analysts:** Conduct audits of public sector employees and identify redundancies.
 - **Data Scientists:** Analyze workforce data and create predictive models for restructuring.
3. **Downsizing and Redeployment Division**
 - **Human Resource Specialists:** Design voluntary retirement, severance, and redeployment programs.
 - **Employee Support Coordinators:** Provide counseling and training for displaced workers.
4. **Digital Transformation Division**
 - **IT Specialists:** Develop and implement digital solutions for government processes.
 - **Automation Engineers:** Design automated workflows to replace manual tasks.
5. **Legal and Compliance Division**
 - **Legal Advisors:** Ensure all downsizing measures comply with labor laws.

- Policy Analysts: Draft legislative reforms to support downsizing efforts.
- 6. Monitoring and Evaluation Division**
- **Performance Auditors:** Track the impact of downsizing and restructuring efforts.
- **Reporting Specialists:** Publish progress reports and recommendations.
- 7. Communications and Public Relations Division**
- **Media Relations Officers:** Manage public communication and awareness campaigns.
- **Community Liaison Officers:** Engage stakeholders, including unions and civil society.

3. Job Descriptions and Qualifications

Executive Office

Director-General (DG)

- **Responsibilities:**
- Provide strategic leadership for the authority.
- Oversee the development and execution of all downsizing programs.
- Represent the authority in public and government meetings.
- **Qualifications:**
- Master's degree in public administration, economics, or management.
- 15+ years of experience in public sector reform or organizational leadership.

Executive Assistant

- **Responsibilities:**

- Manage schedules, correspondence, and logistical arrangements for the DG.
- **Qualifications:**
- Bachelor's degree in business administration or a related field.
- 5+ years of administrative experience.

Workforce Audit and Analysis Division

Workforce Analyst

- **Responsibilities:**
- Conduct audits to identify redundant roles and skill gaps.
- Maintain a database of public sector employees.
- **Qualifications:**
- Bachelor's degree in human resources, statistics, or economics.
- 5+ years of experience in workforce planning.

Data Scientist

- **Responsibilities:**
- Analyze workforce data to identify trends and inefficiencies.
- Develop predictive models for workforce needs.
- **Qualifications:**
- Master's degree in data science or statistics.
- Proficiency in analytical tools like Python or R.

Downsizing and Redeployment Division

Human Resource Specialist

- **Responsibilities:**
- Design severance packages and voluntary retirement plans.
- Develop redeployment strategies for displaced employees.
- **Qualifications:**
- Bachelor's degree in human resources or organizational development.
- 7+ years of HR experience.

Employee Support Coordinator

- **Responsibilities:**
- Provide career counseling and skills training for displaced workers.
- **Qualifications:**
- Bachelor's degree in social work or counseling.
- 5+ years of experience in workforce development.

Digital Transformation Division

IT Specialist

- **Responsibilities:**
- Develop digital platforms to streamline government processes.
- Ensure data security and privacy compliance.
- **Qualifications:**
- Bachelor's degree in information technology or computer science.
- 7+ years of IT experience.

Automation Engineer

- **Responsibilities:**
- Design automated workflows to replace manual tasks.

- **Qualifications:**
- Bachelor's degree in engineering or IT.
- Expertise in automation tools like UiPath.

Legal and Compliance Division

Legal Advisor

- **Responsibilities:**
- Ensure compliance with labor laws and international standards.
- Draft legal documents related to restructuring.
- **Qualifications:**
- Law degree with a focus on labor or administrative law.
- 10+ years of legal experience.

Policy Analyst

- **Responsibilities:**
- Propose policy reforms to support downsizing efforts.
- **Qualifications:**
- Master's degree in public policy or political science.

Monitoring and Evaluation Division

Performance Auditor

- **Responsibilities:**
- Evaluate the effectiveness of downsizing programs.
- **Qualifications:**
- Bachelor's degree in business or public administration.

Reporting Specialist

- **Responsibilities:**
- Draft and publish progress reports.
- **Qualifications:**
- Bachelor's degree in journalism or communications.

Communications and Public Relations Division

Media Relations Officer

- **Responsibilities:**
- Manage media outreach and public campaigns.
- **Qualifications:**
- Bachelor's degree in media studies or communications.

Community Liaison Officer

- **Responsibilities:**
- Engage with unions, civil society, and the public.
- **Qualifications:**
- Bachelor's degree in sociology or public relations.

4. Recruitment Timeline

1. Months 1–3: Recruit leadership and key staff for foundational divisions.
2. Months 4–6: Expand to include all operational and support staff.
3. Year 1: Achieve full staffing for all divisions.

This staffing plan ensures that the PSRDA has the expertise and capacity to carry out its mission effectively and transparently.

Plan of Action

for the Public Sector Restructuring and Downsizing Authority (PSRDA)

To achieve the goals of restructuring and downsizing Lebanon's public sector effectively, the PSRDA will implement a structured and phased action plan. The plan emphasizes collaboration, transparency, and sustainability, ensuring minimal disruption while maximizing efficiency.

Phase 1: Establishment of the PSRDA (Months 1–6)

Objective: Build the institutional foundation of the authority and begin initial assessments.

- 1. Legislative Framework:**
 - Draft and pass legislation to formalize the establishment of the PSRDA.
 - Define its mandate, powers, and responsibilities.
- 2. Recruitment and Staffing:**
 - Appoint leadership and core staff, including the Director-General, legal advisors, and workforce analysts.
 - Onboard experts in public sector reform, IT, and workforce management.
- 3. Infrastructure Setup:**
 - Establish physical and digital offices with necessary equipment and systems.
 - Develop secure databases for workforce information.
- 4. Stakeholder Engagement:**
 - Conduct consultations with government entities, unions, civil society, and international partners.
 - Launch a public awareness campaign to build support for the initiative.
- 5. Baseline Assessment:**

- Conduct an audit of the public sector workforce, including staffing levels, roles, and redundancies.

Phase 2: Planning and Policy Development (Months 6–12)

Objective: Develop a comprehensive roadmap for restructuring and downsizing.

1. Strategic Framework:

- Develop a detailed downsizing strategy, including voluntary retirement, severance, and redeployment plans.
- Create policies for digital transformation and workforce optimization.

2. Legal and Policy Reforms:

- Propose amendments to labor laws to facilitate restructuring.
- Establish safeguards to protect employee rights during the downsizing process.

3. Capacity Building:

- Train staff in change management, conflict resolution, and digital transformation.
- Collaborate with international organizations for technical assistance and knowledge sharing.

4. Resource Mobilization:

- Secure funding from government budgets and international donors.
- Explore public-private partnerships for digital transformation.

Phase 3: Implementation (Year 2–4)

Objective: Execute the downsizing and restructuring programs.

1. Workforce Optimization:

- Implement voluntary retirement programs with attractive incentives.
 - Identify redundant roles and streamline organizational structures.
- 2. Digital Transformation:**
- Digitize government services to reduce reliance on manual processes.
 - Deploy automated systems to improve efficiency and reduce staffing needs.
- 3. Employee Support Programs:**
- Provide displaced employees with training, counseling, and career transition services.
 - Facilitate redeployment to sectors with staffing shortages, such as education and healthcare.
- 4. Monitoring and Evaluation:**
- Regularly assess the progress and impact of downsizing efforts.
 - Publish quarterly reports to ensure transparency and accountability.

Phase 4: Sustainability and Institutionalization (Year 5 and Beyond)

Objective: Institutionalize reforms and ensure long-term sustainability.

- 1. Performance Monitoring:**
- Establish a permanent unit within the PSRDA to monitor public sector performance.
 - Regularly review and adjust staffing levels based on needs.
- 2. Policy Adjustments:**
- Continuously refine policies to adapt to evolving challenges and opportunities.
- 3. Knowledge Sharing:**
- Document best practices and lessons learned to guide future reforms.

- Share experiences with other countries undertaking similar initiatives.
- 4. Institutional Legacy:**
- Transition the PSRDA into a permanent advisory body for public sector management.

Key Milestones

1. Year 1: Establish PSRDA, complete initial workforce audit, and develop a strategic framework.
2. Year 2: Begin implementation of voluntary retirement programs and digital transformation initiatives.
3. Year 3: Achieve measurable reductions in workforce size and cost savings.
4. Year 5: Institutionalize reforms and transition to long-term performance monitoring.

Critical Success Factors

- **Political Will:** Commitment from the government to support reforms.
- **Public Support:** Transparent communication to build trust and understanding among citizens.
- **International Partnerships:** Collaboration with donors and experts to leverage resources and expertise.
- **Adaptability:** Flexibility to adjust strategies based on feedback and results.

This action plan ensures a systematic and sustainable approach to restructuring Lebanon's public sector, paving the way for a more efficient, transparent, and accountable government.

Concluding Remarks

The establishment of the Public Sector Restructuring and Downsizing Authority (PSRDA) marks a pivotal moment in Lebanon's journey toward good governance, fiscal stability, and modernized public administration. For decades, the public sector has faced the challenges of inefficiency, overstaffing, and unsustainable costs, hindering its ability to deliver essential services to citizens. The PSRDA provides a structured and transparent approach to address these issues while safeguarding the rights and dignity of public employees.

By focusing on workforce optimization, digital transformation, and institutional reform, this initiative not only reduces the burden on state finances but also enhances the quality of public service delivery. It fosters a culture of accountability, encourages innovation, and redirects resources to priority sectors, laying the foundation for economic recovery and sustainable development.

However, the success of this endeavor depends on the collective commitment of stakeholders, including the government, civil society, international partners, and the public at large. Resistance to change, political interference, and social concerns must be addressed through transparent communication, stakeholder engagement, and adaptive policymaking.

This plan is not merely about downsizing; it is about rebuilding trust in the public sector, restoring its efficiency, and ensuring its alignment with the aspirations of the Lebanese people. It reflects a vision of a lean, responsive, and effective government that can serve as a catalyst for broader reforms across the nation.

The PSRDA represents a critical step toward transforming challenges into opportunities. It is a call to action for Lebanon to prioritize progress, embrace reform, and take bold steps toward a future of stability, prosperity, and resilience. Let this be the beginning of a new chapter in Lebanon's governance, one defined by accountability, innovation, and service to the people.

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