



REPUBLIQUE LIBANAISE  
MINISTÈRE DES FINANCES

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# Status of Implementation of Public Procurement Law 244/2021 and Assessment of skills' gaps and training needs

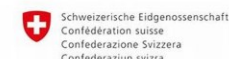
June 2024

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With the technical support of:



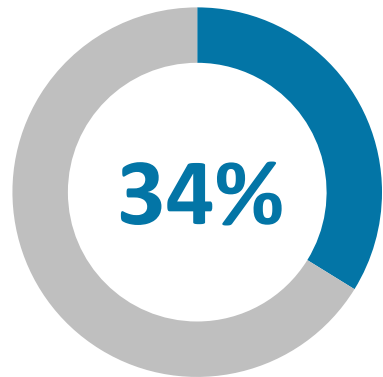
Ministry of Foreign Affairs of the Netherlands



Eidgenössisches Departement für Wirtschaft, Bildung und Forschung WBF  
Staatssekretariat für Wirtschaft SECO

# 1. What has been done till now

# Training on PPL 244 is below target level

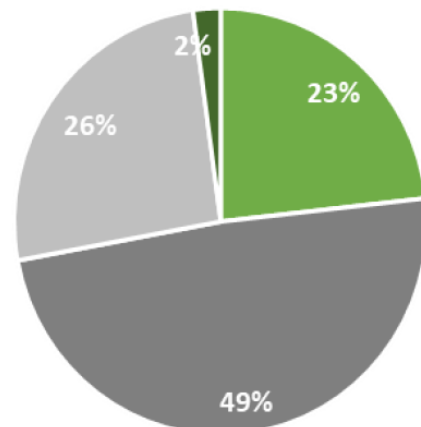


Only 34% of entities surveyed have trained ALL their procurement practitioners on PPL 244/2021 at the Ministry of Finance – Institut des Finances (as per Art. 72 of Law 244).

Mains sectors trained: Administration, Works & transportation, Military and security, Energy and Water.

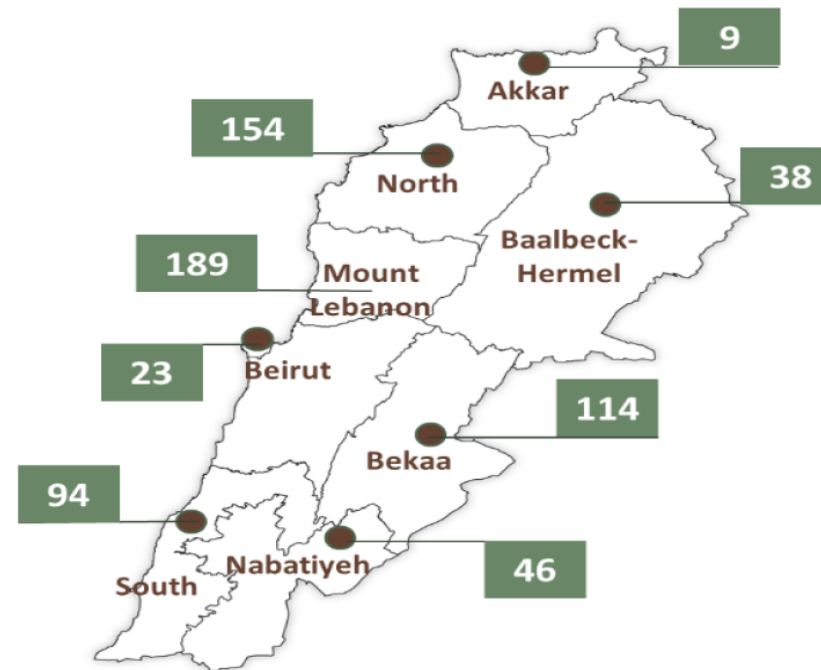
Future training programs need to address key spending agencies in sectors: 1) Telecom and Education, 2) Ministries of Finance and Economy, Ministry of Health and Public Hospitals, 3) Municipalities and Unions.

Distribution of participants by type of institution

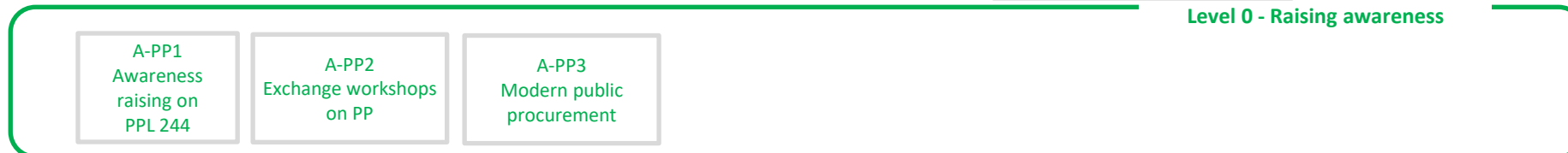
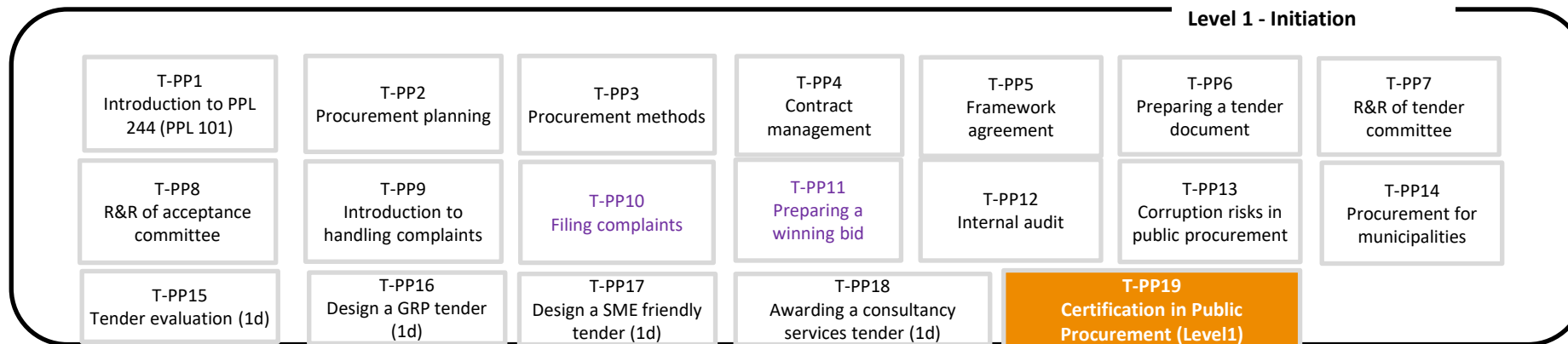
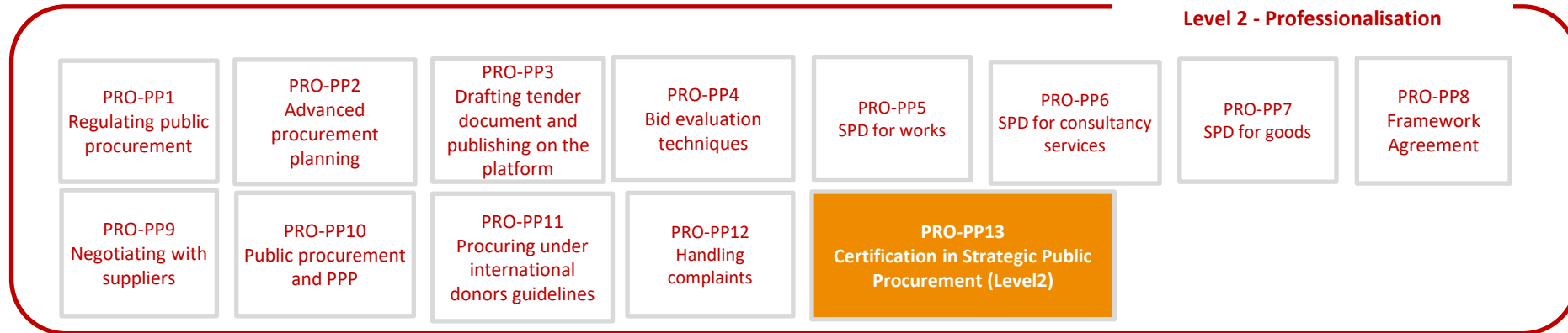


- Municipalities
- Ministries and public institutions
- Military and security
- State-owned enterprises

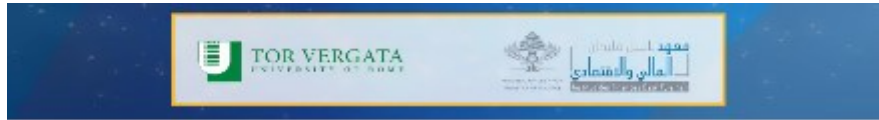
Geographical distribution of participants from local authorities



# 4 levels training offer to contribute to professionalization of PP in Public sector



# International Certification Program in Strategic Public Procurement



CALL FOR APPLICATION IS OPEN

## INTERNATIONAL CERTIFICATION PROGRAM IN STRATEGIC PUBLIC PROCUREMENT – Edition 2024

Tailored for Lebanese officials and professionals seeking to know more about Public Procurement, looking to elevate their career and committed to make a difference in this field.

- 1st program of its kind, customized to Lebanon's context
- 50 hours of high-quality teaching (5 weeks in May & June 2024, 2 days / week)
- International perspective, exchange of experiences and good practices
- Led by internationally recognized academics, experts and professionals
- Blended learning, Bilingual curriculum
- Study exchange to Italy for top achievers (July 2024)
- Pathway to the International Masters in Public Procurement Management (IMPPM)

For more information check the program brochure  
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- ✓ 34 senior officials and practitioners
- ✓ 22 entities participating
- ✓ 9 high level professors and experts
- ✓ 5 Modules / 50 hours / 5 exams / WBA

- ✓ Study visit



# Build up a Community of Specialized Trainers in Public Procurement

Tailor-made Training Program on Procurement Policy and Capacity Building



Training Program on Procurement Policy and Capacity Building for Lebanese Procurement Experts

- ✓ designed in collaboration with the ITC-ILO in Turin
- ✓ 17 procurement and learning experts and trainers at IOF
- ✓ Objectif: inspire transformational change and policy reforms in Lebanon.
- ✓ Supported by WB

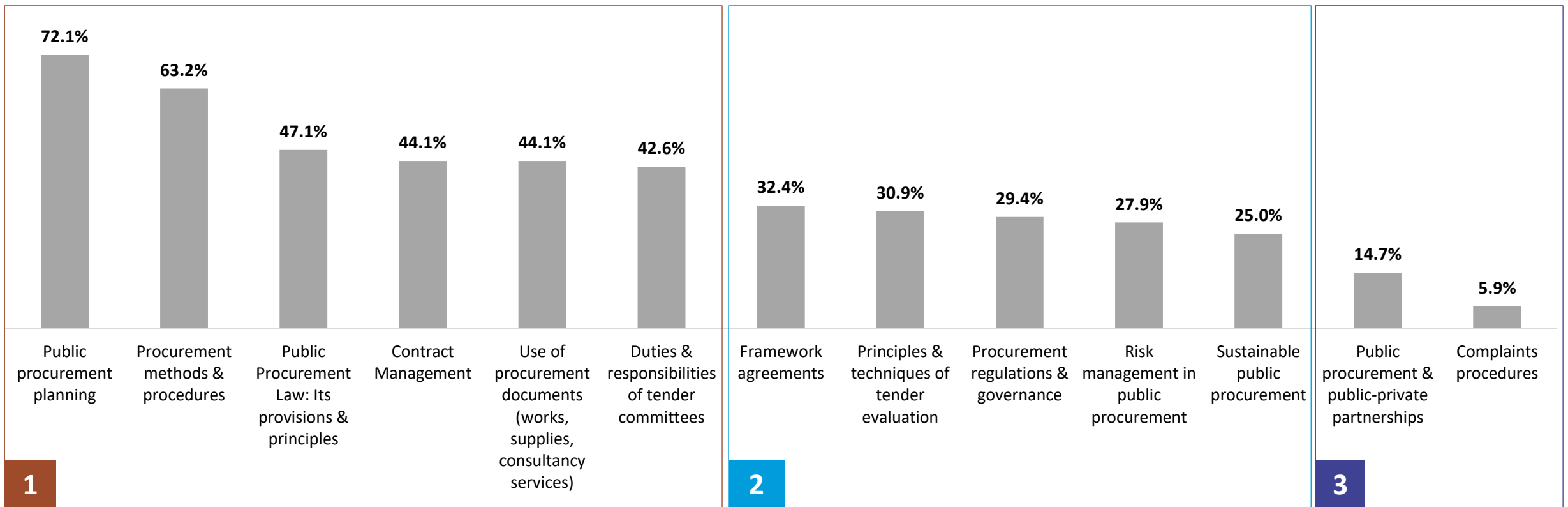
## 2. What did we learn from the survey?

# Training Need & Demand on PP are increasing

## Prioritizing 3 clusters of Specialized Training

Training needs expressed by procuring entities surveyed cover a wide range of priority areas, revealing the necessity for a comprehensive approach to enhancing capabilities for a sound implementation of PPL 244/2021.

Three clusters of training topics are identified:





# Training Need & Demand on PP are increasing

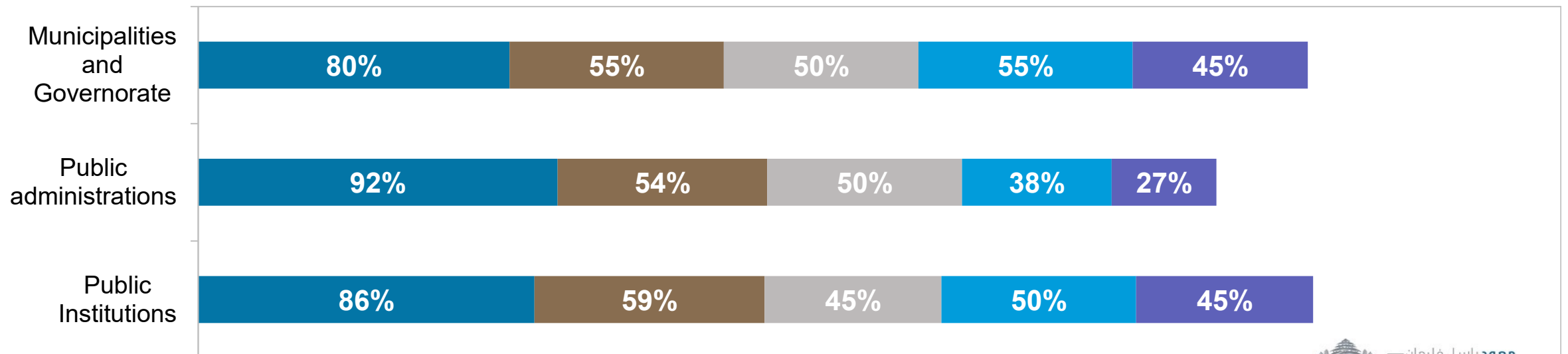
## Complementary training to enhance practitioners' capacities in favor of effective implementation of PPL

**Top 1** **57%**  
Financial Management topics

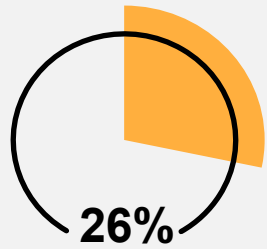
**Top 2** **50%**  
Project Management

**Top 3** **49%**  
Administrative topics

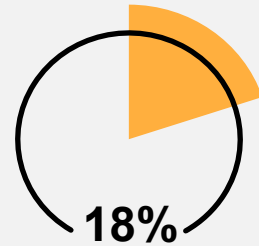
**Top 4** **40%**  
Leadership and Change



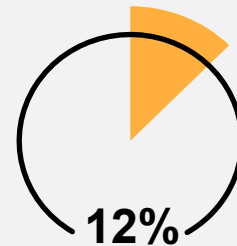
# Preferred types of training + coaching



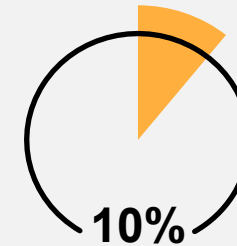
Procurement methods and procedures



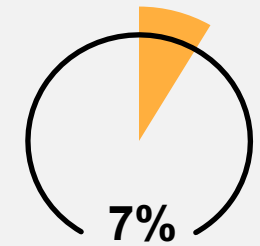
Provisions and principles of the law



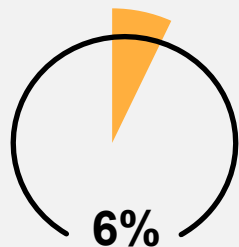
Procurement planning



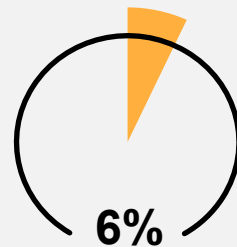
Framework agreement



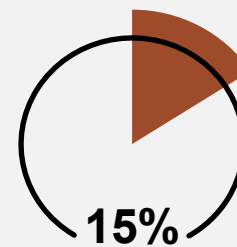
Impact of the financial situation on procurement



E-Procurement



Usage of standard procurement documents

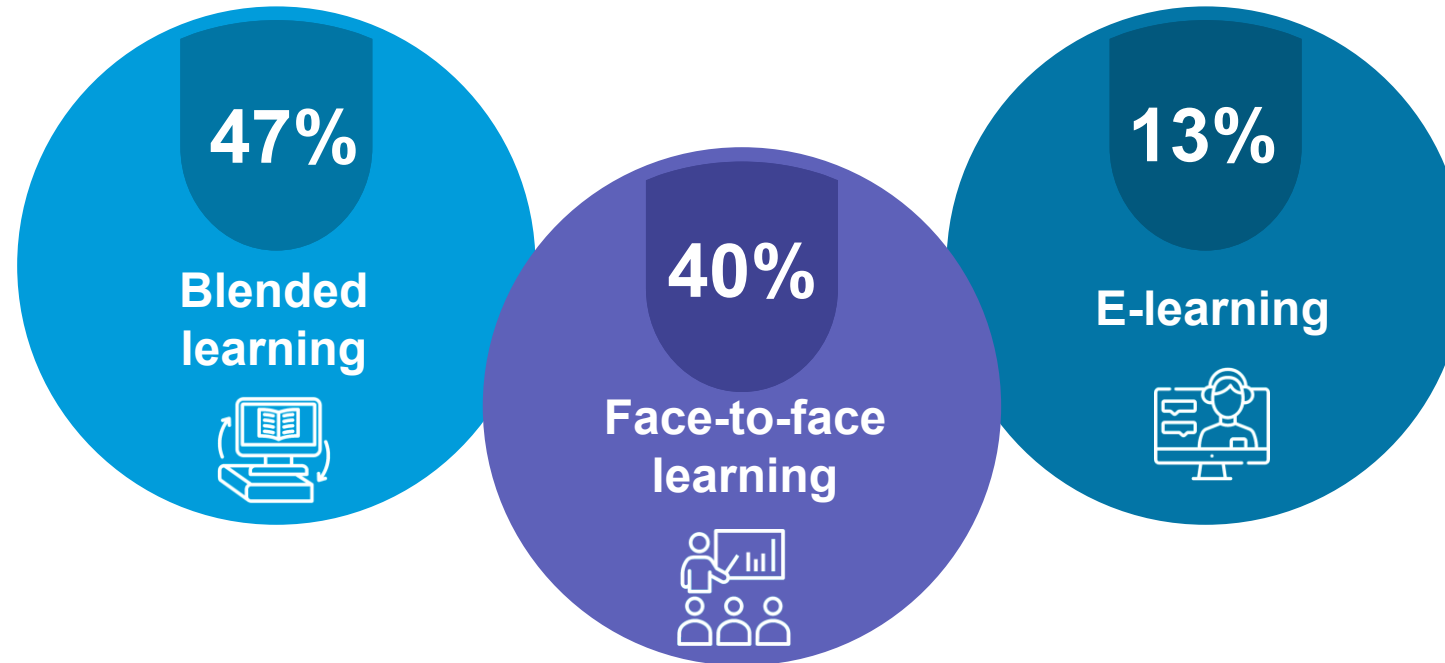


Did not specify an area

## 13 other areas mentioned by respondents:

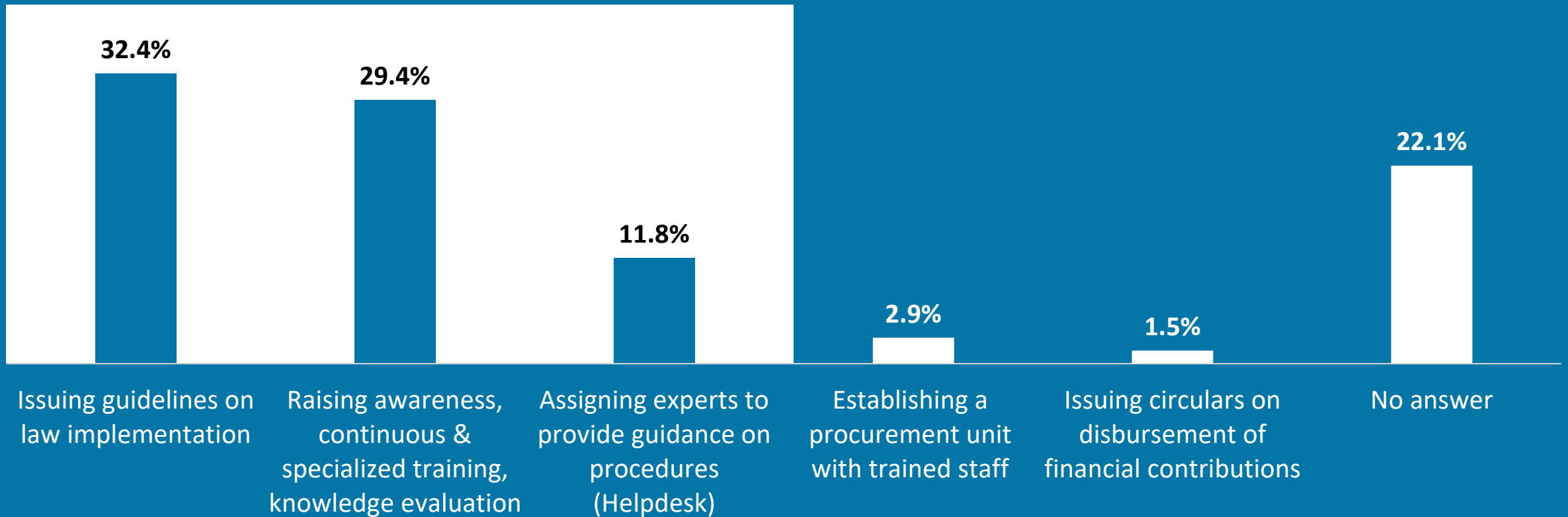
1. Procurement Governance
2. Tasks and Formation of Committees
3. Preparation of Specifications
4. Mechanism for Prompt Response to Inquiries if any
5. Bid evaluation
6. Contract Management
7. Maintaining Procurement Records
8. Objections and Complaints
9. Emergency Procurement
10. Sustainable Procurement
11. Internal Audit
12. Establishment of Procurement Unit and Determination of Responsibilities
13. Amendments introduced to the Law

# Favoring a combination of traditional and modern learning methods



There is a keen preference across procuring entities for face-to-face and blended learning over full E-learning. This approach reflects a balanced recognition of the advantages offered by face-to-face interaction as well as the flexibility and accessibility provided by online components knowing the effects of the financial crisis on employee's mobility, and the adaptability to workload/work styles offered by the blended solutions.

# Providing practical tools and assistance are key for a proper implementation of PPL

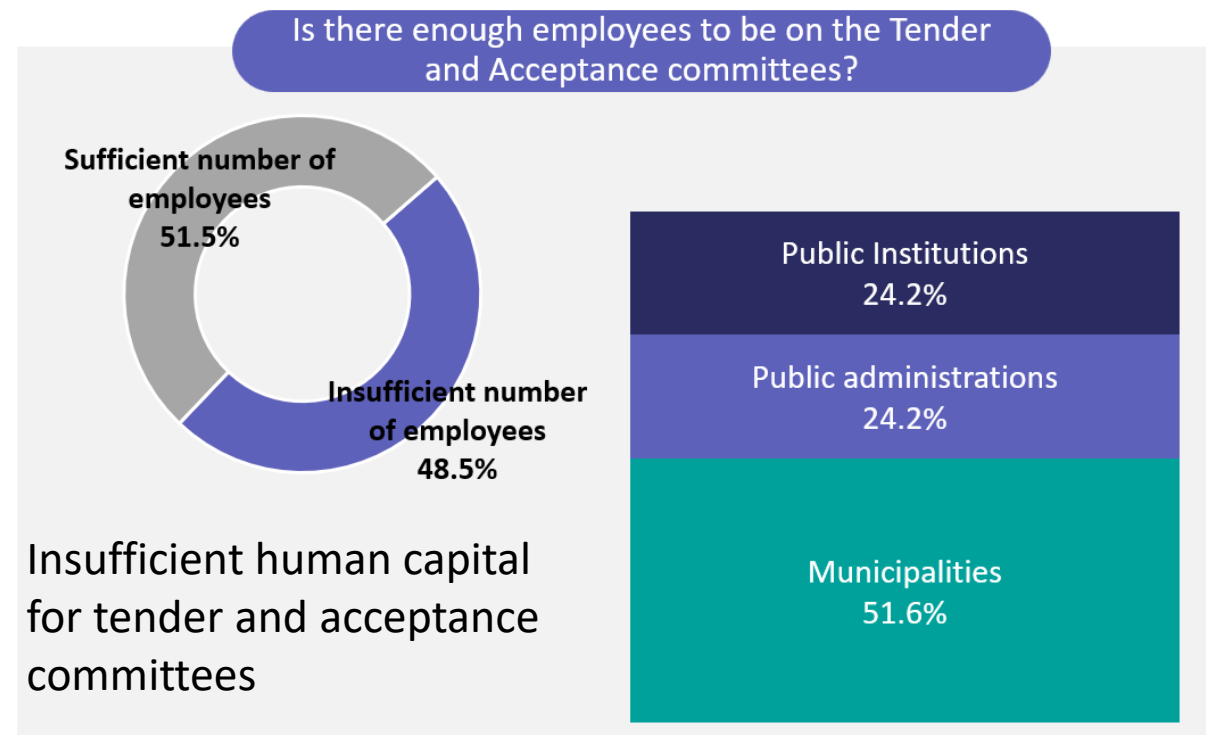


# **3. Human Capital Challenges to take into consideration in training implementation**

# Human Capital Challenges are at the Heart of the CB Process for PP Reform Implementation

With freeze in employment across public sector, building capacities of available procurement personnel would help ensuring needed human resources for committees' membership

The slight decline in number of procurement employees at procuring entities is compensated by an **increase in requesting expertise from within the administration.**



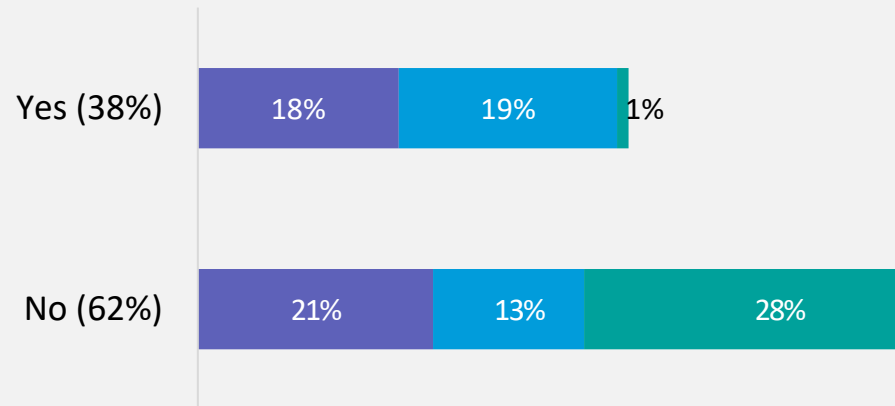
# Institutional Organizational structure still challenging

## Need to recognize PP as a Specific Profession

■ Public Administrations
 ■ Public Institutions
 ■ Municipalities and Governorates

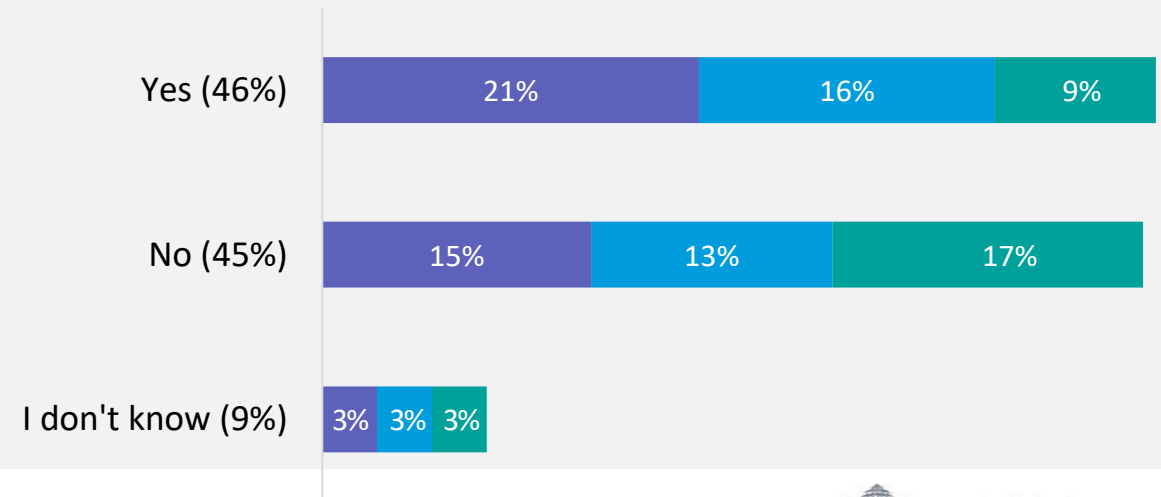
Need to establish a PP unit specialization

**2/3** of procuring entities (especially municipalities) **continue to operate without the establishment of a dedicated unit responsible for procurement operations.**



Need for procurement officer and Job description

Need to **establish function & dev job description within the Lebanese civil service,**

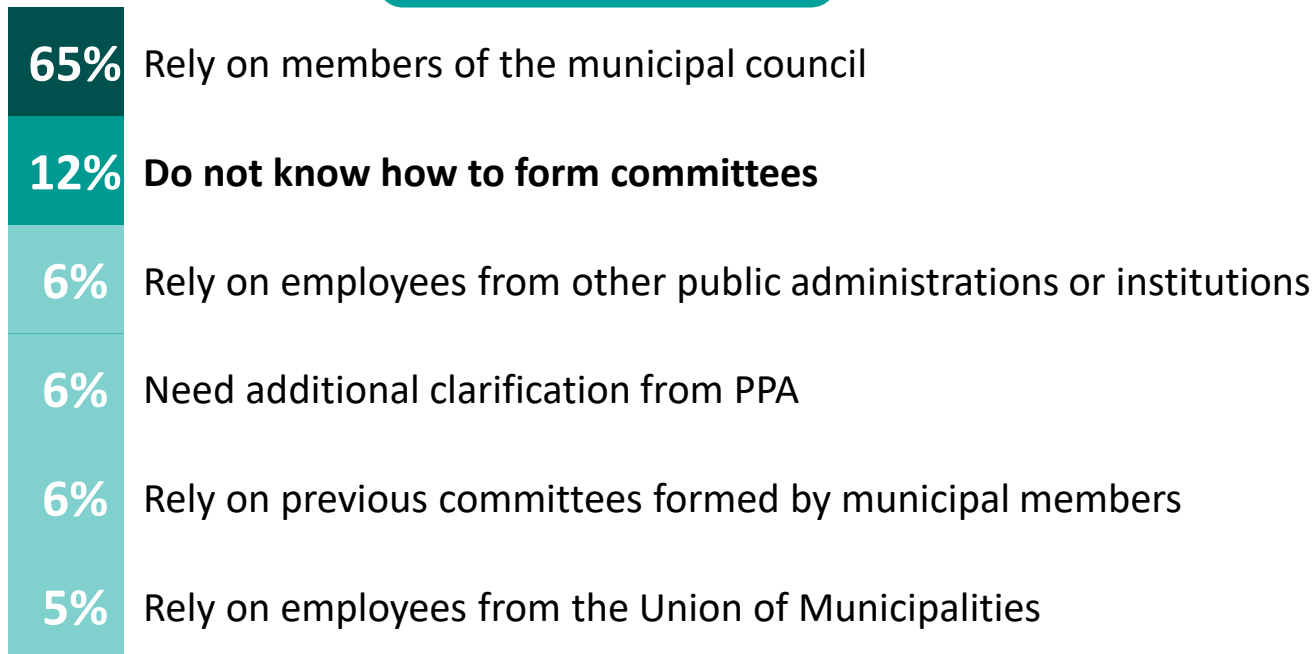


# Institutional Organizational structure still challenging :

## How are administrations alternatively forming tender & acceptance committees?

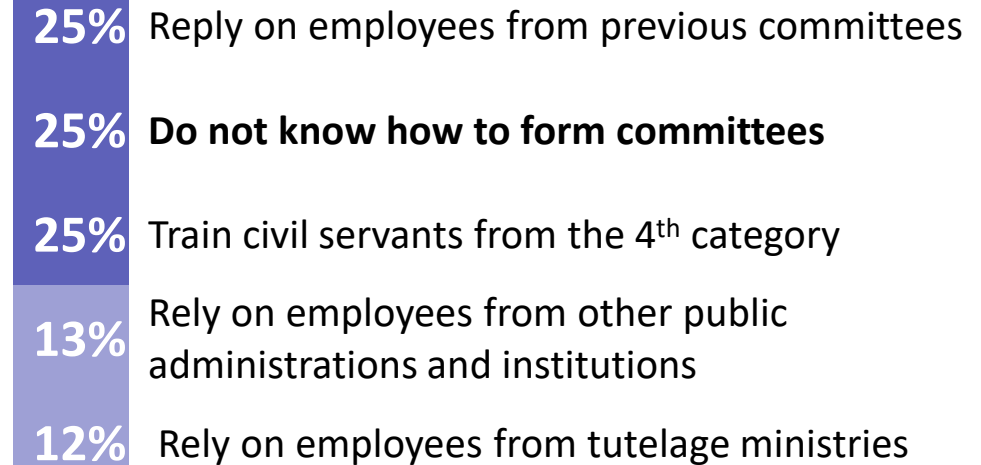
*% of responses providing alternatives*

### Municipalities

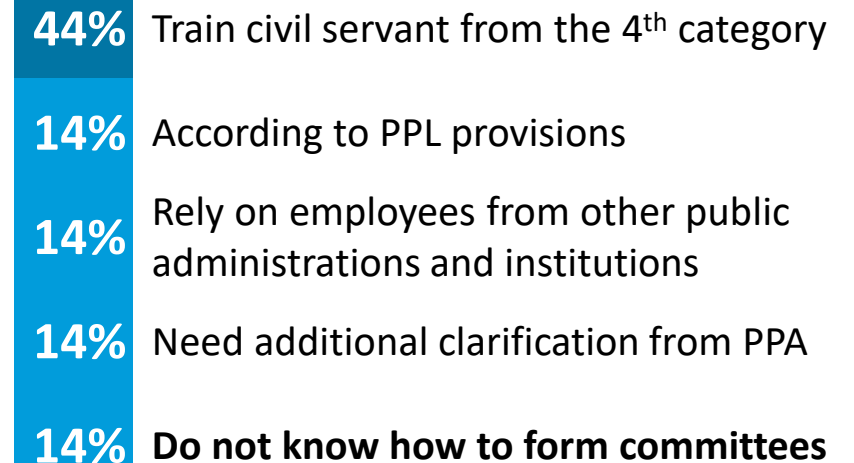


There is a need for the Public Procurement Authority to further communicate about the mechanism of forming tender and acceptance committees, especially after amendments of Law 244 (through Law no. 309/2023) in this regard.

### Administrations



### Institutions





# 4. Recommendations and next Steps

## Capacity development : Training and professionalization of PP function

- Raising awareness on the PPL to the private sector and economic operators
- Provisions of continuous and specialized training in public procurement to meet the needs of civil servants involved in the various stages of the procurement cycle.
- Improving public opinion towards PPL.
- Raising awareness (through briefings, seminars and policy discussions) among senior management (director generals and heads of institutions, elected members of municipal councils) about the importance of the PPL, the provisions of continuous and specialized training in public procurement to meet the needs of civil servants involved in the various stages of the procurement cycle.
- Conducting hands-on sessions on topics of practical relevance for municipalities namely procurement methods among others
- Exchanging experiences in applying the PPL among municipalities to learn from challenges and from successful practices
- Establishing a dedicated department / unit with procurement expertise, dedicated to perform operations in accordance with the PPL,
- Defining the job description of procurement personnel and organize their work into dedicated units/departments
- Incentivising the personnel to fully perform its public procurement related tasks.
- Set the profession Standard through a competency framework



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