



# Annual Report 2015



REPUBLIC OF LEBANON  
MINISTRY OF FINANCE

Initiative  
Government Impact

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الجمهورية اللبنانية REPUBLIC OF LEBANON  
وزارة المالية MINISTRE DES FINANCES

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# Annual Report 2015

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The Institut des Finances Basil Fuleihan (IoF) is a civil service learning center operating under the tutelage of the Lebanese Minister of Finance. It contributes to national capacity development in Public Financial Management through training, research and publications. It also facilitates access to economic and financial information. With its expertise and in-depth knowledge of countries in the region, the Institut serves as a platform for regional and international cooperation. It hosts the Secretariat of the GIFT-MENA network of civil service training schools and is a regional training center for the World Customs Organization (WCO).

This report summarizes the activities undertaken by the Institut des Finances Basil Fuleihan (IoF) in 2015 in the fields of knowledge and capacity building, regional and international cooperation and networking, scientific research, knowledge production and communication, access to information as well as institutional development. Its preparation and the drafting of its final version were overseen by Mrs. Lamia Moubayed Bissat.

Mrs. Jinane Doueihy and Ms. Maya Bsaibes were entrusted with collecting the different parts of this report and editing them with the participation of all of the Institut's team members, while Mrs. Suzanne Kowsan took in charge the preparation of its statistics. It was designed by Mrs. Dolly Harouni.

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# Minister's Statement

## The Annual Report of the Institut des Finances Basil Fuleihan



The paralysis at the governmental and legislative levels did not deter us, in 2015, from providing services, fighting against corruption, and developing our public institutions.

The annual report of the Institut des Finances Basil Fuleihan underlines the immense effort undertaken in that respect. Indeed, the Institut developed into a hub of expertise in Public Financial Management and a center of excellence for all of the country's civil servants, and saw the number of its beneficiaries grow accordingly.

The report also reflects the Ministry's desire to open up to its external environment and to provide citizens with better access to information through websites, research output, tax manuals, and the services of the Library of Finance, among others.

As a supervising and tutorship authority, we have endeavored this year to support the Institut and in gaining the trust of local and international partners. I remain among the strong believers in the fact that the strengthening of institutional capacities through training and knowledge production is not a luxury, but rather a basis for improving performance, fighting corruption, and increasing the productivity and transparency of the civil service. I will pursue my endeavors in supporting all directorates and projects within the Ministry of Finance in their efforts to foster institutional dialogue, and will spare no effort in encouraging its employees and all those concerned with financial management in all of the State's sectors - civilian, military and educational, to capitalize on all available learning opportunities.

In conclusion, I cannot but praise the ambitions bent on improving Public Financial Management, and all those who seek to promote the principles of transparency and discipline in the face of setbacks and institutional paralysis.

I hope that this report will be of interest to you. The year 2016 will be devoted to deploying similar efforts with wisdom and determination in order to strengthen the position of Lebanon regionally and internationally.

© Institut Des Finances Basil **Ali Hassan Khalil**  
**Ministre des Finances**

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# Foreword

## Year 2015: Our Commitment to the Values of the Civil Service

The end of the year 2015 brought with it many questionings. How does the State function in the absence of a President of the Republic and in the absence of a State budget? How can public administrations function and how are citizens' affairs managed in the absence of organized legislative and governmental processes? How do public employees accomplish their tasks in the absence of plans, objectives and indicators that guide work and measure performance? How can they feel reassured about their future with an unclear career path coupled with opaque responsibilities and reward schemes? How do training centers and institutes set their plans and budgets in such a situation? How can we support those who work to strengthen the State, and persevere in serving the citizen and the economy?

The year 2015 witnessed the stacking of piles of wastes in the streets and brought the Lebanese to rethink the meaning of public service, the value of taxpayers' money, the transparency of public purchases, the rule of law, law enforcement, and the trust in the State and in its officials as a mean to facilitate the citizens' daily life.

At the Institut des Finances Basil Fuleihan, and with the guidance of the Minister of Finance, we have been working on making sure that the values of the civil service take root within the Lebanese administration, asserting the importance of financial compliance, fighting corruption, promoting transparency at work, and facilitating access to information. Thus, the results achieved exceeded the set objectives, and the number of participants reached 3,405 trainees while the annual average of previous years was of 2,389.

We have achieved promising results in terms of facilitating access to information. Indeed, we have released a number of high quality publications, facilitated access to an electronic reference database, and have been actively present in national book fairs and on social media. We have similarly worked on knitting strong partnerships with State institutions and our colleagues in Arab and Mediterranean countries, as well as with regional and international partner institutions, through specialized professional networks such as the National Training Network and the GIFT-MENA network.

We invite you to have a look at our 2015 annual report and to communicate with us continuously. In spite of the challenges and the difficult situation, we remain convinced that learning and knowledge are a cornerstone in the development of nations, and we will pursue our work, in 2016, the year of our twentieth anniversary, with a mid-term vision that meets your expectations.

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**Lamia Moubayed Bissat**

Head of the Institut and the Institut's team

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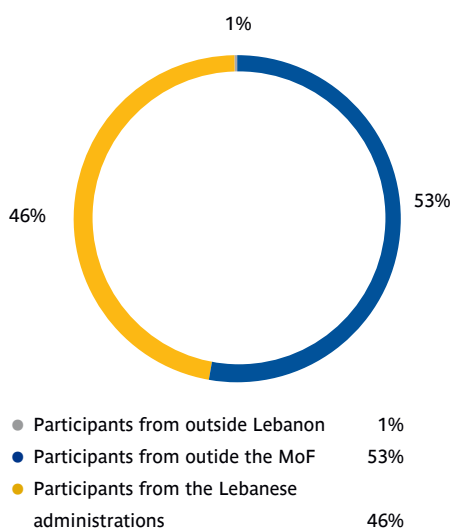




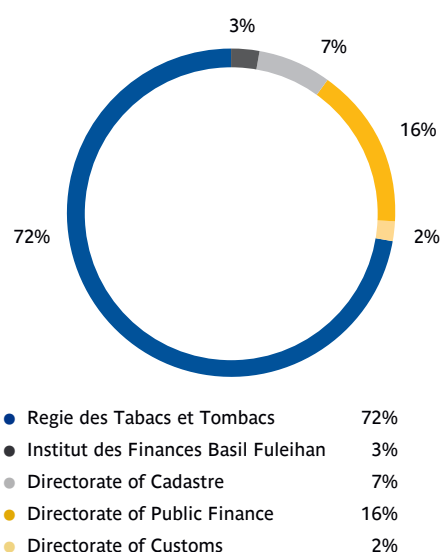
# Executive Summary: The Year's Milestones

## Promoting Knowledge, Building Capacities

**3,405** trainees attended **113** programs  
The MoF is the top beneficiary (**53%**)



The Institut's biggest beneficiaries: The Directorate of Public Finance and the Régie des Tabacs et Tombacs



- 43** employees are now certified in public procurement by CIPS.
- 15** employees successfully completed the strategic public procurement program.
- 48** SMEs participated in the public procurement training program.
- 146** inspectors from the Ministry of Economy and Trade and law enforcement agencies were trained in fighting counterfeiting and piracy.
- 23** trainees from law enforcement agencies participated in workshops on financial investigation.

## Building Partnerships and Cooperation

- 8** new institutes joined the GIFT-MENA network.
- 71** participants in training missions and in regional and international seminars.  
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- 120** financial and educational experts discussed financial capacity building in a national conference and produced national recommendations.

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The journey of a thousand miles starts with a single step

Chinese proverb



## Scientific Research and Knowledge Production

**Assadissa** launched an in-depth debate on the issues of **financial administration in municipalities** and their relation to local governance in light of current challenges with the contribution of **13** specialists from Lebanon and the Region.

**3000** More than **3,000** copies of “**Your guide to the income tax on salaries and wages**” were distributed to the citizens.

**13** **interventions** and research papers presented in Lebanon and abroad. The Institut also **joined 4 advisory committees** in order to contribute to enriching the scientific debate on issues pertaining to State reform and the development of institutional capacities.



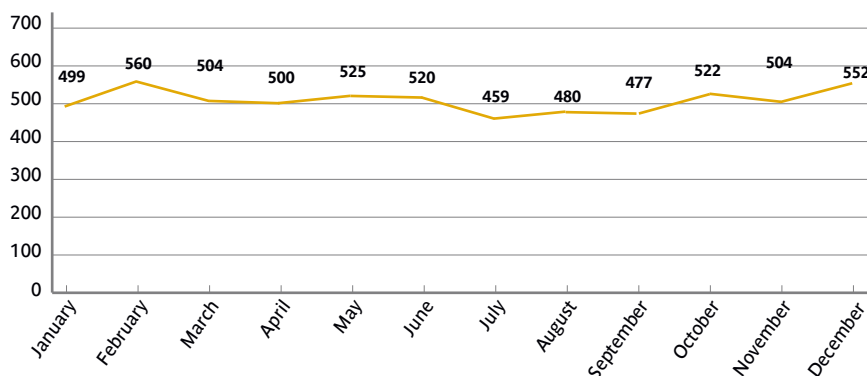
## Communication and Easy Access to Information

**15%** New electronic services and a **15%** increase in the number of the Library of Finance's visitors.

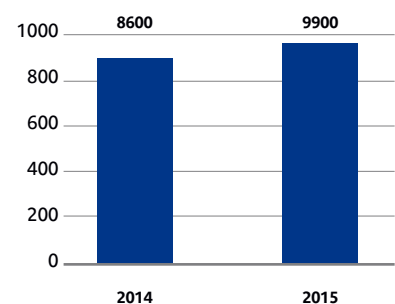
**9900** visitors on the Institut web page, and **7,300** followers on Facebook.

**240** Debates with more than **240** young men and women in seminars inside and outside the Institut.

Number of visitors per month



Number of website visitors



## Institutional Development

**90%** of the activities foreseen in the annual action plan have been accomplished, in addition to what was integrated from outside the plan.

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Our team is always ready to train and get trained in order to preserve its performance levels, team spirit and renew its commitment to service.

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3405  
trainees

211  
training sessions

6  
extra-calendar  
programs

National conference  
on strengthening  
financial capacities

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# Promoting Knowledge, Building Capacities

The Training Calendar

■  
Training Center of Excellence in Public Financial Management

■  
Special Interest in Capacity Building in Public Procurement

■  
Fighting Financial, Economic and Customs Crimes

■  
Promoting the Economic and Financial Culture

■  
Change Management

■  
Capacity Building of the Régie Libanaise des Tabacs et Tombacs

■  
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# The Training Calendar



2600 copies of the training calendar for 2015 were printed

The Institut completed its 2015 annual training calendar and provided the MoF and the other administrations and public institutions, in Lebanon and the region, with a number of high quality programs in public finance, the prevention of financial crimes, and change management. Preserving its position as a pole of excellence in Lebanon and the region, it also focused its efforts on updating the training curriculum and developing specialized projects.

## Main Achievements

- Developing the capacities of **74 trainers on the development of specialized training content** and the use of active training techniques. The trainees participated in **5** general and specialized Training of Trainers (TOT) programs.
- Developing the capacities of its trainers and experts via their participation in **33** programs and missions outside Lebanon.
- The training of **286** employees on the techniques of **budget execution, public accounting and international accounting standards**.
- Training **132** employees from the public sector and the SMEs on public procurement through **8** specialized training programs.
- **Training 515 participants** from the public and private sectors in workshops on taxes and fees, in collaboration with the Tax Administration, the Lebanese Banks Association and the Lebanese Association of Certified Public Accountants (LACPA).
- Supporting the development of the skills of **74** topographers and **35** heads of offices of the **Directorate of Land Registry and Cadastre**.
- Training **755** employees from the **Régie des Tabacs et Tombacs** on administrative and technical issues.
- Preparing and executing a ToT program for the team of the educational orientation unit of the Ministry of Education and Higher Education.
- Devoting **906 hours of training** on IT and foreign languages.
- Devoting special attention to the learning of French in the framework of the project “**Développer et Promouvoir la Francophonie au Liban - FSP**”, which resulted in the training of **80** participants from all public administrations. Additionally, **164** trainees from the MoF participated in English language sessions.
- Launching the **National Conference on Financial Capacities** with **120** participants interested in financial and economic issues.
- Developing **the capacities of the senior officials of the public administration** and focusing on success stories in Lebanon.
- Contributing to further the discussion on the **competency framework and performance management in the public sector** with those concerned with training issues in the different centers as well as **institutes**.

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## The Training Calendar

The training calendar for 2015 encompassed around **40** training programs, to which were added **48** special programs for the Régie Libanaise des Tabacs et Tombacs. The team executed **77%** of the general calendar and **73%** of the Régie calendar in addition to **6** extra-calendar training programs.

Overall, the number of participants reached **3,405** this year, with a noticeable increase when compared to the total of **2,692** of 2014. 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 Land Registry and Cadastre Directorate, and the Public Finance Directorate whereas the total number of participants from the Ministry of Finance reached **1,798** trainees, compared to **1,499** trainees in 2014. The participation of public administrations and institutions also increased this year, with 1,603 participants compared to **1,063** in 2014.

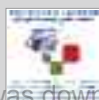
### Total Number of Trainees

	IT	Internal training	Languages training	External training	Total
Directorate of Public Finance	31	215	35	0	281
Customs Administration	29	8	4	0	41
Land Registry and Cadastre Directorate	0	119	2	0	121
Directorate of Lottery	4	0	3	0	7
Régie	398	754	128	9	1289
UNDP Project	0	0	3	0	3
Trainers at the IoF	0	27	4	25	56
<b>Sub-Total</b>	<b>462</b>	<b>1123</b>	<b>179</b>	<b>34</b>	<b>1798</b>
Other Public Administrations	2	1499	65	37	1603
Arab and Foreign Trainees	0	4	0	0	4
<b>Total</b>	<b>464</b>	<b>2626</b>	<b>244</b>	<b>71</b>	<b>3405</b>

### Workshops at the Institut

- 242 trainees participated in a workshop on the development and improvement of the work of water distribution supervisors in collaboration with the Establishment of the Water of Beirut and Mount Lebanon.
- 52 trainees from Lebanon and the Arab region participated in a workshop in collaboration with the Lebanese Association of Certified Public Accountants (LACPA) on Peer Review and Quality Control.

■ 50 trainees participated in a program hosted for the municipal police in collaboration with United Cities and Local Governments, and the technical office of Lebanese cities.



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# Training Center of Excellence in Public Financial Management



In light of the complex national circumstances, the IoF continued delivering its programs, reasserting the good management of public finance as a basic pillar of the State. The IoF has thus provided a full set of programs targeting the civil servants, the private sector and civil society. The activities were not restricted to training, but also included specialized publications, public policy papers, tax manuals and others.

## Main Achievements

The total number of participants in Public Financial Management programs reached **751** trainees spread across **29** training sessions and workshops.

Training topics were distributed as follows:




- **Budget execution:** **72** employees of **47** public administrations and institutions participated in the review of the principles of budgeting, its stages, and the roles of the stakeholders, along with the characteristics of donor fund management.
- **Public accounting:** **38** participants from **22** public administrations and institutions were introduced to public accounting tools and techniques. The IoF also organized in collaboration with LACPA a training program on the implementation of the international accounting standards in the public sector, to which **56** employees and 59 certified accountants from the private sector participated.
- The **control and auditing** program hosted **24** civil servants who were introduced to the issues of internal control and its regulations, as well as to the types of internal audit and the role of Lebanese oversight authorities in Lebanon.
- As for **taxes**, the **income tax on salaries and wages along with the stamp duties** were explained to **110** financial officers of the public sector.

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## Training Programs in Financial Management for the Private Sector

Partner	Activity
 Lebanese Banks Association	<ul style="list-style-type: none"> <li>A program on the characteristics of the tax system was held for bank officials.</li> <li>53 participated in the session on stamp duties.</li> <li>44 in the session on the tax on the profits of industrial, commercial and non-commercial professions, and 51 on the income tax on salaries and wages.</li> </ul>
 The European Institute for Cooperation and Development IECD	<ul style="list-style-type: none"> <li>The small enterprises were also introduced to the VAT, as 30 young men and women participated in 3 training sessions in Beirut and North Lebanon, in collaboration with the IECD.</li> </ul>
 USAID and KDC	<ul style="list-style-type: none"> <li>The IoF prepared two training sessions for 30 participants from NGOs and from the private sector, on “financial management” and “human resources management”, in collaboration with the KDC and “Expand you Horizon” project which is financed by the USAID.</li> </ul>

## Training Programs in Public Financial Management

Activity	MoF	Lebanese administrations	Participants from abroad	Total
Budget execution	21	51		72
Certified public procurement course	2	41		43
Strategic public procurement program	4	11		15
Workshops on “How can SMEs access public contracts”			55	55
Taxes and duties	10	100		110
Public accounting: tools and techniques	16	22		38
Training on the implementation of the International Accounting Standards in the public sector	21	35	59	115
Control and audit	13	11		2424
Financial management training for civil society organizations			6	6
Series of workshops on VAT for small enterprises			30	30
Introduction to the tax systems for the banks, in collaboration with the Association of Banks			95	95
Financial stamp duties for the banks, in collaboration with the Association of Banks			53	53
Salaries and wages for banks, in collaboration with the Association of Banks			51	51
Income tax for the banks, in collaboration with the Association of Banks			44	44
<b>Total</b>				<b>751</b>

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## Training Abroad

Local trainings on Public Financial Management were complemented with a series of conferences, workshops and activities accompanying current international events, to which 5 officials and trainers from the public sector participated.

### Programs on Public Financial Management Abroad

Activity	Organizing party	Number
Domestic and cross-border issues in corporate tax law design (CTL)	CEF-IMF Kuwait	1
MENA- OECD initiative for governance and investment for development - Steering Group Meeting - regional integration for inclusive growth	OECD	1
TA to prepare a draft capacity building and training strategy for the tax administration at the MoF	World Bank	3
<b>Total</b>		<b>5</b>

### Training Programs in Land Registry and Cadastre Affairs

Activity	MoF
Training program for heads of offices at the land registry directorate	35
Workshop on the “role and tasks of the topographers” at the land registry and cadastre directorate	74
<b>Total</b>	<b>109</b>

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# A Special Interest in Building Capacities in Public Procurement

The issue of public procurement has been granted special attention given its centrality in the budget execution process and its role in optimizing public expenditures and promoting competition in the procurement market.

In 2015, the milestones in this field were:

## Training

- **Specialized certificates:** 43 trainees from Lebanon were bestowed specialized certificates in public procurement, and 15 officials participated in the strategic public procurement program, within the framework of the cooperation established between the Institut and the Chartered Institute for Procurement and Supply (CIPS) in the UK, which was been established three years ago.<sup>1</sup> 
- **In SMEs training:** a new initiative was launched for introducing all the stages of public procurement to the private sector, in collaboration with the Ecole Supérieure des Affaires (ESA) and the World Bank.<sup>2</sup> This initiative produced 5 workshops with the participation of 55 executive and financial officers from 48 SMEs in Lebanon.   

- **Workshops were launched** at the ESA under the sponsorship of the Minister of Finance and in the presence of senior officials of the Ministry and the WB as well as representatives from the public and private sectors, international organizations and the media.
- **In training and the building of partnerships:** the IoF participated actively as a founding member in the **MENA Network of Public Procurement Experts** launched by the World Bank last year. It contributed to the preparation of regional strategies for capacity building which includes the development of training curricula at the regional level as well as the execution of ToTs.
- **At the level of exchange of expertise among countries of the Global South:** the IoF hosted the network's meeting at its premises in Beirut. It was an opportunity to become acquainted with the experience of the State of Chile in terms of e-procurement (Chile Compra).

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<sup>1</sup>It is considered as one of the globally renowned vocational centers which offer a wide range of learning skills and specialized certificates in the field of supply [www.cips.org](http://www.cips.org).

<sup>2</sup>The World Bank is executing this program in 8 countries of the MENA region: Lebanon, Palestine, Egypt, KRG, Yemen, Djibouti, Tunisia and Morocco.

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## Contributing to the Reform of the Public Procurement System in Lebanon



- The active participation of the institut in the **meetings of the consultative committee** and different initiatives related to the project of **Modernization of Public Procurement** managed by the Office of the Minister of State for Administrative Reform (OMSAR) and funded by the European Union. The IoF submitted its observations as to the strategic plan, the training plan and the project inception conference. It also participated in the Lebanese delegation to Croatia and Hungary to study the modernization experiences of these countries..
- The IoF joined the consultative committee of the **10 YFP on Sustainable Public Procurement**, an international initiative under the leadership of the UNEP, the ICLEI and the Korean Institute for Environmental Technology (KEITI).
- It also joined the consultative committee of the SWITCH-MED program, implemented by the Lebanese Ministry of Environment.
- The IoF is entrusted with the tasks of the national focal point for the project of assessing sustainable public procurement policies and practices in the world.
- The preparation and publishing of the public policy paper on **Sustainable Public Procurement** in English and Arabic.
- **Meeting with the economic press** on the technical, ethical and economic aspects of public procurement.
- **The use of infographics** through the elaboration of a **short electronic documentary addressed to the SMEs** about the importance of participating in public procurement and the main steps of submitting tender proposals.

## Training Abroad

The local training on public procurement was rounded up with a series of conferences, workshops and activities to which 6 officials and trainers from the public sector participated.

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## Programs on Public Procurement Abroad

Activity	Organizing party	Number of participants
Strengthening integrity in the public and private sectors in the MENA Region	CEF-IMF Kuwait	1
Building capacity and frameworks to ensure value for money from PPPs	CEF-IMF Kuwait	2
Good practices in modernizing public procurement, part 3 (PPM-3)	CEF-IMF Kuwait	1
MENA Network of Public Procurement Experts	World Bank	2
Study visit to Italy "support to the Central Tender Board-CTB"	World Bank	1
The Exchange Conference	World Bank	1
Study visit on public procurement	ENPI/Planet	1
Third Asia-Pacific GPPEL regional training for GPP and Eco-labeling policy makers and decision makers	UNEP	1
<b>Total</b>		<b>10</b>



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# Fighting Financial, Economic and Customs Crimes



The IoF gives issues related to fighting financial crimes a great deal of interest, and collaborates with partners in organizing, for State actors and law enforcement agencies, workshops on financial investigations and fighting fraud.

## Main Achievements

- The first financial investigations and asset recovery workshop was organized in collaboration with the Transfer of Knowledge Through Expatriates Nationals Project (TOKTEN), the UNODC, the UNDP and the Council of Development and Reconstruction (CDR). The program involved 23 representatives of law enforcement agencies in Lebanon and covered the different means, systems and tools used to hide and disguise sources of illicit gain. The analysis of bank records during financial investigations and fund recovery were also on the agenda.
- In terms of fighting counterfeiting and piracy, two programs were implemented for 146 inspectors from the Ministry of Economy and Trade, the Financial Crimes Department of the Internal Security Forces and the Directorate General of the General Security in collaboration with the Brand Protection Group.



## Training Programs in Fighting Financial, Economic and Customs Crimes

Activity	MoF	Lebanese administrations	Private sector	Total number
Financial investigations and asset recovery	5	18		23
Training program on counterfeiting and piracy		146		146
<b>Total</b>				<b>169</b>

### The Expert Badr Al-Banna

Dr. Al Banna is an accredited specialist in anti-money laundering, criminal justice and anti-corruption. He holds a PhD in international law and a MA in financing, and is an author with many studies in the field of economic and financial crimes. Dr. Al Banna has acquired a wide experience while working with the Special Investigation Commission (SIC) for fighting money laundering and the financing of terrorism in Lebanon. He then moved to work as an expert at the UNODC where he provides technical expertise and technical assistance in the field of financial investigations, international cooperation and asset recovery.

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# Promoting Economic and Financial Literacy

Economic and financial knowledge has been at the core of the interests of the IoF for many years. Following the immense efforts undertaken to complete the national survey on the Lebanese people's familiarity with financial issues, along with the production of various information guides including the "Why we pay taxes" booklet, the citizen's guide to the income tax on salaries and wages was issued in 2015. In a similar vein, the national conference on financial capacity building in Lebanon, and a series of economic and developmental programs and special initiatives for the Lebanese youth were also held.

## Economic and Developmental Programs



A total of **112** civil servants attended **5** programs held in collaboration with the Arab Planning Institute that tackled project assessment, field surveys, labor market

and competitiveness as well as the promotion of the role of women.

### Training Programs in Collaboration with the Arab Planning Institute in Kuwait

Activity	MoF	Lebanese administrations	Total number
Follow-up and evaluation of the development project	3	23	26
Field surveys building and analysis skills	1	24	25
Analysis of labor market indicators and policies skills	4	13	17
Competitiveness promotion policies	3	17	20
Women empowerment mechanisms and promotion of their role in development	4	20	24
<b>Total</b>	<b>15</b>	<b>97</b>	<b>112</b>

## Special Interest in Youth

- A total of **240** students from **8** universities participated in the workshops "the youth at the MoF".
- In cooperation with the Institute of Political Sciences of the Saint-Joseph University, the first meeting of the **Youth Parliament**, was held with the participation of **200** pupils from **34** schools. This meeting tackled the laws on decentralization, social security, access to information, and associations.
- A meeting of **20 young men and women** was organized in the "Ebtikar" project and was comple-

mented with an intervention entitled "Your State needs you" which addressed the importance of promoting the youth's economic and financial culture and which included a presentation of the content of the "why do we pay taxes" booklet.

- In collaboration with LOYAC association, **4** students were hosted for **one or two month internships** at the Institut.

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### The “Youth at MoF” Program

University	Number of groups	Number of students
AUST	2	23
Antonine University – Baabda	2	32
MUBS	2	77
Lebanese University	3	108
<b>Total</b>	<b>9</b>	<b>240</b>

## Different Activities in Economic and Development Issues



- The IoF facilitated the participation of a group of 7 Lebanese leaders and experts from the public and private sectors in the CHEDE-MED meetings, a series of meetings specialized in economic development. The meetings were held in France, Spain and Tunisia, and were centered on the theme “Which growth strategy around the Mediterranean in the coming 10 years?”
- The IoF took part in the coordination meetings for the launch of the first pilot study of the Tempus Pacôme project. The project aims at linking university education to labor market requirements, in order to improve the job opportunities for the youth and promote competitiveness.

### The National Conference on Financial Capacity Building



The IoF partnered with the Association of Lebanese banks, the Ministry of Education and Higher Education and the OECD in the organization of the National Conference on Financial Capacity Building, on the 21<sup>st</sup> and 22<sup>nd</sup> of October 2015. The conference saw the participation of the Minister of Finance and senior officials from the public and private sectors. The conference gathered more than 120 financial and economic experts from public administrations, banks, financial institutions, academia and international organizations. The conference was concluded with a national strategy and action plan for:

- Promoting early financial education at school;
- Commercial banks practices and consumer protection;
- Retirement and long term saving strategies;
- Citizenship, accountability and governance;
- Financial integration of marginalized groups especially the youth and women.

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# Change Management

Administrative and leadership skill programs constitute a space for exchange amongst different actors in the public sector, where concerns related to issues such as change management, performance management, expenditure rationalization and other issues are discussed. The 2015 programs were exceptional considering the participatory approach that encouraged senior officials to reflect and work collectively in order to learn from each other's experience and to devise solutions to face the challenges.

## Specialized Meetings for Senior Officials

This year's edition of the “the specialized meetings for senior civil servants” gathered 24 officials representing 15 public administrations and institutions. This year's edition tackled recent developments in public expenditures, budget management, public procurement, public private partnership (PPP), citizen-state relations, change management, as well as the current challenges that the civil service is facing. This was the sixth edition of the meetings held in collaboration with the French National School of Administration (ENA), and with the support of the French Institute affiliated to the Embassy of France in Lebanon and Fransabank.

The 2015 meetings were characterized by the following:

- The presentation of practical experiences.
- Local presentations also took place along with a field visit to the Régie Libanaise des Tabacs et Tombacs.



## Managerial Skills of Senior and Middle Managers

In parallel with the Specialized Meetings for Senior Officials, 4 training programs were held for a total of 111 participants. The programs addressed the

competency framework, employees' performance assessments, incentives, and the representation of the administration in international conferences.

Cooperation  
with the  
ESCWA



In cooperation with the ESCWA, the IoF organized a training workshop on “managing change to modernize the public sector”. The training was addressed to senior leaders of the Iraqi civil service, within the framework of the capacity building program that is implemented by the ESCWA for the Ministry of Planning and the National Center for Administrative Development and Information Technology in Iraq.

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## Management and Leadership Skills Program

Activity	MoF	Lebanese administrations	Total number
Workshop on employees' performance assessment	8	20	28
Reference framework for capacities and skills	5	25	30
Professional means for management representation in international meetings and conferences	5	36	41
Motivation of the employees in time of crisis	12	0	12
<b>Total</b>	<b>30</b>	<b>81</b>	<b>111</b>

## Training Engineering

Promoting the culture of continuous training in the public sector completes the efforts undertaken at the capacity building level. For this purpose, the IoF deploys a variety of TOT and training engineering programs.

## Main Achievements

- The development of the capacities of **45 trainers on the preparation of the specialized training content** and the use of active techniques.
- In collaboration with the ESA and the World Bank, **7** new public procurement experts were trained to execute a specialized curriculum in which SMEs are introduced to all stages of public procurement.
- Within the framework of the project "**Développer et promouvoir la francophonie au Liban - FSP**", **7** new trainers were prepared for the execution of the curriculum "**les finances publiques en français**".
- Preparing and executing specialized TOT programs for a team of **15** educational advisors from the Ministry of education and higher education. The programs aimed at acquainting participants with the principles of adult education and active training approaches.



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## Promoting the Culture of Training

Activity	MoF	Lebanese administrations	Total number
TOT - general level	1	17	18
TOT - advanced	4	23	27
TOT on "how SMEs can access public contracts"	1	6	7
TOT for the educational orientation unit staff	0	15	15
TOT on "les finances publiques en français"	2	5	7
<b>Total</b>			<b>74</b>

## Language Skills

244 public servants from all MoF departments and from public administrations and institutions attended training programs in French and English, and cooperation continued successfully with AMIDEAST for English. The number of participants from the Régie who attended the language sessions at all levels in a

continuous manner was remarkable.

As for French, this year saw a new cooperation project with the French

Institute: **"Développer et promouvoir la francophonie au Liban - FSP"**.



### La dictée des finances

On the occasion of the Francophone month, and for the second consecutive year, the IoF organized, in collaboration with the French Institute, "La dictée des finances", in French. The text of the dictation dealt with the preparation of personal budgets. Prizes were distributed to winners.

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## Foreign Languages Programs

Activity	Number of sessions	MoF	Lebanese administrations	Total number
<b>AMIDEAST English language programs in collaboration with AMIDEAST</b>				
English placement test	2	20	0	20
Introductory 1A	2	24	0	24
Introductory 1B	2	21	0	21
Beginners - 2A	3	40	0	40
Beginners - 2B	2	32	0	32
English and conversation - high intermediate	1	11	0	11
Business English - high intermediate	1	9	0	9
Focus on grammar-beginner (B)	1	7	0	7
<b>French language programs in collaboration with the Institut Français – FSP</b>				
La Dictée des finances (Financial Dictation)	1	12	31	43
Formation de formateurs sur le cycle budgétaire de l'Etat	1	2	5	7
Préparation au DELF B1	1	1	7	8
Ecrire un mail en français	1	0	9	9
Les finances publiques en Français	1	0	13	13
<b>Total</b>	<b>19</b>	<b>179</b>	<b>65</b>	<b>244</b>

## Information Technology Programs



A total of **43** sessions on Microsoft Word, Excel and PowerPoint were organized for 464 trainees, and a placement test in IT was also held for a number of staff members from the Régie des Tabacs et Tombacs.

## IT Programs

Activity	Number of sessions	MoF	Lebanese administrations	Total number
Placement test in IT - Excel sheets	3	40	0	40
Outlook	8	90	0	90
Power Point	1	10	0	10
Excel sheets - beginners	5	55	0	55
Excel sheets - intermediates	9	83	1	84
Excel sheets - advanced	5	51	1	52
Word processing - beginners	2	19	0	19
Word processing - intermediate	7	80	0	80
Word processing - advanced	3	34	0	34
<b>Total</b>	<b>43</b>	<b>462</b>	<b>2</b>	<b>464</b>

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## Land Registry and Cadastre

In line with the instructions of the H.E. the Minister of Finance, the IoF supported the Directorate of Land Registry and Cadastre in its efforts by providing a number of training programs that essentially aimed at standardizing procedures and exchanging expertise. The Institut was also able to benefit from the expertise of the army in terms of staff training by acting as the focal point of the Directorate of Geographic Affairs of the Lebanese Army.

### Main achievements

- The IoF accompanied the **Directorate of Land Registry and Cadastre** in its modernization efforts by training **35** heads of offices in Beirut and the regions. These training programs also shed the light on the main laws and decrees that organize work in the Directorate and allowed for an exchange of expertise between directorates to take place.
- The IoF organized a workshop on “**the role and tasks of land registry officers**”, to which **74** topographers from the Directorate of Land Registry and Cadastre participated. The workshop was concluded by a report of the recommendations adopted by the participants on the standardization of technical and administrative procedures.



The Institut also held a coordination meeting with the Directorate of Education and the Directorate of Geographic Affairs of the Lebanese Army in order to prepare for the special training program for topographers at the land registry which is due to be held in 2016.

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# Capacity Building of the Régie Libanaise des Tabacs et Tombacs



The year 2015 saw the cementing of the cooperation established between the IoF and the Régie Libanaise des Tabacs et Tombacs. A mid-term plan and an annual calendar were devised to meet the administration's aspiration of further renewal and development. The internal training plan was completed by programs and missions from abroad and consultative reports in the fields of human resources development and sustainable development.

## The Régie Training Calendar

The calendar included 46 training programs organized along 7 main axes. 34 of these programs were organized, and hosted 1281 trainees from the different directorates, services and regions. The calendar was launched at workshop convened by the Board President and Director General and attended by the members of the Administration Committee and senior officials. On the other hand, 42 of the Régie staff members participated in the IoF's programs that were held as per the training calendar, on Public Finance Management, Training of Trainers and specialized degrees.

## Main Achievements

- Preparing, publishing, and distributing the **second annual training plan**.
- **Assessing all training programs** and the needs for 2016 in consultation with senior officers.
- Organizing the **second annual closed meeting** for senior officials and launching the discussion on concepts of quality management and social responsibility.
- Promoting occupational and institutional culture by explaining the rights and obligations of a group of 355 wage earners.
- **Organizing for the Directorate of Public Finance** specialized training sessions on taxes, accounting and social security.
- The participation of 22 civil servants in the first specialized program for the Directorate of Industry on **industrial and vocational safety**.
- Launching the debate on **communication means and agricultural guidance** for the Directorate of Agriculture and Procurement in collaboration with ESCWA.
- Preparing the first **training program outside Lebanon** and facilitating the participation of 9 officials in financial and administrative issues.
- Developing a nucleus of 14 trainers from the Régie.
- The participation of 398 trainees in 42 IT programs, in Beirut and the regions.
- The execution of 5 English language programs for 128 trainees.

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Organizing periodic meetings between the IoF and the administrative directorate for the good functioning of work.

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## Training Programs for the Régie

Continuous training program for the Régie staff	Number of sessions	Number of participants
Professional means for representing the Régie in meetings and conferences	1	16
Strategic planning: drafting the institutional vision, mission and values	1	16
Emotional intelligence	1	17
Industrial safety	1	22
TOT - General level	1	14
Rights and obligations of employees - Category A	8	181
Rights and obligations of employees - Categories B & C	8	173
Annual meeting of senior staff at the Régie	1	31
Skill of writing texts and administrative correspondence	1	19
Introduction to quality management	1	13
Tax on buildings	1	13
Tax on salaries and wages	1	15
Financial stamp duty	1	50
VAT	1	26
Income tax law - Section one	1	15
Income tax law - Section three	1	13
Communication means and agricultural guidance	1	20
Analytical accounting	1	16
Social security	1	24
Designing and writing an innovative draft project	2	25
The training programs held at the IoF	19	35
IT systems	42	398
Languages programs	5	128
Training programs abroad	9	9
<b>Total</b>	<b>86</b>	<b>1289</b>

## Consultative Services

- **A sustainable development strategy** was prepared after **14** internal and external workshops that resulted in a proposal that included policies and practices geared towards a positive internal development of the institution, of its external image, and of its competitive advantage.
- **A strategic plan of human capacities management was also developed** and included, as a first stage, the preparation of a diagnostic report about the current state of human resources at the Régie, then the proposing of an action plan for 2016-2017.

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8

cooperation  
agreements

11

delegation visits

71

Participant  
from abroad

8

new GIFT-MENA

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# Building Partnerships and Regional and International Cooperation

Main Achievements



National Training Network



The GIFT-MENA Network



Cooperation with France



Meetings for Introductions and Reception of Delegations



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# Main Achievements



Throughout 2015, the IoF worked towards promoting exchange of information, expertise and partnerships on the local scene and on encouraging bilateral and multilateral cooperation with private sector institutions, professional associations, and universities, in an effort to raise awareness on issues related to Public Financial Management, procurement, financial and economic education, taxation etc.

The Institut was also keen on playing a strategic role within regional and international networks and asserted its presence on the international scene by joining a number of knowledge networks and participating in regional and international consultative and executive committees of initiatives dealing with issues of State modernization, economic development, and human capital development in the MENA region and in the world.

## Main Achievements

- Devising the 2016-2017 **action plan for the National Training Network**, a network gathering 22 institutes and public institutions working on instilling a culture of training in the public sector in Lebanon.
- **Active participation in regional and international networks**, including: 1) the International Association of Schools and Institutes of Administration (IASIA), 2) the MENA Network of public procurement experts, 3) the Middle East and North Africa Public Administration Research network (MENAPAR), 4) The "Gender Diversity and Governance Around the Mediterranean" network, 5) the Mediterranean Forum for Civil Service, 6) the OECD-MENA Governance Initiative.
- **Membership in consultative committees**, including: 1) the advisory committee of the 10YFP on sustainable public procurement, managed by the UNEP, 2) the steering committee of the SWITCHMed program implemented by the Ministry of Environment of Lebanon, 3) national focal point for SPP global assessment, 4) and chairing the capacity building committee of the network of procurement experts in the MENA region, supported by the World Bank.
- Developing partnerships with **8 new national**, regional and international leading institutions, namely the Overseas Development Institute (ODI), the UN Office for South-South Cooperation (UNOSSC), the UN Department for Economic and Social Affairs (UNDESA), among others.
- **Organizing the sixth annual conference of the GIFT-MENA network with the support of seven regional and international institutions**, and the adhesion of **eight new members** to the network.














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- **Exceptional collaboration with the Institut's French partners**, especially the French Ministry of Civil Service in the framework of the activities foreseen in the administrative arrangement signed in 2014;
- **Close collaboration with the Ministry of Civil Service and Modernization of the Administration of Morocco**, that hosted the sixth annual conference of the GIFT-MENA network in Marrakech in February 2015.
- **Participation of IoF team and its accredited trainers** to training programs, field visits, meetings and conferences to become further acquainted with new trends and exchange good practices, and to share success stories, in the framework of the activities of the **World Bank**, the **European Institute of the Mediterranean (IEMed)**, the **UNDP**, as well as other institutions.

### The IoF's Role In Knowledge Networks in Lebanon and Abroad

Network/Initiative	Type of contribution/membership
At the local level	
 National Training Network	Founding member
Network of Public Libraries in Lebanon	Member
At the regional level	
 Governance Institutes Forum for Training in the Middle East and North Africa (GIFT-MENA)	Executive secretariat
 MENA Network of Public Procurement Experts	Founding member Chair of the capacity building committee
 Gender Diversity and Governance around the Mediterranean	Founding member
 Middle East and North Africa Public Administration Research network (MENAPAR)	Founding member Member of Executive board
 OECD-MENA Initiative	Member of the consultative group
 Mediterranean Forum for Civil Service	Member
Niveau international	
 10YFP on Sustainable Public Procurement	Member of the advisory committee
 International Association of Schools and Institutes of Administration (IASIA)	Member
 OECD Global Network of Schools of Government	Member
 International Network on Financial Education	Member
 International Network of Customs Universities	Member
 © Institut Des Finances Basil Fuleihan World Customs Organization (WCO)	Regional training center In collaboration with the Higher Council of Customs

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# The National Training Network



The National Training Network, created in 2013, 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 Ministries' administrative units. The Institut participated to the launching of this Network, based on its conviction of the necessity to create synergies and foster dialogue and common action among concerned institutions. It also stems from its belief that capacity building and training should be on top of the public policy agenda.

The Institut considerably contributed to the Network's activities and to the work of its General Secretariat, which is based at the OMSAR.

## Main Achievements

- Encouraging and facilitating opportunities for dialogue, exchange and communication among member institutions through:
  - The participation of **28** members in a workshop on **"Civil servants' performance evaluation"** organized by OMSAR and the Institut.
  - The participation of **30** members in a workshop on **"The reference framework for capacities and skills"** organized by OMSAR and the Institut.
- Devising the first detailed action plan for 2016-2017.
- Exposing members to the **French experience in human resources development, training and network management**: the members participated in 3 workshops and a field visit to renowned institutions members of the French Network for Civil Service Schools.



**22 institutions  
in the National  
Training  
Network**

The Office of the Minister of State for Administration Reform (OMSAR), the Institut des Finances Basil Fuleihan, the Education Directorate at the Lebanese Armed Forces, 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 the Lebanese Standards Institution (LIBNOR).

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## The Network's Main Goals

- Promoting the culture of training in the public sector.
- Promoting cooperation between training institutes, entities, and human resources units in the public sector.
- Building the capacities of the Network's members in human resources and training issues.

### Training Activities of the Network

Activity	Date	Number of participants
Presentation of the French experience in the field of human resources development	May 28 and 29	33
Reference framework for capacities and skills	May 11 and 13	30
Presenting the French experience in the field of annual training planning	June 15 and 16	35
Workshop on civil servants' performance assessment	September 10 and 11	28
Presentation of the French experience in the management of a national network (RESP)	September 14 to 18	35
<b>Total</b>		<b>161</b>



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# The GIFT-MENA Network



The Governance Institutes Forum for Training in the Middle East and North Africa - GIFT-MENA - is a consortium of schools and institutes working to improve the capacity to govern at all the levels of the State by investing in sustainable capacity and promoting dialogue among stakeholders concerned with governance and state modernization.

Launched in Beirut in March 2006, the network brings together 64 schools and institutes from 20 countries across the MENA region and the Mediterranean, in addition to 20 partners from leading regional and international organizations.

The Institute contributed to its founding and hosts its permanent secretariat. The primary mission of GIFT-MENA is to help improve the strategic role and operational capacities of civil service training institutions for these to become actors of policy reforms and active contributors to the agenda of sustainable governance and peace building.

The network also seeks to foster innovation and responsiveness. It is an instrument of development cooperation, it nurtures bilateral and multilateral cooperation, mainly South-South, as well as peer-to-peer learning, dialogue, partnership-building and exchange.

## The Network in figures 2006-2015

- **11 bilateral cooperation agreements** signed between the Network's members.
- **More than 600 participants** to annual meetings and conferences: Beirut (2006, 2009, 2010, 2011), Paris (2008, 2016), Tunis (2012), Kuwait (2014), Marrakech (2015).
- **6 specialized training programs** in the Arabic language.
- **More than 260 participants** to regional workshops, organized in Lebanon, Jordan, Egypt and Morocco.
- **6 study visits** to Slovakia, Slovenia, Morocco, Italy, and France.
- Active participation to more than **40 international meetings and forums**.
- More than **2000 publications** distributed.

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## Main GIFT MENA Activities

Activity	Objective	Participants
Annual meeting of the network, held on the 10 <sup>th</sup> of February, 2015.	Discussing joint issues and challenges and putting forth practical steps, namely in the fields of 1) network governance, 2) members' future needs, 3) developing knowledge tools and resources.	55 officials from member training centers and representatives of 11 regional and international partners of the network.
Meeting of the network's steering committee on the 12 <sup>th</sup> of February, 2015.	Approving membership requests and discussing the network's governance, financial issues, and the 2015-2016 action plan.	5 members of the executive committee in addition to network's partners.
Meetings of the organizing committee of the conference in Beirut, on the 16 <sup>th</sup> of January, 2015.	Preparing for the conference to be held in Marrakech.	8 Representatives of the Secretariat, the Moroccan Ministry of Civil Service and Modernization of the Administration, the Arab Planning Institute of Kuwait, the French Embassy in Lebanon, and the ESCWA.
Study visit to the General Directorate of Administration and Civil Service (DGAFP) in France between 23-25 November 2015.	Discussing challenges of modernizing the civil service and presentation of reform projects.	6 senior government officials from Bahrain, Sudan, Morocco, Tunisia and Lebanon.
Specialized regional training programs between the 22 <sup>nd</sup> and 24 <sup>th</sup> of April 2015.	Capacity building on change management in the public sector.	Ministry of Planning and the National Center for Administrative Development and Information Technology in Iraq.
Regional and international conferences and meetings during 2015.	Presenting the activities and achievements of the network.	8 events organized by the World Bank, the OECD, the IASIA, the MENAPAR and the procurement experts network in the region.
Cooperation with the Mediterranean Civil Service Forum during 2015	Holding meetings to discuss synergies and complementarity between both networks regarding the development of the use of the electronic portal and the production of the updated version of the directory of centers and institutes of public sector training in the Middle East and North Africa.	Initiatives for the exchange of expertise and resources among public sector institutes and schools in the Mediterranean.

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## The Sixth Annual Conference of the Network

The sixth GIFT-MENA annual conference entitled "**Governance, State Building and the Rule of Law**", was hosted by the Ministry of Civil Service and Administrative Modernization in Morocco, and was held under the auspices and in the presence of H.E. Mr. Mohammed Moubdi, and the Wali of Marrakech - Tansift-El Haouz, Mr. Abdeslem Bekrate.

More than **90** experts from **13** Arab countries, representing **32** training institutions, **7** European partner institutions and **17** regional and international organizations, convened in Marrakech, providing an inspiring and tangible example of exchange and cooperation around the issues of governance, state modernization, capacity development and value-for-money.

The conference was an opportunity to:

- Attract **new partners**, such as the ESCWA and the Governance Pole of the Embassy of France in Morocco.
- Welcome **8 new member** institutions from Sudan, Oman, Mauritania, Djibouti, Algeria, Iraq and Egypt.
- Witness the French government's pledge to further support the network by providing technical support and consultancy via the Ministry of Civil Service and Expertise France, and their announcement of the hosting of the **Seventh Annual Conference**, in October 2016.
- Elect the **Steering Committee** for 2015-2017.
- Sign the **cooperation agreement** between the Moroccan National School of Administration and the Bahrein Institute of Public Administration.

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# Cooperation with France

In 2015, the Institut pursued its collaboration with French partner institutions and further expanded the scope of joint initiatives and activities.

The Institut was also able to facilitate the participation of 32 of its staff and trainers to 12 meetings and training programs organized by French counterparts. It also hosted French delegations in Beirut and discussed bilateral and multilateral programs and held preparatory meetings for the 2016 GIFT-MENA annual conference to be organized in France.

## Activities organized with French Partners



Organizing Party	Activity
 <p>Ministry of Civil Service - Directorate General for Administration and Civil Service www.fonction-publique.gouv.fr</p>	<ul style="list-style-type: none"> <li>Encouraging and facilitating joint activities with other Lebanese institutions; organizing coordination meetings to assess the National Training Network needs and set an action plan for 2016-2017.</li> <li>Organizing seminars, missions and study visits to France for senior officials from Lebanon and the MENA region.</li> </ul>
 <p>French agency for international technical expertise - Expertise France www.expertisefrance.fr</p>	<ul style="list-style-type: none"> <li>Holding regular meetings to discuss the new cooperation framework and mechanisms.</li> <li>Supporting the GIFT-MENA network as a platform for cooperation, exchange of expertise and partnerships.</li> <li>The participation of the Agency's experts to the sixth annual GIFT-MENA conference in Marrakesh and to the steering committee meeting.</li> </ul>
 <p>Ecole Nationale d'Administration (ENA - France) www.ena.fr</p>	<ul style="list-style-type: none"> <li>Participation of 20 Lebanese senior officials to the sixth edition of the specialized meetings, gathering, since its start in 2010, 116 senior civil servants from 40 public administrations and institutions in Lebanon.</li> <li>Participation of representatives of the Ecole Nationale d'Administration to the launching and closing events.</li> <li>Facilitation of the participation of 9 senior officials from public institutions of Lebanon in specialized training programs organized in France.</li> </ul>
 <p>Centre National de la Fonction Publique Territoriale www.cnfpt.fr</p>	<ul style="list-style-type: none"> <li>Several Meetings to discuss future cooperation venues.</li> <li>Contribution of the CNFPT to the Assadissa journal with a study paper on the French experience in administrative decentralization and the challenges facing the civil service.</li> <li>The Institut's presentation on "Training to support development" on the occasion of the Mediterranean Forum for Civil Service.</li> </ul>

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Organizing Party	Activity
 <p>Embassy of France in Lebanon www.ambafrance-lb.org</p>	<ul style="list-style-type: none"> <li>■ French language proficiency programs addressed to Lebanese civil servants, in the framework of a memorandum of understanding signed in 2013.</li> <li>■ Specialized language proficiency programs targeting civil servants involved in Public Financial Management, and the training of 7 Lebanese trainers on animating the program.</li> <li>■ Participation of the Institut staff and trainers in missions, field visits and training programs in France.</li> <li>■ Participation to the French Book Fair.</li> </ul>
<p>Embassy of France in Morocco - Governance Section</p>	<ul style="list-style-type: none"> <li>■ Supporting the organization of the sixth GIFT-MENA conference in Marrakesh; facilitation of the participation of a number of network members to the conference.</li> <li>■ Facilitating the participation of the Institut to programs and workshops held in Morocco on issues related to good governance, gender equality and the role of women in the public sector.</li> </ul>
 <p>Gender Diversity and Governance in the Mediterranean supported by the Secretariat General of the Union pour la Méditerranée (UPM) and the Ministerial Mission for the Mediterranean (DIMED)</p>	<ul style="list-style-type: none"> <li>■ Participation in the third meeting of the network in Barcelona (May 2015), in presence of representatives from France, Egypt, Jordan, Palestine, Tunisia, Lebanon and Croatia to discuss the network's role in influencing public policies to achieve the widest level of women participation in decision making and achieving gender equality.</li> <li>■ Preparing a summary of the current gender situation in Lebanon in collaboration with the Lebanese members of the Network.</li> </ul>

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# Delegation Visits

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

## Delegations at the Institut

Delegation	Date	Number of participants
Visit of the Head of the Governance and State-building Department of the ESCWA	5 March 2015	1
Visit of the Director of Governance Global Practice at the World Bank Mr. Mario Marcel and the accompanying delegation	1 April 2015	3
Visit of experts from the Directorate General of Administration and Civil Service in France to assess the work of the National Training Network and provide recommendations	29 May 2015	2
Delegation visit from GOPA	4 June 2015	1
Visit of an expert from Bearing Point	24 - 25 June 2015	1
Delegation visit from the Procurement Directorate of Chile - Chile Compra	30 June 2015	2
Visit of members of the Network of Public Procurement Experts in the MENA region	30 June and 1 July 2015	26
Visit of a team from the Ministry of Economy and Trade - Lebanese Excellence Award (LEA)	8 October 2015	3
Delegation visit from the UK Embassy in Lebanon	22 September 2015	2
Delegation visit from SIGMA	24 - 27 November 2015	4
Delegation visit from UNICEF	2 December 2016	5
<b>Total</b>		<b>50</b>



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The distribution of

**3000**

copies of "Your guide to the income tax on salaries and wages"

**13**

presentation and research papers presented in Lebanon and abroad

The development of indicators and tools to promote efficiency and effectiveness

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# Scientific Research and Knowledge Production

Scientific Research and Knowledge Production

Strengthening the IoF Role in Public Administration Researches, Locally and Regionally

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# Scientific Research and Knowledge Production



The year 2015 witnessed a high output in terms of knowledge production namely in Public Financial Management and state modernization in Lebanon and the MENA region. Many activities were also held, allowing for a wider and easier access to information. In a similar vein, a number of experts contributed in the evaluation of books, researches and studies. Among this year's products figure the (1) publishing of a new citizen's guide within the financial and fiscal awareness series, (2) the issuance of the sixth edition of the Institut's specialized journal, "Assadissa", (3) the endorsement of a specialized book, (4) and the publishing of a public policy paper. Our participation in conferences and exhibitions, along with our presence on the web has also allowed us to further extend our knowledge production our stakeholders.

## Main Achievements

- The new edition of "Assadissa", focusing on the issue of financial management in municipalities and its impact on municipal work. The new edition is available in both hard and soft versions.
- The first edition of "Your Guide to the Income Tax on Salaries and Wages" in addition to the preparation of a summary of the guide for practical use. It is noteworthy that the guide was distributed during the Arabic Book Fair and was warmly received by the public. Taxpayers have a hard time understanding this duty, namely those with more than one source of income.
- The second issue of the Public Policy Brief on public procurement and its impact on sustainable development in both Arabic and English, which calls for the adoption of environmental and social sustainability criteria in public procurement at both State and municipal levels..
- The issuance of a book on "Municipal Councils and the Economic, Financial and Social Dimensions" which includes a field survey on the situation of the municipal councils in the South Lebanon governorate.
- Research papers and interventions presented at local and regional conferences on state building and capacity building in public administration.

**Strengthening productivity and efficiency with new indicators and follow-up tools**

The team sought to develop administration tools and achievement indicators; it worked on improving the electronic archiving system leading to better time management, better task distribution and higher respect for set timelines for publication, hence improving efficiency and productivity.

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## Assadissa, a Peer-reviewed Journal Specialized in Public Finance and State Building

Assadissa's issue no.6, released in December 2015, focused on **"Sound Financial Management: A Key Step Towards Improving Municipal Performance"**. This issue addressed the topic of Public Financial Management and its impact on the role of municipalities as well as the practices that may improve municipalities' capacity to allocate resources efficiently while taking into consideration the increasing needs of people, especially in light of the Syrian displacement crisis and adequate response plans. The issue tackled specific topics including municipal funding, budget preparation and

execution, municipal public procurement, and the management of municipal property. It also included experiences from the Arab region and the world, two studies regarding solid waste management in Lebanon and the issue of urban informalities in Tripoli, and finally, the presentation of two books.

**13** experts, **10** of whom are Lebanese participated in the preparation of this issue.

**2,000** hard copies were printed and **1,200** were distributed.

### New Book on Municipalities



N°1: Public properties

N°2: Public Procurement

N°3: Budget

N°4 - Public Service

N°5: Oil

N°6: Municipalities

## A New Book on Municipalities

In the context of its policy aiming at encouraging scientific research at the Ministry of Finance and Public Administrations, the IoF endorsed the book of Dr. Houeida el Turk, **"Municipal Councils: Economic, Financial and Social Dimensions"**, given the importance of this topic and the rarity of researches related to the financial management of municipalities and municipal councils. The IoF reviewed the study, edited its content, before proceeding to design the book and printing it.

The book tackles the issue of administrative decentralization and municipal work in Lebanon; it draws, in the practical part, on the survey the author undertook at the municipalities of the South Lebanon governorate. The book signing event was organized at the IoF stand at the Arab Book fair in December 2015.



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## “Your Guide to the Income Tax on Salaries and Wages”

The first edition of “Your Guide to Income Tax on Salaries and Wages” joined the Fiscal and Financial Awareness series. Its two objectives are: to strengthen fiscal knowledge among the youth; and secondly, to contribute to promoting transparency and simplifying procedures related to settling taxes.

The guide will serve as a reference for employers, staff members, those working for a non-resident employer as well as for employees with more than one source of income. It lists the legal obligations when starting work, legal recordkeeping with the tax calculation, its payment and declaration, as well as an explanation of all of the yearly declarations required. A specific section is dedicated to those working for a non-resident employer, while another section is reserved to employees with more than one source of income and who have to pay a tax difference and declare their revenues. This year's novelty is the summary version of this guide that came alongside the detailed version.

5,061 versions of the guide were printed and 3,250 were distributed.

10,000 copies of the summary guide were printed and 9,500 were distributed.



## Public Policies Series: “How can Sustainable Public Procurement Pave the Way to Sustainable Development?”

The second brief within the Public Policies series tackles the issue of sustainable public procurement; it sheds the light on the concepts and data that contribute to increasing awareness about the important role of sustainable public procurement in achieving sustainable development and good governance.

The summary offers a series of recommendations based on the international trends encouraging governments to adopt disciplined attitudes in consumption and production, achieving the best value for taxpayers' money, and allowing the achievement of sustainable development objectives.

2,000 copies, in Arabic and French were printed and 1,400 approximately distributed.



## The GIFT-MENA Network Conference Proceedings

As the General Secretariat of the GIFT-MENA Network, the IoF issued a booklet including the network's sixth conference proceedings “Governance, State Building, and the Rule of Law”. The booklet deals with the main topics of the conference, namely (1) modernity in the public sector in times of instability, (2) the role of training institutions in managing change and improving performance (3) passing to a more participatory mode of government (4) South-South cooperation (5) local governance.

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# Strengthening the Role of the IoF in Public Administration Research, Locally and Regionally

Conference/Workshop	Titles of intervention	Institute	Contributor	Country/Date
Meeting of the working group on public administration reform	Research paper on "Transparency, Openness and Access to Information in the Arab Region"	IEMed	Lamia Moubayed Bissat	Barcelona, Spain 27 April 2015
Regional workshop on "Capacity Development on Change Management in the Public Sector"	Intervention on "The Experience of the Institut des Finances Basil Fuleihan: Training and Contributing to Change Management in the Public Sector"	ESCWA	Suzanne Abou Chacra	Istanbul, Turkey 23 April 2015
Meeting organized by the MEREf in Lebanon	Intervention about "Public Procurement: an Incentive for SMEs and Economic Development"	ESA Business School	Lamia Moubayed Bissat	Beirut, Lebanon 26 March 2015
Third Forum about "The Role of SMEs in Economic Development"	Intervention on the importance of raising awareness of SMEs concerning job opportunities with the public sector	Levant Institute for Strategic Affairs	Lamia Moubayed Bissat	Beirut, Lebanon 23 April 2015
Fourth Meeting of the Network of Procurement Experts in MENA Fifth meeting of the Network of procurement experts in MENA Fifth meeting of the Network of procurement experts in MENA	Intervention on the progress of capacity development of SMEs regarding Public Procurement in Lebanon	World Bank	Rana Rizkallah	Cairo, Egypt 4 - 6 May 2015
Meeting with the candidates of "EBTICAR" project	Intervention entitled "Your State Needs You"	EBTICAR	Jinane Doueihy	Beirut, Lebanon 4 June 2015
Meeting with the senior officials of the Kuwaiti Ministry of Finance	Intervention about the Institut's experience in the capacity building in Public Financial Management in Lebanon	Kuwaiti Ministry of Finance	Lamia Moubayed Bissat	Kuwait, State of Kuwait
Workshop for the senior officials of the Lebanese Public Administration	Intervention on "Public Procurement: a Strategic Tool for Sustainable Development"	Institut des Finances Basil Fuleihan	Lamia Moubayed Bissat	Beirut, Lebanon 15 September 2015
National Conference on financial capacity building	Intervention on "Early Financial Education at School: the Experience of Strengthening the Capacities of Economics Teachers at Public High Schools"	Association of Banks in Lebanon	Jinane Doueihy	Beirut, Lebanon 21 October 2015
Mediterranean Forum of Public Service on "Training as Leverage for Development"	Intervention on the "Experience of the GIFT-MENA Network"	Réseau des Ecoles du Service Public - RESP	Rola Darwish	Tunis, Tunisia 2-3 June 2015
Regional conference on "Public Administration in the Arab States"	Intervention entitled: "Stronger Networks for More Responsive Institutions - How to Achieve an Efficient and Accountable Public Administration in the Arab Region?"	UNDP	Lamia Moubayed Bissat	Dead Sea, Jordan 28 October 2015
	Cooperation in the field of supporting scientific research on governance, the modernization of the public administration, and the strengthening of citizens' trust	International Association of Schools and Institutes of Administration (IASIA)		

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9900

website followers

7300

facebook followers

4800

subscribers to the  
Library's e-newsletter

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# Communication

Communication

■  
The Library of Finance and the Easy Access to Information about Public Finance Issues  
■

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# Communication and Documentation



The IoF pursued its activities to strengthen internal communication within the Ministry of Finance and to facilitate the citizen's access to information by publishing awareness guides on fiscal and financial topics. It also supported knowledge dissemination to the general public and to decision makers. Efforts were invested to experiment infographics tools in knowledge dissemination, to strengthen the Institut's digital presence, and to develop the strategic framework of its institutional brand.

## Main Achievements in Communication and Documentation

- **The use of digital tools** for communication and knowledge dissemination. The website was improved, the IoF's presence on social networks was reinforced, and the number of followers exceeded **7000**.
- **The use of animated Infographics** and short movies as vehicles to convey knowledge and information in a simple way.
- **The Library of Finance becoming a member of the Network of Public Libraries in Lebanon** (Ministry of Culture).
- **The development of the strategic framework** for communication to better match IoF activities and the needs of its beneficiaries.

## Development of the Strategic Framework

In preparation for the 2020 institutional development plan and its IoF 20<sup>th</sup> anniversary, internal workshops were organized in collaboration with experts in order to review the Institut's institutional identity and its characteristics. These workshops concluded with core recommendations that will be implemented throughout 2016.

## Strengthening Internal Communication at the Ministry of Finance

The IoF issued **4** editions of "**Hadith el Malia**", the newsletter of the Ministry of Finance. Issues included an editorial by the Minister of Finance explaining the Ministry's main activities and achievements over the last quarter, and its upcoming challenges and goals.

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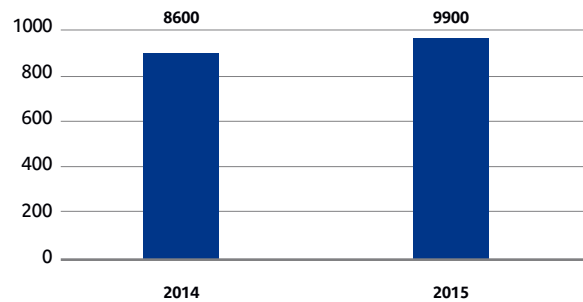
## The Website

The IoF continued in regularly enriching the website with numerous updates. New functions were introduced such as opinion polls. The homepage and main internal pages were improved, and the number of visitors increased by **15%**.

In terms of content, the IoF published:

- **455** news on economic and financial novelties and selected articles.
- **112** news on IoF's activities and events.
- **58** news on our partners' activities in the field of capacity building.
- **29** new videos and infographics.

Number of website visitors



## Social Media

The main focus was on Facebook, where the followers of the Institut's page exceeded **7000**.

Posts covered:

- Information picked from the IoF's knowledge productions and other sources.
- A direct coverage of conferences.
- The activities of the Minister of Finance.

## Newsletter

**10** editions of the e-Newsletter were dispatched to more than **7500** addressees in Lebanon and abroad, and included latest news and upcoming activities. **29**

direct e-mailing campaigns were sent to colleagues, experts and partners for specialized events.



## Book Fairs

Alike previous years, IoF was present at the following book fairs:

- **The Lebanese Book Festival** (Cultural Movement - Antelias), March 2015, where **600** publications (booklets, guides and reports) were distributed.
- **The French Book Fair** (Institut Francais - BIEL, Beirut), in October/November 2015, where **2150** publications (booklets, guides and reports) were distributed. A round-table discussion was organized by the Institut on **“Democracy, Citizenship, and Public Money”**.
- **The Beirut Arab International Book Fair** (Arab Cultural Club - BIEL, Beirut), November/December 2015, where **4400** publications (booklets, guides and reports) were distributed. The IoF organized the book signature for **“Municipal Councils and the Economic, Financial and Social Dimensions”** of Dr. Houeida Moustapha el Turk, published in collaboration with the Institut.

## Media and Press

- The IoF continued in providing assistance and facilitating access to information to journalists specialized in finance, economics, education and civil society. In this scope, a workshop was organized around Public Procurement and the Role of Media in raising awareness and accountability.
- The IoF continued its collaboration with the fiscal magazine **“Al Majalla al Daribya”** (“Le Commerce du Levant”) and published 16 pages on fiscal and financial information in the 2 yearly issues.
- The IoF published **27** press releases in key media outlets and **8** special interviews and reports.

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# The Library of Finance

The IoF pursued its development of the Library of Finance and provided it with the latest books, references and data. It also facilitated the citizens' access to the library's content by improving its digital services.

Its main achievements in 2015 were:

## Joining the Network of Public Libraries in Lebanon

This year, and to provide access to a wider audience, the Library of Finance joined the Network of Public Libraries in Lebanon that is supported by the Ministry

of Culture. This project is supported by France and tries to improve access to books and reading for all.

## Newsletter: The Library of Finance Services

The Library of Finance disseminated **150** electronic news including briefs, reports, economic indicators,

and information on newly acquired books to more than **4'800** participants.

## Update and Correction of References

The Library of Finance acquired **200** new books in addition to **40** reports and specialized brochures, the majority of which are donations from local and foreign institutions, most importantly the IMF, ESCWA, the Central Bank and the Association of Banks. The Lebanese Laws series was renewed and the Electronic Hamourabi program updated.

On the other hand, the main information of the library references became electronically available through the "**Symphony**" software that the library acquired in 2013. In July 2015, it was linked to the IoF website.



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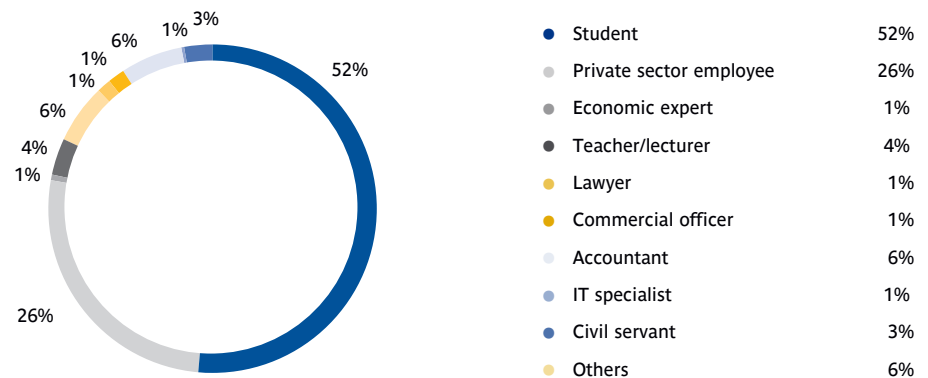


## The Library of Finance's Users

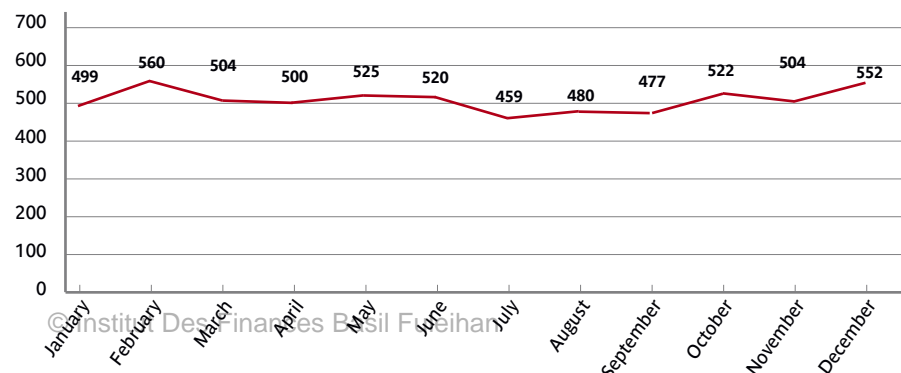
The library regularly hosts university students in order to allow them to become acquainted with the work of the Ministry of Finance and encouraging their interest in Public Finance. The Library maintained this year the average rate of daily visits at around **21** visits per day, while **1003** books were lent to **426** beneficiaries. Around half of the library users are among university students (52%), followed by Ministry of Finance Staff (27%) and other professionals (23%).

An average of **500** visitors per month.

Library Visitors per Profession



Number of Visitors per Month

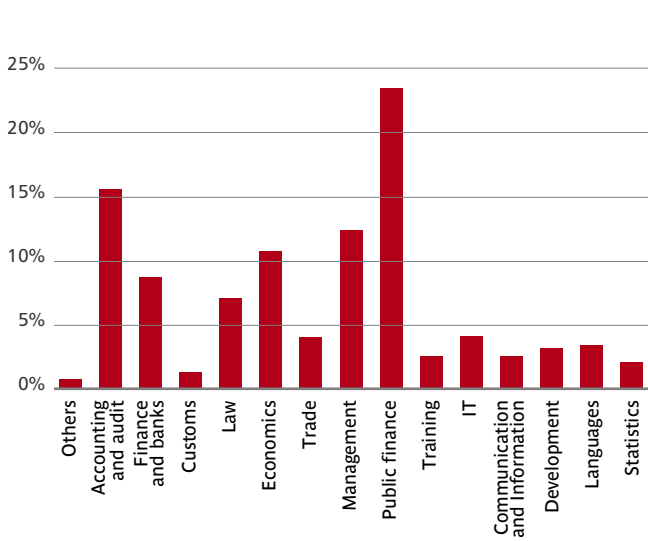


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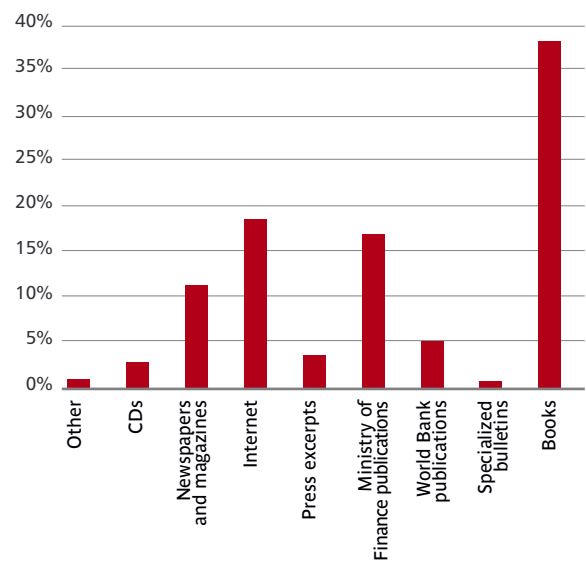
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Topics related to Public Finance accounted for **23%** of the visits, followed by accounting and auditing topics (**15%**) and administration (**12%**) while topics related to customs accounted for **1%** of the Library's visits.

**Interest of Visitors per Topic**



**Interest of Visitors per Source**



**The Library of Finance goes electronic**

You can search for References at the Library of Finance via the IoF website  
[www.institutdesfinances.gov.lb](http://www.institutdesfinances.gov.lb)

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Completing  
**90%**  
of the agreed upon  
activities

A special training  
plan for the  
Institut's team

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# Institutional Development

The Institutional Development Plan



Administrative and Financial Issues



Financial Issues



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# The Institutional Development Plan



Every five years, the IoF resorts to an external review of its institutional capacities and performance. In 2011 the IoF resorted to an expert team from SIGMA,<sup>3</sup> that had previously set an Institutional Development Plan (IDP) known as “Horizon 2015”. This year, the last phase of the IDP was completed, including the review of achievements and gaps, before a new plan was set up for the 2016-2020 period.

In this new plan, the participatory approach was adopted. It was based on an opinion poll of 57 IoF officials, beneficiaries, trainers and partners from both private and public sectors. Partners from international institutions were also surveyed.

## The Main Axes of the 2020 Action Plan

- **Preparing a draft policy for training in the Public Sector** and defining the IoF's place in it.
- **Adopting performance indicators** along with the development of indicators linked to training and accompaniment methodologies.
- **Preparing the policy for partnership and networking activities.**
- **Strengthening internal and external communication** policies to clarify the IoF's position and the services it provides.
- **Facilitating the transfer of electronic information** and interactive tools.
- **Completing the computerization** of all procedures and linking them to efficient workflow.
- **Complete the organization of human resources management** at the IoF in a new competency-oriented method (Competency framework).

Sorting at the source is the solution



Out of collective responsibility, the Institut's management decided to sort its garbage at the source, entirely; it is noteworthy that the IoF recycles paper and plastic since long ago and has, for that, obtained many appreciation certificates.

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<sup>3</sup>Sigma is an OECD-EU joint initiative mainly funded by the EU. This plan was prepared by expert Nicolas Dubois and Councilor Aderito Sanchez. The plan is available at: <http://www.institutdesfinances.gov.lb/english/publication.aspx?pageid=85>

# Administrative and Financial Issues

## Administrative Work

The Administrative and Financial Department followed through all of the activities set within the yearly action plan as they appeared in the budget proposal for 2015 while implementing the recommendations of the “**Institutional Development Plan, Horizon 2015**”.

Efforts mainly focused on the development of the planning process, the organization of work, and the building of the capacities of the Institut's staff. Focus was also put on strengthening team spirit and the implementation of an ambitious project in comprehensive automation of work methods.

The main year achievements can be summarized as follows:

- **Reorganizing the administrative track of financial and administrative transactions** for better task distribution.
- **Implementing phase one of the fixed assets automation project** encompassing an accurate inventory of assets. Phase two, which is expected to be implemented in 2016, aims at introducing these

lists into the IT program specialized in managing assets, for it to be directly linked to the accounting software in use (PIMS-GOVBUDGET).

- **Setting the procurement plan and fully implementing it** according to the set calendar and based on both best practices and the legal provisions in vigor.
- **Strengthening professional relationships with suppliers**, including facilitating the participation of the suppliers willing to engage in public contracts in training sessions as well as undertaking market surveys.
- **A methodical archiving of all printed material issued by the IoF** since its foundation until the end of 2015, the reorganizing of the archive rooms.
- **Preparing the IoF activities mid-year and yearly report.**
- **Pursuing regular administrative work**, including the yearly inventory of printed material, brochures, fixed assets and electronic equipment.

## Automation

Year 2015 witnessed the implementation of the automation plan that included the following activities:

Automation activity	In cooperation with	Current status
Phase one of the comprehensive automation project	Evertteam company	Implementation of phase one of the project that included the identification of all departments' needs.
Fixed Assets automation project	Syncwise company	Implementation of phase one of the project that included the accurate inventory, resulting in detailed lists of all the assets.
Social networks	Born Interactive	Preparing special pages on social networks (Facebook - LinkedIn - Twitter).
The Library of Finance on the Internet	Arabian Advanced Systems and Born Interactive	Putting all the library of Finance references online.

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In addition to the updating of many systems that were previously developed and implemented:

- Public Accounting System
- Management of Invoices and Payment System
- Management of Service Contracts System
- Management of Bids System
- Management of Trainers' Database System
- Management of Publications System
- Electronic Archives of the Training Department System
- IT Tool for Photo Archiving System
- IoF website (continuous update)

## Human Resources

The administration worked on implementing the set plans in order to develop the skills of the Institut's team, increase its productivity, develop the spirit of innovation and cooperation among them and strengthen peer relationships.

The main achievements for the year in that respect are:

- The adoption of performance evaluation and the holding of regular yearly assessment meetings.
- The preparation of the yearly action plan in the first month of the year with the participation of all the departments.
- Regular weekly coordination meetings within departments and weekly coordination meetings for team leaders.
- The identifying of the training needs of the team in order to set an internal training plan.
- Attracting four trainees to work at the Institut in line with our policy bent on introducing university students to the public sector in general and to the Ministry of Finance in particular.
- Building the individual capacities of staff members by providing training opportunities in Lebanon and abroad. 27 trainees from the IoF participated to 13 on-going training programs at the Institut: 4 trainees attended French courses; while 25 trainees took part in 23 training sessions, conferences and missions abroad.
- Encouraging staff members to undertake scientific research and motivating them to prepare papers for national, regional and international conferences (refer to the list of contributions in the knowledge production chapter).

**Comprehensive automation...  
a contribution from the  
"Régie Libanaise des Tabacs  
et Tombacs"**

As a contribution to support the IoF's efforts in improving its performance and as a crowning of the long cooperation with the Régie Libanaise des Tabacs et Tombacs that goes back to 2006, the administration of the Régie offered, in September 2014, 590'000 USD for the implementation of a comprehensive automation project for all the IoF's departments, a project that is to be achieved within 3 years starting 2015.

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# Financial Issues

Being an institution operating under the tutelage of the Ministry of Finance, the IoF retained its commitment to the expenditure policy set forth by the Ministry. It endeavored to obtain additional resources from donors in the form of service contracts or contributions to expenditure in specific activities. Like previous years, 2015 was a difficult year in that aspect, requiring strict accurate financial monitoring in light of the absence of a budget law in Lebanon for the tenth consecutive year.

## Revenues

The 2015 revenues of the Institut are made of:

- **Direct financial contributions from the Ministry of Finance** transferred to the IoF account at the Central Bank in conformity with the decisions of the Minister of Finance, the total of which is //2.2/billion LBP.
- **Indirect financial contributions:** expenditure paid by the Ministry of Finance on behalf of the Institut (namely the rent of the building and other expenses, reaching around //500// million LBP).
- **Service contract executed by an IoF partner** (Saint Joseph University) in the context of the Tempus project, reaching up to 3.800 euros.
- **Grants:** in the context of the security crisis in the Middle East, the donors transferred all their available funds to support war victims. This made the attempts of the Institut to mobilize resources for capacity building projects a seemingly impossible task. It was, thus, not capable of attracting any financial grants for 2015. Nonetheless, it began implementing the donation extended by the Régie Libanaise des Tabacs et Tombacs for comprehensive automation, with //165.787// USD, out of the total donation, the value of which is //590.000// USD.

## Budget Execution

In the first two quarters of 2015, the IoF adopted a very strict spending policy and rescheduled activities because of the lack of liquidity, especially since transfers of the financial contribution of the Ministry of Finance to the Institut came in **seven installments**;

the first installment was transferred mid-June 2015, and represented a **real challenge** for the IoF team. Still, despite all this, **90%** of the decided activities were held within the yearly plan (refer to annex number 1).

### The IoF adopts the updated PIMS version

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The development of PIMS-GovBudet for public accounting management allowed a double bookkeeping of accounts in conformity with the Public Accounting law, the General Accounting provisions and international standards. Thus, in 2015, it was the first time for the IoF to have double bookkeeping. The information is to be updated during the first quarter of 2016 based on the previous year's closing of accounts.

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Rehabilitation of the Cafeteria at the loF first floor



## Accounting and Auditing

### Accounting

By 31/12/2015, the total expenditure volume out of all financial resources available for 2015 was around **/1.923/ billion** LBP, i.e. around **70%** of the total final appropriations (main appropriations + brought forward appropriations + additional appropriations resulting from the service contracts executed during the year) as detailed below:

Total of appropriations available for 2015	2.790.770.523 LBP
Committed appropriations during 2015	2.081.572.494 LBP
Committed, cleared and executed expenditures in 2014	1.922.694.811 LBP
Committed and not cleared expenditures carried forward to the loF 2016 budget	158.877.683 LBP

Total spending was divided among the 2015 budget items as detailed in the following table:

Item	Title	Needed appropriations ceiling available according the minutes of meeting of the Budget and Expenditure Control Directorate dated 14/07/2014 in LBP	Appropriations carried forward from 2014 and additional appropriations in 2015 LBP	Effective Expenses LBP
11	Consumer goods	118, 400,000	68, 956,302	100, 866,382
12	Consumer services	635, 000,000	389, 946,809	730, 392,579
13	Allowances, salaries and wages	1, 011, 509,785	Zéro	809, 904,438
15	Social benefits	192, 840,215	Zéro	117, 696,708
16	Miscellaneous	83, 750,000	109, 720,950	90, 488,759
	<b>Total current expenditures</b>	<b>2, 041, 500,000</b>	<b>568, 624,061</b>	<b>1, 849, 348,866</b>
226	Equipment	89, 000,000	9, 374,462	34, 457,645
228	Maintenance	64, 500,000	12, 772,000	38, 888,300
229	Other expenses related to fixed assets	5, 000,000	Zero	Zero
	<b>Total fixed assets</b>	<b>153, 500,000</b>	<b>22, 146,462</b>	<b>73, 345,945</b>
	<b>Grand Total</b>	<b>2, 200, 000,000</b>	<b>590, 770,523</b>	<b>1, 922, 694,811</b>

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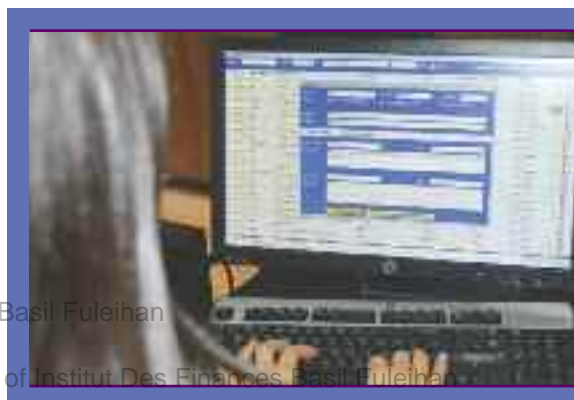
All the monthly dues to the SSNF for 2015 were paid and a financial acquittal received. The same applies to the fiscal dues to the Ministry of Finance.

A medium term budget proposal for 2016-2017-2018 was prepared, justified with documents, statistics and annexes along with the closing of accounts of the previous year, in conformity with the circular of the Ministry of Finance number 2057/S1 dated 07/05/2015. The proposal was discussed with the Director of the Budget and Expenditure Control as well as the expenses controller at the Ministry of Finance who determined the financial contribution to the IoF in the General Budget of 2016 as **2.2 billion** LBP.

## Auditing

The IoF accounts are audited at three stages:

- **On-going internal audit for accounts**, files and accounting data. This is a weekly process. Monthly reports are prepared to guarantee a good management of the appropriations available in parallel with liquidity, in addition to the comprehensive auditing at the end of the year.
- **External auditing**: through an external audit company specialized in public and general auditing; this has been the case for the 2013 and 2014 accounts.
- **Ex-post audit by the Court of Accounts over the IoF**; after having received an acquittal for year 2003, the Court of Accounts started last year auditing the 2004 IoF accounts.



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# Orientations for 2016

Promoting Knowledge and Building Capacities



Building Partnerships and Regional and International Cooperation



Scientific Research and Knowledge Production



Communication and Easy Access to Information



Institutional Development and Financial Matters



Human Resources



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# Orientations for 2016



## Promoting Knowledge and Building Capacities

- To accompany the modernization projects of the different departments of the Ministry of Finance and to satisfy training requests submitted to the IoF.
- To provide finance officers with the information and skills they require to improve their performance in budget preparation, budget execution, accounting, and auditing and control.
- To give a priority to public procurement.
- To integrate economic and financial literacy, integrity and state building 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 training programs in Public Financial Management.
- To devote a series of initiatives, workshops and exchange visits to senior decision makers in the Lebanese administration.
- To work on developing new training programs, training techniques and IT.
- To work on setting an indicators system to measure training efficiency.
- To automate the various training procedures and link them with all processes at the IoF.

## Building Partnerships and Regional and International Cooperation

- To Develop an institutional policy for the IoF partnerships encompassing vision, strategic objectives, tools and indicators.
- Methodological and continuous evaluation of cooperation relations at the local, regional and international levels; rectifying and elaborating the strategic objectives of collaboration in light of the modern orientations of the region and the world and in parallel with the sustainable development agenda for post-2015.
- To strengthen solidarity among training institutions in Lebanon and the region; to build sustainable partnerships that allow exchange of practices and opportunities of specialized learning.
- To activate the role of the IoF in the national, regional and international networks it has joined.
- To capitalize on the GIFT – MENA experience as an example for South-South networking and exchange of expertise.
- To attempt to attract the convenient resources to satisfy the IoF's institutional needs.

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## Scientific Research and Knowledge Production

- Assessing the experience of Assadissa and finding more sustainable means to pursue quality knowledge production.
- To issue one guide per year within the series of Financial and Fiscal Awareness, namely regarding the transfer of property tax.
- To issue one new book within the IoF policy to support scientific research at the Ministry of Finance and public administrations.
- To issue a policy brief on financial and economic literacy for students.
- To focus on a better use of the wealth of the Institut in terms of presentations and reports, which would entail publishing such information in specialized magazines and turning some of it into digital educational tools.
- To couple the IoF's efforts in modernizing the administration and strengthening performance with efficiency indicators.

## Communication and Easy Access to Information

- To strengthen electronic communication.
- To work on the practical implementation of the strategic framework for communication.
- To develop and implement a communication plan related to the 20<sup>th</sup> anniversary of the IoF.
- To launch a new institutional identity.



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## Institutional Development and Financial Matters

- To prepare and execute a procurement plan for 2016 based on the budget proposal for 2016.
- To prepare a medium term budget proposal for 2017-2018-2019.
- To conduct the final review of the IoF accounts for the years 2013, 2014 and 2015 and to send them to the Court of Accounts for auditing.
- Completing the auditing of the IoF accounts by the Court of Accounts, namely for years 2004 and 2005.
- Implementation of the second phase of the comprehensive automation project in collaboration with Everteam company (within the grant of the Régie Libanaise des Tabacs et Tombacs to the IoF).
- Completing all the automation projects that were noted in the report.
- Administrative and financial follow up of the projects financed by the service contracts or grants in collaboration with the IoF partners.
- Complete all the archiving of paper and electronic files.
- To improve the work environment; this includes the maintenance and rehabilitation of some offices and training rooms and replacing some aluminum doors and windows as well as improving the building's security and other maintenance works.

## Human Resources

- To adopt the principle of performance evaluation, holding regular evaluation meetings and identifying training needs for the work team in 2016.
- To methodologically organize the HR department according to best practices in Human Resources Management; To set an HR strategy and a new organizational chart which includes flexible job descriptions linking position requirements to skills and competencies. This project is listed in the recommendations of the institutional development plan - "Horizon 2015".
- To attract interns among university students within a policy to introduce the new generation to the public sector and namely to the Ministry of Finance and the IoF.

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# Annex 1

## Main Activities Achieved of the 2015 Year Plan

Moyens des achats	Description
<b>Procurement of services through service contracts</b>	■ Service contract for monitoring the daily press for the Library of Finance
	■ Service contract for a new logo for the IoF
	■ Service contract for the hosting of the Library of Finance servers
	■ Service contract for the design and execution of a short infographics about public procurement
	■ Service contract to develop an integrated system for the automation of all departments
	■ Service contract for the updating of the home page of the IoF website
	■ Service contract for the implementation of external auditing
	■ Service contract for the drafting of Assadissa
	■ Service contract for the drafting of "Hadith el Maliya"
	■ Service contract for the setting of the CSR plan of the Régie Libanaise des Tabacs et Tombacs
	■ Service contract for the setting of an HR strategy for the Régie Libanaise des Tabacs et Tombacs
	■ Service contract for the graphic design of publications and brochures
	■ Service contract for the development of a social media strategy
	■ Service contract for the implementation of the training program of the Régie Libanaise des Tabacs et Tombacs
	■ Service contract for advertising expertise
	■ Service contract for the leasing of documents and papers photocopying
	■ Yearly service contracts with translators and interpreters for the translation of documents and interpretation services when needed
	■ Yearly service contracts with proofreaders of the Institut's publications
	■ Service contracts for receptions
	■ Different service contracts for the drafting, editing and proofreading of print outs
<b>Procurement of goods</b>	■ Bid for the printing of 2 research books
	■ Bid for the printing of publications and brochures
	■ Bid for the acquisition and installation of 2 servers
	■ Bid for the printing of citizens' guides
	■ Bid for the purchase of daily stationery
<b>Execution of works</b>	■ Bid to undertake rehabilitation works of the Cafeteria at the first floor
<b>Maintenance contracts</b>	■ Maintenance contract for the website
	■ Maintenance contract for Symphony - the Library Management System
	■ Maintenance contract of the telephone system
	■ Maintenance contracts of the current IT tools (the training system, the publication system, the invoicing system, the addresses data system, the public accounting system, the photo archiving system)
	■ Different maintenance service contracts (Air conditioning, photocopy machines, sound system in the training rooms, the security system in the Library of Finance, surveillance cameras, phone, coffee machines)
<b>Small Procurement (by invoice)</b>	■ Procurement of small maintenance services, computers, sound systems, office supplies, and hygienic supplies when necessary

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# Annex 2: Our Partners

## Local Partners

- Lebanese Parliament
- Presidency of the Council of Ministers
- Presidency of the Republic
- Council for Development and Reconstruction
- Civil Service Board
- National School of Administration
- Central Bank of Lebanon (BDL)
- Court of Audit
- 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 and Trade
- Ministry of Social Affairs
- Research & Strategic Studies Center (LAF-RSSC)
- Directorate of Learning - LAF
- Fouad Shehab Command and Staff College - LAF
- Régie Libanaise des Tabacs et Tombacs
- Lebanese Standard Institution - LIBNOR
- Institut des Etudes Judiciaires (IEJ)
- Le Conseil National de la Recherche Scientifique (CNRS)
- Ecole Supérieure des Affaires (ESA)
- Saint Joseph University - Faculty of Economy (FSE)
- Saint Joseph University - The Political Sciences Institute (ISP)
- Saint Joseph University - Faculty of Education
- American University of Beirut (AUB)
- Lebanese University
- Antonin University - Faculty of Business
- The Knowledge Development CO
- The Lebanese Economic Association (LEA)
- Brand Protection Group (BPG)
- The Lebanese Banks Association (ABL)
- Higher Institute of 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
- LOYAC
- Chambers of Commerce Industry and Agriculture

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- Aviation Security Training Center in Rafic Hariri international airport

### Regional Partners

- The Technical Assistance Center of the International Monetary Fund
- The Arab Fund for Economic and Social Development
- The Arab Planning Institute of Koweit
- The Islamic Development Bank (IDB)
- The Islamic Research and Training Institute (IRTI)
- The National Training Institute of Jordan
- The Public Finance Training Center of the Jordanian Ministry of Finance
- The Institute of Public Finance of Palestine
- The Institute of Finance of Yemen
- The Ministry of Civil Service and Administrative Reform of Morocco
- The Institute of Finance of Morocco - DAAG - MOF Morocco
- Higher Institute of Administration in Morocco
- The National School of Administration of Morocco
- National School of Finance- Tunisia
- The National School of Administration of Tunis
- Bahrein Institute of Public Administration
- The training Center of the Ministry of Finance in Irak
- The Economic and Social Commission for Western Asia (ESCWA)
- IMF - Middle East Center for Economics and Finance

### International Partners

- The World Bank Institute
- World Bank Institute
- United Nations Development Program (UNDP)
- United Nations Environment Programme - UNEP
- The World Customs Organization
- The Delegation of the European Union in Lebanon
- The Organization for Economic Co-operation and Development (OECD)
- International Training Center of the International Labor Organization (ITC-ILO)
- The International Association of Schools and Institutes of Administration (IASIA)

- The International Institute of Administrative Sciences (IIAS)
- The European Institute of Public Administration
- The Institute of Fiscal Studies - Spain
- The Spanish International Cooperation and Development Agency (AECID)
- The Italian Development Cooperation Office
- The Superior School of Economy and Finance - Italy
- CONSIP
- University of Rome - Tor Vergata
- The American International Development Agency (USAID)
- The Westminster Foundation for Democracy - UK
- The National Audit Office - UK
- Korean Development Institute (KDI)
- Groupe Pompidou - EU Mediterranean network
- International Society for Transparency and Intergrity (TIRI)
- SIGMA - OECD
- The Center of Excellence In Finance - Slovenia
- European Institute of the Mediterranean
- Union for the Mediterranean
- Development Alternatives Incorporated - DAI
- Chartered Institute for Procurement and Supply (CIPS) - UK

### French Partners: a Privileged Cooperation

- The French Ministry of Finance and National Accounts
- The French Institute of Lebanon
- The Ministry of Foreign Affairs
- The French Ministry of Decentralization and Civil Service
- Expertise France
- The National School of Administration
- The National School of Public Finance
- The National School of Customs
- The Public Management and Economic Development Institute (IGPDE)
- The Directorate General of Administration and Public Service (DGAFP)
- The network of civil service schools (RESP)
- The National Center of Territorial Civil service (CNFPT)
- Université de Strasbourg: Faculté des Sciences de l'Éducation
- The French Court of Accounts

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