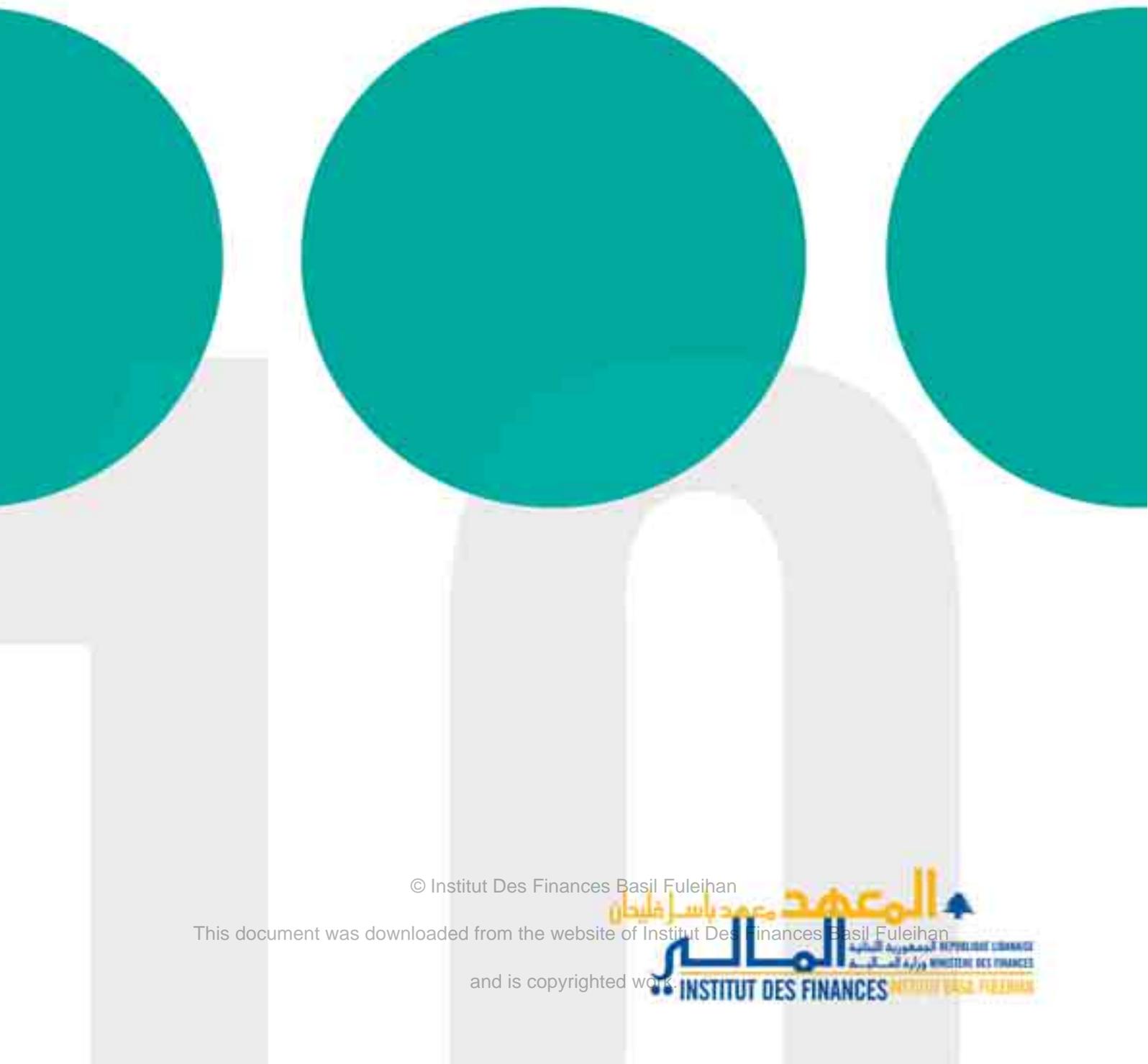




# Annual Report 2010



REPUBLIC OF LEBANON  
MINISTRY OF FINANCE



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# Annual Report 2010

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## The Minister of Finance



The Institute has been accompanying the ongoing reform process initiated at the Ministry of Finance for several years now, playing a primary role in building the capacities of its staff. A mature and diverse experience has today made it the main engine behind the capacity building in public financial management at the national level.

2010 has witnessed successful actions in training the Ministry's new recruits including the Customs Administration, and in building capacities for the sustainable implementation of various reform projects. It was also marked by the Institute's pivotal role in improving public procurement practices since it laid its final amendments to the Public Procurement Manual and Standard Bidding Documents. It accordingly trained concerned parties and Lebanese public procurement specialists.

This year has also witnessed a successful collaboration between the Ministry of Finance and the Ministry of Education and Higher Education towards Building the Capacities of Economics Public School Teachers. This initiative, at the heart of both our ministries' concerns, is expected to enhance financial capabilities of youth through improving their knowledge of public and private financial issues, making them better decision makers and active participants in economic life.

On the regional level, new strategic partnerships and the strengthening of the GIFT-MENA network have reinforced the role of the Institute in the promotion of the South-South cooperation.

It is with great joy that I renewed my commitment to this institution during my mandate as Minister of Finance; I had the honor to participate to its foundation along with H.E. the late Basil Fuleihan and H.E. P.M. Fuad Siniora. I today hope that all Lebanese decision makers look after the Institute, and provide it with their generous support so that it remains a successfully independent center of excellence and a platform of exchange and dialogue with our fellows in MENA countries and the World.

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**Raya Haffar**

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## The Director



In 2010 the Institute celebrated fourteen years of continuous efforts for strengthening the culture of transparency and accountability, cornerstones of sound financial management. Within this framework, a series of training programs were designed to tackle public accounting and audit while special programs focused on parliamentary oversight. A major highlight is the custom-made programs targeting high officials, General Directors, judges and other leaders of the Lebanese administration. All activities were implemented with the aim to foster debate between diverse administrations and local entities on topics pertaining to public finance, economy and customs according to a training needs assessment.

This year was marked by the signature of several training contracts to the benefit of the Lebanese Parliament and Municipalities, among others. Many programs on parliamentary oversight and local good governance were conducted in collaboration with renowned partners such as the Westminster Foundation for Democracy and the UNDP. The Institute also established new strategic partnerships, both at locally and abroad, noteworthy of which an MoU with the French National School of Administration and an MoU with the Lebanese Ministry of Education and Higher Education with the aim of building the Economic and Capabilities of economics teachers in secondary public schools.

At the regional level, GIFT-MENA, the network of Schools and Institutes serving the public service in MENA, welcomed new members. The year also witnessed the launching of four new regional training modules on budget preparation, budget execution, government accounting, and audit and control.

Two new citizens' guides were published and preparations were started for the launch of "Assadissa", a quarterly journal covering topics pertaining to the management of public good and State modernization in Lebanon and the Arab World.

Our annual report herewith describes the year's achievements and challenges. We hope that it will satisfy your interest and bring you fresh ideas and insights on issues related to improving human resources and good governance.

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992

public finance  
trainees

929

public institution  
trainees

558

trainees in IT

199

trainees in  
languages

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# Training

Training

Public Financial Management Training

Customs

Economic and Financial Education

Specialized Programs for Senior and Middle Public Officials

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# Training



The Institut des Finances Basil Fuleihan (IoF) initiated in 2010 several local and regional activities and designed special programs dedicated to senior officials, in collaboration with leading international organizations. The main topics of the year were: economic and financial education, public procurement, and parliamentary oversight.

Overall, **3159** participants took part in the different training activities in Lebanon and abroad.

The training plan (2010-2011) came as a result of the training needs assessment launched by the Minister of Finance at the beginning of the year.

Around 97.7% of total incoming training requests came from the Directorate General of Finance, followed by the Tobacco Administration (2.1%).

## Training in Figures

**3159** trainees participated in IoF training activities in 2010 as opposed to **4192** trainees in 2009.

**2059 of the trainees were from the Ministry of Finance:** 992 trainees from the General Finance Directorate and 907 trainees from the Customs Directorate; and for the first time, a significant participation was registered by the Tobacco Directorate, with 93 participants in different training programs.

### Total Number of Trainees in Lebanon and Abroad 2006-2010

Trainees	2006	2007	2008	2009	2010
Ministry of Finance	3200	3033	2305	3240	2059
Lebanese Administrations	1068	152	313	852	929
Regional participants (from MENA)	123	117	124	100	170
<b>Total</b>	<b>4391</b>	<b>3302</b>	<b>2742</b>	<b>4192</b>	<b>3158</b>

## IoF Training Plan 2010-2012

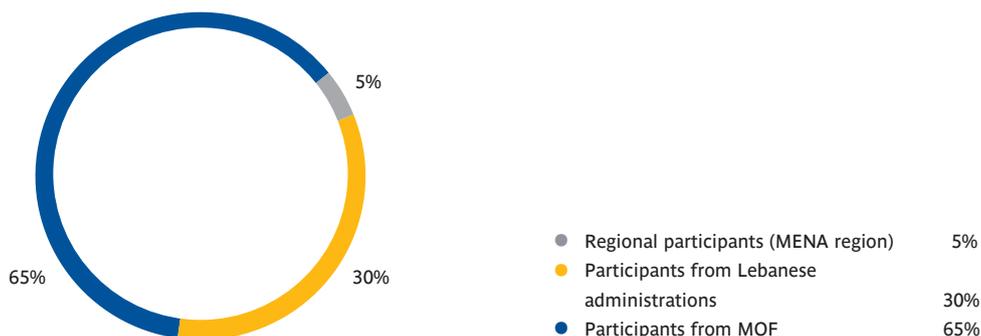


IoF established its mid-term work plan in March 2010, during the annual meeting headed by the Minister and attended by General Directors, and senior employees at the Ministry. The Plan addressed the general orientations of the Ministry and covered technical and administrative areas as per the different training needs identified by the directorates.

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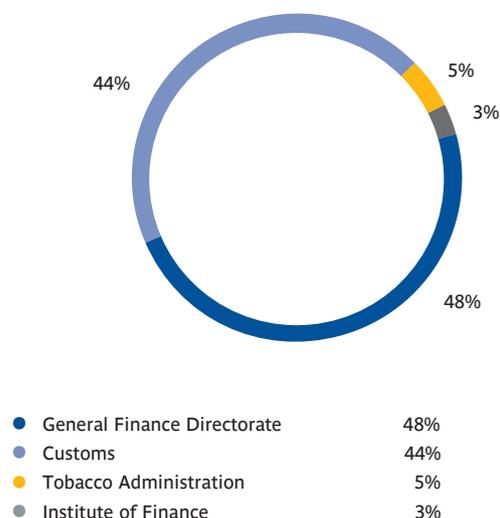
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### Distribution of trainees by beneficiary



- **929 trainees from the Lebanese public administrations and institutions** participated in different training programs and workshops.
- **170 trainees from the Arab and MENA region** took part in various training workshops this year; 55.8% in customs-related programs and 44.8% in public financial management programs and other subjects.
- IoF was also able to ensure the admission of **73 trainees in 29 programs** and field visits organized by 23 training institutes and institutions abroad sponsored by donors and partners.

### Distribution of trainees by MoF departments



## Training Calendar and New Graphic Design



The Institute also issued its 2010 Training Calendar that covered 26 topics on economics, finance, customs, and management, 9 topics related to Microsoft Office, and 6 programs on foreign languages. IoF also adopted a new graphic design: the “Knowledge Tree” a concept of continuous learning; and was used to package all local and regional programs.

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Training of trainees

- **In line with the reforms of the Ministry of Finance:** IoF closely collaborated with the Emergency Fiscal Management Reform Implementation Support Project (EFMIS) by coordinating and conducting workshops related to Public Financial Management. It also provided assistance to the Fiscal Department on audit issues, and presenting the Customs Directorate with a platform to present the NAJM 2.0 project.
- **A new approach in capacity building:** IoF has focused on developing the quality of the training programs and the skills of trainers. This led to the **training of 76 new trainers** on financial management, economic and financial education, and customs.
- **Training in Information Technology and Languages:** IoF contributed in the improvement of the IT and linguistic skills of MoF employees through a series of programs held in **Beirut**, in the **North**, and in the **Bekaa**. In total, 199 trainees participated in language courses, whereas 558 took part of the computer literacy programs.

#### Detailed Distribution of Trainees by Beneficiary and Training

	IT Training	Local Training	Languages	Training with other centers	Training Abroad	Total
General Finance Directorate	108	606	154	116	8	992
Customs Administration	166	525	11	176	5	906
Directorate of Real Estate Affairs & Cadastre	1					1
National Lottery						
Tobacco Directorate		66	27			93
Revenue Enhancement - UNDP		4	1			5
Institut des Finances Basil Fuleihan		34	2	6	20	62
<b>Total</b>	<b>275</b>	<b>1235</b>	<b>195</b>	<b>298</b>	<b>33</b>	<b>2059</b>
Public Administrations	283	463	4	169	10	929
Arab and Foreign				170		170
<b>Total</b>	<b>558</b>	<b>1698</b>	<b>199</b>	<b>637</b>	<b>43</b>	<b>3158</b>

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# Public Financial Management Training

IoF strengthened its position as Lebanese center of excellence specialized in public financial management and developed, with the Ministry of Finance, a series of programs with local, regional, and international authorities.

In total, **762 participants** attended training sessions on public financial management. IoF also organized four programs in Lebanon with foreign partners.

Moreover, IoF completed its training portfolio by expanding its efforts to include short conferences, discussions, and workshops, to which **695 local and regional attendees participated**. In addition, and in an effort to benefit from international good practices, IoF sent out 15 trainees to nine conferences and programs related to financial management topics and held abroad.

## Specialized Training Programs on Financial Issues

- **Training for the Tax Administration**, through two programs on tax auditing and tax registration procedures, with 291 participants from Beirut and other districts.
- **Workshops on the Tax Procedure Code** for all public administrations, to which 63 officials participated. In addition, meetings on Collection Procedures were subsequently organized and a reference guide was prepared.

### In Public Financial Management

For the first time since its establishment, IoF was awarded three national tenders on capability-building in public financial management:

- **First tender:** launched by the Ministry of Interior and Municipalities and the UNDP on the “The Provision of Consultancy Services to Conduct Capacity Development of the Municipalities Capabilities in Lebanon on Good Local Governance” (Institut des Finances Basil Fuleihan and the Knowledge Development Company)
- **Second tender:** Entitled “The Parliamentary Strengthening Programme in Lebanon”, in joint collaboration between the Westminster Foundation for Democracy, the National Audit Office in the United Kingdom, and the Institut des Finances Basil Fuleihan.
- **Third tender:** launched by the Ministry of Energy and Water “DAI Lebanon Branch Office” and which aimed at training the officials of the Water Establishment of Beirut and Mount Lebanon on public financial management (Institut des Finances Basil Fuleihan)

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## Training Programs on Public Financial Management

Activity	MoF	Lebanese Administrations	Foreign Participants	Total Trainees
Lebanese Accounting Standards v/s International Accounting Standards	22			22
International Accounting Standards	7			7
International Public Sector Accounting Standards	14	12		26
MoF Collection Mechanism	19			19
Tax Registration Procedures	80			80
Tax Auditing - Car rental activity	211			211
The Relation between the Treasury and the Ministry of Justice's Execution Departments	28			28
Introduction to Budget Execution	5			5
Improvement of the cashiers system at MoF	10			10
Commercial Law	18			18
Tax Procedure code	2	61		63
Writing Reports and Summaries on economic and social topics	3	22		25
Enhancement of Financial Oversight		12		12
Specialized training program on public procurement	18	97		115
EU – Public Sector Internal Audit	22	28		50
ESCWA – Public Finance Reform: A roadmap for Modernization and Good Governance	13	18	21	52
ADETEF - Training of trainers on budget execution and Public Accounting	6	3		9
ADETEF - Training of trainers on budget preparation	6	4		10
<b>Total</b>	<b>484</b>	<b>257</b>	<b>21</b>	<b>762</b>

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## Short Discussions and Conferences on Public Financial Management

Activity	MoF	Lebanese Administrations	Foreign Participants	Total Trainees
Workshop on Financial Market Reform	33	129	15	177
Scheduling of Payments Appropriation	94			94
First meeting of the Sustainable Public Procurement Program	7	6	2	15
Preliminary workshop on "Public Expenditure and Accountability"	28	7		35
Second meeting on the preparation of the 2011 budget	24	84		108
Preparatory meeting for the "Provision of Consultancy Services to Build the Capacities of Municipalities in Lebanon on Good Local Governance" Program	7	2		9
Annual meeting of the GIFT-MENA network		20	25	45
Annual conference: Reforming for Results in a time of Crisis: Public Financial Management in the MENA region	9	54	57	120
Launching of the reference guide on Modern Trends and Best Practices in Public Financial Management	25	65	2	92
<b>Total</b>	<b>227</b>	<b>367</b>	<b>101</b>	<b>695</b>

## Programs Abroad on Public Financial Management

Activity	Authority	MoF Trainees	Lebanese Administrations Trainees	Total Trainees
Macroeconomic management and financial sector issues	Arab Monetary Fund	2		2
Monetary and Finance Statistics		1		1
Government Finance statistics		2		2
High level consultation meeting on Public Procurement - Poland	World Bank		1	1
Westminster Consortium Parliamentary Strengthening Workshop	WFD	1	1	2
Discussion of the curriculum of Financial Scrutiny			2	2
International Budget Symposium	Turkish Parliament	1	2	3
Meeting of OECD-MENA Senior Budget Officials Network	OECD	1		1
Sustainable Procurement	ITC-ILO	1		1
<b>Total</b>		<b>9</b>	<b>5</b>	<b>15</b>

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Training in action

## Programs on Public Procurement

5

national bidding documents

115

participants in trainings on public procurement

IoF stressed on the importance of public procurement and launched a number of related initiatives, namely:

- The training of **115 officials** from public administrations and institutions on the **National Bidding Documents** that have already been developed by the Ministry of Finance in 2009;
- Representatives from MoF and IoF participated in different workshops organized by the Office of the Minister of State for Administrative Reform, addressing the **legislations and the new draft law on public procurement**;
- IoF also facilitated the participation of two experts in external training sessions held on public procurement at the **International Labor Organization in Italy and in Poland**;
- IoF managed to obtain a financial contribution from the Italian Republic for the execution of a new project entitled **“Capacity-Building in Public Procurement”**.

### Lebanon joins the Marrakesh Process

In the framework of the capacity building project on Sustainable Public Procurement (SPP) launched by the United Nations Environment Program (UNEP), Lebanon, represented by the Ministry of Finance, was appointed the seventh pilot country for the implementation of the Marrakech Task Force (MTF) approach on Sustainable Public Procurement (SPP). The Ministry of Finance selected the Institut des Finances Basil Fuleihan to be the National Focal Point for this project.

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## Parliamentary Oversight

IoF partnered with **Westminster Foundation for Democracy** and the **UK National Audit Office** to execute a project aiming at supporting the Lebanese **Parliament in strengthening its oversight functions**. The most important outcomes of this collaboration were:

- A preliminary **assessment in Arabic and English** on the status of financial oversight in Lebanon;
- The development of the **training program** on financial oversight and the **training of 12 Parliamentary officials**;
- The participation in the annual conference for the exchange of experiences in parliamentary oversight training;
- The preparation for a new integral project in collaboration with the European Union and Westminster Foundation for Democracy for 2011.

## Orientations for 2011

- Developing training modules on budget preparation and execution in Lebanon, and training all stakeholders in MoF and other administrations;
- Development of specialized programs in financial management addressed to the municipalities and the water authorities;
- Launching in 2011 a three-level specialized program on public procurement.

### Regional Programs in Public Financial Management

In 2010, IoF launched four high-quality training programs in Arabic addressed to officials of senior and middle position in ministries and public institutions in MENA. The programs are: budget preparation, budget execution, public accounting, internal control and external auditing. The programs came as the result of a collaboration with the World Bank and ADETEF French cooperation agency.



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# Customs



Specialized trainings

The recent global economic developments have brought new challenges to the Customs Administrations around the world. IoF has therefore planned in cooperation with the Customs Training Committee, a medium term specialized training program for 2010-2012. Meanwhile, both traditional and online customs training programs were delivered; most importantly, the anti-smuggling and the training of trainers programs.

## Customs Training Programs

In conformity with the needs to facilitate trade while protecting internal markets from the threats of counterfeiting, piracy, health and environmental hazards, IoF deployed a training plan revolving around four axes:

- 1) **International Trade Facilitation**
- 2) **Enforcement of customs control and the protection of economic and financial interests**
- 3) **Reliance on Information Technology**
- 4) **Unification of Worldwide Customs Procedures**

Five training programs were included in the 2010 plan, fulfilling the training requests of the Customs Administration, and in line with its development and modernization projects.

This year's major outcomes were:

- Expanding the Customs Administration's pool of trainers through the delivery of a **Training of Trainers** program to which 18 customs officials participated;
- The deployment of a **Training Package** that combined Traditional and Online training on technical customs-related issues. 20 training sessions were organized, regrouping more than 216 participants;
- Continue with the the promotion of **Training in Lebanese Regions** through the preparation, in collaboration with the Customs Regional Department of Tripoli, of six training programs on **anti-smuggling, combating fraud and counterfeiting, combating drug and precursors trafficking**, and various other subjects;
- Accompanying the new recruits through the delivery of a **New Recruits Initial and Orientation Training Program** to 32 new Customs Administration Assistant Controllers;
- **Supporting the Customs Administration's Development Projects.** This was achieved by organizing eight workshops on the "NAJM 2.0" new customs clearance procedures, in addition to the ASYCUDA training programs, that gathered **283 participants.**

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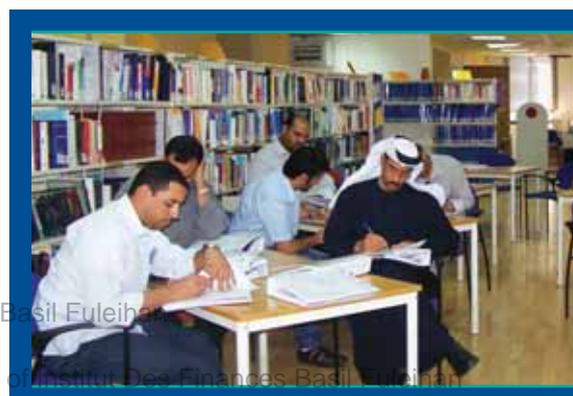
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- **Prioritizing Anti-Drug Trafficking Control**, by organizing two training programs, and through the participation of three customs officials in training

programs abroad organized in collaboration with the European Police College.

### Distribution of Participants in Customs training programs

Activity	# of sessions	Trainees from the Customs Administration	Trainees from other Lebanese Administrations	Total Trainees
<b>New Recruits Initial and Orientation Training Program</b>				
Orientation Program for New Employees in Customs Administration	1	32		32
<b>Customs Training Program</b>				
Containers and Risk Indicators learning (Containers and Risk Indicators)	4	123		123
Training of Trainers	12	123		123
Organization of Mobile Control (in collaboration with the German Customs Administration)	1	18		18
Precursors, drugs and the means of identifying them	2	34		34
Drugs and physical smuggling methods (E-learning)	2	50		50
Anti-smuggling and relevant customs procedures	4	46		46
Smuggling on land borders (E-learning)	1	50		50
	4	47		47
<b>Customs IT Systems</b>				
ASYCUDA World technical training	10		283	283
<b>Training Abroad</b>				
Customs Inspectors Training - Long cycle at the French National School of Customs	1	1		1
Modern techniques and anti-drug trade in the Mediterranean region, CEPOL, and UE	1	3		3
<b>Workshops</b>				
Present the new customs clearance procedures Najm 2.0	8	48	113	161
<b>Total</b>	<b>51</b>	<b>575</b>	<b>396</b>	<b>971</b>



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Training on dealing

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## Programs Addressed to Law Enforcement Bodies

906

customs trainees

93

trainees from the tobacco administration

88

customs trainees from arab countries

The Institute worked on enhancing cooperation with International Organizations and participated in the elaboration of multiple training programs addressed to the Lebanese public sector's law enforcement bodies, on issues related to anti-drug trafficking.

The main achievements were:

- The organization of two training programs on the guidelines and techniques of **Radiation Detection in collaboration with the International Atomic Energy Agency (IAEA)**, attended by **52 participants** from both the Ministries of Finance and Interior.
- Strengthening cooperation with international bodies on issues related to drug trafficking, through the organization of a **regional workshop in collaboration with Groupe Pompidou - The European Union**.
- Enhancing partnership and cooperation with the private sector, through the organization of a series of **workshops on counterfeiting and piracy**, attended by **48 officials** from the Ministries of Finance and Economy and Trade.
- Organization of a training program on **"Financial Delinquency"** in collaboration with the French Embassy, with the participation of 36 officials from the Judicial Police, Lebanese Central Bank, Ministry of Justice, and Customs.

### Distribution of Participants in Training Programs organized in cooperation with Local and International institutions and organizations

Activity	# of sessions	Trainees from the Customs Administration	Trainees from other Lebanese Administrations	Foreign Trainees	Total Trainees
Radiation detection techniques, in collaboration with IAEA	2	58			58
How to use the personal radiation detector, in collaboration with IAEA	2	17	35		52
Counterfeiting of goods, guides, and techniques, in collaboration with the Brand Protection Group	2	48	1		49
Value and procedures of applying the international standards in collaboration with the EU (TAIEX)	1	18			18
Combating Financial Delinquency in collaboration with France Embassy	1	2	36		38
Precursors and manufactured drugs: gather data and presentation indicators in collaboration with Pompidou Group	1	2	19	24	45
<b>Total</b>	<b>9</b>	<b>145</b>	<b>51</b>	<b>24</b>	<b>260</b>

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Online training WCO's

- Organization of a specialized training program on **“Combating the Counterfeiting and Piracy of Tobacco Products”** for **23 participants** from the Tobacco Administration.
- **Networking** with **international institutions to benefit from foreign experiences** in issues related

to the unification of customs procedures, customs enforcement and control operations; in addition to the organization of a training program with the EU (TAIEX) on Customs Valuation and the implementation of International Value Standards.

## Promotion of Lebanon’s Role as a Regional Center for Customs Training

In collaboration with the Customs High Council, IoF promoted Lebanon’s role as a regional platform by hosting training sessions organized by the World Customs Organization, as well as through its cooperation with the organization’s regional representative in Morocco for the development of training programs. The outcomes were as follows:

- The organization of **three training programs in conformity with the regional training plan for 2010**, attended by 24 officials from the Lebanese customs administration and 31 officials from Arab countries, covering different subjects including drug trafficking, dealing with diplomats, and E-learning.
- Encouraging customs environmentally-friendly practices through contributing to the organization

of two training programs in cooperation with the **World Customs Organization, on the “Revised Kyoto Convention”** and the **“Green Customs”**, attended by 50 trainees from Lebanon and MENA region.

- Facilitating the participation of Lebanon in **international conferences such as the Annual Conference of the International Network of Customs Universities (INCUI)**, in collaboration with the World Customs Organization (WCO) and within the framework of the PICARDP Program, in addition to a capacity building workshop in Japan, the **“WCO Global Workshop on Capacity Building Regionalization”**.

### Distribution of Participants in Training Programs organized under the Regional Training Plan - World Customs Organization

Activity	# of sessions	Customs Trainees	Trainees from other institutions and administrations	Foreign Trainees	Total Trainees
Green Customs & Borders Protection	1	1	1	23	25
Remote Training - online training program of the World Customs Organization	1	5		6	11
Customs procedures for diplomats	1	9		8	17
Anti-Drug Trafficking	1	9		7	16
International convention on the simplification and harmonization of customs procedures (Kyoto Convention)	1	4		20	24
<b>Total</b>	<b>5</b>	<b>28</b>	<b>1</b>	<b>64</b>	<b>93</b>

Fighting drug  
trafficking



## Orientations for 2011

### At the Local Level

- Improving the quality of training programs on areas related to customs legislation and customs tariff regulations;
- Enriching training programs with sessions on management such as team management, incentives and performance measurement and encouraging the customs administration's participation in linguistic programs;
- Developing training programs for fighting the illicit trafficking of natural and manufactured drugs;
- Focusing on the technical aspects of combating piracy and counterfeiting, and establishing new partnerships with the private sector;
- Persisting with e-training as a scientific and practical means for the delivery of the training programs scheduled for 2011;
- Develop a training schedule for both Shtoura and Tripoli region.

### At the Regional Level

- Enhance coordination with the World Customs Organization;
- Organize three training programs in collaboration with the World Customs;
- Organization on the 2012 Harmonized System, Customs Valuation, and Training of Trainers;
- Develop the e-training program and work towards the creation of a pool of e-training specialists in the Arab World;
- Strengthen networking and collaboration with the INCU and seek new training opportunities in collaboration with the international customs universities;
- Coordinate with the Statistics and Taxation Studies Center of Canberra University and develop a base of trainers specialized in customs issues, and the elaboration of research papers related to contemporary customs issues.

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# Economic and Financial Education

IoF continued to pay particular attention to the promotion of economic and financial education: **16 training programs were organized with 296 participants**. It has also completed this year the pilot project aiming at

building the capacities of economics public school teachers and organized various workshops for public officials.

## Distribution of Participants in Training Programs held on the Financial and Economic Education

Activity	# of sessions	Trainees from MoF	Trainees from other institutions & administrations	Foreign Trainees	Total Trainees
<b>Specialized Training Programs</b>					
Capacity Building Program for Public School Teachers	8		128		128
How to develop reports and summaries on economic and social subjects	1	3	22		25
<b>Training programs in collaboration with local and international organizations</b>					
Accounting & Finance for non-specialists in collaboration with the Lebanese Central Bank	1	6			6
Fight against counterfeiting of the Lebanese Currency in collaboration with the Lebanese Central Bank	1	8			8
Analysis of the securities markets in collaboration with the Arab Planning Institute	1	22	6		28
Financial consultancy in collaboration with the Arab Planning Institute	1	23	3		26
Financial Programming and Macroeconomic Policy	1	5	5	24	34
<b>Total</b>	<b>14</b>	<b>67</b>	<b>164</b>	<b>24</b>	<b>255</b>



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 Capacity Building  
 Program for Public  
 School Teachers

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## Promoting Economic and Financial Education in Schools

The Capacity Building Program for Public School Teachers falls within the project initiated by IoF in 2009 which aims at promoting economic and financial education in Lebanese secondary public schools, with the aim of raising awareness amongst citizens and educating them on public and private financial management issues so they could make sound decisions in their current situations or in future planning.

### Project Phases

Through the Institut des Finances Basil Fuleihan, a strategic partnership was established with the **Ministry of Education and Higher Education**. It aims at **increasing the level of economic and financial literacy among the Lebanese students** through a capacity building program tailored for economics teachers in public secondary schools. The **pilot phase** of the project was implemented in collaboration with the Faculty of Economic Sciences at the **Saint Joseph University**, resulting in **10 workshops** attended by **159 public school teachers**. During the 2011-2012 academic year, IoF is looking forward to launch the **Second Phase**. Targeting the same category under a broader plan, it will include **interactive and innovative methods** and tools that would facilitate the teachers' work in conveying information. It is expected to be hosted by several public secondary schools in all Lebanese districts and regions, with the participation of all economics public school teachers who will in turn train more than 52 000 students according to official statistics.

Looking forward to developing a national strategy for the promotion of economic and financial education, IOF has launched two specifications documents for the development of two studies (quantitative and qualitative) for the purpose of assessing the status of economic and financial literacy in Lebanon.



Geographic distribution of workshops

## Upgrading Lebanon's Economic Analytical Capacity

This project is being implemented by the Lebanese Economic Association in collaboration with IoF and funded by the International Development Research Centre (IDRC). It aims at upgrading Lebanon's economic analytical capacity by focusing on key economic and social issues that Lebanese society is currently facing. 25 public officials from various Lebanese ministries and public institutions, including the Ministry of Finance, have participated to the first workshop held within this project, entitled "Analytical writing skills for reports and public policy briefs".

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Workshop in Saida

## Orientations for 2011

- **Expand** participation to economic and financial education programs and organize complementary and extensive training sessions in this field;
- **Deploy innovative educational tools and methods** such as manuals, educational games, and activities;
- **Develop a national strategy plan** for enhancing economic and financial education;
- Conduct a workshop on issues related to inflation measurement, the application of a statistics system, and the methods and mechanisms related to the pension and medical insurance systems.

# Specialized Programs for Senior and Middle Public Officials



This year and for the first time, IoF set up a series of meetings and roundtables specifically designed for leaders of the Lebanese public sector. These sessions offered a space for dialogue, exchange of international experience and best practices on topics revolving around State modernization, new governance and public financial management.

## Specialized Meetings of Senior Public Officials

The program, which consisted of a set of four two-day seminars from March to June, was organized in collaboration with the **French National School of Administration** - ENA.

The sessions that focused on “**State Modernization**” included 21 participants, judges and director generals from various ministries and institutions of the Lebanese public administration. A major achievement was the establishment of a solid network that consequently allowed easier communication between senior public officials that were introduced to one another through the program.

### Axes of Specialized Scientific Meetings for Senior Positions

#### First Axis: State Modernisation

#### Second Axis: Public Finance - State Modernization Tool

#### Third Axis: Decentralization

#### Fourth Axis: Leadership and Change Management

#### Organization and Methodologie

The meetings featured a special group of lecturers, experts, economic, political and social actors, high positions and members from supreme governmental bodies, in addition to consultants and researchers

**The collaborative approach relied on:**

- Case studies and common exploration of improvement choices;
- Provide participants with a practical, pragmatic tool to enrich their experiences and expertise and nourish their personal ideas;
- Provide participants with the international best practices based on different models and theories presented by the moderator.

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CHEDE MED participants during the visit of Chabrouh

## The CHEDE MED Meetings for Economic Development in Mediterranean Countries

With the aim of introducing Lebanese senior officials to the major economic developments of the Mediterranean region, IoF launched in collaboration with the French Institute of Public Management and Economic Development, the Italian and Moroccan Institutes of Finance the 1<sup>st</sup> edition of the CHEDE MED meetings that

brought together **37 key representatives from both the public and private sectors** from the mentioned countries. The meetings gave the participants the opportunity to **exchange experience and know-how** around similar economic and social challenges their countries have been facing.

## Managerial Skills for Middle Position Public Officials

**243 participants** from the Ministry of Finance and different public administrations and institutions attended **11 workshops** on public administration, leadership

skills, teamwork and team management, citizen care, and negotiation skills.

### Distribution of Participants in the Administrative Programs addressed to middle positions

Activity	# of sessions	Trainees from MoF	Trainees from other institutions & administrations	Total Trainees
Leadership skills	1	11	9	20
Administrative writing skills	3	80		80
Archiving	1	29		29
Negotiation skills	1	18	6	24
Time and Stress Management	1	8	4	13
Citizen Care	2	40	8	49
Collective Work Dynamics	1	28		28
<b>Total</b>	<b>10</b>	<b>214</b>	<b>27</b>	<b>243</b>

## Orientations for 2011

- Developing new axes focusing on **financial policy evaluation**;
- Highlighting **human resource management, expenditure management, audit and control**;
- Presenting **best practices** and **benchmarking** local practices to international standards.

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5

memoranda of understanding

170

foreign participants

26

training programs in collaboration with local, regional and international organizations

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# Cooperation and Networking

Providing Technical Assistance to Training Centers of Ministries of Finance in the Region

■  
Activities of the GIFT-MENA Network

■  
Delegations' Visits

■  
Cooperation with France

■  
Orientations for 2011

■  
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# Cooperation and Networking



IoF team at GIFT-MENA annual conference

2010 witnessed the establishment of new relations with local and international partners with continued efforts for securing financial resources and reinforcing technical expertise in order to support the Ministry of Finance's reform projects. IoF has therefore managed to conclude a number of local and international agreements, among which a strategic memorandum of understanding with the **French National School of Administration** and the **Westminster Foundation for Democracy** in the United Kingdom.

#### The major achievements were:

- **Strengthening local training programs** by drawing on international best practices: IoF hosted a number of international experts delegations and held informative sessions with exchanges of expertise in topics related to public financial management, administration, customs and other related fields;
- **Building important partnerships** and signing four Memoranda of Understandings with local and international institutions;
- **Mobilizing new financial resources** in order to execute and develop ongoing training programs;
- Strengthening the cooperation with several donor countries, institutions, institutes and establishing new partnerships;
- Developing and strengthening cooperative relationships with Arab and Euro-med countries, and effectively benefiting from EU instruments for technical assistance. In this context, two training programs were organized on administrative and customs topics through the Technical Assistance and Information Exchange Instrument (TAIEX) of the European Commission;
- Participating to international conferences promoting women's role in development such as the International Women's Forum.

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Conference at IoF

### Number and Type of Agreements concluded

Authority	Date	Type	Objective
Ministry of Economy, Industry, and Labor, and ADETEF in France	21/1/2010	International	Agreement between the Lebanese MoF and ADETEF , providing support to the GIFT MENA network
Ministry of Education and Higher Education	31/3/2010	Local	Agreement between the Lebanese MoF and the Ministry of Education and Higher Education on promoting economic and financial literacy in Lebanese public schools
Italian government represented by the Italian Embassy	3/5/2010	International	Euro 332.000 financial contribution disbursed for the deployment of a project aimed at building capacities in public procurement
French National School of Administration	23/9/2010	International	Memorandum of Understanding between IoF and the French National School of Administration
Lebanese Economic Association	3/12/2010	Local	Agreement between the Lebanese Economic Association and IoF aiming at collaborating in the organization of joint activities and initiatives related to financial and economic issues

### Specialized Certification Course on “Managing Financial Investments” in Collaboration with the Arab Planning Institute in Kuwait

Within the framework of a memorandum of understanding signed in 2009, IoF participated to the organization of the API Board of Trustees meeting in January 2010, and received in its Beirut premises the specialized certification workshop on “Managing Financial Investments” that was animated by API experts in May 2010.

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## Providing Technical Assistance to Training Centers of Ministries of Finance in the Region

IoF, **in collaboration with French technical agency ADETEF, provides technical assistance** and works towards developing and promoting the institutional capacities of similar regional institutions wishing to benefit from training expertise, reform support, and capacity building. The following is an overview of the relevant activities of the year:

### **Palestine**

IoF assisted the **Palestinian Ministry of Finance in establishing a training center specialized in public finance**. It hosted a delegation visit headed by the Palestinian Deputy Minister of Finance and composed of several committee members in charge of implementing the project.

### **Jordan**

IoF also provided technical assistance to the **training center of the Jordanian Ministry of Finance**. It has worked closely with the Jordanian Ministry of Finance on **developing and executing a two-year work plan (2010-2012)** which included supporting the management of the center and building the staff's capacities in training preparation and execution, promoting teamwork capabilities, establishing a public library, communication and organization of international conferences...

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Launching of GIFT-MENA annual conference at the Serail

## Activities of the GIFT-MENA Network

IoF organized its annual **GIFT-MENA network conference, attended by 120 participants from 16 states and 7 international organizations**. The event provided an opportunity to engage in discussions and share expertise on issues related to public financial reform in the MENA region.

In addition, a special meeting was held for government-training institutes in the MENA region. 45 senior officials

in training and public service as well as representatives of regional and international organizations attended this meeting. The meeting resulted in a number of recommendations that will constitute the grounds for launching future initiatives to further enhance the role of the GIFT-MENA network in resource management, capacity building, and development of training support means.

### Ensuring the network's sustainability and mobilizing financial resources

In support of the network's initiative and acknowledging the importance of securing its resources, IoF signed a memorandum of understanding with ADETEF for three years. The French agency has in fact committed to provide IoF with financial support amounting to Euros 450,000 that aim at:

- 1) Supporting the secretariat activities;
- 2) Developing the network website;
- 3) Promoting exchange of expertise between institutions;
- 4) Developing the capabilities of the network members;
- 5) Promoting financial and economic literacy.

### The GIFT network's Most Remarkable Activities

- The development of a three-year work plan with a detailed budgeting of activities;
- The set-up of an administrative and financial framework to execute the work plan;
- An E-learning program on performance based budgeting in French, prepared in collaboration with the Moroccan Ministry of Finance;
- The organization of field visits to examine similar initiatives in Europe;
- Technical assistance delegation for the development of the network's website.

## Meeting of the Governmental Training Institutes in MENA Region

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The meeting covered a presentation and discussion of the latest developments in capability-building in the regional countries, an exchange of the best practices in four main areas: training needs determination mechanism, training capability building, training measurement of the training impact, and indicators assessment.

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## Delegations' Visits

This year, IoF hosted 9 delegations from Arab and foreign countries. The table below identifies the hosted delegations and the purposes of their visits.

### Delegations' Visits to the Institut des Finances Basil Fuleihan

Delegation	Visit Purpose	# of members
Marrakesh Project Coordinator for Sustainable Public Procurement	Visit of Marrakesh Project Coordinator for Sustainable Public Transactions, and meetings with the administrations concerned with this project	1
Spanish Agency for International Development Collaboration AECID	Visit of a delegation from AECID	4
International Technical Assistance Agency affiliated to the Ministries of Finance and Economy in France	First Meeting of the Executive Committee for the development of the regional program of GIFT-MENA	2
Public Management and Economic Development Institute - Moroccan Finance Institute, Italy Institute for Economics and Finance	Coordination meeting on the regional meetings program CHEDE MED	5
Technical assistance officer within the framework of the Italian government donation aiming at developing capabilities in public procurement	Coordination meeting on the project and how to benefit from the Italian expertise within the framework of the technical assistance	1
Officers of the Capability-Building Tools Development Program for the sustainable governance project	Different meetings with the Program stakeholders to modify and amend the training programs on public finance management	4
Palestinian Finance Institute Management Committee and a delegation from ADETEF	Field visit to examine the work method and activities of IoF in training, communication, networking and administration	7
Palestinian Deputy Minister of Finance	Different Meetings	1
IMF delegation	Visit to explore the training activities of IoF in public financial management	5
<b>Total</b>		<b>30</b>

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GIFT-MENA panel

## Cooperation with France

In view of the technical assistance agreement signed in 2009 between IoF and ADETEF- an affiliated association of the French Ministries of Finance and Economy- IoF hosted a number of technical delegations.

This agreement featured a number of successive visits by French experts and trainers to introduce best French practices in public estate management and other financial and public management issues.

### **French technical delegation to develop a modern strategy for public estate management**

IoF organized a program for the technical assistance delegation of France Domaine in order to assist the Lebanese Ministry of Finance in developing a new strategy for public estate management.

At the end of the visit, the experts elaborated a report containing a number of recommendations for the implementation of a clear strategy and developed a long-term roadmap for the reform of public estate management in Lebanon.

## Orientations for 2011

### **Promote the position of IoF at the regional level through:**

- Expanding the scope of technical collaboration with the Ministries of Finance of the region (Jordan, Palestine, Morocco, Yemen....);
- Signing memoranda of understanding with strategic partners (Morocco, Islamic Development Bank, the Middle Eastern Partnership Initiative...);
- Enhancing networking and collaboration initiatives with the World Customs Organization and international institutions concerned with facilitating trade and law enforcement;
- Implementing the GIFT-MENA work plan, including field visits, seminars, and training programs on best practices, the annual conference, and publications;
- Organizing field visits to facilitate the exchange of expertise and best practices.

### **Support modernization projects through:**

- Launching the regional financial management program and securing funds for the next phase;
- Organizing high quality training programs and awareness campaigns that target senior officials in public administrations and institutions;
- Drawing on funds to organize seminars and study workshops to discuss current international best practices;
- Gathering funds to support EU technical assistance (SIGMA, TAIEX);
- Organizing IoF 15<sup>th</sup> anniversary.



publication and  
distribution of  
**10 500**  
copies of  
"Hadith Al-Malia"

publication and  
distribution of  
**200 500**  
practical guides

acquisition of  
**589**  
new books

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# Publication and Communication

## Publications

Developing and Enhancing Publishing Activities as a Top Priority

## Communication Activities

University Students and Youth at the Ministry of Finance

The Library of Finance: a Specialized Center in Economics and Finance Documentations

Orientations for 2011

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# Publication and Communication



Publications from various training institutions in MENA

IoF's communication and publications department supports the Ministry of Finance in disseminating and publishing relevant financial and fiscal information to employees and citizens alike. A series of documents, guides and manuals are made available for this purpose, in addition to the publication of conference proceedings and studies of both local and international events and activities. This in turn strengthens IoF's role as a learning and knowledge-dissemination centre in Lebanon and the region.

## IoF Publications

### The Financial and Fiscal Awareness Series

Two new guides, issued in 2010 by IoF, joined the "Financial and Fiscal Awareness series":

**"Your Duties when Starting Work: a Guide for All Income Tax Payers"** and **"Your Right to Object"**.

The series aims at raising the awareness of citizens regarding their rights and obligations, in addition to a description of how to properly complete governmental procedures. This series contributes to building new bridges between the citizen and the state, in line with the Ministry of Finance's vision.

### **"Your Duties when Starting Work: a Guide for All Income Tax Payers"**

Is the sixth guide in the **"Financial and Fiscal Awareness Series"** and is addressed to all citizens and fresh graduates ready to join the workforce or engage in a free profession or a trade business. This guide introduces citizens to their rights and obligations vis-à-vis the tax administration so as both sides' rights are preserved and procedures are settled rapidly.



• The Citizen's Guide for Completing Inheritance Procedures



• The Employee's End-of-Service Guide



• What You Should Know About the Stamp Duty



• Your Duties when Starting Work: a Guide for All Income Tax Payers

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**Funding of this series:**

Two new guides were published via the funding of the United States Agency for International Development (USAID) and through the transparency and accountability program managed by AMIDEAST-Lebanon

**“Your Right to Object”**

Is the seventh guide to join the **“Financial and Fiscal Awareness Series”** and aims at familiarizing citizens with their rights in objecting to a certain tax or duty that has been imposed upon them in case of miscalculation or fault.

The following guides were also updated in the light of the new Tax Procedure Code (TPC) adopted by the Ministry of Finance and the changes that ensued:

**“The Citizen’s Guide for Completing Inheritance Procedures”**: Is the first guide in the series (first issue in 2001), it simplifies and guides citizens around the different complicated inheritance tax procedures.

**“What You Should Know About the Stamp Duty”**: is the fourth guide within the series (with the first edition having been issued 2004). It addresses the settling of the stamp duty procedures, in order to help citizens save time and effort and avoid committing unnecessary violations that would submit them to legal fines.

**“The Employee’s End-of-Service Guide”**: is the fifth guide within the series (with the first edition having been issued in 2004). It presents a simple and clear explanation of all the rights and obligations of permanent employees in Lebanese public administrations, including the Lebanese University, the Military bodies, and all temporary and contract based employees in public administrations.

**“Join the Ministry of Finance Team - Public Finance Directorate”**: new and updated edition. It includes the mission, positions, employment opportunities, and career progress in the Ministry of Finance.

**Training Guides**

In 2010, and in order to further complement training programs with quality reference material, IoF prepared the initial texts of three training guides that will be published in 2011: “The Trainer’s Guide”, “Your Guide to Performance Based Budgeting”, and “The Tax Collection Procedures Guide’s.



● Your Right to Object



● Join the Ministry of Finance Team - Public Finance Directorate

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Assadissa - the new quarterly magazine of the institute

## IoF Priority: Publish More

### Launching the Quarterly Magazine on Public Finance Studies and State Building

IoF decided in 2010 prepared the ground for the launching of a **quarterly journal, "Assadissa"**, to focus on public goods and governance related topics. **"Assadissa"** aims at becoming a local and regional platform that would bring together academic professors, intellectuals, practitioners, decision makers and students in an attempt to discuss and research such problematic topics. The launch of Assadissa is scheduled for 2011.

### Series of Research Workshops and Seminars

For the purpose of promoting collaborative dialogue on public finance and governance related issues and in line with the objectives of "Assadissa", IOF is planning to hold in 2011 a series of seminars and workshops addressing relevant subjects expected to be attended by a large number of experts from Lebanon and the Arab world. This would in turn allow the journal's editorial team to publish further relevant study reports as well as identify prospective focus issues.

### The Institute's Periodic Publications

IoF continued the dissemination of the Ministry of Finance's activity information by publishing in 2010 the 37th, 38th and 39th issue of **Hadith El Malia**, reaching an average of 3500 copies per issue distributed to the Ministry's partners, from both private and public sectors, as well as online. It also published a supplement activity report on the **"Meetings of Senior Lebanese Civil Servants"**, which were organized in collaboration with the French National School of Administration.

Finally, IoF published its **2009 annual report** in both Arabic and French and distributed 3500 copies of these two reports to its stakeholders in Lebanon and abroad.

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- The 37th, 38th and 39th issue of Hadith El Malia



- The Institute's E-Newsletter

## Communication Activities

### Media Coverage

**46 press releases** were published in 2010 in major Lebanese and foreign newspapers, mainly covering the training programs, dialogues and discussions organized by the Institute in collaboration with partners and donors in addition to local, regional and international events, in addition to the Ministry of Finance's activities.

### The Institute's E-Newsletter

**22 Electronic newsletters** were sent in 2010, in addition to more than **3500 e-mails in Lebanon and abroad in Arabic, French, and English** to present the major programs and activities taking place at IoF and at the Ministry.

### The Library of Finance's E-Services

The Library continued in 2010 to expand its E-services by sending the latest economic and financial news and articles related to IoF's activities, in addition to the lists of recent acquisitions - books and publications among others - to the library.

**Around 150 "Library of Finance News"** were e-mailed along with economic reports, bank economic researches, and international newsletters, to around **2,200 e-mail addresses**.

IoF also continued to provide its **"E-Press Excerpts"** service, covering all of the economic articles and studies issued in Lebanon in addition to the latest news in public finance, economic sectors, financial indicators, Ministry of Finance news, and other developments.

### The Institute's New Website

In cooperation with INFOPRO, with the support of the United States Agency for International Development USAID, and through the transparency and accountability program funded by AMIDEAST Lebanon, the Institute started developing its new website. It is expected to include information about all of IoF's activities, trainings, conferences, lectures, as well as training material, conference proceedings, reports, policy paper books, as well as researches and studies, international best practices and useful tool kits. It is expected to be launched in 2011.



Students' visits  
at the library  
of Finance  
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## University Students and Youth at the Ministry of Finance

As in previous years, the Institute continued to introduce the Ministry of Finance missions and operations to Lebanese youth and students through:

- IoF participation to the annual job fair of the American University of Beirut and at the Saida Career Day;
- Providing students with internship programs according to their specializations and degrees;
- Under the **“Getting Acquainted with the Ministry of Finance”**, IoF continued to organize field visits to university students in order not only to introduce them to the Ministry’s mission, but also to develop their financial and fiscal knowledge, clarify concepts related to public financial management, and encourage them to join the Ministry’s team. More than 100 university students participated to this program during 2010.

### Field Visits of University Students

University	Meeting Date	# of groups	# of students
Lebanese University – Faculty of Law - Jal el Dib	22-10-2010	1	21
American University of Science and Technology (AUST) - Achrafie	30-4-2010	1	29
Arab University	9-7-2010	3	13
Beirut Arab University	16-7-2010	1	10
American University of Science and Technology (AUST) - Achrafieh	17-12-2010	1	27
<b>Total</b>		<b>7</b>	<b>100</b>

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Students visit

## The Library of Finance: a Center Specialized in Economics and Finance

The Library of Finance is today considered as one of the most specialized documentation centers in financial and economic issues in Lebanon. Open to the public, it provides with a wide array of both printed and electronic references in financial, economic, legal, administrative issues and other relevant subjects. The Institute constantly seeks to enrich the Library with books, references and subscriptions as well as printed and electronic periodic newsletters. The Library scored up to **23 daily visitors** in 2010.

### Reference Updating and Classification

In 2010, the Library of Finance received up to **589 new books and 150 specialized books and brochures**, some donated by both local and foreign organizations, namely the International Monetary Fund, the United Nations Information Center in Beirut, ESCWA... in addition to the renewed and amended Lebanese Laws modified up to 01/07/2009.

The Library was equipped with the **Hammurabi E-program** that includes the totality of Lebanese legislative texts (laws, decrees, resolutions...) from initial ones to most recently updated, in addition to court jurisprudences, advisory opinions of the Court of Accounts, counsels of the Legislation and Consultation Body at the Ministry of Justice, as well as studies and researches in various legal subjects.

### Public Information Center

The Public Information Center which is affiliated to the World Bank and hosted by the Library of Finance received in 2010 around 30 new publications issued by the World Bank and other international organizations related to development and economic subjects.

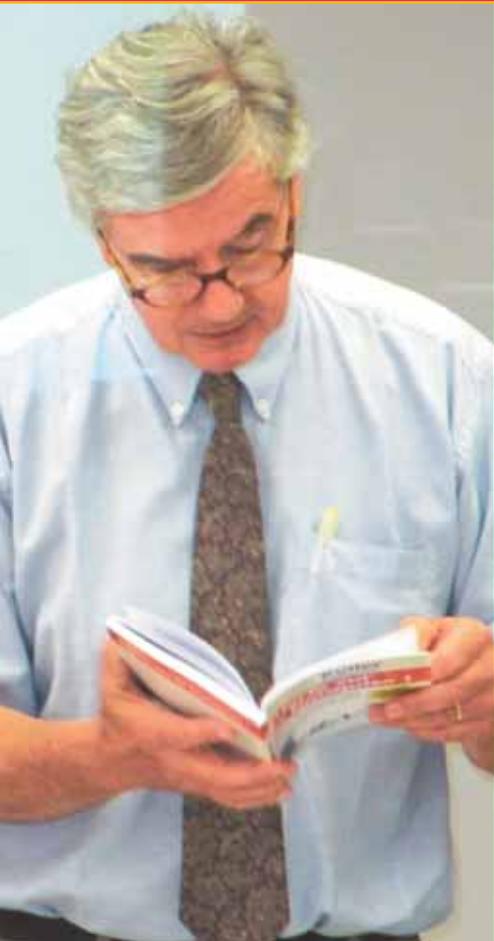
## Publication and Communication Plans for 2011

- **Increasing** publishing activities, especially in topics related to economy and finance;
- **Expanding** the Institute's communication horizons through the media, the new website, and further participation to various exhibitions and meetings, address a new and wider audience;
- **Fostering** the Library's specialization by increasing the number of acquisitions, student group visits, further develop the e-service;
- **Building** bridges between citizens, ministries, and the private sector by holding numerous seminars, round-tables, and discussions related to laws updates, financial and fiscal reforms;
- **Attracting** Lebanese youth and students to visits the Institute, participate in internship programs, and join the Institute's and the Ministry of Finance's staffs.

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setting up a new  
automated system



going green



10  
quotations

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# Financial and Administrative Department

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# Financial and Administrative Department



The Financial and Administrative Department draws a yearly financial and administrative plan that covers all the projects to be undertaken by the various departments at IoF during the year. The scope of work of the department consists of the preparation of the yearly budget that is presented to the Ministry of Finance, the production of monthly Punctual Financial Reports, the internal auditing of the IoF accounts, the financial management of funded grants, as well as the continuous update and reorganization of internal procedures depending on work progress, in addition to the Human Resource management of IoF personnel.

In 2010 the Financial and Administrative Department developed improved means of administrative and financial management and integrated revised internal regulations for enhancing advanced operational and procurement activities.

In short, the 2010's main achievements were as follows:

- ▲ Improvement of the Financial Accounting systems and procedures;
- ▲ External auditing of IoF accounts for the period 2001-2008;
- ▲ Financial management of the donor funded projects;
- ▲ Preparation of the 2011 budget that is presented to the Ministry of Finance;
- ▲ Submission of the IoF 2010 budget to the Finance and Budget Committee affiliated to the Lebanese Parliamentary Council;
- ▲ Adoption of modern electronic archiving systems;
- ▲ Implementation of the internal procurement procedures whilst executing the annual work plan.

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## Available Credits

The table below stated the detailed direct and indirect contributions, aids, donations, and service contracts managed by IoF during 2010.

Direct Contributions	
Contribution by the Lebanese Ministry of Finance	1,400,000,000 LL
Credits carried over from 2009	0
Indirect Contributions <sup>1</sup>	
Lebanese Ministry of Finance (Rent allowances)	LBP 410,074,101
Lebanese Ministry of Finance (IoF premises' Common Services Expenses)	59,806,727s <sup>2</sup> LBP
Lebanese Ministry of Finance (Cleaning contract)	71,856,000 LBP
Financial Support	
Annual aid to IoF from the International Cooperation Agency affiliated to the French Ministries of Finance and Economy	Euro 45,000
Three-year aid (2010-2012) from the International Cooperation Agency affiliated to the French Ministries of Finance and Economy to the Governance Institutes for Training in MENA (GIFT-MENA)	Euro 450,000
Grants	
World Bank from 2007 to 2011	USD 338,000
Italian Government represented by the Italian Embassy in Beirut	Euro 332,000
Service Contracts <sup>3</sup>	
Contract with the "Westminster Foundation for Democracy" (WFD) – to be executed in 2010-2013)	USD 34,491
Joint Venture Contract with "Knowledge Development Company" (KDC)	USD 120,700

Based on the bank statement issued by the Central Bank of Lebanon on 31/12/2010, the IoF's available funds amounted to LBP 358,784,048

<sup>1</sup> Indirect contributions: expenses paid for IoF by the Ministry of Finance, covering the rent of the six floors used by IoF in the Pharmacists Order building, the common services, and the annual cleaning contracts.

<sup>2</sup> Services contracts: the training contracts whose execution was awarded to IoF by different authorities, namely UNDP, the French Cooperation Agency (under training materials translation contract), Westminster Federation for Democracy, (Contract for 2010-2013)

<sup>3</sup> This amount was determined based on 2009 estimation, knowing that there is a current coordination with the Pharmacists Order to receive the final schedule of 2010 annual expenses.

## Expenditure Volume

The volume of direct expenditures as at 31/12/2010 reached LBP 1,422 billions from the MoF financial contribution of the year, which represents 96.02% of the 2010 actual IoF budget being LBP 1.4 billion as approved by the Budget and Expenses Control Directorate at the Ministry of Finance (minutes of meeting dated 29/07/2010), adding thereto the contracted credits carried over from 2009 amounting to LBP 81,258,500.

It is worth noting that the volume of expenditures originally estimated in the IoF 2010 budget were LBP 1,996 Billion for 2010, LBP 2,206 Billion for 2011 and LBP 2,413 billion for 2012.

The breakdown of the total expenditures incurred in 2010 is as follows:

### Total Expenditures as per the Main Categories of Budget

Item	Classification	Funding Authority	Budgeted in LBP	Spent in LBP
11	Consumable Items	MoF	123,757,000	77,970,708
12	Consumable Services	MoF	644,847,500	456,539,116
13	Allocations, salaries, wages	MoF	976,700,000	745,785,250
16	Miscellaneous expenses	MoF	130,000,000	92,432,099
	<b>Total Current Expenses</b>		<b>1,875,304,500</b>	<b>1,372,727,173</b>
226	Equipments	MoF	121,220,000	49,622,795
	<b>Total Fixed Assets</b>		<b>121,220,000</b>	<b>49,622,795</b>
	<b>Grand Total</b>		<b>1,996,524,500</b>	<b>1,422,349,968</b>

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In the context of consolidating cooperation among the Ministry's staff, the Institute assisted MoF Football league by providing a new uniform and participating in many matches.

## Main Achievements of the Financial and Administrative Department

### At the Financial Level

- ▲ Preparation of the IoF 2011 Budget in compliance with the MOF Circular no. 1564/S1 dated 17/05/2010.
- ▲ The prepared budget has been endorsed with all justification documents and statistics along with its forecast on a mid-term perspective 2011-2013;
- ▲ Acquisition of an accounting software specialized in government budgeting accounting transactions eventually facilitate the automation of all financial transactions;
- ▲ Settlement of the monthly obligations due to the National Social Security Fund (NSFF) for the year 2010 amounting to LBP 86,037,876;
- ▲ Elaboration of monthly financial reports in addition to the monthly closing of accounts procedure, etc;
- ▲ Acceptance of projects funded grants financed by IoF partners and assistance in their management and implementation.

### At the Administrative Level

#### Human Resources Management

IoF team members periodically participate in training sessions in Lebanon or abroad in the perspective of developing their skills and promoting their performance level.

In 2010, two new members joined the IoF team in replacement of resigning employees. A project coordinator was also enrolled to manage the Capability Building in Public Procurement donor funded project. It is to note that IoF uses a transparent competitive process in line with its internal regulations.

IoF hosted three trainees in various departments. They actively participated in the execution of various assignments in line with the IoF annual work plan.

### Administrative Affairs

- ▲ Continuous improvement and facilitation of work processes;
- ▲ Archiving data entry of IoF photographs database into the new system acquired by IoF in 2009;
- ▲ Systematic reorganization of the stationary and publications warehouse;
- ▲ Engaged in the reorganization of the paper archiving of all printed material pertaining to the Internal
- ▲ Training Department.

### Procurement

- ▲ Continuous reorganization of the internal procurement procedures;
- ▲ Continuous reorganization of procurement files and updates of suppliers database;
- ▲ Issuance of a first draft of guidelines on IoF internal procurement procedures;
- ▲ Continuing the execution of the Procurement Department work plan set for 2010 as per the 2010 budget. The work plan includes;
  - ▲▲ Timetables per transaction
  - ▲▲ Best procurement methods
  - ▲▲ Awarding plan (RFPs, direct invitation to suppliers, etc.).

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## Procurement operations related to IoF activities

Item	Expected Projects
<b>Works</b>	<ol style="list-style-type: none"> <li>1. Request for proposals for the installation of aluminum façades for the training rooms on the second and third floors of IoF premise and in the IT rooms on the second floor;</li> <li>2. Request for proposals for works in different floors of the premise comprising: <ul style="list-style-type: none"> <li>Wall painting/polish works for the training rooms on the 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> floors</li> <li>Wall painting works for the offices on the 2<sup>nd</sup> and 3<sup>rd</sup> floors</li> <li>Wall painting works for the cafeteria on the 1st floor</li> </ul> </li> <li>3. Stairs thorough cleaning and polishing from the 1<sup>st</sup> floor till the 5th floor of the premise</li> </ol>
<b>Goods</b>	<ol style="list-style-type: none"> <li>1. Request for proposals for new roller-blinds for the training rooms on the 2<sup>nd</sup> and 3<sup>rd</sup> floors and in the IT rooms on the 2<sup>nd</sup> floor</li> <li>2. Request for proposals to award all IoF publications for the year 2010</li> <li>3. Request for proposals to award the printing of IoF identity on all stationeries</li> <li>4. Replace the old IoF's sign on the front façade of the building with another sign carrying the name "Basil Fuleihan Institute of Economy and Finance"</li> <li>5. Purchase and install shelves for the two storage rooms on the 7<sup>th</sup> floor</li> </ol>
<b>Services</b>	<ol style="list-style-type: none"> <li>1. Sign services contracts to collect electronically the daily press extracts for the Library of Finance</li> <li>2. Sign consulting services for the design of IoF publications</li> <li>3. Renewal of the contract for food catering required for training sessions</li> <li>4. Renewal of miscellaneous maintenance contracts (air conditioning, photocopiers, sound systems in training rooms, security system for the Library, Telephone Central Unit...)</li> <li>5. Signature of consulting services contracts for translation and interpretation</li> <li>6. Signature of miscellaneous service contracts (various consultancies, design of publications, etc.) when need be</li> <li>7. Signature of Media consultancy contract</li> </ol>
<b>Miscellaneous</b>	Provide maintenance services, electronic equipment and supplies, furniture, office supplies, and others through price inquiry and single invoicing depending on the volume and the value of the acquisition.

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IoF team

## Orientations for 2011

### At the Financial and Administrative Levels

- ▲ Preparing the 2012 budgets in compliance with the Ministry of Finance's instructions;
- ▲ Requesting from Deloitte & Touche to conduct the external auditing of IoF's 2009 and 2010 accounts free of charge;
- ▲ Developing internal methods and procedures related to management, personnel affairs, procurement, budget and cash flow management, for optimal managerial control and forecasts;
- ▲ Completing the data entry process of the IoF photographs database into the newly electronic photo archiving system;
- ▲ Finalizing organization of the stationary and publications warehouse;
- ▲ Completing the execution of the contract related to the paper archiving for the Internal Training Department at IoF;
- ▲ Executing the annual end year inventory of publications and stationary in the warehouse;
- ▲ Completing the fixed assets inventory in an improved scientific method before the end of the year;
- ▲ Continuing searching for donors to fund the refurbishment of IoF training rooms in accordance with contemporary international standards;
- ▲ Keeping on involving IoF in environment protection processes namely the collaboration with the NGO "Terre Liban" for collecting IoF used papers for recycling purposes;

- ▲ Following-up on the new IoF building project with the concerned ministries and the Council for Development and Reconstruction (CDR);
- ▲ Preparing the IoF 15th anniversary commemoration celebration event a major conference, publications, gifts and other related activities that will be determined during the year.

### At the Human Resources Level

- ▲ Adopting new internal regulations for time management;
- ▲ Building the team capacities through delegations and training sessions in Lebanon and abroad;
- ▲ Developing an internal guide for IoF that explains the work procedures of its departments and their interdependence to ensure effective execution of their missions.

### **At the Procurement Level**

Procurement activities related to projects executed through grants:

- ▲ Awarding the execution of a National Survey being the first phase of the Sustainable Public Procurement (SPP) project. The survey aims at determining the readiness of the Lebanese market towards the SPP concept within the framework of the collaboration between the Lebanese Ministry of Finance of Lebanon and the United Nation Environment Program (UNEP);
- ▲ Contracting with a legal consultant to study the Lebanese legal texts that govern public procurement transactions in Lebanon and formulate new propositions to incorporate the SPP concept in these texts;
- ▲ Launching requests for proposals to award the execution of a National Survey on the current status of public procurement in the Lebanese administration. This is a component of the “capability-building in public procurement” project funded by the Italian government;
- ▲ Awarding the execution of a National Survey on the financial and economic knowledge of the Lebanese population, within the framework of the ADETEF GIFT-MENA grant. The request for proposal for the national survey was launched in December 2010;
- ▲ Contracting with a consulting expert within the framework of the financial and economic education project in Lebanon to support all the project’s phases and propose a relevant draft national policy;
- ▲ Preparing for the launching of requests for proposals to award the design and execution of the GIFT-MENA website.

### **Procurement Activities Associated with IoF Work**

- ▲ Issuing guidelines on IoF internal procurement procedures;
- ▲ Developing IoF internal procurement procedures;
- ▲ Developing a work plan for the execution of procurement projects as per IoF’s 2011 budget.

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## Projects expected in 2011 at the procurement level

Item	Expected Projects
<b>Works</b>	<ol style="list-style-type: none"> <li>1. Request for proposals for the installation of aluminum facades for IoF offices</li> <li>2. Painting/polishing works for some floors in IoF.</li> <li>3. Request for proposals for the renovation of the IT room and the adjacent office</li> <li>4. Request for proposals for the renovation of IoF cafeteria</li> </ol>
<b>Goods</b>	<ol style="list-style-type: none"> <li>1. Request for proposals for stationary supply</li> <li>2. Request for proposals to replace the floor carpets in some training rooms</li> <li>3. Request for proposals to purchase two photocopier machines</li> <li>4. Request for proposal to purchase and install the furniture of two offices in the IT rooms and the adjacent office</li> <li>5. Request for proposals to award the printing of IoF 2011 publications</li> <li>6. Purchase additional shelves for the Library of Finance</li> <li>7. Replace the damaged curtains in the Library of Finance</li> </ol>
<b>Services</b>	<ol style="list-style-type: none"> <li>1. Sign consulting service contracts to renovate the IT rooms and the adjacent office</li> <li>2. Sign consulting services contract to develop the assets and e-archiving in the Library</li> <li>3. Sign services contracts for the coffee and lunch breaks for the training sessions</li> <li>4. Renew the previous maintenance contracts (air conditioning, photocopier, sound system in the training room, security system in the Library, Telephone Central Unit...)</li> <li>5. Sign consulting services contracts for translation and interpretation</li> <li>6. Sign miscellaneous contracts (consulting, or design of publications, and others) when need be</li> <li>7. Renew the media consultancy contract</li> </ol>
<b>Miscellaneous</b>	Different needs requested based on single invoicing after price inquiry

# The Institute's Partners

## Local Partners

- ◆ The Civil Service Board
- ◆ The Court of Audit
- ◆ The Central Bank of Lebanon
- ◆ The Lebanese Army
- ◆ The Ministry of Education and Higher Education (MEHE)
- ◆ The Ministry of the Environment
- ◆ The Ministry of Public Health and Public Hospitals
- ◆ The Ministry of Interior and Municipalities
- ◆ The Ministry of Energy and Water
- ◆ The Ministry of the Environment
- ◆ The Ministry of Social Affairs
- ◆ The Ministry of Industry
- ◆ The Office of the Minister of State for Administrative Reform (OMSAR)
- ◆ The Council for Development and Reconstruction (CDR)
- ◆ The Economic and Social Council
- ◆ The Saint Joseph University - Faculty of Economics
- ◆ The Saint Joseph University - Faculty of Political Studies
- ◆ The Saint Joseph University - Center for Banking Studies
- ◆ The Association of Lebanese Banks
- ◆ The Lebanese Economic Association (LEA)
- ◆ The Brand Protection Group
- ◆ The French Cultural Center
- ◆ AMIDEAST Lebanon
- ◆ The International Management and Training Institute (IMTI)
- ◆ The Knowledge Development Company (KDC)
- ◆ The Lebanese Development Network (LDN)
- ◆ The Danish Consultancy Group.

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## Regional Partners

- ◆ The Economic and Social Commission for Western Asia (ESCWA)
- ◆ The Islamic Development Bank
- ◆ The Arab Fund for Economic and Social Development
- ◆ The Arab Planning Institute (API)
- ◆ The Middle East Technical Assistance Center of the International Monetary Fund (METAC)
- ◆ The Economic Policy Center of the Arab Monetary Fund
- ◆ The Jordanian Ministry of Finance
- ◆ The Moroccan Ministry of Economy and Finance
- ◆ The Moroccan Ministry of Public Sector Modernization
- ◆ The Palestinian Ministry of Finance
- ◆ The Jordanian National Training Institute
- ◆ The Administrative and General Affairs Directorate of Moroccan Ministry of Economy and Finance
- ◆ The Public Finance Training Center of the Jordanian Ministry of Finance
- ◆ The Palestinian Institute of Finance
- ◆ The Moroccan Institute of Finance
- ◆ The Yemeni Institute of Finance.
- ◆ The World Customs Organization
- ◆ The European Union
- ◆ The American International Development Agency (USAID)
- ◆ The Japanese International Cooperation Agency
- ◆ The Italian Development Cooperation Office
- ◆ The Spanish International Cooperation and Development Agency (AECID)
- ◆ The Westminster Foundation for Democracy (UK)
- ◆ The Westminster Consortium for Parliaments and Democracy (UK)
- ◆ The National Audit Office (UK)
- ◆ The International Monetary Fund Institute
- ◆ The World Bank Institute
- ◆ The European Institute for Public Administration (EIPA)
- ◆ The Korean Development Institute (KDI).

## International Partners

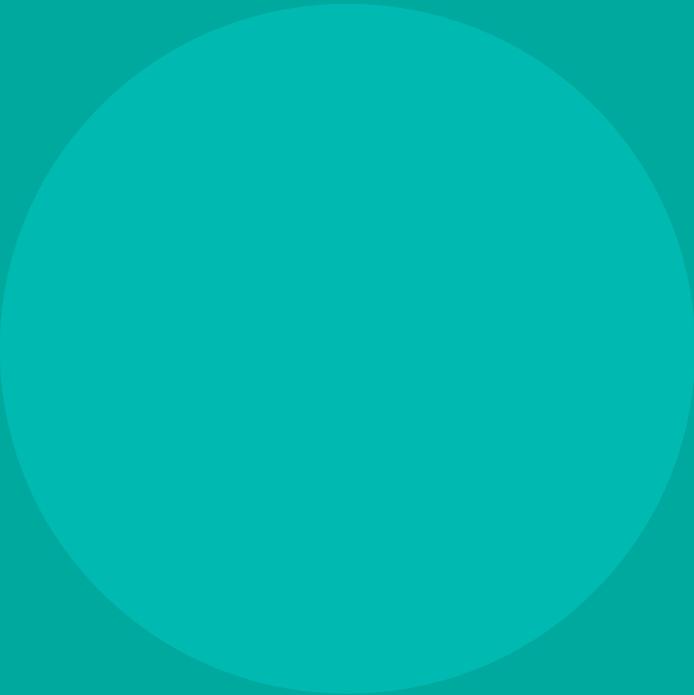
- ◆ The United Nations Development Programme (UNDP)
- ◆ The United Nations Environment Program
- ◆ The World Bank
- ◆ The International Monetary Fund
- ◆ The Arab Monetary Fund
- ◆ The Organization for Economic Co-operation and Development (OECD)
- ◆ The Ministry of Economy, Industry and Labor
- ◆ The Ministry of the Budget, Public Accounts and State Reform
- ◆ The Ministry of Foreign Affairs
- ◆ ADETEF, the International Cooperation Agency of the Ministries of Economy and Finance
- ◆ The National School of Administration
- ◆ The National School of Taxation
- ◆ The National School of Treasury
- ◆ The National School of Customs
- ◆ The Public Management and Economic Development Institute (IGPDE)
- ◆ The French Court of Accounts
- ◆ The French Regional Institute of Administration.

## French Partners

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