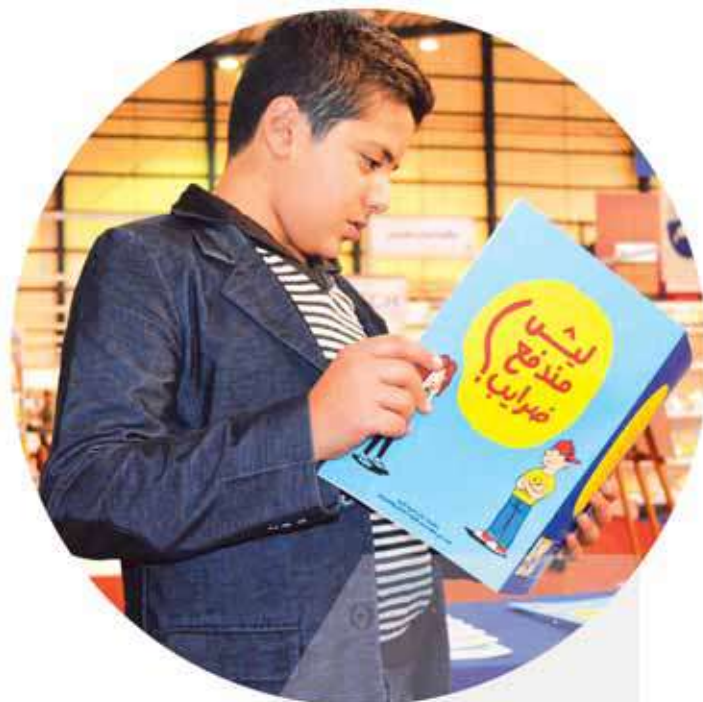




Annual Report 2014



REPUBLIC OF LEBANON
MINISTRY OF FINANCE



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Annual Report 2014

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This report summarizes the activities undertaken by the Institut des Finances Basil Fuleihan (IoF) in 2014 in the fields of training, cooperation and networking, knowledge production and communication, as well as administration. Its preparation and the drafting of its final version were overseen by Mrs. Lamia El Moubayed Bissat. Mrs. Jinane Doueihy, Mrs. Suzanne Abou Chacra and Mrs. Maya Bsaibes were entrusted with collecting its different parts and editing them with the participation of all of the Institut's team members, while Mrs. Suzanne Koussan took in charge the preparation of statistics.

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Minister's Statement

The Annual Report of the Institut des Finances Basil Fuleihan

It is my pleasure to share with you the Annual Report of the Institut des Finances Basil Fuleihan for the year 2014. This document reflects the diligent will of the Ministry of Finance to accompany the developments in the fields of Public Financial Management and state building.

There is no doubt that the year 2014 has been a tough year for Lebanon and the region. The public administration is suffering from the loss of the Lebanese citizen's trust and from the degradation of the level of public service, as well as from the lack of motivation of civil servants and the decline in the standards of integrity. This report comes to assert our determination to improve performance and to express our conviction that modernization, training, scientific production, the easing of citizens' access to information, and the promotion of economic and financial literacy among tomorrow's generation, are priorities that are as important as economic and security priorities.

Whoever reads the Institut's Annual Report for 2014 will conclude that training at the Ministry has become today an integral part of its annual plans, and that the building of capacities of financial officers in the public sector has made considerable strides, despite the difficulties that public finance is witnessing and despite the absence of a public budget. Nonetheless, public finance managers, whether in a ministry, public institution, municipality, public school, hospital or other, should be equipped with the necessary education, knowledge and skills to better their management of public finance, because the money they manage are citizens' money and it is our common duty to preserve it, spend it according to the best value for money, and to oversee the way it is spent.

This report also shows that capacity building is no longer limited to training programs and that the research and publications programmers constantly adjust, develop, and enhance each other. The research findings based on reliable and unbiased information resulting from the findings of the outcomes of national surveys policy papers, think-tank and focus groups discussions held with decision makers and high officials are also being used to enhance the national debate and promote economic and financial education.

In my capacity as supervisor and guardian minister of this Institute, allow me to pay tribute to the efforts it invests in cooperation with all of the administrations, projects, and units of the Ministry of Finance, as well as with partners at both the national and international levels, for the purpose of promoting the culture of openness, communication, learning, and dealing with positivity and professionalism in dealing with the challenges of state building.

Let me also reiterate the commitment of our Ministry to the performance process and our determination to ensure follow-up and accountability. We remain of the keenest on the regularity of training, on the preservation of the leading position of the Ministry and of its Institute, and on the improving of Lebanon's position within the international professional community.

At the Ministry, we are preparing to start the year of 2015 with transparency and sound management, and are ready to adopt all possible measures to reach our objectives.



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Ali Hassan Khalil
Minister of Finance

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Foreword

Year 2014: Synergy to face Crisis

The year 2014 was once again a year of crises for the Lebanese State, as the escalating crisis in the Arab region and the deteriorating financial and economic situation in the country have placed a huge strain on the Lebanese State and its capacity to cope with the challenges of terrorism, Syrian displacement, as well as the growing levels of poverty.

Those who are following closely the current developments will undoubtedly notice that working in the public sector is in dire need of the redefinition of priorities, the rebuilding of the civil service's system of values, and of a profound reflection and insight concerning the future of the administration. It makes us think, whether we should continue training without an integrated framework for strategic human resources management, or keep on prompting integrity and the safeguarding of public funds in light of widespread corruption. Is it worthwhile to launch public policies series in the absence of strategic policies or to keep on calling for the rationalizing of public finance in the light of rampant spending?

Nonetheless, we stood by our conviction that by opening up to others, through synergy and diversity, we can transform our weaknesses into strengths, and hence we have decided, in 2014, to simply continue the good work.

We succeeded in weaving closer cooperation initiatives with training centers of the National Training Network and in strengthening our relationships with partners and international organizations. Together, we have succeeded in establishing a vibrant platform for discussing the administration's concerns and for knowledge exchange and learning.

We have also achieved a noticeable increase in the number of trainees for this year, reaching 2692, and have chosen, supported by the Minister of Finance, the slogan "promoting integrity and anti-corruption" as the main title for our upcoming projects.

In terms of knowledge production, the year 2014 was marked by the issuance of the 5th issue of our specialized journal, *Assadissa*, focusing on the theme management of oil and gas sector. The theme tackled some of the ambiguities pertaining to the fiscal management system of this sector and the choices regarding the use of this potential national wealth. IoF also published a booklet titled "The Lebanese and Money", based on the results of a national survey, undertaken by the institute. The booklet pinpoints the strengths and weaknesses in the financial knowledge of the Lebanese regarding the management of their private as well as public money. We were also actively present on social media platforms and provided citizens with information through book fairs, the website, and youth visits.

We hope that our efforts in 2014, made a modest contribution to the enhancement of public trust in the administration.

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Lamia El Moubayed Bissat

Head of the Institute and the Institute's team

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The third year of the “Institutional Development Plan”: Horizon 2015

For the third consecutive year, the Institut continued to implement the “Institutional Development Plan: Horizon 2015” that it prepared with the support of the European SIGMA¹ team and which included several proposals aimed at promoting the IoF’s position at the national level, the development of the capacities of its staff, the encouragement of internal communication and the modernization of working tools.

The main achievements of 2014 are presented as follows:

- Strengthening IoF’s position at the **national level as a training center specialized in Public Financial Management**.
- Developing scientific tools to **measure the impact of training**.
- The promotion of synergy among **public sector training institutes** in Lebanon through the National Training Network, as well as in the Arab region, through the GIFT-MENA network.
- The promoting of **Lebanon’s position** by taking part in a selected number of national, regional, and international conferences.
- The development of the accounting and IT softwares.
- The devising and implementation of “**internal**” **training activities** to build the capacities and develop the skills of of the team.
- The activation of the Institut’s website and the enhancement of its presence on **social media**.
- The **communication with the media** and the work on the new graphic identity of the IoF.



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SIGMA is a joint EU-OECD initiative, mainly funded by the EU. The plan was devised by the expert Nicolas Dubois and the consultant Aderito Sanchez. It is available on the following link: <http://www.institutdesfinances.gov.lb/english/publication.aspx?pageid=8>

In 2015, the IoF will focus on executing the last stage recommendations of the Institutional Development Plan by:

- Organizing **Human Resources Management** according to a competency framework.
- **Automating** all workflows and connecting them to effective IT systems.
- Preparing a **series of indicators** to measure performance.
- **Publishing yearly and mid-year reports** with a new design that focus on the Institut’s tasks and on achievement indicators.

Our role

Based upon its organization and experience, and as a center of excellence, the IoF contributes to the development of national capacities in the field of Public Financial Management, and the promotion of knowledge and skills

Our mission

To contribute to the development of human capital that is concerned with the strengthening of Public Financial Management

To contribute to the development of partnerships and the exchange of knowledge and best practices

The promotion of a culture of excellence and innovation in the public administration

Our strategy

The development of required skills for the modernization of Public Financial Management, customs and land registry (cadastre)

Easing access to knowledge and information

Providing assistance and consultancy upon demand in fields that are of the IoF’s specialty

Encouraging the establishment of network and the creation of dynamic exchange, as well as encouraging cooperation among public sector training centers

Maintaining an institutional administration of high quality that is built on professional standards and that adopts modern methods of management

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2692

Trainees

95

Training
sessions

8

New developed
programs

Specialized tools to
measure the impact
of training

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Training

Training

Center of excellence in Public Financial Management

Capacity building of the Régie Libanaise des Tabacs et Tombacs

Change management

Financial and economic literacy

Partners' testimonials

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Training



The Institut offered, in 2014, a series of training programs in Public Financial Management, combating financial crimes, and change management. The IoF was committed to its action plan and training calendar and sought to implement different activities in close collaboration with its beneficiaries as well as with local and international partners. Despite the volatile financial and security situation in Lebanon and the region, the IoF attempted, as much as possible, to rely on the spirit of innovation and renewal in order to preserve its position as a center of excellence in capacity building.

Main achievements

- Building the capacity of **63** new trainers in 3 general and specialized Training of Trainers (ToT) programs.
- Building the **capacities of its trainers and experts** by involving them in **38** training programs and missions abroad.
- Training **446** civil servants from the tax administration on the latest developments pertaining to the **Value-Added Tax (VAT)**.
- Accompanying new initiatives to improve the work of the **Directorate of Land Registry and Cadastre (142** civil servants).
- The execution of **125** hours of training on financial management for Lebanese Army officers.
- The implementation of an integrated program on **financial management for the municipalities** with training impact assessment (**57** trainees).
- The implementation of the first integrated annual training program for **579** participants from the **Régie Libanaise des Tabacs et Tombacs**.
- Contributing to the dissemination of a culture of **integrity and anti-corruption** in the judiciary and the public sector through specialized programs for judges (**53** judges).
- Promoting economic literacy in schools through **5** meetings with **154** teachers.
- The development of a **new methodology for the Senior Public Sector Officials Program**.
- **The implementation of the first training program on the public procurement cycle for the private sector**.
- Cooperating for the first time with **8 new training centers, institutes and training providers** in Lebanon.
- The deepening of discussions on the concept of **training impact measurement** with team members and trainers.
- **Fostering the Institut's partnerships in Lebanon and abroad** through either

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The training calendar

The training calendar encompassed around **51** training programs, to which was added **20** special programs for the Régie Libanaise des Tabacs et Tombacs. The team executed **70%** of the general calendar and **55%** of the Régie calendar. The IoF also developed **8** new programs training.

In numbers

The total number of training participants reached **2692** trainees this year, with a noticeable increase compared to **1842** in 2013. This improvement in the number of trainees is due to many factors, among which figures the participation of the Ministry of Finance, especially the Régie, the Cadastre and the Public Finance Administration, whereas the total number of participants from the Ministry reached

1499 trainees, compared to **721** trainees in 2013. Public administrations and institutions maintained a relatively stable rate of participation, with **1063** trainees in 2014 compared to **1058** in 2013. As for participation from abroad, and despite the volatile situation in the region, an important improvement was noticed, with **130** trainees participating, compared to **63** in 2013.

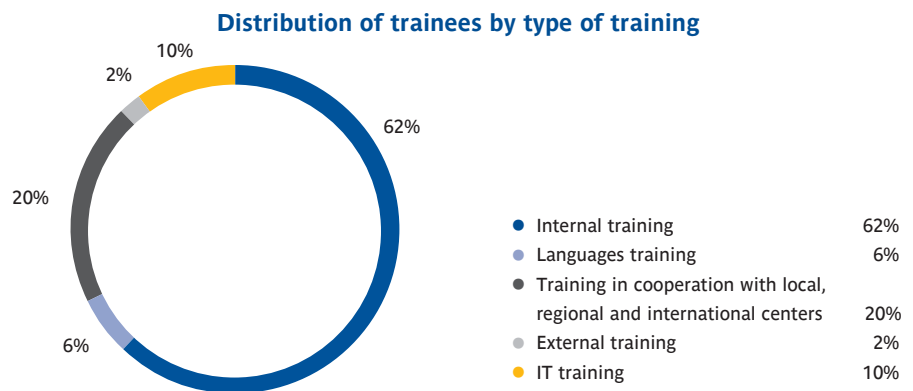
Total Number of Trainees

	IT	Internal training	Languages training	Training in cooperation with other centers	External training	Total
Directorate of Public Finance	73	514	22	33	1	643
Customs Administration	2	8	2	0	0	12
Land Registry and Cadastre Directorate	0	160	0	2	0	162
Directorate of Lottery	1	0	2	0	0	3
Régie	177	315	63	24	1	580
UNDP Project	0	0	1	0	1	2
Trainers at the Institut des Finances Basil Fuleihan	10	47	0	0	40	97
Sub-Total	263	1044	90	59	43	1499
Public administrations	4	622	74	344	19	1063
Arab and foreign trainees	0	0	0	130	0	130
Total	267	1666	164	533	62	2692

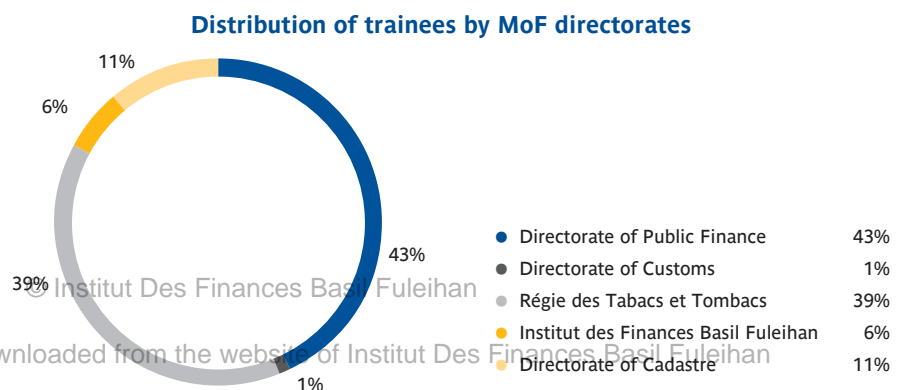
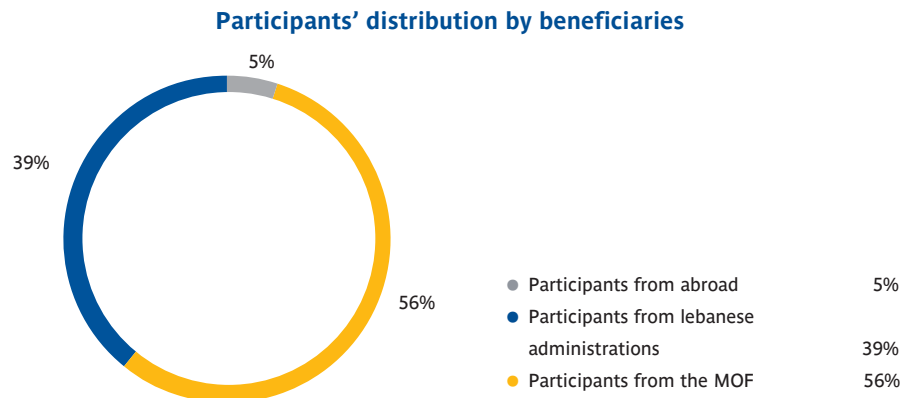
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The highest percentage of training programs was dedicated to internal training



The ministry of Finance is the main beneficiary of the Institut's services



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Center of excellence in Public Financial Management

In light of the absence of a public budget law since 2006, the increase of the public debt to GDP ratio, which reached 141% in 2013, and the absence of a clear vision pertaining to public expenditures, the IoF tried to provide a space for learning and exchange in all aspects of Public Financial Management. Its activities were not limited to training programs, but also included public policy papers and targeted reflection groups. The list of beneficiaries was expanded to encompass new categories from the public and private sectors, civil society and municipalities.

Main achievements

The total number of participants in Public Financial Management programs reached 979 trainees, compared to 495 in 2013. This participation was registered via 37 training sessions and workshops in 2014, compared to 23 in 2013.

Training topics were distributed as follows:

- **Public budget preparation:** representatives of 20 administrations took part in the training program set by the IoF in collaboration with the Budget and Expenditure Control Directorate. 30 accountants from the Ministry of Finance were introduced to “the Automated Payment Order System”, through the program that was held in cooperation with the Treasury Directorate.
- In what relates to taxes, the Institut accompanied the VAT Directorate in disseminating Decision no. 1/140 related to the adding of accounts related to the VAT. It organized 12 training sessions in Beirut and the other regions, in which 446 main controllers and controllers participated.
- In public accounting: 29 participants from Lebanon, Yemen and Algeria were introduced to public accounting tools and their techniques.
- The Control and Auditing program witnessed popular large turnout, as 34 civil servants participated in two training sessions.
- For the fifth consecutive year, the IoF organized a program on “Investigation Techniques in Criminal Psychology” with the participation of 64 officers from the Lebanese Armed Forces (LAF), the Internal Security Forces (ISF) and the General Security. The program focused on body language, the psychology of lying, investigation techniques and preliminary interviews.

The most important training activities undertaken with local partners were the following:

- Cooperation with the LAF Education Directorate in order to prepare and implement a specialized training program in Public Financial Management for a group of 23 administrative officers taking part in the advanced session at the Fouad Chehab Command and Staff College.
- Cooperation with the Ministry of Social Affairs to undertake two training sessions on “How to Prepare a Gender-Sensitive Budget”, to which 30 civil servants from the Ministry participated. These sessions were organized within the framework of a project focusing on “Promoting Women’s Participation in Local Governance and Development”, funded by the Embassy of Italy in Beirut.
- As for fighting money laundering, the IoF cooperated with the Training and Development Department and the Special Investigation Commission at the Lebanese Central Bank for the organization of a workshop on “Modern Trends in Money Laundering, the Financing of Terrorism, and Ways to Fight Them”. 22 trainees from law enforcement agencies, the judiciary authorities and the Ministry of Finance participated in this workshop.
- Cooperation with the Knowledge Development Company (KDC) and the “Baladi Plus” program funded by USAID, to implement an integrated local authorities capacity building program on Public Financial Management, targeting 13 municipalities and two unions of municipalities, to which 57 trainees participated. The project included a detailed study of institutional and individual needs, a training session, and field supervision according to specific indicators.
- The “Expand your Horizons” project, funded by USAID, which included two training sessions on “Financial Management” and “Procurement Management”, organized for a group of 34 participants from NGOs and some private sector companies.
- Finally, as in like previous years, the cooperation with the Association of Banks in Lebanon led to the organization of two workshops, one on “Procurement and Purchase Management” targeting 29 trainees, and another one on “Salaries and Wages”, with 22 trainees from Lebanese banks.

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Training programs in Public Financial Management

Activity	MOF	Lebanese administrations	From abroad	Total
Public budget preparation: Tools and techniques	6	24		30
Automated payment order system	30			30
VAT accounts	446			446
Public accounting: Tools and techniques	5	16	4	25
Control and Auditing	7	36		43
Investigation techniques in criminal psychology		64		64
Modern trends in money laundering, the financing of terrorism, and ways to fight them	3	18		21
Promoting financial management of municipalities		57		57
Financial management training for lebanese army officers		23		23
Financial management training for civil society organizations		20		20
Procurement and purchase management, in collaboration with the association of banks		29		29
Workshop on salaries and wages		30		30
Procurement policies and procedures		14		14
Gender - sensitive budgets		30		30
Specialized certificate in public procurement	5	33		38
Public procurement and its impact on managing public funds	10	69		79
Total	512	463	4	979

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Special interest in Capacity Building in Public Procurement

The Institut has been granting, for years, the issue of public procurement a special importance, as it is convinced that public procurement offers a wealth of resources and is an essential component for improving the management of taxpayers' money and achieving the best value for money. One of the main achievements in this regard was the publication of the national study on public procurement practices in English and Arabic. This publication included a proposal for a strategic plan on capacity building, in addition to a series of training programs, specialized certificates, and standard bidding documents. Here are the main milestones in terms of public procurement in 2014:

In training

- 38 trainees were granted a **specialized certificate in public procurement**, issued by the Chartered Institute for Procurement and Supply (CIPS) in the UK, in collaboration with the Institut.
- The joining of the **network of procurement experts in the MENA region** launched by the World Bank in an effort aimed at bringing the private and public sectors closer, as well as the participation in **"Training of Trainers"** program on how can SMEs access public contracts. Lebanon and Palestine were chosen to take part in a program aimed at assessing the impact of this curriculum that had been previously developed by the World Bank. In addition, work is underway to develop a specialized training curriculum for the Lebanese private sector. It will be implemented in 2015 in partnership between the Institut, the World Bank and the Ecole Supérieure des Affaires, ESA.
- A workshop for **civil society and commercial banks** on procurement was organized.
- The IoF facilitated the participation of 6 civil servants from Lebanon in the International Masters program in public procurement at the University of Rome Tor Vergata. It also followed up on the trainees before and after the program.
- The active participation in the **meetings of the consultative committee** and different private initiatives within the modernization of the public procurement project managed by the Office of the Minister of State for Administrative Reform (OMSAR) and funded by the European Union.
- The organization of 3 think tanks on the financial and economic themes and the fight against corruption in procurement.
- In what relates to **sustainable procurement**, the Institut drafted a proposal to train both private and public sectors in Lebanon, in the hope of securing the funding required for the project from the United Nations Environment Program in 2015.
- Finally, the Institut was invited to share its own experience in strengthening capacities in public procurement in 7 conferences and missions abroad. It also organized a study mission to the CONSIP in Italy.

In contributing to reforming the public procurement system

- The launching of the published report titled **"Public Procurement in Lebanon: Current Situation, Practices, and a National Capacity Building Strategy"**, in addition to a policy brief titled **"Better Value for Taxpayers Money - Public Procurement in Lebanon"**.





Training abroad

Local training on Public Financial Management can only be completed by opening up to new developments in the world and to comparative studies of successful models. In this regard, the participation of 33 high officials and trainers from the Lebanese public sector was facilitated to conferences and field visits abroad, notably to Arab and European countries. Priority was given in the selection of trainees to their ability to reproduce the training material in order to disseminate their experience.

Study visits and programs abroad

Activity	Partner	Total number of participants
OECD-MENA Senior Budget Officials network meeting	OECD	2
Central Banking and Financial Sector Legal Framework	CEF-IMF Kuwait	1
Pensions in the Middle East and North Africa, improving retirement income protection programs	CEF-IMF Kuwait	2
Public Investment Management (PIM)	CEF-IMF Kuwait	1
Public Procurement workshop series: Good practices in modernizing public procurement part 2	CEF-IMF Kuwait	2
Reforming fuel subsidies	CEF-IMF Kuwait	1
Role of labor policies in improving job opportunities in MENA	CEF-IMF Kuwait	1
External public debt management strategies in a world of sovereign assets (SALM)	CEF-IMF Kuwait	1
AML - CFT methodology for the new standard training program	CEF-IMF Kuwait	1
Risk based approach for financial sector supervisors	CEF-IMF Kuwait	1
Study visit on public procurement to University of Rome Tor vergata and CONSIP	CONSIP	3
Masters program on Public Procurement at University of Rome Tor Vergata	University of Rome Tor vergata	6
Closing of the international masters program at Tor Vergata	University of Rome Tor vergata	1
Enhancing business opportunities for MENA SMEs through Public Procurement	World Bank	3
The exchange conference - 2014	World Bank	2
Maarefah annual meeting	World Bank	4
Study visit to DGAFP	DGAFP	1
Total	33	

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Capacity building of the Régie Libanaise des Tabacs et Tombacs

A mid-term plan was devised to strengthen capacities, and implement the first training calendar devoted to the Régie administration that is determined to renew and modernize itself continuously, especially through the qualification and capacity development of its staff, as well as by the use of training as a motivating tool to promote productivity, enhance the transmission of knowledge, and the spread of institutional culture. This calendar came in light of the cooperation agreement signed between the Régie and the IoF in 2013.

The Régie training calendar

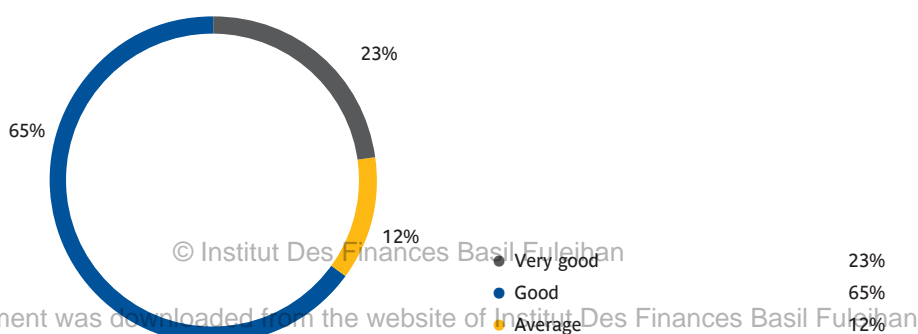
The calendar included **20** training topics divided into **7** main axes. **11** training programs were implemented, i.e. **55** training sessions with the participation of **580** trainees from the different directorates and services, in Beirut and other Lebanese regions. The calendar was launched during a workshop attended by senior officials, members of the administration committee, the board

president and the director general. It was concluded at the end of the year with an assessment meeting attended by **32** senior officials. On the other hand, a number of Régie staff members participated in the IoF's ongoing programs that were held according to the training calendar, on Public Financial Management, Training of Trainers, and specialized degrees.

Main achievements

- **Laying the foundation of cooperation** between the IoF and the Régie and becoming more familiarized with the training work pattern.
- The organization of two programs for **senior officials** on “**Strategic Planning**” and “**Performance Assessment**”.
- The execution of **5** programs on **management skills**, with the participation of **158** senior and middle officials.
- Close cooperation with the Human Resources Directorate to spread the **culture of training** through ToT programs and the devising of programs with **68** trainees.
- Granting special attention to **IT** by determining the level of **107** civil servants and organizing **26** IT training sessions for **177** trainees.
- Encouraging staff members to improve their **English language** level, with the determining of the language level of **172** civil servants and the organization of **8** programs for **68** trainees.
- Organizing a series of programs at the **Régie headquarters** in Hadath and in the regions, especially in Tripoli and Ghazieh.
- Benefiting from the **modernized training rooms** at the Régie and collaborating with the administration in order to convene joint workshops.

To what extent has the calendar met the directorate's needs?





Assessing the first year of the plan

The joint work team undertook a regular assessment of the training plan and the training programs. The following recommendations, meant to be implemented in 2015, were issued:

- To link training with **human resources management and career paths** and to set a skills framework according to categories, tasks, and the needs of directorates, in order to use it as a main reference to determine training needs.
- To **develop coordination mechanisms** between the Institut and the Human Resources directorate.
- To target **senior staff** with timely special initiatives.
- To make sure that sessions include all staff categories from all directorates.
- To establish a nucleus of trainers at the Régie.
- To review the assessment mechanism and to devise models to follow-up and measure training impact.

Régie training programs

Programs	Number of sessions	Number of participants
Strategic planning	2	30
Workshop on training strategies and institution - building	1	33
Assessing civil servants' performance: Strategic components	1	17
Assessing civil servants' performance: Methods and ways	2	28
Management skills	1	13
Time management and stress	3	62
Team building	2	35
Drafting administrative texts	1	20
Training program design and assessment	1	18
Workshop on the 2015 Régie training plan	1	32
Introduction to commercial agreements	1	14
Fighting counterfeiting of tobacco products	1	22
Office IT	26	177
English language	12	63
Total of training programs included in the Régie calendar	55	564
Training programs held at the Institut© Institut Des Finances Basil Fuleihan	15	15
Training programs abroad	1	1
Total	71	580

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Change management

Administrative and leadership skill programs were an important aspect of the 2014 activities, especially in light of the administrative and financial challenges that the majority of public administrations in Lebanon are facing. The programs aimed, in their majority, to provide a platform to meet and discuss issues linked to leadership, change management, human resources development and expenditure rationalization through a participatory approach that encouraged senior officials to learn from each other and to devise common solutions. Many activities stressed the importance of fighting corruption and promoting integrity.

New initiatives to enhance integrity and combating corruption

The year 2014 was not an easy year for Lebanon. The Corruption Perception Index showed that Lebanon ranks **136** out of **175**, which shows that integrity has regressed. Based on such results, two initiatives were launched, the first one targeted Land Registry and Cadastre staff, and the second, the judiciary.

- **First initiative:** two workshops on **“Challenges Faced by the Land Registry and Cadastre Directorate”** were held under the patronage and participation of H.E. Mr. Ali Hassan Khalil, the minister of Finance. **102** staff members took part in these workshops, mainly land registry officers, assistants and topographe. In addition to that, **37** new land registry assistants and heads of department

also participated. During the workshops, a keynote speech by the minister of Finance was delivered, in addition to statements made by judges, experts and the director general of land registry.

- **Second initiative:** Specialized meetings for **trainee judges** on **fighting corruption in Lebanon**, in collaboration with the Judicial Studies Institute and with the participation of **53 trainee judges**. The first meeting focused on corruption in the judiciary and ways to fight it while the second dealt with fighting financial crimes. Speakers during these meetings were senior legislators, judges and experts from the public sector and international institutions.

Specialized meetings for senior lebanese officials

The 2014 edition of the specialized meetings for senior lebanese officials, titled **“Leadership in Times of Financial and Economic Crisis”**, was held with the participation of **24** senior officials **from 20 public administrations and institutions, who took part in the “the Specialized Meetings for Seinor Lebanese Officials”**, in order to become acquainted the main modern trends and deepen their knowledge in budget and public expenditures management, the economic impact of corruption, the world energy crisis and change leadership. This was the fifth edition of the meetings held in collaboration with Ecole Nationale d’Administration (ENA), with the support of the French Institute and Fransabank. The 2014 promotion was named **“Jean Monet”** and the meetings were launched with the sponsorship and presence of the French Ambassador to Lebanon and a high level audience.

The 2014 meetings were characterized by the following:

- Additional days were devoted to the experience of Lebanese participants.
- Intervention of senior lebanese experts.
- The Régie administration hosted the fourth session in its premises in Hadath.
- The meetings included a field visit to one of the distinguished institutions in Lebanon, the national scientific research council.
- Workshops were held in arabic and french.
- The meetings were concluded in the presence of french minister of decentralization and public service, Mrs. Marylise Lebranchu who delivered a speech on the latest developments in France.

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Managerial skills for senior and middle managers

In parallel with the Specialized Meetings for Senior Officials, **19** training sessions and workshops on management issues, which gathered **440** participants, were held. The workshops dealt with issues related to strategic planning, management, performance evaluation and the writing of reports. An important participation of the Régie in these programs was also noticed.

Management and leadership skills programs

Activity	Number of sessions	Trainees from the MoF	Trainees from Lebanese administrations	Trainees from abroad	Total number of trainees
Strategic planning	2	30			30
Training strategy and institutional building	1	37			37
Assessing civil servants' performance: Strategic components	1	17			17
Assessing civil servants' performance: Means and methods	2	28			28
Management skills	1	13			13
Time and stress management	3	62			62
Team building	2	35			35
Reports writing	1	20			20
Motivation and self-esteem of the Institut's team	2	25			25
Specialized certificate in recruitment services, training and career development	2	4	39		43
Training program on innovation and quality tools	1			130	130
Total	19	271	39	130	440

Languages and IT programs

In what relates to the development of language skills, numerous activities were organized in 2014, as **15** sessions were held for **160** trainees from all the public administrations and institutions. Cooperation with the French Institute in Beirut was strengthened and expanded through the project **"Développer et Promouvoir la Francophonie au Liban"** sponsored by the Lebanese ministry of culture. As for the English language, cooperation with AMIDEAST successfully continued.

Innovation and quality tools

The IoF collaborated with LIBNOR and the World Bank in order to train 130 senior and middle managers in the Egyptian public sector on innovation and quality tools.

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Language programs

Activity	Number of sessions	Trainees from the MoF	Trainees from lebanese administrations	Total number of trainees
English language programs in collaboration with AMIDEAST				
Workplace: English and conversation - Intermediate (A)	2	20		20
Workplace: English and conversation - Intermediate (B)	1	12		12
Introductory	3	36		36
Below - Introductory	1	14		14
Focus on grammar - Beginner (A)	1	7		7
French language programs with the French Institute				
Préparation au DELF B1	1	3	5	8
Préparation au DELF B2	1		13	13
Préparation au DELF A2	1	1	4	5
Le français des finances	1	2	9	11
Rédiger et comprendre des rapports financiers	1	1	7	8
Rédiger une lettre et un mail en français	1		13	13
Présenter un diaporama en français	1		13	13
Total	15	96	64	160

The number of IT training sessions reached around 23 sessions to which 245 trainees took part. The sessions focused on Word, Excel and Power Point at all levels.

On another hand, placement tests for computer skills were also inducted for Régie staff.

IT programs

Activity	Number of sessions	Trainees from the MoF	Trainees from lebanese administrations	Total number of trainees
Microsoft word - Beginner	9	104		104
Microsoft word - Intermediate	7	51		51
Microsoft word - Advanced	2	22		22
Microsoft power point	1	4	4	8
Microsoft excel - Intermediate	3	38		38
Placement test	1	22		22
Total	23	241	4	245

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Financial and economic literacy



Financial and economic literacy is considered today as essential for individuals and communities. In order to enhance their ability to understand economic policies and to deal with public and private money management concepts, and since this topic has been high on the agenda of the IoF for some years, qualitative initiatives were launched in 2014, namely the publication of a booklet titled “Les Libanais et l’Argent”. In addition to national studies, publications and booklets, economics teachers participated in meetings aimed at promoting their knowledge in Public Financial Management. Civil servants obtained specialized certificates in economic topics and students were introduced to the work of the Ministry of Finance. The IoF followed up on different relevant international initiatives within the Tempus Pacome project and as an active member of the OECD International Network for Financial Education (INFE).

Main achievements

- The pursuit of cooperation with the ministry of Education and Higher Education to build the capacities of economics teachers in public schools through the organization of the third annual meeting in Beirut on the “**Role of Economics Teachers in Promoting Knowledge in Local Economic Development Issues**”, with the presence of **56** teachers.
- The holding of **9** meetings with schools and gatherings of public and private schools in order to raise awareness on financial and economic education by putting at the disposal of economics teachers the booklet titled “**Why do we Pay Taxes?**” for its use in the classroom as a support material, to explain to the youth in a simplified way public finance concepts.
- The pursuit of the production of educational and knowledge tools with the publication of the booklet on “**Les Libanais et l’Argent**” in both Arabic and French.
- The organization of a national workshop for **18** Lebanese experts from various partner institutions and universities involved in the Tempus Pacome project funded by the EU.
- Taking part in the conference of the OECD International Network for Financial Education held under the theme “**Financial Inclusion and Financial Literacy in Asia**” and the presentation of the Lebanese approach as well as of the results of the national survey on financial education.

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Economic and financial literacy programs and initiatives

Activity	Number of sessions	Trainees from the MoF	Trainees from lebanese administrations	Total number of trainees
Third annual conference of economics teachers on promoting knowledge in local economic development issues	1		56	56
Meetings with school officials on "Promoting economic and financial knowledge among youth"	4	10	98	108
Round table on "The Lebanese and Money" booklet	1	20	26	46
Specialized certificate in "Policies to promote economic competitiveness"	2	21	36	57
Specialized certificate in "Project implementation, follow-up and assessment"	2	9	48	57
La "méthodologie d'anticipation des besoins en compétences" - Tempus Pacome project	1	1	17	18
Meetings of the Tempus project sub-group	3	4	3	7
Seminar on Financial Inclusion and Financial Literacy in Asia-OECD/Thailand	1		1	1
Total	15	65	285	350

Special interest in youth

The Lebanese Youth was targeted through a number of initiatives, namely:

- The reception of a group of students at the IoF for internship for a month or two.
- The organization of the annual workshops **"The Youth at the Ministry of Finance"**, for **165** students from **6** universities and youth groups.
- Taking part in Job Fair Exhibitions at the AUB, the Antonine University and Saint Joseph University.
- The participation for the first time in the Middle East Education Market Academia Lebanon and in the INFOPRO exhibition.

Youth activities

University	Number of groups	Number of students
Lebanese American University	1	18
AUST	1	20
Antonine University - Baabda	3	59
AUB	1	18
Lebanese University	2	33
LOYAC association	1	13
Total	9	165

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Partners' Testimonials



Our cooperation with the Institute of Finance Basil Fuleihan goes back to 2011 when a delegation of their representatives visited us at the CEF in Ljubljana. During the visit we shared experience and good practices and discovered commonalities between the two institutions. We realized that this visit could lead to a very fruitful cooperation to the benefit of both training institutions. The CEF as well as other European institutions have a lot to learn from the work the Institute with its expert and dedicated staff is doing in the field of capacity development to support reform in its country and the MENA region. We see the room to further strengthen our cooperation and we are interested to explore possibilities for future joint activities.

Mira Dobovišek,
Director of Center of Excellence in Finance

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Pendant presque six ans où j'ai dirigé Adetef, l'agence française de coopération technique internationale en matière économique et financière, nous n'avons eu et je n'ai eu personnellement que du bonheur à échanger avec les équipes de l'Institut Basil Fuleihan, et tout particulièrement avec sa directrice générale Lamia Moubayed et sa directrice des relations externes Rola Darwish, toutes deux remarquables.

Notre relation a été une amitié véritable, fondée sur des ambitions et convictions partagées quant à la nécessité d'œuvrer pour le renforcement des valeurs et des capacités de l'Etat de droit dans les différents pays.

Ensemble, nos deux institutions ont travaillé sur des projets concrets. Adetef a aussi soutenu les initiatives de l'Institut. L'une des plus remarquables d'entre elles, dans laquelle je crois beaucoup pour l'avenir, est le réseau GIFT MENA rassemblant des instituts de formation de fonctionnaires de la région Méditerranée / Moyen-Orient.

Dans un contexte institutionnel et politique difficile, l'Institut poursuit son chemin avec une immense efficacité et est un partenaire exceptionnel.

Agnès ARCIER
Ancienne Présidente de l'Adetef- France

جمعيّة مصارف لبنان



الرقم: 2015/055

حضرة السيدة لمياء المبيض بمساف المحترمة
رئيس المعهد المالي

الموضوع: حول تجربة التعاون مع المعهد المالي
تحية طيبة وبعد،

لقد تلاقى جهود جمعية المصارف في تعزيز المعرفة المالية مع تطلعات المعهد المالي في هذا المجال. وبالفعل، بدأت مسيرة العمل المشترك بتوقيع اتفاقية شراكة في حزيران 2005، فأثمرت هذه الاتفاقية عن تعاون وثيق بين جمعية المصارف ومركز الدراسات المصرفية، من جهة، والمعهد المالي، من جهة أخرى.

ولقد أوجدنا تبادلاً بناءً في ظلّ هذا التعاون بحيث ساهم المعهد بشكل كبير في تأمين الأستاذة والمدربين من بين موظفي وزارة المالية لتشطائنا التعليمية والتدريبية حول الضوابط ومن بين الخبراء المحليين أو الوافدين الذين تعاون معهم المعهد ولتتوا عن جدارة كما حصل بشأن أصول التوريد والمشتريات والأرشيف. في المقابل، زوّدت المعهد بالخبرات الضرورية للتدريب موظفين في وزارة المالية حول الأسواق المالية ومنتجاتها أو ضباطاً إداريين في الجيش اللبناني حول أمور المصارف في تمويل العجز الحكومي والاعتماد المستندي أو أساتذة المدارس الثانوية في عدة مواضيع اقتصادية، مصرفية ومالية.

كما أننا نتباحث مع إدارة المعهد في العديد من النشاطات التي ننظمها سنوية أو إقليمية. ولقد وجدنا لدى إدارة المعهد وفريق العمل فيه مهنية ودقة في العمل وحسن التنظيم ما دفعنا إلى استمرار تعاوننا معه وتعزيزه خلال السنوات العشر الماضية. ونأمل أن يتواصل تعاوننا وأن تزداد نشاطاتنا المشتركة في المستقبل، لا سيما على صعيد التثقيف المالي الخاص

الأمين العام

مكرم مساندر

الجمهورية اللبنانية

رئاسة مجلس الوزراء

المكتب المركزي

إدارة المناقصات

لا دولة بدون ادارة ولا ادارة بدون تدريب وتأهيل.

إن بناء القدرات البشرية هو العنصر الأساس في تهيئة مسيرة إصلاحية، وهو العنصر الأهم لتخلق بيئة من الشفافية والمساءلة والمحاسبة، وخلق شعور لدى الموظفين كما المواطنين بأنهم معنيون ببناء الدولة. من المؤسسات التي نجح دوراً بارزاً في مسيرة الإصلاح والشفافية والحوكمة وترشيد الإنفاق معهد بامل اللوحان المالي والاقتصادي.

تحتوي مع المعهد بدأت منذ سنوات يوم كنت مديراً ثم مديراً أول في ديوان المحاسبة، فكانت متعاوناً ومدنياً في مجال اعتماد الحسابات المالية للدولة اللبنانية. وتجاوزت هذه العلاقة عندما توليت منصب مدير عام إدارة المناقصات في القطاع المركزي، حيث بادرت رئيسة المعهد لمياء المبيض بمساف إلى وضع الخبرات والتجارب التي يملكها المعهد بتصريف إدارة المناقصات، في إطار لجنة بناء القدرات التي شكلها معالي وزير المالية.

أنتدع اليوم مع بداية لعام 2015 إلى مزيد من التعاون مع المعهد في مجال بناء القدرات، والامتداد من الشواهد المتخصصة بالشراء الحكومي، وتدريب لجان المناقصات والموظفين في إدارة المناقصات، وإعداد فئات شروط نموذجية في قطاعات متخصصة. كما أهوّل على اللقاءات التي منطلقت مع المعهد المالي لأصحاب الشأن والقرار في موضوع الصلوات الحكومية، لإعطاء مسيرة الإصلاح والتشريع في هذا القطاع المساس بحدّها المتصل بواقع الإدارة اللبنانية، وصولاً إلى أفضل الممارسات التي تتسمج مع تحقيق الأهداف المتوخاة.

2015/05/18
المدير العام لإدارة المناقصات

جان الخطيب

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22

Training providers
in the national
training network

18

Delegations

62

Participants
in trainings abroad

6

New institutions
joining the
GIFT-MENA network

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Cooperation and networking

Cooperation and networking

Local cooperation

Arab - arab cooperation

Arab - mediterranean cooperation

International cooperation

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Cooperation and networking



Throughout 2014, IoF worked towards promoting partnerships with local, regional and international institutions, fostering networking and exchange, encouraging cooperation and establishing synergies with public sector training centers and institutes in Lebanon and abroad.

Keen on enhancing bilateral and multilateral collaboration with the donor community and other development institutions as means to modernize the State, the Institut secured its presence on the regional and international scenes, staying abreast with the latest of initiatives, good practices and all other available opportunities for transfer of knowledge and expertise.

Main achievements

- Launching of the **“National Training Network”** in Lebanon, drafting of declaration statement, definition of action plan and mobilization of french resources for the period 2015-2017 in close cooperation with the Office of the Minister of State for Administration Reform (OMSAR).
- Cooperating with more than **25 Lebanese institutions** from the public and private sector, civil society and academia in the context of training and educational activities.
- Organizing the **GIFT- MENA** annual meeting in Kuwait and expanding the network to include **10** new members.
- Continuous **cooperation and partnership** with institutions located in the Arab World and hosting of representatives of finance institutes and universities for them to get acquainted with the missions and activities of the ministry and the Institut.
- Joining the **Middle East and North Africa Public Administration Research network (MENAPAR)** in Bahrain.
- Actively participating in **World Bank** activities and sharing the Institut’s practices and expertise, mainly through the MENA network of public procurement experts and the **“Connecting Voices”** initiative.
- Privileged collaboration with **french institutions** and the French Embassy in Lebanon and the hosting of **HE the Minister of Decentralization and Public Service**, Ms. Marilyse Lebranchu and the accompanying delegation at the Institut’s premises in Beirut.
- Joining two mediterranean networks, the **“Gender Diversity and Governance in the Mediterranean”**, and the **“Mediterranean Forum for Public Service”**.
- Taking part in OECD activities, namely those related to the network of Schools of Government.

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● Mobilizing resources for a number of pioneering projects with partners in Lebanon and abroad.

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Local cooperation

The year 2014 witnessed a qualitative leap in the relationships established by the IoF at the national level with beneficiary and partner institutions from both the public and private sectors as well as with civil society. The highlight of this year was IoF's contribution to the establishment of the National Training Network and its continuous efforts, alongside those of the OMSAR, the Civil Service Board, and other military and civil local training centers and institutes, in the launching of the local network's joint activities, in an effort to encourage synergies and complementarity among the various actors.

National Training Network

The National Training Network, launched in 2014, is a forum that gathers representatives of the various training providers, centers, institutes and entities operating in the Lebanese public sector, in addition to representatives of administrative units within the ministries. The IoF participated in drafting the declaration statement of the network and in implementing some of its activities and hosting its meetings. Some of the achievements of this network include:

- Organizing 4 meetings at the Central Bank, the ministry of Industry, the Fouad Shehab Command and General Staff Faculty and at OMSAR to draft the declaration statement. The institute of judicial studies was entrusted with the validation of the final version of the statement.
- Devising a three-year action plan aiming at promoting a culture of learning, building the capacities of the network members and developing human resources management.
- Adopting a name and a logo for the network, in collaboration with the directorate of education at the LAF.
- Developing a draft version of the website by OMSAR.
- Organizing the first joint workshop on the measurement of training impact, in collaboration between the IoF and the Fouad Shehab Command and General Staff Faculty at the LAF.
- Providing a platform for all member institutes to get to know each other, to communicate and network among each other.
- This network succeeded in attracting the interest of IOF's French partners who pledged their technical and financial support for the period 2015-2017.



22 member institutions are gathered under the umbrella of the National Training Network

OMSAR, the IoF, the Education Directorate at the LAF, the Training and Development Department at the Central Bank, the Internal Security Forces Institute, the Ecole Nationale d'Administration (ENA)-Lebanon, the Judicial Studies Institute, the Center for Educational Research and Development (CERD), the Center for Airport Security, the Presidency of the Republic, the Presidency of the Council of Ministers, the Civil Service Board, the Ministry of Finance, the Customs Higher Council, the Ministry of Environment, the Ministry of Interior and Municipalities, the Ministry of Economy and Trade, the Ministry of Industry, the Council for Development and Reconstruction, the Ministry of Education and Higher Education, the Régie Libanaise des Tabacs et Tombacs and LIBNOR are all members of the network.

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Bilateral and multilateral cooperation

In light of the limited financial resources and based on its belief in the necessity of creating synergies with other administrations, institutions as well as the donor community, and encouraging complementarity, the IoF partnered with various players on the public scene to undertake its projects and implement its activities, some of which are listed below.

Cooperation with the public sector

Stakeholder	Activity
 Directorate of Learning of the Lebanese Armed Forces (LAF) and the Fouad Shehab Command and General Staff Faculty	<ul style="list-style-type: none"> • Establishment of the National Training Network • Workshop on measuring training impact • Training program for officers on public financial management
 OMSAR	<ul style="list-style-type: none"> • Creation of the network and its website • Preparation of the action plan for the french support • Cooperation on public procurement topics
 Judicial Studies Institute	<ul style="list-style-type: none"> • Establishment of the network • Workshop on corruption in the judiciary fields
 Central Bank (Training and development department and special investigation commission)	<ul style="list-style-type: none"> • Establishment of the network • Workshop on fighting money laundering
 Internal Security Forces Institute (Aramoun)	<ul style="list-style-type: none"> • Establishment of the network • Visit to the Institute
 Ministry of Social Affairs	<ul style="list-style-type: none"> • Workshop on the gender - sensitive budget
 Ministry of Education	<ul style="list-style-type: none"> • Establishment of the network • Forum for economics teachers on economic development
 National Scientific Research Council	<ul style="list-style-type: none"> • Field visit for senior officials in the framework of the senior civil servants leadership program • Establishment of the network
 Régie Libanaise des Tabacs et Tombacs	<ul style="list-style-type: none"> • Hosting one of the workshops of the senior civil servants leadership program
 LIBNOR	<ul style="list-style-type: none"> • Establishment of the network • Collaboration for the implementation of a Regional program on innovation and quality tools in administration (Cairo)

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Cooperation with the private sector

Stakeholder	Activity
 Knowledge Development Company (KDC), Baladi Plus program and “Expand your horizons” program, with the support of USAID	<ul style="list-style-type: none"> • Program on financial management for municipalities • Procurement procedures in the private sector
 Bank Association	<ul style="list-style-type: none"> • Procurement and purchase management • Salaries and wages • Field visit of army officers in the framework of the financial management program
 Brand Protection Group	<ul style="list-style-type: none"> • Program on fighting counterfeiting of tobacco products
 ESA	<ul style="list-style-type: none"> • Cooperation agreement to build the capacities of SMEs to access public contracts in 2015
Private schools	<ul style="list-style-type: none"> • Awareness raising meetings on economic and financial literacy and on the booklet “Why do we pay taxes?”
 Fransabank	<ul style="list-style-type: none"> • Specialized Meetings for Senior civil servants

Cooperation with syndicates and the civil society

Stakeholder	Activity
 KDC and “Expand your horizons” program, with USAID support	<ul style="list-style-type: none"> • Financial management for civil society
 Lebanese Association of Certified Public Accountants (LACPA)	<ul style="list-style-type: none"> • International conference on the impact of integrated audit on businesses • Hosting of training sessions in the framework of the international reporting certificate
 LOYAC Association	<ul style="list-style-type: none"> • Hosting trainees at the IoF • Providing voluntary trainers • Workshop on “Youth at MOF”

Cooperation with universities

- IOF collaborated with the Saint Joseph University and the Lebanese University to establish an observatory aimed at monitoring skills in the labor market in the framework of the Tempus Pacome project.
- In addition, a series of meetings focusing on “Youth at MOF” were organized for a group of 165 young men and women from 5 Lebanese universities in addition to LOYAC.

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Arab - arab cooperation



Arab Planning Institute in Kuwait

In 2014, the Arab Planning Institute in Kuwait (API) hosted the **fifth annual conference of the GIFT-MENA network** and chaired the organizing committee of the 2015 conference.

The IoF and API also collaborated towards the joint organization of three of API's specialized training programs in Beirut. These programs dealt with **"Economic diversity and competitiveness"**, **"Training planning and management and career in public and private companies"** and **"Feasibility of projects and program planning and management"**. These programs were animated by **9** experts affiliated to the API and targeted **83** Lebanese trainees.



IMF Middle East Center for Economics and Finance

The center approved the participation of **10** of IOF's candidates to its specialized training programs organized in Kuwait, among which IoF team members and accredited trainers. In addition, IoF was invited to present its public procurement portfolio on the occasion of the training program tackling **"sound practices in modernizing public procurement systems"**.



Kingdom of Morocco

2014 witnessed a new era of collaboration with the Kingdom of Morocco with the **participation of HE Mr. Mohammad Moudbi, Minister of Public Service and Administration Modernization** to the GIFT- MENA fifth annual conference held in Kuwait. On this occasion, the Minister announced that the Kingdom would host the sixth annual conference in Marrakech in February 2015.

In addition, the Institute was invited to take part in the international conference held on the occasion of the 50th anniversary of the CAFRAD and in a number of activities organized by pioneer institutions in Morocco. It also joined the **"gender diversity and governance"** initiative, upon the invitation of the center of Excellence for gender sensitive budgets of the ministry of Economy and Finance of Morocco.

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Iraq

The IoF hosted at its premises the **Director General of the Financial and Accounting Training Center at the Iraqi Ministry of Finance**. The visit aimed at discussing future venues of collaboration and exchange, mainly in the areas of Public Financial Management. A collaboration agreement setting the ground for this

exchange is currently being drafted.

Collaboration opportunities were also discussed on the occasion of the visit of a **delegation of Parliamentarians from Kurdistan - Iraq** getting acquainted with IoF's mission and activities.



Bahrain

In January 2014, the IoF signed a cooperation agreement with the **Bahrain Institute of Public Administration (BIPA)**. It also joined the **MENAPAR network** as a founding member and was invited to participate to the meetings of the steering committee and invited to

reviewing research papers. In the framework of this initiative, and on the occasion of the first conference of MENAPAR, IoF submitted a research paper on **"Enhancing leadership in the public sector: the Lebanese experience"**.



Egypt

In collaboration with the Egyptian Ministry of State for Administrative Development and the World Bank, the IoF implemented a workshop on **"The quality as an effective approach in addressing efficiency in the public sector"**. The program targeted **130** Egyptian senior officials in the Tax Administration within the Ministry of Finance and the General Organization for Industrialization of the Ministry of Industry. It also hosted at its premises in Beirut an academic

delegation headed by Dr. Leila el Baradei, Dean of the School of Global Affairs and Public Policies at the American University in Cairo. The delegation, composed of a number of assistant professors pursuing higher studies in public policies, was introduced to IoF's activities namely in what relates to knowledge creation. Coordination is currently under way with the office of the Egyptian Minister of Finance to devise a cooperation agreement for 2015.



Algeria

As part of the GIFT-MENA annual activities, two senior officials from the Algerian Central Bank participated in a study visit to the Directorate General for Administration and Public Service in France and in

the specialized regional training program in **"public accounting"** held in Beirut. Further collaboration and exchange opportunities are under discussion.



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Arab - mediterranean cooperation

The GIFT-MENA network



Despite the challenges that Lebanon and the region are facing, the GIFT-MENA network held its fifth annual conference in Kuwait under the theme **“Human capital formation in the public sector and the challenge of building the state in times of crisis”**, between January 28 and 30, 2014.

Hosted by the Arab Planning Institute, the conference was a platform for interaction and for the exchange experiences and good practices among the **90** experts representing **51** training institutes, **19** Arab countries and **12** regional and international organizations. It presented an overview of the policy context and current challenges of bringing civil service training and education in MENA countries in line with international good practices. It also allowed participants to reflect on issues related to modernizing the civil service in the region and developing human capital in order to achieve meritocracy in recruitment and career development.

The conference was also an opportunity for:

- **10 new members** to join the network, which includes today **58** members from **19** countries, in addition to **17** regional and international institutions.
- **Two cooperation agreements to be signed**, namely an agreement between the Public Administration Institute in Bahrain and the IoF in Lebanon, and between the Arab Planning Institute in Kuwait and the Ministry of Civil Service and Administration Modernization in Morocco.
- France to express its commitment to support the network by **providing an additional support of 50.000 Euros** in addition to the financial support that was provided by the French Treasury to the network in 2010.

For additional information about the network and the conference, three tools were developed

- The flyer about the network in Arabic, English and French.
- The proceedings of the “Human capital formation in the public sector and the challenge of building the state in times of crisis” conference, in both the Arabic and English.
- The website of the network: www.gift-mena.org

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The 2014 GIFT-MENA main activities

Activity	Objective	Participants
Network annual meeting	Discussing joint issues and challenges and putting forth practical steps	41 officials from member training centers and partners
Meeting of the network steering committee	Approving membership requests and discussing financial issues and validate the action plan	5 members of the executive committee and network partners
Meetings of the coordination committee of the 6th annual conference (2015) in Lebanon, France and Morocco	Preparing for the conference to be held in Marrakech	Representatives of the Secretariat, the Ministry of Civil Service and Administration Modernization in Morocco, the Arab Planning Institute and ADETEF
Study visit to the General Directorate of Administration and Public Service (DGAFP) in France	Discussing challenges of modernizing the public service and main reform projects	6 senior government officials from Algeria, Morocco, Tunisia and Lebanon
Hosting a delegation and discussing cooperation venues	Getting acquainted with the IoF experience and discussing possible cooperation under the flagship of the GIFT-MENA network	Participants from Iraq, Kurdistan- Iraq and Egypt
Organizing specialized regional training programs	Developping capacities on quality management to improve performance in the public sector and public accounting	In Egypt and Lebanon
Taking part in regional and international conferences and meetings	Presenting the activities and achievements of the IoF and the network	Organized by the World Bank, OECD, IASIA and MENAPAR
Cooperation with the Mediterranean Public Service Forum under the flagship of the Deauville partnership	Holding meetings to discuss synergies and complementarity between both networks	Initiatives to exchange expertise and resources between public sector institutes and schools in the Mediterranean



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Gender Diversity and Governance Around the Mediterranean network

The IoF was invited to join the **“Gender Diversity and Governance Around the Mediterranean Network”**, officially launched in May 2014 in Rabat. Co-organised by the Interministerial Delegation to the Mediterranean (DiMed), the Public Interest Group (GIP) Assistance for the Development of Exchanges in Economic and Financial Technologies (ADETEF France) and the Centre of Excellence in Gender Responsive Budgeting (GRB Morocco), the first meeting of the network was an occasion to discuss the objectives of the network and its charter of values. The IoF hosted the second meeting at its headquarters in Beirut in November 2014. The meeting was held in the presence of the French and European Union ambassadors to Lebanon, in addition to **30** senior officials and experts working on diversity and governance from France, Egypt, Jordan, Palestine, Tunisia, Slovenia and Lebanon. The meeting provided an opportunity to discuss and adopt the founding documents, the strategy of the network as well as its action and communication plans, along with the encouragement of members to establish similar networks at the national level.



Specialized meetings in economic development: CHEDE-MED

For the fourth consecutive year, the Institute contributed to the organization of the cycle of specialized meetings in economic development around the Mediterranean (CHEDE- MED). It facilitated the participation of **7** leaders and experts from Lebanon to the 2014 - 2015 program held under the theme **“Which growth strategy around the Mediterranean in the coming 10 years?”**. The National School of Finance in Tunisia, encouraged by IoF, joined this initiative as a new partner and offered to host the last meeting of the 2014 - 2015 program in Hammamet.



TEMPUS - PACOME program

The IoF participated in implementing the action plan of Tempus Pacôme project aiming at the establishment of a national skills observatory in the Lebanese labor market. It therefore participated to the various meetings and intervened on the occasion of the Consortium meeting held at the European Parliament in Strasbourg to discuss the project and its main achievements. It also took part in the regular local follow-up meetings.

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On another note, the IoF contributed to the organization of a workshop for Lebanese experts on methodologies of assessment of training needs. An applied model study will be implemented starting 2015.

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International cooperation

Cooperation with France



2014 was marked by the enlargement of collaboration opportunities with France through innovative projects and national and regional networks, in addition to specialized training programs, round table discussions and study visits.

Ministry of Decentralization and Public Service

The IoF welcomed at its premises in Beirut the French Minister of Decentralization and Public Service, **Ms. Marylise Lebranchu**, on the occasion of her visit to Lebanon in November 2014.

The Minister was accompanied by a delegation of senior officials among which her cabinet chief and advisors, as well as the Director General of Public Administration and Civil Service in France, Ms. Marie Anne Lévêque and the Director of ENA-France, Ms. Nathalie Loiseau. The visit was the occasion to hold the closing of the 2014 edition of the Specialized Meetings for Lebanese Senior Officials that IoF organizes in partnership with two of its main French partners.

On the occasion of her visit, the French Minister signed an administrative arrangement with OMSAR and the Ministry of Interim and Municipalities. The arrangement was the result of a series of meetings in Lebanon and France, held with French officials from the Directorate General of Administration and Civil Service, ADETEF and the French Institute of the Embassy of France in Lebanon. The action plan developed as part of the arrangement includes, among others, French support to the activities of the National Training Network and the to the Gender Diversity and Governance local network for the coming 3 years.

The French Directorate also hosted a delegation of senior officials from the MENA region in a visit aiming at exchanging good practices in civil service modernization and human resources management.

ADETEF

Cooperation with ADETEF included this year a series of mutual visits in France and Lebanon of team members and experts from both institutions, to discuss the new legal status that ADETEF will adopt in January 2015 and to pave the way for the next phase which will witness the agency's Merger Expertise France.

ADETEF continued to support the GIFT-MENA network

by co-chairing the fifth annual meeting of the network and by participating actively to all related meetings. The French partner will continue to support the IoF through:

- Providing an additional financial contribution to GIFT-MENA network to develop its activities in 2015.
- Supporting the National Training Network for the period of 2015-2017.
- Supporting the activities of the **"Gender Diversity and Governance Network"**.

Ecole Nationale d'Administration (ENA) - France

Continuous collaboration with the French National School of Administration (ENA), the French Institute of the Embassy of France in Lebanon and Fransabank resulted in the organization, for the fifth consecutive year, of the Specialized Meetings for Lebanese Senior Officials. This outstanding initiative, highly acclaimed by the participating Lebanese senior officials, is constantly being updated, adapted and developed by the Lebanese and French partners, who attend regularly the launching and closing ceremonies, reflecting and reiterating their commitment to this project and the close working relationship among the partners.

Embassy of France in Lebanon

The collaboration between the IOF and the various units of the French Embassy in Lebanon thrived in 2014, namely through an outstanding collaboration with the French Institute which supported throughout this year a number of initiatives led by IOF, among which:

- Two training projects on fighting corruption and promoting integrity in the public sector implemented by the IoF, in cooperation with its local partners.
- French language training programs for staff of public administrations and institutions, virtue result of the memorandum of understanding signed between the 2 institutions in 2013.



- IoF team members and trainers took part in field visits and training programs organized in France.
- The IoF participated to the French book fair and organized a number of activities within the Francophone Month

Potential venues of collaboration were also discussed throughout 2014 with IFPO, AFD and AUF.

Cooperation with Italy



Collaboration and partnership opportunities with Italy date back to 2011. They culminated this year in the joint organization of a number of activities with the Italian Cooperation Office in Beirut, namely:

- Facilitating the participation of **6 Lebanese civil servants** in the International Masters in Public Procurement at the University of Rome Tor Vergata. They are expected to form the nucleus of expert trainers in this important field in Lebanon.
- Organizing a study visit for expert trainers from the IoF to CONSIP for them to be acquainted with the Italian experience in terms of Public procurement.
- Funding the printing and publication of a report called **“Public procurement in Lebanon: current situation, practices and a national capacity- building strategy”** in Arabic and English.
- Funding the printing and publication of a public policy brief called **“Public procurement in Lebanon: a strategic weapon for sustainable development”**, in Arabic and English.

World Bank



The Institute continued to coordinate efforts with the World Bank units in charge of governance and public procurement. The highlights of this year include:

- Joining the **Middle East and North Africa public procurement expert network**.
- Developing a **specialized training curriculum for the SMes in Lebanon on public procurement**. It will be implemented in 2015 in the framework of a tripartite partnership between the IoF, the World Bank and ESA.
- Actively participating in international conferences and meetings organized by the Word Bank and intervening on the development of capacities of future leaders in the public sector on the occasion of **“the Exchange Conference”** held in Abu Dhabi.
- Intervening on Lebanon’s experience in capacity building and access to knowledge in public procurement on the occasion of the **“Maarefah network”** meeting, held in Jordan.

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Hosting of Mr. Hicham Wali, Financial management, public sector and governance practice manager at IoF for him to get acquainted with the mission and activities of the IoF and to explore future collaboration venues.

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Organization for Economic Cooperation and Development



The Institut attended a series of regional and international conferences and meetings organized by OECD and intervened on various projects and initiatives launched in the field of capacity building, regional and

international cooperation and knowledge production. On the margin of these meetings, the IoF held bilateral meetings with OECD key officials to identify possible areas of collaboration.

Main activities held within the OECD program in 2014

Meeting	Date	Country
Meeting on Open Government	20-21 February 2014	Italy
Conference on "Innovating the Public Sector: from Ideas to Impact"	12-13 November 2014	France
Meeting of the OECD network of schools of government "Promoting Public Sector Innovation: Role of Schools of Government"	14 November 2014	France
The 7 th OECD-MENA Senior Budget Officials network meeting	10-11 December 2014	United Arab Emirates
Seminar on financial inclusion and financial literacy in Asia	16-17 December 2014	Thailand

The Chartered Institute for Purchasing and Supply - UK



Based on a cooperation agreement signed between both Institutes, training programs were organized and specialized certificates in public procurement were jointly delivered to a group of **38** trainees from public institutions and administrations in Lebanon.

Economic and Social Commission for Western Asia (ESCWA)



The IoF was invited to take part in the experts' meeting on **"measuring economic governance in planning for development at the national level"** and to intervene on **"Challenges facing public financial management in**

Lebanon". On a different note, the head of the center for women at ESCWA actively took part in the second meeting of the **"Gender diversity and governance"** network held in Beirut.

Adam Smith Institute



The IoF favorably responded to the request submitted by the Adam Smith Institute to provide it with a roster of experts and specialists for two projects the British Institute intends to develop in Lebanon in the field of leadership skills, internal audit and oversight.

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5

Publication specialized in Public Financial Management

12

Interventions and research papers presented in Lebanon and abroad

35%

Increase in the number of website visitors

Acquisition of

567

New references by the Library of Finance

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Knowledge Production and Communication

Knowledge production



Communication



The Library of Finance, the reference center specialized in finance and economy



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Knowledge production and communication



The IoF seeks, through many of its activities, to enable access to knowledge and information on Public Financial Management and to make it available to stakeholders such as decision-makers, experts, public administrators, and citizens. This is done through the implementation of studies, the publication of specialized material, *Assadissa* journal, booklets, Citizens' Guides and public policy briefs, in addition to the provision of new references via the Library of Finance. The IoF is keen on facilitating the public access to these sources through social media and the website which is now providing a great deal of economic and financial information. The IoF also presents various interventions and contributions in most of the regional and international conferences, think tanks and dialogues that it takes part in or organizes. It also works on ensuring the dynamic presence of the Ministry of Finance in book and job fairs.

Main achievements

In knowledge production:

- ▲ Promoting of the scientific quality of the IoF's various publications.
- ▲ Publishing the fifth issue of *Assadissa* with a focus on the management of the emerging oil and gas sector in Lebanon, and its distribution in various conferences and fairs held concerning this topic, particularly the conference on "**Economic Sustainability during Crisis**," organized by INFOPRO, and the "**Lebanese Petroleum Day**," organized by the Lebanese Petroleum Administration.
- ▲ Conducting of an electronic readers' survey of all *Assadissa*'s five issues. The results will then contribute to development of the journal.
- ▲ Issuing, in Arabic and French, a booklet titled "**The Lebanese and Money**" to present the findings of the national survey undertaken by IoF, and to raise awareness on the current level of economic and financial literacy among the Lebanese people.
- ▲ Issuing the national report on the status of public procurement in Lebanon to deliver the findings and recommendations of the national survey on public procurement undertaken by the IoF in a concise and accessible way to decision makers.
- ▲ Issuing of the national report on public procurement in Lebanon based on the results of the survey undertaken by the IoF at an earlier stage and its distribution to interested people in the public and private sectors.
- ▲ Submitting of research papers and the holding of presentations in a number of local and regional conferences focusing on state modernization and the challenges of capacity-building in Public Financial Management.

In communication:

- ▲ Enriching the Library of Finance with **507** new books and **60** specialized reports and publications.
- ▲ Uploading, on the website, of new material related to finance, economy, and state modernization.
- ▲ Launching of the IoF's pages on social media platforms.

Beginning with the preparation of interactive electronic knowledge tools, such as tests and short educational films.

Finally, one of the main achievements of the year was the taking up by the IoF, of an active role as a founding member, to the MENAPAR network.

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Research and knowledge production

Assadissa, a peer-reviewed journal specialized in public finance and state building

Issue n.5 - October 2014, “Managing the Oil and Gas Sector and its Impact on Public Finance”

This issue tackled topics related to opportunities and challenges facing Lebanon’s emerging oil sector and the guiding principles concerning the Exploration and Production agreement. It also focused on the fiscal system that determines profit-sharing between the state and oil companies, and on the preparations that ought to be undertaken at the level of public finance for the management of the possible influx of oil revenues

to ensure sustainability and to mitigate challenges occurring at the macro financial management. This issue also addressed how Lebanon ought to put to use the revenues deriving from the sale of oil and gas. It also presented some approaches to the management of this sector at the regional and international levels highlighting and comparing the experiences of Norway and Alaska.

1900 hard copies and 3500 electronic copies of Assadissa were distributed.

Assadissa’s advisory board

Assadissa’s advisory board contributed to overseeing the scientific quality of the journal at different phases. The committee held three meetings aimed at developing the theme plan and soliciting authors, avoiding repetition in research and commenting on the studies edited.

The advisory board acknowledged the effort employed by the publication team to publish the research in

Arabic, despite the team’s limited resources and the fact that 80% of the research papers had been originally submitted in English.

The advisory board also discussed a proposal for the transformation of Assadissa from journal/periodical category into an edited book, with multiple authors. Advisory Board members also contributed individually to the evaluation of papers and studies.

Readers’ Survey: Assadissa’s Electronic Assessment Form

In order to further develop the journal’s quality, the Institut undertook an electronic readers’ survey in order to assess the five issues.



Issue 1: Public Property in Lebanon Issue 2: Public Procurement/ Public Contracts Issue 3: State Budget Issue 4: Civil Service Issue 5: Oil and Gas Sector Management

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Studies and reports

“Public Procurement in Lebanon: Current Situation, Practices and a National Capacity-Building Strategy”

This report presents the current situation of public procurement in Lebanon, based on the analytical study undertaken by the IoF in 2011- 2012.

The report is made of two parts: the first part gives an estimate of the size of public procurement compared to the national economy according to available macro-economic data, and includes a description of the legal and institutional framework that governs it, along with the practices as they are applied by public procurement officers, assessment committees and other relevant personnel in public administrations and institutions. It also provides some comparisons with a number of MENA countries.

The second part of the report deals with the characteristics of the personnel entrusted with undertaking public procurement operations. It sheds the light on the required technical, administrative and strategic skills required based on adopted international standards. The report concludes by setting a general skills framework and puts forth a national mid- term capacity-building strategy.

The report was distributed both in hard (2100 copies) and electronic copies (3500 copies).

The State and its Human Resources: The Challenge of State-Building in Times of Change

These are the proceedings of the annual GIFT-MENA conference held in Kuwait in 2014 under the following theme **“The State and its Human Resources: The Challenge of Building the State in Times of Change”**.

The proceedings highlight the main ideas that were debated during the conference, as well as the new approaches and tools that are recommended for use in recruiting and training. The report also encompasses an analysis of the current situation and challenges (including funding, legislation, and human resources capacity building) that should prompt decision-makers to adopt modern policies and qualitative approaches based on meritocracy when training civil servants for the purpose of achieving structural reforms in line with international standards.

The Lebanese and Money

The booklet titled **“The Lebanese and Money”** presents in a friendly user style and graphics the results of the national survey on financial and economic literacy of the Lebanese people that was conducted by the IoF in 2012 on a representative sample of 1214 families spread all over the Lebanese territory.

The booklet was distributed in hard (4700 copies) and electronic copies (5000 addresses).

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Public Policy Brief

Public Procurement: a Strategic Weapon for Sustainable Development

The first issue of the public policy briefs dealt with public procurement issue in Lebanon and presented the results of the national survey conducted by the IoF in 2011-2012. It provided information on the volume of public procurement in Lebanon in comparison with the

countries of the region, and an analysis of public procurement operations (planning, purchasing, assessing, auditing, reporting and archiving). The brief also delineated a series of recommendations on how to modernize this important and effective tool for PFM reform. The brief was distributed in hard (3700 copies) and electronic copies (3500 addresses).

Promoting research in the Ministry of Finance and the public sector

Since 2010, the IoF has been encouraging PFM research in the Ministry of Finance and the public sector at large. The IoF supports the design and printing of scientific research after being approved by a jury of experts. Until now, the IoF supported the design and

printing of one book titled “Goodwill”, and has in 2014, worked on selecting and evaluating new applications. A book on municipal councils has been selected and it is currently being reviewed by the experts. The book is expected to be published in 2015.

Enhancing the role of the Institute in public administration research at the local and regional levels

In 2014, the Institut’s team and its experts submitted several research papers and delivered various interventions and presentations in national, regional and international conferences, workshops and meetings. They also attended the meetings of the MENAPAR administrative committee and took part in reviewing research papers submitted to the MENAPAR conference in April 2014.

The IoF’s contribution was as follows

Conference/ Workshop	Title	Institution	Contributor	Country
“Open Government: Capacity Building in Reality”	Capacity building of the open government : benefiting from IT and social media	OECD	Jinane Al Douaihy	Caserta, Italy
“Cooperation for Building and Reconstruction”	Presentation on the GIFT-MENA experience	ADETEF	Lamia El Moubayed Bissat	Paris, France
The MENAPAR Conference	Promoting leadership skills in the public sector: the Lebanese experience	BIPA and UNDP	Amal Hawa and Haifa El Hussein	Manama, Bahrain

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Conference/ Workshop	Title	Institution	Contributor	Country
Public Procurement: An Engine for SMEs Innovation and Development: What are the Possibilities in Lebanon?	Innovation in research, education and industry	CNRS	Lamia El Moubayed Bissat	Beirut, Lebanon
Exchange conference: Strengthening Financial Management Institutions - Strengthening MENA	Capacity-building of future leaders in the public sector	World Bank (Connecting Voices initiative)	Lamia El Moubayed Bissat	Abu Dhabi, UAE
Maarefah network meeting	The experience of Lebanon in building capacities in public procurement	World Bank	Rana Rizkallah	Amman, Jordan
19 th International Scientific Congress: Audit Complementarity Effects on Business	Governance in the public sector	LACPA	Lamia El Moubayed Bissat	Beirut, Lebanon
7 th Annual Meeting of MENA Senior Budget Officials	Post-crisis capacity - building in Public Financial Management	OECD	Maya Bsaibes	Abu Dhabi, UAE
Update on Drafting the Arab Sustainable Development Report	From government to governance: Will the Arab region achieve its post-2015 sustainable development objectives?	ESCWA	Lamia El Moubayed Bissat	Beirut, Lebanon
Financial Inclusion and Financial Literacy in Asia	Measuring financial literacy in Asia: tools and results - The experience of Lebanon	OECD - Bank of Thailand - Securities and Exchange Commission	Rida Hamdan	Bangkok, Thailand
4 th Regional Conference of the Strategic Research and Studies Center of the LAF	Insights on public policies and recommendations on political and administrative challenges after the Arab spring	Strategic Research and Studies Center of the LAF	Lamia El Moubayed Bissat	Beirut, Lebanon
Workshop on Measuring the Training Impact	The Institut's experience in measuring training impact in economics teachers' training programs	The Fouad Chehab Command and Staff College	Suzanne Abou Chakra	Rihaniyeh, Lebanon

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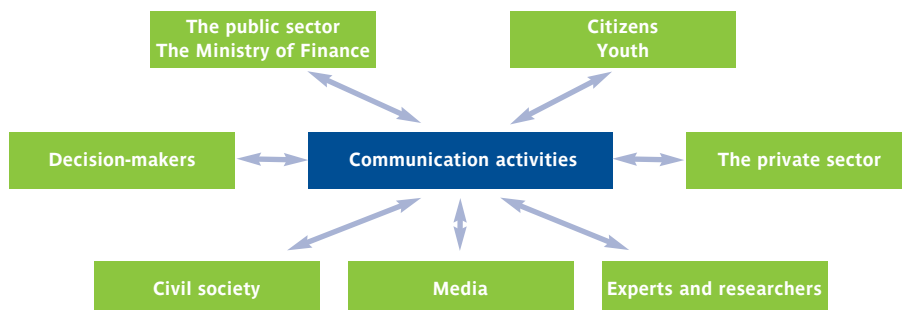
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Communication

Communication activities aim at enhancing the relationship between the Ministry of Finance and citizens at large by raising economic, fiscal and financial awareness and providing knowledge to all categories of people interested in managing public finance including decision-makers, experts, researchers, media representatives, civil servants, civil society, and youth.

The year 2014 was marked by a number of accomplishments and most importantly:

- ▲ The development of the website role's as a portal to knowledge resources and latest developments in the world of finance, economy and state modernization.
- ▲ The launching of the Institut's page on social media platforms.
- ▲ The update of the electronic database and the improvement of communication by email.
- ▲ The beginning of the development of a database for electronic knowledge tools such as interactive tests and short educational films.
- ▲ These electronic means will be added to the traditional communication methods in place, such as the distribution of publications and brochures in hard and soft copies, conferences, workshops and fairs, as well as media coverage.



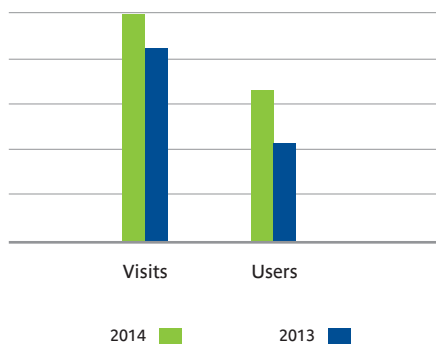
The Website

In 2014, special emphasis was given to increasing the number of visitors and to the selection of new and useful material as well as to the improvement of the mechanisms used to update the content. Two communities of learning were also particularly enriched: the first on public procurement and the second on financial and economic education. All available publications were also disseminated.

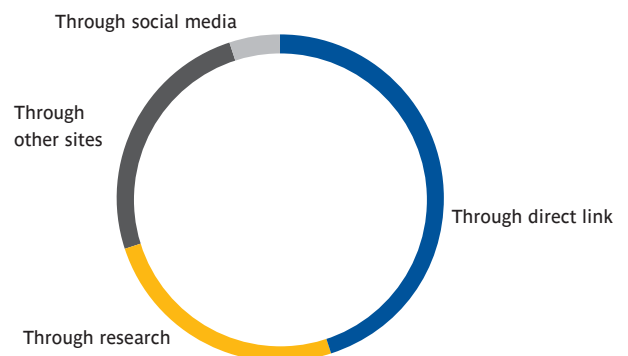
These efforts had a great impact, as the number of visitors increased by **35%**. Social media platforms, for their part, constituted up to **6%** of the total number of visits during the last semester of 2014.



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35% increase in the number of visitors compared to 2013



Access to the site: 6% from social media platforms since their launch in the last semester

In terms of content enrichment:

- ▲ 300 news on financial and economic developments and selected articles were posted.
- ▲ 76 news items about the IoF's activities.
- ▲ 57 news about partners' activities (training, conferences and workshops).
- ▲ 51 news concerning the new acquisitions of the Library of Finance.
- ▲ 40 news items in the special window dedicated to the IoF news.
- ▲ Efforts were made to ensure that all the Institut's publications were posted on the website.
- ▲ The Institut's website was linked to the GIFT-MENA website, to partners' websites and to other useful links.

Social media platforms

In the last semester of 2014, the Institut launched its pages on social media platforms with 4 posts a week. Some of these posts generated a 200% interaction rate from followers. Posts included:

- ▲ Facts and figures borrowed from the Institute knowledge production or from other sources.

- ▲ Links to articles, dialogues and reports issued by the IoF or by other sources.
- ▲ Quotations from researchers and experts.
- ▲ Live coverage of conferences.
- ▲ The activities of the Minister of Finance.
- ▲ The Institute activities.



IOFLebanon



IOFLebanon



Institut des Finances Basil Fuleihan

E-mails

11 issues of the Institut e-newsletter covering latest news and upcoming activities were sent to more than 5000 emails in Lebanon and abroad. 22 direct e-mailings aimed at introducing specific events of interest to colleagues, experts, or partners, were also sent.

Developing electronic knowledge tools

In line with its efforts aimed at better using information technology in order to produce knowledge content, the Institut began in 2014 with modest experiments to develop electronic knowledge tools that would facilitate access to information for citizens and specifically youth. For this purpose:

- ▲ A test on financial and economic literacy was posted on the website in the “community of learning” pertaining to economic and financial education.
- ▲ Short educational movies were posted on YouTube.










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Brochures

Publications, brochures and leaflets issued in 2014 included the following:

Title	Publication	Languages, number of copies, and distribution
The 2013 Annual Report		Arabic: 2500 French and English: soft copies Hard copies distributed: 2400 Electronic distribution: 5000
The 2014 training calendar		Arabic: 2500 Hard copies distributed: 2200 Electronic distribution: 5000
The Institut's introductory leaflet		Arabic and French: 3000
Introductory leaflet on the GIFT-MENA network		Arabic: 1000 French: 500 English: 1000
Leaflet about the specialized meetings for senior lebanese officials, five years after their launch Publication on the 2014 edition of the specialized meetings for senior lebanese officials		French: 2500 Arabic: 2500 French: 2500
Publication on the GIFT-MENA annual conference		Arabic and English: 400
Brochure on the booklet titled: "The Lebanese and Money"		French: 3000

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Fairs, conferences and special occasions

As in previous years, the Ministry of Finance and the Institute had a remarkable and expected presence in the following book fairs:

- ▲ The Lebanese book fair (Cultural movement- Antelias), March 2014
- ▲ French book fair (French Institute - BIEL - Beirut), November 2014. In this fair, a seminar in French, around the booklet **“The Lebanese and Money”** was held.
- ▲ The Arab international book fair (Arab cultural club - BIEL - Beirut), December 2014, in which the Arabic version of the booklet **“The Lebanese and Money”** was launched.

The Institute participation in university and job fairs is as follows:

Title	Organization	Date (2014)	Venue
The Middle East Education Market	Academia lebanon	February and october	UNESCO palace
Forum des métiers XII	Saint Joseph University, CEMADIMO and ADG	April	Beirut
AUB job fair	AUB	April	Beirut
Antonine job fair	Antonine University	May	Baabda

Two special events were organized in March:

- ▲ A gathering on **“The Role of Women in the Public Sector in Lebanon”**, was held on March 7, 2014, and hosted former minister Mrs. Wafaa Al Dika, former minister Mrs. Neemat Kanaan, and retired general Dalal Rahbani who made testimonies about their experience in the public sector in the presence of **50** participants.
- ▲ The **“Financial Dictation”** in french held on the 26th of march on the occasion of the Francophone month, in collaboration with the French Institute, in which **100** contestants from the private and public sectors participated. The text of the dictation dealt with Lebanese people and money. Prizes were distributed to winners.



Information

The Institute was keen on providing material, facilitating access to information, and providing assistance to journalists specialized in financial, economic, educational and civil affairs. The Institute had also a privileged presence in local, Arab and French media through:

- ▲ 32 news articles published in main printed and electronic media outlets.
- ▲ 7 interviews and special TV, radio and press reports.
- ▲ 600 copies of the booklet “Why do we Pay Taxes?”, distributed to Lebanon Opportunities subscribers in remote areas.
- ▲ Two chapters of 16 pages in Arabic and French featured in **La Revue Fiscale Libanaise**, published by Le Commerce du Levant, in the two issues printed in 2014.

Internal communication

Four issues of **Hadith Al Malia**, the internal newsletter of the ministry of Finance, were published in 2014. Each issue included a special leaflet that shed the light on a specific topic or activity, such as fighting corruption and women’s role in the public sector.

Hosting of visits and delegations

Below is a list of visiting delegations that wished to become acquainted with the activities of the Institute and the Ministry as well as to discuss future cooperation prospects.

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Arab and foreign delegations that visited the Institute in 2014

Delegation	Number of participants
Delegation of experts from the french ministry of Finance	3
Delegation of EU experts	3
Delegation from the University of Rome Tor Vergata in Italy	2
Visit of an ADETEF director	1
Visit of an assistant director from the ministry of Finance in Kuwait	1
Visit of an expert from the French ministry of Finance	1
Delegation of experts from the World Bank	2
Director of foreign relations at ENA	1
Delegation of university instructors from France, in collaboration with the Law Faculty - Lebanese University	9
Delegation of MPs from Kurdistan - Iraq	6
Delegation from the General Directorate of Administration and public service and the National Center for regional public service in France	3
Expert from the Birzeit University in Palestine, in cooperation with the Agence Française de Développement (AFD)	2
Director General of the Accounting and Financial Training Center - Iraqi ministry of Finance	3
Delegation from the International Labor Bureau	2
Delegation from the World Bank	3
Delegation from the American University in Cairo	10
Minister of Decentralization and Public Service in France, with a delegation of high ranking officials	7
Delegation from the Agence Française de Développement (AFD)	2
Delegation from IFPO	2
Delegation of SIGMA experts	3
Delegation from ADETEF, DGAFP, CNFPT and the French Embassy in Beirut	7
Total	73



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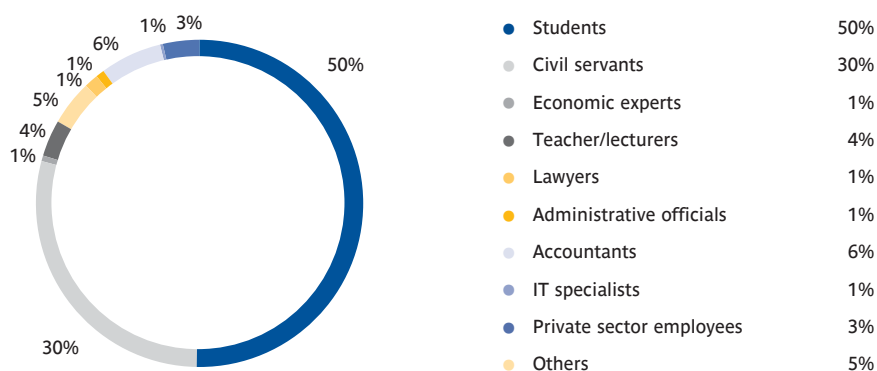
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The Library of Finance, the reference center specialized in financial and economic topics

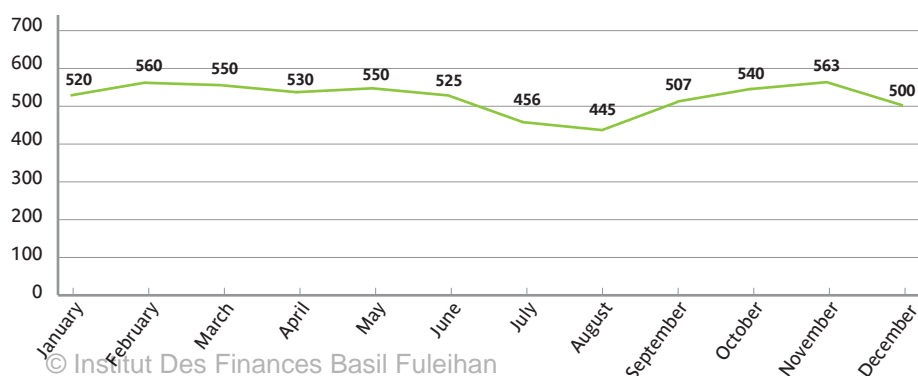
Throughout the year, the Library of Finance maintained its average daily visits at around 22 visits a day. 1204 books were lent to 490 beneficiaries. It is noteworthy in this regard that half of the Library's visitors are university students, followed by Finance Ministry staff (29%) and other professionals (21%).

An Average of 500 Visitors a Month

Library visitors by specialization



Number of visitors per month



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Updating references

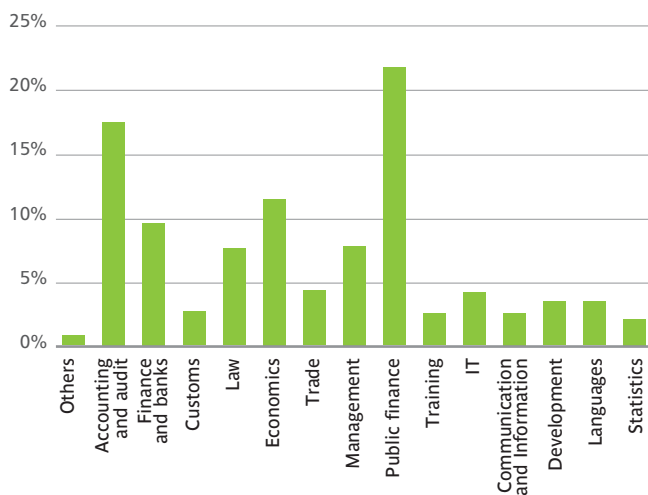
The Library of Finance received **507** new books and **60** reports and specialized publications, the majority of which were donated by local and foreign institutions among which figure the IMF, the WCO and ESCWA. The series of Lebanese laws was updated along with the Hammurabi software.

Moreover, the main information concerning the Library's references is now electronically available through the Symphony indexing system that the

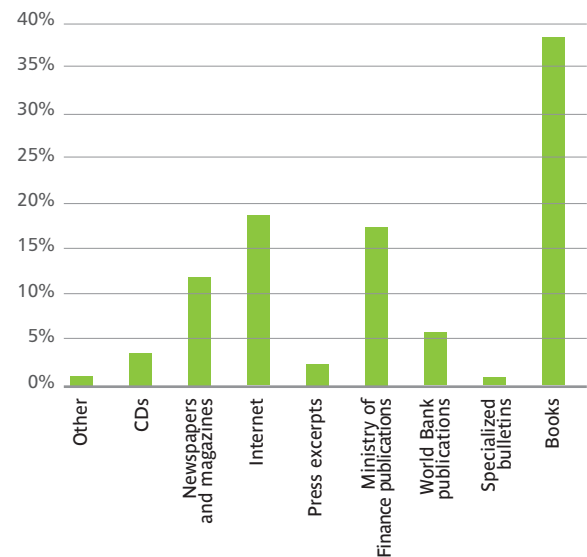
Library purchased in 2013. It is expected to be linked to the Institut's website in 2015.

44% of the visitors said that the main incentives for their visit to the Library was to research and to read books. Financial topics accounted for **21%** of the interests of the readers, followed by accounting and auditing (**17%**) and economy (**12%**), while customs-related topics ranked low with only **3%**.

Visitors' interest by topic



Visitors' interest by type of reference



The Library of Finance's e-newsletter

More than **4600** subscribers were informed of the latest news and were provided with press excerpts, reports, articles and economic indicators, through the

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150 electronic news articles that the Library of Finance disseminated, along with the titles of the main books that have been acquired.

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A training plan
dedicated to
the Institut's team

Total automation
of the annual
budget accounts

Welcoming
165
students within
the framework of the
youth program

Fulfilling
90%
of procurement
activities

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The Administrative and Financial Department

Main achievements



Main activities of the administrative and financial department



Analysis of the 2014 financial figures



Revenues



Expenditures



2015 Orientations

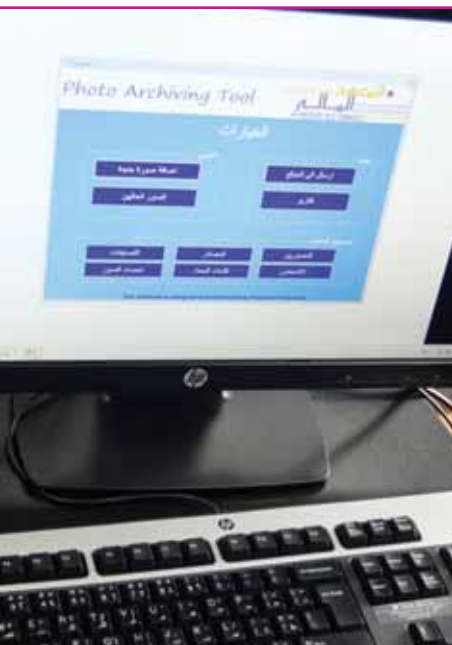


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The administrative and financial department



In light of the difficult financial situation prevailing for some years now at the national level, the administrative and financial team had to review its priorities with a view of ensuring the implementation of modernization projects within the “Institutional Development Plan: Horizon 2015”. The team also worked on preparing the mid-term budget proposal for the years 2015, 2016 and 2017 in which it included all of the recommendations. At the administrative level, efforts focused in 2014 on planning and internal re-organization, building capacities of IoF staff, enhancing team building, in addition to receiving students for internship. At the financial level, the IoF set an annual financial plan and a procurement plan in light of the financial constraints. The IoF also took a judicial oath before the Court of Audit and submitted financial accounts and needed clarifications to the Court. Public accounts were kept according to the PIMS-GovBudget system. The most important accomplishment was definitely the launch of the comprehensive automation process funded by a generous grant offered by the Régie Libanaise des Tabacs et Tombacs.

Main achievements

- ◆ Preparing the budget proposal for 2015 with mid-term expectations and submitting it to the Minister of Finance within the legal deadline.
- ◆ Carrying out a close financial monitoring and preparing weekly closing of accounts to follow up on the expenditures in light of the financial liquidity and the effective disbursement of the ministry of Finance contribution.
- ◆ Full automation of annual budget accounts and payments due on service contracts.
- ◆ Re-organizing inter-departmental work procedures in order to improve productivity and efficiency while abiding by the provisions of the Public Accounting Law.
- ◆ Launching the automation process of fixed assets, in cooperation with SyncWise.
- ◆ The signature of the grant offered by the Régie Libanaise des Tabacs et Tombacs for the implementation of a comprehensive automated solution of the operations in the different departments of the Institute.

Comprehensive automation solution thanks to the grant offered by the Régie libanaise des Tabacs et Tombacs

The administration of the Régie offered a grant of 590,000 USD to the IoF to implement a full automation solution which will cover the operations of all IoF departments. The administrative and financial department set a preliminary needs assessment of the programs needed. It also prepared all contractual documents related to the contract to be signed with the Everteam company commissioned by the Régie to do the automation.

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Main activities of the administrative and financial department

Financial management

- ◆ Preparation of the budget proposal for 2015 and its submission to the minister of Finance within the legal deadline, along with documents, statistics and annexes as per the Minister of Finance's circular n.1932/S1 dated 20/4/2014.
- ◆ PIMS-Gov Budget, the public accounting software adopted since 2013 as the main accounting tool.
- ◆ Adoption of an IT tool that allows stocking and retrieving of data pertaining to suppliers and/or trainers' payments, in addition to an automated management of contracts and tenders.
- ◆ Draft of monthly financial reports and performing closing of accounts operations on a weekly basis to closely monitor available credits and cash liquidity
- ◆ Continuous auditing of accounts through internal audit.
- ◆ Payment of monthly subscriptions to the National Social Security Fund as well as getting a financial discharge (clearance) for the year 2014.
- ◆ In accordance with the ex-post audit performed by the Court of Audit on all IoF financial accounts, the Court has studied in 2014 the accounts related to

the year 2013. Consequently, IoF has obtained a discharge (financial clearance) for the year 2013. It is noteworthy that the IoF had already sent all of its accounts between 2000 - 2012 to the court.

- ◆ Judicial oath before the Court of Audit by IoF administrative and financial director in his capacity as the accredited IoF accountant.
- ◆ Management of grants and donations offered by international donors to IoF. Management of service contracts signed with local, regional and international partners. Follow up on projects' implementation and financial reporting.

Administration and development activities

- ◆ Performing regular administrative work, such as the yearly inventory of publications, fixed assets and electronic devices.
- ◆ Drafting the IoF semi-annual activity report.

IoF implements PIMS advanced version

In the framework of its continuous collaboration with Deloitte & Touch, profiles software and the Khaled Tueni accounting and auditing firm (KTEC) to enhance the PIMS-GovBudget software for managing public accounting, IoF will be able, in the near future, to keep a double-accounting system in conformity with the public accounting law and the general accounting provisions and its international standards. This document was downloaded from the website of Institut Des Finances Basil Fuleihan

IoF takes a judicial oath before the Court of Audit

In an advanced legal step, the IoF Administrative and Financial director took a judicial oath before the Court of Audit on November 24, 2014.



Automation

The automation plan, launched in 2012, continues to be implemented. It includes the following activities:

Automation activity	In cooperation with	Current status
Automation of the fixed assets inventory	Syncwise company	Project was launched end of 2014
The IoF website and social media platforms		Updated continuously
Automation of the Library of Finance		Work has been completed, links to the website are to be made
Automated Management of the trainers' database		Trial period in 2015
Publications management IT Tool		Updated continuously
Electronic archives of the training department		Updated continuously
IT Tool for Photo archiving		Updated continuously

Capacity-building and management of IoF team

Here are some of the main management tools adopted in 2014:

- ◆ The annual plan was jointly elaborated by all the departments in January.
- ◆ Weekly meetings held within the departments and a weekly meeting held for the heads of departments.
- ◆ Annual interviews between heads of departments and team members were conducted to assess work and determine training needs.

Tribute to social responsibility

On the occasion of Christmas and New Year, the IoF team visited the headquarters of the Arc-en-Ciel Association in Hsr-el-Wati and got acquainted to its work and achievements. IoF team presented its greetings for the remarkable performance of the association on the national level.

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- ◆ Individual capacity-building of team members through providing training opportunities both in Lebanon and abroad. **57** trainees from the IoF took part in **14** programs held in Lebanon while **40** trainees participated in **25** training sessions, conferences and missions abroad.
- ◆ Staff members were encouraged to undertake scientific research and to submit papers in national, regional and international conferences (a list of those contribution is available in the knowledge production part) and to have a dynamic presence in training networks in Lebanon and the MENA region.
- ◆ Two workshops on “**Sound methods for a healthy life**” were organized at Notre Dame de la Montagne monastery in Fatqa and at the IoF headquarters.
- ◆ **165** students (male and female) from **6** universities were hosted at IoF in the framework of the youth program.

Procurement activities

The procurement team undertook the following procurement activities in 2014:

- ◆ Conducted **90%** of the activities provided for in the annual procurement plan.
- ◆ Developed and set procurement procedures based on international good practices in public procurement.
- ◆ Maintained professional relationships with suppliers in line with good practices and recommendations
- ◆ Conducted a market study for market sourcing of forecasted procurement activities.
- ◆ Provided advice and technical assistance on procurement issues, mainly in drafting TORs and bidding documents for training projects.

Some of the main management tools adopted in 2014

	Main activities
Consultancy services contracts for the implementation of projects	◆ Service contract for hosting the Library of Finance servers
	◆ Maintenance contract for the Symphony software managing the Library content
	◆ Service contract to design the public procurement webpage
	◆ Maintenance contract for the software used to manage the trainers' database
	◆ Service contract to purchase an automated labeling system
	◆ Service contract to develop GovBudget-PIMS
	◆ Maintenance contracts for the IoF IT tools (trainers, publications, invoices, Public accounting software, Photo archiving Tool)
	◆ Service contract to prepare for the french and arabic book fairs
Procurement of goods	◆ Bid for printing publications in 2014
	◆ Bid for purchasing and installing rolling shutters in the Library and some offices

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Main activities	
Service contracts	◆ Contracts for publication design
	◆ Service contract to redraft the public procurement guide
	◆ Service contract to update the IoF graphic identity (designing a new logo)
	◆ Service contract to develop a social media strategy
	◆ Service contract to develop electronic tools about financial education (software for questions/answer on financial literacy)
	◆ Service contract to design “The Lebanese and money” booklet
	◆ Service contract to distribute the “Why do we pay taxes?” booklet
	◆ Service contract to provide a special software and tools for fixed assets management
	◆ Media consultation service contract
	◆ Technical and maintenance service contract (AC, photocopier machine, sound system in training rooms, security in the library, CCTV, phone, coffee machine)
	◆ Service contract for photocopying documents through leasing
	◆ Annual service contracts with translators to provide translation and interpretation services when needed
	◆ Annual service contracts with proof-readers for the IoF publications
	◆ Catering service contract
	◆ Contracts to draft and edit publications
◆ Service contracts to ensure the IoF participation in the French and Arabic book fair	
Procurement based on purchase after request of quotations	◆ Procurement of small maintenance services, electronic devices, stationary and hygiene items, when needed

Analysis of the 2014 financial figures

Alike the previous years, the year 2014 was a difficult stage that necessitated huge efforts to make available financial resources in the absence of a budget law since 2005. Financial difficulties faced by the Lebanese government and the public debt increase led to dwindling resources. For this reason, it became extremely hard and complicated to provide financial monitoring and to determine liquidity.

The IoF, being a public institution operating under the tutelage of the Minister of Finance, did its best to abide by the expenditure policy set forth by the Ministry of Finance and to achieve the best value for money in spending. It also endeavored to provide additional resources from donors as grants or contribution in specific activities in order to continue implementing its action plan and performing its duties.

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Revenues

The IoF revenues for 2014 were made up of the following:

- ◆ **Direct financial contributions** transferred to the IoF account at the Central Bank, based on a decision of the Minister of Finance. The contribution amount for the year 2014 reached **1,640 billion LBP**.
- ◆ **Indirect financial contributions**, i.e. IoF expenses covered directly by the Ministry of Finance (namely the yearly rent of the building and some other expenses). The amount for the year 2014 reached around **500 million LBP**.
- ◆ **Service contracts managed** by IoF, by virtue of the financial and administrative bylaws. They covered preparing and implementing specialized training programs at the local and regional levels. The total amount of those contracts reached **247 million LBP**.
- ◆ **Service contracts** executed and managed by an IoF partner under the Baladi Plus project. This project was funded by USAID and aimed at building the capacities of local authorities in Public Financial Management. It was executed in cooperation with the local partner Knowledge Development Company (KDC). The value of the project was **146,537 USD**.

Grants

- ◆ **A grant** from the Régie libanaise des Tabacs et Tombacs amounting to **590.000 USD** with the objective of implementing a comprehensive automated solution at IoF. This generous grant reflected the will of the Régie to support IoF efforts in developing its performance, and did crown the long-standing cooperation relationship that goes back to 2006. The project is to start early 2015. It will be implemented by the Everteam company which was commissioned the project's implementation based on its experience in implementing a similar automation project at the Régie. It should be noted in this regard that the company applied the same rate it adopted when working previously with the Régie.
- ◆ A grant from the Italian embassy in Beirut (implementation of the last project's phase) of **23,256 euros** from a total grant of **332.000 euros** offered in 2010 to build capacities in public procurement. The final financial report was then submitted as requested by the donor and the related bank account at the Central Bank was closed (Treasury account - Institute of Finance - grant from the Italian embassy).

Fixing the spending ceiling for 2014

The Budget and Expenditure Control Directorate at the Ministry of Finance set the financial contribution to IoF for 2014 at 2 billion LBP, by virtue of the minutes of the meeting held on July 30 2013 for the discussion of IoF budget proposal for 2014.

However, for the second consecutive year, the ministry adopted an expenditure mechanism aimed at abiding by the appropriation ceiling of the 2005 budget law (which was the last budget law adopted by the parliament). However, the ministry added to it an additional appropriation by virtue of Law nb. 238 dated 22/10/2012, provided that the funds are available in the 2014 draft state budget. Consequently, the IoF 2014 spending ceiling stands at a total amount of 1,640,800,000 LBP. The Finance ministry contribution was transferred in 4 installments. However, the first installment was transferred mid - 2014, which has represented a real challenge for the IoF team since it had to adopt, during the first two quarters of 2014, a very strict spending policy.

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Direct financial contributions

The total amount of the direct contributions effectively disbursed during the last three years is the following:

Direct financial contributions	2012 (LBP)	2013 (LBP)	2014 (LBP)
Budget proposal submitted by the IoF	2,465 billion	2,470 billion	2,561 billion
Set financial contribution according to the minutes of the annual meeting with the Budget and Expenditure Control Directorate	2 billion	2 billion	2 billion
Amounts effectively disbursed	1,400 billion	1,640 billion	1,640 billion

Indirect financial contributions

The total amount of the indirect contributions covered by the ministry of Finance during the three last years is the following:

Indirect financial contributions	2012 (LBP)	2013 (LBP)	2014 (LBP)
Indirect financial contributions	410,074,101	410,074,101	410,074,101
Rental of the 6 floors occupied by the IoF in the order of Pharmacists building	53,498,655	30,571,982	NA yet
IoF share in the common expenses of the building Annual cleaning service cost	71,856,000	71,856,000	89,760,000
Total	535,428,756	512,502,083	499,834,101

Projects executed through service contracts and financially managed by the IoF

Type and title of project	Funding party	Total amount of contract/ grant	Amount executed in 2011	Amount executed in 2012	Amount executed in 2013	Amount executed in 2014
Financial oversight of the lebanese parliament	WFD	34,491 USD	3,050 USD	4,800 USD	Finished	
Financial capacity - building at the lebanese parliament	WFD - an EU funded project	40,000 Euros	19,597 Euros	19,140 USD	Finished	
Survey on the financial literacy of Lebanese	World Bank	82,930 USD	49,758 USD	33,172 USD	Finished	
Regional training program on "Oversight and Audit"	Islamic Development Bank	43,000 USD		42,383 USD	Finished	
Training program on "Tax audit and review" for Telecommunications companies targeting the Central Oversight and Accounting Committee in Yemen	World Bank (Public finance modernization project) for the Central Oversight and Accounting Committee in Yemen	12,025 USD			11,984 USD	Finished

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Type and title of project	Funding party	Total amount of contract/ grant	Amount executed in 2011	Amount executed in 2012	Amount executed in 2013	Amount executed in 2014
Specialized meetings for trainee judges on "Fighting corruption in Lebanon", in collaboration with the Judicial Studies Institute and with the support of the French embassy	Service contract with the French Embassy in Lebanon	20,000 Euros				20,000 Euros
Capacity - building of the Régie staff in financial, economic, customs and administrative topics and developing the skills of middle and senior managers to improve administrative performance and spread the leadership and innovation culture	Cooperation agreement with the Régie administration on 26/9/2013 (2014: first year of the agreement execution)					163,147,300 LBP
Training session on financial management	Contract service with KDC within the Expand Your Horizons project, funded by USAID	3,500 USD				3000 USD
Training session on public procurement	Contract service with KDC within the Expand Your Horizons project, funded by USAID	3,500 USD				3000 USD
Specialized meetings on Integrity, in collaboration and with the support of the french embassy in Lebanon	Service contract with the french embassy in Lebanon	16,000 Euros				16,000 Euros

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Projects executed by the IoF and financially managed by partners through service contracts during the last four years

Project name	Funding partner	Value implemented between 2011 & 2013	Value implemented in 2014
Capacity- building of teachers of economy in lebanese public schools	Islamic Development Bank through the Lebanese Development Network	150,000 USD	
Second stage of the capacity - building project in Sustainable Public Procurement (SPP): Review of the survey results related to the lebanese market readiness to embrace sustainable public procurement and setting an SPP national action plan	UNEP and UNDP office in Beirut	30,000 USD	
Project on “developing local authorities capacities in Public Financial Management”	USAID- funded project, implemented in cooperation with KDC		146,537 USD

Projects implemented and financially managed by the IoF through grants in the last 4 years

Type and title of project	Funding party	Total amount of grant	Amount executed between 2010 & 2011	Amount executed en 2012	Amount executed en 2013	Amount executed en 2014
Capacity building in public procurement	Italian embassy in Lebanon	332,000 Euros	42,337 Euros	74,058 Euros	192,349 Euros	23,256 Euros
Support to the GIFT-MENA network	ADETEF	450,000 Euros	134,898 Euros	112,806 Euros	103,212 Euros	60,109 Euros
Comprehensive automation solution for the IoF	Régie Libanaise pour les Tabacs et Tombacs	590,000 USD				Project will start in 2015

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Expenditures

The expenditures' volume reached 1,711 billion LBP from the total financial contributions on 31/12/2014, i.e. 87,50% of the total appropriations (main appropriations+ carried forward appropriations + additional appropriations resulting from service contracts executed during the year), as detailed in the following table:

Total of appropriations available for 2014*	1,955,315,162 LBP
Committed appropriations during 2014	1,809,292,901 LBP
Committed, cleared and executed expenditures in 2014	1,710,986,020 LBP
Committed and not cleared expenditures carried forward to the IoF 2015 budget	94,532,985 LBP
Committed and not cleared expenditures that will not be carried forward to 2015	3,773,896 LBP

*The total final appropriations available for 2014 include main appropriations + committed appropriations carried forward from 2013 + additional appropriations resulting from the execution of service contracts.

Total spending was divided among the 2014 budget items as detailed in the following table:

Item	Title	Needed appropriations according to the 2014 draft budget LBP	Appropriations carried forward from 2013 and additional appropriations in 2014 - LBP	Effectives expenses LBP
11	Consumer goods	152,416,497	26,875,000	92,257,986
12	Consumer services	809,935,000	214,495,480	587,615,744
13	Allowances, salaries and wages	1,103,416,000	Zero	719,508,703
15	Social benefits	186,993,270	Zero	112,717,401
16	Miscellaneous	150,000,000	46,226,720	92,374,502
	Total current expenditures	2,402,760,767	287,597,200	1,604,474,336
226	Equipment	83,850,000	26,917,962	88,284,184
228	Maintenance	69,500,000	Zero	18,227,500
229	Other expenses related to fixed assets	5,000,000	Zero	Zéro
	Total fixed assets	158,350,000	26,917,962	106,511,684
	Total	2,561,110,767	314,515,162	1,710,986,020

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2015 Orientations

In training programs for 2015-2016

- ◆ To accompany the different modernization projects of the Ministry of Finance and satisfy training requests submitted to the IoF in financial, technical and administrative topics.
- ◆ To provide financial officers with needed information and skills to improve their performance in budget preparation and budget execution and to perform accounting procedures, the overarching objective being to enhance audit and control.
- ◆ To give a priority to Public Procurement, and work with local and international partners in view of increasing the number of beneficiaries.
- ◆ To mainstream economic and financial literacy, integrity and state modernization concepts in different training curricula.
- ◆ To promote the culture of training, learning and networking through joint programs with partner centers and institutes in Lebanon and abroad.
- ◆ To make available certified trainings in Public Financial Management topics.
- ◆ To devote a series of initiatives, workshops and exchange visits to senior decision makers in the Lebanese administration aiming at strengthening their leadership and communication.
- ◆ To work on developing new training programs and introduce training techniques and IT.
- ◆ To work on setting impact evaluation and impact assessment procedures and a set of related KPIs in view of measuring training efficiency.
- ◆ To automate the various training procedures and link them with all processes at the IoF.

In cooperation and networking

- ◆ To promote synergy between training institutions in Lebanon and the region and build sustainable partnerships to improve governmental performance.
- ◆ To raise awareness among decision-makers and international institutions on the importance of the GIFT-MENA network and strive to institutionalize it.
- ◆ To encourage GIFT- MENA members to adopt communication and exchange initiatives and to use available electronic space.
- ◆ To ensure the IoF participation and presence in regional initiatives to present its experiences and benefit from other experiences.
- ◆ To enhance partnerships aimed at providing continuous training and specialized certificates, namely in Public Financial Management.
- ◆ To strengthen communication with regional and international partners to attract new and sustainable donations and resources.

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In knowledge production

- ◆ To promote the scientific character of publications by enhancing the role of consultative bodies, experts, academics and surveys.
- ◆ To strengthen the role of the IoF in research on public administration and public finance at local, regional and international levels.
- ◆ To publish a series of articles in newspapers and specialized magazines both in hard and electronic copies.
- ◆ To continue the publishing of public policy briefs in public procurement and economic and financial literacy.
- ◆ To publish at least one issue of Assadissa journal dealing with Public Financial Management
- ◆ To issue a new edition of the series of financial and fiscal awareness-raising series, namely on the income tax.
- ◆ To issue a new book through the grant allocated to research projects came out by civil servants.

In communication

- ◆ To restructure the website to facilitate access to the IoF services and to information.
- ◆ To enhance social media platforms.
- ◆ To strengthen relationships with specialized media.
- ◆ To develop electronic tools to promote communication and knowledge production.
- ◆ To redesign the graphic ID of the IoF in order to launch it at its 20th anniversary.

In financial, administrative and procurement orientations

- ◆ To execute the 2015 budget proposal and prepare the 2016 budget proposal.
- ◆ To execute the procurement plan for the year 2015.
- ◆ To prepare the 2014 balance sheet, send it to the Court of Audit and continue to submit the IoF accounts to audit .

- ◆ To work on the implementation of the first phase of the comprehensive IT solution in cooperation with Everteam (executing part one of the grant offered by the Régie).
- ◆ To keep on implementing the automation projects mentioned in the part dedicated to the financial and administrative department.
- ◆ To execute future grants and service contracts.
- ◆ To conduct the study related to building a new headquarter for IoF, and continue electronic and paper archiving.
- ◆ To continue the modernization of the accounting system in view of adopting analytical accounting as per international standards.
- ◆ To conduct an external audit of the IoF accounts by Deloitte and Touch for the years 2009 to 2014.
- ◆ To improve the building's maintenance, especially the aluminum façade profiles, office requirements and training rooms.
- ◆ To improve the building security and protection.

In human resources

- ◆ To set an HR strategy and an organizational chart which include a flexible job description linking the position requirements with the required skills.
- ◆ To draft a 2015 training plan for the IoF team.
- ◆ To adopt the principle of performance evaluation.
- ◆ To prepare a CV management software that would facilitate the submission of job applications and internship requests through the website.

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Our Partners



Local Partners

- ▮ Lebanese Parliament
- ▮ Presidency of the Council of Ministers
- ▮ Presidency of the Republic
- ▮ Council for Development and Reconstruction
- ▮ Civil Service Board
- ▮ ENA
- ▮ 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 Environment
- ▮ Ministry of Industry
- ▮ Ministry of Interior and Municipalities
- ▮ Ministry of Economy
- ▮ Ministry of Social Affairs
- ▮ The Lebanese Armed Forces (LAF) - strategic research and studies center
- ▮ The Lebanese Armed Forces - Directorate of Education
- ▮ The Lebanese Armed Forces - The Fouad Chehab Command and Staff College
- ▮ The Régie Libanaise des Tabacs et Tombacs
- ▮ The Lebanese Standards Institution (LIBNOR)
- ▮ The Judicial Studies Institute
- ▮ The National Council for Scientific Research (CNRS)
- ▮ Ecole Supérieure des Affaires (ESA)
- ▮ Saint Joseph University - Faculty of Economics (FSE)
- ▮ Saint Joseph University - The Political Sciences Institute (ISP)
- ▮ Saint Joseph University - Faculty of Education
- ▮ American University of Beirut (AUB)
- ▮ Lebanese University
- ▮ Antonine University - Faculty of Business Management
- ▮ The Knowledge Development Company (KDC)
- ▮ The Lebanese Economic Association (LEA)
- ▮ Brand Protection Group (BPG)
- ▮ The Lebanese Banks Association (ABL)
- ▮ High Institute for Banking Studies
- ▮ Lebanese Association of Certified Public Accountants (LACPA)
- ▮ Fransabank
- ▮ Société Générale de Banque au Liban
- ▮ American - Mideast Educational and Training Services (AMIDEAST)
- ▮ National Commission for Lebanese Women (NCLW)
- ▮ LOYAC association
- ▮ Chamber of Commerce Industry and Agriculture
- ▮ Center for Airport Security Civil Aviation Security Training Center - CERSA

Regional Partners

- ▮ The International Monetary Fund Technical Assistance Center
- ▮ The Arab Fund for Economic and Social Development
- ▮ The Arab Planning Institute of Kuwait
- ▮ The Islamic Development Bank (IDB)
- ▮ The Islamic Research and Training Institute (IRTI)
- ▮ The National Training Institute of Jordan
- ▮ Directorate of the Training Center of the Ministry of Finance in Jordan
- ▮ The Palestinian Institute for Public Finance and Taxes
- ▮ The Institute of Finance of Yemen
- ▮ Ministry of Public Service and Administration Modernization of Morocco
- ▮ The Institute of Finance, Directorate of Administrative and Public affairs at the Ministry of Economy and Finance - Morocco

- ▮ Higher Institute of Administration in Morocco
- ▮ The National Institute of Administration of Morocco
- ▮ The National School of Finance in Tunisia
- ▮ The National Institute of Administration in Tunisia
- ▮ Institute of Public Administration in Bahrain
- ▮ Financial and Accounting Training Center of the Ministry of Finance of Iraq
- ▮ The Economic and Social Commission for Western Asia (ESCWA)
- ▮ IMF - Middle East Center for Economics and Finance

International Partners

- ▮ The World Bank
- ▮ The World Bank Institute
- ▮ United Nations Development Program (UNDP)
- ▮ United Nations Environment Program (UNEP)
- ▮ The World Customs Organization (WCO)
- ▮ The European Union (EU)
- ▮ The Organization for Economic Co-operation and Development (OECD)
- ▮ The ILO-International Training Center (ITC-ILO)
- ▮ The International Association of Schools and Institutes of Administration (IASIA)
- ▮ The International Institute of Administrative Sciences
- ▮ The European Institute of Public Administration
- ▮ The Institute of Fiscal Studies - Spain
- ▮ The Spanish International Cooperation and Development Agency (AECID)
- ▮ The Italian Development and Cooperation Office
- ▮ The Supreme School for Economy and Finance - Italy
- ▮ The Central Committee for Public Procurement - Italy
- ▮ The Tor Vergata Rome University- Italy
- ▮ The American International Development Agency (USAID)
- ▮ The Westminster Foundation for Democracy (WFD) - UK
- ▮ The National Audit Office - UK
- ▮ The Korean Development Institute (KDI)
- ▮ Cooperation Team in Fighting Drug use and Trafficking
- ▮ Tiri - Integrity Action
- ▮ SIGMA - OECD and EU
- ▮ The Center of Excellence in Finance - Slovenia
- ▮ DAI
- ▮ The Chartered Institute for Purchasing and Supply - UK

French Partners

- ▮ The French Ministry of Finance and Economy
- ▮ The French Institute - Lebanon
- ▮ The Ministry of Foreign Affairs
- ▮ The Ministry of Decentralization and Public Service-France
- ▮ France Expertise Internationale - French Agency for International Technical Cooperation
- ▮ The National School of Administration - ENA
- ▮ 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 Service Schools
- ▮ The National Center for Public Service
- ▮ Strasbourg University, Faculty of Education
- ▮ The French Court of Accounts

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