



Annual Report 2012



REPUBLIC OF LEBANON
MINISTRY OF FINANCE



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Table of Content

| | |
|--|-----------|
| First Year for Implementing the “Institutional Development Plan: Horizon 2015” | 8 |
| Training | 10 |
| A Culture of Training and Capacity Building | 12 |
| A Center of Excellence in Public Financial Management | 16 |
| Training in Customs and Related Themes | 21 |
| Strengthening Managerial Skills | 25 |
| Economic and Financial Literacy | 27 |
| Cooperation and Networking | 30 |
| Cooperation and Networking | 32 |
| Partners | 35 |
| Publication, Communication and Information | 38 |
| Publication, Communication, and Information | 40 |
| Publication Activities | 41 |
| The Library of Finance: a Center Specialized in Economics and Finance | 44 |
| The Financial and Administrative Department | 46 |
| Our Partners | 58 |

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Minister's Foreword

In 2012, the Bassel Fleihan Institute has not only rejuvenated and renewed its halls, but it kept, as it has been doing throughout the 16 years of its existence, renewing itself and its programs, methods, work styles, technologies, ideas, partnerships and active team, beside widening the circle of those benefiting from its services, as if each new figure in the time count was its first year. When such an ambition is coupled with such an experience, the result would be an establishment that is not growing old but reborn every day and growing by its achievements, without tiredness but with a doubling energy, an establishment where there is no room for weariness, but for a deeper commitment and a stronger strive towards proving itself and contributing in building a modern public administration characterized by qualification, fairness, transparency, knowledge and expertise, not only on the level of the Ministry of Finance but on the level of the whole public sector.

Such is the Basil Fleihan Institute of Finance and Economy, and this is what would be concluded, anew and repeatedly, by anyone who inspects the yearly report of the Institute. The facts and figures show clearly that the Institute has escorted, through training, the organizational modernization process witnessed by the Ministry of Finance, that it kept exerting its unrelenting activity in the field of customs training and that it accorded a big importance to the issue of building capabilities in the field of government procurement. As for the initiatives and activities pertaining to promoting the economic and financial culture, it would be perhaps right to say that they are contributing in "building the citizen capabilities".

In order to assume its role in the most accomplished manner, the Institute did not hesitate to conduct a critical review of its work, and it started implementing the "institutional development plan: the 2015 horizons". The Institute adopted a consultation, interaction and partnering approach with the departments of the Ministry of Finance, in order to identify and satisfy their training needs, and it kept pushing towards devising a modern policy for managing human resources, promoting the training culture and availing the legislative and legal framework that would serve as the main tool in improving the performance of the whole Lebanese administration.

The Institute was also keen to consolidate its regional position, despite the conditions witnessed by the Arab region. Accordingly, it continued strengthening and expanding its partnerships, and it became a reference, an example and a meeting place for training establishments in the Arab countries.

The "activities report of the Bassel Fleihan Institute of Finance and Economy- 2013" gives a comprehensive idea about the size of the role played by the Institute and the importance of its work in developing the Lebanese public administration in general and the Ministry of Finance in particular.

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Minister of Finance
Mohammad Safadi

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Director's Foreword



The year 2012 was a challenging year for the MENA region, as economic, financial, social, and security-related changes, with far-reaching effects on the functioning of state administrations, swept into its countries. Government officials and various civil servants faced new challenges. Training institutes, including the Institut des Finances Basil Fuleihan, were not unaffected by these developments. As a result, new tasks emerged and became central to the IoF's mission, and an additional margin of flexibility became required for us to meet training needs and priorities as well as to foresee future changes.

Nevertheless, 2012 was marked by qualitative achievements at the Institute. Among them figures the launching of our new website, the publishing of the journal "Assadissa", the ongoing preparations for the introduction of Specialized Training Certificates, as well as our continuous work with Lebanese high officials. In 2012, we also worked towards the promotion of economic and financial education, we started the implementation of the "Institutional Development Plan: Horizon 2015", and organized numerous other training initiatives to improved the professionalism and performance of the Institute as a public sector capacity-building center specialized in Public Financial Management and Customs.

Once again, the year stressed the importance of building bridges, networking, and reinvigorating strategic partnerships in Lebanon and the region. Again, the GIFT-MENA Network served its role as a forum for experience exchange and discussion at the regional level, and for the first time, the Network's Annual Conference was hosted by Tunisia, in November 2012.

The year 2012 advanced the vital importance of building strong, capable, fair and impartial states that recognize training and capacity building as a cornerstone in the achievement of the desired level of change.

It is our pleasure to share with you this report which describes our main achievements as well as the challenges we witnessed during 2012.

We hope this report will improve our readers' knowledge of customs, finance and administration, and on the essentiality of learning and exchange initiatives that help civil servants realize their potential.

We extend our appreciation to our interested readers and hope they find this report useful. As always, the Institute remains attentive and receptive to all your suggestions and comments.

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The Director of the Institute

Lamia Moubayed Bissat

And the team of the Institut des Finances Basil Fuleihan

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First Year for Implementing the “Institutional Development Plan: Horizon 2015”



The Institut des Finances Basil Fuleihan is an autonomous public agency operating under the tutelage of the Minister of Finance, specialized in training, information dissemination, publication, cooperation, networking, as well as in providing training services to ministries and institutions.

Since its inception in 1996, the Institute has expanded its mission towards regional and international cooperation, offering training and technical assistance to countries of the Arab region. It hosts the secretariat of the Governance Institutes Forum for Training Network - GIFT-MENA, and the Regional Training Center of the World Customs Organization.

Our role

As a center of excellence with extensive experience, the IOF supports capacity building in public financial management at national level

Our mission

Contributing to the development of human resources and capacity in public financial management

Strengthening cooperation and networking, the transfer of knowledge and good practices

Promoting a culture of excellence and innovation in public sector

Our strategy

Developing the necessary skills to support reforms in public finance management, customs and land registry and cadastre

Promoting knowledge transfer, transparency and access to information

Providing assistance and consultancy, upon request, in areas of expertise

Fostering networking and exchange, and encourage cooperation with other public training institutes

Maintaining an institutional management of high caliber, built on professional standards and a modern style of management

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On the occasion of its 15th anniversary, a team of independent experts undertook an impartial organizational assessment of the Institute. In early 2012, the evaluation report titled the “Institutional Development Plan: Horizon 2015” was published, and has become

considered as a “road map” that outlines our vision for the coming years.

The main tasks achieved during 2012 in line with the “Institutional Development Plan (Horizon 2015)” were:

Main Achievements

- Organizing **round table discussions about the plan’s orientations** through **6** workshops hosted by the Institute with the participation of **75** representatives from the Ministry of Finance, public administrations and institutions, trainers, training institutes, and partners.
- Publishing the **plan in both Arabic and French**, with an executive summary in English, at a total of **180** copies.
- Tuning **training activities** to the Institute’s mission and objectives.
- The introduction of a **modern electronic archiving systems**, the development of a training platform, and the expansion of the Library of Finance’s electronic access service.
- The development and implementation of an **internal training plan** to strengthen the team’s capabilities and skills.
- Preliminary propositions for the **development of human resources management** at the Institute.
- The development of the **accounting information system**.
- The launching of the Institute’s **new website**.



2388

Trainees

133

Training Programs

11

New Training Programs

Certified Training Programs

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Training

A Culture of Training and Capacity Building

A Center of Excellence in Public Financial Management

Training in Customs and Related Themes

Strengthening Managerial Skills

Economic and Financial Literacy

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A Culture of Training and Capacity Building

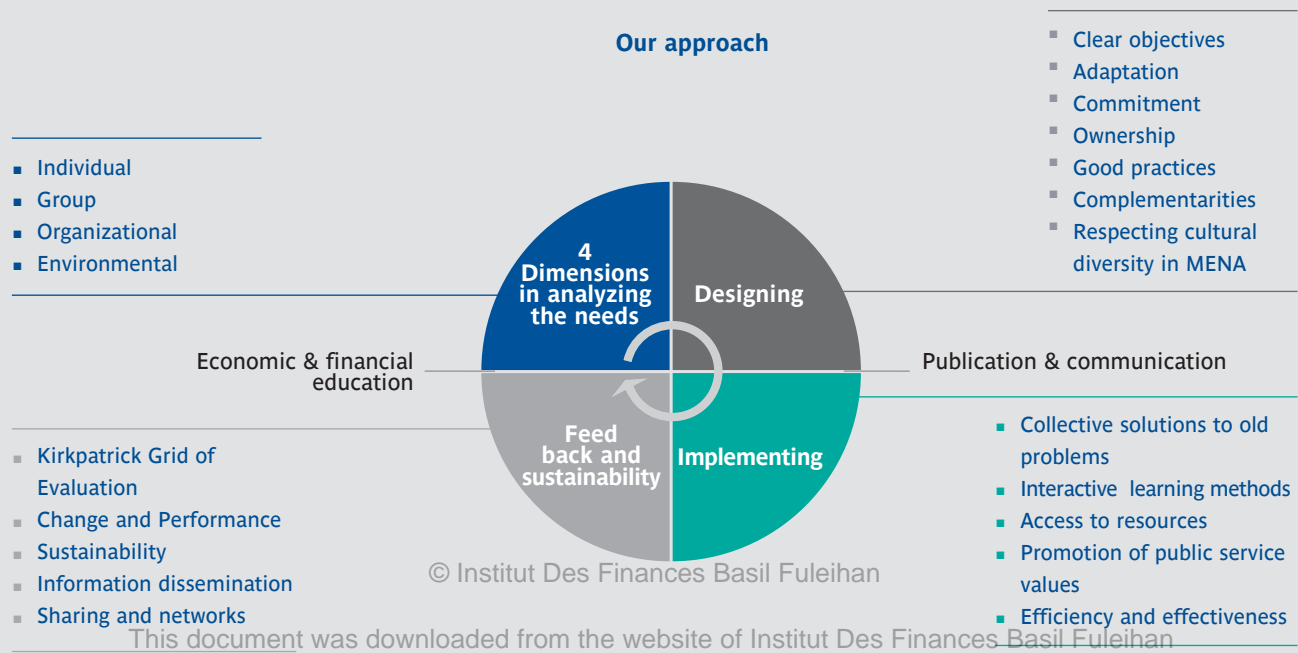


In 2012, the Institute maintained its position as a center of excellence in capacity building that is specialized in public financial management, customs, managerial skills and related training for the civil service.

Our team strived to fulfill its commitment to the orientations of the “Institutional Development Plan: Horizon 2015”, by translating these orientations into a well-defined training plan, strategic partnerships, and innovative training support tools.

The Institute’s Approach to Capacity Building

The Institute’s approach to capacity development programs continues to receive positive feedback from beneficiaries in Lebanon and abroad. The Institute elaborated in 2012 more than **16** new training programs upon request of both applicants and donors in Lebanon and MENA countries. These programs were incorporated to the training plan scheduled for 2013.



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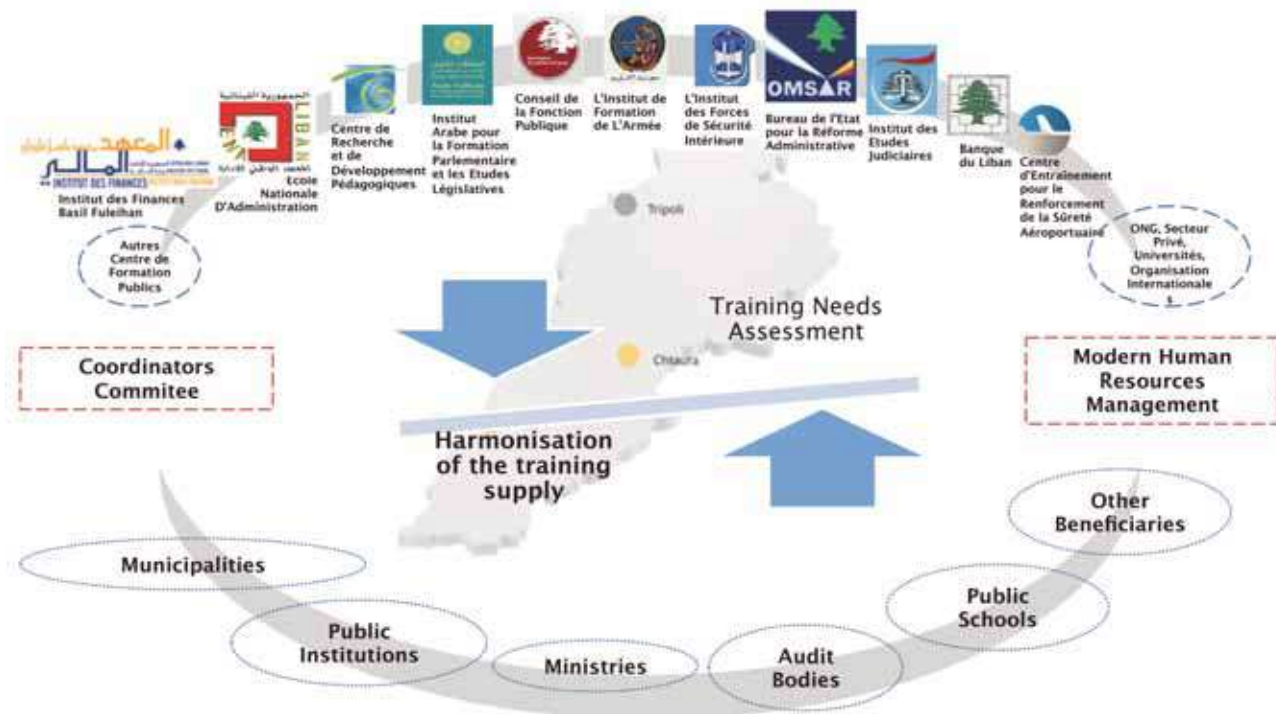


Training Platform for the Civil Service

The Institute expanded its training platform by enrolling 51 participants to the “**Training of Trainers**” and “**Designing Training Modules**” courses, as well as

by strengthening cooperation links with similar training institutions in the region through the secretariat of GIFT-MENA network.

Training platform for the civil service



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Training Plan

The 2012 Training Calendar included **76** training programs within the Institute's different training axes. The Institute's team implemented **40** out of the **76** scheduled programs, and developed **11** new training programs outside the calendar.

Numbers that Marked the Year 2012

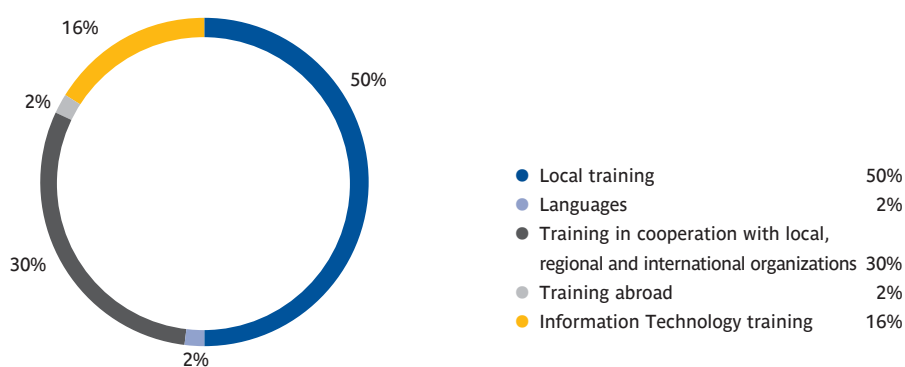
The total number of trainees was **2'388** participants, compared with **4,388** in 2011. This decrease is due to several factors. Among them, the difficulty of securing the necessary funding during the first half of the year 2012, unrest within the public sector over the issue of the salaries and compensations scale, and the difficult regional circumstances that severely impacted the participation of MENA countries to regional activities.

Total number of trainees

| | Computer Literacy Training | Internal training | Language Training | Training in collaboration with other centers | Training Abroad | Total |
|---|--|-------------------|-------------------|--|-----------------|-------------|
| The Directorate General of Finance | 359 | 176 | 50 | 2 | 1 | 588 |
| The Customs Directorate | 12 | 357 | 4 | 46 | 5 | 424 |
| The Real Estates and Land Surveying Directorate | | 5 | | | | 5 |
| The National Lottery | | | | | | |
| The Tobacco Administration | 5 | 5 | 1 | 2 | | 13 |
| Institut des Finances Basil Fuleihan | 1 | 49 | 1 | 5 | 33 | 89 |
| Total | 377 | 592 | 56 | 55 | 39 | 1119 |
| Public Administrations | © Institut Des Finances Basil Fuleihan | | | 510 | 10 | 1114 |
| Arab an Foreign Trainees | | | | 155 | | 155 |
| Total | 377 | 1186 | 56 | 720 | 49 | 2388 |

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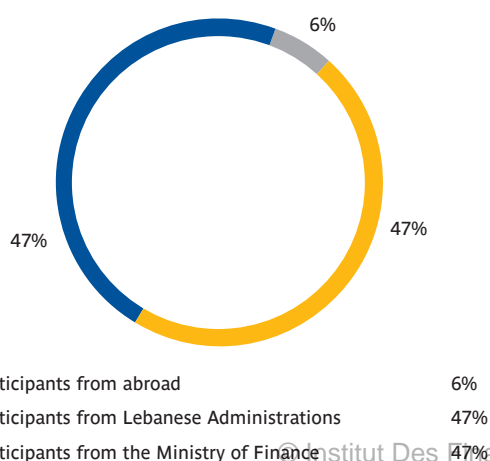
Distribution of trainees per type of training



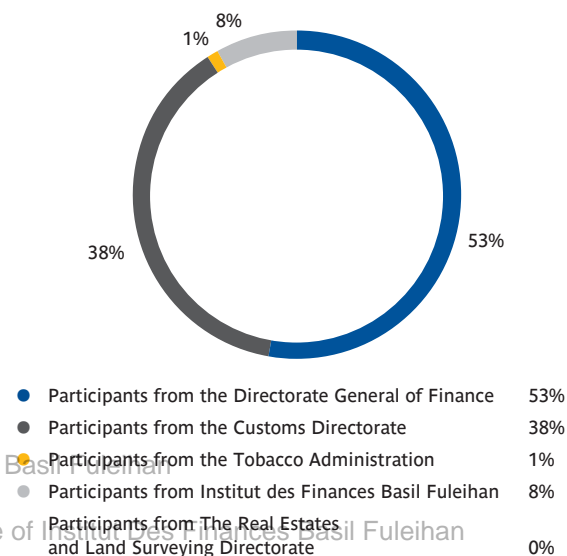
Total number of trainees in Lebanon and abroad 2008-2012

| Trainees | 2008 | 2009 | 2010 | 2011 | 2012 |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|
| Ministry of Finance | 2305 | 3240 | 2060 | 1473 | 1119 |
| Lebanese Public Administrations | 313 | 852 | 929 | 2839 | 1114 |
| From abroad | 124 | 100 | 170 | 76 | 155 |
| Total | 2742 | 4192 | 3159 | 4388 | 2388 |

Distribution of trainees by beneficiary



Distribution of trainees per directorate of the Lebanese Ministry of Finance



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A Center of Excellence in Public Financial Management



Main Achievements

The overall number of participants in Public Financial Management programs amounted to **599** trainees in 2012 (as shown in the table below). The Institute's training activities focused mainly on fiscal and tax issues. The lack of activities related to budget preparation was significant due to the absence of an approved public budget since 2006.

The key highlights of Public Financial Management training in 2012 were:

- Supporting the Lebanese Ministry of Finance through building the capacities of new units at the Directorate of Budget and Expenditure Control, and the Directorate of Treasury and Public Debt.
- Organizing training programs to accompany the merger process at the Tax Administration.
- Providing officials with a forum for the discussion of public accounts related matters.
- Keeping abreast with oversight, control, and audit best practices in the MENA region.
- Fostering new capacity building initiatives in public procurement.
- Cooperating with an outstanding group of partners in Lebanon and from abroad.

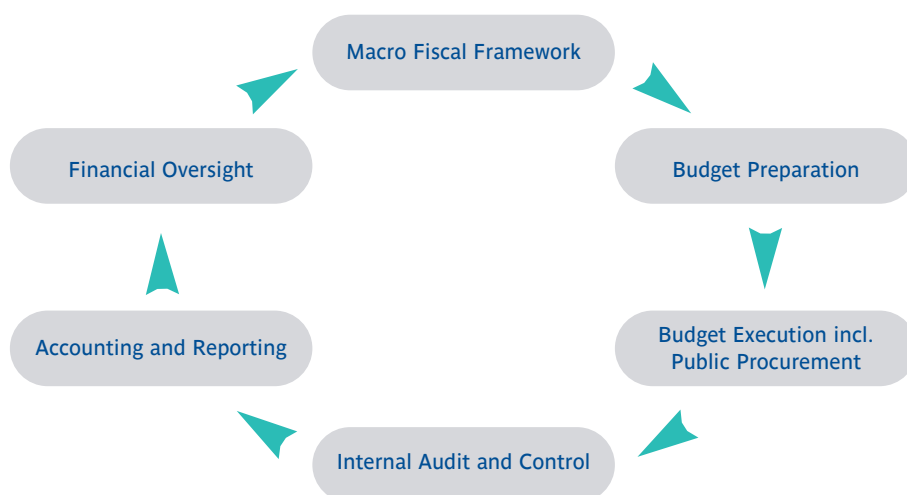
Preparing New Project Proposals in Public Financial Management (PFM)

In 2012, the Institute prepared several project proposals on topics related to public financial management topics, on direct demand or upon request for proposal. The IoF developed, on behalf of the Republic of Yemen two proposals: "Tax Audit and Review", and "Audit Procedures for Taxing Telecommunications Companies"; and designed a project on "Parliamentary Oversight" to the benefit of the Sultanate of Oman. At the national level, the IoF provided the Education Directorate of the Lebanese Army with a comprehensive capacity building program in public finance for administrative officers, and another public finance program for the North Lebanon Water Authorities. Furthermore, the IoF completed the "Supporting Lebanese Municipalities Financial Reforms" project, funded by the European Union.

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Public financial management



Training programs on public financial management

| Activity | MoF | Lebanese Administrations | Foreign Participants | Total Trainees |
|---|------------|--------------------------|----------------------|----------------|
| Audit Process Mechanism of Value-Added Tax files | 76 | | | 76 |
| Audit Process Mechanism of Income Tax files | 43 | | | 43 |
| Training on Customs "NAR" system (post clearance risk management) for General Finance staff | 239 | | | 239 |
| TOT on Customs "Nar" system | 8 | | | 8 |
| Preparing Accounts in public investment companies in Lebanon | 1 | 54 | | 55 |
| Preparing Accounts in public administrative institutions in Lebanon | 2 | 22 | | 24 |
| International Public Sector Accounting Standards - IPSAS | 12 | | | 12 |
| Analytical Accounting | 9 | | | 9 |
| Workshop on "Environmental Considerations in Public Procurement" | 2 | 35 | | 37 |
| Meetings of Experts for presenting and discussing the results of the analytical study and evaluate training needs in Public Procurement | 1 | 30 | | 31 |
| The Advisory Committee of the Capacity Building Project in Sustainable Public Procurement - funded by the Italian government | 16 | | 7 | 23 |
| Specialized Regional Training Program in Control and Audit | | 2 | 15 | 17 |
| Specialized Regional Program to enhance parliamentary oversight in Arab countries | | 3 | 22 | 25 |
| Total | 409 | 146 | 44 | 599 |

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Training Orientations in Public Financial Management for 2013

- Meeting the training needs of the Ministry of Finance.
- Building the capacities of public financial management practitioners within Lebanese public administrations and institutions.
- Fostering dialogue and peer-to-peer experience-sharing in the MENA region.

Training Opportunities Abroad

Training in public financial management abroad

| Activity | Organizing party | Number of participants from the Ministry of Finance |
|---|---|---|
| Study visit on public procurement | Chartered Institute of Purchasing and Supply (CIPS) | 3 |
| Senior Budget Officials Meeting - TUNIS | OECD | 1 |
| Training Program on Introductory Certificate in Public Procurement - Level 2 Accredited by CIPS | UNDP | 1 |
| Training Program on Effective Negotiations in Projects and Procurement | UNDP | 1 |
| Regional Conference on "Improving Public Procurement Outcomes through Transparency, Empowering Stakeholders, and Capacity Building" | World Bank | 3 |
| Towards Better Governance and Public Sector Performance in MENA: Harnessing Regional Public Procurement Reform | World Bank | 5 |
| Study visit on public procurement | ENA - France | 4 |
| Macro-Fiscal Analysis | IMF-CEF-Kuweit | 1 |
| Study visit on public procurement | ITC – ILO | 4 |
| Study Visit | Center of Excellence in Finance (CEF) - Slovenia | 3 |
| Total | | 26 |

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Public Procurement: National Survey of Capabilities and Capacity Building Strategy

The Institute drafted, in 2012, a proposal for a mid-term capacity building strategy in public procurement, and

finalized various initiatives pertaining to Sustainable Public Procurement (SPP).

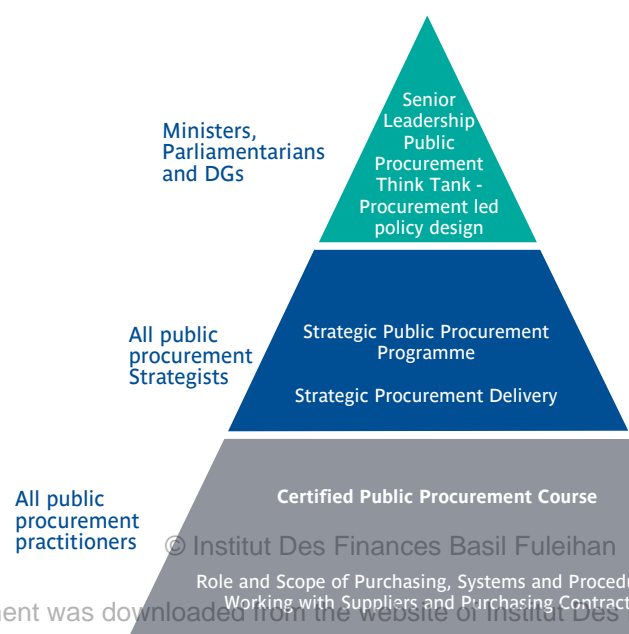
Capacity Building in Public Procurement Strategy

The strategy was structured around four axes, namely:

- A **competency framework** that defines the competencies required in field of public procurement.
- The outlining of specific **job descriptions** for public procurement specialists.
- Providing **Professional Certification and Accreditation for High Quality Public Procurement Training**

in collaboration with renowned international training organizations (CIPS “Procurement Leaders Program”).

- Launching a national campaign for the elaboration of **national public procurement policies**.



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Incorporating the Sustainability Criteria into Public Procurement

- Publishing the “**Review of the Public Procurement Legal Framework in Lebanon**”, which depicts all sustainability features stipulated in Lebanese laws.
- Finalizing the “**Market Readiness Analysis for Sustainable Public Procurement in Lebanon**”.
- Organizing a workshop on “**Environmental Considerations in Public Procurement**”, in collaboration with the Italian Cooperation Office in Lebanon.

Future Orientations in Public Procurement for 2013

- Launching the Institute’s **Capacity Building in Public Procurement Strategy** in Lebanon.
- Building the capacities of Lebanese experts-trainers through “**Training of Trainers**” programs.
- Enhancing dialogue on public procurement policy among stakeholders.
- Introducing the **Introductory Certificates in Public Procurement** - CIPS Accredited, for the first time in Lebanon.
- Publishing the **Public Procurement Guide**, a reference manual for all Lebanese public procurement practitioners
- Publishing the results of the **National Survey of Public Procurement Training Needs in Lebanon**.
- Publication of the survey results of the **Market Readiness Analysis for Sustainable Public Procurement in Lebanon**.
- Dedicating a section of the Institute’s Website to Public Procurement.

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Training in Customs and Related Themes

The 2012 Customs training plan reflected the aspirations of the Lebanese Customs Administration. The Institute exerted its efforts towards networking with other centers and training projects at the national level, while maintaining cooperation with other customs administrations in MENA countries through the World Customs Organization (WCO).

Main Achievements

The main achievements of the customs training plan were:

- The induction of newly recruited officers.
- Accompanying the modernization and automation of customs clearance procedures.
- A strong focus on anti-smuggling and customs control.
- Partnering with the private sector for fighting commercial fraud and upholding consumer protection including intellectual property rights.
- Consolidating coordination with the WCO and participating in regional and international meetings.

Customs Training

The 2012 Customs training catalog included 13 subjects, 9 of which were implemented. The overall number of participants in Customs training programs amounted to 927 trainees in 2012 compared with 609 in 2011.

Customs Control, Inspection and Anti-Smuggling

- 7 training modules on topics related to **Anti-Smuggling and Control** for 270 trainees.
- Two training sessions on **Radiation Detection Techniques** for customs control agents.
- 9 training sessions on **Image Analysis of X-ray Detectors**, attended by 68 customs control agents in cooperation with the Civil Aviation Security Training Center (CERSA).
- Two training sessions on **Investigation Techniques in Criminal Psychology** attended by 32 inspectors.

A Customs Training Plan in Four Axes (2011-2012)

- Anti-smuggling and Control
- Protecting Financial and Economic Interests
- Streamlining and harmonizing Procedures
- Developing Managerial and Leadership Skills

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Customs training programs

| Activity | Number of sessions | Trainees from Customs Administration | Trainees from Other Lebanese Administrations | Total Number of Trainees |
|---|--------------------|--------------------------------------|--|--------------------------|
| Orientation Program for the administrative cadre of the Customs Directorate | | | | |
| Induction program for new Inspectors | 1 | 4 | | 4 |
| Specialized Customs Training Programs on | 79 | 389 | 497 | 886 |
| Combating Drug Abuse and Drug Trafficking | 4 | 88 | | 88 |
| Radiation Detection Techniques | 2 | 45 | | 45 |
| Interpretation & Analysis of X-ray Images | 9 | 68 | | 68 |
| Risk Analysis and Targeting Skills in Customs Environment | 1 | 15 | | 15 |
| Investigation Techniques in Criminal Psychology | 2 | 16 | 16 | 32 |
| Legal Awareness on Customs Violations and Crimes in collaboration with the Danish Advisory Team | 1 | 20 | | 20 |
| Mediterranean Network for co-operation on drugs and addictions (Med NET) - Groupe Pompidou | 1 | 2 | | 2 |
| Workshops on Piracy and Counterfeiting | 48 | 43 | 457 | 500 |
| Foreign Direct Investment - Certification in collaboration with the Arab Planning Institute | 1 | 1 | | 1 |
| Foreign Trade and Development - Certification in collaboration with the Arab Planning Institute | 1 | 2 | | 2 |
| Evaluating and Mobilizing Fiscal and Customs Revenues | 1 | 1 | | 1 |
| National School of Administration (ENA) France | 1 | | 14 | 14 |
| Automation of records for unresolved situations of Customs Duties and Taxes | 1 | 5 | 10 | 15 |
| Automation of Transit Systems in Lebanon | 5 | 83 | | 83 |
| Management-related training programs with the collaboration of the Danish Advisory Team | | | | |
| Total | 80 | 393 | 497 | 890 |
| National Projects | 14 | | 368 | 368 |
| Promoting Drug Abuse Prevention Programs In public schools | 14 | | 368 | 368 |

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Combating Drug Abuse and Trafficking

- 4 training sessions on **Combating Drug Abuse and Trafficking** attended by **88** Customs inspectors from all regions, in cooperation with the Civil Aviation Security Training Center (CERSA).
- Facilitating the participation of two cadre employees from the Customs Administration to the Med NET-Groupe Pempidou annual workshop on **Combating Drug Trafficking at Airport Exit Points**, which was held in Strasbourg (France).
- **The Drug Abuse Prevention Programs at Public Schools** included **14** awareness raising seminars involving students, parents and teachers. The overall number of participants totaled **368** in all schools.

Commercial Fraud and Consumer Protection

A series of workshops on commercial fraud, piracy, and counterfeiting were organized in collaboration with the private sector, the Ministry of Trade and

Economy, the Customs Administration, and the Institut des Finances Basil Fuleihan, regrouping **500** participants from various law enforcement agencies.

Regional Training Center for the World Customs Organization

Lebanon had become in 2006 the Regional Training Center (RTC) for the World Customs Organization. In 2012, the Institute registered its participation to:

- The **6th Meeting of the MENA Regional Training Group in charge of setting up the regional training action plan for 2012-2013**, held at the National Customs Institute (RTC) in Alexandria, Egypt.
- The **7th WCO PICARD Conference** (Partnership in Customs Academic Research and Development) that took place in Marrakesh, Morocco.

The Training of New Officers

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The IoF organized, in joint collaboration with the Customs Administration, a training session of 35 days for the induction of 4 graduating officers to the customs operational environment. Training topics included public management, customs and legal education, and managerial skills. The participants took final exams and presented research papers.

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Regional Activities to Streamline and Harmonize Customs Procedures

Two workshops on the ASYCUDA computerized customs management system were jointly organized by the IoF and the Customs Administration for the benefit of two Arab delegations: the Iraqi Trade Balance Committee and the Libyan Customs Administration. The IoF hosted in December 2012 the 17th meeting of the Harmonized Customs Tariff Committee which brought together **26** public officials from various Arab countries, in collaboration with the Secretariat of the Arab League.

Future Orientations for 2013

- Supporting the Customs Administration in adopting a new institutional style of management through enhancing leadership and managerial skills.
- Partnering with the private sector in order to further the knowledge of inspectors on all types of fraud.
- Sharing experiences and expertise among law enforcement agencies. Consolidating the partnership with the Civil Aviation Security Training Center.
- Asserting the role of Lebanon as a Regional Training Center for the World Customs Organization (WCO).

Workshops on Commercial Fraud, Piracy, and Counterfeiting Technics

| Activity | Number of sessions | Trainees from Customs Administration | Trainees from Other Lebanese Administrations | Total Number of Trainees |
|---|--------------------|--------------------------------------|--|--------------------------|
| Counterfeiting child care products: "Method of Identifying and Risk Management" at Johnson & Johnson | 3 | 15 | 65 | 80 |
| Counterfeiting Mercedes Benz auto spare parts | 2 | | 74 | 74 |
| Counterfeiting Nestlé products | 2 | | 71 | 71 |
| Workshop on Counterfeiting Merck Sharp & Dohme Pharmaceutical Products | 2 | 28 | 16 | 44 |
| Counterfeiting Crest & Oral B Products: "Detection Techniques" © Institut Des Finances Basil Fuleihan | 2 | | 89 | 89 |
| Workshop on Food Safety and Inspection | 2 | | 142 | 142 |
| Total | 13 | 43 | 457 | 500 |

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Strengthening Managerial Skills

The Institute of Finance targets middle and senior public officials in the Lebanese civil service with a number of training programs aimed at enhancing their leadership and managerial skills and exposing them to international good practices.

The Specialized Meetings of Senior Lebanese Officials

Twenty five senior officials from 17 public administrations and institutions gathered at the IoF to discuss the issue of **Public Finance and State Modernization**, within the framework of the **Specialized Meetings of Senior Lebanese Officials** that were organized for the

third year in a row, in collaboration with the French National School of Administration (ENA) and the “Institut Français” of the French Embassy in Lebanon, with the support of Fransabank.

Managerial Programs for Middle Public Officials

- 4 training sessions on management related themes in which 47 trainees from the Ministry of Finance and other public administrations participated.
- A Specialized Customs Training Program organized by the Danish Advisory Team and hosted by the Institute.

Training programs on developing managerial skills

| Activity | Trainees from Minister of Finance | Trainees from Lebanese Administrations | Total Number of Trainees |
|---|-----------------------------------|--|--------------------------|
| Telephone Skills | 7 | | 7 |
| Leadership and Change Management | 15 | | 15 |
| Workshop on how to represent your administration professionally | 6 | 1 | 7 |
| Workshop on Strategic Planning from a social perspective | | 18 | 18 |
| Training Programs co-organized with the Danish Advisory Team | | | |
| Communication Skills | 18 | | 18 |
| Excellence and Quality in the service of Citizens | 14 | | 14 |
| Negotiations and Conflict-resolution Skills | 17 | | 17 |
| Team Building | 18 | | 18 |
| Legal Awareness | 20 | | 20 |
| Managerial Leadership and Coaching | 16 | | 16 |
| Total | 131 | 19 | 150 |

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Training Orientations in Developing Managerial Skills

- Launching certification and accreditation in managerial topics for the Lebanese Customs Administration.
- Completing the specialized training programs in public financial management addressed to Senior civil servants.
- Promoting Language skills and IT training in various Lebanese regions.

Language skills and information technology programs

| Activity | Number of Sessions | MoF | Lebanese Administrations | Total Number of Trainees |
|--|--------------------|-----------|--------------------------|--------------------------|
| Language Skills Programs | | | | 56 |
| English Courses in collaboration with AMIDEAST | | | | |
| Focus on Grammar (English & Writing Grammar) - High Intermediate | 1 | 8 | | 8 |
| Focus on Grammar (English & Writing Grammar) - Intermediate | 1 | 10 | | 10 |
| Workplace: English and conversation - Beginner | 1 | 8 | | 8 |
| Workplace: English and conversation - Intermediate A | 1 | 11 | | 11 |
| Workplace: English and conversation - Intermediate B | 1 | 9 | | 9 |
| Public Speaking Course | 1 | 8 | | 8 |
| French - in Collaboration with the French Institute in Lebanon | | | | |
| Communication in a socio-professional environment | 1 | 2 | | 2 |
| Information Technology Programs | | | | 167 |
| Office IT Systems | | 13 | 138 | 151 |
| Designing and Building a Database | 4 | 39 | | 43 |
| Microsoft Outlook | 2 | 23 | | 25 |
| PowerPoint Presentation | 2 | 17 | | 19 |
| Microsoft Excel-Intermediate level | 1 | 10 | | 11 |
| Microsoft Excel-Advanced level | 1 | 12 | | 13 |
| Editing Texts-Word Advanced Level | 1 | 11 | | 12 |
| Editing Texts-Word Intermediate level | 2 | 26 | | 28 |
| Information Technology Systems Specific to the Customs Administrations | | 2 | 16 | 16 |
| Workshop on implementing ASYCUDA computerized customs System in Lebanon with the cooperation of the Iraqi Trade Balance Delegation | 1 | | 8 | 8 |
| Workshop on ASYCUDA System for the Libyan Customs Delegation | 1 | | 8 | 8 |

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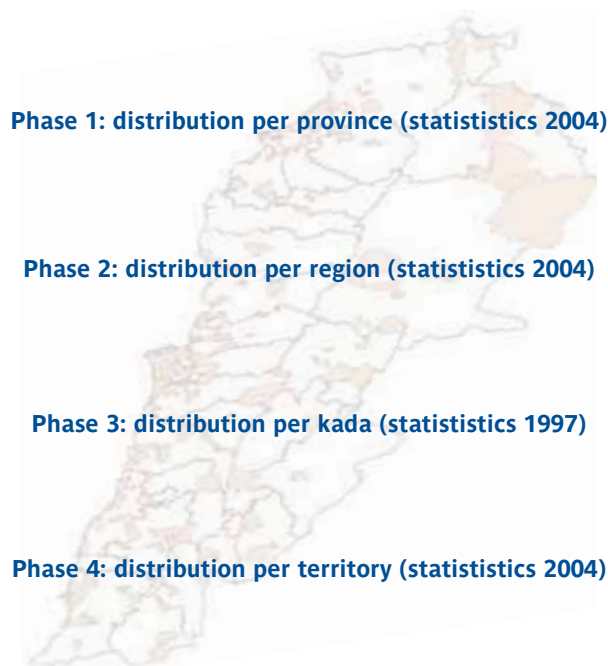
Economic and Financial Literacy

The year 2012 was rich in training events aimed at promoting economic and financial education.

National Capability Survey

In the framework of international efforts led by the International Network on Financial Education (INFE), affiliated to the Organization for Economic Co-operation and Development (OECD), and in collaboration with the World Bank, the IoF conducted a nationally representative quantitative survey to measure levels of financial literacy of Lebanese population. This survey falls in line with its aspiration to launch a national strategy for enhancing economic and financial education. The principal steps of the survey were:

- Preparing an **appropriate questionnaire** that meets Lebanese characteristics.
- **Conducting a pilot study** on a cluster sample of **1'200** Lebanese households.
- **Training data collectors and interviewers** on the Do's and Don'ts that should be observed.
- **Implementing the field survey** on a random sample of **1'200** households in various Lebanese regions.
- **Summarizing and analyzing** survey results with experts.
- **Interpreting survey results.**



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PROJECT SNAPSHOT
LEBANON



Project Name

Measuring Financial Capability and Literacy in Lebanon

Partner Institution(s)

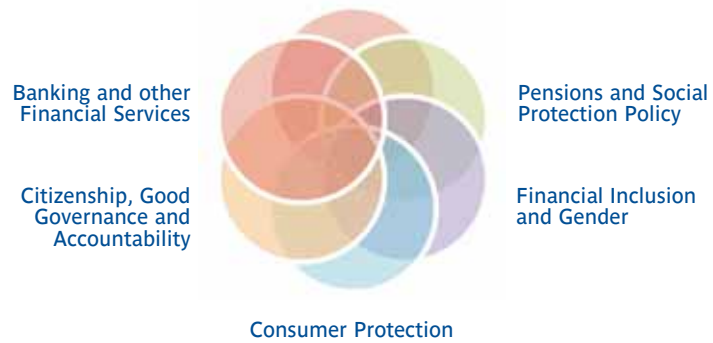
Basil Fuleihan Institute of Finance (IOF); Consultation and Research Institute

Timeline

July 2011 – August 2012

World Bank, Financial Literacy & Education, Russia Trust Fund, June 2012

Financial Education in Schools



Capacity Building for Teachers of Economics at Secondary Public Schools

The IoF pursued its cooperation with the Ministry of Education and Higher Education in building the capacities of economics teachers in secondary public schools:

- A **first yearly meeting**, attended by **152** teachers and held under the title: **The Lebanese Economy at a Time of Crisis**.
- **9** specialized workshops on the basic concepts of micro and macroeconomics to which **161** teachers participated.
- New interactive educational tools designed.

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Youth at the Ministry of Finance

- **Job Fair Exhibitions** at two universities.
- **Internships and field visits** for the universities' youth.
- Yearly one-day workshops organized under the title: **Getting Acquainted with the Ministry of Finance,**

through which **132** students from **7** universities and youth organizations were introduced to the MoF's mission and objectives.

Future Orientations for 2013

- Preparing to launch the national strategy for promoting economic and financial education in Lebanon.
- Publishing the quantitative survey results that will be complemented by a qualitative study.
- Publishing a series of educational booklets on public finance as well as on how to manage personal finances.
- Developing educational and learning tools.
- Pursuing collaboration with the Ministry of Education and Higher Education in building the capacities of economics teachers at secondary public schools.
- Enhancing the financial planning capacities and skills of women as well as small and medium enterprises in partnership with the private sector and civil society.
- Introducing the youth to the mission and objectives of the MoF through field visits.

Field visits of university students

| University | Meeting Date | Number of Groups | Number of Students |
|---|--------------|------------------|--------------------|
| Gogakian | 10-2-2012 | 1 | 12 |
| Islamik University | 23-3-2012 | 1 | 12 |
| Antonine University - Baabda | 27-4-2012 | 1 | 20 |
| American University of Science and Technology - Achrafieh | 5-4-2012 | 1 | 29 |
| MUBS University | 18-5-2012 | 1 | 15 |
| Antonine University - Baabda | 18-5-2012 | 1 | 8 |
| Beirut Arab University | 6-7-2012 | 1 | 7 |
| Haigazian University | 20-7-2012 | 1 | 4 |
| American University of Science and Technology - Achrafieh | 19-10-2012 | 1 | 25 |
| Total | | 9 | 132 |

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Rencontres Des Cadres Dirigeants De La Fonction Publique Libanaise

107

Participants
from Lebanon
and Abroad

30

Training Programs
Abroad

9

Regional
and International
Organizations

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Cooperation and Networking

Cooperation and Networking

Partners

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Cooperation and Networking



As a training center with a mandate to support change and structural reforms, the Institute persevered, despite the turmoil in most Arab countries during 2012, in its regional activities through the organizational of specialized programs and workshops, conferences and thematic meetings, delegations visits and study missions abroad. The main highlight of the year 2012 was the increase in the demand for training and technical assistance from the Ministries of Finance and their affiliated training institutes in MENA region, mainly from Kurdistan-Iraq, Yemen and Oman.

Main Achievements Arab-Arab Cooperation

The Institute received during 2012 an increased number of specialized training and technical assistance requests from training institutes affiliated to the Ministries of Finance in Palestine, Jordan, Libya, and Iraq.

Main Arab-Arab cooperation activities

| State | Partner | Fields of Cooperation and Objectives |
|-----------|--|--|
| Jordan | Ministry of Finance | Technical assistance to reviewing a training program in public accounting. |
| Palestine | Palestinian Fiscal and Public Finance Institute | Visit of a delegation to learn from the IoF experience in training, communication and networking. |
| Libya | Libyan Customs Administration | Hosting of a Libyan delegation to learn from the Lebanese experience in the implementation of the ASYCUDA System. |
| Iraq | Ministry of Finance and Iraqi Parliament | Workshop on ASYCUDA system (Iraqi trade balance committee delegation). |
| Tunisia | The National School of Finance affiliated to the Ministry of Finance | <ul style="list-style-type: none"> Participation in the "Cycle des Hautes Etudes pour le Développement Economique en Méditerranée" - CHED MED. Hosting of the annual conference of GIFT-MENA network in Tunisia. |

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Arab-Mediterranean Cooperation

GIFT-MENA network

The Governance Institutes Forum for Training in the Middle East and North Africa region, GIFT-MENA network enhanced its role as a platform for experience-sharing and cooperation, with the support of the International Cooperation Agency of the French Ministries of Economy and Finance ADETEF. In 2012, the GIFT-MENA Network Annual Conference was hosted for the first time by the National School of Finance of Tunisia.

The support of the French treasury to the Network's activities was maintained through the renewal of the agreement signed between the International Cooperation Agency ADETEF and the Lebanese Ministry of Finance until January 2014.

Main activities of the GIFT-MENA network

- The Annual Conference organized entitled **"Training and Cooperation for Change in the MENA Region"** was held in Tunis on the 9th and 10th of October 2012, gathering more than **80** experts in capacity building representing **14** countries and **10** international organizations.
- In the framework of the Conference, the 4th Annual Meeting of the Directors of Training Schools and Institutes elected its Steering Committee for the period 2012-2014.

- The **Regional Training Program on Audit and Control** was implemented with the participation of **17** high officials from **8** MENA countries.
- **5** representatives of the member Institutes from Lebanon, Morocco, and Palestine participated in a study visit to the **Center of Excellence in Finance of Slovenia**.
- The network published the proceedings of the 2011 annual conference held in Beirut entitled **"Rethinking training in the public sector"**.
- A new GIFT-MENA web portal was designed for knowledge and information sharing.

Specialized meetings for economic development: CHEDE MED

In January 2012, more than **45** leaders from public and private sectors in France, Italy, Spain, Morocco and Lebanon participated to the 5th seminar of the cycle des hautes études pour le développement économique CHED MED, held at the Institute of Finance entitled **"Le Liban: un pôle méditerranéen au service de l'innovation"**.



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Cooperation with the European Union

The support of the SIGMA

The Institute communicated the final version of its **“Institutional Development Plan: Horizon 2015”**, developed by the Advisory team of SIGMA, to its partners and stakeholders.

TEMPUS-PACOME project

The Institute joined this initiative lead by the University of Strasbourg and gathering **16** institutions of higher education and training from France, Germany, Greece, the Netherlands, Austria and Morocco. The project aims at reducing the gap between the supply and demand of competencies in the labor market.

EU-Lebanon Cooperation day

The Institute participated through promoting its publications and taking part in round table discussions and related activities.

Cooperation with France

Cooperation with the Ecole Nationale d’Administration (ENA):

- Organization of the meetings of senior lebanese officials for the third consecutive year.
- Participation of lebanese delegation of senior officials to a study visit on public procurement.
- Organization of study visits to France and drug prevention programs at public schools in cooperation with the Embassy of France in Beirut.
- Cooperation with the Network of Civil Service Schools (RESP) of France initiated. This initiative is expected to be institutionalized in 2013.

Cooperation with Italy

The embassy of Italy in Beirut continued its support to the implementation of the **“Capacity Building in Public Procurement”** project.

Cooperation with United Kingdom

- A study visit was organized to the Chartered Institute of Purchasing and Supply (CIPS). The Institute of Finance also hosted a delegation from CIPS in the framework of common activity in public procurement capacity building.
- The **Parliamentary Strengthening Program in Lebanon**, organized in partnership with the Westminster Foundation for Democracy, and funded by the

European Union, was concluded.

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Partners

In 2012, the IoF succeeded in developing new strategic partnerships with a number of organizations in Lebanon and MENA countries, enhancing its role as a forum for continuous learning and knowledge-sharing, and promoting the good national and international practices.

Local Partnerships

The Institute was keen to reinforce its cooperation with the Association of Banks, the Chamber of Commerce, Industry and Agriculture of Beirut, Fransabank, the Brand Protection Group, the Lebanese Parliament, the Court of Audit, the Ministry of Education and Higher Education, and the Ministry of Economy and Trade on various issues related to Public Accounts, Financial Oversight, Economic Education, Safety of Food and Pharmaceutical Drugs.

The IoF maintained its privileged cooperation with the Civil Aviation Security Training Center (CERSA) in

fighting drug abuse and drug trafficking and training on the use of X-ray detectors. The Institute also cooperated with the Danish Advisory Team to enhance the managerial and legal capabilities of the Lebanese Customs Administration.

The main initiative in 2012 was preparing to launch the certification program in leadership and managerial development for senior officials at the Customs Administration in cooperation with the Ecole Supérieure des Affaires (ESA).

New Cooperation with the “National Commission for Lebanese Women”

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The Institute organized, in cooperation with the Commission and the Knowledge Development Company, a workshop on the importance of incorporating social and gender dimensions in political, financial, and social action plans of public administrations and institutions. This cooperation will be continued throughout 2013.

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Regional Partnerships

| Partner | Fields of Cooperation and Objectives |
|--|--|
| The Islamic Development Bank | <ul style="list-style-type: none"> • Preparing and organizing the regional training program on “Audit and Control”, gathering 17 high officials and specialists in audit and financial control from 8 MENA countries. • Supporting the organisation of the “Annual Meeting of Economics Teachers at Secondary Public Schools in the framework of the project Enhancing Economic and Financial Education in Lebanon”. |
| The Arab Planning Institute in Kuwait | Organizing the certified program on “Foreign Exchange and Development” with the participation of 20 officials from various lebanese public administrations and institutions. |
| The Economic and Social Commission for Western Asia – ESCWA (Economic Development and Globalization Division, and Governance and State-Building Department) | Sharing expertise and knowledge on the good practices in the field of sustainable economic development, in the framework of the Expert Group Meeting on “Citizen Engagement for the Post-2015 Development Agenda” . |
| The IMF’s Middle East Technical Assistance Center (METAC) in Beirut | Setting up a framework and developing an annual plan for specialized training programs on Public Financial Management for high and middle level officials in middle eastern countries. |
| The IMF’s Middle East Center for Economics and Finance (CEF) in Kuwait | <ul style="list-style-type: none"> • Participation of the Institute to the “Meetings of the Directors of Training Centers” in Kuwait. • New perspective for cooperation expressed in the occasion of the GIFT-MENA Network’s Conference. |

New Initiative with the Ecole Supérieure des Affaires

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In 2012, the Institute has prepared, in coopération with the Ecole Supérieure des Affaires (ESA) for a certification program in leadership and managerial development for senior officials at the lebanese customs administration. This initiative aims at developing a new institutional approach for the customs administration to achieve performance based on advanced leadership skills.

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Future Orientations

- Using efficiently the available resources in order to address the increase in demand for training and technical assistance required by local, regional and international partners.
- Reinforcing the Institute’s participation in main capacity building projects funded by the donor community in the region.
- Developing the GIFT-MENA Network’s governance and structure.
- Capitalizing new resources and contributions of donors to support the implementation of regional and international programs.
- Having an in-depth look into the main training needs in the GIFT-MENA region in line with reform priorities.

International Partnerships

| Partner | Fields of Cooperation and Objectives |
|---|---|
| The World Bank | <ul style="list-style-type: none"> • Visit of the executive director of the International Bank for Reconstruction and Development (IBRD) in arab countries to the IOF in order to get acquainted with its mission and activities. • Joint preparation of the conference entitled “Towards better governance and public sector performance in MENA: harnessing regional public procurement reform efforts”. • Funding the “National economic and financial literacy initiative assessing the economic and financial capabilities of lebanese population”. |
| The United Nations environment Program (UNEP) | The IoF joined the “Sustainable public procurement initiative network” that emanated from the Rio +20 conference. |
| The International Training Center (ITC) of the International Labor Organization (ILO) | <ul style="list-style-type: none"> • Organizing a study visit to ITC-ILO to learn about public procurement learning initiatives. • Replying to a Request for Proposal by the European Union Delegation on public procurement reform and modernization. |

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3500

Copies
of the Newsletter
"Hadith El Malia"

526


New Books

Electronic
Archiving Project

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Publication, Communication and Information

Publication, Communication, and Information

▲
Publication Activities

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

▲
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Publication, Communication, and Information



The Communication and Publication activity of the Institute strives to elevate Public Financial Management to an issue of general interest that captures the bulk of political and cultural discussions and becomes the focal point of a large segment of citizens. Both the scope of Communication and Publication activities during 2012 and the Publication plan for 2013-2015 reflect the Institute's aspirations to playing a catalyst role in triggering the renewal of the Economic, Financial, and Managerial Education in Lebanon.

Main Achievements

- ▲ This year witnessed the launching of the Institute's new Website.
- ▲ A multi-year plan of the Institute's publications was established in line with the SIGMA Institutional Development Plan "Horizon 2015".
- ▲ Two issues of "Assadissa" were issued. The scope of participation of researchers and experts to its editing was also expanded.
- ▲ Granting the Ministry of Finance's employees the opportunity to publish one or two specialized books per year.
- ▲ Encouraging freshly graduated university students to continue their training at the Institute.

How Does Publishing Really Work at the Institute?

Publishing academic research papers as well as training guides, reports and studies and other communication and information activities, is underpinned by:

- ▲ The active involvement of academics, experts and researchers from the public and private sectors in the whole process of editing and publishing.
- ▲ The coordination and cooperation between the Institute's concerned teams.
- ▲ A team specializing in publications with specific goals.

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Publication Activities



Publications

“Assadissa”: a journal specialized in Public Finance and State Modernization

Assadissa is a biannual journal focusing on Public Finance and State Modernization. The publishing of research papers requires the approval of the Advisory Board.

Issue no. 2 - April 2012 “Public Procurement at the Core of PFM Reform”

The main theme of this issue deals with the topic of public procurement, which is at the core of Public Financial Management reform. Public Procurement reform is essential to the process of public expenditure reform, and is considered by governments as a lever for change in public policies.

Issue no. 3 - December 2012 “The Public Budget: Instrument of State Building and Modernization”

Assadissa’s third issue sought to tackle the budget issue in general terms, and performance based budgeting in particular, being well aware of the importance of and need for moving from a budget focused on means to a budget that enables the citizens to verify the achievement of goals and to assess governmental performance.

Studies

In 2012, the Institute issued two studies:

▲ Review of the Public Procurement Legal Framework in Lebanon: Possibilities for Incorporating Environmental and Social Sustainability Criteria:

The fruit of the cooperation between the United Nations Environment Programme (UNEP), the United Nations Development Programme (UNDP), and the Institute.

▲ 15 Years in Review: Results of the Beneficiaries Satisfaction Survey,

which is the first attempt conducted by a renowned neutral body to empirically evaluate the impact of capacity-building efforts undertaken by the Institute since 1996, in addition to recommendations on the strategies to adopt in order for the Institute to strengthen its position as a center of excellence in Lebanon and the Arab world.

Key Performance Indicators

- ▲ Increase in the number of experts and researchers willing to submit their contributions.
- ▲ Noticeable increase in the number of issues published.
- ▲ Significant increases in acknowledgements sent by individuals and institutions.

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2
Numbers
of the magazine
"Assadissa"

2
Studies

3
Reports

6
Studies for
an international
conference

Reports

- ▲ **Rethinking Training in the Public Sector** - The proceedings of the GIFT-MENA Annual Meeting which was held in Beirut in November 2011.
- ▲ **The Guide on How to Provide Technical Assistance for Parliamentary Committees**, which provides a summary of the types of support and technical advice that the Parliamentary staff or Advisory Unit members can provide to Parliamentary Committees.
- ▲ **Proceedings of the Workshop on Strengthening Parliamentary Financial Oversight**, which was held at the Lebanese Parliament in April 2012 and characterized by the presence of a large number of representatives of oversight and control agencies.

Communication Activities

Launching of the Institute's new website

The Institute launched in 2012 its new website, which contains detailed information about the training courses and services provided by the Institute. You can visit the website at the following address: www.institutdesfinances.gov.lb

Periodic publications of the Institute

- ▲ **Hadith El Malia**: The Institute published three issues of "Hadith El Malia", the periodical that covers the latest news of the Ministry of Finance. About **3500** hard copies were distributed to partners, in addition to being disseminated online.
- ▲ **The Annual Report**: The Institute issued its annual report for 2011, of which **2500** copies in Arabic were distributed. The report in both French and English was made available online.
- ▲ **Meetings of Senior Lebanese Officials 2012**: The Institute issued two publications about the Meetings of 2012, focusing on the modern management of the public budget. This annual program is organized by the Institute in cooperation with the French National School of Administration with the support of Fransabank.
- ▲ **Media Coverage**: A total of **18** press releases were published in 2012 and distributed to leading Lebanese, Arab and foreign newspapers.
- ▲ **The Institute's E-Newsletter**: **24** electronic newsletters were issued in 2012 and sent to more than **4000** email addresses in Lebanon and abroad in Arabic, French and English. A new design for the newsletter will apply in 2013.

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Future Orientations

- ▲ Developing and increasing publishing activities.
- ▲ Expanding the Institute’s communication horizons, focusing on social communication, and building bridges between citizens, the civil service and the private sector.
- ▲ Pursuing publishing activities according to the below plan:

Publications under preparation and expected to be issued during 2012-2015

| | | |
|--|--|---|
| Assadissa Journal | Publishing 3 issues of Assadissa around the themes: <ul style="list-style-type: none"> ▲ Civil Service at the core of Public Financial Management Reform. ▲ Challenges of Organizing Financial Markets. ▲ New Perspective for the Fiscal Reform. | To be published in: 2013-2014 |
| Training Guides | Reviewing and redesigning the Public Procurement Manual , a training manual addressed to those working in the public procurement field. | March 2013 |
| Financial and Fiscal Awareness series: the Citizen’s Guides | In 2013 the Financial and Fiscal Awareness series will include the following additional guides: <ul style="list-style-type: none"> ▲ The Salaries and Compensation Tax Guide. ▲ The Income Tax Guide for Self-Employed Professionals. ▲ The Income Tax Guide for Small and Medium Enterprises. ▲ The Built Property Tax Guide which is to be prepared and edited during 2013. | 2013 |
| Reports | <ul style="list-style-type: none"> ▲ The Sustainable Public Procurement Market Readiness Analysis Report, a study on the existing capacities of Lebanese markets to supply the government with sustainable products, works and services. ▲ A report on the results of the Study on Public Procurement in Lebanon. ▲ Publishing the Results of the “Representative Quantitative Survey to Measure Levels of Financial Literacy of Lebanese Population”. | 2013-2014 |
| A Series of Publications relating the history of some financial and customs administrations | The communication and publications team is preparing for the issuance of a series on the history of financial institutions, namely those affiliated to the MoF. This project is scheduled to start in March 2013. | 2014-2015 |
| Two educational booklets on managing public and private finances | The issuing of an educational booklet on Public Finance to introduce citizens on public financial management and promoting fiscal citizenship. The Issuing of an educational booklet on “How to Manage Personal Finances aimed at strengthening the capacities of citizens in managing personal finances and future plans.” | 2013 |

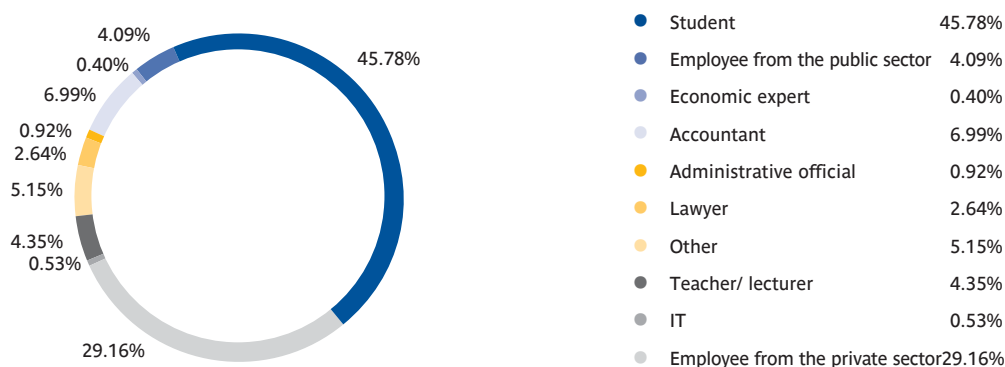
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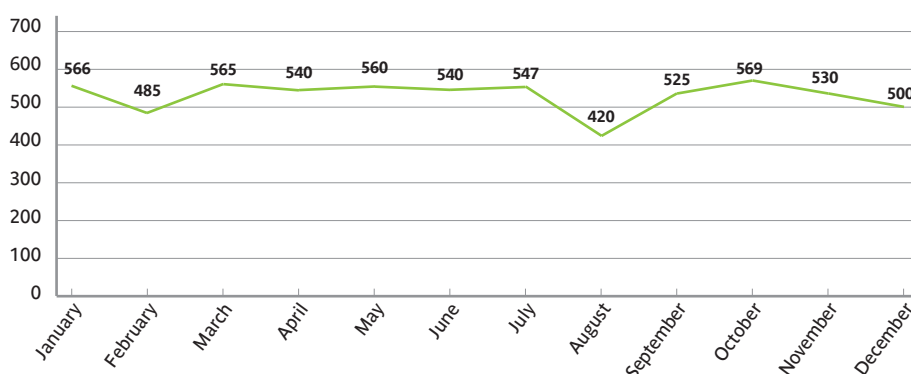
The Library of Finance: a Center Specialized in Economics and Finance

The Library of Finance maintained during 2012 an average of around 23 daily visits as shown below:

Visitors of the library by specialization



Monthly number of visitors



Electronic Archiving Project of the Library of Finance's Content

In order to facilitate access to information and research, the Institute initiated the electronic archiving of the Library of Finance's Content project. Through this project, the main information present in references held at the Library will be scanned, mainly the title page and index which will be in turn linked to an electronic database published on the Institute's website, once the scanning of all books and references in Arabic, English, and French is completed.

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Electronic Library

In 2012, the Library of Finance received up to **562** new books and **100** specialized reports and brochures, including renewed and amended Lebanese Laws, up to 1/07/2011.

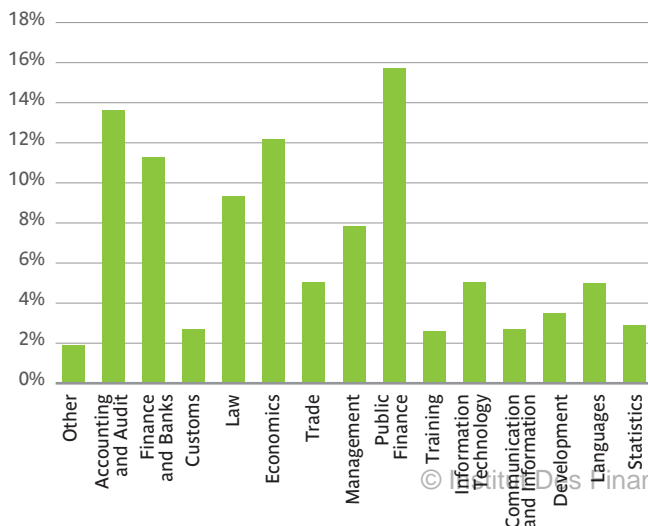
The library was equipped this year with the **Hammurabi E-program** which includes the totality of Lebanese legislative texts (laws, decrees, resolutions...) from initial legislation to most recently updated, in addition to studies and researches in various legal subjects.

Electronic Service at the Library of Finance

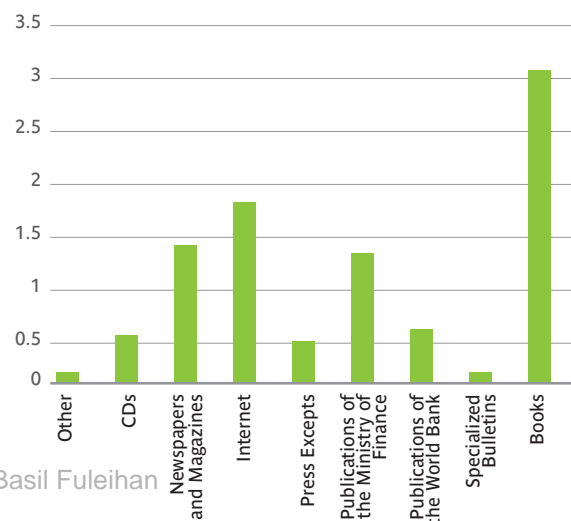
This year witnessed an increase in the demand for electronic access service which provides the latest economic and financial news, chosen articles and lists of recently acquired books and other publications. Around **150** pieces of information, including **New at**

the Library of Finance, economic reports, periodical reports of banks, and international E-bulletins were sent to more than **4000** addresses. Furthermore, the Library continued to provide the **“E-press excerpts”** service.

Interests of visitors by topics



Interests of visitors by type of references



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The Financial and Administrative Department

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The Financial and Administrative Department



In 2012, the Institute of Finance deployed tremendous efforts in restructuring the Administrative Department according to the orientations of the Institutional Development Plan (Horizon 2013). The main achievements were: modernizing the management methods, setting a plan for human resources development, and improving procurement procedures and relationships with suppliers.

However, 2012 aspirations were hindered by obstacles, and some activities and projects could not be implemented for many reasons, the most important was the revision of expenditure ceilings by the Ministry of Finance. Therefore, transferring the annual financial contribution allocated to the Institute had been delayed till September 11, 2012. This in turn led to postponing the execution of some of the planned procurement projects.

Following the usual method, the Financial and Administrative Department drew its yearly plan reflecting the Institute's aspirations. The department also drafted its medium-term budget for 2013-2015, and presented it to the Ministry of Finance within statutory deadlines, with the monthly Punctual Financial Reports and the internal auditing of the IoF accounts.

Main Achievements

- ◆ A new Accounting Software as the principal financial accounting system utilized at the Institute.
- ◆ Follow-up on the financial management of projects executed by the Institute through donations or through service contracts awarded to IoF by its partners.
- ◆ An internal team capacity building plan.
- ◆ The study of all available solutions to developing specific documentation and archiving techniques.
- ◆ Follow-up on the proper implementation of the electronic archiving of the photographs taken during the Institute's activities.
- ◆ The supervision of the electronic archiving of the Library of Finance's content.
- ◆ A thorough market analysis aimed at replacing the current Library Management System with a state-of-the-art system.
- ◆ A yearly procurement plan.
- ◆ The application of internal procurement procedures in compliance with the yearly work plan referred to, with continuous plan improvement in line with the best practices in this field.
- ◆ Ensuring the best usage of model procedures, tools and documents.

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Available Credits

The table below describes the detailed direct and indirect contributions, aids, donations, and service contracts managed by the IoF throughout the last three years, pointing out that according to the

Lebanese Central Bank statement dated 31/12/2012, the assets of the Institute amounted to **//967,769,665//** Lebanese Pounds.

Direct contributions

Based on the annual draft budget proposal presented by the Institute to the Directorate of Budget and Expenditure Control at the Ministry of Finance (ref. 1-8-2-113-14-3-3 assistance to public institutions - contributing to the expenses of the Institute of Finance), the MoF determines the amount of the direct annual contribution allocated to the Institute, in accordance with the Work Plan included in the IoF's budget proposal.

Below is a table stating the total amount of direct contributions during the last three years:

| Contribution | 2010 | 2011 | 2012 |
|---|-----------------------|-----------------------|-----------------------|
| Contribution by the Lebanese Ministry of Finance (under the minutes of the annual meeting with the Directorate of Budget and Expenditure Control) | 1,400 billions LBP | 2,000 billions LBP | 2,000 billions LBP |

Indirect contributions

The MoF covers some of the Institute's expenses. This funding is disbursed from outside the allocated contribution of IoF. Below is a description of the total indirect contributions made by the Ministry of Finance during the last three years:

| Contribution | 2010 | 2011 | 2012 |
|--|------------------------|------------------------|------------------------|
| Rent of the six floors used by IoF in the Pharmacists Order Building | 410,074,101 LBP | 410,074,101 LBP | 410,074,101 LBP |
| IoF's share of Common Services Expenses | 54,618,346 LBP | 88,251,348 LBP | n. a. |
| Annual Cleaning and Maintenance Contract | 71,856,000 LBP | 71,856,000 LBP | 71,856,000 LBP |
| Total | 536,548,447 LBP | 570,181,449 LBP | 481,930,101 LBP |

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Donations and service contracts

As stipulated in its administrative and financial bylaws, the Institute of Finance strives to maximize funding opportunities through donations and service contracts executed on behalf of its partners, in order to support developing and implementing specialized local and regional training programs.

The below tables detail the donations and service contracts undertaken by the IoF during 2012, and the ongoing service contracts during the last three years according to the work plan of each project:

Projects executed through service contracts under the direct financial management of the IoF

| Type and Title of the Project | Funding Party | Total Amount of the Donation/Contract | Amount Executed in 2010 | Amount Executed in 2011 | Amount Executed in 2012 |
|---|--|---------------------------------------|-------------------------|-------------------------|-------------------------|
| Service Contract: Financial Oversight at the Lebanese Parliament | Westminster Foundation for Democracy (WFD) | 34,491 US Dollars | 11,995 US Dollars | 3,050 US Dollars | 4,800 US Dollars |
| Service Contract: Financial Oversight at the Lebanese Parliament | Westminster Foundation for Democracy (WFD) Funded by the European Union | 40,000 Euro | | 19,597 Euro | 19,140 Euro |
| Service Contract: Survey Measuring the Level of Financial Literacy in Lebanon | The World Bank | 82,930 US Dollars | | 49,758 US Dollars | 33,172 US Dollars |
| Service Contract: The Regional Training Plan on Audit and Control | The Islamic Development Bank | 43,000 US Dollars | | | 42,383 US Dollars |

Projects executed through donations under the direct financial management of the IoF

| Type and Title of the Project | Funding Party | Total Amount of the Donation/Contract | Amount Executed in 2010 | Amount Executed in 2011 | Amount Executed in 2012 |
|---|---|---------------------------------------|-------------------------|-------------------------|-------------------------|
| Capacity Building in the Field of Public Procurement | The Italian Embassy in Lebanon | 332,000 Euro | 5,737 Euro | 36,600 Euro | 74,058 Euro |
| Governance Institutes Forum for Training in MENA region GIFT MENA Network | The International Cooperation Agency of the French Ministries of Economy and Finance (ADETEF) | 450,000 Euro | 77,561 Euro | 77,561 Euro | 84,597 Euro |

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Projects executed by the IoF under the financial management of partners

| Type and Title of the Project | Funding Party | Total Amount of the Donation/Contract | Amount Executed in 2011 | Amount Executed in 2012 |
|---|--|---------------------------------------|-------------------------|-------------------------|
| Capacity Building of Teachers of Economics at Secondary Public Schools | Islamic Development Bank, via the Lebanese Development Network | 150,000 US Dollars | 21,662 US Dollars | 54,371 US Dollars |
| Second Phase of the Sustainable Public Procurement Capacity Building Project (Reviewing the Market Readiness Analysis for Sustainable Public Procurement in Lebanon; and Developing a National 3- year Work Plan) | The United Nations Environment Program (UNEP) | 30,000 US Dollars | | 30,000 US Dollars |

Expenditures

The volume of expenditures as at 31/12/2012 reached **LBP //1,640// billion** from the MOF financial contribution, which represents **62.72%** of the actual allocated IoF Budget, knowing that the contracted credits carried from 2011 and which amounts to **LBP// 87,073,823//** have been spent by way of the contribution received under the Treasury advance to MOF during 2011 (Decree 7229 dated 22/22/2011).

It is worth noting that the total of expenditures during 2012 including the unspent contracted credits carried amounted to **LBP 1,904 billions**, which represents **72.86%** of the actual total financial received contributions during the year.

It is also worth noting that the original estimate of expenditures in the IoF 2012 budget proposal (and consequently the required credits) was **LBP //2,465// billion**, compared with **LBP//2,422// billion** in 2011. The exact amount of required credits in the IoF 2012 budget was **LBP //2,465,146,970//**.



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Main Activities

In finance

- ◆ Preparation of the 2013 draft budget endorsed with all the justification documents and statistics, in accordance with the MOF Circular no. 1884/S1 dated 31/05/2012, relative to the general orientation required in preparing a draft budget.
- ◆ Continuation of the application of the new Accounting Software.
- ◆ Acquiring a new software for managing incoming bills.
- ◆ Settlement of the remaining monthly obligations due to the National Social Security Fund (NSFF) for the year 2012 and obtaining financial clearance.
- ◆ Perseverance in the preparation of monthly financial reports in addition to the monthly closing of accounts.
- ◆ The financial management of projects executed by the Institute through donations or service contracts signed with local, regional and international partners.

In administration

In addition to the routine administrative work, such as the **Annual Inventory** of prints and publications, fixed assets, electronic equipments and hardware at the end of the year, the Institute persevered in implementing the office automation plan, for example, the automation of **documentation and archiving** procedures. In this context, the **paper archiving project of the training department** was accomplished.

Furthermore, the Financial and Administrative Department conducted a market analysis to determine the best **automated fixed assets inventory IT system** for the purpose of modern management of fixed assets (tracking hardware durability, barcode labeling of fixed assets, etc.).

In human resources

- ◆ Within the framework of implementation of the “**Institutional Development Plan (Horizon 2015)**”, the Institute embarked since 2011 in developing its human resources management in accordance with the best practices in this field. In late 2012 we laid the foundations for a study that is to be conducted early 2013 and which includes the revision of the classification of occupations and job positions.
- ◆ Recruiting two contractual employees during the fourth quarter of 2012 to fill the positions of chief accountant and training programs coordinator.
- ◆ Adopting new internal regulations and introducing best international practices.
- ◆ Building IoF team capacities during 2012 through:
 - ◆ **2 workshops** in March 6 and July 19, 2012 to discuss the Work Plan and the internal communication and relations between team members.
 - ◆ **7 specialized workshops** for the team members on thematic themes concerning the civil service, training program engineering, and economic and financial issues.

Training abroad

- ◆ **Effective negotiations in projects and procurement**, organized by the United Nations Development Programme (UNDP), Vienne, Austria (May 2012).
- ◆ **Introductory Certificate in Public Procurement**, Chartered Institute of Purchasing and Supply (CIPS), Rome, Italy (May 2012).
- ◆ **Towards better governance and public sector performance in MENA: Harnessing Regional Public Procurement Reform Efforts**, organized by the World Bank Institute in Amman, Hashemite Kingdom of Jordan (June 2012).
- ◆ **Improving public procurement: Outcomes through transparency, empowering stakeholders and capacity building**, organized by the world bank in Tunis, Tunisia (December 2012).

Table of the training topics targeting the IoF team within the 2012 training plan

| Topic | Number of Hours |
|---|-----------------|
| Introduction to the State of Law and Institutions | 3 |
| Training Program Engineering | 5 |
| Telephone Skills | 5 |
| Presentations Techniques and Communication Skills | 3 |
| Communication Skills | 3 |
| How to Manage Your Personal Finances | 3 |
| Internal Workshop for Discussing the Institutional Development Plan | 8 |
| Internal Workshop on Strengthening Internal Communication | 8 |

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Study visits

- ◆ Study Visit at the **International Training Center of the International Labor Organization (ITC-ILO)** for Capacity Building in Public Procurement.
- ◆ Study Visit at the **Chartered Institute of Purchasing and Supply (CIPS)**, United Kingdom (June 2012).
- ◆ Study Visit to the **Center for Excellence in Ljubljana**, Slovenia (November 2012).

Internal training

The Institute facilitates the participation of its team members to **Training Seminars in Lebanon and Abroad** aimed at building their professional capacities in their specific fields of work, on both the individual and collective levels.

| Topic | Number of IoF Team trainees |
|---|-----------------------------|
| Capacity Building of the team of the Institut des Finances Basil Fuleihan | 25 |
| Telephone Skills | 7 |
| International Public Sector Accounting Standards IPSAS | 3 |
| Analytical Accounting | 1 |
| Workshop on Financial Products in cooperation with the Association of Banks | 1 |
| Training of Trainers - general level | 1 |
| Training of Trainers - advanced level | 1 |
| Workshop on "How to professionally represent your administration" | 1 |
| Microsoft Excel- Intermediate level | 1 |
| English and Conversation - Intermediate A: Workplace | 1 |
| The Preparation of Accounts Preparation in Lebanese Public Administrations and Institutions | 2 |
| Training the Trainer - The Island Game | 3 |
| Managing Public Finance as an instrument for State Modernization | 1 |
| Public Procurement | 1 |
| Control, Audit and Evaluation of Public Expenditures | 1 |
| Leadership and Change | 1 |

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External Communication and Representing Lebanon

Our team was keen in 2012 to attend specialized meetings and conferences to which the Institute was invited to participate, thus asserting its global presence and sharing its experiences in all topics relative to its activities in Lebanon and abroad.

Participation to regional and international conferences

- ◆ **Leading for the Future: The Arab Region in a Changing World** organized by the Harvard Kennedy School for Executive Education Programme in Amman, Hachemite Kingdom of Jordan (May 2012).
- ◆ **Macro Fiscal Analysis** organized by the IMF's Middle East Center for Economics and Finance, Kuwait City, Kuwait (September 2012).
- ◆ Forum **From Policy Recommendations to Practice and Results: Towards a Strategic Partnership**, organized by the Organization for Economic and Co-operation Development (OECD), Caserta, Italy.
- ◆ Conférence Internationale **Mutation du Service Public autour de la Méditerranée: la formation, un outil essentiel**, organisée par le Réseau des Ecoles du Service Public (RESP), Marseille, France (October 2012).
- ◆ **First Global Conference on Public Policy and Administration in the Middle East**, organized by the Association for Middle Eastern Public Policy and Administration, Morocco (November 2012).
- ◆ **Global Forum on Public Governance** organized by the Organization for Economic and Co-operation Development (OECD), Paris, France (November 2012).
- ◆ Workshop on the **Access to Information in the Middle East and North Africa: The Road Ahead**, Marseilles (June 2012).

Participation to specialized seminars and meetings

- ◆ Meeting with World Customs Organization (WCO) Training Centers in Alexandria, Egypt (March 2012).
- ◆ International Network of Financial Education (INFE) Meeting and Conference in Madrid, Spain (April 2012).
- ◆ Meeting of the Directors of Training Institutes in the MENA Region organized by the IMF's Center for Economics and Finance, Kuwait City, Kuwait (May 2012).
- ◆ Workshop on the **Regional Dialogue: Supporting Coalitions and Networking in MENA**, Marseilles (June 2012).
- ◆ Third Biennial High Level Development Cooperation Forum, organized by the United Nations Department of Economics and Social Affairs (UNDESA), New York, USA, (June 2012).
- ◆ CHEDE MED Steering Committee at the Institut de la Gestion Publique et du Développement Economique (IGPDE) in Paris, France (June 2012).
- ◆ High Level Steering Committee Group Meeting of the MENA-OECD Initiative for Governance and Investment for Development, Paris, France (November 2012).
- ◆ Tempus Pacome Project, Strasbourg, France (December 2013).

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Procurement operations

Along with the setting of the yearly procurement plan and its implementation, the year 2012 was marked by intense efforts to developing procurement management, whether in the organization of the procurement operations and its archiving, or in consolidating the relationship with suppliers through automated management and continuous updating of suppliers' files.

Future Orientations

In finance

- ◆ Developing accounting IT systems and tools.
- ◆ Execution of the 2013 draft budget.
- ◆ Preparation of the 2014 medium-term draft budget according to the instructions of the MOF.
- ◆ Requesting an external audit of the Institute's 2009, 2010, 2011, and 2012 accounts, keeping in mind that external auditing of IoF's financial data from the years 2000 through 2008 was completed in 2009 thanks to a generous donation from the external Audit firm Deloitte & Touche.

In administration

The Institute intends to continue during 2013 the endeavor started in 2012, which consists of a complete reorganization of its internal work procedures. Key operations are mentioned below:

Finalizing the introduction of automation in all IoF departments and units

- ◆ Application of an IT system for managing incoming bills and settling payments to suppliers and trainers.
- ◆ Development and application of an IT system for managing the trainers' database.
- ◆ Development and application of an IT system for inventorying the publications' warehouse and the fixed assets.
- ◆ Application of a new and modernized system for Library.



Electronic archiving and organizing files

- ◆ Completing the electronic archiving of the Library's content, of the Training Department files, in addition to those of the Financial and Administrative Department.
- ◆ Organizing and archiving the paper files of the Financial and Administrative Department.

Improving communication

- ◆ Continuous improvement of the new Website.
- ◆ Improving internal communication.

In human resources

- ◆ Distribution of tasks based on a flexible job description.
- ◆ Developing an annual capacity building training plan for the IoF team.
- ◆ Implementing best practices for modern team management including personal interviews on a yearly basis for performance evaluation.
- ◆ Reinvigorating internal communication.

In procurement

- ◆ Requesting a proposal for rehabilitation works in the cafeteria and kitchen on the 1st floor.
- ◆ Requesting a proposal for the installation of aluminum façades on the 5th floor.
- ◆ Enhancing the security of the IoF building through intensifying control and improving the computer controlled video camera system.
- ◆ Requesting a proposal for equipping the training rooms with Wi-Fi Internet connection to cope with the training needs of trainers and trainees.
- ◆ Signing leasing contracts for various services, such as typing, photocopying, and even for internal transport (car leasing).
- ◆ Implementing the last phase of the training files' electronic archiving project, and signing a contract with an expert in documentation for organizing the paper files of the Financial and Administrative Department.

Our Partners



Local Partners

- | Lebanese Parliament
- | Civil Service Board
- | Central Bank of Lebanon (BDL)
- | The Court of Audit
- | The Office of the Minister of State for Administrative Reform (OMSAR)
- | Ministry of Education and Higher Education (MEHE)
- | Ministry of Interior and Municipalities
- | Ministry of Energy and Water
- | Ministry of Economy and Trade
- | Saint Joseph University - Faculty of Economy (FSE)
- | Saint Joseph University - The Political Sciences Institute (ISP)
- | Lebanese University
- | Ecole Supérieure des Affaires
- | The Knowledge Development Company
- | Lebanese Development Network (LDN)
- | The Lebanese Economic Association (LEA)
- | Brand Protection Group (BPG)
- | The Lebanese Banks Association (ABL)
- | Association des Banques au Liban
- | The Banking Studies Center (CEB)
- | Lebanese Association of Certified Public Accountants (LACPA)
- | The International Management and Training Institute (IMTI)
- | The Arab Bank
- | FransaBank
- | BLC
- | Société Générale de Banque au Liban
- | American - Mideast Educational and Training Services (AMIDEAST)
- | National Commission for Lebanese Women
- | Chamber of Commerce Industry and Agriculture

Regional Partners

- | The Technical Assistance Center of the International Monetary Fund
- | The Economic Policies Center of the Arab Monetary Fund
- | The Arab Fund for Economic and Social Development
- | The Arab Planning Institute of Koweit
- | The Islamic Development Bank (IDB)
- | The Islamic Research and Training Institute (IRTI)
- | The National Training Institute of Jordan
- | National School of administration of Jordan
- | The Institute of Finance of Palestine
- | The Institute of Finance of Yemen
- | The Institute of Finance of Morocco
- | Ministry of Higher Education in Morocco
- | The National School of Administration of Morocco
- | The Institute of Finance of Tunisia
- | The National School of Administration of Tunis
- | The Economic and Social Commission for Western Asia (ESCWA)

- | The Institute of Finance of Kurdistan
- | IMF - Middle East Center for Economics and Finance
- | Mohammed First University in Morocco
- | Ministry of Higher Education in Morocco
- | CGEM: General Confederation of Enterprises of Morocco in Morocco
- | ANAPEC: National Agency for the Promotion of Employment and Skills

International Partners

- | The World Bank Institute
- | The International Monetary Fund Institute
- | World Bank Institute
- | United Nations Development Program (UNDP)
- | The Italian Development Cooperation Office
- | The World Customs Organization
- | The European Union
- | The Organization for Economic Co-operation and Development (OECD)
- | The European Institute of Public Administration
- | The Institute of Fiscal Studies - Spain
- | The Superior School of Economy and Finance - Italy
- | The Spanish International Cooperation and Development Agency (AECID)
- | The American International Development Agency (USAID)
- | The Westminster Foundation for Democracy - UK
- | The Westminster Consortium for Parliaments and Democracy - UK
- | The National Audit Office - UK
- | Korean Development Institute (KDI)
- | United Nations Environment Programme - UNEP
- | Groupe Pompidou - EU Mediterranean network
- | International Society for Transparency and Integrity (TIRI)
- | SIGMA - OECD
- | The Center of Excellence In Finance - Slovenia
- | The Chartered Institute for Purchasing and Supply - UK
- | Athens University of Business and Economics

French Partners

- | The French Ministry of Finance
- | The French Institute of Lebanon (SCAC)
- | The Ministry of Foreign Affairs
- | ADETEF The International Cooperation Agency of the Ministries of Economy and Finance
- | The National School of Administration
- | The National School of Public Finance
- | The National School of Customs
- | The Public Management and Economic Development Institute (IGPDE)
- | The General Directorate of Administration and Public Service (DGAFP)
- | Network of Public Sector Schools
- | Strasbourg University: Faculty of Education
- | The French Court of Account

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