

Detailed Case Study

Lebanon – Public Procurement Reform Implementation Plan Support


1. Coordination of Public Procurement Reform



Lead Organization: Institut des Finances Basil Fuleihan;
European Bank for Reconstruction and Development
(EBRD)



Location: Lebanon

	<p>Problem Statement:</p> <p>Lebanon had outdated and fragmented public procurement system with considerable capacity and technology gaps, resulting in inefficiencies and high risks of corruption. Implementing the new public procurement legislation of Lebanon (Law no. 244/2021) and creating a new institutional set up as well as developing modern digital tools and purchasing techniques is a challenge due to the number of political and economic factors, including economic crisis, instability of the government and the general lack of capacity in the public sector in Lebanon.</p>
	<p>Description: The Institut des Finances Basil Fuleihan, mandated by the Lebanese government is coordinating the implementation of public procurement reform strategy and action plan aimed at enhancing transparency and efficiency in utilizing state budgets. As part of this initiative, preliminary groundwork has been conducted for a forthcoming centralized electronic platform. This involved gathering the necessary procurement data that is vital to be collected and analyzed on the procurement platform and assessing user-friendly procurement platforms as benchmarks. Additionally, the consultant collaborated with the beneficiary to organize and manage pilot workshops on public procurement. These workshops aimed to disseminate awareness regarding the new topics introduced by the new public procurement law 244/2021. Furthermore, the consultant was responsible for orchestrating the creation of tools to facilitate the implementation of the new law. This included generating forms, templates, and a structure to the law's guidelines to streamline the law's execution. Additionally, adjustments were made to Standard Bidding Documents (SBD) to make them compatible with the forthcoming online electronic platform.</p>
	<p>Lessons learnt:</p> <ol style="list-style-type: none">1. Thorough Readiness for Technological Implementation: Despite the initial intention to unveil the electronic platform in the first half of 2023, this timeline was not met due to specific administrative and bureaucratic reasons. Nevertheless, the preparatory phase remains highly significant, as it plays a pivotal role in guaranteeing a seamless and efficient advancement once the platform becomes operational.2. Raising Awareness on Legal Changes: The pilot workshops organized to familiarize individuals with the new public procurement law highlight their importance. These workshops introduced fresh concepts to potential trainers and allowed for the collection of valuable input before these sessions were rolled out to a larger audience. Effective awareness-building can result in smoother transitions, improved compliance, and greater support for the changes.3. Resistance to change: There was resistance to change and lobbying against the implementation of the law. Many public entities attempted to distance themselves from the adoption of the new regulations. However, despite these challenges, a concerted effort was made to engage in comprehensive stakeholder consultations and address concerns through transparent

	<p>communication channels. This approach aimed to foster a more receptive environment for the successful implementation of the law.</p> <p>4. Adapting to Economic Challenges: Arranging for virtual meetings, flexible working hours with the Institute team and with national experts.</p> <p>5. Political instability in the country: The beneficiary and the consultant kept the EBRD informed regarding the political situation, therefore, continuous dialogue is crucial for a proper implementation of the assignment.</p>	
€	<p>Cost: 30,000 euros in terms of technical assistance</p>	<p>↑</p> <p>Impact:</p> <ol style="list-style-type: none"> 1. The trainings will raise awareness and knowledge of the public procurement officials, facilitating the proper implementation of the new public procurement law 244/2021. 2. The preparation and development of procurement electronic tools and guides will ease the execution of the new topics that the law has introduced.
👤	<p>Human resources: Project implemented by EBRD and 1 consulting contractor, providing expertise in legal, and procurement areas.</p>	<p>🚩</p> <p>Risks: Resistance to change and lobbying against the implementation of the new law. Political instability. Potential for political blocks to the project.</p>
+	<p>Other requirements: The project requires a national leading entity coordinating the reform, capable of connecting with all involved parties and possessing the essential expertise for effective implementation.</p>	
📅	<p>Project timeline: August 2022 – July 2023</p>	<p>📈</p> <p>Project status: Fully deployed</p>
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