



Ministry of Foreign Affairs of the Netherlands



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

Lebanon-public Procurement Reform Support to Capacity Building Forum on: “Challenges Of Implementing Public Procurement Law 244 / 2021 and the Path to Capacity Development Towards Professionalization”

A Professionalization Journey - Project Harvest

Gefinor Rotana Hotel - Beirut

■ ROLE OF HUMAN RESOURCES IN THE PROPER IMPLEMENTATION OF THE PP LAW

For the first time in Lebanon, **Professionalisation and capacity building in public procurement** are addressed in a binding legislative text.

■ Chapter 5-Article 72 - Professional Training

Public procurement officers shall be subjected to **mandatory annual training run by the Ministry of Finance – Institut des Finances Basil Fuleihan.**

■ Chapter 5-Article 73 - Job Description

Public procurement shall be included as a specific profession within the Lebanese public service organizational structure.

■ CAPACITY BUILDING STRATEGY FOR THE PROFESSIONALIZATION OF PUBLIC PROCURERS

IOF & KDC proposed in 2022 an innovative, relevant and **appropriate P & CB Strategy** that has been guided by the following principles:

- **Clarity of roles**
- **Inclusiveness “Leaving no one behind”**
- **Transparency & Access to information**
- **Local ownership of the process**

The **P & CB Strategy** was developed through a consultative process that involved all stakeholders.



■ CAPACITY BUILDING STRATEGY FOR THE PROFESSIONALIZATION OF PUBLIC PROCURERS

The proposed strategy included the following five dimensions / components:

- **Public awareness training on the newly adopted PP law for key stakeholders**

- **Public Procurement capacity building**

- **PP Training Policy in collaboration with the PPA**

- **Professionalization of new PP Function**

- **Governance, Resource Mobilization and Communication**



■ OBJECTIVES

On August 9, 2023, The World Bank signed a contract with KDC to provide technical support on public procurement to the stakeholders (**WBTSPP project**).

The objective of the **WBTSPP project** was to provide **high-quality and specialized technical support in capacity building to help the Government of Lebanon in better professionalizing the public procurement workforce towards the effective implementation of the Public Procurement Law 244/2021.**

The assignment entailed the design and development and pilot test of training packages, practitioners' manuals and the coaching of public procurers in using the produced manuals/guides.



■ ACTIVITIES

- KDC experts have developed and led a **stakeholders' consultation process** that included government entities/buyers, potential bidders, PPA and IOF staff to prioritize the capacity building areas of needs. This consultation process **resulted in identifying the following four areas of needs that are listed by priority:**

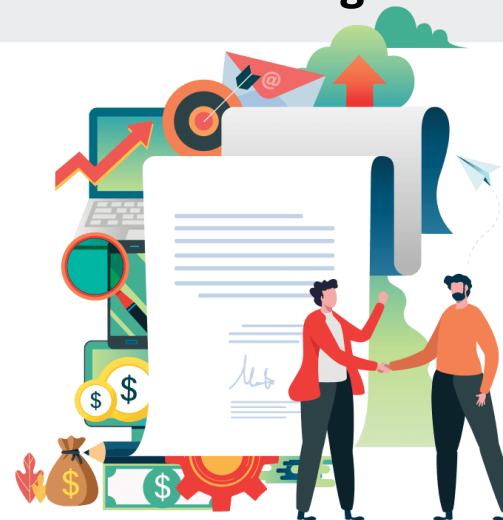
1. Procurement Methods

2. Contract Management

3. Sustainable Procurement

4. Framework Agreements

KDC initiated the design of the first training package/course **TC1 on: "Procurement Methods and Procedures"** and the second training package/course **TC2 on: "Contract Management"**.



ACTIVITIES

- KDC experts developed and produced a **training package on: “Public Procurement Methods and Procedures” - TC1** that included a trainer’s guide and a trainee booklet, Pre and Post test and indicators of success.
- KDC implemented a **4-day Training of Trainers (TOT) session on: “Public Procurement Methods and Procedures”-TC1**. The session took place on 10-12-17 & 19 October 2023 at IOF premises whereby **21 persons participated**.
- The **pilot testing workshop of the “Public Procurement Methods and Procedures”-TC1** package was implemented with a group of public procurers from the public administration. The session took place on 16 -21 - 23 - 28 & 30 of November 2023 at IOF premises, whereby a selected group of **20 participants from 11 Lebanese public entities** took part in this workshop. Certificates were presented to the participants who successfully passed the post training exam.



ACTIVITIES

- KDC experts developed and produced a **training package on: “Contract Management” – TC2** that included a trainer’s guide and a trainee booklet, Pre and Post test and indicators of success. Also, **short consultation sessions were conducted and a two-day workshop** took place on January 9 & 11, 2024 whereby the training package was reviewed and validated by legal and public procurement experts and potential trainers.
- **5-day Training of Trainers (TOT) session on: “Contract Management”- TC2** was carried out. The session covered two parts, the content part and the practice part. The session that focused on covering the content of the training package took place on 26, 28 March & 2 April 2024 at IOF premises whereby **11 persons participated**. Also, the potential trainers who participated provided valuable feedback and inputs that improved the relevance and effectiveness of the training package. Furthermore, a two-day practice and rehearsal of the delivery of the training package took place on April 25 & 29 2024 .
- The **pilot testing workshop of “Contract Management”-TC2** package was implemented with a group of public procurers from the public administration. The session took place on May 13, 14 15 & 16 2024 at IOF premises, whereby a selected group of **19 participants from 12 Lebanese public entities** took part in this workshop. Certificates were presented to the participants who successfully passed the exam post training exam.



ACTIVITIES

- KDC was asked by the World Bank to **develop and produce two practitioner manuals in Arabic language for the two training packages that will be produced in the initial project (TC1 & TC2).**
- **2- day training workshop on: “The development of Practitioners’ Manuals on Public Procurement”** was designed to build the capacities of public procurement trainers in developing practitioners’ manuals. The training took place on January 18 and 25, 2024 at IOF premises, **seven persons participated.**
- A **Practitioners’ Manual on “the Open Bid Procedure as per the new Public Procurement Law”** was produced.
- A **Practitioners’ Manual on:” Contract Management”** was produced.
- **Two days coaching support** was provided for groups of public procurers to ensure a smooth usage of the produced practitioners’ manuals.



ACTIVITIES

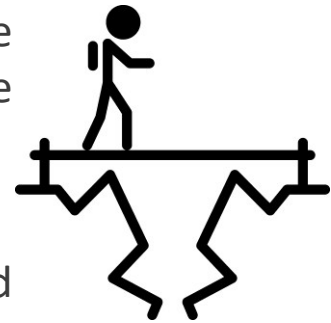
- An **Evaluation meeting that included WB, IOF and KDC** was held at IOF on May 27 2024. The meeting reviewed the progress made under the WBTSP project and the challenges faced during implementation. Also, the **final report** was produced and presented to the WB for approval on June 14, 2024.



■ CHALLENGES FACED

The implementation of the WBTSP contract faced many challenges /problems, they are highlighted below:

1. **The strike at the public administration and the availability of potential trainees** to participate at the TOTs and the pilot testing sessions. To mitigate this problem, IOF / KDC expanded the list of potential trainees to avoid any shortage in participation at the training sessions.
2. **Public administration staff availability** (they are requested to work at least 16 days/month to be eligible for the work incentive and the training days were not considered as a working day). Also, the security situation in South Lebanon & Bekaa have created additional pressure on staff availability.
3. The delays in establishing the PPA Portal as required by the Public Procurement law 244/2021.
4. Delays in the establishment of the Complaint Authority and in the appointment of the PPA staff and Board.
5. Both packages (TC1 & TC2) were condensed and necessitated additional training days, IOF / KDC extended the duration of the packages to five days instead of three as was planned initially.
6. Difficulties in accessing relevant materials that are related to Contract Management and the updates/changes made by the PPA through the instructions/ guidelines and forms.



■ LESSONS LEARNED

- **Capacity Development is a long term process “ it takes time”.** Ample time should be scheduled in designing capacity development projects.
- **Capacity building is only one ingredient of the Professionalization process, if not accompanied by Talent management, Development of work tools and Knowledge sharing, the impact will be minimal.**
- **Staff availability within the public administration is crucial. Officials have to consider the investment in the training of their staff on the new PP Law is a priority.**
- **Having an operational Portal at the PPA as well as the development of the Standard Bidding Documents (SBDs) are important to facilitating public procurement process.**

