



Annual Report 2016



REPUBLIC OF LEBANON
MINISTRY OF FINANCE



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The Institut des Finances Basil Fuleihan (IoF) is the Ministry of Finance's training and communication arm, working for the development of national competences in public financial management through three missions: 1. Training of civil servants, namely finance officers, 2. Preparing specialized reports, research articles, and citizen's guides on financial and fiscal topics, 3. cooperating with regional and international institutions. In addition to its national role, the IoF is the permanent secretariat of the GIFT-MENA network and the headquarters of the regional training center of the World Customs Organization. It manages a documentation center, the Library of Finance. It is a public institution enjoying financial, administrative and technical autonomy and is under the tutelage of the Minister of Finance of Lebanon. It was founded in 1996 in cooperation with the Government of France.

This report summarizes the activities undertaken by the Institut des Finances Basil Fuleihan (IoF) in 2016. Its preparation and the drafting of its final version were overseen by Ms. Lamia Moubayed Bissat. The different parts of the report were compiled in collaboration with the team and the department directors: Ms. Jinane Doueihy from the Training department, Ms. Rola Darwish from the Cooperation and Networking Department and Mr. Ghassan Zeenny from the Administration and Finance Department. Ms. Suzanne Kowsan elaborated the statistical data.

Design and execution: Ms. Dolly Harouny.

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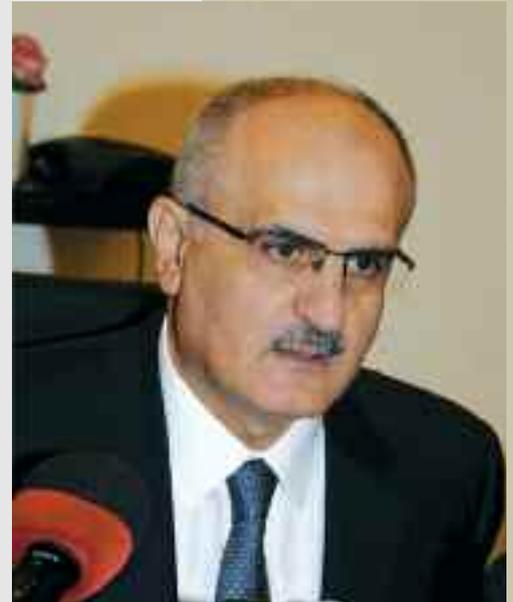
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Minister's Statement

The Institut des Finances Basil Fuleihan Annual Report



The Institut des Finances Basil Fuleihan's annual report of 2016 coincides with the Institut's 20th anniversary, and mirrors the Ministry's ongoing efforts to strengthen the performance of the State's agents in the fields of management and public finance. As a matter of fact, every edition of this report reflects a true contribution to our modernization project, and underlines our determination to cater for the administration's needs in training and competencies development.

Moreover, we believe that the citizens' guides, studies, research notes, in addition to the new pedagogical tools developed by the Institut have filled an immense knowledge gap in the field of public financial management and are laying the foundations for a new knowledge impetus in the Arab region.

This report's importance lies in the fact that it does not simply highlight the Institut's achievements in the fields of training, publication and communication, but that it presents a pioneering experience in the management of a public sector training institution based on the principles of planning, adaptation, innovation, and the assimilation of international lessons learnt.

In conclusion, I can only reiterate the importance of continuous training. I invite all stakeholders to capitalize on the learning and development opportunities that the Institute offers them. I hope that we will walk together, surely, towards an economically strong Lebanon and a citizen-centered administration that is proud of its staff.

Ali Hassan Khalil
Minister of Finance

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Foreword

Year 2016: A strategic Reflection on the Challenges to Come



Here we are, at our 20th year of relentless work at the Institute, continuously developing our working methods with competence, professionalism and efficiency.

In twenty years, more than 55'000 trainees have participated in our programs. We have been able to build and promote sustainable partnerships with 109 Lebanese, regional and international institutions. We have also contributed to improving the access to information for decision-makers, civil servants and citizens, thanks to the publication and distribution of more than 111 specialized guides and reports, while our Library of Finance today gathers more than 22'000 electronic or paper references.

In 2016, our efforts were crowned with success as evidenced by the different qualitative and quantitative indicators presented hereafter. We were able to maintain the same participation rate while we developed new services in the field of technical support and coaching. We also endeavored to develop a digital strategy of communication and benefitted of the new possibilities that technology offers in the field of information dissemination.

Several research notes along with a new guide addressed to the SME's were published within the framework of our financial and fiscal awareness raising series. We have also targeted the Lebanese youth by developing the interactive knowledge tools, as for our cooperation and networking initiatives, we have adopted a series of future orientations paving the way for the establishment of sustainable partnerships based of the production of knowledge, the exchange of information and experience sharing.

We have also pursued our institutional development, redefined the strategic objectives of the different departments and elaborated a series of indicators enabling us to pursue our work while assessing it on a periodical basis.

The year 2017 looks promising, and our commitment remains strong. With the election of the President of the Republic and the establishment of a new government, we look forward to pursuing our efforts and to achieving a leap forward thanks to the opportunities that digitalization has to offer. We will pursue our work in Lebanon and the region in conformity with the Sustainable Development Goals (SDGs) that have become an integral part of our agenda.

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Lamia Moubayed Bissat
Head of the Institut and the Institut's team

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A-Year 2016: Persistence for a better service

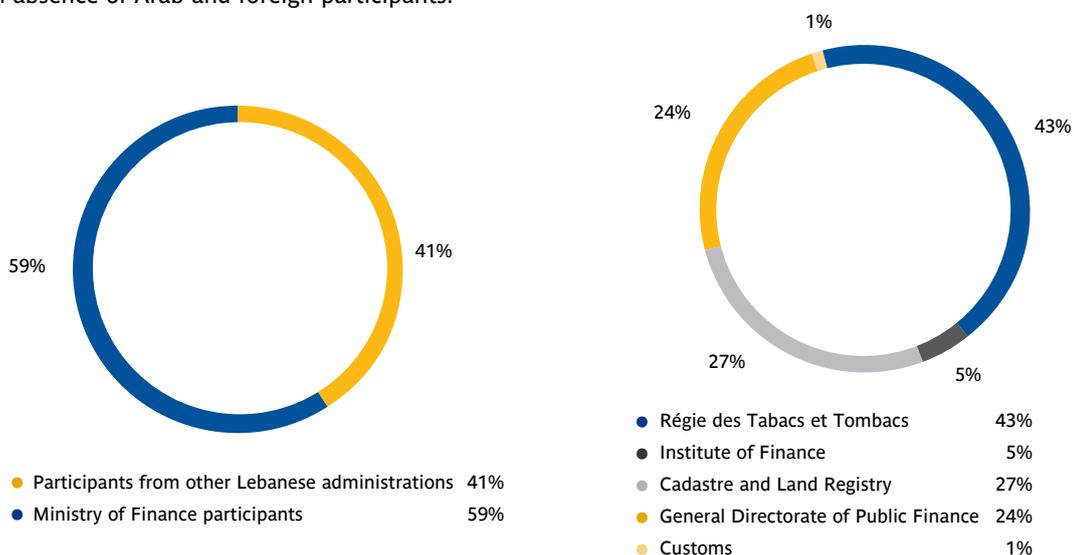
Reinforcing knowledge and competences

3217 trainees have benefitted of **176** learning opportunities.

The Ministry of Finance is in the lead with **59%**.

Total absence of Arab and foreign participants.

The Régie and the Directorate General of the Cadastre and the Land Registry were the main beneficiaries.



172 participants in **7** programs on public procurement;

74 financial officials in programs on public finances and public accounting tools;

89 topographers in **4** specialized workshops;

84 participants from law enforcement agencies in workshops to fight counterfeiting;

56 participants from Lebanese banks in financial management and fiscal programs.

Exchange of good practices

21 delegations visits: partnering institutions and countries' delegations coming to learn from the IoF experience;

50 participants in training sessions abroad;

289 participants in regional and international conferences;

4 research notes published by the GIFT- MENA network;

Election of the Institute's director as a board member at the International Association of Schools and Administration Institutes.

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A year of scientific research and knowledge production

Flous

Launching of the first pedagogical game on Public Financial Management “**Flous**”, which was very positively adopted by students;

10 000

Distribution of **10'000** copies of the Guide for SME's which outlines to these companies how to take part in public procurement;

6

numbers of the journal “**Assadissa**”; elaboration of future trends;

11

speeches at scientific conferences;

5

contributions in scientific journals and publications;

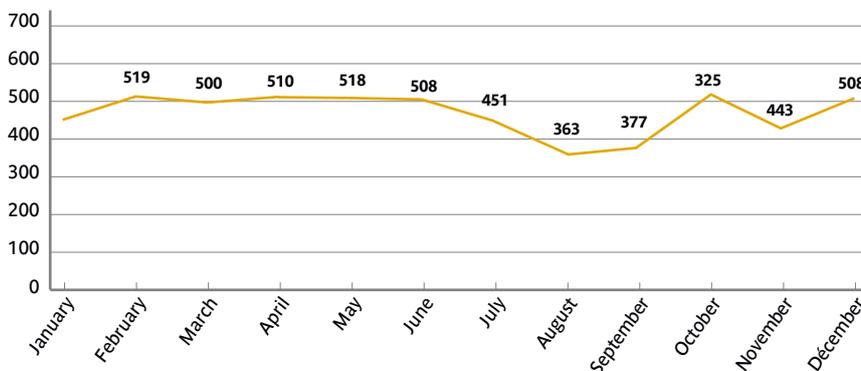
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research articles on the civil service in MENA.

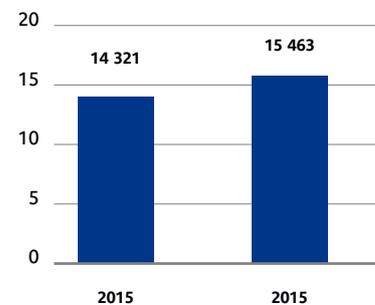


Facilitating citizens' access to information

Number of visitors per month



The website's visitors



15% increase in the Library of Finance's visitors;

14% increase in the visits to the IoF webpages;

375 students took part in the program “Youth at the Ministry of Finance”;

Active presence in **3** book fairs and **4** professional events;

8% increase in the number of website visitors;

Distribution of more than **25752** publications.

Accurate and transparent financial management and determined institutional development

Accurate and transparent financial and administrative procedures based on the Grant Thornton rating firm¹

- Submitting the closing of accounts for the 2016 budget;
- **4** internal workshops for the IoF team;
- Fine-tuning the diagnostic and analysis of the global information project.

¹This rating was elaborated at the request of the UNDP. The firm conducted a micro-assessment after which the IoF was rated as a very low- risk institution.



3 217

trainees

176

training
sessions

10

upon-demand
programs

260

municipalities
participated in the
“Irada Bladiya”
project

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Strengthening knowledge and competencies

Training calendar

Private Sector and Civil Society Training on Public Financial Management

Building Capacities in Public Procurement

Economic and financial culture

Capacity building at the DG of cadaster and Land Registry

Training Calendar of the Lebanese Régie des Tabacs et Tombacs

Training culture

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Training calendar



2550 copies of the 2016 training calendar were printed and distributed

In 2016, the IoF provided the MoF and public sector beneficiaries with a training schedule covering the main developments in Public Financial Management, cadastre issues, economic competencies, training methodology, among others.

Achievements

- **70 candidate-trainers** participated in a program on Training Engineering and interactive techniques;
- **15 trainers** participating in international programs and missions abroad;
- **217 members** of the fiscal administration trained on the auditing of the salaries and compensation tax and built property taxes as well as on fiscal compliance;
- **7 sessions on public procurement**;
- **89 topographers** participated in 4 workshops specialized in the technical and applied aspects of cadaster in collaboration with the Lebanese Army;
- **822 trainees** from the Régie participated in technical and managerial programs;
- **4 training programs** in the context of the “Municipal Will” project, to which **80 presidents and members of municipality** councils from the Bekaa participated;
- An orientation program for a group of **43 new clerks** at the directorate of land registry;
- **74 financial officials** trained on the PFM cycle and public accounting tools;
- **79 participants** from the Ministry of Finance and public sector in the program focusing on contributions to the social security fund;
- **3 specialized programs in development economy**, in collaboration with the Arab Planning Institute, with the participation of **79 public sector agents**;
- An awareness raising workshop for **SMEs** regarding the key concepts of public procurement aiming at encouraging them to participate;
- **84 participants from law enforcement bodies** on sessions on the protection of intellectual property;
- Cooperation with Lebanese banks for the training of **56 participants** on financial management and fiscal issues;
- **481 hours of training** on office IT and foreign languages;
- Capitalizing on the experience of the Meetings of the **Lebanese Public Sector High Officials** with the development of a preliminary reference of

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competencies and transversal competencies. This is an initiative aiming at contributing to the national dialogue around competencies management as a key element to the modern management of human resources that is focused on recruitment, training and performance assessment;

- Conceptualization of new **technical assistance and coaching services** aiming at transferring knowledge and experience.

Training calendar

The training calendar included **38** training programs covering issues of public financial management, real estate and cadaster issues, combating financial crimes, capacity building in the field of economy and finance, lifelong training culture, language and IT programs. The IoF was able to implement **79%** of its expected programs and to develop **10** unscheduled ones. For the third consecutive year, a training calendar for the agents of the Régie was developed with **27** training programs. **92.5%** of this calendar's programs were executed in comparison with **73%** last year.

Overall, the number of participants reached **3,217** this year compared to **3405** in 2015, **1890** trainees from the MoF, compared to **1798** in 2015. Participants coming from public administrations and establishments amounted to **1'327** compared to **1063** in 2015 with a **32%** increase. Arab and foreign participants were absent this year because of the political and security situation.

Total number of trainees

	IT	Internal training	Languages	External training	Total
Directorate of Public Finance	74	277	113	0	464
Customs Administration	0	3	4	0	7
Land Registry and Cadastre Directorate	53	404	45	0	502
Directorate of the Lottery	0	0	0	0	0
The Lebanese Régie of Tobacco and Tombacs	225	514	76	7	822
Trainers at the IoF	13	37	14	31	95
Sub-Total	365	1235	252	38	1890
Public Administrations	16	1022	277	12	1327
Arab and Foreign Participants	0	0	0	0	0
Total	381	2257	529	50	3217

A center of excellence in Public Financial Management



Military personnel participating in a training at the Institute

In 2016, the Institute went on providing an integrated series of training programs on PFM targeting finance officials of the MoF, as well as administrations and public institutions, control and military bodies. The beneficiaries of the IoF services grew wider and included presidents and members of municipal councils along with some societies in the private sector

Achievements

The total number of participants in PFM programs remained the same as in 2015; the total number of trainees was **717** in comparison with **715** in 2015. They participated in **27** training sessions and workshops, in comparison with **29** in 2015.

Training topics were distributed as follows:

- PFM: **44** civil servants participated in two sessions on “**Public Finances from A to Z**”;
- **Public accounting**: **30** participants from **13** public administrations and institutions were introduced to public accounting tools and techniques;
- As for fiscal issues, **217 civil servants** from the fiscal administration participated in 3 sessions on the revenue tax, built property tax and the impact of modern technology on taxation liability;
- The control and **auditing program**, in collaboration with the OECD, hosted a regional workshop on “**risk management: key elements in governance and public institutions management**”. **32** senior officials of the Lebanese public sector and the region participated in this meeting;
- The banking sector, **small enterprises and civil society organizations** had a space to exchange and develop their knowledge in matters of fiscality, PFM and public procurement.

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Training Programs in Public Financial Management

Activity	MoF	Lebanese administrations	Participants from abroad	Total
Public finances from A to Z	5	39		44
Project on capacity development of Lebanese municipalities in the field of management and finances		80		80
Public accounting techniques and tools	7	23		30
Training on public procurement - specialized certificates	5	17		23
Implementation of VAT on public procurement	4	39		43
Training on risk management in public procurement contracts	3	38		41
“How can SMEs participate in public procurement contracts?”			7	7
Contribution to social security: comparative approach with the tax on salaries and wages	9			9
Social security	2	25		27
The built property tax	32			32
Auditing the income tax	160			160
Impact of new technologies on conformity/fiscal compliance	26			26
Managing the implementation process and procedures of ERP software for the agents of Water Board		50		50
Financial management of SMEs, in collaboration with BLC			15	15
Revenue tax imposed at the source for CSOs			20	20
Social security contribution for CSOs			20	20
VAT, in collaboration with the Association of Banks.			41	41
Total				717

Private Sector and Civil Society Training on Public Financial Management

Partner	Activity
 Association des Banques du Liban (ABL)	<ul style="list-style-type: none"> 41 officials from different commercial banks participated in a workshop on the VAT, in collaboration with the Association of Banks in Lebanon.
 BLCbank FRANSABANK GROUP	<ul style="list-style-type: none"> 15 participants from small enterprises were introduced to the components of financial management and fiscal duties.
 USAID FROM THE AMERICAN PEOPLE	<ul style="list-style-type: none"> 40 participants from civil society organizations and the private sector were introduced to fiscal duties imposed on salaries and wages, and on the contribution to social security
 The Joint Civil Water Authority Establishment of the Water of Beirut & Mount Lebanon	<ul style="list-style-type: none"> The IoF hosted a training program on “managing processes and procedures related to the financial system and accounting (ERP)” organized by the Establishment of the Water of Beirut and Mount Lebanon, targeting 50 civil servants.

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Municipal Will



Project on Capacity Development of Municipalities in the Field of Management and Fiscality

This project's objective is promoting the capacities of presidents, vice-presidents and municipal council members who were elected for the first time so as to help them manage their financial, human and organizational resources.

The project targets **300** of the most vulnerable municipalities. It encompasses three key components: a training session, an electronic knowledge platform and some data collection about the main challenges newly elected officials are facing in their municipal work. In December 2016, **80** trainees from **28** municipalities in the departments of Zahle, West-Bekaa and Hasbaya, participated in the project's training sessions, which is expected to continue until March 2017.

Trainings abroad

The IoF relied on the training opportunities offered by international and regional institutions to facilitate the participation of 5 trainers in different specialized programs.

Programs on Public Financial Management abroad

Activity	Organizing party	Number of participants
Fiscal And Tax Law (FTLW)	IMF-CEF	1
9 th Annual meeting of the OECD-MENA network of senior budget officials	OECD	1
2016 Integrity forum: fighting the hidden tariff: global trade without corruption	OECD	1
First regional conference on internal control	OECD	1
Round table on gender responsive budgeting	Réseau Mixité et Gouvernance Med	1
Total		5

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Building Capacities in Public Procurement

Public procurement is a critical dimension of PFM that can improve the management of taxpayers' money and achieve better cost-efficiency. Thus, the IoF invested considerable efforts in this field.

In 2016, the milestones were:

Training

- **Qualification-delivering training diploma: 43** trainees from Lebanon received a diploma in public procurement, within the framework of the 4-year old cooperation established between the IoF and the Chartered Institute for Procurement and Supply (CIPS) in the UK;² 
- **Public procurement contracts supervision: 72** civil servants from the supervisory bodies and adjudication committees participated in **3** training sessions on applying VAT to public contracts and the work of adjudication committees;
- The IoF has also collaborated with the Office of the Minister of State for Administrative Reform (OMSAR) in the framework of a training program entitled **"risk management of public contracts"** that gathered **41** officials in charge of audit preparation, plans verification and procurement transactions. This training was organized in the context of the **"technical support to modernize public procurement contracts in Lebanon"** project funded by the EU;
- **SMEs training:** in collaboration with the World Bank, the IoF organized a workshop aiming at encouraging SMEs to participate in public contracts. A group of **7** executive directors and financial officers from **7** small enterprises in Lebanon took part in it;
- **Training and partnership building:**  As a founding member of the MENA Network of Public Procurement Experts launched by the World Bank, and for the 2nd consecutive year, the IoF headed the subcommittee on capacity strengthening; It also launched the first stage of the regional strategy aiming at developing two training programs that may be adopted by the training centers of the region.

Public Procurement System Reform

- As a member of the **consultative committee** for the ten-year program of the **"technical support to modernize public procurement in Lebanon"** project managed by the Office of the Minister of State for Administrative Reform (OMSAR) and funded by the European Union, launched in 2015, the IoF submitted its observations in what relates to the strategic and training plans. It also elaborated the national role distribution plan amongst different stakeholders in the training on public procurement in Lebanon;
- The IoF joined the **consultative committee of the 10 YFP on Sustainable Public Procurement**, an international initiative under the leadership of the UNEP, the ICLEI and the Korean Institute for Environmental Technology (KIET). 

²It is considered as one of the globally renowned vocational centers which offer a wide range of learning skills and specialized certificates in the field of supply www.cips.org and is copyrighted work.



Specialized publications

The IoF made available to SMEs a guide encouraging them to take part in public procurement contracts. The guide answers in a simple way the majority of the questions asked by those wanting to participate in public procurement and covers the way to access information, the way to read the bid terms and the way to prepare the required documents. The guide also explains how to prepare and submit an offer respecting timelines. It tackles the measures to follow when the adjudication is granted and then highlights the necessary points for the execution of the contract and the collection of dues.

The electronic copy is available on the website:

www.institutdesfinances.gov.lb/publicprocurement

Trainings abroad

The local training on public procurement was rounded up with a series of conferences, workshops and activities allowing participants to follow on the last world developments. 6 officials and trainers from the public sector participated in them.

Programs on Public Procurement Abroad

Activity	Organizing party	Number of participants
Contemporary Issues in Reform of Public Procurement Policy and Practice	FMI-CEF	4
Annual Meeting of the MENA-OECD Network on Public Procurement and the integrity and procurement workshop	OCDE	1
Workshop about professionalization in public procurement	EBRD/OECD-Gov	1
Total		6

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Economic and financial culture

The IoF has invested a great deal of efforts over the years on raising the awareness of the Lebanese youth on the notions of PFM and gives particular importance to the development of interactive pedagogical tools and the organization of awareness sessions. The IoF provides related specialized training programs on the protection of intellectual property, and organized other activities that highlight the important cooperation between the public and private sectors, and the role of women in the economic development of societies.

Economic and Development Program



The economic and development programs, organized in collaboration with the Arab Planning Institute in Kuwait welcomed 79 civil servants in 3 programs on the analysis of economic reports, knowledge economy and feasibility studies. The IoF also renewed its

collaboration with the Brand Protection Group (BPG) to organize two workshops targeting the law enforcement bodies and personnel of the Ministry of Economy and Trade, in the aim of protecting intellectual property and fight against counterfeiting.

Training in collaboration with the Arab Institute for Planning - Kuwait

Activity	MoF	Other administrations	Total
Elaboration and analysis of economic reports	7	23	30
Knowledge economy and human capital	10	13	23
Elaboration of feasibility studies of economic projects	5	21	26
Protecting intellectual property - MAGGI	0	39	39
Protecting intellectual property - LACOSTE	0	45	45
Total	22	141	163

Different activities related to economy and development

Partner	Activity
 	Seven women managers from the public sector paid a field visit to better understand the French experience in matters of mixed governance, the contribution of women in economic growth, change management, and the mechanisms used to promote gender equality.
	The IoF participated in a meeting for the closure of the Tempus PACOME project, funded by the EU, which aim is to establish a link between universities on one hand and market needs on the other. The project was an opportunity to create an Observatory of Jobs and Competencies at the Saint Joseph University, train a group of experts on the Promenia methodology to determine competencies, and elaborate two field studies about the Engineer's and trainer's competencies reference.

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100 senior officials participated in the regional conference on “investment and inclusive growth in the midst of crisis: lessons learnt and ways forward”



The conference was held in Beirut, in collaboration with the OECD; it was an opportunity to discuss the role that both public and private sectors can play in order to guarantee an environment conducive to economic growth in the MENA countries, namely those facing dire economic and financial troubles and suffering the impact of the refugees and displaced crisis.

The conference tackled issues of investment, reconstruction projects, and SMEs promotion as well as the access to financial resources, financing projects, and job opportunities. More than 100 senior officials from both public and private sectors, regional and international organizations active in Lebanon, Libya, Jordan, Iraq, Egypt, along with experts in development were present.

Youth and financial culture

The same like every year, the IoF organized activities specially designed for youth:

- **“Young Men and Women at the Ministry of Finance”:** The yearly program gathers a series of workshops targeting the Lebanese youth. **375** students from **10** universities and the Sacred Heart College participated in it.

Youth at the Ministry of Finance

University	Nb. of groups	of students
AUST	2	30
Balamand	1	22
Tripoli	1	22
MUBS	1	28
Association LOYAC	1	14
Université Libanaise	6	164
Collège des Saints Cœurs	1	95
Total	13	375

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Capacity building at the DG of cadaster and Land Registry

The cooperation with the Directorate General of the Cadastre and Land Registry has known a great impetus starting 2016. The capacities of its agents were strengthened and its orientations were translated into technical and management training programs. In this context, the IoF participated in planning meetings for future programs through discussions with a World Bank delegation. It also insisted on playing a linking role with the Directorate of Geographic Affairs of the Lebanese Army to benefit from the best available techniques in the field of training on cadaster.

Main achievements

- An integrated training project for a group of **89** topographers on geodesy, photogrammetry, teledetection and GPS, in collaboration with the Lebanese Army (Directorate of Teaching and Directorate of Geographic Affairs);
- Training of **43** new recruits at the Directorate on Administrative and technical functions, while highlighting the main decrees and laws that govern their work;
- Training **13** data entry operators on the use of the new IT system for land registry;
- Evaluating the knowledge level in IT of **37** civil servants and in English for **45**;
- Ending the year with a meeting between the DG of Cadastre and Land Registry and all the administrators, assistants and office heads to discuss the latest administrative developments and the internal priorities;
- Determining training needs for 2017 through individual questionnaires.

Training for the Directorate General of the Cadastre and Land Registry

Activity	Nb. of participants from the MoF
Orientation of the new recruits of the DG of the Cadastre and Land Registry	43
Technical and applied aspects of cadastre - Introduction to geodesy and its evolution	89
Technical and applied aspects of Cadastre - photogrammetry	89
Technical and applied aspects of Cadastre - teledetection	89
Technical and applied aspects of Cadastre - geodesy and GPS	89
Land registry computerized system for new data entry operators at the DG of the Cadastre and Land Registry.	13
Total	412

Modernization projects in cooperation with the World Bank

The modernization project between the World Bank and the DG of the Cadastre and Land Registry encompasses 5 main components: 1) Modernizing the IT system of Cadastre and Land Registry, 2) Establishing an infrastructure for spatial data, 3) Assessing the land, 4) Managing public domain, 5) Developing the institutional organization and reinforcing capacities.

Training Calendar of the Lebanese Régie des Tabacs et Tombacs



The fruitful cooperation in training continued with the Régie. Both parties established a common plan for 2016, gathering 30 training programs distributed over 5 main axes, i.e. leadership, management, strengthening financial management, specialized technical training, office IT systems and English language programs.

This plan was the fruit of a series of meetings with senior officials and the directorate of the Régie human resources. The training was completed with technical assistance and mainly related to human resources management, the implementation of the VAT provisions and the elaboration of regulation guides.

Main training achievements

- 26 programs with 822 trainees;
- 3rd yearly retreat of the senior officials in Chtaura. The main objective being to present and debate the project entitled “**Strategy for sustainable development**”. This retreat was as well the opportunity to get acquainted with the experience of Ksara in the field;
- 15 trainees took part in **general and specialized projects** conducted at the Institute;
- Workshops on **leadership** and conflict resolution for senior cadres. 68 persons participated in it;
- Three programs on accounting and social security, with 44 trainees for the Directorate of Public Finance;
- The first program on **communication techniques and agricultural guidance** was implemented with the participation of 25 agricultural correspondents in the Bekaa;
- Two programs on inspection and the fight against counterfeiting with the participation of 21 trainees;
- 7 training programs with 91 trainees on the competencies in management, communication and services to customers;
- 9 training sessions to raise awareness on the rights and duties of 212 employees;
- 20 sessions in office IT in Hadath and the regions with 225 trainees;
- 8 English sessions in Hadath and the regions, with 76 trainees.

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Training at the Régie

On-going training programs for the Régie agents	Nb. of sessions	Nb. of participants
Yearly meeting of the senior cadre	1	30
Leadership	1	21
Work group	1	20
Workshop on conflict resolution	1	47
Telephone communication competencies	2	32
Introduction to social communication competencies	1	9
Social communication competencies	1	16
Rights and duties of employees	9	212
Administrative correspondence	1	14
Customer services	1	15
Inspection techniques and fight against counterfeiting	1	14
Communication techniques and agricultural guidance	1	25
Fight against counterfeiting techniques	1	7
Analytical accounting	1	10
International accounting criteria	1	9
Code of labor and social security	1	25
Office IT (3 programs)	20	225
Language program (5 programs)	8	76
Sub-total	53	807
Training programs at the IoF	6	8
Training programs abroad	4	7
Sub-total	10	15
Grand Total	63	822

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Main achievements in consultation issues

- Technical assistance to the Directorate of Finance in its implementation of some VAT provisions;
- Discussing the strategic plan for human resources management in the presence of senior Régie officials;
- Technical assistance in the elaboration of the **"Guide on the Rights and Duties of Employees"**, the publication of which is expected in 2017;
- Technical assistance to the directorate of human resources for the establishment of a training calendar for 2017, taking into consideration the strategic orientations of the administration, the performance evaluation results, the results of the training assessment questionnaires and the interviews with the officials and trainers;
- Preparing all the necessary training documents in the context of the quality project.

Fist Meeting of the National Tobacco Facilities

The IoF provided technical assistance to the Régie in order to hold a consultation meeting entitled **"Fist Meeting of the National Tobacco Facilities"**, which was held in Beirut on September 29 and 30, 2016. The meeting tackled the impact and the economic role of the national administration of tobacco. It endeavored to elaborate a unified vision towards meeting the challenges in the sector and the adoption of recommendations related to the implementation of the legislations and anti-tobacco laws.

The Republic of Tunisia, the Syrian Arab Republic and the Arab Republic of Egypt participated in the meeting. The IoF contributed in the agenda preparation, the moderation of sessions, and drafting the final Beirut Declaration.



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Training culture

Promoting the culture of on-going learning and new concepts of competence management is the basis of any project aiming at modernizing the state and adding value to the public service. This is why the IoF plans, on a yearly basis, a series of programs in order to attract and train new trainers and to refine the current trainers' competencies.

Main achievements

- Training **45** new trainers on interactive training techniques and the preparation of a pedagogical content;
- Facilitating the participation of **15** trainers to conferences, training programs and workshops abroad, each in his field of specialty;
- Training **18** trainers in order to collaborate with them on the implementation of **30** specialized training sessions on management and finance targeting a group of **300** municipalities in the framework of the project **"Municipal Will"** and accompaniment of **8** of them in **4** sessions;
- Training **6** training coordinators to accomplish tasks on the field within the project **"Municipal Will"**;
- Providing technical assistance, accompaniment and advice for the preparation of training plans and projects to some partner centers and institutions.

Training on the culture of training

Activity	Ministry of Finance	Lebanese Administration	Total nb.
Training of trainers- general level	3	20	23
Training of trainers- advanced	4	18	22
Training of training coordinators for the project « Municipal Will »		6	6
Training of trainers on the measures to take for the implementation of the « Municipal Will » project		18	18
Training of trainers "Delivering a speech in French"	4	3	7
Total	11	65	76

Competency framework

In 2016, the concept of competency framework and its use as a planning and development tool for the training programs was highlighted. The concept of trainer competences was accentuated through a series of specialized cycles with French and Lebanese experts in the context of the Tempus Pacome project.

The DG experience in administration and public services in France was reviewed and debated with the members of the National network for training.

The IoF was pioneer and submitted a proposal about a competency framework for the senior cadre of the Lebanese civil service in order to orient the training plans for the coming years.

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Language competences



The foreign language programs were given special attention. In fact, **529** trainees participated in these programs compared to **244** in 2015, thanks to the growing interest in languages amongst new cadastre and land registry DG agents, Régie agents and some financial officers from different public sector administrations. The successful cooperation with AMIDEAST -for English courses- continued. For French, the IoF was able to benefit from the project **“Consolidation and Development of French-speaking in Lebanon- FSP”** to develop new programs with the Institut Français and train a group of trainers in the following areas: **“Public Finances in French”** and **“Drafting a speech in French”**.

Training in Languages - Number of participants

Activity	Nb. of sessions	Ministry of Finance	Lebanese Administrations	Total Nb.
English Language courses with AMIDEAST				
Placement Test	3	107		107
Introduction to English 1A	2	16		16
Introduction to English 1B	1	7		7
Beginners 2A	2	18		18
Elementary 3A	2	23		23
Elementary 3B	2	18		18
Public Speaking - Intermediate	1	11		11
Focus on Grammar 2B	1	19		19
French Language course with FSP- Institut Français				
Placement Test	2	6	139	145
La Dictée des Finances	1	4	50	54
Training of Trainers “Address in French”	1	4	3	7
Public finances in French	1	1	14	15
French for Business	2	1	12	13
Preparation for DELF B1	2	1	28	29
Preparation for DELF B2	1	2	12	14
Placement Test - Drafting and delivering a speech in French	1	5	7	12
Drafting and delivering a speech in French	2	9	12	21
Total	27	252	277	529

French Speaking and the Art of Public speech



7 new trainers participated in a full training program revolving around how to draft a French speech. The Institute training team accompanied 3 new trainers after they had undergone intensive training enabling them to organize two training sessions in the context of the project “Consolidation and Development of French - speaking in Lebanon”. FSP.

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Competences in IT

In 2016, **381** trainees compared to **160** in 2015 were able to develop their competences in IT software, through **34** training sessions of many levels; they all revolved around text processing, tables and presentations. For specialized programs, a training session was organized

for new data entry operators at the General Directorate of Land Registry and Cadastre (GDLRC) on the new IT system. The session encompassed explanations and exercises on electronic registration and extraction of information.

Training on Office IT- Number of participants

Activity	Nb. of sessions	Ministry of Finance	Lebanese Administrations	Total Nb.
Office IT				
Placement test	4	55		55
Power Point Presentation	8	72	14	86
Excel - beginners level	6	64		64
Excel - Intermediate level	12	134		134
Word processing - intermediate level	1	9	1	10
Word processing - advanced level	1	6	1	7
Specialized IT systems (Ministry of Finance)				
Workshop for the IoF team on the MS Project	1	12		12
Session on the IT land registry System for the data entry operators at the GDLRC	1	13		13
Total	34	365	16	381

La dictée des finances: new tool to learn financial terms in a foreign language

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In the context of the month of the Francophonie, the IoF organized its yearly competition "La Dictée des Finances" to which 80 persons from both the private and public sectors and universities participated. It was entitled "Le monde des comptes" and was facilitated by Ms. Cécile Longé, General Consul of France in Lebanon; it tackled issues of the tight links between the accounts, the public finances, the state and the institutions along with issues of the individuals' daily life issues in all fields.

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1

cooperation
agreement with the
Libanese Army

21

delegation
visits

50

participants
in training programs
abroad

154

participants
in the activities of the
GIFT-MENA network

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Regional and International Partnerships and Cooperation

Regional and International Partnerships and Cooperation

■
The GIFT-MENA Network

■
Cooperation with France

■
Delegation visits

■

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Regional and International Partnerships and Cooperation



Year 2016 crowned 20 years of cooperation between Lebanon and France. These years witnessed the creation, in 1996, of three institutions in charge of capacity strengthening: The Ecole Supérieure des Affaires (ESA), the CEDRE (Cooperation for the Assessment and Development of Research) and the Institut des Finances Basil Fuleihan. This cooperation has launched many initiatives. Their aim is to accompany the state efforts for modernization and strengthening the space designed for scientific exchanges.

Thus year 2016 coincided with the 10th anniversary of the Network of schools and Training Institutes in the MENA (GIFT-MENA) which Secretariat is the IoF. In this regard, a strategic assessment was conducted in order to get a general appreciation of the network activities and to formulate recommendations to guarantee its perennity and development.

At the same time, the IoF intensified its participation to the networks and its scientific contributions to the workshops, strategic cycles and conferences while trying to reinforce its local, regional and international positioning. It has hosted many high officials from regional, European and international organizations to discuss the different cooperation perspectives.

Main achievements

- **Consolidating partnerships with national institutions**, namely the Lebanese Army, with the signature on January 8, 2016 of a Memorandum of Cooperation between the two parties to promote communication and exchange of expertise in the field of common interest;
- **Participation of 105 beneficiaries among the IoF team and trainers in 52 training programs, field visits, meetings and conferences** designed to get them acquainted with the recent tendencies related to modernization and to open up to best practices. 14 scientific contributions were conducted as well in the context of specialized activities and meetings organized by the IoF partners;
- **Closing the program “Meetings of Lebanese Senior Civil Servants in Managerial Positions”** (2010-2015), in presence of the ENA-France director, Ms. Nathalie Loiseau. During the ceremony, the study results stemming from this exceptional experience were presented;
- Contribution to the implementation of a **detailed work plan** 2016-2017 for the National Network of training, under the supervision of the Office of the Minister of State for Administrative Reform (OMSAR) with the support of the French partners who support the network;
- Joint organization of **2 regional conferences** with OECD, the first being related to **“Investment and inclusive growth in times of crisis”**; it was held in May 2016, and the second was about **“managing risks in the context of governance and public institutions”**; that was held in November 2016.

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- **Meetings with senior officials** in the regional and international organizations, aimed at strengthening partnerships and discussing cooperation perspectives, namely with the partner French institutions, the World Bank, the UNDP, the EU, the Arab Institute for Planning, the Arab Organization for Administrative Development, the Technical Assistance Center of the Middle East, the IMF and others;
- **Privileged Cooperation with French Partners**, namely with 1) the Directorate General of Administration and Public Finance (DGAFP), 2) the Ministry of Foreign Affairs and International Development (MAEDI), 3)

the National Center of Territorial Public Service (CNFPT), the French Institute of the Embassy of France in Lebanon;

- **Active participation to the regional and international activities of the network**, namely with the MENA network of the Public Procurement Experts that is supported by the World Bank, the “**Mixity and Governance**” network, the FORUMED and the OECD MENA program. The President of the Institute was elected member of the International Association of Schools and Institutes of Administration (IASIA) for 2016-2019.

Role of the Institute in the context of Regional and International Networks

Network/Initiative	Activities
Regional level	
 <p>Network of public service training schools and institutes in the MENA region</p>	<ul style="list-style-type: none"> ■ Managing Secretarial Work ■ Supervising the elaboration of the network audit report ■ Taking part to the yearly conference organization meetings, along with the steering committee and French partners ■ Organizing the general assembly and the 7th annual conference in Paris, in October 2016 ■ Participating in the activities and meetings of the work group in charge of elaborating the strategic vision of the network
 <p>MENA Network of Public Procurement Experts</p>	<ul style="list-style-type: none"> ■ Participating in the network meetings in Kuwait, in February and in Beirut, in October 2016 ■ Supervising, in the context of its presidency of the committee for capacity strengthening, the development of new specialized regional training modules in Public Procurement
 <p>Mixity and Governance in the Mediterranean Network</p>	<ul style="list-style-type: none"> ■ Participating in the network meetings, intervening in the context of specialized work in Slovenia, in April and Paris, November 2016
 <p>OECD- MENA Initiative</p>	<ul style="list-style-type: none"> ■ Hosting two regional conferences in Beirut, in May and November 2016 ■ Participating in the yearly meeting of the Network of public Procurement Experts in Italy, in April 2016
 <p>Civil Service Mediterranean Forum</p>	<ul style="list-style-type: none"> ■ Participating in the Mediterranean Dialogue of Civil Service organized by the National Center for Public Service in France, in July 2016 ■ Contributing to the publication “The Future of Public Action: overlapping perspectives about the Mediterranean” that deals

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Network/Initiative	Activities
	<p>with the modernization of the state and the reinforcement of competences in Lebanon, Tunisia and France</p> <ul style="list-style-type: none"> ■ Contributing to the drafting of the index of governmental training Institutes in the MENA and Mediterranean regions.
International level	
 <p>The International Association of Schools and Institutes of Administration</p>	<p>Board of the International Association of Schools and Institutes of Administration (IASIA) for 2016-2019.</p> <p>The IoF President was elected member of the Administrative Board of the IASIA for 2016-2019, during the yearly meeting of the Association held in China. These elections will allow the IoF to strengthen its regional position, to grow new connections with the concerned institutions in the field of international administrative sciences level and to encourage exchange of best practices in order to better serve the beneficiaries in the various fields of public administration and state modernization.</p>

 <p>Local Cooperation</p>	<p>National Network of Training: A National Platform for Debate and Exchange of Expertise</p> <p>The Institute played a pioneer role in the National network of training which Secretariat was managed by the OMSAR. it has contributed mainly in:</p> <ul style="list-style-type: none"> ■ the workshop about the elaboration of competent cadres, in June 2016 ■ the draft brochure related to the network and its missions ■ the draft calendar for network training ■ Developing the sheets of 3 training programs about varied themes concertedly with the network members ■ Coordination meeting ■ Study visit to France on networking <p>The National Training Network is an institutional gathering aiming at exchanging experiences in matters of training and human resources in the public sector. The IoF contributed to its genesis in 2013, because it was convinced of the need to conduct a joint and concerted action between the training institutions and to grant, at the public policies level, some priority to training. The Network, as of 2016, is comprised of 22 representatives from different centers, institutes and training bodies.</p>
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The GIFT-MENA Network



Year 2016 was an important turning point for the GIFT-MENA network, after ten years of activities. This was an opportunity to hold a perspective study about the future of the network. It was conducted by 3 international experts who assessed the missions and actions and suggested a strategic vision allowing its repositioning based on the new regional conjuncture. This assessment was presented and discussed at the occasion of the Network general assembly that was held in Paris, in October 2016, in parallel with the yearly conference.

The General Assembly and the annual conference of the GIFT-MENA network

The General Assembly and the Paris Declaration

The Minister of Civil Service in France hosted the GIFT-MENA general assembly that was held in Paris, on October 12, 2016 in presence of 51 directors and senior officials from 22 schools and member institutes from 9 Arab states; in addition to representatives of 8 regional and international partner organizations. The general assembly was an opportunity to review the 10 years of the network existence and to launch a deep debate about its future.

The general assembly discussed the results of the study that was conducted by the panel of high level experts, with the support of the Ministry of Foreign Affairs and International Development; the results will be the basis for the network development, its repositioning, its governance and structure.

The participants in the meeting ratified the Paris Declaration that provides for the commitment of the members as actors of the modernization of public action and cooperation and as contributors to the development of the human capital in the Arab region. At the end of the conference, a work group, composed of 6 representatives of member institutions was mandated in order to formulate an action plan for the future of the network.

The yearly conference

The GIFT-MENA network 7th annual conference, organized on October 13 and 14, was inaugurated in presence of H.E. Mr. André Vallini, French Secretary of State, in charge with Development and Francophonie. 5 ministers of public service, administrative reform and governance of Ivory Coast, Egypt, Lebanon, France and Senegal were present. Ms. Annick Girardin, representative of the Minister of Public

Service, closed the conference. More than 150 experts, representing 16 countries of Northern Africa and the Middle East, 7 European administrations and 11 regional and international organizations participated in the works of the conference entitled “Governance, Fragility and Sustainable Development”.

The ministerial panel, gathering 5 ministers, was the opportunity to discuss the development priorities, democratic governance and public action in the MENA region and to exhibit flagship projects in state modernization in their countries.

The conference was a privileged moment in order to:

- Consolidate cooperation with the **network partners**, namely the Arab Institute for Planning, the United Nations Commission for Western Asia, the Directorate General for Administration and Public Service (DGAFP), the Ministry of Foreign Affairs and International Development (MAEDI) and Experts France;
- Reiterate the role of the network as a cooperation and partnership model between the countries of the South, through the **Paris Declaration**;
- Renew the **commitment of France, through the Ministries of Public Service and Foreign Affairs**, to support the network through the technical assistance aiming at the institutionalization and development of its activities;
- Encourage partnerships through the signature of **two cooperation agreements**; the first being between the International Association of Schools and Institutes of Administration, and the GIFT-MENA network; the second between the French Directorate General of Public Service in Algeria and the Directorate General of Administration and Public Service.

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The Network in numbers 2006-2016

Exchange of International good practices

- **925 public decision-makers and experts** in governance, present at the yearly meetings and conferences of the network;
- **470 management cadres** trained on financial governance and state modernization themes;
- **6 study visits** at the European and regional excellence centers to exchange expertise and practices benefitting **32** senior officials of the region: Slovakia (Network of public Administration Schools and Institutes in Central Europe and the East), Slovenia (Excellence Center in Finance), Morocco (Ministry of Economy and Finance), Italy (International Training Center) and France (Directorate General of Administration and Public Finance);
- Participation in **40 international events and conferences** for the promotion of the initiative and the creation of cooperation ties;
- A specialized course in “**Modernizing Public Finances**” in Arabic;
- Updating an **index** of public service schools in 2016;
- **A trilingual website:** www.gift-mena.org;
- More than **20.000** copies of publications distributed, **7** of which being reports of the yearly conference and 11.000 other specialized reports.

Successful cooperation projects

- **Technical assistance** to the creation of Institutes of Finance (Jordan, Palestine, etc....);
- **2 national training networks** created in Lebanon and Tunisia, inspired by the GIFT-MENA and RESP;
- **15 bilateral cooperation agreements** signed between members and partners of the network for the elaboration of the common programs;
- Collaboration with **8 networks** for the exchange of practices and the transfer of expertise in matters of networking;
- The development of strategic relations with regional and international organizations in favor of initiatives and projects related to development and governance in the region;
- A relay for France that facilitates the cooperation with more than **60** public agencies in **20** Arab countries, resulting in different successful projects;
- Cooperation projects with the World Bank, the Organization for Economic Cooperation and Development (OECD), the International Association for Institutes and Schools of Administration (IAISA), the MENA public Administration Research network (MENAPAR), and the Network of Public Procurement Experts in the MENA;
- Cooperation projects with the Directorate General of the Administration and Public Service (DGAFP) in France and the Mediterranean Forum for Public Service - Forumed.

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The General Assembly and the annual conference of the network GIFT –MENA

Activity	Objective	Participants
Network General Assembly held on October 12, 2016	Present the result of 10 years of activities and reflect on the network future	51 representatives of training centers that are members of the network from 9 Arab countries and 8 representatives of regional and international organizations, partners of the network
7 th annual conference, held on October 13 and 14, 2016	Discuss the role of the state in mutation, its resilience, the added value of the institutional cooperation and namely the triangular one, in order to achieve the Sustainable Development Objectives	More than 150 experts from 16 countries of the MENA region, 7 European institutions, and 11 representatives of regional and international organizations
Meetings of the yearly network conference organizing committee in Beirut and in Paris, in January, April and September 2016	Prepare the Paris conference	95 representatives of the network secretariat, the pilot committee and the organizing committee
Meeting for the launching of the study about the GIFT-MENA network future, August 17, 2016	Introduce the experts to the missions, activities and network governance	5 participants from the secretariat and 3 international experts
Discussion group on the study related to the future of the network	Discussion about the role of competence strengthening, exchanges and partnerships between the training institutes in the MENA region	19 participants amongst the network secretariat, the representatives of public and private institutions in Lebanon having participated in the network as well as 3 international experts
Experts meeting with the representatives of the network member institutions and their partners between July and September 2016	Prospective study in progress	45 public decision makers and representatives of regional and international organizations, partners of the network in Lebanon, Bahrein, Kuwait, Egypt, Tunisia and Morocco as well as France and the European Commission
Participation in the regional and international conferences and meetings	Presenting the GIFT- MENA network experience as a vector of exchange of expertise among the public service institutes in matters of state modernization and governance	In the context of the Post Union conference for the Mediterranean (PUMed) held in Beirut in November 2016 and the regional conference on the UfM position in the Southern neighborhood of the EU, held in Barcelona in December 2016
Collaboration with the Mediterranean Forum of Public Service in 2016	Organizing meetings to facilitate the creation of synergies and complementarity between the two networks (developing a common electronic portal and achieving a new index for the training schools and institutes in the MENA region)	Initiatives for exchanging expertise and mutualization of resources among training schools and institutes in the Mediterranean region

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Cooperation with France



For the 20th anniversary of the three flagship institutions and programs for French - Lebanese cooperation, the IoF, the Ecole Supérieure des Affaires in Beirut (ESA) and the Programme Partenariat Hubert Curien (PHC CEDRE) along with the Embassy of France in Lebanon organized the “Competence Capital Forum- 20 years of cooperation” in order to highlight the achievements of this privileged cooperation in matters of training, higher education and research and to explore future opportunities.

The IoF participation in the Forum was an opportunity to share experience in a cooperation project in order to strengthen capacities in the Ministry of Finance; this was later transformed into a pole of excellence in the field of public finance management. The event highlighted as well the solid cooperation with the French partners in technical assistance and joint projects implementation.

Other activities were highlights of the French-Lebanese cooperation during 2016:

- Hosting high level delegations coming from partner French institutions to discuss bilateral and multilateral programs
- Participation of 32 Lebanese civil servants in 9 meetings, conferences and study visits organized by French partners.

20 years of French Lebanese cooperation and Francophonie

- 21 partner institutions and 14 protocols/agreements/cooperation conventions ratified with French partners;
- 3 official delegations hosted in Lebanon and 1 official visit of Lebanese senior officials to France;
- 39 technical assistance missions to Lebanon for the MoF agents;
- 54 study and introductory visits to France covering around one hundred Lebanese officials;
- 475 civil servants trained in the French National Schools, 56 of whom went to the ENA;
- 6 editions of the Senior Cadres Meetings (2010-2015);
- 24 seminars involving 116 senior cadres, animated by 17 French experts;
- 2 FSP projects “Consolidation and development of the Francophonie in Lebanon”, 2013-2016;
- 2 FSP projects “Supporting the fight against corruption”, 2013-2016;
- 3 placement tests, 18 language courses, 2 training sessions and 338 participants to language upgrading courses in French;
- 19 annual participation in the Salon du Livre Francophone.

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The following table summarizes the different cooperation activities conducted by the IoF French partners

Partner	Activity
 <p>Ministry Public Service - Directorate General for Administration and Public Service www.fonction-publique.gouv.fr</p>	<ul style="list-style-type: none"> ■ Facilitate cooperation with the Lebanese parties and organize coordination meetings to identify the needs of the National Network for Training and establish an action plan for the 2 following years (2016-2017) ■ Organize workshops, visits and study missions in France for the people in charge of human resources management in Lebanon ■ The IoF hosting senior French officials from the administration and Public Service Administration Directorate General ■ The Ministry of Public Service hosting the General Assembly and the annual conference of the GIFT-MENA network in France, October 2016 ■ Organizing a study mission in which 7 senior Lebanese civil servants participated to discover and understand the French experience in matters of promoting diversity in Public Service
 <p>Ministry of Foreign Affairs and International Development www.diplomatie.gouv.fr</p>	<ul style="list-style-type: none"> ■ Support the preparation of a strategic study on the future of the GIFT-MENA network ■ Participation of high officials and experts from the Ministry in the General Assembly and the Annual Conference of the GIFT-MENA network in Paris along with an intervention related to specialized themes
 <p>Expertise France www.expertisefrance.fr</p>	<ul style="list-style-type: none"> ■ Holding regular meetings to discuss the cooperation issues and new assistance mechanisms ■ Supporting the GIFT-MENA network as a platform for cooperation, exchange of expertise and partnerships ■ Participation of the Agency senior officials and experts in the general assembly and the annual GIFT-MENA conference in Paris and giving an address related to specialized themes
 <p>The Ecole Nationale d'Administration (ENA) www.ena.fr</p>	<ul style="list-style-type: none"> ■ Meetings of senior management cadres of the Lebanese Public Service and participation of the ENA director, Ms. Loiseau, in the closing ceremony
 <p>Centre National de la Fonction Publique Territoriale www.cnfpt.org</p>	<ul style="list-style-type: none"> ■ Several Meetings with IoF officials to discuss future cooperation prospects ■ Joint development of an index on governmental Training Institutes and Centers in the MENA region

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Partner	Activity
 <p>Embassy of France in Lebanon www.ambafrance-lb.org</p>	<ul style="list-style-type: none"> ■ Participation in the Mediterranean meetings as organized by the Center in Marseille, at the end of which a guide entitled “The Future of Public Service: overlapping perspectives about the Mediterranean” was published ■ French language proficiency programs addressed to national civil servants, as a result of the memorandum of understanding signed in 2013 ■ Specialized language proficiency programs targeting civil servants from public administrations about “preparing a speech in French” and the training of 7 Lebanese trainers to animate the training ■ Participation of the IoF staff and trainers in missions, field visits, training programs and conferences in France ■ Participation in the French Book Fair
 <p>Network “Mixity and Governance in the Mediterranean” supported by the Union for the Mediterranean (UfM) and the Interministerial Delegation to the Mediterranean (DiMed)</p>	<ul style="list-style-type: none"> ■ Participation in two meetings of the Network (Slovenia, April 2016 and Paris, November 2016) in presence of participants from France, Egypt, Palestine, Tunisia, Lebanon and Slovenia. The first meeting is about the gender-sensitive budget and the challenges of its implementation; the 2nd is mainly focused on the current challenges that are faced by the gender policy and the drafting of an action plan of the Network for 2017



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Delegation visits

Below is a list of delegations hosted by the Institut in Lebanon during the year. The meetings aimed at acquainting them with the IoF's activities and explore future cooperation perspectives.

Delegation visits

Delegation	Date	Number of participants
Visit of a delegation from the Directorate General of the administration and public service in France and from France Expertise	January 25, 2016	3
Meeting with the members of the laureates of the Ordre National Français du Mérite and French experts	January 26, 2016	28
Visit of a delegation from Labora Association	March 3, 2016	2
Visit of a delegation of experts from the National Center of the territorial Public Service in France	March 4, 2016	2
Visit of the UN special coordinator in Lebanon, Ms. Sigrid Kaag	March 8, 2016	1
Participation of the Consul general of France in Lebanon in the Dictée des Finances	March 23, 2016	1
Visit of the director of the governance department at the World Bank, Ms. Msadek	March 29, 2016	2
Meeting with the experts of the Agence Universitaire de la Francophonie	May 5, 2016	2
Visit of the delegation of the Faculty of national defense in Nigeria	May 11, 2016	19
Visit of the ENA France director, Ms. Nathalie Loiseau	May 26, 2016	1
Visit of the delegation of experts coming from the DG of the Administration and Public Service in France	June 2, 2016	2
Visit of a delegation of experts from the UN Office for Drugs and Crime	June 2, 2016	3
Visit of the vice-director of the Directorate General for Administration and Public Service in France	June 29, 2016	1
International experts' visit to the IoF that is the headquarters of the GIFT-MENA network secretariat	August 17, 2016	3
Visit of the a delegation of experts from the SIGMA program	August 25, 2016	3
Visit of the director of the Middle East Technical Assistance Center (METAC), Ms. Taline Koranchelian	September 1, 2016	1
Visit of the UNDP resident representative in Lebanon, Mr. Philippe Lazarini	September 9, 2016	2
Visit of the Institut Français in Beirut director, Ms. Véronique Aulagnon	October 28, 2016	2
Visit of an expert from the National Center of the territorial public service in France	November 14, 2016	1
Visit of an expert from the Expertise France agency	December 1, 2016	1
Visit of senior officials from the National School of Finance in Tunisia, the National Institute of Administration in Egypt and the Ministry of Public Service and the modernization of the administration in Morocco, in the context of their participation in the GIFT-MENA network meeting	December 19, 2016	3
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12 500

copies of the salaries and compensations tax guide

1 200

copies of the edutainment game on budget preparation, "the game of floss"

4

research papers

11

présentations in Lebanon and abroad

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Scientific Research and Knowledge Production

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Publications



Communication and publication



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Scientific Research and Knowledge Production



In 2016, the IoF sought to facilitate the access to specialized information in the field of public financial management. The team endeavored for the publications to reach the biggest number of users, through their participation in specialized conferences and book fairs, through posting them on the website and making them available at the Library of Finance. This year as well, the IoF was distinguished with a high level of specialized scientific production Not to mention the different contributions and interventions in the scientific magazines and local, regional and international conferences.

Main Achievements

- Publication of the 1st edition of **“Guide to SMEs to participate in public procurement”**, in the context of the financial and fiscal awareness-raising series. The guide was positively welcomed by those interested with the topic, namely in the book fairs and conferences;
- Launching of a pedagogical tool entitled **“The Game of Flous”** which objective is to raise the awareness of the youth to public financial management and to the state budget. The game was distributed during the International Arab Book Fair and aroused the visitors’ interest;
- Publication of a summary report about the French-Lebanese cooperation, 20 years after the establishment of common projects and the start of French support to Lebanon;
- Launching of **“GIFT-MENA Working Paper Series”** or Diagnostic Notes that document and analyze the public administration reform experience in the MENA and paves the way for dialogue about public policy choices;
- Publication of brochures on the GIFT-MENA network;
- Submission of research and intervention notes in many local and regional conferences on state modernization and capacity strengthening in matters of financial management.

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Publications

SMEs Guide to participate in the Public Procurement Contracts (number 9)

The guide is aimed at Small and Medium Enterprises (SMEs) wanting to participate in public procurement contracts. It encompasses information that may interest SMEs' owners and employees. It also explains, step by step, the process to be followed by enterprises, starting with planning, then the offer preparation, offer submission and assessment by the buyer till the adjudication and execution of the contract and due sums collection.

The guide was elaborated thanks to the World Bank funding in collaboration with the Central Inspection.

It was made available to interested persons and distributed in many conferences and book fairs, namely the **"BDL Accelerate"** organized by the **"Banque Du Liban"**, the Salon du Livre Francophone and the International Arab Book Fair in Beirut.

It is available at the following link:

www.institutdesfinances.gov.lb/publicprocurement

You can also ask for a copy at the Library of Finance.

Around **20000** copies were printed. **12500** were distributed.



New Interactive tools of knowledge

Pedagogical game related to State budgeting **"The Game of Flous"**

The IoF prepared a trial version of the pedagogical game entitled **"The Game of Flous"** that is based on the content of the book **"Why do we pay taxes?"** published in 2013. The game introduces youth to questions related to state budget preparation. The IoF printed a limited number of this game that was distributed during the International Arab Book Fair in Beirut, between December 1 and 14. It obtained the interest of the youth desiring to deepen their knowledge in matters of public finances. In addition, teachers of secondary schools considered that the game may be useful and will allow them to communicate the information to the students. Interested persons can download the game on the following link:

<http://www.institutdesfinances.gov.lb/english/publication.aspx?pageid=5893>

They can also get a copy from the Library of Finance. **1500** copies were printed, **1200** of which were distributed.



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Publication documenting the experience of the GIFT-MENA network



For the 10th anniversary of the GIFT-MENA network, many publications were born with the aim of documenting this unique experience in the region, namely a series of diagnostic notes that cast a new vision on the new public policies related to public financial management in the Arab region. This initiative consecrated the network role as a platform for the diffusion of knowledge and the promotion of dialogue on state modernization. The initiative was as well an opportunity to document and diffuse the successful regional experiences.

10 years of partnership: GIFT-MENA facing the challenges of the future

This brochure reviews the network path all through the 10 years of existence according to members and partners, while shedding the light on the achievements that allowed it to contribute to the modernization of the state institutions and the development of the human capital in the Middle East and North African region. Language: Arabic



GIFT-MENA: a unique initiative to promote the governance in the MENA region

This brochure sheds the light on the important role played in the region and stops at the different stages crossed since its creation, without forgetting the development of its activities, its achievements, challenges and future perspectives. Languages: Arabic and French.

Four policy briefs



The Public service system in Morocco: advantages and constraints, challenges and future perspectives.
(Dr. Najat Zarrouk)



Horizons for the problem resolution of the per day, contractual, and temporary waged workers in the Lebanese public administration.
(Dr. Fares el Zein)



Assessment of the value system development supporting the administrative reform process of the Egyptian banking system: an empirical compared study of the National Bank of Egypt for both 2014 and 2010.
(Dr. Naila Fathi el Dsouki)



Reform of the Moroccan retirement Fund: Analysis of the crisis causes and proposal of scenarios for the reform.
(Mr. Outhman Mouden)

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Publications developed with the Mediterranean Forum for Public Service

Directory of the Training Schools and Institutes and in MENA

This index reviews more than **130** member institutions in the GIFT-MENA region and the Mediterranean Forum for Public Service in **30** Mediterranean and Middle Eastern countries. This is the fruit of the tight cooperation between two initiatives to promote dialogue, exchange technical resources and knowledge and to develop joint activities.

Languages: Arabic, French and English



The Future of Public action: Overlapping perspectives around the Mediterranean

This publication summarizes the viewpoint of the National Center for Public Service Directorate General (France), M. Vincent Poitier, the President of the IoF Basil Fuleihan (Lebanon), Ms. Lamia El Moubayed Bissat and the Director of the Center for Training and support of Decentralization (Tunisia) Mr. Adel Ben Yakhlef regarding the challenges faced by the Public Administration and the governmental Institutes for training in the Mediterranean countries, in light of the uncertainty witnessed by the region and the international priorities axed on sustainable development.

Languages: French, English



Summary Report on the French-Lebanese cooperation

20 years after the start of cooperation between France and Lebanon, the IoF published a summary report entitled **"Histoire d'une coopération Franco-Libanaise 1996-2016"**. It reviews the creation of an Institute and the different states of this partnership along with the main achievements at the level of national capacity and senior official capacity strengthening, the diffusion of French-speaking, the strengthening of the economic links and strategic partnerships with the countries of the region. This summary was elaborated in Arabic and French and was distributed during the French book fair (Salon du Livre Francophone).

More than **1200** copies were printed, **400** of which were distributed.



The Meetings of Senior Cadres of Lebanese Public Service

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The IoF also published a Trombinoscope gathering the biographies of participants to the Meetings of Senior Cadres of Lebanese Public Service. 231 copies were distributed.

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Communication and publication

IoF contributions

Magazine	Title of the issue	Title of the contribution	Type of contribution	Date	Language
Financial and banking studies magazine	Issue nb. 3: Training Institutes in the Arab region	Public financial management: a contribution in a strong state	Article	September 2016	Arabic
		Cooperation and partnership to raise the challenge of governance	Article	September 2016	Arabic
Army magazine	Issue nb. 371: The fire of the right	Lebanese Army and IoF: Coordination and cooperation at the service of capacity development	Interview	May 2016	Arabic
Defense and Lebanese State magazine	Special issue nb. 7: the educational sector in Lebanon: between reality and dream	Economic and financial education: a basic competence for future generations- experience of IoF-Basil Fuleihan (2009-2016)	Article	May 2016	Arabic
ENA from outside	Issue nb. 466 Perspectives 2016	A network for public service schools in the Mediterranean: can it serve the public governance agenda?	Article	December 2016	French
Eco News	Issue nb. 54	Institute of Finance Basil Fuleihan, 20 years of capital-competences	Interview	March 2016	French

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IoF Interventions

Conference/workshop	Title of intervention	Institution	Contributor	Country/date
Workshop on the main developments in matters of public reform and public procurement practices	Intervention on the experience of Lebanon and the IoF in capacity strengthening in public procurement matters	World Bank	Lamia el Moubayed Bissat	Kuwait, February 14-18, 2016
Workshop on the main developments in matters of policy reforms and public procurement practices	Intervention on the experience of the IoF in capacity development in matters of sustainable public procurement	World Bank	Rana Rizkallah	Kuwait, February 14-18 2016
MENA region Governance program Public Procurement Experts Network's annual meeting	Intervention on the experience of Lebanon and the IoF in capacity development in matters of public procurement	OECD	Basma Abdel Khalek	Caserta-Italy, April 11-12, 2016
5 th meeting of the Mixité et Gouvernance autour de la Méditerranée Network	Intervention on the contribution of women in the public sector in Lebanon	Mixité et Gouvernance autour de la Méditerranée Network	Roula Darwich	Ljubljana-Slovenia April 21, 2016
Mediterranean dialogue about the future of public administration	Intervention on the challenges and perspectives of public administration in Lebanon	Centre National de la Fonction Publique territoriale - France	Lamia el Moubayed Bissat	Marseille-France July 11-12, 2016
Regional conference of the Middle East Office personnel at the Agence Universitaire de la Francophonie	Intervention on the IoF approach to promote cooperation policy and establish partnerships	AUF	Jinane el Douaihy	Broummana-Lebanon April 18, 2016
Workshop at the Ministry of Finance in Egypt on the professionalization of public procurement	Intervention on the experience of Lebanon and the IoF in capacity development in matters of public procurement	EBRD/OCD E-Gov	Lamia el Moubayed Bissat	Cairo- Egypt September 6, 2016
6 th Forum on Corporate Social Responsibility	Intervention on the promotion of economic and financial culture in Lebanon	CSR Lebanon	Lamia el Moubayed Bissat	Beirut- Lebanon October 27, 2016
6 th meeting of the Mixité et Gouvernance autour de la Méditerranée Network	Intervention on the situation of Lebanon in light of the refugees crisis and its impact on gender justice Intervention on the experience of	Mixité et Gouvernance autour de la Méditerranée Network	Roula Darwich	Paris- France November 24-25, 2016
Conference of the Postal Union for the Mediterranean (PUMed) on "innovation and cooperation"	the GIFT-MENA network as a cooperation model in the MENA region and the Mediterranean	Postal Union for the Mediterranean	Sabine Hatem	Beirut- Lebanon November 29, 2016
International seminar on "the public Administration and building the rule of law from a compared perspective"	Intervention on the future of public service in Lebanon in light of the competence based approach	Observatoire de la Fonction Publique et de la Bonne Gouvernance- Université Saint-Joseph de Beyrouth	Lamia el Moubayed Bissat	Beirut- Lebanon December 14-16, 2016

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10 500

website visitors

7 600

facebook followers

5 000

subscribers to the
Library of Finance's
newsletter

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Information and Documentation

Communication and Information

■
Library of Finance
■

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Communication and Information



Disseminating information and knowledge produced in the context of trainings, publication and documentation is a strategic objective adopted by the IoF. It is as well a key element enabling it to accomplish its role in the context of capacity development. Communication and information have thus the mission of widening the beneficiaries' base, strengthening relations and facilitating the dissemination of information, creating an institutional, positive, professional and modern image. In 2016, many achievements were registered while the preparations moved towards the digitization process.

Main Achievements

- Developing and implementing a graphic identity including the IoF 20th anniversary;
- Developing a digital communication strategy and an implementation roadmap;
- Linking the Library of Finance to the Network of Library of Finance in Lebanon.

Visual identity for the 20th IoF anniversary



The logo was temporarily modified to reflect the IoF 20th anniversary. The abbreviation I2020 was integrated to the logo. I stands for the first letter of Institute and 2020 for 20 years and the institutional development plan "Horizon 2020".

With the modified logo, a new graphic material was produced, in addition to a fiscal stamp commemorating the anniversary.

Developing the digital communication strategy

The development of a digital strategy was a flagship activity for the year. All departments involved in knowledge production participated in the process, with the help of experts in IT and communication. The project consists of revisiting the communication and information strategy and the elaboration of the first digital infrastructure blueprint. The implementation of the plan was launched in December 2016; its results should not be late to show during the second quarter of 2017.

e-mails

11 issues of the IoF monthly newsletter were sent to around 9500 electronic addresses in Lebanon and abroad. Furthermore, 10 direct promotion campaigns were launched to announce a precise event that is of interest for a specific category of public.

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The Website

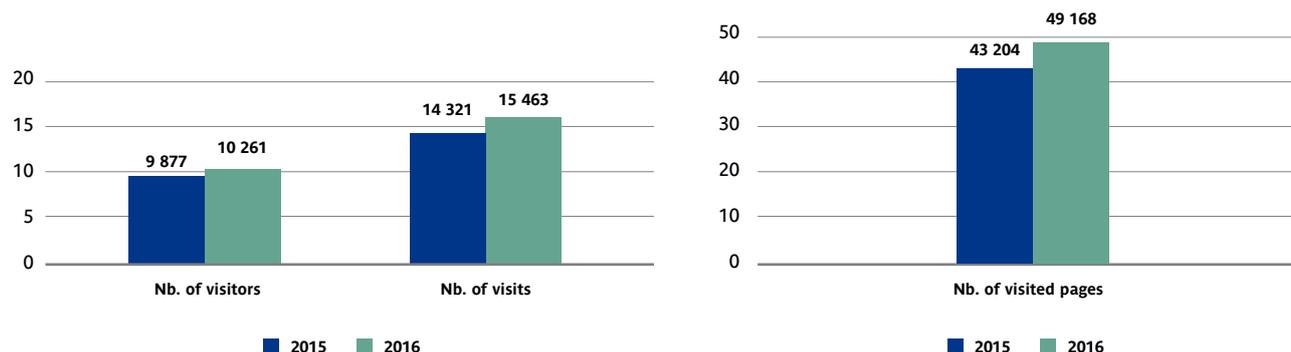
The website aims at facilitating the access to information and its dissemination. It is a portal that allows the access to knowledge production and to document the different activities and scientific files related to the study field. It also allows one to know about the references, publications and knowledge opportunities offered by partners, institutions and active organizations

at the local, regional and international levels. The website didn't witness any radical change this year and work is mainly focused on corrections and periodic updates. The integrated digital communication plan was still in progress. As for indicators, the number of visitors increased by **4%**, the number of visits **8%** and the number of hits on pages **14%**.

Website update

Type de content	Number of pieces of news
Economic and financial news and selected articles	300
IoF activities and news	121
Partners' activities in matters of capacity strengthening	29
Interviews and experts' interventions	17

Graph - Website use



Social networks

Emphasis was mainly on Facebook that is currently the media most used in Lebanon and the region. The number of Facebook page followers is more than **7600**, the majority of whom are from Lebanon and the Arab region. Messages (publications) consist of different topics, like information, articles and quotations, not to mention the other IoF activities. On average, one

message per day is published. Regarding Twitter, it is mainly used to cover the meetings and conferences. Furthermore, the IoF personnel were trained in the use of social networks, the aim being to involve them in the promotion of the IoF pages and supporting the digital strategy that is to be executed in 2017.

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Campaigns

Below is a list of ad-hoc campaigns conducted in order to promote a specialized training program, an event or a scientific publication.

List of main campaigns

Topic	Communication modes used
Year closure 2015	Infographic video presenting the main achievements of the year set online, on social networks
Dictée des finances	1200 brochures distributed, posters and advertisements in the Orient-le-jour
Closing of the Meetings of Senior officials of Public service	Documentation, trombinoscope of participants
Training programme: "How can SMEs participate in public procurement contracts"?	11,500 brochures distributed, Facebook campaign, a special page on the website.
Guide to SMEs to participate in public procurement contracts	2500 guides distributed in the Ministry of Finance centers and the business meetings. 11500 brochures distributed, a Facebook campaign, a special page on the website, advertisement in main business and commerce magazines, posters, 1300 guides distributed in special events, 8000 guides distributed with the Lebanon Opportunities magazine
Support project of municipal capacities in management and finance	Logo, visual identity and program material, introduction brochure and associated digital platform structure

Information and media

As usual, the IoF went on supporting journalists specialized in finance, and references. Furthermore, it published in the **Lebanese fiscal magazine - Commerce du Levant** - some quizzes and articles on salaries and wages tax. The IoF benefitted as well from good media coverage with **20** press releases and **8** interviews and documentaries.

Internal communication at the Ministry of Finance

Four issues of "Hadith el Malia", the quarterly internal bulletin of the MoF were published. Each issue was introduced by a foreword from the Minister explaining the Ministry orientations, the initiatives conducted and the main achievements. Same as previous issues, a section dedicated to life at the Ministry discussed the news and activities of colleagues.

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Events

The IoF participated in **3** book fairs and **4** professional events in which it distributed many of its publications. It has as well organized activities encouraging citizens to know their rights and duties and to promote financial

and economic culture among youth. This year showed the big interest of citizens in publications and pedagogical games that were made available to them at the IoF. The table below gives details of each event.

Fair	Date	Organisers	Activities	Nb. of publications distributed
Lebanese book festival	5-20 March	Cultural Movement-Antelias	<ul style="list-style-type: none"> ■ Distribution of guides to citizens, pedagogical tools targeting youth and specialized reports. Activity to test the fiscal knowledge through a digital game 	2 881
French Book fair (Salon de la Francophonie)	4-13 November	Institut Français	<ul style="list-style-type: none"> ■ Distribution of citizen guides, pedagogical tools and specialized reports. Activity to test the fiscal knowledge through a digital game. Signing of the book "l'Avenir de l'action publique". Round table on "Municipal management: between crisis and resilience" 	2 504
Beirut International Arab book fair	1-14 December	Arab Cultural Center	<ul style="list-style-type: none"> ■ Distribution of citizens' guides, pedagogical tools targeting youth and specialized reports. Activity to test the fiscal knowledge through a digital game. Launching of "The Game of Flous" ■ Organizing play sessions with schools 	4 630
Business Opportunities	19-20 October	Infopro	<ul style="list-style-type: none"> ■ Distribution of citizens' guides, Guide for SMEs to participate in public procurement contracts and specialized reports on public procurement 	559
BDL Accelerate	3-5 November	Banque Du Liban	<ul style="list-style-type: none"> ■ Citizens' guides, guide for SMEs to participate in public procurement contracts and publications about sustainable development 	660
CSR Lebanon 6 Forum	October 27	CSR Lebanon	<ul style="list-style-type: none"> ■ Distribution of citizens' guides, Guide for SMEs to participate in public procurement contracts, pedagogical tools targeting youth and specialized reports 	263
Spurring entrepreneurship and MSMEs Growth in Lebanon	December 6	Ministry of Industry and EBESM project	<ul style="list-style-type: none"> ■ Distribution of citizens' guides for SMEs to participate in public procurement contracts, pedagogical tools targeting youth and specialized reports. 	

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Library of Finance

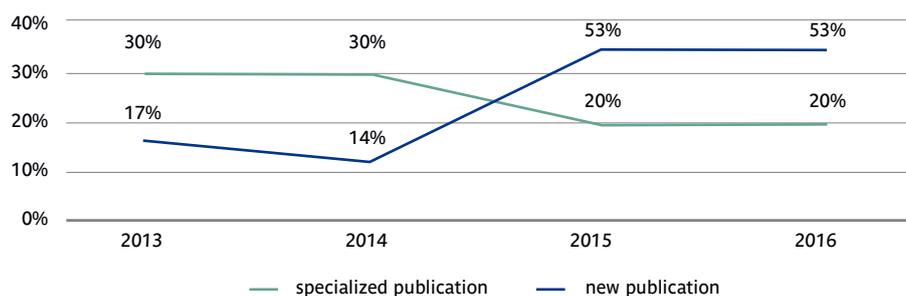


The IoF continued developing its Library of Finance to benefit IoF and the public at large. The library gathers the most recent books, references and data, the majority of which have been offered by Lebanese or foreign institutions like the IMF, ESCWA, Banque Du Liban and the Association of Banks. The series on Lebanese law was modernized while two library software: Hamorabi and Al Moustashar were updated.

The main references of the Library are already accessible online thanks to the indexation system “Symphony” that the Library has and that is linked to the IoF website. The Library always receives young university students to allow them to become more acquainted with the Ministry and initiate them into the public finance management.

A very important turn was announced this year with the Library of Finance joining the public library network under the patronage of the Ministry of Culture in order to improve the conditions to access books and reading to all. This project benefits as well from the support of the Embassy of France. On the other hand, the librarian participated this year in a conference entitled “Réfléchir ensemble: innover, partager, préserver et accéder à l’information” that is organized by the Lebanese Association of Librarians at the LAU- Beirut.

Références modernisées

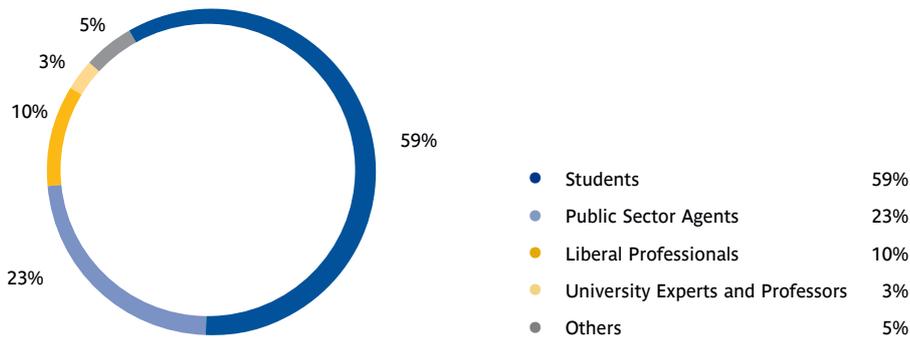


Newsletters

- 150 electronic newsletters were sent, encompassing key articles that were published in the daily press
- 12 newsletters sent monthly to 5000 members encompassing key articles from the press of the month, economic indicators and a selection of references available at the Library.

Library of Finance visitors

Library of Finance visitors, per profession



Center of Interest for visitors

Main topics

22% public finance

20% accounting

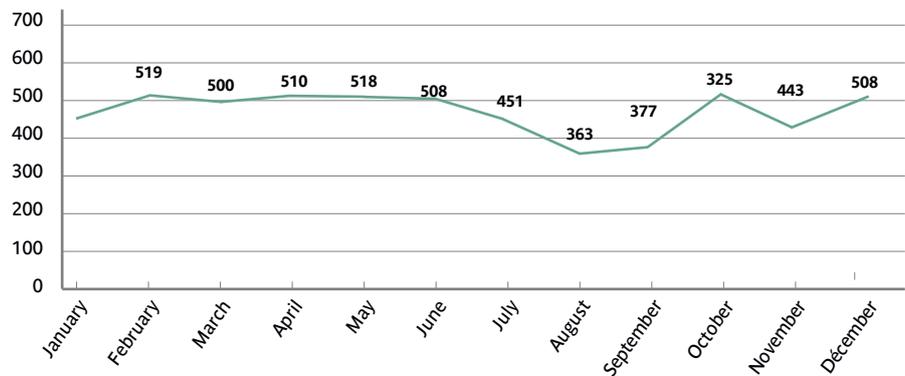
12% management

1% customs

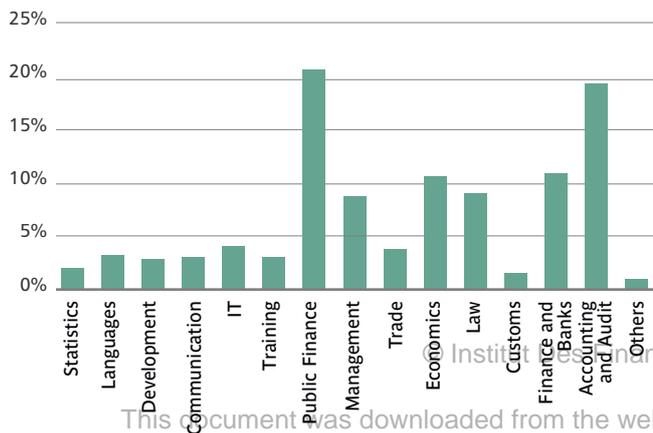
1063 books lent

449 beneficiaries from book lending

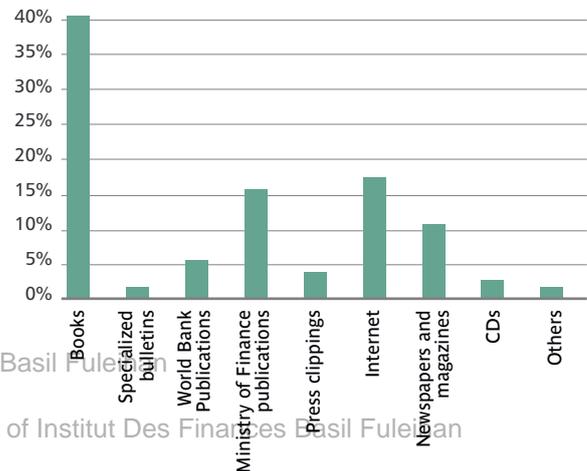
Number of visitors per month - Average number of visits: 21 visits per day



Interest of visitors per topic



Center of interest for visitors according to the source of information



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Completing of
90%
of scheduled activities

A training plan
for the Institut's
team

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Administration, finance and institutional development

Institutional development plan



Finance



Administration



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Institutional development plan



The administration and financial department accompanied the different activities recorded in the yearly work plan as set in the 2016 Budget, thus putting in action the recommendations of the institutional plan “Horizon 2020”. In fact, the department has set six main objectives focused on its prerogatives: 1) provisional planning of needs, 2) efficient and transparent financial management, 3) professional and transparent procurement, 4) modern management of human resources, 5) quick logistic support to all departments and 6) contribution to disseminating the culture of excellence in public financial management.

In light of these objectives, the department continued its efforts to promote its has translated into continuous efforts to organize the accounting, digitize work and financial systems, develop internal procedures and update the information related to the providers and revise the adopted procurement methods in conformity with the rules and laws in vigor.

Institutional development plan

The institutional development plan, entitled “Horizon 2020” determined the path that the IoF follows in the medium term, taking into account the achievements and challenges previously faced. It also encompassed a future vision that allows for setting priorities based on needs and proposals submitted thanks to an opinion poll that was done with the Lebanese administration partners, the IoF services beneficiaries, trainers and experts and partner international institutions. In April 2016, the team dedicated a big part of its time to the elaboration of this plan under the supervision of international experts from the Sigma program that is related to the EU and OECD.

This plan encompasses proposals and recommendations distributed over the following main axes:

- Reexamine the IoF vision and functions as well as the strategic objectives and work values;
- Develop a policy of cooperation, networking and outreach;
- Develop the organization and communication at the internal level as well as human resources management;
- Setting a training policy.

After the elaboration of a first version of this plan and upon the request of the IoF president, workshops were held by each of the departments; they were an

© opportunity to set a preliminary list of duties and priorities for each department in a coherent and coordinated distribution of tasks.

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Finance

Planning

In order to set a transparent annual budget that reflects in numbers the action plan for the following year, the administrative and financial department resorted to a provisional plan determining the needs of all departments in order to set priorities, translate them into accurate numbers and to classify them according to budget lines as set by the public accounting law in vigor. This project being of medium term, 2017-2018-2019, it was elaborated and given the

needed justification documents, statistics and closing accounts for 2015 fiscal year. The project took into account the Minister of Finance circular nb. 1538/S1 dated 25/04/2016 and was sent to the Directorate of Budget and Control of Expenses at the MoF.

The draft budget was discussed on 18/07/2016 and the state contribution to the IoF budget for 2017 was set to 203 billion LBP.

Financial Management

In conformity with the spending policy adopted by the Ministry of Finance, the 2016 budget was executed thanks to the quality financial management keen on achieving the best value, in light of the available credits while guarantying transparency thanks to the digitization of the accounting systems.

In light of the financial constraints, it was necessary, as much as possible, to find additional financial sources through service contracts with the donors of IoF partners in order to guarantee the implementation of the year action plan.

Sources of Funding

The IoF revenues for 2016 were distributed as follows:

- **Direct financial contributions**, transferred to the IoF bank account at the BDL according to the MoF decision; the amount is of **2.3 billion** LBP. In fact, this is the effective value of the financial contribution set at **2.8 billion** LBP. On 31/12/2016, the amounts decided for the first and second semesters, i.e. a total of **1791 billion** LBP were paid. These were indirect financial contributions forming the spending the Ministry took in charge for the IoF (namely the

yearly rent fees and others) that amounts to 500 million LBP;

- **Service contracts executed by the IoF partners.**

One of them is with the World Bank, to organize the specialized trainings in public procurement of a value of **67.8 billion** LBP; a contract with the UNDP in the context of a project to support the capacities of the Lebanese municipalities in matters of local management, amounting to **1.5 billion** LBP; this is a project to be implemented between November 2016 and March 2017. In addition to other diverse contracts of a maximum amount of **380 billion** LBP.

- **Donations: of two types**

- **In cash donations**

with the ongoing security crises in the Middle-East, the donors allocated all the credits they had to support the persons who were affected by wars and crises. For this reason, the IoF deployed, in vain, its efforts to attract donations allowing it to finance some of its capacity strengthening projects but wasn't able to attract any in 2016. Furthermore, the works went on to utilize the donation provided by the Régie Libanaise des Tabacs et Tombacs for

the global digitization of the IoF. Thus, **77000** USD of **590000** USD were used to this end. The final cost of activities till 31/12/2016 was **229217** USD, i.e. **39%** of the donation.

In kind donations

The IoF received an in kind donation offered by the Chinese government to the Lebanese state through the Council for Development and Reconstruction. It is a Chinese made 4x4 vehicle and 24 laptops for training purposes.

Spending

Year 2016 was, same as previous years, a difficult stage financially. It was necessary to deploy more efforts to provide financial resources and to manage liquidity, since the state budget hasn't been voted on for more than 11 consecutive years.

During the first two quarters of 2016, a very strict monetary policy was adopted. The activities set forth in the annual action plan were reorganized, for lack of liquidity. The financial contribution of the Ministry was made in 10 installments, the first, **12%** was received end of April the second, **10%**, end of May. Transfers came between September and November, reaching **56%** of the contribution value, while the rest, i.e. **22%**, had to be transferred starting 2017.

Nevertheless, and despite this real challenge that was aroused at the liquidity management level, the department was able to achieve the majority of goals set forth in its annual plan. All monthly subscription amounts due to the NSSF for 2016 were settled in addition to the fiscal obligations due to the Ministry of Finance and the due amounts to third parties.

The volume of expenses, till 31/12/2016 of the total amount received from the diverse funding sources for 2016 amounted to **2707 billion** LBP, i.e. **55%** of the final credits (basic credit+ deferred credit + additional credit resulting from the executed service contracts for the year) as shown in the detailed table below:

Total of available appropriations for 2016	4 933 802 533 L.L.
Total of committed appropriations in 2016	3 555 206 131 L.L.
Total of committed and spent appropriations in 2016	2 707 743 577 L.L.
Total of committed appropriations, unspent appropriations and deferred appropriations to the 2017 budget	847 456 554 L.L.



The repartition of total expenses to budget lines in 2016 is detailed in the following table:

Repartition of total expenses

Article	Classification	Ceiling of available appropriations for 2016 according to the meeting of the Budget and Spending Control Unit of the DG on 18/07/2015 -in LBP-	Appropriations deferred from 2015 and additional appropriations for 2016	Effective spending -in LBP-
11	Consumption products	112 200 000	113 109 839	131 250 575
12	Consumption services	687 300 000	1 260 981 335	1 228 119 776
13	Wages and compensations	1 003 000 000	28 200 000	856 821 184
15	Social benefits	150 000 000	zéro	118 747 530
16	Diverse spending	100 000 000	466 762 237	133 673 508
Total of current spendings		2 052 500 000	1 869 053 411	2 468 612 573
226	Equipments	79 000 000	839 378 312	202 953 454
228	Maintenance	67 500 000	25 370 800	36 183 550
229	Other expenses related to fixed properties	1 000 000	zéro	zéro
Total of fixed properties		147 500 000	864 749 112	239 137 004
Total		2 200 000 000	2 733 802 523	2 707 749 577

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Auditing

The IoF accounts are audited at three stages:

- **On-going internal audit for accounts:** files and accounting data. This is a weekly process coupled with financial reports to guarantee a good management of the appropriations available in parallel with liquidity, in addition to the comprehensive auditing at the end of the year;
- **External auditing:** through an external audit company specialized in public and general auditing;
- **Ex-post audit by the Court of Accounts:** it is in process now; it is noteworthy that IoF received an acquittal for year 2003, and the Court of Accounts is auditing the 2004 IoF accounts.

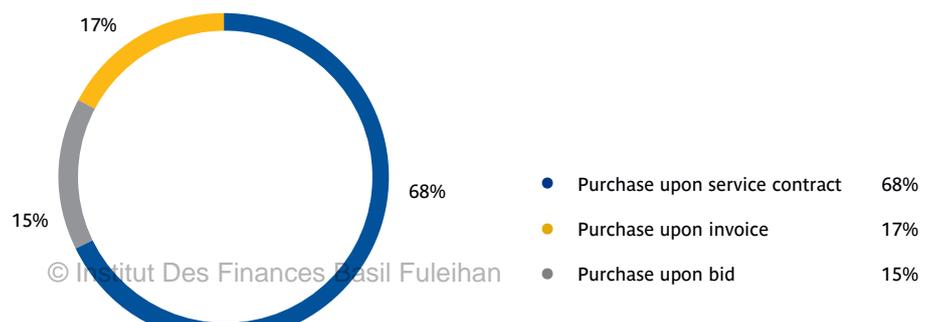
Purchase transactions

One of the strategic objectives of the IoF is to perform public procurement transactions according to the best international, highly professional and transparent practices. In this context, we note:

- The elaboration of a yearly plan for purchase based on the IoF action plan;
- Studying the market according to the needs;
- Physical and electronic archiving of documents and files related to public procurement;
- Professionalization of the relations with the providers, including the management of the providers' data.

For further details regarding the procurement operations, please refer to the below graph.

Summary of the purchase transactions



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Administration

Digitization

The digitization remains the main strategic project of institutional development for the administration. In 2016, the digitization plan went on; the following activities were implemented:

Activity	In collaboration with	Current situation
2 nd stage of the global digitization project	Everteam	Implementation of the 2 nd stage of the project encompassing the development of a system that is adapted for the IoF and the start of the trial period
Digitization project of the inventory of fixed assets and linking it with the accounting software	Syncwise	Migration of current data: the information related to fixed assets were migrated in conformity with the IoF adopted methodology



The IoF continues applying the PIMS in a sophisticated version

The administrative and financial department continued in 2016 with the digitization project of the double financial accounting, i.e. the general and public accounting (PIMS). Its objective is to introduce the analytical accounting criteria at a later stage. The development of the PIMS- GovBudget system for public accounting management allowed double account maintenance, according to the provisions of public accounting law and general accounting law as well as international criteria. The double accounting maintenance started for the first time in 2015, then improved in 2016 after the development of the software, it will be used as an accounting basis starting 2017.

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In fact, the updating of many IT systems, started previously, went on, namely:

- the public accounting system;
- the invoices and payment management system;
- the service contracts management system;
- the bidding management system;
- the trainers database management system;
- the publications management system;
- the training department electronic archiving system;
- the photo archiving system;
- the IoF website (ongoing update and modernization).

Modern management of human resources

For the sake of productivity, cooperation, innovation and strengthening of relations amongst colleagues, the work team capacity development plans were implemented. The IoF management chose, in 2016, customized coaching for some heads of departments in order to develop their managerial competences. In fact, the plan is based on a specialized methodology in human resources management adopting the 360 degrees assessment principle, serving to shed the light on the individual competences and to determine those that need strengthening.

The IoF went on encouraging the personnel to reflect, conduct scientific research and submit papers during national, regional and international conferences (a list of interventions is included in the part dedicated to knowledge production).

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The main achievements for 2016 in the field are summarized in the following:

- Adopting the performance assessment principle based on competences and organizing periodic meetings and yearly assessments;
- Elaborating a yearly action plan in January, in collaboration with all the departments;
- Holding weekly coordination meetings in the departments as well as coordination meetings for chiefs of departments;
- Elaborating a plan to develop the competences of team members, according to the needs identified in each department;
- Guarantee the participation of the work team in some major social institutional events;
- Develop specialized training programs for the work team, namely programs related to the competences in communication, speech delivering techniques and project management through the MS project;
- Facilitate the participation of the work team in 19 scientific sessions and training programs organized at the IoF, along with missions and conferences held abroad.

It is noteworthy that no change in the personnel has been noted in 2016.



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Distance learning

Performance Indicators

Promotion of the
culture of excellence

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Orientations for 2016



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Orientations for 2017



Promoting knowledge and building capacities

- Accompany the modernization projects of the different departments and units of the Ministry of Finance, determine the competences in the finance related issues, management issues and technical aspect issues;
- Strengthen the capacities in the field of financial management; provide the public sector officials with information, competences and required attitudes to accomplish their missions;
- Promote the financial and economic culture;
- Include the concepts of economic and financial culture as well as integrity in the different training programs;
- Promote the culture of training, learning and networking through the joint programs with the partner centers and institutes in Lebanon and abroad;
- Provide specialized diplomas in finance;
- Work in order to develop the content of training programs, introduce the techniques of training and IT and develop the electronic contents;
- Elaborate new tools to identify the training needs and the indicators to measure the training efficiency in order to establish yearly comparisons;

Training team	Main mission: elaborate, apply and assess the training plans according to the strategic orientation of the IoF at the medium term			
Reinforce competences in all MoF units	Reinforce competences in matters of state public funds management	Reinforce the competences in matters of economic and financial culture	Promote the training culture and linking it to the human resources management	Promote the culture of excellence
<ul style="list-style-type: none"> ■ Training program for the DG of Public Finance ■ Plan for training the Land Registry and Cadaster DG ■ Integrated training plan for the Régie ■ Language and IT program 	<ul style="list-style-type: none"> ■ Plan for training on public procurement ■ Programs of financial management for the financial officers in the public administrations and institutions ■ Programs on specialized financial management for the military bodies ■ Program on specialized financial management for the judicial and control bodies ■ Specialized financial management programs for municipalities ■ Specialized programs for senior cadres ■ Specialized program for the non-financial personnel 	<ul style="list-style-type: none"> ■ Specialized programs in the public sector, public establishments, academic arena and others 	<ul style="list-style-type: none"> ■ Training of trainers (general level) ■ Training of Trainers (advanced level)- Training engineering ■ Specialized training of trainers (Finance, Régie and others) ■ Training for coordinators of trainings in public administrations and institutions ■ Training on coaching 	<ul style="list-style-type: none"> ■ Digitize information on trainings ■ Electronic archiving ■ Operation to get the support and loyalty of institutions and individuals benefitting of the IoF work ■ Tools to determine the needs in assessment ■ Tools to determine the training impact ■ Training e-content ■ New specialized diplomas

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Building Partnerships and Regional and International Cooperation

- Develop an institutional policy for partnership management along with tools and indicators;
- Stop the methodological evaluation of cooperation relations at the local, regional and international levels and align the strategic cooperation objectives with the new regional and global tendencies as well as with the SDG for 2030;
- Consolidate the existing partnerships in order to favor dialogue and knowledge transfer, new practices and experiences to answer the local needs;
- Promote the inter-arab cooperation and the arab-mediterranean cooperation through the GIFT-MENA network and work on institutionalizing it, developing its action plan and mobilizing its medium term resources;
- Capitalize on the participation of the Institute in local, regional and international networks;
- Work on mobilizing resources to sustain the institutional development of the IoF;
- Adopt new working tools to improve the performance of the partnership function.



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Scientific Research and Knowledge Production

- Promote the financial and fiscal culture and work on publishing and updating the citizen's guide on succession tax;
- Elaborate a vision and an action plan for the diagnostic notes series;
- Develop interactive pedagogical tools on public finance management, budget and economic concepts and mainly aiming at the Lebanese youth;
- Contribute to the dissemination of the competence concept and work on publishing a report on Lebanese senior administration cadres competences in Arabic and French;
- Set a plan for the distribution of publications and brochures; preparing a guide on the IoF publications;
- Use IT to establish a database dedicated to research and polling the opinion of publications beneficiaries.



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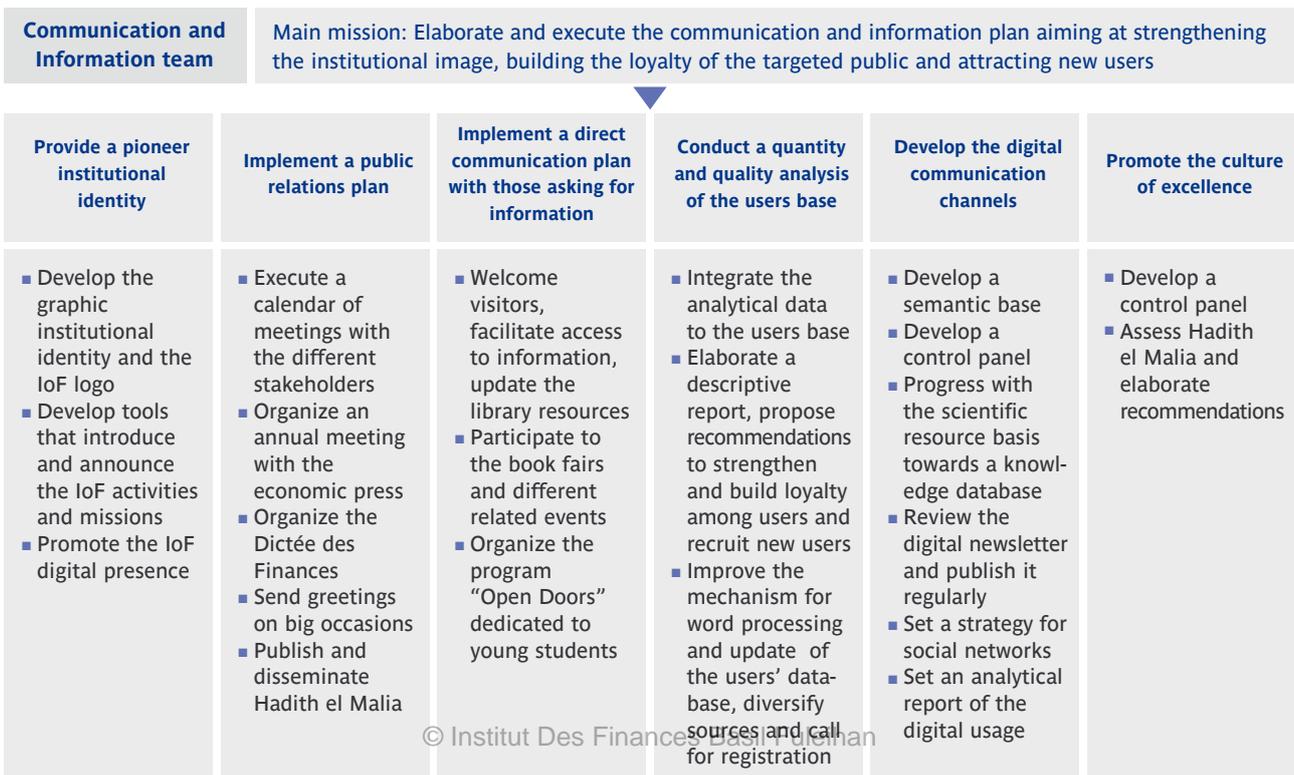
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Communication and Information

- Implement the first phase of the communication plan, develop a dynamic digital platform that facilitates the access to information and contributes in disseminating the IoF services;
- Update the identity of the brand and the institutional communication tools;
- Develop the measuring tools and the follow up indicators for the efficiency of communication actions.



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Institutional Development and Financial Matters

- Continue the implementation of the institutional development plan Horizon 2020 plan;
- Rationalize expenses, continue the provisional planning of the future needs and translate them financially through a medium term draft project. Elaborate the yearly purchase plan and proceed to the financial account auditing according to the rules;
- Continue the digitization project of accounting systems to facilitate the adoption of the double accounting maintenance and the analytical accounting criteria;
- Launch the 3rd phase of the global digitization project in collaboration with Everteam (in the context of the donation of the Régie Libanaise des Tabacs et Tombacs at the IoF);
- Go on with the archiving on paper and electronic files;
- Improve the work environment that encompasses the rehabilitation of some offices and training rooms, Improve the protection and security of the building;
- Provide administrative and financial accompaniment of the projects financed through service contracts or donations, in collaboration with the IoF partners.

Human Resources

- Implement a strategy and a new structure for human resources, encompassing a soft job description and setting a link between the required competences and the position requirements;
- Perform some performance assessments, organize periodic assessment meetings and determine the training needs of the work team for 2016; Continue developing the competences of heads of departments at the IoF
- through individual coaching;
- Attract the trainees from universities to introduce the public sector to them, namely the Ministry of Finance and the IoF.

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The various cooperation activities with french partners

Administration		Main mission: guarantee the good work of the IoF and contribute in the achievement of expected objectives			
Previsional planning of needs	Professional and transparent purchases	Efficient and transparent financial management; digitizing procedures	Logistical and reactive support to all departments	Human resources management	Promoting the culture of excellence
<ul style="list-style-type: none"> ■ Determine and gather the needs ■ Translate needs into figures ■ Elaborate a draft budget 	<ul style="list-style-type: none"> ■ Elaborate an annual purchase plan ■ Market study ■ Implement the purchase plan ■ Archive all purchase documents and files ■ Communication with the providers 	<ul style="list-style-type: none"> ■ Integrated, transparent and easy to verify book entries; weekly reports ■ Liquidity management, closing accounts, tax declaration and payment ■ Monthly closing accounts and payment of dues ■ Introduce the analytical accounting criteria. Double accounting digitization project ■ Financial management of service contracts and donations, according to the funding body 	<ul style="list-style-type: none"> ■ Paper archiving of all administrative documents ■ Provide transportation services and mail ■ Fixed assets management ■ Stock management ■ Digitize the inventory of the fixed assets and link it to the accounting program ■ Building maintenance 	<ul style="list-style-type: none"> ■ Development plan of team competences ■ Salaries and wages management ■ Attract trainees to the IoF upon the departments needs ■ Follow up on the health insurance and social security 	<ul style="list-style-type: none"> ■ Hosting activities ■ Maturing the IoF experience in the digitization of the double accounting process ■ Active participation to the specialized international networks ■ Advice related to purchase transaction, upon request

Annex 1: Main purchase transactions accomplished according to the yearly purchase plan

Means of purchase	Description	
Service contracts to execute projects	■ Service contract for monitoring the daily press for the Library of Finance	
	■ Service contract for the Library of Finance servers hosting	
	■ Service contract for the production and direction of two documentaries on Lebanese municipalities: long and short	
	■ Service contract to develop an integrated system in order to digitize all departments	
	■ Service contract to audit the financial accounts	
	■ Service contract for the drafting of Hadith el Malia	
	■ Service contract to elaborate the employee Guide at the Régie	
	■ Different service contracts for specialized trainings at the Régie	
	■ Contracts for the graphic designing of publications and brochures	
	■ Service contracts of consultancy to support the IoF in the development of human resources management	
	■ Service contract of consultancy in matters of communication and digital communication	
	■ Service contract of consultancy to communicate with the press	
	■ Service contract for media consultancy	
	■ Service contract to photocopy documents through leasing	
	■ Yearly service contracts for translation and interpretation	
	■ Yearly service contracts for the language revision (in three languages) and editing of the IoF publications	
	■ Service contract for the restoration during trainings and events	
	■ Service contract for the drafting and correction of publications	
	■ Service contract with training experts for the project “Irada Baladyia”	
	■ Service contract of consultancy in interior design	
	■ Service contract to coordinate the training in the context of the “Irada Baladyia” project	
	■ Service contract for the distribution of some of the IoF publications with the economic magazines and papers	
	■ Service contract to develop a digital space on the internet dedicated to the project “Irada Baladyia”	
	■ Service contract of digital consultancy to develop the programs for the implementation of “Irada Baladyia” project	
	■ Service contract for digital consultancy to develop the “Irada Baladyia” implementation programs	
	Bids	■ Bid for the purchase of office stationary
		■ Bid for the printing of 2 research books publications and brochures
■ Bid office furniture		
■ Bid for purchase and works for the installation of a bow window in aluminum for the Library of Finance on the 4 th floor		
■ Bid for painting works all over the building		
■ Maintenance contract for the website		
■ Maintenance contract for Symphony - the Library Indexation System		
■ Maintenance contract of the telephone system		

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Moyens des achats	Description
	<ul style="list-style-type: none"> <li data-bbox="389 584 1428 651">■ Maintenance contracts of the current IT tools (the training system, the publication system, the invoicing system, the addresses data system, the public accounting system, the photo archiving system) <li data-bbox="389 663 1428 775">■ Different maintenance service contracts (Air conditioning, photocopy machines, sound system in the training rooms, the security system in the Library of Finance, surveillance cameras, phone, coffee machines) <li data-bbox="389 786 1428 853">■ Maintenance services, electronic services, sound systems, office supplies and sanitary supplies when needed

Annex 2: Our partners

Local Partners

- Lebanese Parliament
- Presidency of the Council of Ministers
- Presidency of the Republic
- Council for Development and Reconstruction
- Civil Service Board
- National School of Administration
- Central Bank of Lebanon
- Economic and Social Council
- Court of Audit
- Office of the Minister of State for Administrative Reform
- Ministry of Education and Higher Education (MEHE)
- Ministry of Environment
- Ministry of Industry
- Ministry of Interior and Municipalities
- Ministry of Economy and Trade
- Ministry of Social Affairs
- Lebanese Armed Forces:
 - Research & Strategic Studies Center
 - Fouad Shehab Command and Staff College
 - Directorate of Learning
- Internal Security Forces Institute
- Régie Libanaise des Tabacs et Tombacs
- Lebanese Standard Institution - LIBNOR
- Institute of Judiciary Studies
- National Council for Scientific Research
- Centre for Research and Pedagogical Development
- Saint Joseph University - Faculty of Economy (FSE)
- Saint Joseph University - Political Sciences Institute (ISP)
- Saint Joseph University - Faculty of Education
- American University of Beirut (AUB)
- Lebanese University
- Antonine University - Faculty of Business
- Knowledge Development CO
- Lebanese Economic Association (LEA)
- Brand Protection Group (BPG)
- Lebanese Banks Association
- Higher Institute of Banking Studies
- Lebanese Association of Certified Public Accountants
- Fransabank
- BLC Bank
- Société Générale de Banque au Liban
- Lebanon Opportunities
- Consultation and Research Institute - CRI
- American - Mideast Educational and Training Services
- National Commission for Lebanese Women
- Technical Office of Lebanese Cities - BTVL
- LOYAC

- Chambers of Commerce Industry and Agriculture
- Training Center for the reinforcement of airport security

Regional Partners

- Middle East Technical Assistance Center of the International Monetary Fund
- Arab Fund for Economic and Social Development
- Arab Planning Institute - Koweit
- Islamic Development Bank
- Islamic Research and Training Institute - Islamic Development Bank
- Economic and Social Commission for Western Asia (ESCWA)
- National Training Institute - Jordan
- Institute of Finance - Ministry of Finance - Jordan
- Palestinian Public Finance Institute
- Institute of Finance - Yemen
- Ministry of Civil Service and Administrative Reform - Morocco
- Institute of Finance - MOF - Morocco
- Higher National School of Administration - Morocco
- National School of Finance - Tunisia
- National School of Administration - Tunisia
- Institute of Public Administration - Bahrein
- National Management Institute - Egypt
- Training Center of the Ministry of Finance - Irak

International Partners

- The World Bank
- The World Bank Institute
- United Nations Development Program
- Tokten - UNDP
- United Nations Environment Programme - UNEP
- World Customs Organization
- Delegation of the European Union in Lebanon
- Organization for Economic Co-operation and Development
- International Training Center of the International Labor Organization (ITC-ILO)
- The International Association of Schools and Institutes of Administration (IASIA)
- International Institute of Administrative Sciences (IIAS)
- European Institute of Public Administration
- Institute of Fiscal Studies - Spain
- Spanish International Cooperation and Development Agency (AECID)
- Italian Development Cooperation Office in Beirut

- Embassy of the United Kingdom in Lebanon
- Embassy of Spain in Lebanon
- Embassy of the Netherlands in Lebanon
- Superior School of Economy and Finance - Italy
- CONSID - Italy
- University of Rome - Tor Vergata
- American International Development Agency
- Westminster Foundation for Democracy - UK
- National Audit Office - UK
- Korean Development Institute (KDI)
- Groupe Pompidou-EU Mediterranean network
- International Society for Transparency and Integrity (TIRI)
- SIGMA-OECD
- Center of Excellence in Finance - Slovenia
- European Institute of the Mediterranean
- Union for the Mediterranean
- Development Alternatives Incorporated - DAI
- The Chartered Institute for Procurement and Supply - UK

French partners

- The Ministry of Foreign Affairs and International Development
- The Ministry of Finance and National Accounts
- The Ministry of Civil Service
- The Court of Accounts
- Expertise France
- The Agence Française de Développement
- The Agence Universitaire de la Francophonie
- The Directorate General of Administration and Public Service
- The National School of Administration
- The National Center of Territorial Civil service
- The National School of Public Finance
- The National School of Customs
- The Public Management and Economic Development Institute
- Strasbourg University: Faculty of Science and Education
- ESA Business School - Lebanon
- The French Institute - Embassy of France in Lebanon
- The Economic Service - Embassy of France in Lebanon
- The Security Service - Embassy of France in Lebanon
- The National School of Taxes
- The National School of Treasury
- ADETEF - The Agency for International Development of the French Ministries of Economy and Finance

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512, Corniche El-Nahr
P.O.Box 16-5870
Beirut - Lebanon
Tel: +961 1 425 146/9
Fax: +961 1 426 860
institute@finance.gov.lb
www.institutdesfinances.gov.lb



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