



معهد باسل فليحان  
المالي والاقتصادي  
Institut des Finances Basil Fuleihan

# Annual Report

## 2017

Annual report

**2017**

# The Institut des Finances Basil Fuleihan

The Institut des Finances Basil Fuleihan (IoF) is a center of excellence which strives to develop national capacities in Public Financial Management. It is a public institution enjoying financial, administrative and technical autonomy, under the tutelage of the Minister of Finance of Lebanon.

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## A hub of expertise in capacity building

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Training programs contribute to the development of the human capital in charge of Public Financial Management and to the spread of civil service values.

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## A center of documentation and knowledge production

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Knowledge production contributes to widening the circle of public debate on issues related to public finance.

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## A national and regional forum for the exchange of expertise and good practices

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The Institut also functions as a platform for international expertise and success stories, and plays a pivotal role in developing local and regional partnerships and promoting South-South cooperation.

In addition to its national role, the IoF plays a regional role by hosting the Secretariat of the Governance Institutes Forum for the Training in the Middle East and North Africa (the GIFT-MENA Network). It also manages a documentation center, the Library of Finance.

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This report summarizes the activities of the Institut des Finances Basil Fuleihan (IoF) throughout 2017. Its elaboration was overseen by Ms. Lamia Moubayed Bissat. The various parts of the report were compiled and drafted by Ms. Suzan Abu Chacra in collaboration with the team and the department heads: Ms. Jinane Doueihy from the Training Department, Ms. Rola Darwish from the Cooperation and Networking Department and Mr. Ghassan Zeenny from the Administration and Finance Department. Ms. Suzanne Kowsan and Mr. Mohammed Shuman elaborated the statistical data. Ms. Basma Abdel Khalek is also thanked for her contribution.

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## Minister's Statement

### Mr. Hassan Ali Khalil

The Ministry of Finance (MoF) plays a leading role in the financial stability of the country, and hence has the duty to exercise diligence, to take action, to ensure coordination as well as openness with the public and private sectors, so as to safeguard growth and the economy.

The MoF has made remarkable progress since 2017 in modernizing the Directorate of Public Finance, the Directorate of the Cadastre and Land Registry, the Customs Administration, and the Regie des Tabacs et Tombacs. This was achieved with the support of the Institut des Finances Basil Fuleihan, which has ensured that the MoF's strategic directives are translated into programs that go well beyond training, and that include technical assistance, the elaboration of reports and specialized studies, as well as the promotion of cooperation initiatives with Arab, regional and international institutions, initiatives that provide us with an expertise built upon international success stories.

The 2017 annual report also sheds the light on the efforts and contributions of the Institut to other public entities that were delivered with the aim of improving Public Financial Management throughout the public sector, both civil and military. Among the completed projects figures the "Irada Baladiya" project which has allowed for a clear improvement in the capacity of municipalities to properly manage their financial resources, and which assisted them in establishing a modern work culture based on global Public Financial Management standards. We also look forward to seeing the Institut play an active role in the promotion of economic and financial knowledge among the youth, something we are keen on achieving.

Finally, the MoF is committed to ensure continuous and specialized training for its staff. It is no longer acceptable that staff members be appointed to government positions, especially those entrusted with Public Financial Management tasks, if they do not receive the necessary training for them to assume their responsibilities in a professional manner. In that light, we would like to mention the well-established quality programs of the Institut des Finances Basil Fuleihan, which place it in a position in which it is capable of providing expertise and technical assistance to MoF departments as well as to other public institutions and training centers, all while ensuring a mutually beneficial relationship with regional and international partners.



## Director's Foreword

### Ms. Lamia Moubayed Bissat

With the determination to improve the Ministry of Finance's services, the year 2017 witnessed the elaboration and implementation of several modernization projects at the Directorate of Public Finance, the Directorate of the Cadastre and Land Registry, the Customs Administration, and the Regie Libanaise des Tabacs et Tombacs. The Institut spared no effort in meeting emerging needs all while implementing its annual plan.

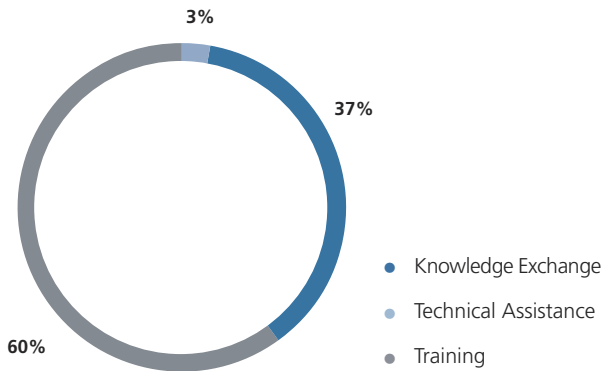
The 2017 annual report presents to its reader a summary of the Institut's work, backed by figures and statistics that the team has worked on finalizing in preparation for the upcoming phase of digitization and data analysis. The report also underlines the considerable efforts that were invested in the production of specialized reports and studies, both of which contribute to the development of a new knowledge creation momentum that we urgently need today.

Each year, we work on spreading the culture of continuous training and on incorporating modern notions of learning in the design of our plans and training programs. We have also strengthened our cooperation with regional and international institutions and organizations, so as to learn about latest developments in the field and to provide administrations with up-to-date knowledge, expertise and international good practices.

These results would not have been possible without the trust and support of H.E. Mr Ali Hassan Khalil, Minister of Finance, to whom we extend our gratitude and appreciation. We also thank the officials of the Ministry of Finance, the administrations and the institutions which report to H.E. the Minister. I would like to invite you all to read this report and send us your feedback.

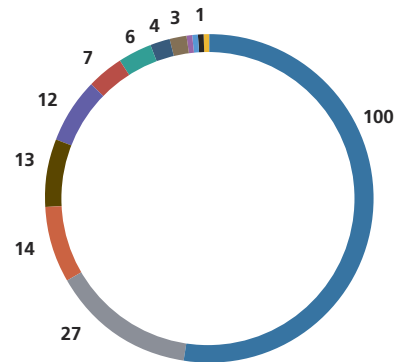
# Results of 2017

## 3269 Beneficiaries



- 1995** trainees
- 1191** participants in knowledge exchange activities
- 83** participants in technical assistance programs
- 68** beneficiary public administrations and institutions
- 36** beneficiary private sector institutions

## IoF Services

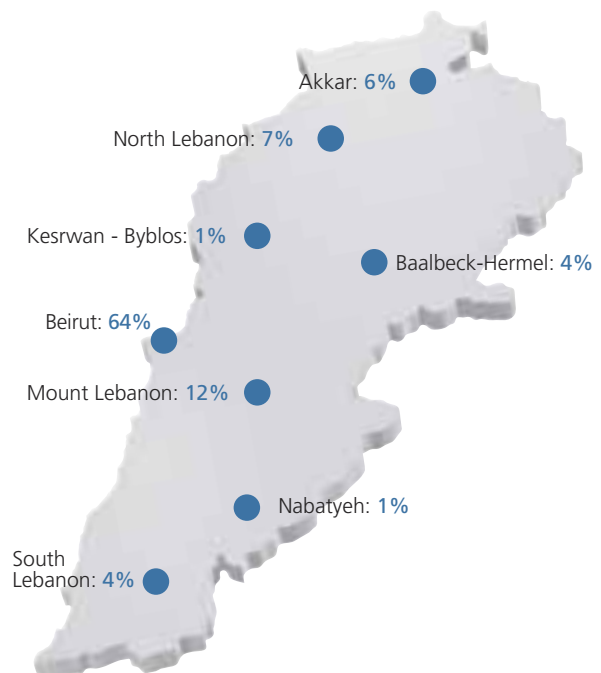


- Training Session 100
- Business Meeting 27
- Meeting 14
- Conference 13
- Delegation Visit 12
- Workshop 7
- Technical Assistance 6
- Participation in a Knowledge Network 4
- Training Mission 3
- Distance Learning 1
- Coaching 1
- Placement Test 1
- Specialized Certification 1

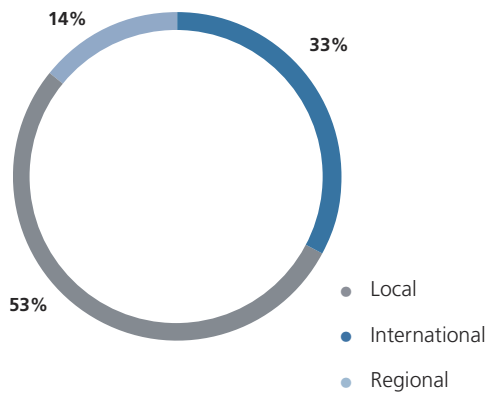
## Training

- 1.2** training session per employee
- 49** years is the average age of trainees
- 76%** training calendar achievement rate
- 6** projects from outside the calendar
- 76** training experts
- 55** consultants
- 210** young men and women participating in the "Youth at the Ministry of Finance" program

## Geographic Distribution of Trainees



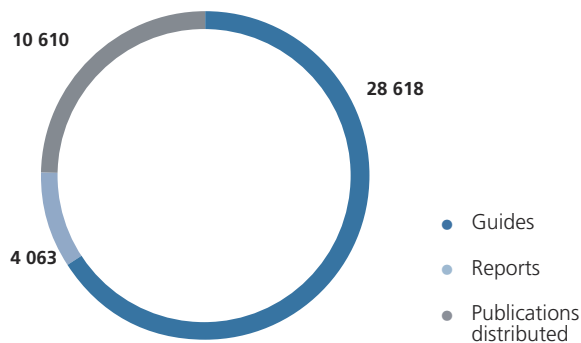
## Partners' Geographic Distribution



- 160** activities organized in cooperation with local, regional and international partners
- 24** participation in local, regional and international experience-sharing meetings and conferences
- 7** experts conveyed technical knowledge and international expertise
- 2** projects executed with the support of international partners
- 1** memorandum of cooperation signed with Morocco

## Knowledge Production

### Total Publications Distributed



- 2** citizen's guides:
  - "Your Guide to the Inheritance Tax"
  - "Your Guide to Tax Credits on Activities that Protect the Environment"
- 2** new reports:
  - "L'approche par compétences peut-elle modifier l'avenir de la fonction publique libanaise?"
  - "Worrying Lebanese Figures and Indicators"

### An educational game

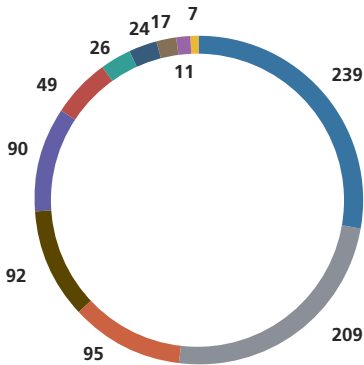
"The Big Bank Challenge", which presents simplified concepts related to banking services and products

- 4** contributions in international magazines and specialized publications
- 16** interventions in Lebanon and abroad
- 3** an active presence in 3 book fairs: the Lebanese Book Fair, the French Book Fair, the Beirut International Arab Book Fair



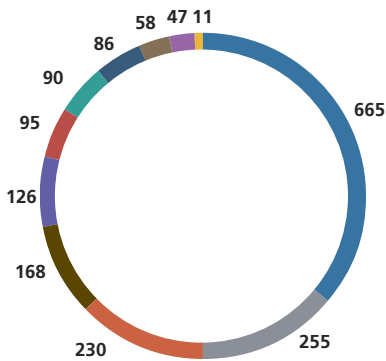
# Results of 2017

## Trainees from the Ministry of Finance, by Curriculum



● Civil Service and Change Management	239	● Learning and Development	49
● Languages	209	● Economic and Financial Education	26
● Accounting and Audit	95	● Information Technology	24
● Cadastre and Land Registry	92	● Public Procurement	17
● Tax	90	● Customs	11
		● Public Financial Management	11

## Trainees from the Public Sector, by Curriculum



● Public Financial Management	665	● Economic and Financial Education	95
● Civil Service and Change Management	255	● Tax	90
● Languages	230	● Learning and Development	86
● Accounting and Audit	168	● Public Procurement	58
● Cadastre and Land Registry	126	● Information Technology	47
		● Customs	11

# Landmarks of 2017



January

The "Irada Baladiya" project



February

Participation to the IASIA Board Meeting



March

The "Dictée des Finances"



April

Senior Staff Annual Meeting - Regie Libanaise des Tabacs et Tombacs



May

Visit of the Minister of the Civil Service - Morocco



June

"Promoting Integrity Through Oversight and Internal Audit"

## International Women's Day

Asserting the Importance of a Gender-Inclusive State

More than 200 participants celebrated the International Women's Day, with the guests of honor being the Director of the IMF's Middle East Technical Assistance Center, Ms. Taleen Korneshelian, and the Director-General of the Arab Planning Institute, Mr. Badr Osman Malallah.



# Landmarks of 2017



**July**  
Palestinian Delegation Visit



**August**  
General Assembly of the GIFT-MENA Network



**September**  
Launch of the Tax Audit Program



**October**  
Visit of Mr. Fares Al Obeid, Secretary General of the High Council for Planning - Kuwait



**November**  
Participation in the Second Conference of Finance Institutes in Africa



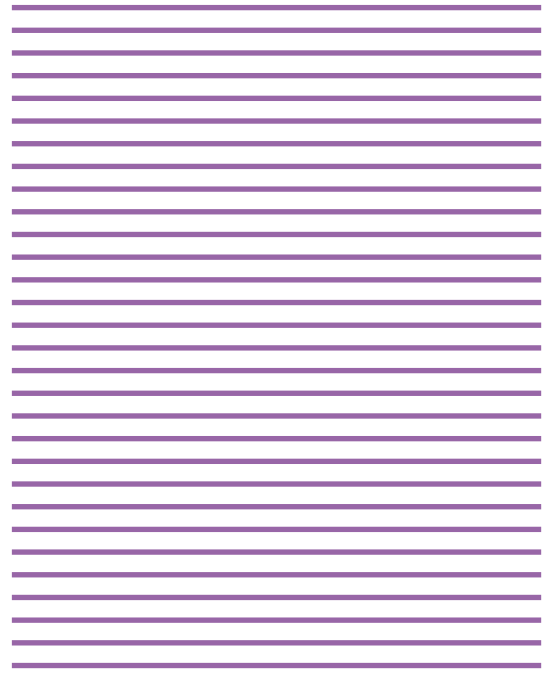
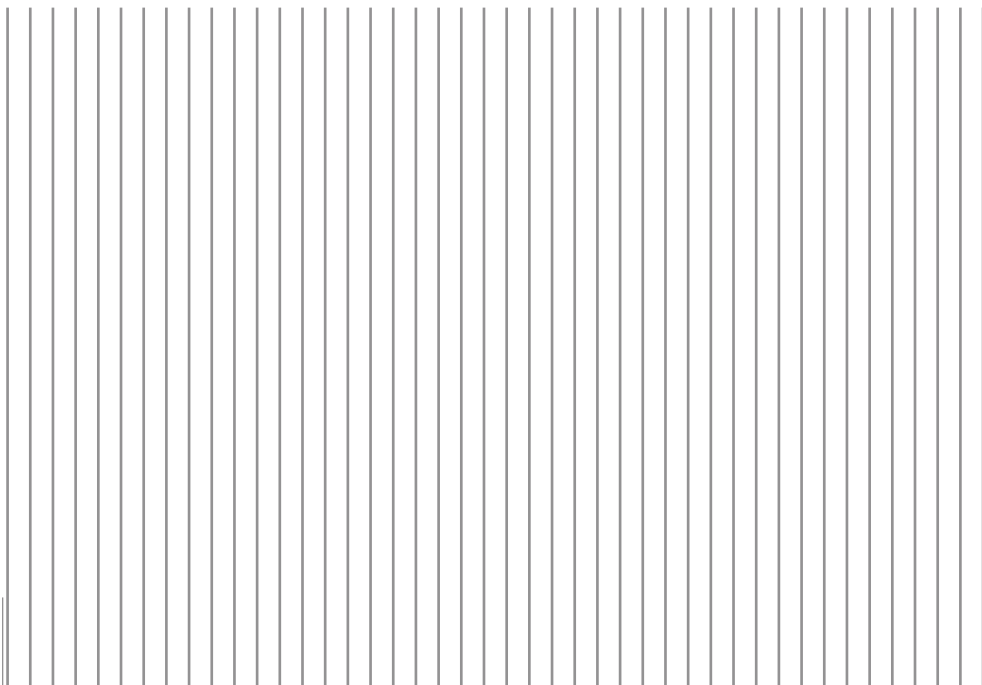
**December**  
Closing of 2017 Ceremony

Under the Sponsorship of H.E. the Minister of Finance  
**The End of 2017 Ceremony and the Launch of the Plan for 2018**

Heads of Boards, Director-Generals of the Ministry of Finance, along with senior officials participated in the closing ceremony of 2017, in which the plan for 2018 was launched.



# Public Financial Management



# Public Financial Management

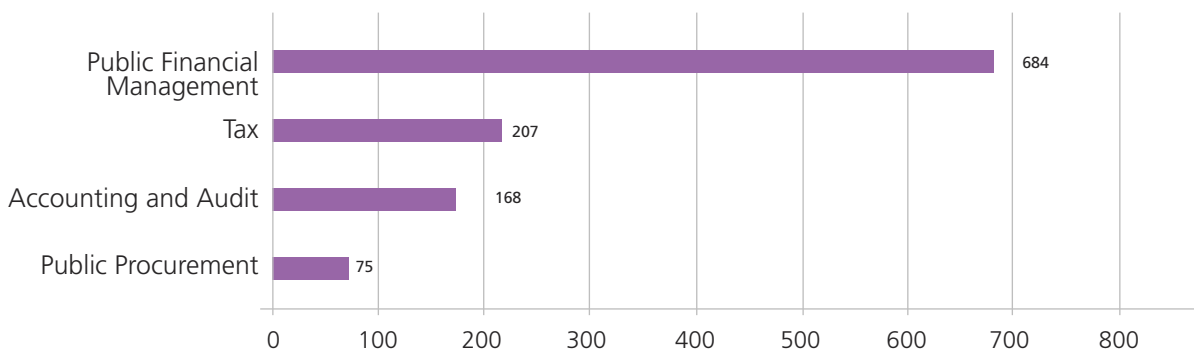
Public Financial Management (PFM) is a core component of financial and economic stability, especially in light of the current financial challenges that the country is facing such as the increase in the debt-to-GDP ratio and an economic growth rate that did not exceed 2.2% in 2017.

It is in such a context that the Ministry of Finance asserts in its orientations the importance of optimizing public spending, increasing its efficiency, and respecting the rules of transparency and integrity. The IoF works on promoting competencies in the field of PFM and on benefiting from the international experience through training programs and specialized publications that focus on the entirety of the PFM cycle.

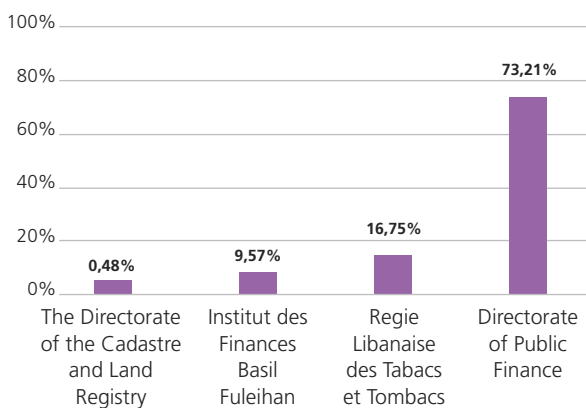
In 2017, these programs targeted MoF employees and the officers in charge of financial management across the public sector, including the civil, military and educational sectors.

With the exacerbation of the refugee crisis and the growing pressure on public services, the IoF has expanded its list of beneficiaries to include the newly-elected heads and members of the municipal councils.

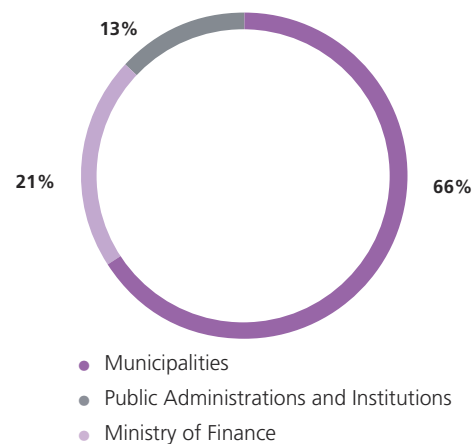
## 1134 Trainees in PFM Curricula



## Participants in PFM Curricula from the MoF



## Participants from Public Administrations and Institutions Attending PFM Curricula

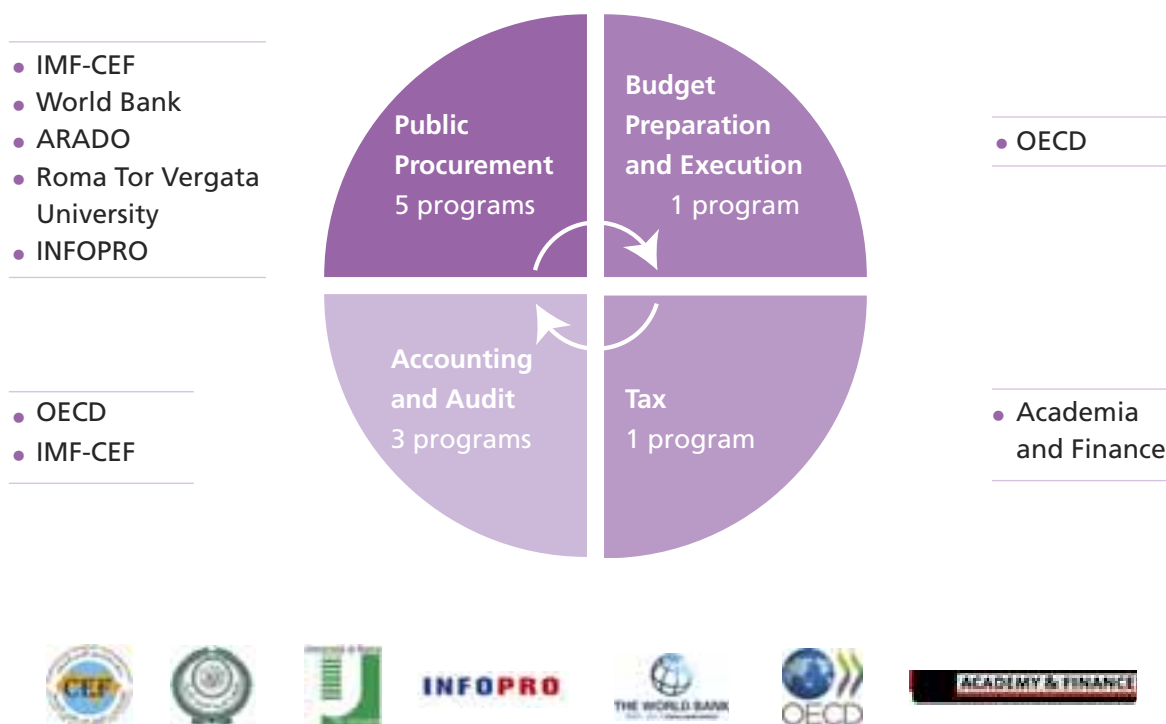


## PFM Training for LAF Officers

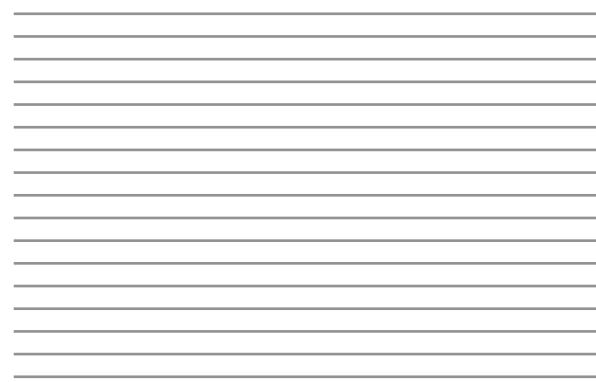
18 officers from the financial and administrative sections of the Lebanese Armed Forces participated in the training program “Public Finance from A to Z”, which addressed issues such as the macroeconomic framework, the budgeting process, budget execution, oversight, and final financial statements.

## Training Abroad

The IoF enabled the participation of 24 officers, experts and trainers in 15 training programs organized by regional and international partners. These programs tackled the major and latest developments along with good practices in the field of PFM. Priority in the selection of participants was given according to experience and the participants’ capacity to enrich the scientific content of the IoF’s programs.



# Public Financial Management



## Exchange of Expertise in Budgeting and Audit

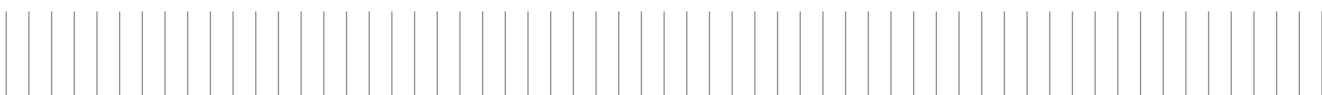


The annual meeting of the MENA-OECD Senior Budget Officials' network was an opportunity to present the IoF's training activities and its production of learning material on "Budget and Public Financial Management". The IoF also participated in a conference and a workshop on integrity and the fight against corruption, organized by the MENA-OECD governance program.

## Financial Governance Project in Lebanon with the Support of the World Bank



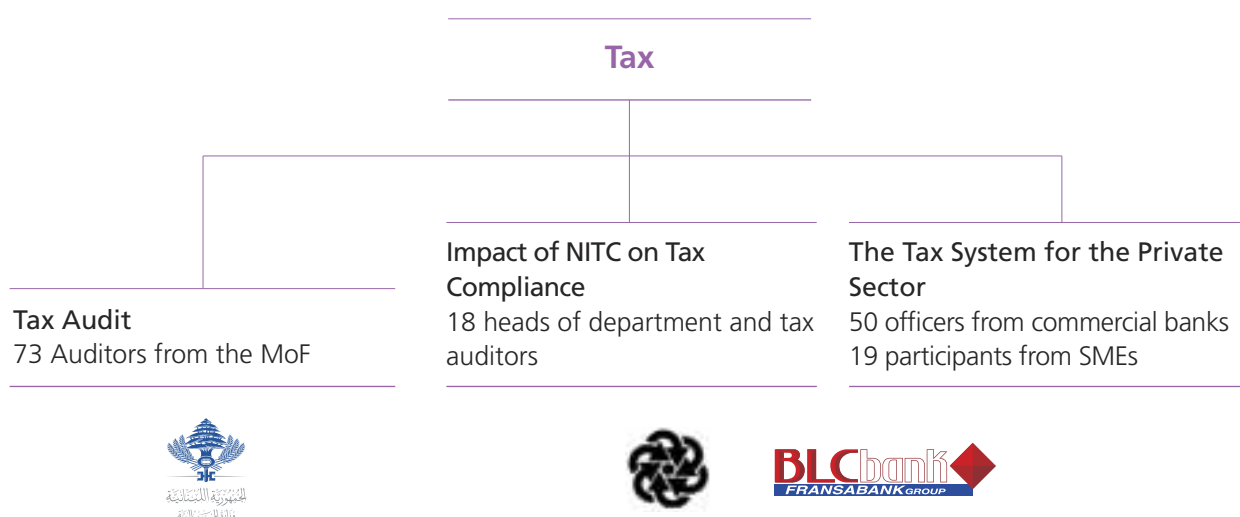
The IoF held a series of meetings with the World Bank and the MoF's team in order to examine the objectives of the project and the role that it will play in determining training needs and analyzing the competency gap, in addition to the development of a training strategy and the preparation of diverse learning curricula. Such curricula is expected to include specialized certifications and distance learning modules on topics related to financial governance. The project is expected to be launched mid-2018.



## Tax

Taxes constitute 76% of total State revenues. As the Government seeks to strengthen tax compliance and the preservation of taxpayers' trust, the IoF has provided the MoF controllers with specialized training programs on tax audit methodologies. It also provided training programs on the tax system in Lebanon to Small and Medium Enterprises and civil society organizations.

Moreover, it prepared two guides: "Your Guide to the Inheritance Tax" and "Your Guide to Tax Credits on Activities that Protect the Environment".



### Your Guide to the Inheritance Tax (Guide no.1)

This guide serves as a reference that presents to citizens, in a simplified fashion, the rules and procedures that need to be followed, along with the legal deadlines, for the completion of inheritance-related transactions with accuracy, speed, and without the incurring of fines. The guide presents all stages of the procedure, whether the citizens are successors, beneficiaries, grantees, recipients of an endowment, or beneficiaries of life insurance policies. It includes the declaration of inheritance rights, tax payment, registration of real estate in the cadastre, and the transmission of all assets. The fourth edition of the guide will include the amendments related to the rates and mechanisms of declaration of the inheritance tax which are foreseen by the Public Budget Law of 2017 No. 66 of the 3rd of November 2017. Around 2'500 copies will be printed and distributed in the course of the first half of 2018.





# Public Financial Management

## Your Guide to Tax Credits on Activities that Protect the Environment (Guide no.10)

This Guide presents the tax and tariff reductions on ecofriendly equipment and activities as foreseen in Article 20 of the Law on the protection of the environment, No. 444 of 29/7/2002. It also lists the activities that are included under the beneficiaries category. It describes the different stages through which the taxpayer can benefit from reductions, while presenting the conditions that apply. The Guide aims at inciting the citizens to rely on natural resources in a sustainable fashion and at motivating entrepreneurs to undertake activities that preserve the environment, to use new technologies that reduce or eliminate all forms of pollution, and to work on treating and recycling waste. This Guide was prepared in collaboration with the Ministry of Environment and the Delegation of the European Union to Lebanon.



## Public Accounting and Audit

Accounting and audit are cornerstone functions that optimize financial performance within public sector administrations and institutions and that promote transparency and prevision. International reports regularly underline that Lebanon faces challenges in the adoption of international standards, including the lack of regular parliamentary oversight and the need to develop record-keeping and financial report preparation skills. The IoF strives to meet these needs by organizing training programs for the MoF controllers and the staff of other public administrations and institutions. These programs tackle the accounting and internal control systems, their importance in achieving expenditure efficiency, their link with productivity, and the principles of accountability and transparency that should apply.

### 106 participants in the public accounting and audit program

#### Promoting Integrity Through Public Accounting and Internal Control

59 participants from public administrations and institutions

Presenting the latest global practices, trends, and international standards related to financial audit, internal control, and the fighting of bribery and corruption.

#### International Standards for Financial Reporting

47 participants from the Directorate of Public Finance

Following up with the requirements of the new standards and the amendments related to the financial instruments and the registration of accounting entries.

## Cooperation with the Court of Accounts





Within the framework of its continuous cooperation with the Court of Accounts, the IoF had the honor of hosting a training program on **Self Assessment of the Principal Control Instruments** which was attended by 59 controllers and led by experts from the Dutch Court of Accounts.



## Training Missions in Lebanon

In collaboration with its regional and international partners, the IoF facilitated the participation of its trainers in three training missions on audit and the promotion of integrity. The 2018 programs will include recent developments and the best practices that were learned in the course of those missions.

Partner		Program Title	Number of Participants
IMF CEF		Capacity-Building on Integrity and Fighting Corruption	1
		Audit in the MENA and Gulf Region	1
OECD		Promoting Fraud and Corruption Risk Management in the MENA Region	1

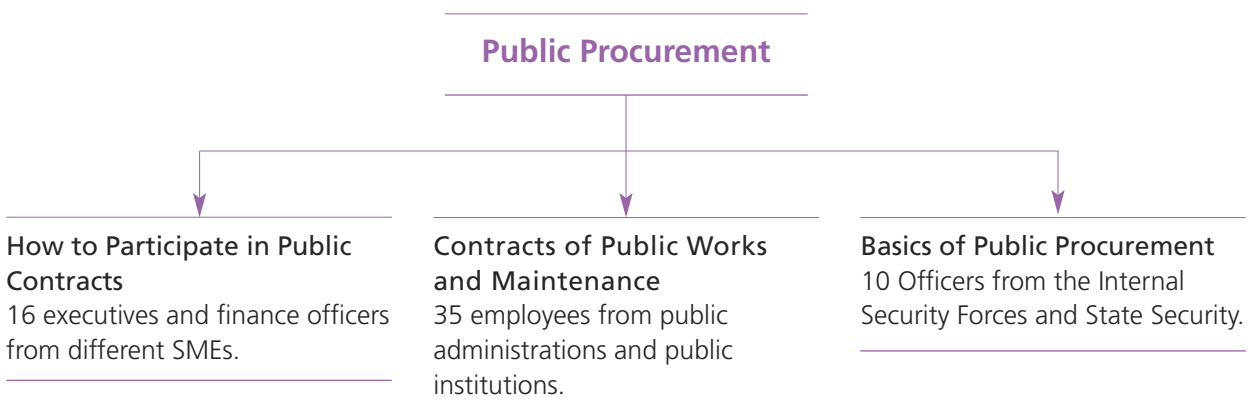
## Public Procurement

Since public procurement is an essential component of budget execution and is central to the optimization of the spending of taxpayers' money, the IoF has invested greatly in promoting updated procurement practices at the national level. In parallel to training activities and specialization certificates, it maintains communication channels with many regional specialized networks, namely the World Bank MENA Network of Public Procurement Experts and has joined the Francophone Sustainable Public Procurement Network. The IoF also produced publications and educational tools focusing on public procurement, including the Citizen's Guide and an animatic addressed to SME's. The IoF's experience was presented during the SME's forum organized by the Ministry of Economy and Trade.

# Public Financial Management

## Training Content

- Public Procurement Principles and Concepts
- Stages of the Public Procurement Cycle
- Preparation and Execution of Public Works Contracts
- Maintenance Contracts and their Link to Equipment and Consultancy



## Technical Assistance to the Higher Relief Committee

The IoF offered technical assistance in the field of public procurement and financial grants to 12 officials from the Higher Relief Committee. The debates were moderated by experts from the Court of Accounts and the MoF.

## Updating the Public Procurement System

New Training Content and Effective Local and International Participation

- As a member of the capacity building committee of the **World Bank MENA Network of Procurement Experts**, the IoF facilitated the participation of accredited trainers from the Training of Trainers Program (ToT), as well as the implementation of a new training program in Beirut.
- The IoF was re-elected for a second mandate as a member of the international advisory committee of the **10YFP on Sustainable Public Procurement** for 2017-2019, an international initiative led by the United Nations Environment Program (UNEP), the ICLEI and the Korean Environment Technology Institute KEITI.







- The IoF joined the Francophone Network 10YFP on Sustainable Public Procurement (SPP).
- As a member of the advisory committee of the **“Technical Support for the Modernization of Public Procurement in Lebanon”** project managed by the Office of the Minister of State for Administrative Reform (OMSAR) and financed by the EU, the IoF has, since 2015, presented its observations concerning two proposed decrees; the first on public procurement in Lebanon and the second on the organization of the proposed Public Procurement Management Authority. It also participated in 6 specialized training sessions organized under this project.



## Training Missions Abroad

The IoF facilitated the participation of 8 public procurement specialists in local workshops and in international conferences and activities that tackled current issues and good practices concerning the modernization of public procurement regulations.

Partner		Program Title	Number of Participants
The Arab Administrative Development Organization (ARADO)		TOT on Public Procurement	2
IMF-CEF		Current Issues in the Reform and Modernization of Public Procurement Regulations	1
Roma Tor Vergata University		Second International Conference on Public Procurement	1
		Public Procurement and Competition Policy	1
INFOPRO Company		Participation of the SMEs in Public Procurement	3

# Public Financial Management

## Support to the Financial and Administrative Capacities of Municipalities – Irada Baladiya



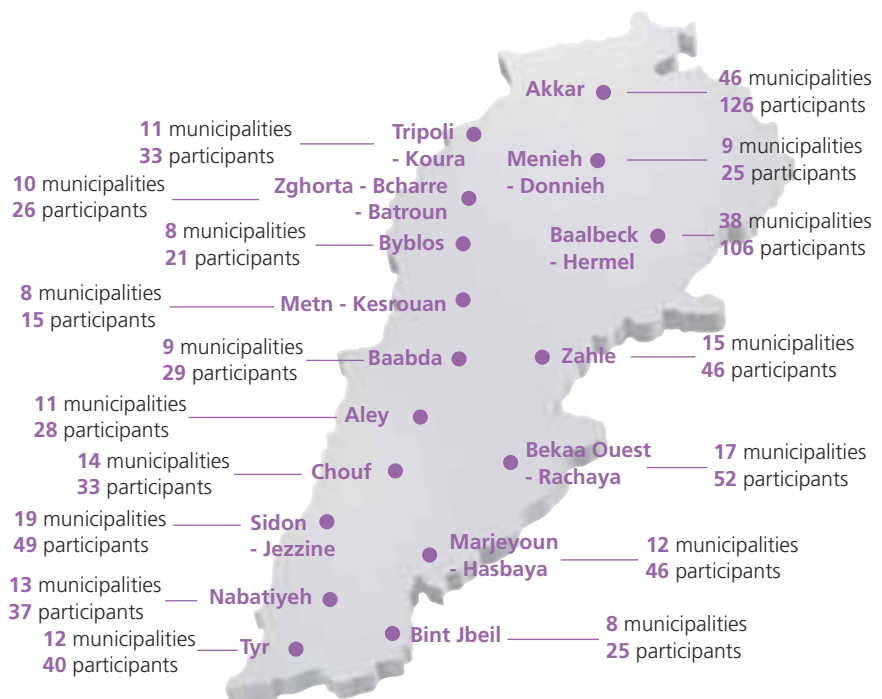
International organizations have accounted for more than 1.1 million individuals having fled to Lebanon due to the current events in Syria and Iraq. This demographic exodus, which is considered the biggest in the history of complex emergency cases, is weighing heavily on municipal resources as well as on human and logistical capacities.

In their current legal and regulatory context, the question as to whether municipalities have the capacity to play a developmental role and be active partners in crisis management has become central.

In this regard, the Ministry of interior and Municipalities and the Ministry of Social Affairs have collaborated, in 2016-2017, with the Institut des Finances Basil Fuleihan for the implementation of a project, “Capacity-Building for Municipalities on Good Local Governance - Irada Baladiya”. The project, which was supported by the UNDP, trained 737 heads of municipalities and elected members of municipal councils as well as finance officers in 260 municipalities on Public Financial Management and development planning, in regions that are most vulnerable to displacement.

The project produced reports on the situation of municipalities and their current financial practices, and permitted the establishment of an electronic knowledge platform, in cooperation with different stakeholders, administrations, ministries, donors and experts: [www.iradabaladiya.org](http://www.iradabaladiya.org).

- 260** participating municipalities
- 737** participants
- 281** heads and vice-presidents of municipalities
- 70** female participants
- 27** workshops
- 95%** satisfaction rate



## Statistical Report on Obstacles to Local Development

This report presents the main obstacles as well as the prerequisites for local development. It was prepared in collaboration with the Consultation and Research Institute and was based on a questionnaire administered to 250 heads and members of municipalities in areas affected by the Syrian refugee crisis.

## Renewed Cooperation with the UNDP

The IoF had already implemented, in 2010-2011, a training program for the municipalities on topics related to municipal law, PFM and local development in cooperation with the UNDP. Capitalizing on the results of this previous training program, the IoF partnered with the UNDP for the implementation of the **"Irada Baladiya"** project.

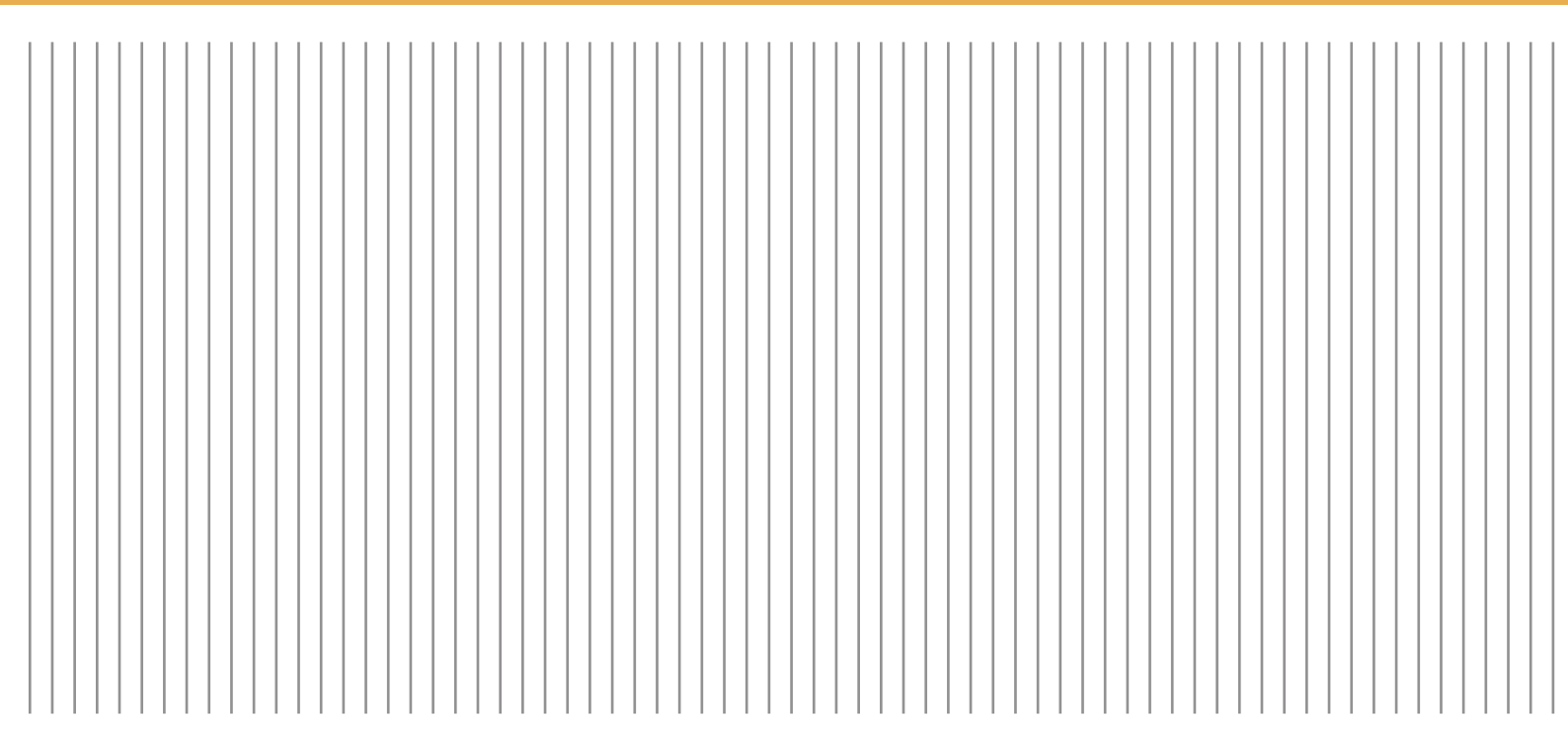
## Tribute to the Trainers

28 trainers and experts contributed to the success of the **"Irada Baladiya"** project and enriched the training content with their valuable experiences. The experts worked on updating the training material so that it is adapted to the specificities of every geographical region. Thanks to their efforts, 95% of beneficiaries were satisfied with the program.

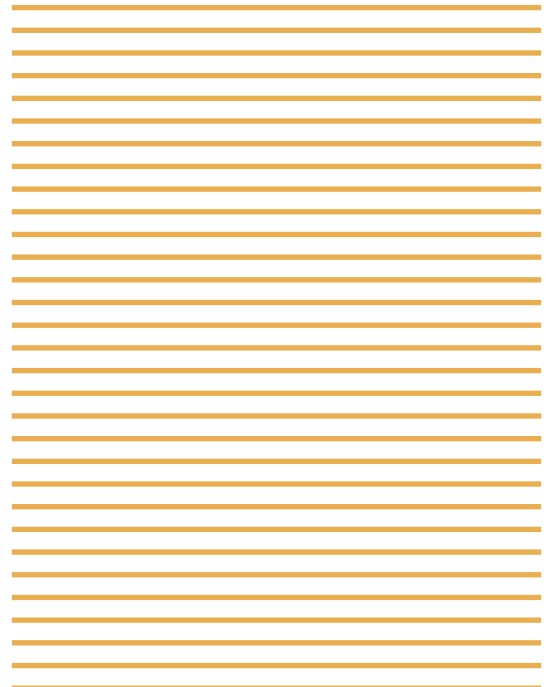
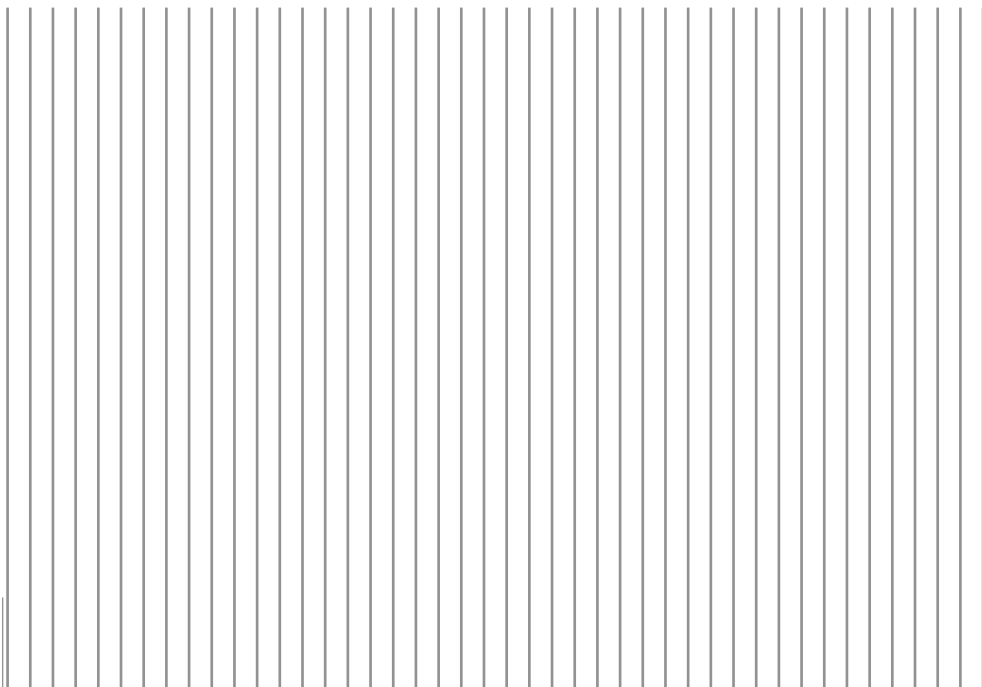
## "Irada Baladiya" in the Media

The Irada Baladiya project was covered by the media with 3 TV programs, 3 radio-transmitted interviews, and 11 newspaper statements dedicated to the project.





# Capacity Building for the Directorate of the Cadastral and Land Registry





# Capacity Building for the Directorate of the Cadastre and Land Registry

The Ministry of Finance grants cadastre and land registry affairs a priority as they are essential components in the lives of citizens as well as for economic development.

Under the slogan **"Your Real Estate is Close"**, the Cadastre offices were expanded to cover all of Lebanon, and all cadastre and land registry activities were digitized. A number of electronic services were also developed in view of facilitating procedures and improving communication with citizens. The IoF supported this initiative through capacity development and the translation of the directives of the Directorate of the Cadastre and Land Registry into administrative and technical training programs. It also participated in the discussions for the planning of future development projects with the World Bank, and served as a contact point alongside the Directorate of Geographical Affairs of the Lebanese Armed Forces.

## 126 participants in workshops on standardizing procedures in cadastre and real estate

### 35 Notaries

Meetings to discuss the major challenges faced by notaries in Lebanon along with recommendations for improvement.

### 70 Topographers

An integrated training project on the "Use of GPS in Topography", in close collaboration with the Lebanese Army, the Directorate of Education, and the Directorate of Geographical Affairs.

### 21 Cadastre Officers

A series of workshops on the unification of applications in the presence of the Director General of Cadastre and Land Registry.



## The Notaries in Workshops on the Financial and Real Estate Dimensions of their Functions

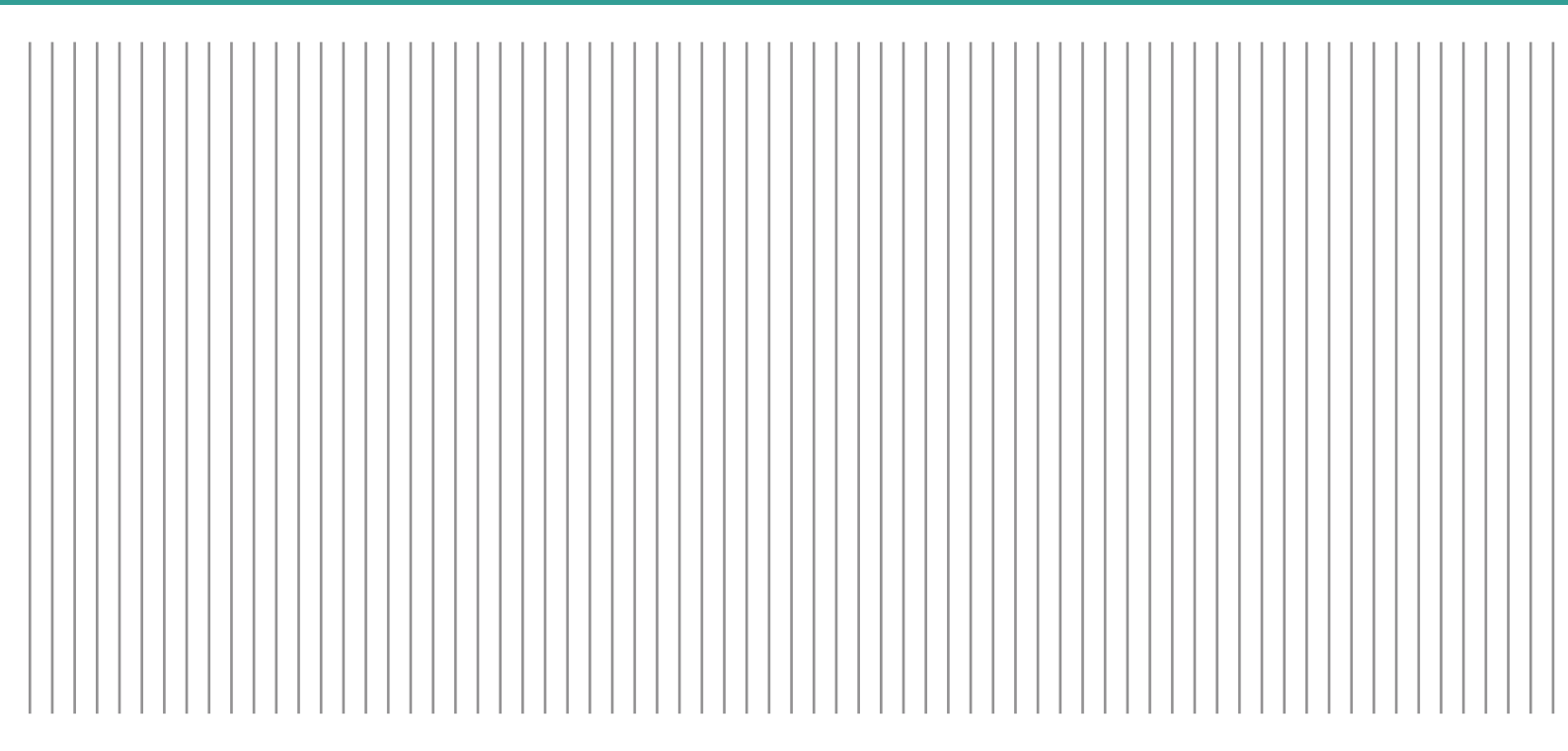
The IoF collaborated with the Council of Notaries and with the competent directorates of the MoF for the preparation and organization of a series of workshops under the title of “The Financial and Real Estate Dimensions of the Notaries’ Work in Lebanon”. The objective of these workshops is to discuss challenges related to the notaries’ profession in what relates to tax and financial obligations. The first workshop was held in the last quarter of 2017, while the program is expected to be implemented throughout the country in the first half of 2018.



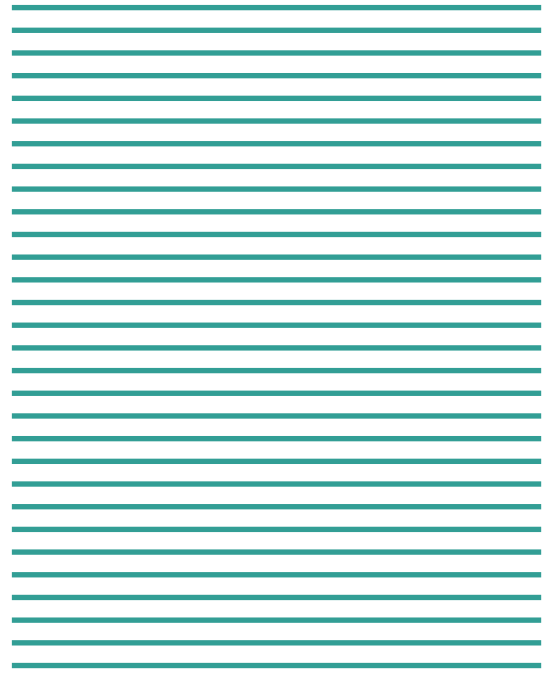
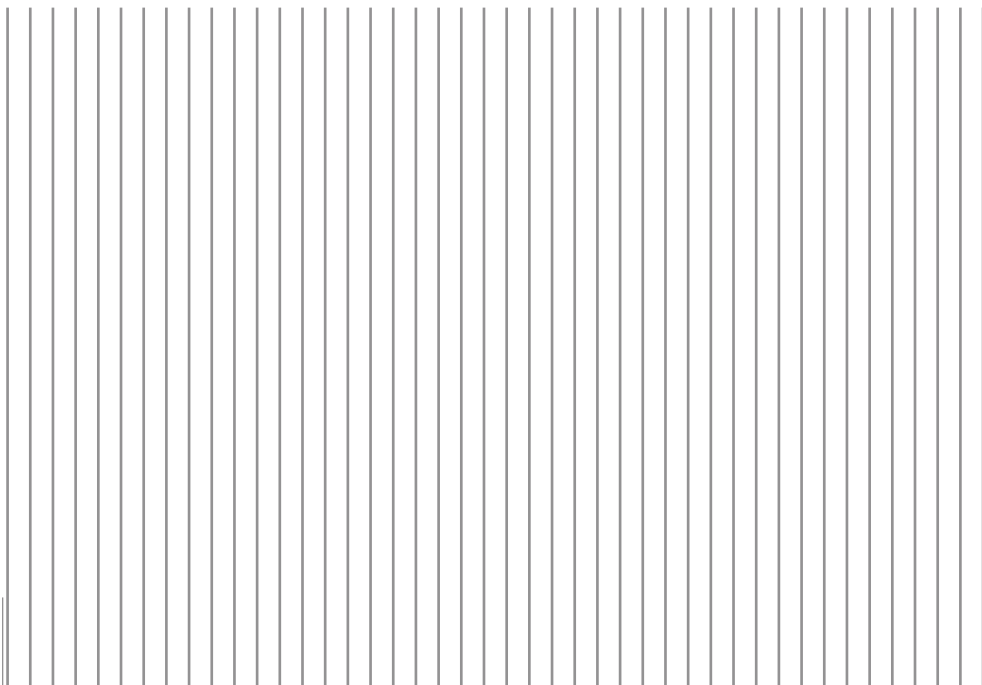
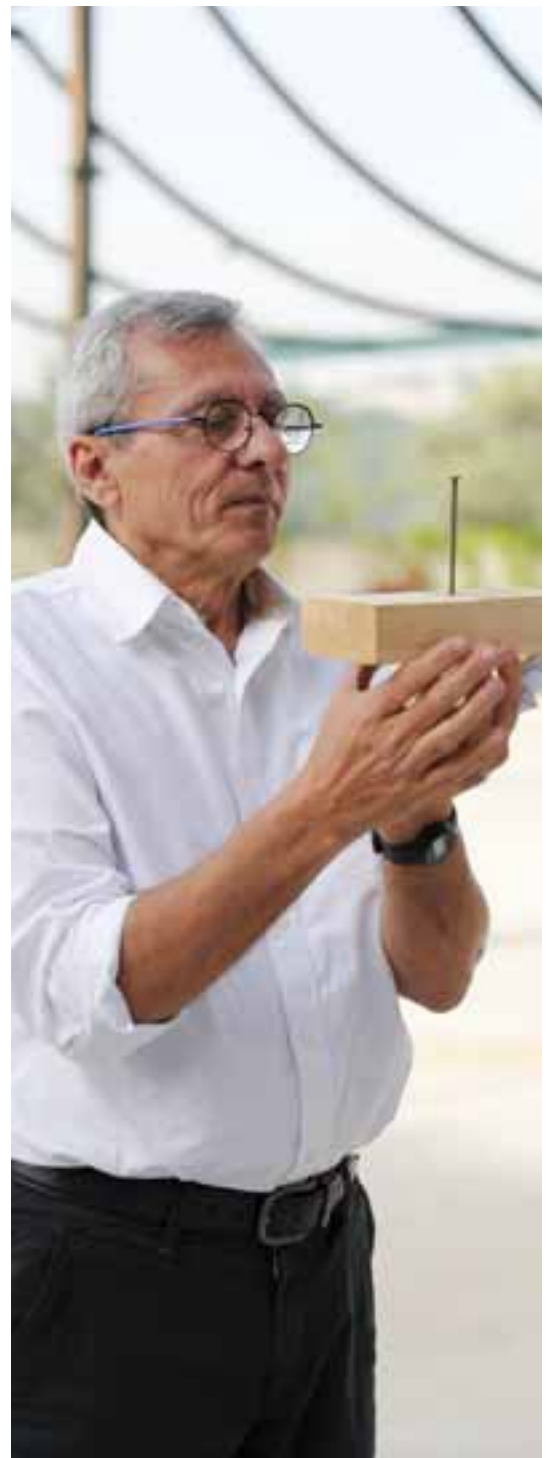
## Land System Update Project

The Institut participated, alongside the Directorate of the Cadastre and Land Registry, in meetings with the World Bank that aimed to develop the components of the land system update project in Lebanon. The meetings focused on regulatory and institutional development, capacity building, and project management. The project will be implemented over 5 years and will allow Lebanon to update the Cadastre and Land Registry system and facilitate access to data related to land ownership and geospatial information.





# Régie des Tabacs et Tombacs



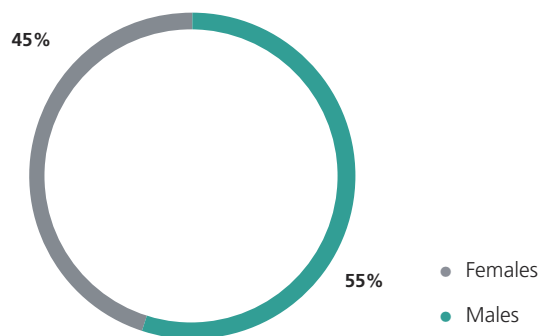
# Régie des Tabacs et Tombacs

Tobacco revenues constitute 7.5% of the total revenues of the State. The Régie des Tabacs et Tombacs works on improving management and increasing its productive capacity.

For the fifth consecutive year, the Régie has collaborated with the Institut on setting an action plan, including the training calendar, and the technical assistance program, that align with the orientations of its institutional development plan.

This fifth year witnessed the adoption of new training methods, tools and means for assessing competencies and measuring the training Return on Investment (RoI). It also witnessed the extension of a package of consultation and coaching services which contribute to the development of individual and institutional performance.

- 82%** activity calendar completion rate
  - 25** activities
  - 285** beneficiaries
  - 23** training programs
  - 2** coaching programs
  - 3** advisory projects
  - 1** technical assistance programs
- support in the preparation of a regional meeting for the Régie administrations in the region



## Beneficiaries by Activity Subject

Activity	Number of Activities	Number of beneficiarie
Civil Service and Change Management	13	181
Accounting and Audit	4	32
Language	3	42
Learning and Development	3	3
Public Procurement	1	3
Customs	1	11

### Technical Assistance

Project on the development of the Public Relations Department:

- Review of the department's functions;
- Drafting of a strategy for public relations that fits institutional orientations;
- Training programs on the foundations of public relations, etiquette, and communication.

### Consultancy

- Setting a strategy for social media;
- Preparing a training calendar for the HR department;
- Management of stocks and work organization in warehouses and with the procurement department.

### Coaching Services

- Social media skills;
- Management and self-development.



# Régie des Tabacs et Tombacs

## Main Stages of 2017

### Preparation of a Cooperation and Coordination Plan

Working within a clear coordination framework for the programs, convenient for both parties:

- Plan for the preparation, execution and evaluation of a training session;
- Technical assistance plan.

### New Training Methodologies

- New mechanism for determining training needs: tripartite cooperation for the determining of training needs (trainer/expert - the IoF - requesting party from the Régie) and for the planning of training programs;
- New tools, means and methods for determining skills and training follow-up.

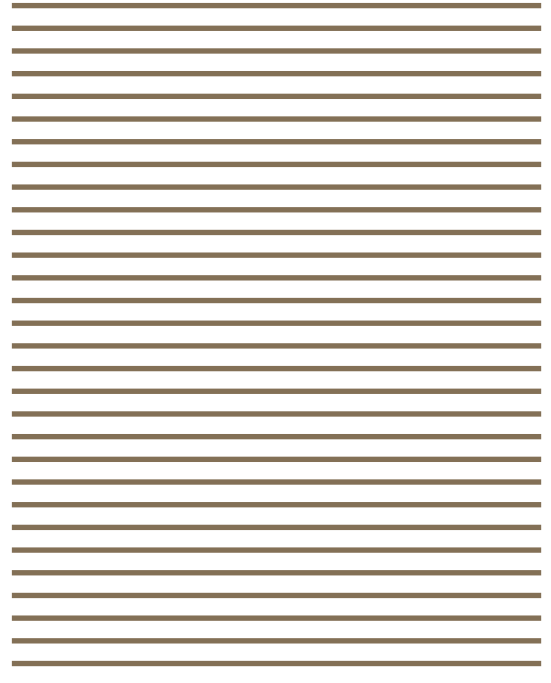
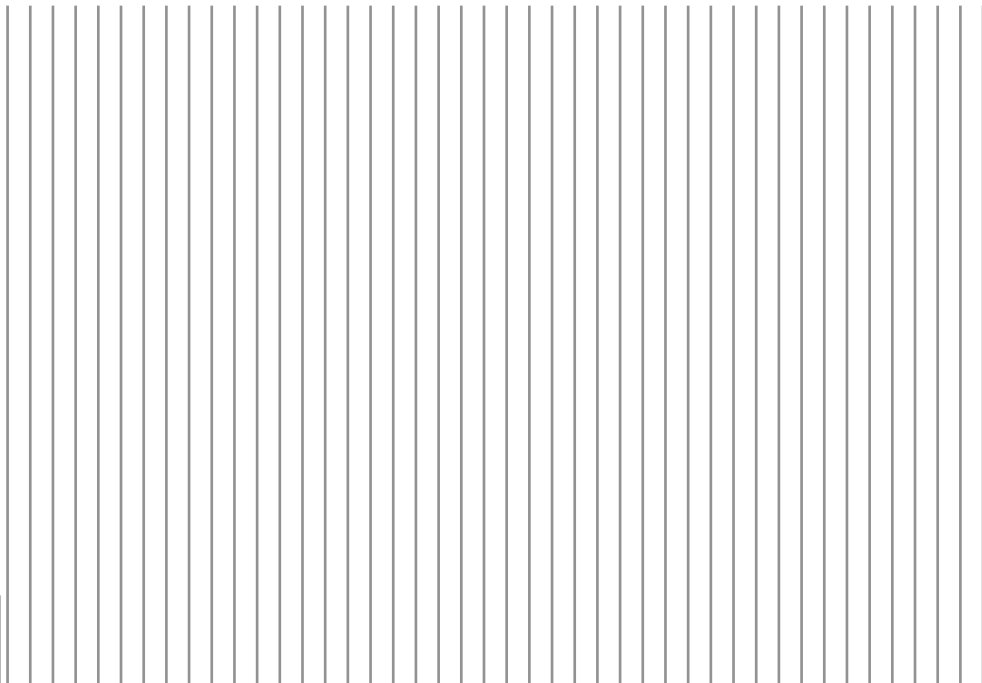
### Diverse Training Activities

- Training calendar;
- Execution of training programs that are specialized and based on specific skills;
- Consultancy services contracts;
- Individual and group coaching for the development of new technical skills.

### Digitization of the Evaluation Sheet

Using new data generation technologies to prepare an electronic evaluation sheet for training programs.

# Learning and Development

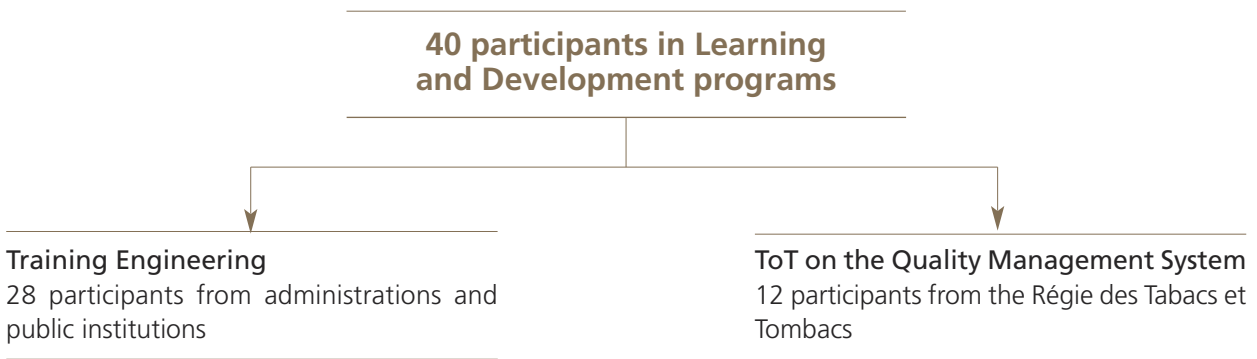




# Learning and Development

In accordance with its commitment to promote continuous learning, the IoF develops on a yearly basis training engineering, Training of Trainers (ToT), active training, and training impact assessment programs. These programs are mainly addressed to HR officers, training coordinators, and the department heads of administrations and institutes, particularly those that are members of the National Training Network.

Throughout 2017, the Institut paid close attention to the inclusion of the competency-based approach in its Learning and Development portfolio, and to the development of distance learnings.



## The Competency Framework

Based on a study of the financial and administrative skills and competencies required from State leaders today, a new vision of the competency-based framework was adopted in the preparation of training plans and programs.

### Introducing the French Experience in Competencies Development



Three Lebanese senior civil servants participated in a study mission to France to learn about the French experience in the development of competencies and training methodologies.



## Development of the Competencies System

The IoF's experience in two local and regional workshops:

- Within the framework of a meeting organized in cooperation with the Observatoire de la Fonction Publique et de la Bonne Gouvernance of the Saint-Joseph University and the Ecole Nationale d'Administration, the IoF discussed a proposal for a competency framework for senior civil servants which could amend recruitment and training plans in the coming years.
- The IoF presented its experience in the preparation of a general competency framework at the regional workshop on competency development organized by the ESCWA in collaboration with the Council of Civil Servants of the State of Palestine, and the Civil Service Council in Jordan. The presentation shed the light on the importance of competencies in the preparation of training plans and programs in view of improving performance in Public Financial Management.



# Learning and Development

## Training Return on Investment

In the course of this year, the IoF developed a specialized certificate on Training Return on Investment, based on the International Jack Phillips approach, aimed at measuring training objective achievement and institutional value-added and assessing training efficiency. The program was attended by 12 MoF employees who practiced evaluation methods, data collection approaches, and fiscal analysis. By the end of the program, 3 application projects were selected and are expected to be launched early next year. They are expected to contribute to the evaluation of financial and non-financial returns on investment that will eventually be published in the form of case studies.

- **First Project - Public Finance Directorate**  
Measuring the training impact of audit methods on tax compliance.
- **Second Project - Régie des Tabacs et Tombacs**  
Measuring the impact of planning and management training on quality development - at the Régie factory in Hadath
- **Third Project - Institut des Finances Basil Fuleihan**  
Measuring the return on investment of IT training



## Distance Learning

This year, partners and experts presented to us their experiences and the challenges they faced in the adoption of e-learning. Some e-learning programs, initially devised by partner institutions, were also revised.

### Structuring Distance Learning

- The IoF participated in the development of a distance learning program for planning, overseeing, and evaluating training plans in cooperation with the French National Center for Regional Public Service (CNFPT). The program included 4 detailed methodologies. Cooperation will continue for content development and its incorporation in the joint training plan for 2018.
- The IoF also contributed to the preparation of some of the content for the distance learning program “**Le sens de l’action publique**” prepared by the French National Center for Regional Public Service, and encouraged Lebanese senior civil servants to participate in this program.



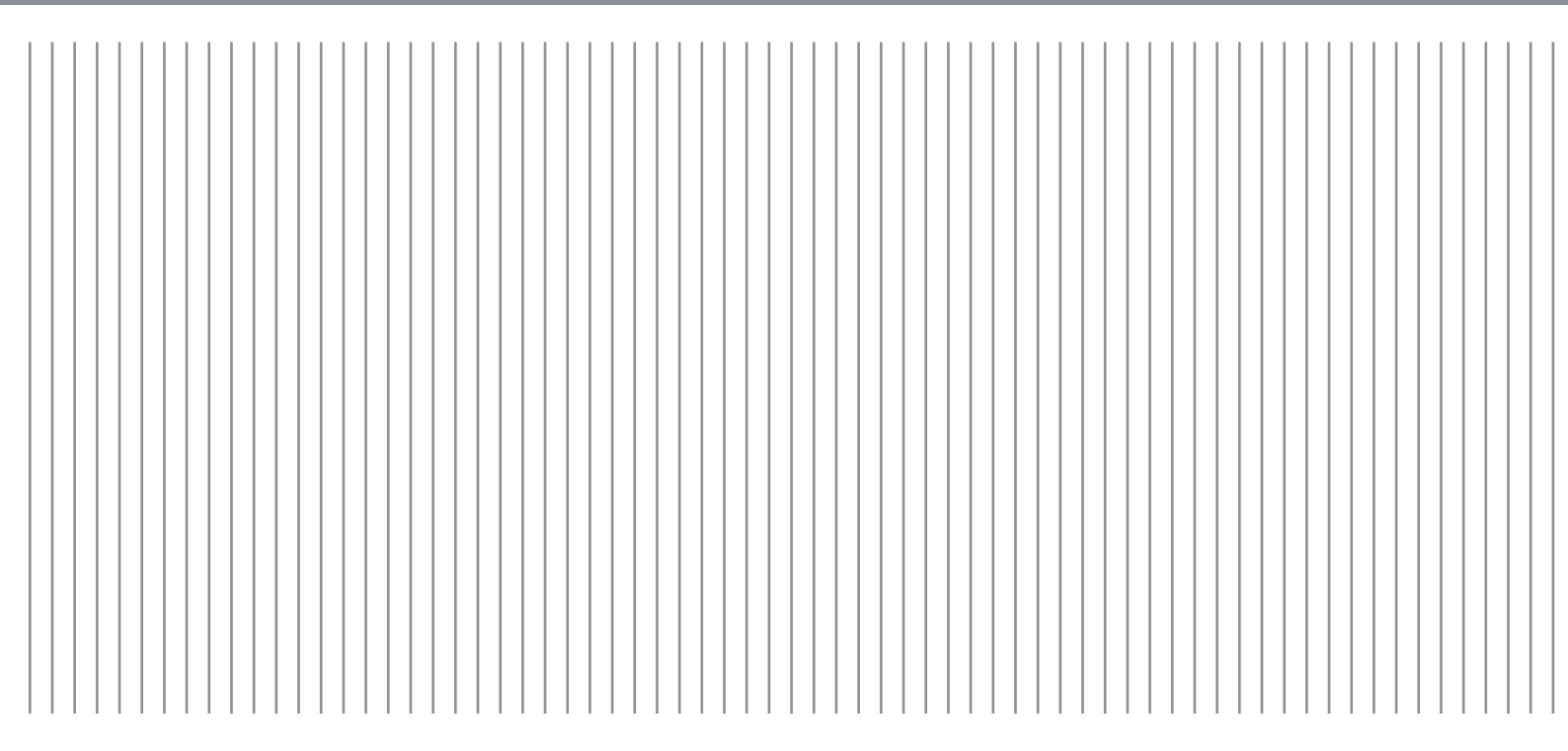
### Workshop on Digital Education “Opportunities and Challenges”

A group of 28 officers and members of the National Training Network participated in a workshop that shed the light on the importance of the use of IT in learning, and that presented good practices and challenges pertaining to the digital world.

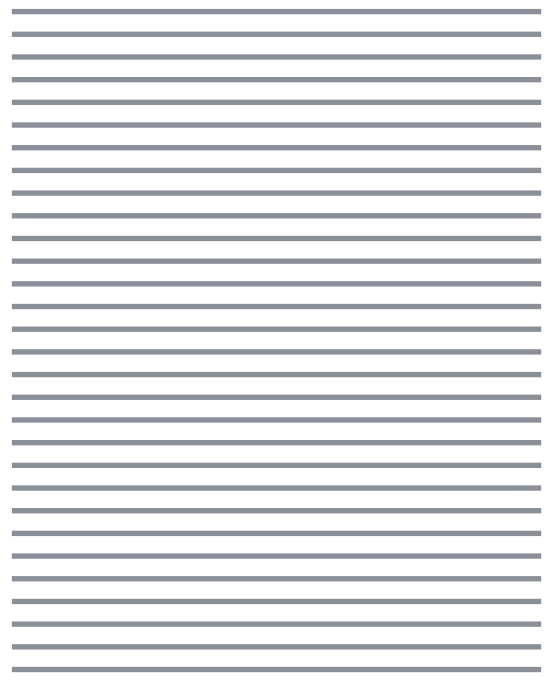
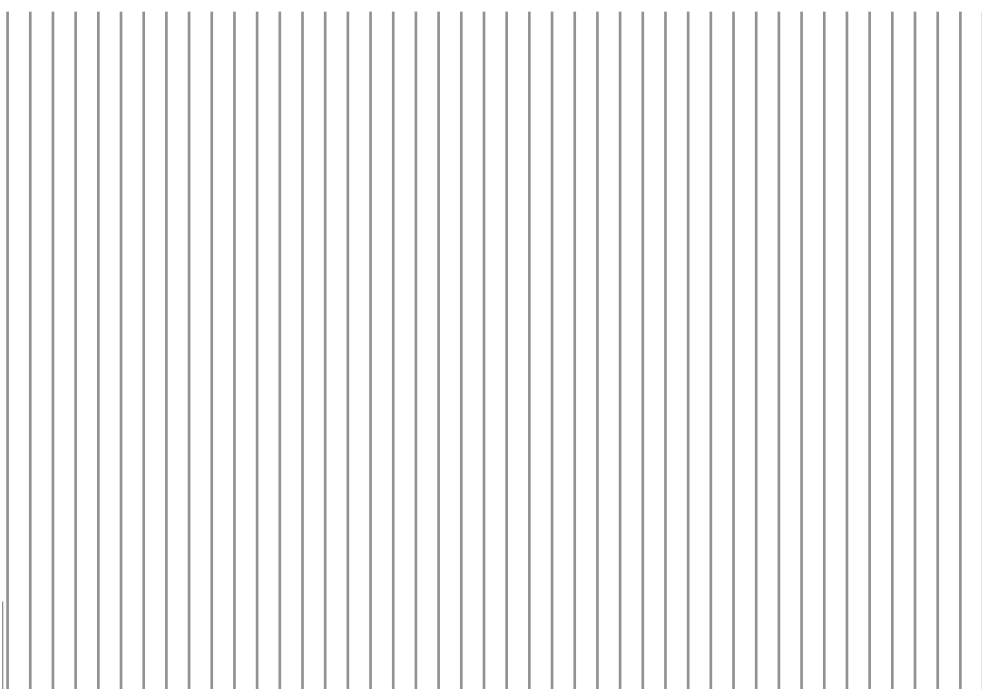


### Meeting on “Learning Differently”

A meeting on the margins of the French book fair presented the experience of the Lebanese Alternative Learning (LAL) - “**a chalk**”, as well as the experience of the French National School of Administration (ENA).

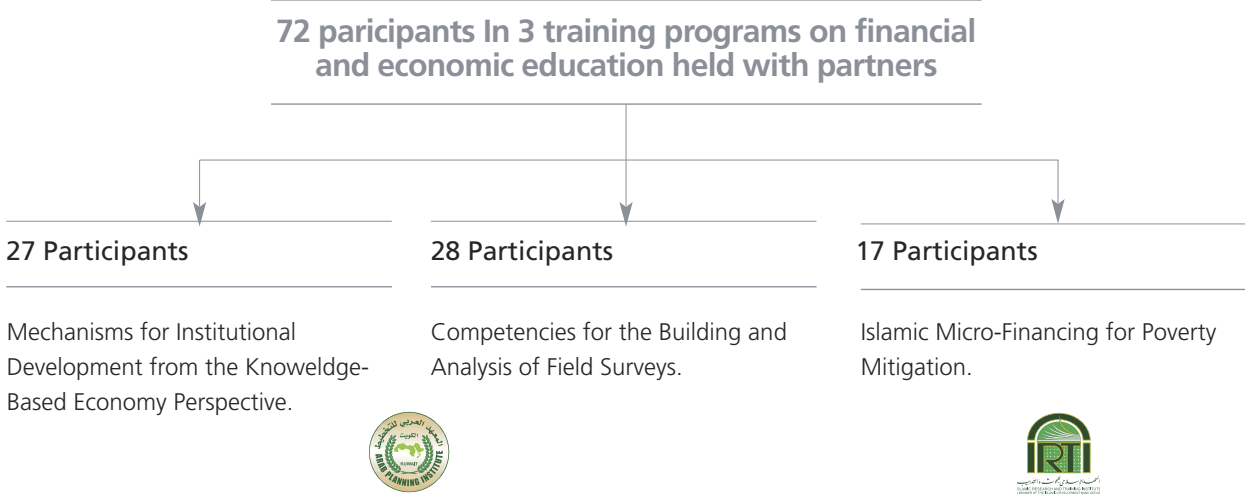


# Economic and Financial Education



# Economic and Financial Education

Through its training programs, the IoF seeks to meet the needs of civil servants in what relates to economic and financial education.



## Mechanisms for Women Empowerment and the Promotion of their Role in Development

A group of 35 female officials from the public sector, including judges, programme and project coordinators, as well as heads of departments in public administrations and institutions participated in this program, where policymaking for empowerment as well as problems related to the situation of women were discussed.



## Financial Education and the Youth

The IoF organizes periodic activities dedicated to the youth, in coordination with universities, and with the aim of promoting financial and economic knowledge as a life skill so as to help the youth better understand the concepts of public and private financial management. In 2017, several new knowledge tools were developed, including educational games and educational guides, which received positive assessments by both students and teachers in meetings at the Institut, in book fairs, and at universities.

### 210 young men and women

The annual program included a series of workshops targeting the Lebanese youth and outlining the tasks of the MoF and the tax system in Lebanon. The program also included an introduction to taxpayers' rights and obligations, in addition to some educational games on public and private financial management.

University	Number of Groups	Number of Students
AUST	2	17
Balamand University	1	17
MUBS	1	7
LOYAC	1	10
Lebanese University	2	100
Islamic University - Baalbak	1	14
Saint Joseph University - Faculty of Political Sciences	1	1
AUCE	1	16
Saints-Coeurs College - Ain Najm	1	26
<b>Total</b>	<b>12</b>	<b>210</b>





# Economic and Financial Education

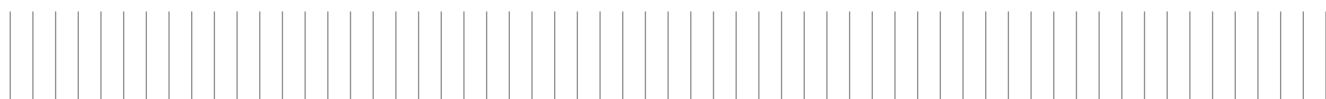


## Interns at the IoF

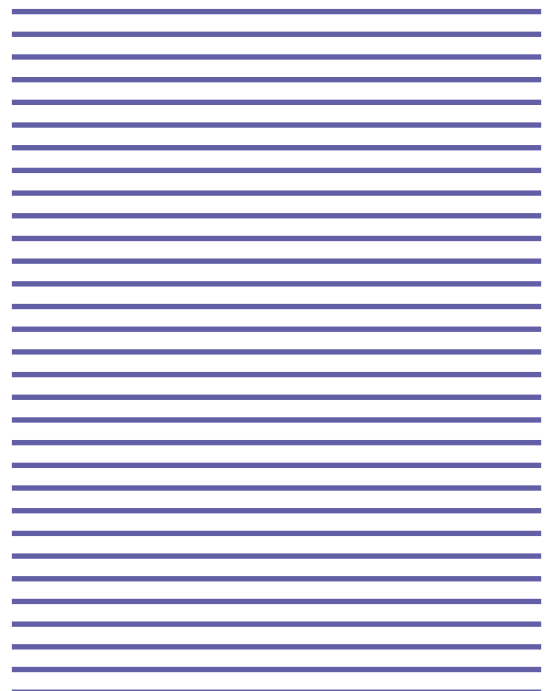
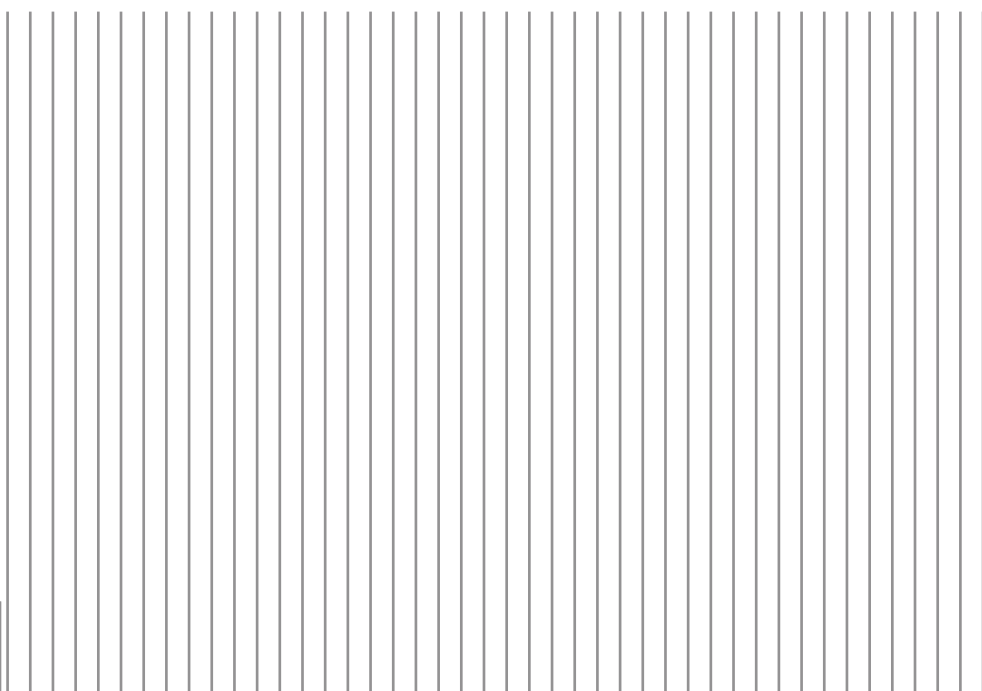
A group of 9 male and female students from Lebanese and French universities conducted, in the course of their academic holidays, internships that lasted between one and three months. They contributed to ongoing projects and acquired new skills in research, analysis and operations management.

## The Big Bank Challenge

This interactive educational game that aims at presenting banking services and products was prepared in cooperation with FiWi and Fransabank. The game was launched at the French Book Fair and the Beirut International Arab Book Fair, where it drew the interest of both youth and teachers.



# Civil Service and Change Management



# Civil Service and Change Management

Competencies, professionalism, and the ability to adapt to change are at the heart of efficient modern management. Every year, the Institut organizes a series of training programs through which it seeks to develop the administrative and leadership skills of trainees and their capacity to accompany change.

## Programs Implemented in Support of Change Management Capacities at the Ministry of Finance

### 3 Training Programs for Ensuring an Interactive and Dynamic Climate at Work

- **Conflict Management**  
Developing Capacities for Conflict Prevention and the Practice of Cooperative Resolution;  
17 participants.
- **Communication Skills**  
Concepts and Basic Tools for Effective Communication Based on Interactive Analytical Approaches;  
19 participants.
- **Team Building**  
Promoting Communication Between Members of a Groups, Developing Trust, and Mastering Positive Communication Skills;  
13 participants.

### 84 Participants in Skills and Self-development Training Programs

- **The Art of Speech**  
Mastering Speech Preparation, Persuasive and Effective Communication;  
11 participants.
- **Preparation of Administrative Correspondences**  
Mastering the Preparation of Administrative Texts and the Use of Adequate Language and Administrative Formulations;  
62 Participants.
- **Eloquence and Voice Control Techniques**  
Practical Exercise for Voice and Stress Control in Front of an Audience;  
11 participant.

### Dealing with a Changing World: A Change We Manage or a Change that Manages Us?

In preparation for digitization and procedure simplification projects at the Directorate of the Cadastre and Land Registry, a workshop was organized for 13 heads of topography departments and assistant cadastre officers. The workshop revolved around the various dimensions of change and the means to encourage staff members to accompany global developments.

## Managing Change at the Regie des Tabacs et Tombacs



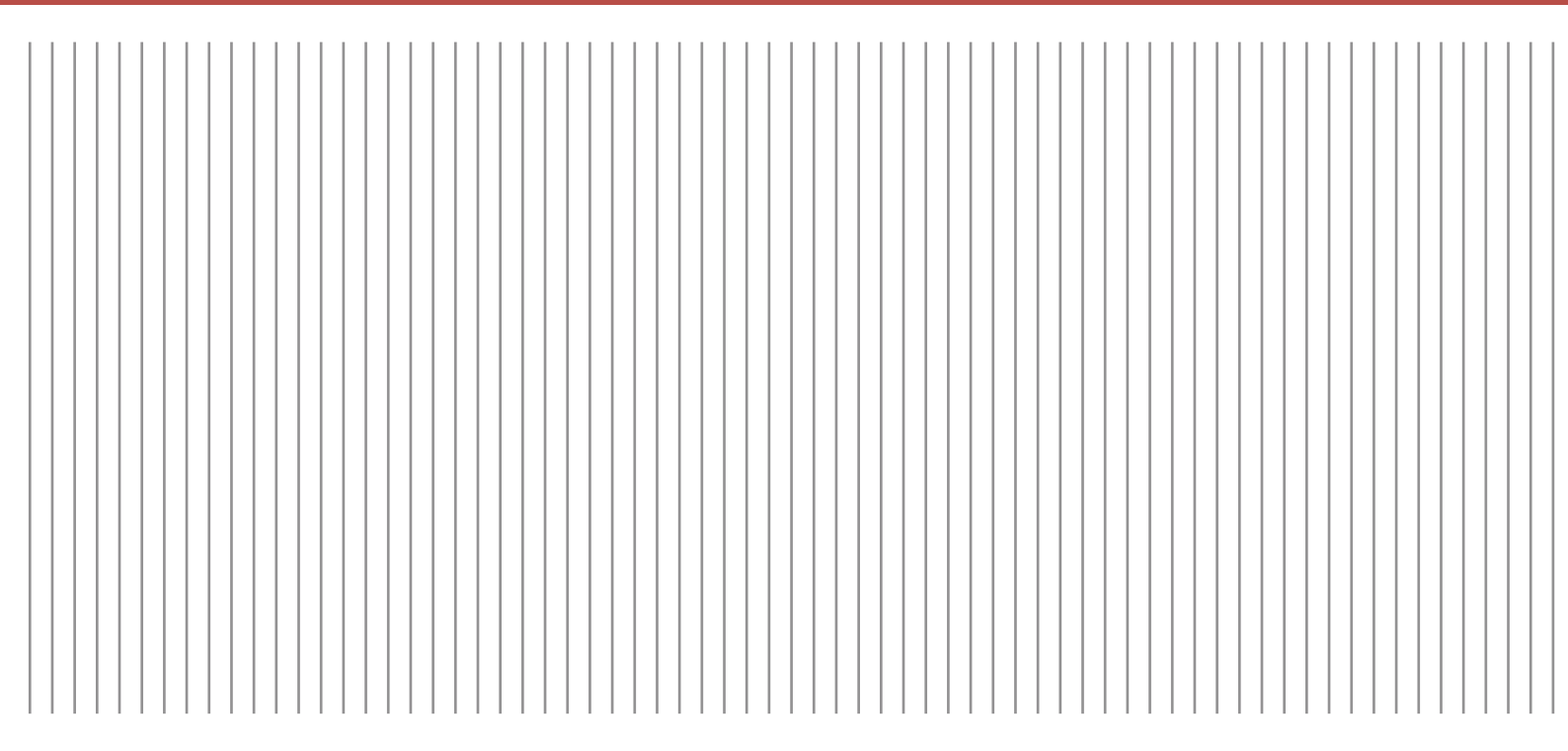
### The Annual Meeting of the Senior Staff of the Regie des Tabacs et Tombacs

Every year, 36 senior staff members of the Régie meet to discuss the latest orientations as well as the current challenges and future needs of the Régie. The 2017 meeting focused on leadership and administrative self-assessment in preparation for the design of specialized training programs.

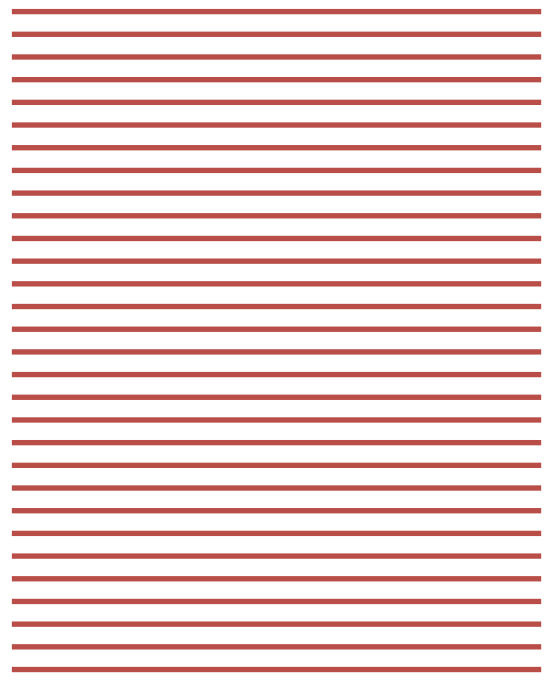
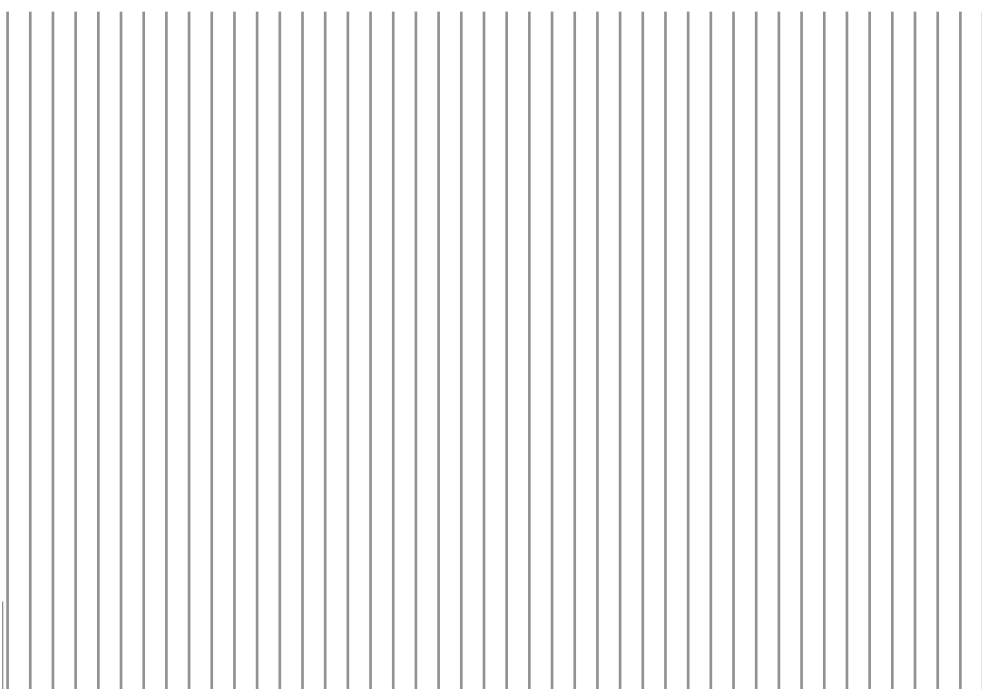
### Transfer of Best Practices in Change Management through International Knowledge Networks

- The IoF participated in the meeting of the Board of the **International Association of Schools and Institutes of Administration**, an international association that undertakes research and issues recommendations on the challenges of public administrations and the changing role of the State.
- The IoF participated in the annual meeting of the **Gender Diversity and Governance** around the Mediterranean network, as well as in the Conference on **Indirect Discrimination in the Public Service**.





# IT and Language Skills



# IT and Language Skills

Language and IT skills are essentials in the toolbox of every public sector employees. Language sessions organized in close cooperation with the French Institute and AMIDEAST hosted 230 participants, while IT programs welcomed 47 trainees.

## Languages skills

### Participants in Language Courses

Activity	Number of Sessions	MoF	Lebanese Administrations	Total
English Language Program - Placement Test	1	64	-	64
English Language Program (Elementary Level 3A) - Focus on Grammar	1	22	-	22
English Language Program - Intermediate Level	1	16	-	16
English Language Program - Beginner 2B	1	18	1	19
English Language Program (Elementary Level 3B) - Focus on Grammar	1	28	-	28
English Language Program (Intermediate level 4A) - Business English	1	18	-	18
English Language Program - Elementary Level 3A	1	13	1	14
English Language Program - Intermediate Level 4B	1	16	-	16
Drafting and Presenting a Speech in French	1	14	19	33
<b>Total</b>	<b>9</b>	<b>209</b>	<b>21</b>	<b>230</b>



## Drafting and Presenting a Speech in French

A group of 33 employees were trained on how to write and pronounce a professional speech in French.

## La Dictée des Finances Competition

On the occasion of the Francophonie month, 140 participants took part in the competition: La Dictée des Finances en Français. The theme was **"Our Dear Taxes"**, and the text was read by journalist and professor Nada Chaoul.



## Le Mot d'Or de la Francophonie

In partnership with the Agence Universitaire de la Francophonie, the IoF contributed to the promotion of this competition, hosted its written test, and participated in its jury. This competition aims at encouraging the use of the French language in the business world. This year, 116 young people and professionals from both public and private sectors participated in the competition.



# IT skills

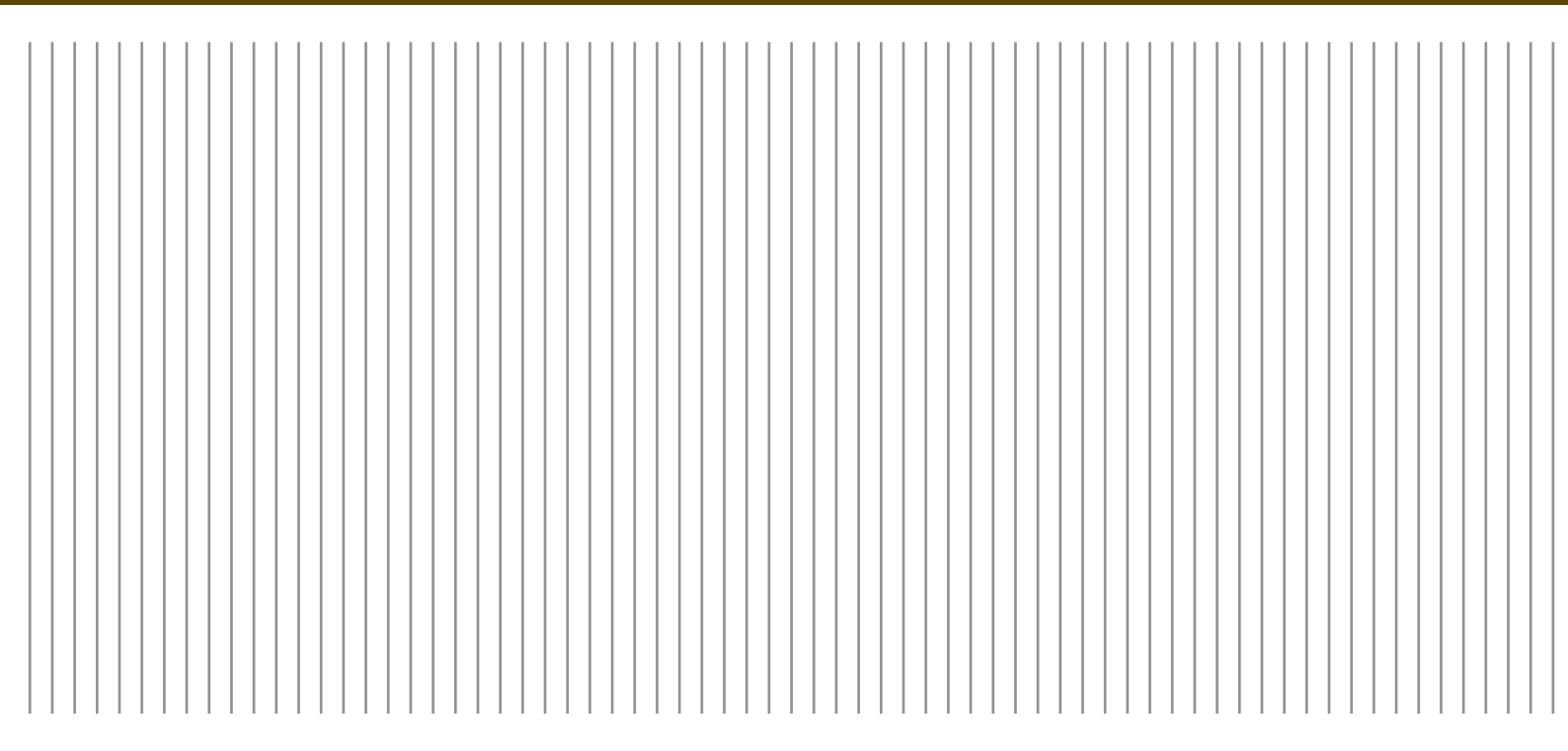
## Participants in IT Courses

Activity	Number of Sessions	MoF	Lebanese Administrations	Total
Word Processing 2010 - Intermediate Level - First Group	1	6	-	6
Word Processing 2010 - Intermediate Level - Second Group	1	-	12	12
Word Processing 2010 - Advanced	1	-	11	11
Excel 2010 - Intermediate	1	11	-	11
Outlook 2010 - Beginners	1	7	-	7
<b>Total</b>	<b>5</b>	<b>24</b>	<b>23</b>	<b>47</b>

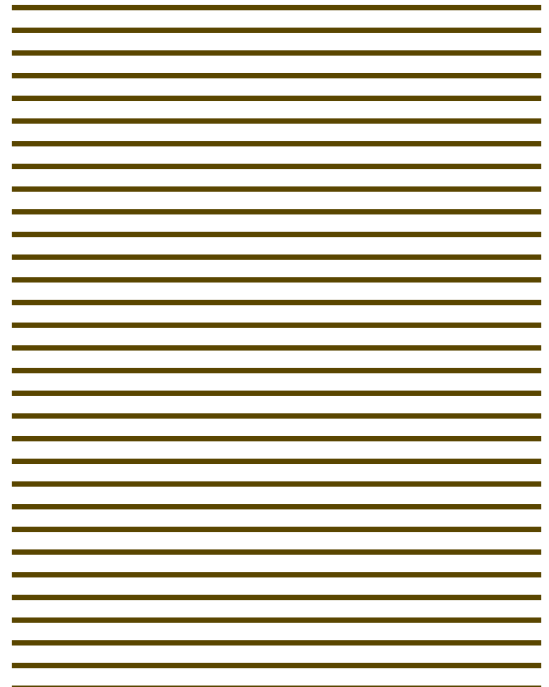
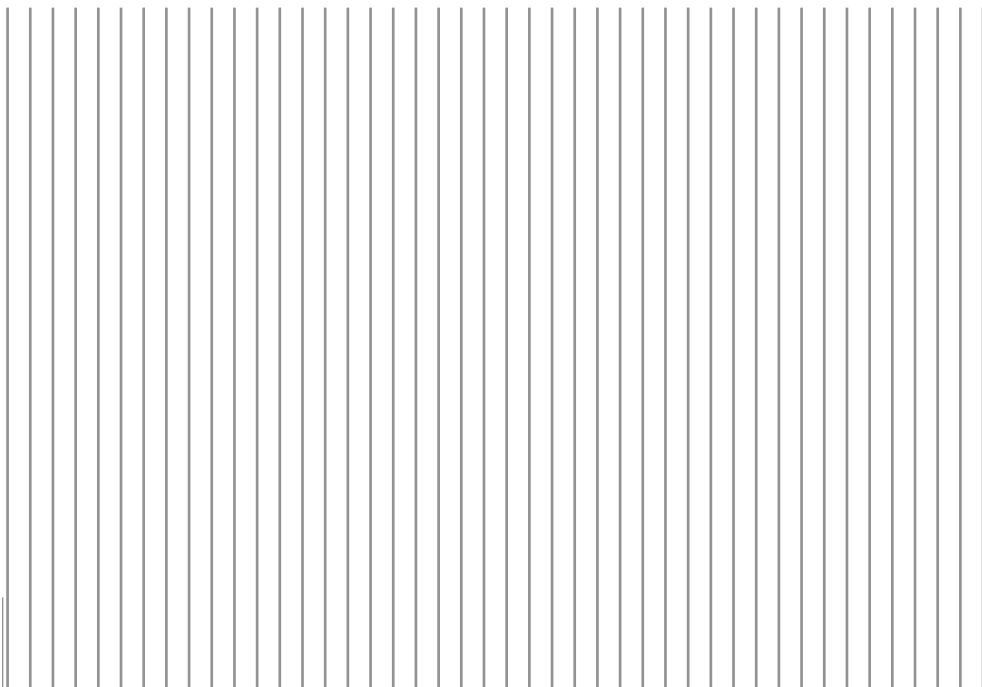
## IT Training Program for the Staff of the Civil Service Council

A group of 12 staff members of the Civil Service Council participated in two sessions on the use of Word processing programs.





# Cooperation and Partnership Building



# Cooperation and Partnership Building

The IoF seeks to develop strategic local, regional, and international partnerships to support national training needs and the modernization projects at the Ministry of Finance. These partnerships, achieving complementarity with national and regional institutions, contribute to the transfer of international knowledge and expertise.

It also works on building knowledge bridges at the bilateral, trilateral and multilateral levels, and attracting technical and financial resources to support the Institut's activities and institutional needs.



## Cooperation in Figures

- 3** new partnerships with regional training institutes
- 3** official delegation visits from Arab countries
- 4** meetings held to examine the future prospects of the GIFT-MENA network
- 32** participants from 11 training institutions in 11 Arab countries at the General Assembly of the GIFT-MENA
- 6** partnerships with French NGOs
- 12** French expert visits to discuss bilateral and multilateral cooperation programs
- 2** specialized study missions in France
- 8** participants in 6 meetings and training programs in France
- 6** activities of regional and international networks to which the Institute participated
- 1** new knowledge network joined

### **Inter-Arab Cooperation**

The Institut consolidated its bilateral cooperation with the institutes of finance and the governmental training institutions of Arab countries, particularly those of Morocco, Palestine and Kuwait. As the permanent Secretariat of the GIFT-MENA Network, it supervised two studies aimed at reviewing the activities of the network, its performance, approaches and methods of management, as well as the proposal for institutional orientations that ensures its continuity and the development of its services.

### **Cooperation with France**

The privileged cooperation with French institutions was pursued through the expansion of initiatives and activities, as well as through expertise missions and technical assistance. New means and mechanisms of cooperation that meet the orientations of the MoF were also examined.

### **Official Delegation Visits**

The IoF received 3 official delegation visits from Arab countries, namely those of the Minister of Public Service Reform in Morocco accompanied by the Ambassador of the Kingdom of Morocco in Lebanon, the Secretary General of the Higher Council for Planning in Kuwait, and the delegation of the Palestinian Institute for Public Finance and Taxes.

The IoF received the UNDP Director in Lebanon, the current director of French Development Agency (AFD) in Lebanon, and a delegation from the ESCWA.

### **New Cooperation Perspectives**

New partnerships were developed in 2017 in view of implementing joint programs and preparing for cooperation initiatives throughout the coming year, particularly with the Higher Council for Privatization and Partnership, the Observatoire de la Fonction Publique et de la Bonne Gouvernance of the Saint Joseph University, the AFD, the Dutch Embassy in Lebanon, the CNAM in France, the European Bank for Reconstruction and Development, UK Aid, the Chartered Institute for Public Finance and Accountancy (CIPFA), and Public Administration International (PAI).



# Cooperation and Partnership Building

## Appointment of the Director as a Member of the UN Committee of Experts on Public Administration (CEPA)

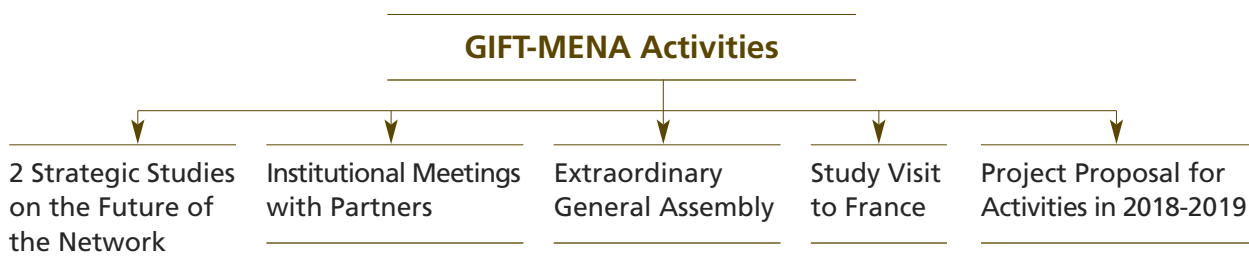
The Director of the IoF was appointed as a member of CEPA by the UN Secretary General for the 2018-2021 period. This appointment strengthens the position of Lebanon internationally as it allows for the presentation of recommendations for the promotion and development of public administration in light of the adoption of Agenda 2030. The Committee is composed of 24 experts from all regions, who meet every year at the UN HQ in New York.



## The GIFT-MENA Network

As the permanent Secretariat of the GIFT-MENA Network, the Institut des Finances Basil Fuleihan prepared two strategic studies, the first presenting recommendations for the development of the activities of the Network, and the second drawing a strategic proposal for mobilizing resources. The latter is a legal study offering institutionalization choices and portraying their impact on the Network's structure and governance. Both studies were discussed during the extraordinary assembly held in Salala in August 2017.

Based on the recommendations of both studies and in collaboration with the French Ministry of European and Foreign Affairs, the Secretariat presented a perspective for the institutionalization of the network and of the targeted activities for 2018-2019.



## The General Assembly of the GIFT-MENA Network in Salala, Sultanate of Oman

The Chamber of Commerce and Industry of Oman at the Governorate of Zafar in Salala hosted, in August 2017, the General Assembly of the Network. It was attended by 50 directors and senior officials from 11 training institutes and 11 Arab countries, and representatives from 5 regional and international partner organizations.

The General Assembly was held in collaboration with the Arab Institute for Planning in Kuwait and the French Ministry of European and Foreign Affairs, and addressed the results and recommendations of the two strategic studies.

The General Assembly was an opportunity to present the achievements of the Network in the course of the last decade, to discuss the challenges faced at the regional level and that of South-South cooperation, and to exchange experiences among institutions.

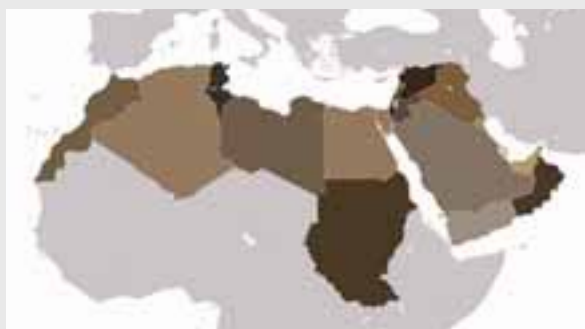


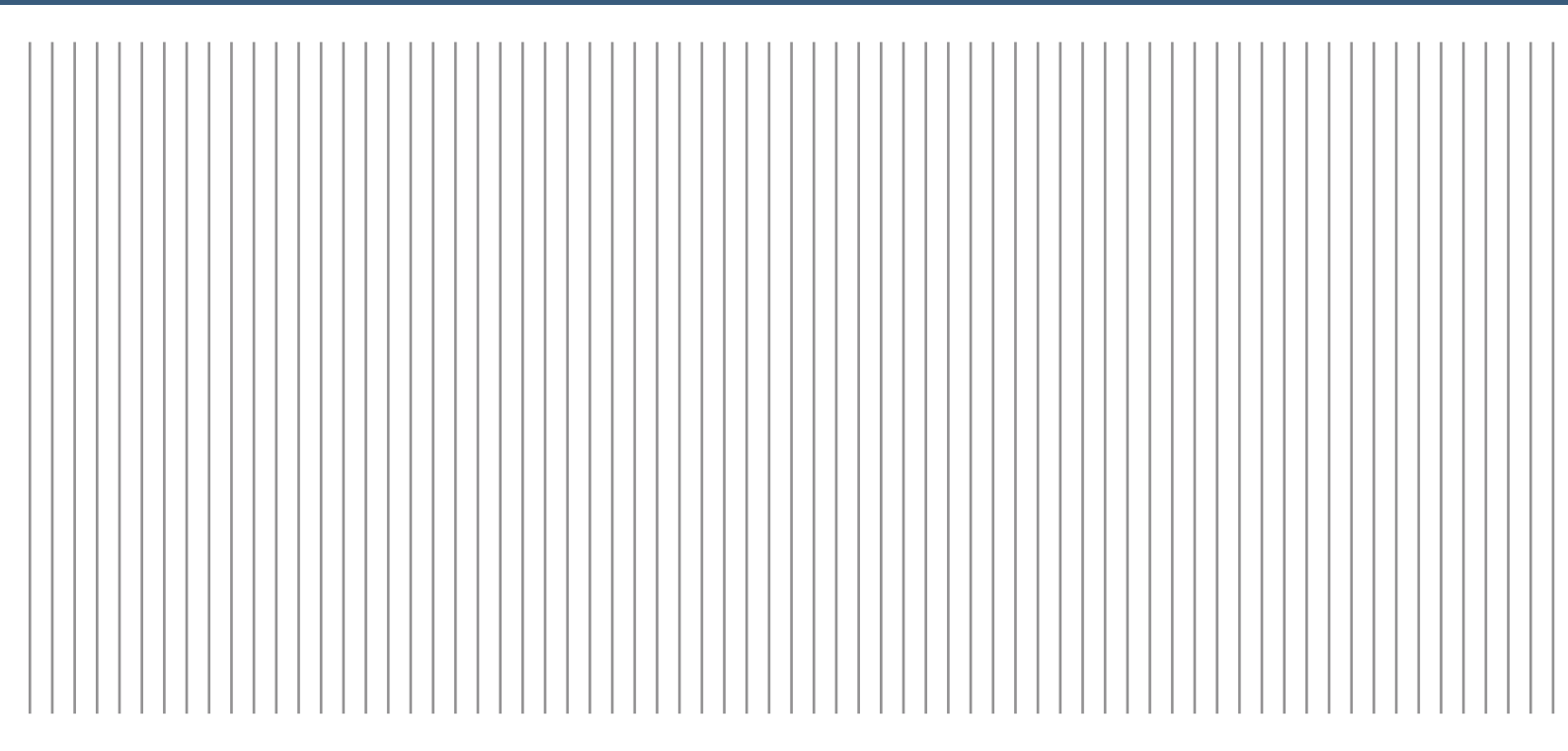
## The GIFT-MENA Network



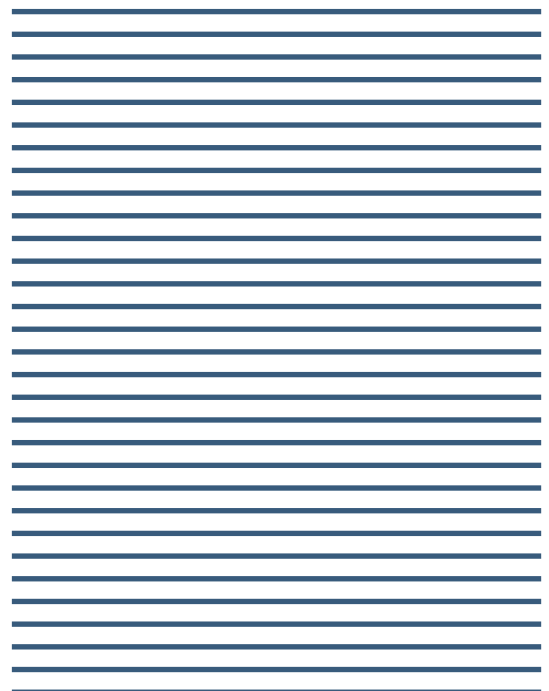
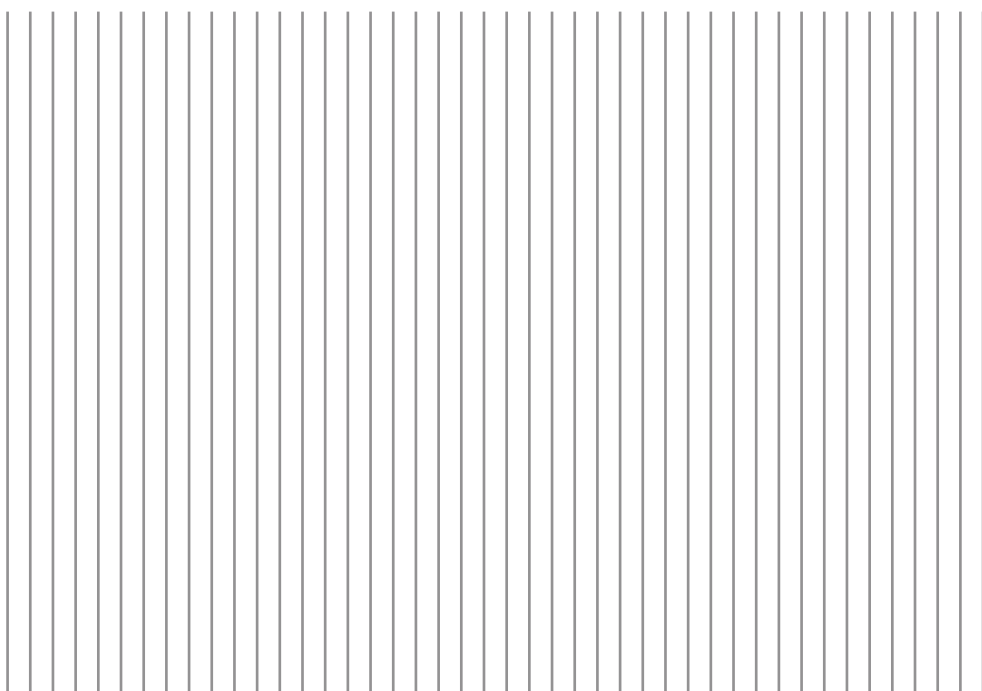
The Governance Institutes Forum for Training in the Middle East and North Africa (GIFT-MENA) is a forum that brings together civil service schools that provide training on governance and public administration issues in the MENA region. Launched in Beirut, in March 2006, the Forum helps improve the capacity to govern at all levels of the State by investing in sustainable capacity and promoting dialogue among stakeholders concerned with governance and state modernization. It is an instrument of development cooperation, it nurtures bilateral and multilateral, mainly South-South cooperation, as well as peer-to-peer learning, partnership-building and exchange.

GIFT-MENA is governed by a convention and bylaws ratified by members. It brings together more than 60 schools and institutes from 20 countries across the MENA region, in addition to 20 partners from leading regional and international organizations. Its Secretariat is housed at the Institut des Finances Basil Fuleihan of Lebanon.





# Knowledge Production and Facilitating Access to Information





# Knowledge Production and Facilitating Access to Information

The international experience has underlined that informed citizens are capable of holding the State accountable and of positively contributing to better citizen-State relations.

The loF works on ensuring and facilitating access to information on issues related to Public Financial Management and on putting such information at the disposition of citizens and interested parties. Likewise, the loF endeavors to promote the role of the Library of Finance as a reference point for seekers of information. It emphasizes intellectual production and publishing activities, issues citizen's guides, reports, specialized articles and youth-centered educational tools, all of which contribute to economic and financial literacy as well as to the national debate on public policies.

## The Competency-Based Management Approach and its Impact on the Future of the Lebanese Public Administration

This report is a descriptive and analytical reading of the “Meetings of Lebanese Senior Civil Servants” program, which identified the major administrative and financial skills and competencies required from the State's public leaders. The report proposes a roadmap for the incorporation of such skills into training policies and career development programs. It was based on a poll that targeted the senior staff of 43 Lebanese public administrations and institutions, as well as on focus group meetings. As a result, a national competency framework for senior civil servants was set up. The report was published in Arabic and French.

## Worrying Lebanese Figures and Indicators

The report presents socio-economic indicators that were collected from several reports published in the past years by local, regional and international institutions. This report sheds light on socio-economic weaknesses and vulnerabilities and outlines the opportunities that Lebanon could capitalize on. It was prepared in Arabic and English, and will be updated regularly.



## Communication and Media

The IoF has developed communication strategies in order to facilitate the exchange of information with the MoF and to promote the professional and modern image of the Lebanese public sector. The Institut was keen this year on developing communication tools and channels for a better dissemination of its knowledge production, on expanding its group of beneficiaries, and on updating the website.

### Hadith el Malia

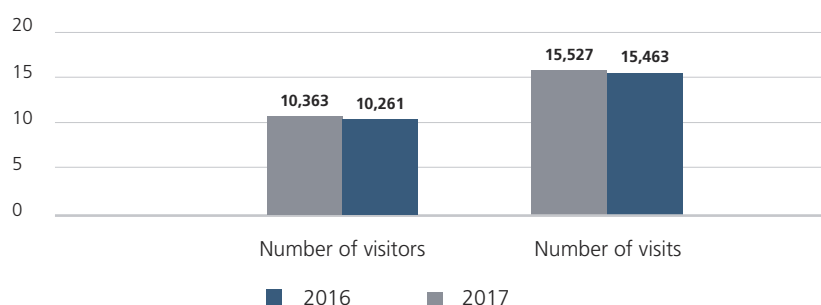
Three issues of “Hadith el Malia” were published in the course of the year, presenting the modernization initiatives of the Ministry of Finance in all directorates, and granting its staff a platform to express their opinions and communicate among each other.



### Social Media

- 9800** subscribers to the newsletters of the Institut
- 23** news statements
- 30** e-mailing campaigns introducing a particular event to a specific category of the public
- 15527** website visits

### The use of the website



# Knowledge Production and Facilitating Access to Information

A new social media strategy targeting a wider audience of loF followers, with posts addressed according to interests and concerns.

**9000** social media followers  
**7** videos of interventions and interviews with experts



## The Library of Finance

The loF pursued the development of its documentation center - the Library of Finance - by equipping it with the most recent books, references and data, the majority of which were offered by Lebanese and foreign institutions such as the IMF, ESCWA, Banque Du Liban and the Lebanese Association of Banks. The Lebanese Law series was modernized while two library softwares, Hamurabi and Al Moustashar, were updated.

The Library of Finance has also facilitated access to information by making its references accessible online thanks to its indexation system "Symphony".

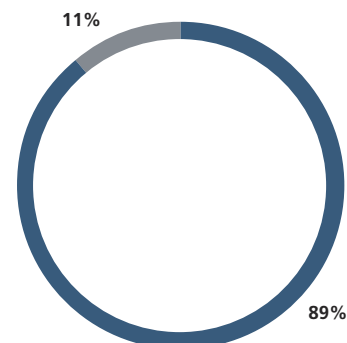
In a new initiative that aimed at expanding the scope of beneficiaries, the Library of Finance joined the public library network with the support of the Ministry of Culture and the French Embassy in Beirut.

### Specialized References

**12%** increase in the acquisition of specialized references  
**2,3** is the average number of borrowed books per Library beneficiary  
**12** monthly newsletters about the main acquisitions of the Library:  
**36** most recent acquisitions  
**12** new reports  
**120** press articles covering economic and financial issues

### Updating of References

**50** specialized reports  
**406** new books

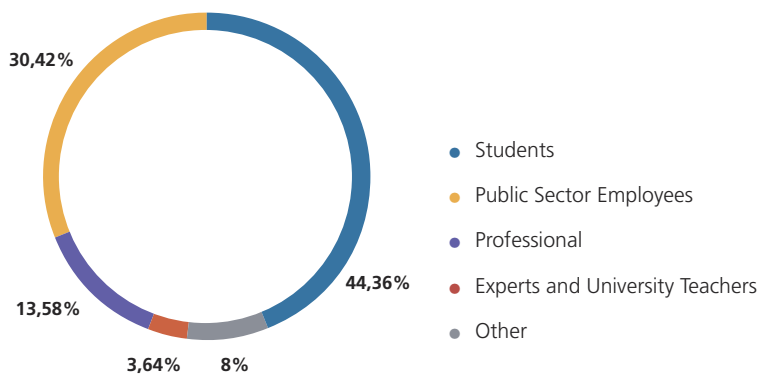


- new books
- specialized reports

### Interests of the Library's Visitors

**965** Borrowed Books  
**375** Beneficiaries of Borrowing Services

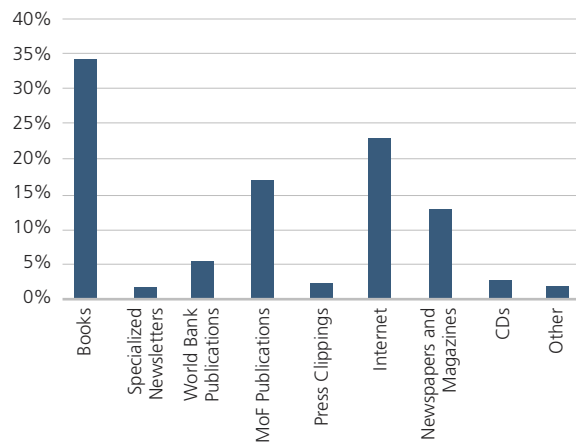
## Library of Finance Visitors



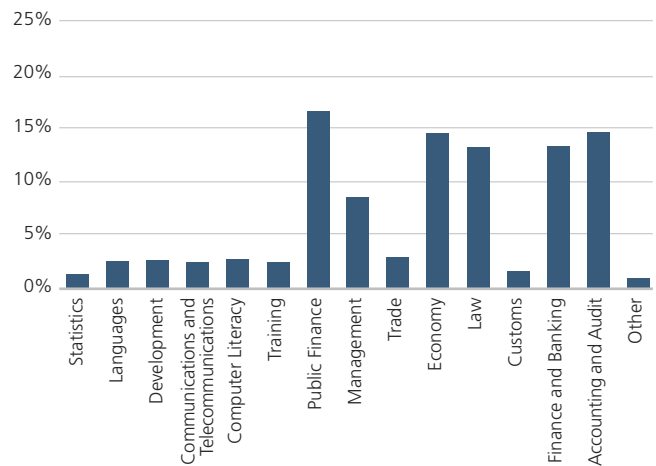
## Main Themes

- 17%** Finance
- 15%** Accounting
- 15%** Economics
- 10%** Management
- 2%** Customs

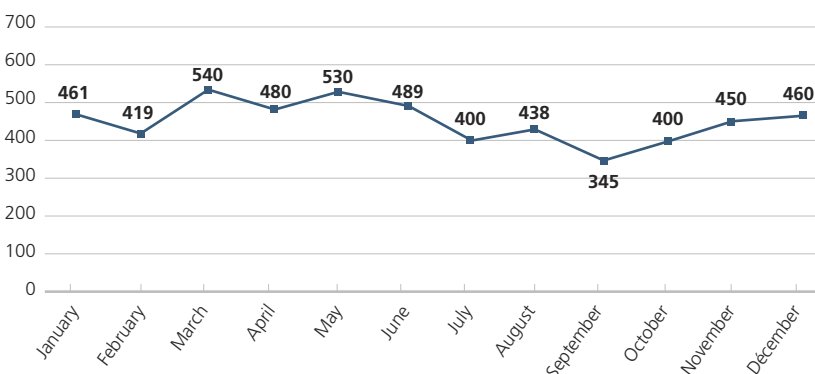
## Visitors' Interests by Type



## Main Subjects

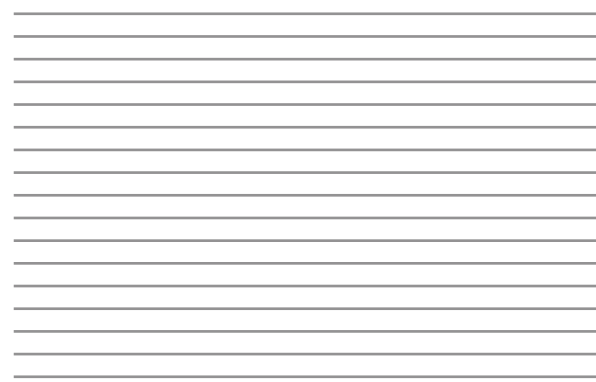


## Number of Monthly Visits



**21** visits per day

# Knowledge Production and Facilitating Access to Information



## The Library of Finance goes online...

Hence giving users the ability to search for resources online through the IoF website:

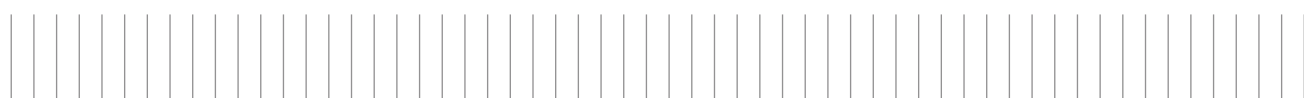
[www.institutdesfinances.gov.lb](http://www.institutdesfinances.gov.lb)



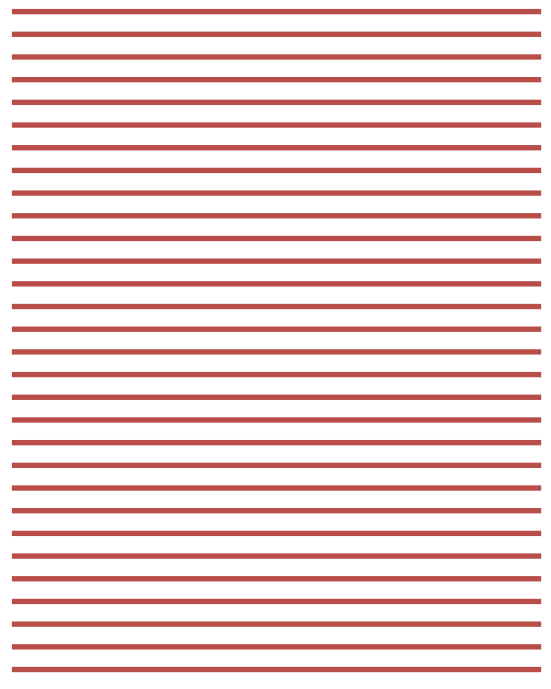
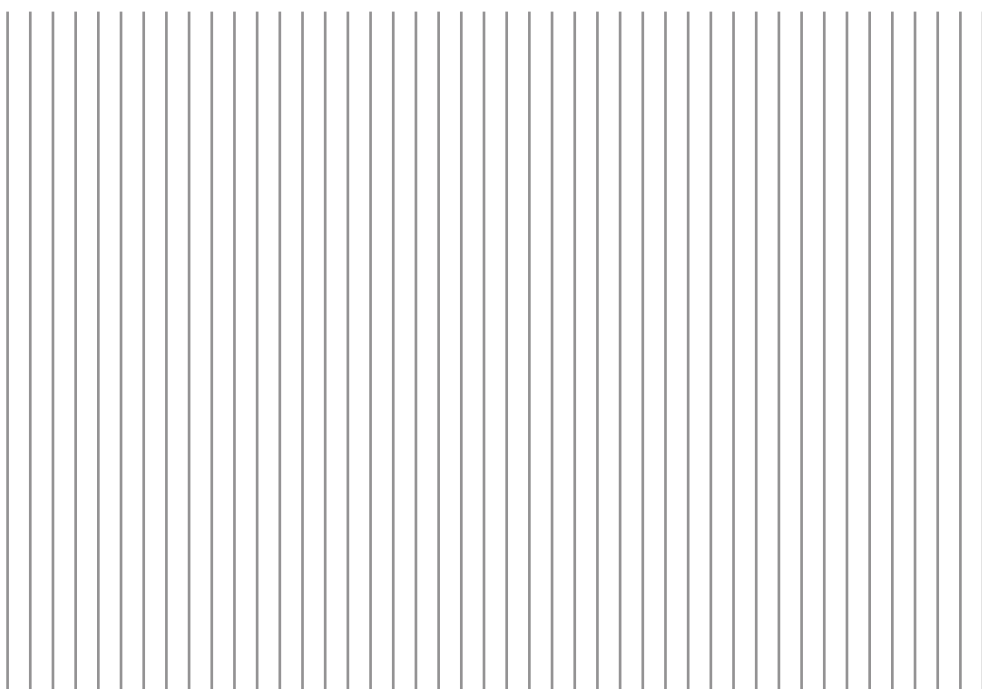
## Book Fairs

The Institut participated in 3 book fairs and 3 professional events in which its publications were distributed and activities were organized to familiarize citizens with their rights and obligations, as well as to promote financial and economic knowledge among the youth through digital competition and edutainment.

Fair	Timeframe	Organizers	Activities	Number of Publications Distributed
The Lebanese Book Fair	4-19 March 2017	Cultural Movement Antelias		1520
French Book Fair	3-12 November 2017	French Cultural Center	<ul style="list-style-type: none"> <li>• Conference on E-learning;</li> <li>• Educational Game;</li> <li>• The "Big Bank; Challenge" addressed to the youth.</li> </ul>	2447
Beirut International Arab Book Fair	November 30 - December 13, 2017	Arab Cultural Center	<ul style="list-style-type: none"> <li>• Educational game;</li> <li>• The "Big Bank Challenge" addressed to the youth.</li> </ul>	3221



**Financial and  
Administrative Affairs and  
Institutional Development**



# Financial and Administrative Affairs and Institutional Development

## Financial Management

### Provisional Planning

A provisional and systematic planning policy to determine and examine the needs of all of the departments, translate them into precise numbers, and classify them under budget appropriations.

A mid-term draft budget for 2018, 2019, and 2020 was prepared in light of the MoF Circular No. 1420/p1 of 20/4/2017, and supported by documents, statistics and annexes in addition to the final accounts of 2016. Thus, the State allocated to the IoF a share of 2.5 billion Lebanese Pounds, as per the minutes of the meeting with the Directorate of Budget and Expenditure Control on 17/7/2017.



### Competency and Transparency in the Public Administration

Due to the absence of a budget law for the last quarter of 2017, the IoF preserved its financial stability through a vigilance policy geared towards ensuring the necessary funds and working on balancing action plans that are under the annual draft budget on the one hand with the need to meet the growing needs for IoF services on the other.

### Sources of Financing

The primary source of financing is, as per the table below, the financial contribution allocated by the Ministry of Finance in the State budget.

Source of Financing	Direct Financial Contributions	Indirect Financial Contributions	Grants
Mode of Spending	Spent by virtue of decisions taken by the MoF.	Expenses covered by the MoF on behalf of the IoF (rental, services, housekeeping).	In-kind or financial grants serve the annual or mid-term action plan.
Effectively Collected Financing	1.126 billion Lebanese pounds out of 2.3 billion Lebanese pounds.	500 million Lebanese pounds.	61,992 USD (grant of the Regie Libanaise des Tabacs et Tombacs, fulfilled in the course of the year).

## A Financial Grant from the Regie Libanaise des Tabacs et Tombacs

61'992 USD constitutes the amount spent in 2017 out of a total financial grant of USD 590'000 extended by the Régie Libanaise des Tabacs et Tombacs in 2014 for the execution of the comprehensive digitization project of the Institut. The total part of the grant that has been implemented up to 31/12/2017 is of 290'069 USD, i.e. 49% of the grant.

## Expenses

The volume of expenses until 31/12/2017 from the total amount received from the diverse funding sources for 2017 amounted to 3'234 billion LBP, i.e. 74.57% of final credits (basic credit+ deferred credit + additional credit resulting from the executed service contracts for the year). The total expenses were distributed on the items of the 2017 budget as follows:

Article	Classification	Ceiling of available appropriations for 2017 according to the meeting of the Budget and Spending Control Unit of the DG on 18/07/2016 (in LBP)	Appropriations deferred from 2016 and additional appropriations for 2017	Effective spending (in LBP)
11	Consumption Products	130 500 000	33 698 928	129 823 025
12	Consumption Services	724 000 000	920 536 048	1 365 864 910
13	Wages and Compensation	1 009 500 000	24 900 000	842 884 855
15	Social Benefits	156 000 000	0	122 587 842
16	Diverse Spending	122 000 000	331 814 424	437 672 552
<b>Total Current Expenses</b>		<b>2 142 000 000</b>	<b>1 310 949 400</b>	<b>2 898 833 184</b>
226	Equipment	104 000 000	704 867 793	288 957 145
228	Maintenance	49 000 000	21 704 500	42 113 520
229	Other Expenses Related to Fixed Properties	5 000 000	0	4 725 000
<b>Total of Fixed Properties</b>		<b>158 000 000</b>	<b>726 572 293</b>	<b>335 795 665</b>
<b>Total</b>		<b>2 300 000 000</b>	<b>2 037 521 693</b>	<b>3 234 628 849</b>



# Financial and Administrative Affairs and Institutional Development

The spending policy is based on the following basic principles:

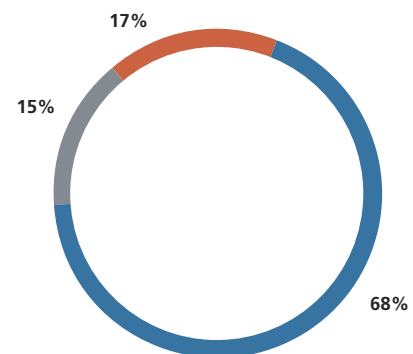
- Mastering the digitization of the accounting systems in order to achieve optimal value and transparency
- Accuracy in managing financial liquidity and preserving the balance between the efficient implementation of the action plan and the financial transfers of the MoF in line with a policy of disciplined spending.

## Professional and Transparent Transactions

Pillars of Purchasing Transactions

- An annual supply plan based on the agreed-upon action plan;
- A market study based on the bids coming under the supply plan;
- Attracting new suppliers to encourage competition;
- Managing the suppliers' data;
- Duly keeping documents and supply folders.

Purchase Transactions by Type of Supply



- Service Contracts
- Procurement by Invoice
- Procurement by Tendering

## Control and Audit of the Institut's Accounts



The Court of Accounts, which has audited the loF accounts for the 2006-2007 period, has granted the loF an acquittal for the 2004-2005 period.

### Acquittal for the IoF

The IoF obtained acquittals from the MoF and the NSSF, after having paid all its tax obligations as well as the monthly and annual contributions to the NSSF within the legal deadlines.

### Auditing the folders of the UNDP-funded Project in Support of Lebanese Municipalities, "Irada Baladiya"

The accounts were related to the service contract signed with the UNDP within the framework of the "Irada Baladiya" project, which provided capacity support to Lebanese Municipalities in local administrations. The audit task was entrusted to the Yafi Group which issued a detailed report praising the high level of transparency in account keeping as well as the accuracy of administrative and financial file-keeping, hence providing acquittal to the Institut.

## Administrative Affairs

In order to standardize, simplify and institutionalize procedures, some reference guides were prepared for the staff of the Administrative and Financial Department, outlining procedures that need to be adopted in administrative and financial actions, especially those related to the public finance cycle, from budgeting to audit and control.



# Financial and Administrative Affairs and Institutional Development

## Development Initiatives

### Institutional Development Plan

The year 2017 witnessed the signature of a contract with an expert in public administration for the preparation of a strategic diagnosis for the IoF, based on the changes that occurred in Lebanon and the region, and in order to rectify the recommendations of the Institutional Development Plan "Horizon 2020" that was prepared by OECD-SIGMA and adopted by the IoF.

### A new Graphic Identity

The Institut designed a new logo that includes the MoF logo. This new graphic identity was adopted by the IoF's social media platforms and in all of the Institut's publications and exhibitions.



## Digitization

### Completion of the Double Financial Accounting Digitization Project (general and public accounting) by using PIMS.

In 2017, the analytical accounting structure was set and will be applied in 2018.

### Completion of the Second Stage of the Digitization Project of the Inventory of Fixed Assets and Linking it to the Accounting Software.

All data of the inventory of fixed assets was migrated to a system of fixed assets management.

### An Integrated Digitization Project of the IoF's Work

The year 2017 saw the implementation of the following phases:

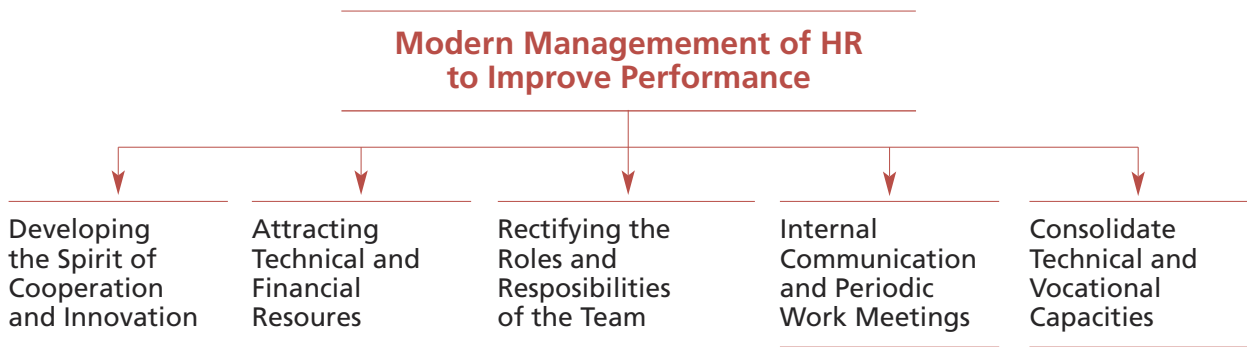
- Data management system;
- High volume scanning;
- Digital asset management of documents and pictures;
- The first stage of the digitization of IoF's beneficiaries database management.
- 

### Change of False Ceiling Panels in the Offices

The maintenance work carried out in 2017 reflects the determination of the IoF to give a distinguished image of the Lebanese public institution.

## Human Resources Management

The Institut's administration is keen on developing the team's capacities in order to optimize performance, to develop the spirit of cooperation and innovation, and to consolidate team spirit. Efforts were deployed this year to redetermine and rectify the roles and responsibilities of the heads of departments, a first stage of the integrated project that addresses all functions within the Institut.



### Continuous Internal Communication

The administration of the Institut holds weekly coordination meetings within departments as well as weekly coordination meetings for department heads.

### Project on Administrative Skills Development for Department Heads

The year 2017 was marked by the launching of a project aimed at developing the administrative skills of department heads. A personal coaching technique was also adopted.



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