



MEPI

A Year of Monitoring the Law Implementation on Public Administrations' Procurement Operations

From 01/08/2022 to 01/08/2023



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Introduction

The 29th of July 2022 marked a significant milestone in Lebanon's governance as a new Public Procurement Law No. 244/2021 entered into force, with the hope to bring transparency, efficiency, and accountability to the country's public procurement practices.

Since the legislation of the law, Gherbal has dedicated part of its efforts to monitor the law's implementation. In collaboration with the Middle East Partnership Initiative (MEPI) and the Institut des Finances Basil Fuleihan, Gherbal created a citizen guide aimed at simplifying the complexity of the new Public Procurement Law, rendering it more accessible and comprehensible for all. Gherbal has diligently crafted and released this guide in both English and Arabic.

The guide enables various stakeholders, including those from the public and private sectors, academia, civil society, citizens, and international donor agencies, to engage with the principles and provisions encompassed within this legislation concerning the procurement process and the governance of the Public Procurement System. The guide casts a spotlight on the most notable provisions and regulations inherent in this modern and reformative law. These provisions work cohesively to enhance the efficiency, competitiveness, transparency, and accountability of public procurement practices, all in alignment with international standards. In parallel, and in order to facilitate the work of the public administrations and their staff in order to abide by the requirements of the law,

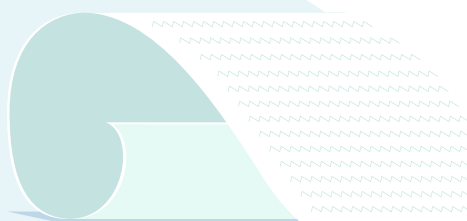
Gherbal has published a Transparency Charter allowing those entities to assess their level of abidance by the law by answering provided questions. These questions are related to the different stages and substages of the bidding mechanism, e.g. "Procurement Planning", "Procurement Procedures", "Choosing the Procurement Method"...

Gherbal also designed a Key Performance Index (KPI) so that citizens can measure the performance of the procuring entities and their adherence to the eight principles of public procurement, especially integrity and transparency.

In addition to the above-mentioned publications, Gherbal launched Monaqasa platform "<https://monaqasa.org/>" that serves as a monitoring depository to all announced bids. Hence, all visitors of the platform (individuals, small and medium enterprises, oversight bodies, researchers...) will be able to navigate through the announced bids and check their statuses: whether they are still active, or have been awarded or cancelled, as well as the names of the winning bidders, the contracts values, and much more.

Along with the research work and the monitoring platform, Gherbal organized a series of workshops all over Lebanon to expand the knowledge of participants (25-35 in each workshop) on the new Public Procurement Law and answer their questions. The targeted audience of these

Citizen Guide on Public Procurement Law



workshops is divided between citizens (including CSOs and SMEs) and administrators.

To further solidify these efforts, Gherbal Initiative is launching this report to celebrate the one year anniversary of the Public Procurement Law publication. The report aims to evaluate the implementation of the law's provisions, as well as the quantitative figures of announced bids, the number of administrations that engaged in bids' operations, the sectors and services under which these bids were conducted, the location of these bids (districts), and much more relevant information.

This report is sought to assess the extent to which the Public Procurement Law has influenced procurement processes, fostered transparency, and contributed to the overall improvement of the procurement landscape in Lebanon. This report monitors all the tenders that were collected by Gherbal from Public Procurement Authority website, National Gazette, public administrations' websites and other sources which were posted to Monaqasa.org portal and then followed up by calls and visits to gather information on the bids' winners and the values of signed contracts.

This report is intended to be a valuable tool for policy-makers, stakeholders, journalists and researchers seeking to understand the progress made and the challenges hindering the effective implementation of the law. In fact, through this report, Gherbal aims to shed light on the administrations that abided by the law and those who did not. Using the collected

data, a comprehensive analysis was performed, resulting in the below findings.



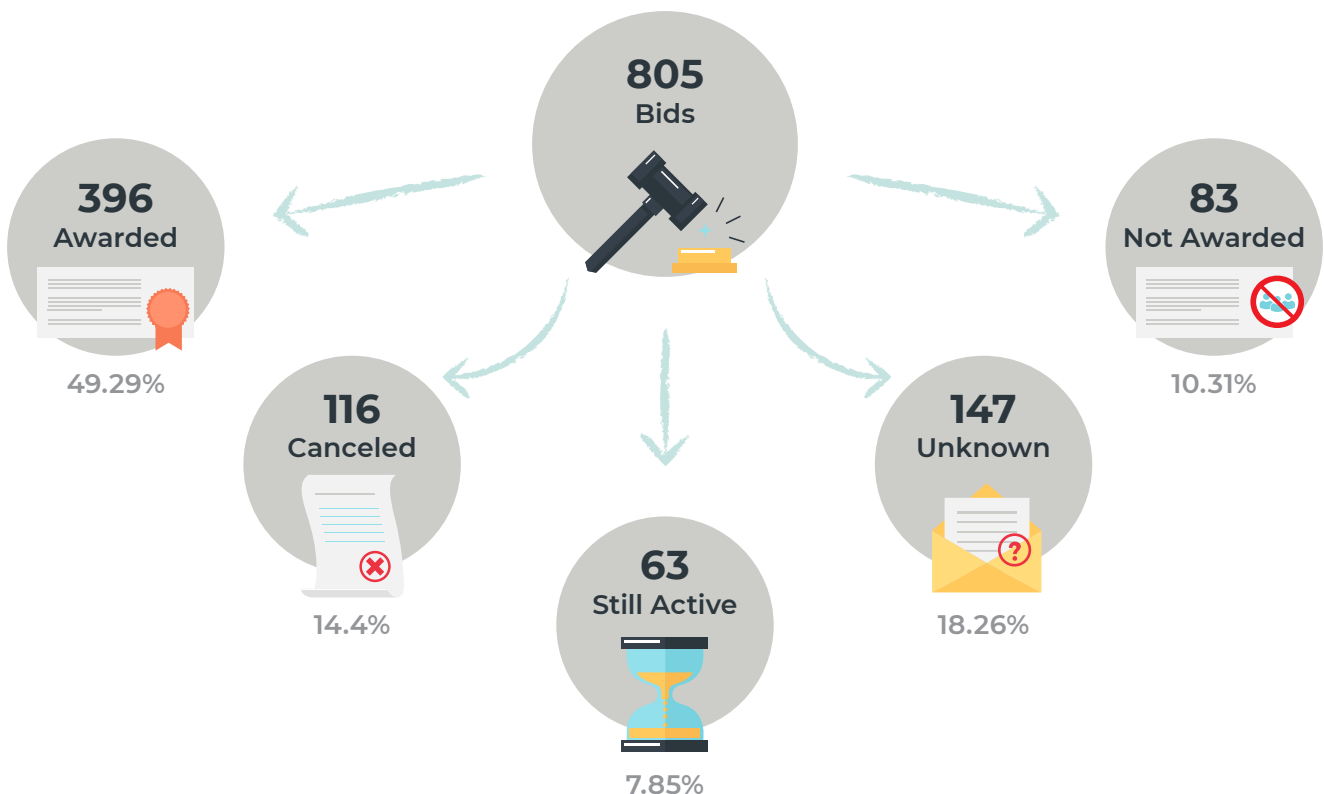
Disclaimer:

It is important to note that the figures presented in this report reflect data collected precisely one year after the law came into effect (1st of August 2023). Please be aware that these figures have evolved on Monaqasa platform since the completion of this report.

In order to provide concrete data about all the tracked bids, Gherbal has reviewed the status of the bids on the 2nd of November 2023 seeing that many of them were canceled or awarded between August and November. In fact, Gherbal continued to monitor only the bids that were conducted exactly a year after the Public Procurement Law entered into force.

Comprehensive Analysis

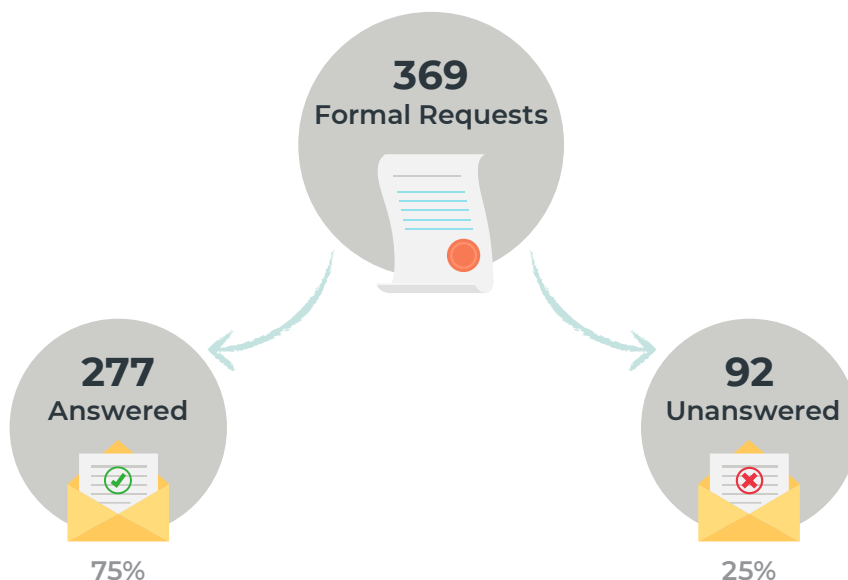
Within a year after the law entered into force, 805 bids were monitored by Gherbal from various sources, out of which 404 were awarded, while 83 were not awarded (as we were informed by administrations), 63 were still active (the bids deadlines were set to be after August 1st), 116 were canceled and the results of 147 were still unknown (the legal time limit has passed and no answer on our requests for information was obtained as of the date of drafting this report).



Gherbal Initiative sent 369 formal requests for information to the public administrations in order to follow-up on the bids' statuses, especially when legal time limits were missed

and no results were announced.

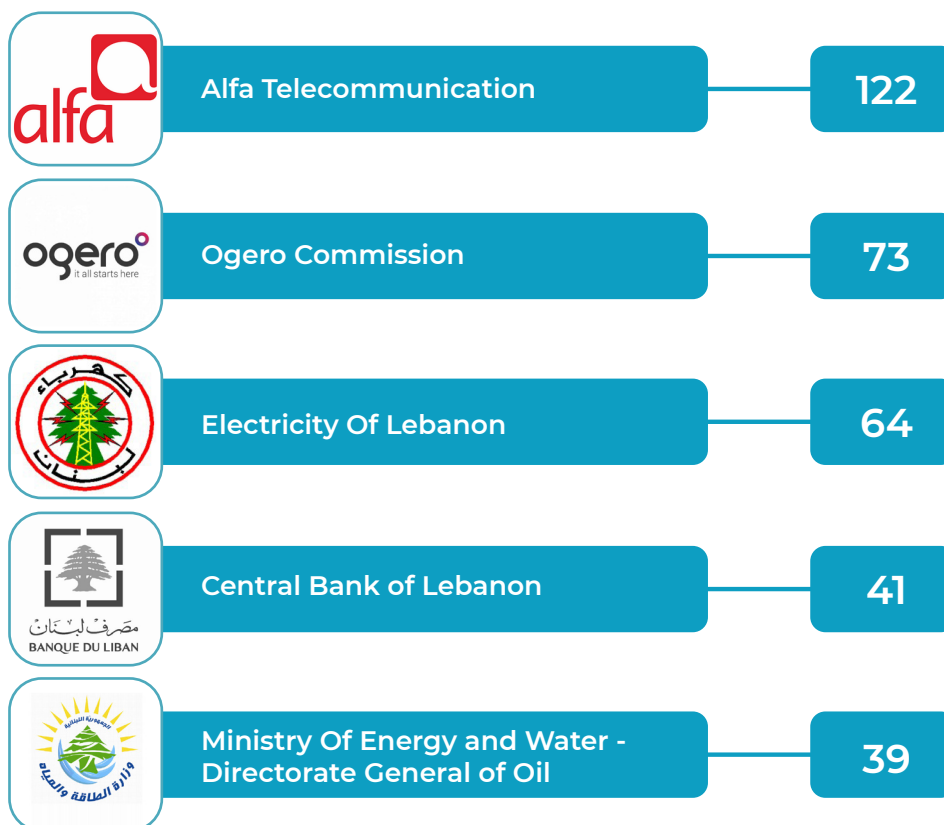
277 answers were received by Gherbal whereas 92 requests remained unanswered.



It is remarkable that administrations have responded to 75% of the formal requests. This means that most of the public authorities

to which Gherbal reached out were compliant with both the Public Procurement and the Right of Access to Information laws.

The main administrations that announced bids were as follow:

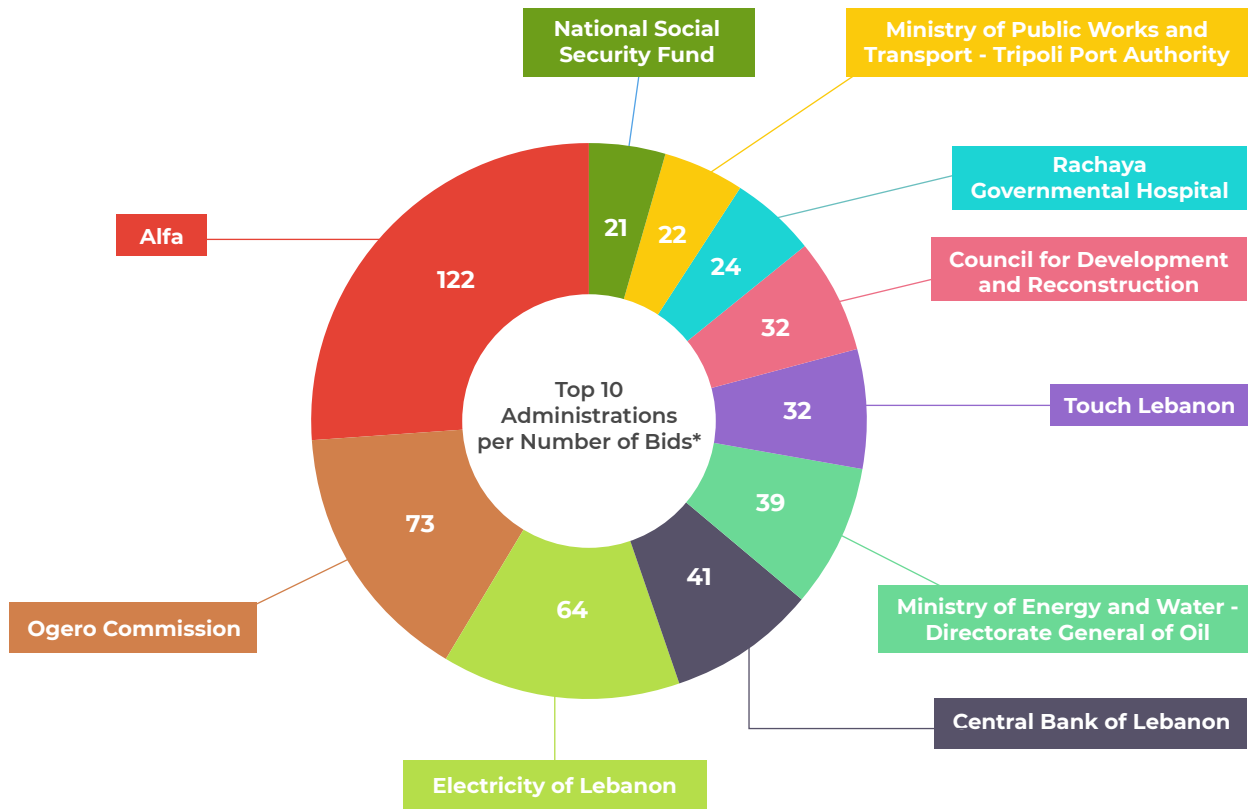


Number of bids per administration

| Administration | | Administration | |
|--|-----|---|----|
| Municipality of Aaddousiyyeh | 1 | Directorate General of Higher Education | 1 |
| Alfa | 122 | Directorate of Secondary Education | 1 |
| Municipality of Arkey | 1 | Lebanese University | 20 |
| Municipality of Baalbeck | 1 | Electricity of Lebanon | 64 |
| Municipality of Baskinta | 1 | Establishment of the Water of Beirut and Mount Lebanon (EBML) | 18 |
| Municipality of Bkassine | 3 | Litani River Authority (LRA) | 11 |
| Municipality of Bourj Hamoud | 1 | South Lebanon Water Establishment | 10 |
| Central Fund for the Displaced | 3 | Ministry of Energy and Water | 1 |
| Municipality of Choueifat | 2 | Ministry of Energy and Water - Directorate General of Oil | 39 |
| Municipality of Chtoura | 2 | Central Bank of Lebanon | 41 |
| Cooperative of Government Employees | 3 | Ministry of Finance - Directorate General of Land Registry and Cadastre | 2 |
| Council for Development and Reconstruction | 32 | Directorate of Public Finance | 9 |
| Council for South | 5 | Higher Council of Customs | 2 |
| Municipality of Deir Zahrary | 1 | Lebanese National Lottery | 3 |
| Municipality of Dekwaneh | 1 | Ministry of Interior and Municipalities - Directorate General of Civil Defense | 4 |
| Directorate General of Presidency of Council of Ministers | 9 | Directorate General of Civil Status | 3 |
| Directorate General of the Presidency of the Lebanese Republic | 11 | Internal Security Forces | 7 |
| Electricity of Zahle | 1 | Ministry of Public Health - Directorate of the Central Laboratory of Public Health | 1 |
| Municipality of Falougha | 1 | Ministry of Public Works and Transport - Beirut Port Investment and Management | 13 |
| General Directorate of Ministry of Public Health | 20 | Directorate General of Civil Aviation | 9 |
| General Directorate of State Security | 8 | Joint Administrative Directorate | 1 |
| Municipality of Hadath | 1 | Railway and Public Transportation Authority | 6 |
| Municipality of Haret Hreik | 2 | Tripoli Port Authority | 22 |
| Municipality of Hasbaya | 1 | Ministry of Social Affairs - Social Training Center | 1 |
| High Relief Commission | 18 | Ministry of Telecommunications - Directorate General of Post | 3 |
| Investment Development Authority of Lebanon (IDAL) | 2 | General Directorate of Construction and Equipment | 1 |
| Municipality of Jbeil | 1 | Ogero Commission | 73 |
| Municipality of Jeb Jannine | 1 | Telecommunications Regulatory Authority of Lebanon | 1 |
| Municipality of Jounieh | 1 | Ministry of Tourism - Directorate General of Tourism Affairs | 2 |
| Municipality of Kefraya | 3 | Ministry of Youth and Sports - Directorate General of Youth and Sports | 1 |
| Kherbet Qanafar Governmental Hospital | 1 | Ministry of National Defense - Directorate General of Ministry of National Defense | 10 |

| Administration | | Administration | |
|---|----|--|----|
| Municipality of Mansoura | 1 | Municipal Union of Al Buhaira | 2 |
| Municipality of Mina | 2 | Municipal Union of Eastern Baalbek | 1 |
| Ministry of Agriculture - Directorate General of Agriculture | 10 | Municipal Union of Jezzine | 1 |
| Lebanese Agricultural Research Institute | 20 | Municipal Union of Saida - Zahrani | 2 |
| Municipality of Cornet Chahwan - Ain Aar - Beit El Kekko - Hbous | 1 | Municipality of Baabda-Louaizeh | 1 |
| Ministry of Education and Higher Education - Center for Educational Research and Development | 4 | Municipality of Blat - Qartaboun - Mastita | 2 |
| Directorate General of Education and Higher Education | 4 | Municipality of El Monsef | 1 |
| Municipality of Jal El Dib Bkenaya | 1 | Municipality of Raiit | 2 |
| Municipality of Tabarja & Kfaryassine | 1 | Municipality of Rayfoun | 1 |
| National Social Security Fund | 21 | Municipality of Saida | 4 |
| North Lebanon Electricity Company- Qadicha | 5 | Municipality of Sin el Fil | 1 |
| Municipality of Qab Elias | 1 | Tele Liban | 1 |
| Municipality of Rachaya El Wadi | 1 | Municipality of Terbol | 2 |
| Rachaya Governmental Hospital | 24 | Touch Lebanon | 32 |
| Rafic Hariri University Hospital | 12 | Municipality of Zahle - Maalaka - Taanayel | 4 |
| Grand Total | | 805 | |

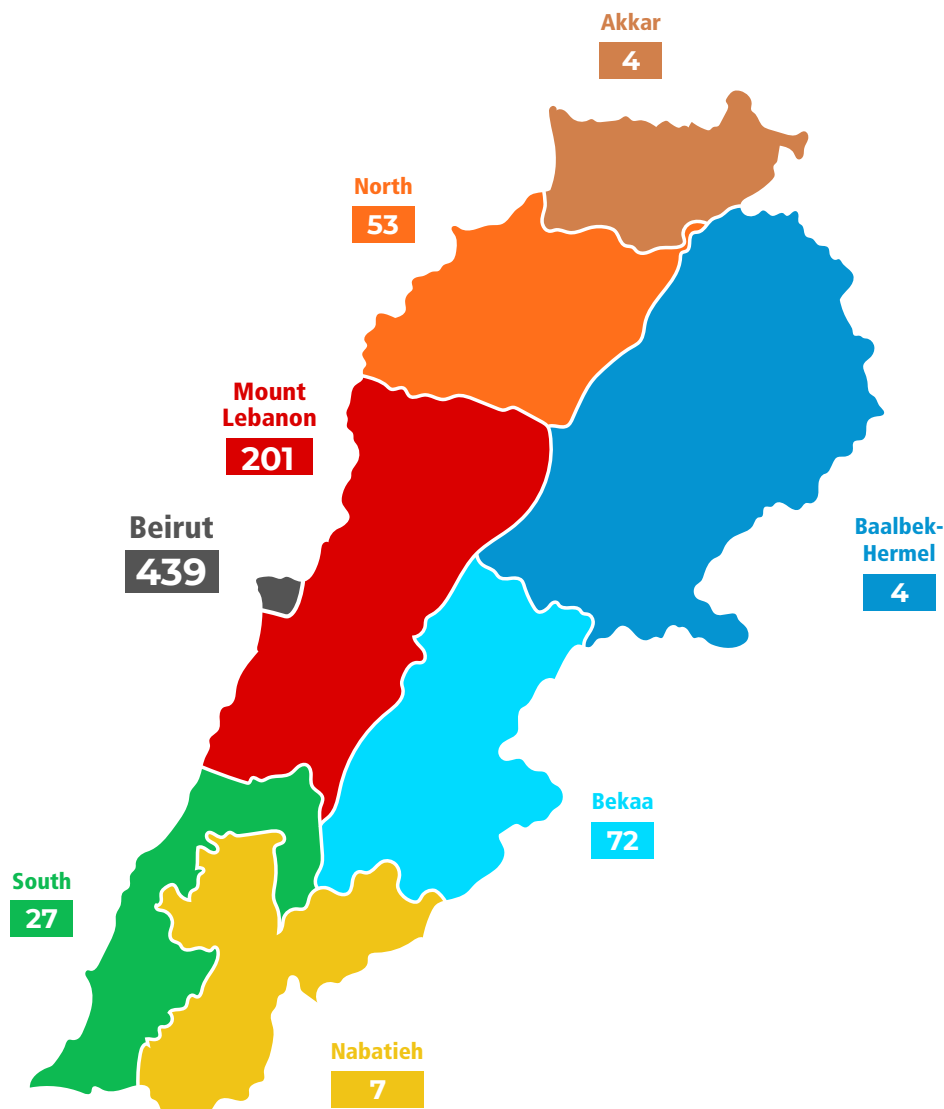
Top 10 Administrations per Number of Bids



*Others 335

Breakdown by Governorate:

The subsequent map depicts the fluctuations in the number of bids among different Governorates.



The results of this map shed light on the main governorates where most bids took place during the first year after the new public procurement law entered into force.

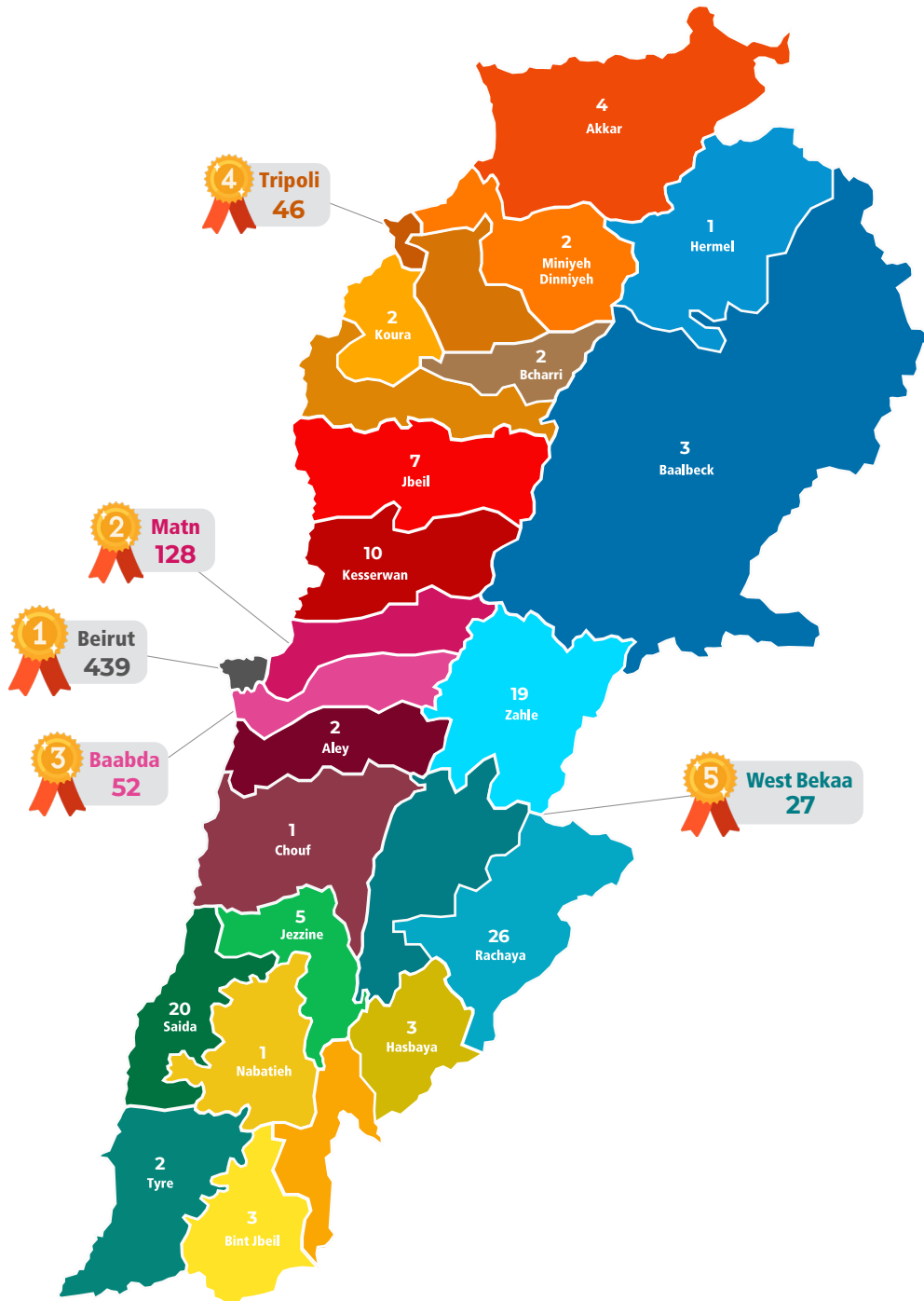
It is very clear that more than half the bids took place in Beirut. Actually, 439 bids were conducted in Beirut while 366 bids materialized in all the other governorates summed together.

Perhaps the reason beyond this large difference is that most of the public administrations are settled in the Capital.

This also shows that tens of municipalities scattered all over Lebanon are either not adopting the law provisions and announcing their bids on the PPA website and/or National Gazette; or have halted from doing any tenders at all.

Breakdown by District:

The chart below illustrates the variation in the number of bids across different districts.



Upon reviewing the chart, it becomes evident that the largest number of bids occurred in Beirut, with a noteworthy total of 439 bids recorded within the Lebanese Capital. The

second highest number of bids was observed in Matn District, registering 128 bids. Subsequently, Baabda recorded only 52 bids, Tripoli recorded 46 bids, and West Bekaa accounted for 27 bids.

Breakdown by Sector:

The data in this chart shows the number of bids per sector. The top 5 sectors recorded under which bids were conducted were as follows:



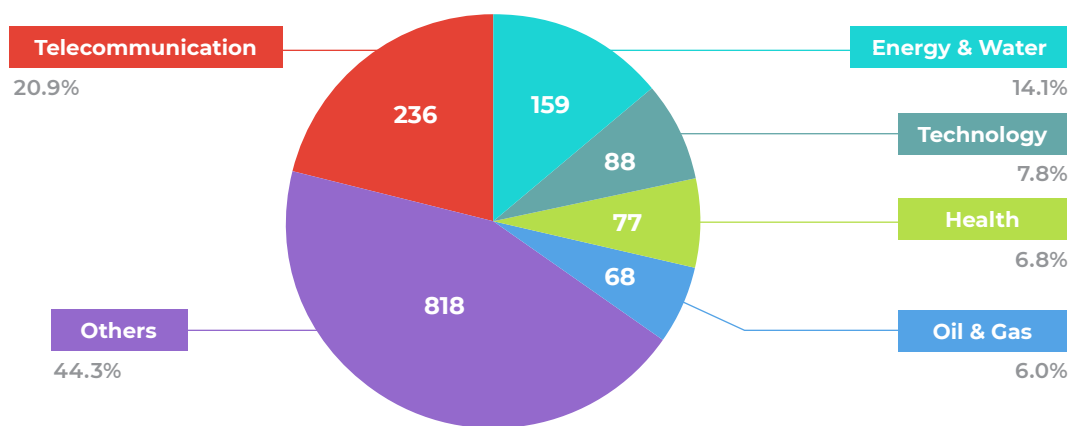
Disclaimer:

The total number of bids in this chart is 1,128 which is normal as one bid could be conducted under many sectors.

Going back to the top 5 administrations that announced the highest number of bids; Alfa and Ogero Commission recorded 194 bids mostly falling under the Telecommunication sector (82.20%). The other bids under this sector are announced mainly by Touch and other public authorities.

Similarly, the Electricity Of Lebanon and the Directorate General of Oil have announced 103 bids mostly falling under the sector of Energy & Water (64.77%).

This table indicates the number of bids according to sectors.



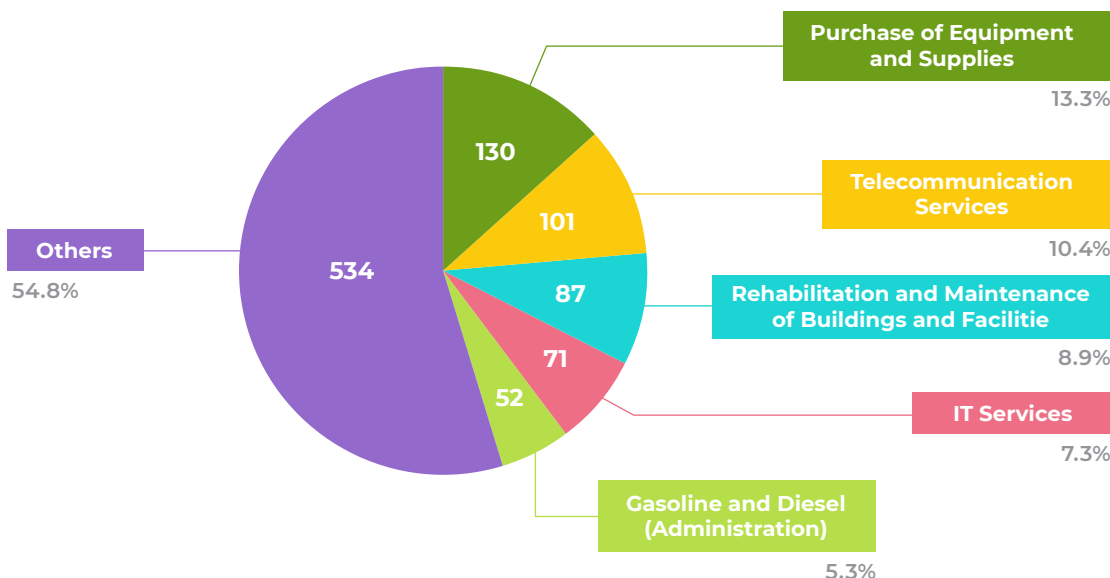
Breakdown by Service:

In each sector, there can be a wide range of services provided, and these services can vary depending on the specific field. Consequently, one or multiple services were associated with each bid.

This explains why the total number of bids in

this section is higher than the exact count; it's 975 instead of 805.

Data in this chart illustrates the number of bids per service. The top 5 services under which bids were conducted were as follows:



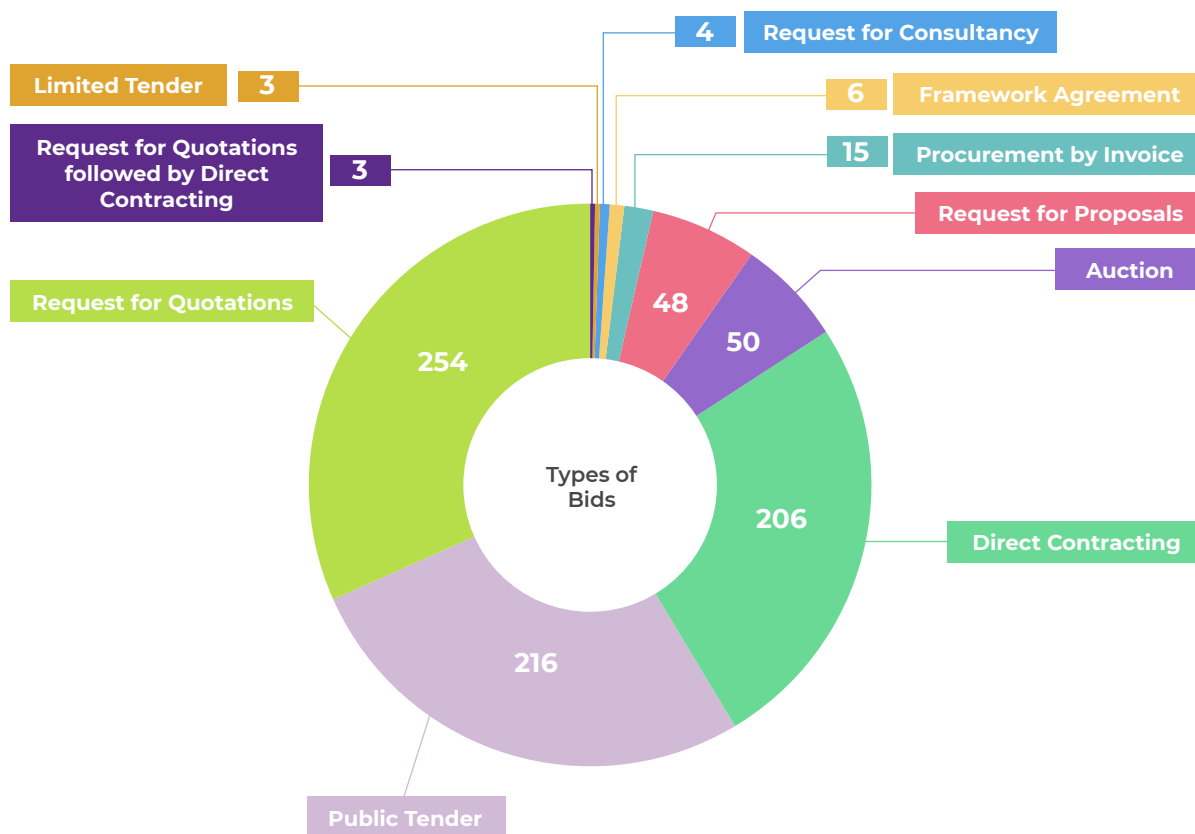
Clearly and in order to sustain, public authorities mainly need to purchase equipment and supplies, rehabilitate and maintain their buildings and facilities, keep their technologies well functioning and get fuel for their generators. Therefore, it is normal for these services to record the highest number of bids.

However, it is remarkable that a few bids were conducted under services related to development, transportation, afforestation and arborization, knowing that such services are a necessity for the common good and improvement of the country.

Breakdown by Type:

According to the law provisions, there are several types of bids that administration can apply, with specific conditions to each.

Noting that the types of bids are as follows:



Observing the data, we can notice that the three primary types of bids that occurred within the initial year following the enactment of the new Public Procurement Law are as follows: “Requests for Quotations” (254), “Public Tenders” (216), and “Direct Contracting” (206).

The most appealing figure is that 206 bids were conducted by “Direct Contracting” (25.52%), as

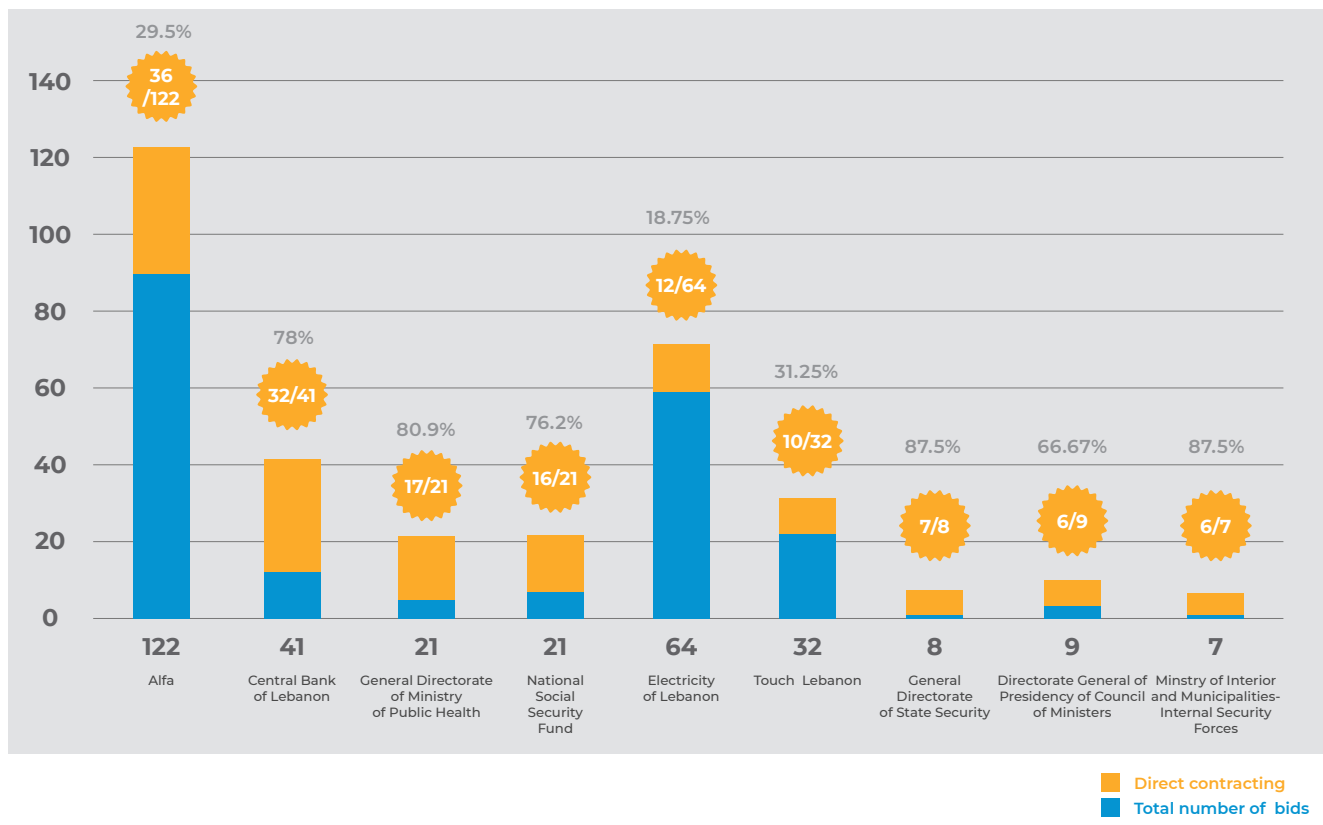
the new Public Procurement Law was designed to limit the number of Direct Contracting and allow more fairness and competitiveness in the bidding processes.

The chart below reveals the breakdown of these 206 direct contracts conducted by each administration.

| Administration | Number of Direct Contracts per Administration |
|--|---|
| Alfa | 36 |
| Central Bank of Lebanon | 32 |
| General Directorate of Ministry of Public Health | 17 |
| National Social Security Fund | 16 |
| Electricity of Lebanon | 12 |
| Touch Lebanon | 10 |
| General Directorate of State Security | 7 |
| Directorate General of Presidency of Council of Ministers | 6 |
| Ministry of Interior and Municipalities - Directorate General of Internal Security Forces | 6 |
| Ogero Commission | 5 |
| Ministry of Agriculture - Lebanese Agricultural Research Institute | 4 |
| Council for Development and Reconstruction | 4 |
| Ministry of Public Works and Transport - Beirut Port Investment and Management | 3 |
| Ministry of Education and Higher Education - Lebanese University | 3 |
| Ministry of Public Works and Transport - Directorate General of Civil Aviation | 3 |
| Cooperative of Government Employees | 3 |
| Ministry of Education and Higher Education - Center for Educational Research and Development | 3 |
| Ministry of Interior and Municipalities - Directorate General of Civil Status | 3 |
| Ministry of Interior and Municipalities - Directorate General of Civil Defense | 2 |
| Ministry of Finance - Higher Council of Customs | 2 |
| Ministry of National Defense - Directorate General of Ministry of National Defense | 2 |
| North Lebanon Electricity Company- Qadicha | 2 |
| Municipality of Choueifat | 2 |

| | |
|---|------------|
| Municipality of Baabda - Louaizeh | 1 |
| Ministry of Energy & Water - Establishment of the Water of Beirut and Mount Lebanon (EBML) | 1 |
| Ministry of Agriculture - Directorate General of Agriculture | 1 |
| Municipality of Dekwaneh | 1 |
| Ministry of Energy and Water - Directorate General of Oil | 1 |
| Municipality of Chtoura | 1 |
| Municipality Of Tabarja & Kfaryassine | 1 |
| Municipality of Cornet Chahwan - Ain Aar - Beit El Kekko - Hbous | 1 |
| Ministry of Telecommunications - General Directorate of Construction and Equipment | 1 |
| Municipality of Hadath | 1 |
| Ministry of Telecommunications - Telecommunications Regulatory Authority of Lebanon | 1 |
| Ministry of Education and Higher Education - Directorate of Secondary Education | 1 |
| Municipal Union of Jezzine | 1 |
| Investment Development Authority of Lebanon (IDAL) | 1 |
| Municipality of Jal El Dib Bkenaya | 1 |
| Municipality of Jbeil | 1 |
| Municipality of Sin el Fil | 1 |
| Ministry of Public Works and Transport - Joint Administrative Directorate | 1 |
| Ministry of Social Affairs - Social Training Center | 1 |
| Ministry of Finance - Directorate of Public Finance | 1 |
| Municipality of Bourj Hamoud | 1 |
| Ministry of Finance - Directorate General of Land Registry and Cadastre | 1 |
| Grand Total | 205 |

The below chart reveals the top administrations that signed Direct Contracting, and compares the numbers of these contracts with the total number of bids they conducted.



This comparison reveals that some administrations have heavily depended on Direct Contracts with companies and service providers, as some administrations' direct contracts exceeded 80% of all their bids. The below list reveals the number of direct contractings out of the total number of bids announced by some administrations during the first year of the implementation of the law:

Alfa:

36 out of 122 (29.5%)

Central Bank of Lebanon:

32 out of 41 (78%)

General Directorate of Ministry of Public Health:

17 out of 21 (80.9%)

National Social Security Fund:

16 out of 21 (76.2%)

Electricity of Lebanon:

12 out of 64 (18.75%)

Touch:

10 out of 32 (31.25%)

Certain administrations opted to execute the majority of their procurements through direct contracts. The General Directorate of the Ministry of Public Health and the Central Bank of Lebanon are two examples. These administrations explained the rationale behind their choice to engage in direct contracts. The first consistently emphasized in its announcements that the urgency to procure medicines for patient care necessitated expeditious action, and furthermore, the contracted suppliers were the exclusive source for these vital medications. The latter gave many justifications for conducting direct contracts, such as not receiving proposals from potential suppliers or due to the urgency of getting the services.

Moreover, the General Directorate of the Ministry of Public Health engaged with 8 different contractors across 17 direct contracts. Among these, 2 contracts were canceled, while 5 were executed with the same contractor "Omnipharma" (أومنيفارما).

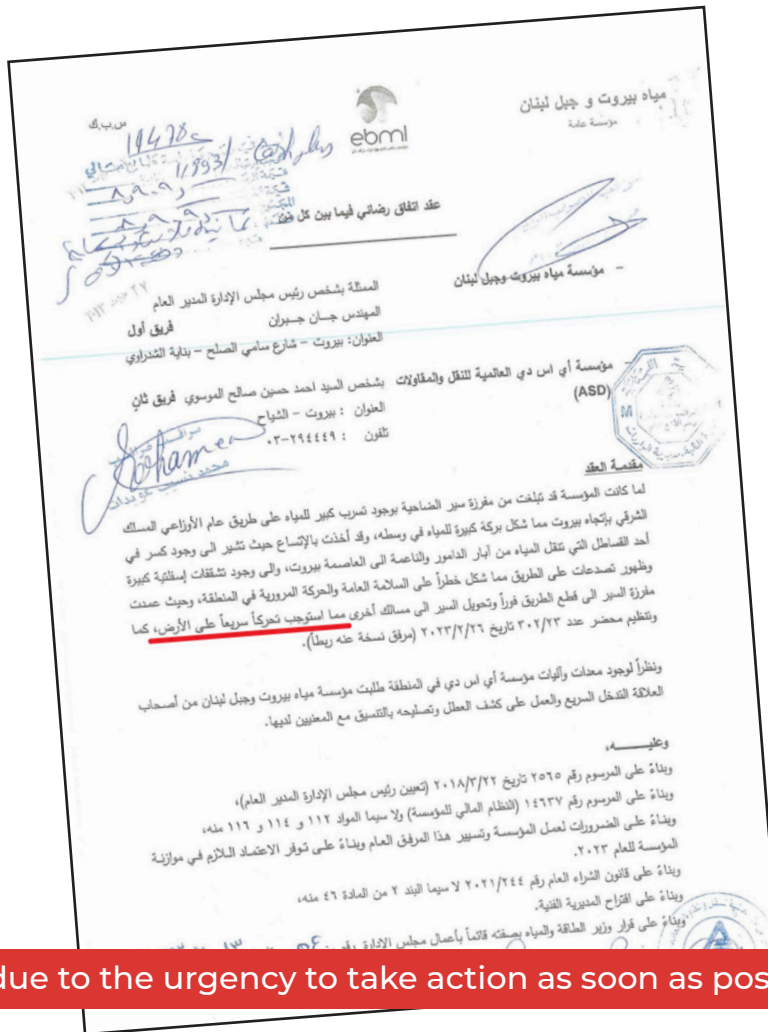
The Central Bank of Lebanon enlisted the services of 28 contractors for its 32 direct contracts. Notably, it entered into agreements with “Oracle” for 3 contracts and with CNS for 2 contracts; while 2 other contracts were canceled.

Out of 122 bids, Alfa engaged 36 contractors through direct contracts. Similarly, Touch secured 10 direct contracts out of 32 bids. Nearly all of these announcements from both Alfa and Touch indicated their intention to execute these direct contracts in accordance with Article 46, paragraph (1) of the Public Procurement Law. The contractors offering services or technical assistance to Alfa and Touch may potentially be the exclusive providers of these services. However, this claim cannot be verified. Noting that the new Public Procurement Law does not require administrations to explicitly clarify the

exclusive capability of a contractor in providing a service.

Noting that, the Directorate General of Oil has conducted only one direct contract, it failed to explain the reason behind adopting this process. The contract was conducted with Medical Shares Trading S.A.L. for offering services in the oil laboratory in Zahrani and conducting tests based on internationally approved methods (American Standards for Testing and Materials).

On the other hand, and although the Establishment of the Water of Beirut and Mount Lebanon has also conducted only one direct contracting tender, it reasoned opting for this choice due to the urgency to take action as soon as possible and find a contractor who could complete the needed job.



Breakdown by Currency and Type:

Value of bids in EUR:

| | | |
|------------------------|------------|---------------------------------------|
| Request for quotations | 1,542 | → 1 request for quotations ≈ 11.1% |
| Request for proposals | 16,960 | → 1 request for proposals ≈ 11.1% |
| Direct contracting | 710,997.7 | → 6 direct contracting ≈ 66.6% |
| Tender | 17,900,000 | → 1 tender ≈ 11.1% |

According to the collected data, tenders ranked first among the bids' types conducted in Euro, with a value of 17,900,000 EUR (96.08%) (only one tender), followed by Direct Contractings with a value of 710,997.7 EUR (3.81%).

Noting that 6 direct contracts (66.6%), 1 tender (11.1%), 1 request for proposals (11.1%) and 1 request for quotations (11.1%) were conducted in EUR.

Value of bids in LBP:

| | | |
|------------------------|-------------------|--|
| Procurement by Invoice | 48,784,200 | → 3 procurements by invoice ≈ 2.16% |
| Request for proposals | 2,192,092,000 | → 2 requests for proposals ≈ 1.43% |
| Request for quotations | 217,664,738,400 | → 32 requests for quotations ≈ 23.02% |
| Tender | 227,493,543,718 | → 19 tenders ≈ 13.67% |
| Auction | 1,132,704,350,000 | → 5 auctions ≈ 3.6% |
| Direct Contracting | 1,496,506,373,518 | → 78 direct contractings ≈ 56.11% |

The data in this chart reveals that the largest sum of money in LBP was allocated by procuring authorities for direct contracts. Specifically, during the initial year of implementing the law, an astounding 1,496,506,373,518 LBP (48.64%) was spent on Direct Contracts. Auctions followed in second place, with a sum of 1,132,704,350,000 LBP (36.87%).

Upon closer examination of the data, we find that a total of 78 direct contracts (56.11%) were executed in LBP during that first year.

Knowing that 2 requests for proposals (1.43%), 3 procurements by invoice (2.16%), 5 auctions (3.6%), 19 tenders (13.67%) and 32 requests for quotations (23.02%) were conducted in LBP.

Value of bids in USD:

| | | |
|--|-----------------------|---|
| Procurement by Invoice | 8,293.14 | → 8 procurements by invoice ≈ 3.24% |
| Request for quotations followed by direct contracting | 11,400 | → 1 request for quotations followed by direct contracting ≈ 0.4% |
| Request for proposals | 5,705,088 | → 5 requests for proposals ≈ 2.02% |
| Auction | 41,145,672 | → 13 auctions ≈ 5.26% |
| Request for quotations | 51,633,219.5 | → 75 requests for quotations ≈ 30.36% |
| Direct Contracting | 23,699,708.28 | → 90 direct contractings ≈ 36.44% |
| Tender | 169,012,329.68 | → 55 tenders ≈ 22.27% |

As per the value of bids conducted in USD, Tenders are the most conducted, with a total value of 170,432,329.68 USD (58.24%) for 56 tenders. Direct Contracting follows, amounting at 23,699,708.28 USD (8.1%) for 90 contracts.

Noting that 1 request for quotations followed by direct contracting (0.4%), 5 requests for proposals (2.02%), 8 procurements by invoice (3.24%), 13 auctions (5.26%), 56 tenders (22.27%), 75 requests for quotations (30.36%) and 90 direct contractings (36.44%) were conducted in USD.



Requests Sent to Administrations



Gherbal has submitted 369 requests to 67 public administrations, institutions and companies operating public utilities, to obtain information on the names of bidders and the winning contractors. 52 procuring authorities responded to Gherbal's requests. It is important to mention that several

entities provided responses to some of the requests they received; while other requests remained unanswered.

The subsequent chart shows the number of requests sent to administrations in order to follow-up on the bids' statuses.

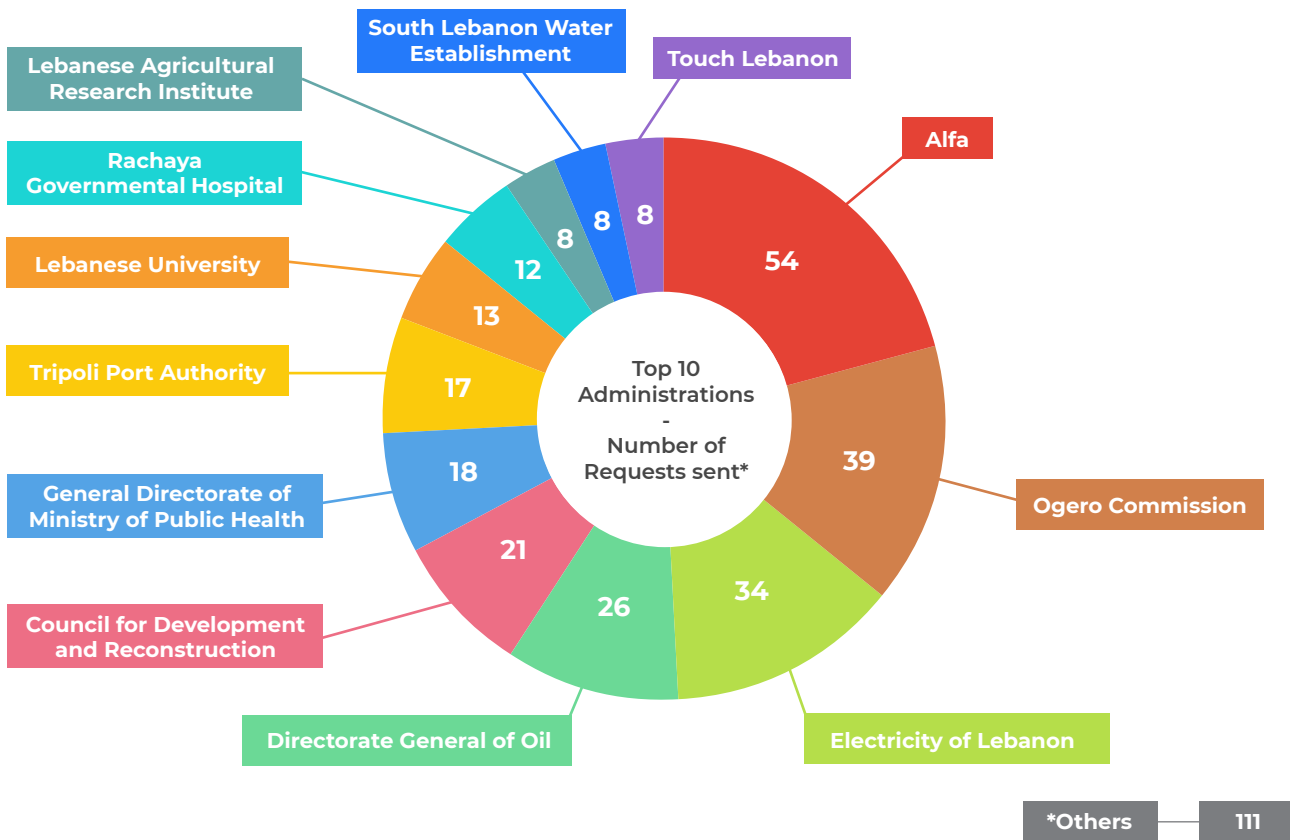
| Administration | Number of Requets | Administration | Number of Requets |
|---|-------------------|--|-------------------|
| Municipality of Haret Hreik | 1 | Directorate General of Education and Higher Education | 2 |
| Municipality of Aaddousiyyeh | 1 | Directorate General of Post | 2 |
| Municipality of Hasbaya | 1 | Municipality of Blat, Qartaboun & Mastita | 2 |
| Municipality of Arkey | 1 | Directorate General of Civil Status | 2 |
| Municipality of Baskinta | 1 | Beirut Port Investment and Management | 2 |
| Municipality of Zahle, Maalaka & Taanayel | 1 | National Social Security Fund | 2 |
| Higher Council of Customs | 1 | Municipality of Saida | 2 |
| Municipality of Jeb Jannine | 1 | Municipality of Bkassine | 3 |
| Municipality of Kefraya | 1 | Central Fund for the Displaced | 3 |
| Municipality of Deir Zahrany | 1 | Directorate General of the Presidency of the Lebanese Republic | 3 |
| Kherbet Qanafar Governmental Hospital | 1 | Cooperative of Government Employees | 3 |
| Directorate General of Civil Defense | 1 | High Relief Commission | 4 |
| Lebanese National Lottery | 1 | Litani River Authority (LRA) | 4 |
| Directorate General of Higher Education | 1 | Establishment of the Water of Beirut and Mount Lebanon (EBML) | 5 |
| Municipality of Rayfoun | 1 | Internal Security Forces | 5 |
| Municipality of Mansoura | 1 | Council for South | 5 |
| Directorate General of Presidency of Council of Ministers | 1 | Central Bank of Lebanon | 5 |
| Municipality of El Mina | 1 | Railway and Public Transportation Authority | 5 |
| Directorate of the Central Laboratory of Public Health | 1 | Directorate of Public Finance | 6 |
| Ministry of Energy and Water | 1 | General Directorate of State Security | 6 |

| Administration | Number of Requets | Administration | Number of Requets |
|---|-------------------|--|-------------------|
| General Directorate of Construction and Equipment | 1 | Directorate General of Agriculture | 6 |
| Ministry of Public Works and Transport (Joint Administrative Directorate) | 1 | Lebanese Agricultural Research Institute | 8 |
| Municipality of Terbol | 1 | South Lebanon Water Establishment | 8 |
| Municipal Union of Eastern Baalbek | 1 | Touch Lebanon | 8 |
| Directorate General of Ministry of National Defense | 1 | Rachaya Governmental Hospital | 13 |
| Municipal Union of Jezzine | 1 | Lebanese University | 13 |
| Municipality of Falougha | 1 | General Directorate of Ministry of Public Health | 17 |
| Municipality of El Monsef | 1 | Tripoli Port Authority | 17 |
| Ministry of Finance | 1 | Council for Development and Reconstruction | 21 |
| Municipality of Qab Elias | 1 | Directorate General of Oil | 26 |
| Municipality of Baalbeck | 1 | Electricity of Lebanon | 34 |
| Municipality of Rachaya El Wadi | 1 | Ogero Commission | 39 |
| Directorate General of Youth and Sports | 1 | Alfa | 54 |
| Municipality of Raiit | 1 | Grand Total | 369 |



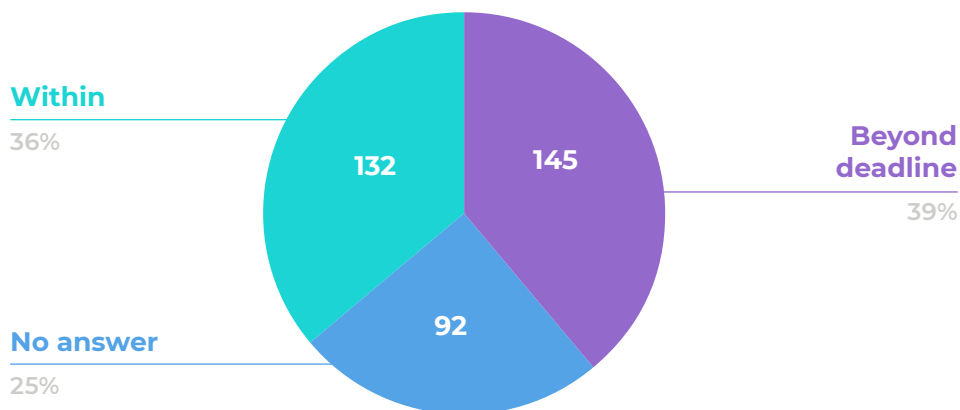
Breakdown by Top 10 Administrations to which Requests were Sent:

The following chart comprises the top 10 administrations in terms of the number of requests sent by Gherbal:



The methodology of requesting information is based on monitoring the bids results on the Public Procurement Authority portal for two weeks after the bid opening date (in case the bid announcement was collected from PPA website). If the results are not published, Gherbal would send formal requests for information to the presaid administrations to request information on the name and number of bidders, the name

of the winning bidders and value of contracts. By addressing those requests, Gherbal was capable of pushing administrations to inform the public of the bids' results, whether by updating the information to the PPA website, or submitting the information by written responses and subsequently abiding by the law. Noting that the procuring authorities responded to 277 requests.

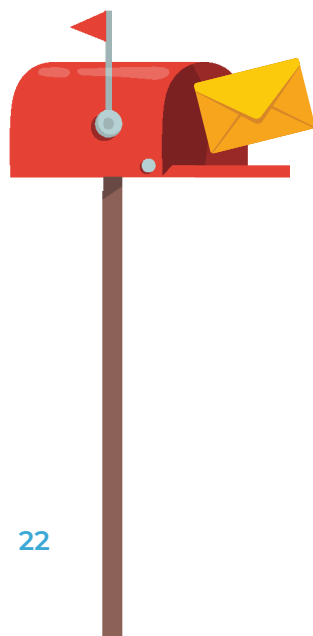








Consequently, 132 out of 369 responses were received within the legal time limit mentioned in the Right of Access to Information law (15 working

days), 145 responses came beyond this deadline, while 92 requests remained unanswered till the time of drafting this report.

Number of **Requests Sent per Month:**

The following chart displays the monthly count of requests sent by Gherbal to administrations, since the third month of implementation of the law, seeking clarifications regarding the statuses of bids:



| Administration | Number of responses | Number of requests | Percentage of responses % |
|---|---------------------|--------------------|---------------------------|
| Directorate General of Oil  | 26 | 26 | 100 |
| Directorate General of Internal Security Forces  | 5 | 5 | 100 |
| Council for South  | 5 | 5 | 100 |
| Railway and Public Transportation Authority  | 5 | 5 | 100 |
| High Relief Commission  | 4 | 4 | 100 |
| Litani River Authority (LRA)  | 4 | 4 | 100 |
| Central Fund for the Displaced | 3 | 3 | 100 |
| Directorate General of the Presidency of the Lebanese Republic | 3 | 3 | 100 |
| Directorate General of Civil Status | 2 | 2 | 100 |
| Municipality of Blat - Qartaboun - Mastita | 2 | 2 | 100 |
| Directorate General of Post | 2 | 2 | 100 |
| Municipality of Saida | 2 | 2 | 100 |
| Beirut Port Investment and Management | 2 | 2 | 100 |
| Directorate General of Civil Defense | 1 | 1 | 100 |
| Directorate General of Land Registry and Cadastre | 1 | 1 | 100 |
| Directorate General of Presidency of Council of Ministers | 1 | 1 | 100 |
| Directorate General of Youth and Sports | 1 | 1 | 100 |
| General Directorate of Construction and Equipment | 1 | 1 | 100 |
| Higher Council of Customs | 1 | 1 | 100 |
| Ministry of Energy and Water | 1 | 1 | 100 |
| Municipal Union of Jezzine | 1 | 1 | 100 |
| Municipality of Arkey | 1 | 1 | 100 |
| Municipality of El Mina | 1 | 1 | 100 |
| Municipality of El Monsef | 1 | 1 | 100 |
| Municipality of Falougha | 1 | 1 | 100 |
| Municipality of Haret Hreik | 1 | 1 | 100 |
| Municipality of Hasbaya | 1 | 1 | 100 |
| Municipality of Jeb Jannine | 1 | 1 | 100 |
| Municipality of Kefraya | 1 | 1 | 100 |
| Municipality of Mansoura | 1 | 1 | 100 |
| Municipality of Qab Elias | 1 | 1 | 100 |
| Municipality of Rait | 1 | 1 | 100 |
| Municipality of Rayfoun | 1 | 1 | 100 |
| Municipality of Zahle - Maalaka | 1 | 1 | 100 |
| Electricity of Lebanon | 32 | 34 | 94.12 |
| Tripoli Port Authority | 16 | 17 | 94.12 |
| Lebanese University | 12 | 13 | 92.3 |
| Lebanese Agricultural Research Institute | 7 | 8 | 87.5 |
| Ogero Commission | 34 | 39 | 87.18 |
| Directorate General of Agriculture | 5 | 6 | 83.33 |
| General Directorate of State Security | 5 | 6 | 83.33 |
| Council for Development and Reconstruction | 17 | 21 | 80.95 |
| Central Bank of Lebanon | 4 | 5 | 80 |

| Administration | Number of responses | Number of requests | Percentage of responses % |
|---|---------------------|--------------------|---------------------------|
| Establishment of the Water of Beirut and Mount Lebanon (EBML) | 4 | 5 | 80 |
| South Lebanon Water Establishment | 6 | 8 | 75 |
| Touch Lebanon | 6 | 8 | 75 |
| Cooperative of Government Employees | 2 | 3 | 66.67 |
| Rachaya Governmental Hospital | 7 | 12 | 58.33 |
| Directorate of Public Finance | 3 | 6 | 50 |
| Alfa | 25 | 54 | 46.30 |
| Municipality of Bkassine | 1 | 3 | 33.33 |
| General Directorate of Ministry of Public Health | 5 | 18 | 27.78 |
| Directorate General of Education and Higher Education | 0 | 2 | 0 |
| Directorate General of Higher Education | 0 | 1 | 0 |
| Directorate General of Ministry of National Defense | 0 | 1 | 0 |
| Kherbet Qanafar Governmental Hospital | 0 | 1 | 0 |
| Lebanese National Lottery | 0 | 1 | 0 |
| Ministry of Public Works and Transport - Joint Administrative Directorate | 0 | 1 | 0 |
| Municipal Union of Eastern Baalbek | 0 | 1 | 0 |
| Municipality of Aaddousiyyeh | 0 | 1 | 0 |
| Municipality of Baalbeck | 0 | 1 | 0 |
| Municipality of Baskinta | 0 | 1 | 0 |
| Municipality of Deir Zahrany | 0 | 1 | 0 |
| Municipality of Rachaya El Wadi | 0 | 1 | 0 |
| Municipality of Terbol | 0 | 1 | 0 |
| National Social Security Fund | 0 | 2 | 0 |
| Total | 277 | 369 | 75.07 |

The lowest percentages of responses to formal requests for information submitted by Gherbal were as follows:

General Directorate of Ministry of Public Health:
5 responses to 18 requests (27.77%).

Municipality of Bkassine:
1 response to 3 requests (33.33%).

Alfa:
25 responses to 54 requests (46.29%).

Directorate of Public Finance:
3 responses to 6 requests (50%).

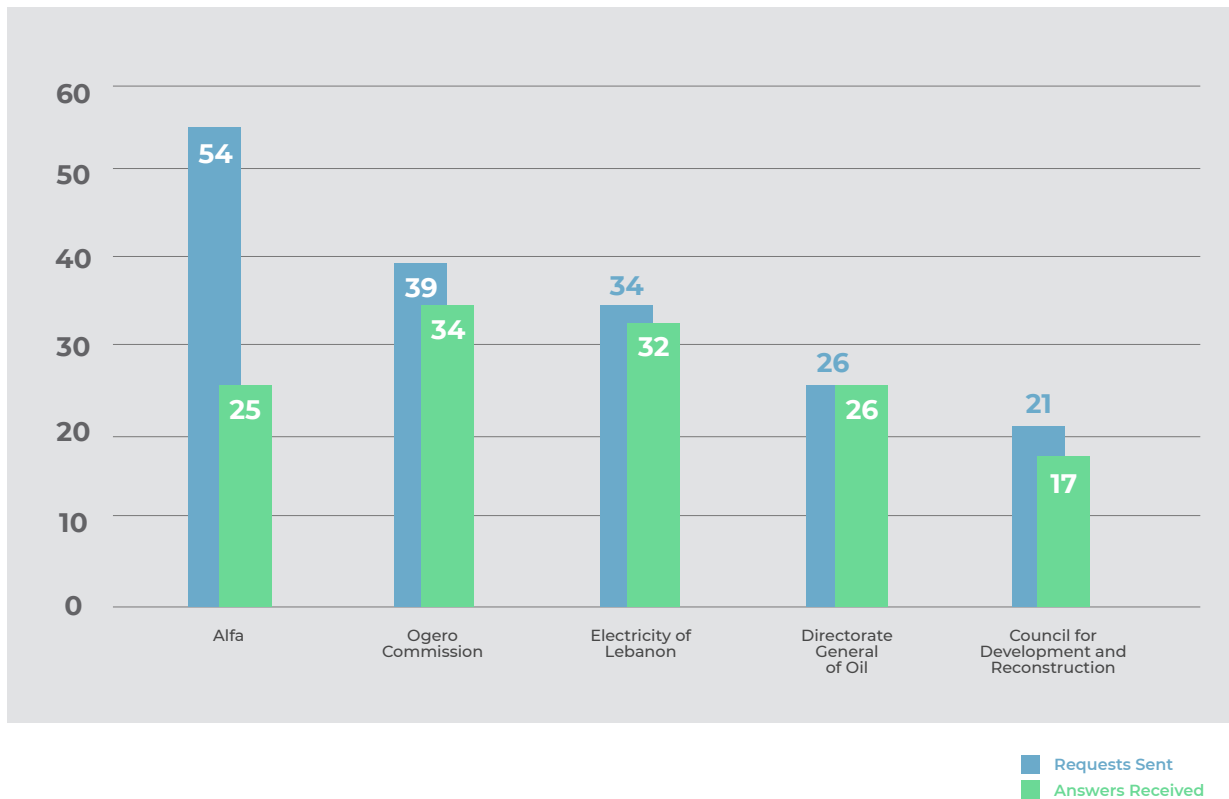
Rachaya Governmental Hospital:
7 responses to 12 requests (58.33%).



Disclaimer:

Gherbal received 277 responses to formal requests for information from public authorities. 34 administrations out of 52 responded to all the requests they received from Gherbal (100% of responses). However, out of this category, the top 5 list above shows the administrations to which 4 requests or more were submitted. Gherbal sent 3 requests or less to the remaining 29 administrations in this category.

Answers Received / Requests Sent



While comparing the top five administrations to which Gherbal submitted formal requests for information, the percentage of response varies as follows:

Alfa:

25 (out of 54) = 46.29%

Ogero Commission:

34 (out of 39) = 87.17%

Electricity of Lebanon:

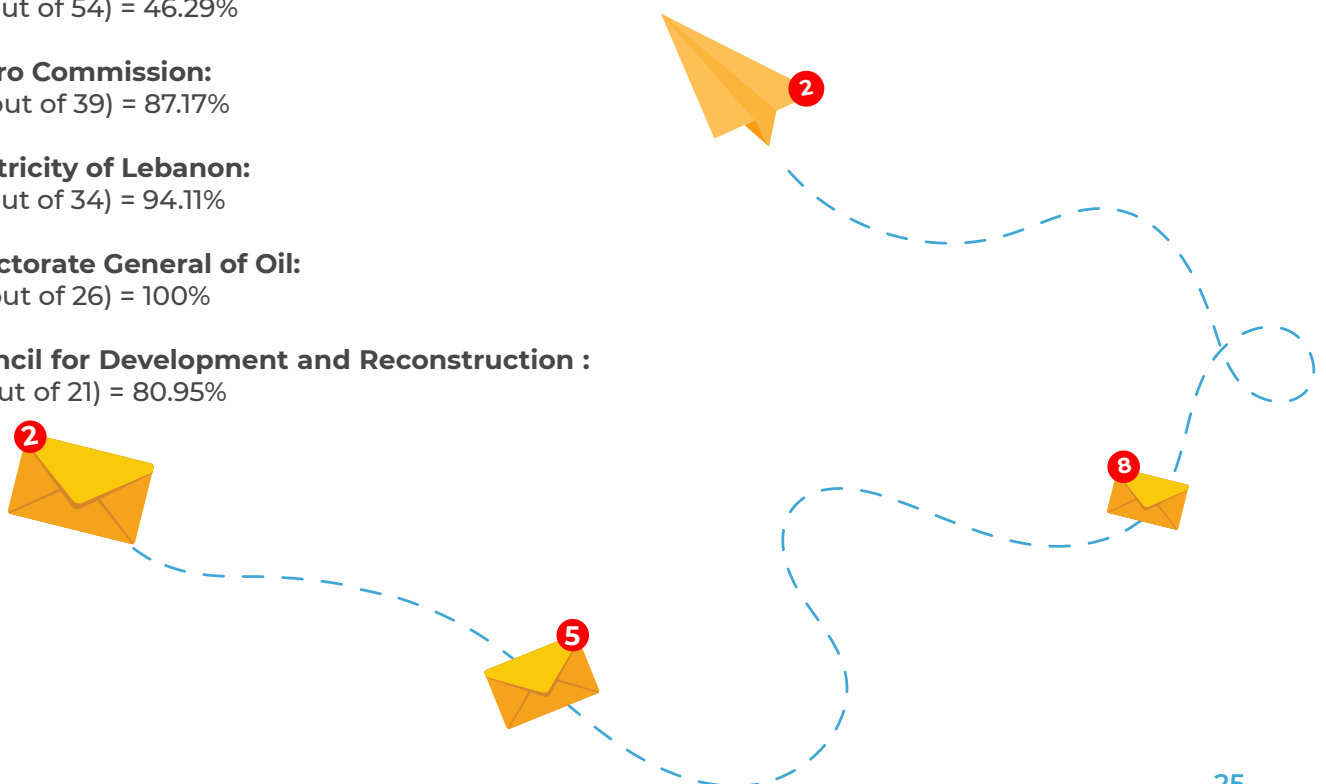
32 (out of 34) = 94.11%

Directorate General of Oil:

26 (out of 26) = 100%

Council for Development and Reconstruction :

17 (out of 21) = 80.95%



Breakdown by Top Winning Bidders:

The chart below presents the top contractors who successfully secured bids announced by public administrations in the first year of the law's enforcement:

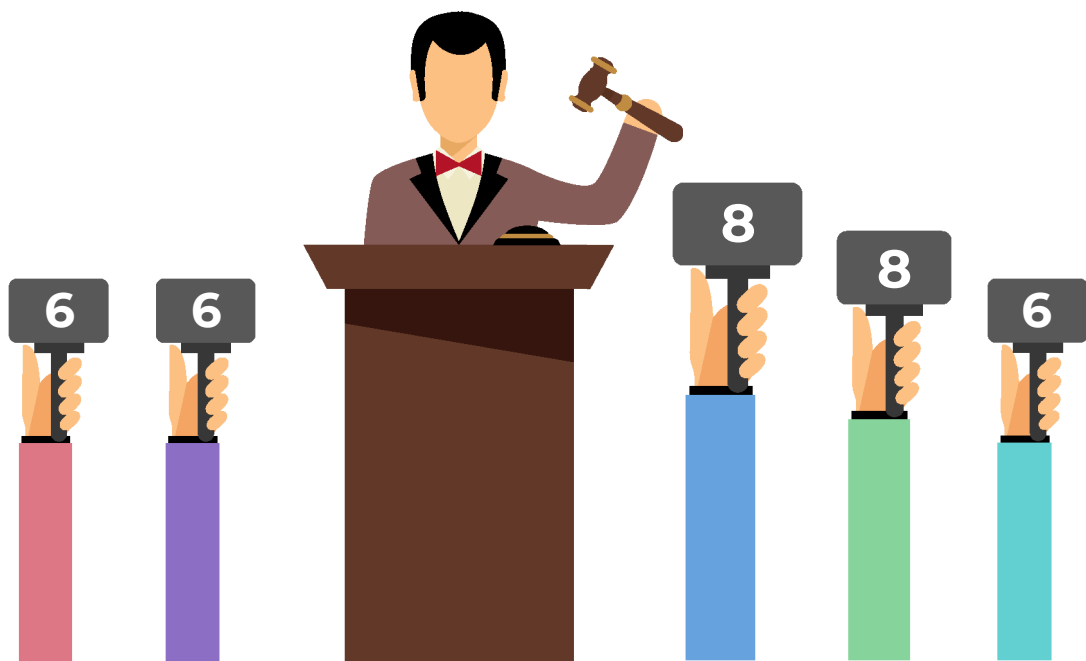


As for the remaining contractors, each won less than five bids.

According to article 3 of the law, public administrations have the right to participate in competitive bidding for projects announced by other administrations. Notably, both the “Ministry of Energy and Water - Directorate General of Oil” and the “Lebanese Armed Forces - Directorate of Geographical Affairs” secured positions in the Top 8.

The Ministry of Energy and Water - Directorate General of Oil supplied the Ministry of Interior and Municipalities and the Civil Defense with Diesel Oil.

Similarly, the Directorate of Geographical Affairs provided the procuring authorities with stamps and printing services.

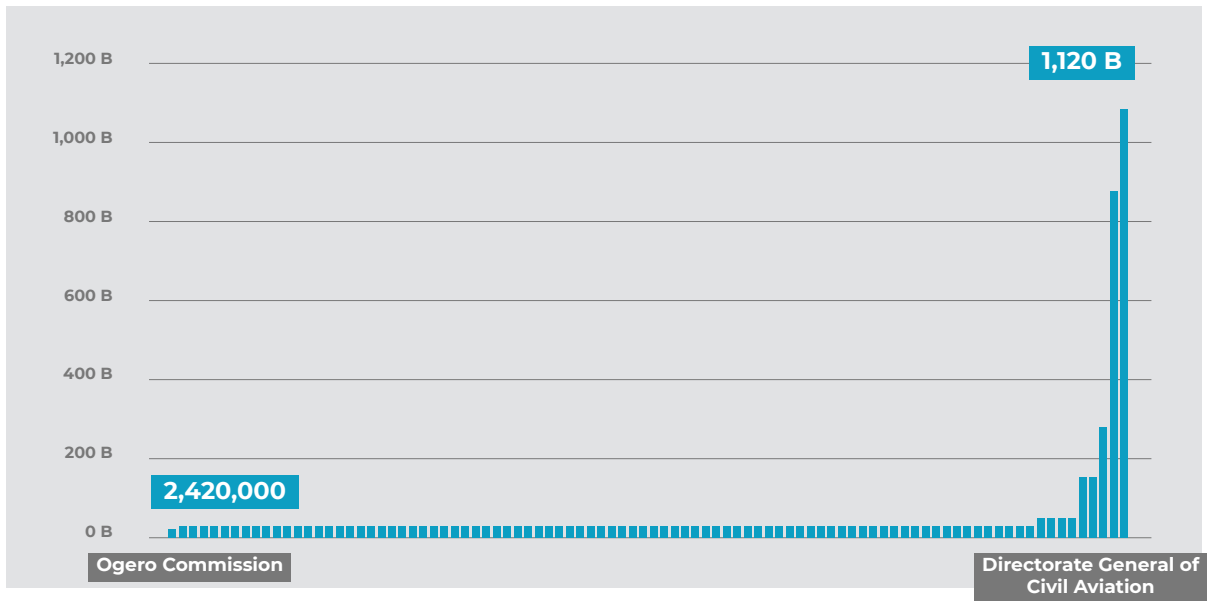




Awarded Bids

In the following sections are figuring charts and explanations about the awarded bids' values in Lebanese Pounds, in United States Dollars and in Euro.

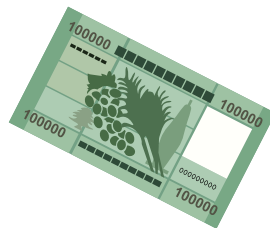
1 Values of Bids in LBP:



The figures highlight significant differences in bid values. The lowest is 2,420,000 LBP, while the highest is a staggering 1,120,000,000,000 LBP. These values vary based on bid subjects and announcing entities. For example, the highest value is from the Directorate General of Civil Aviation bid for managing and investing spaces designated for retail in the current passenger station and general aviation buildings at Rafic

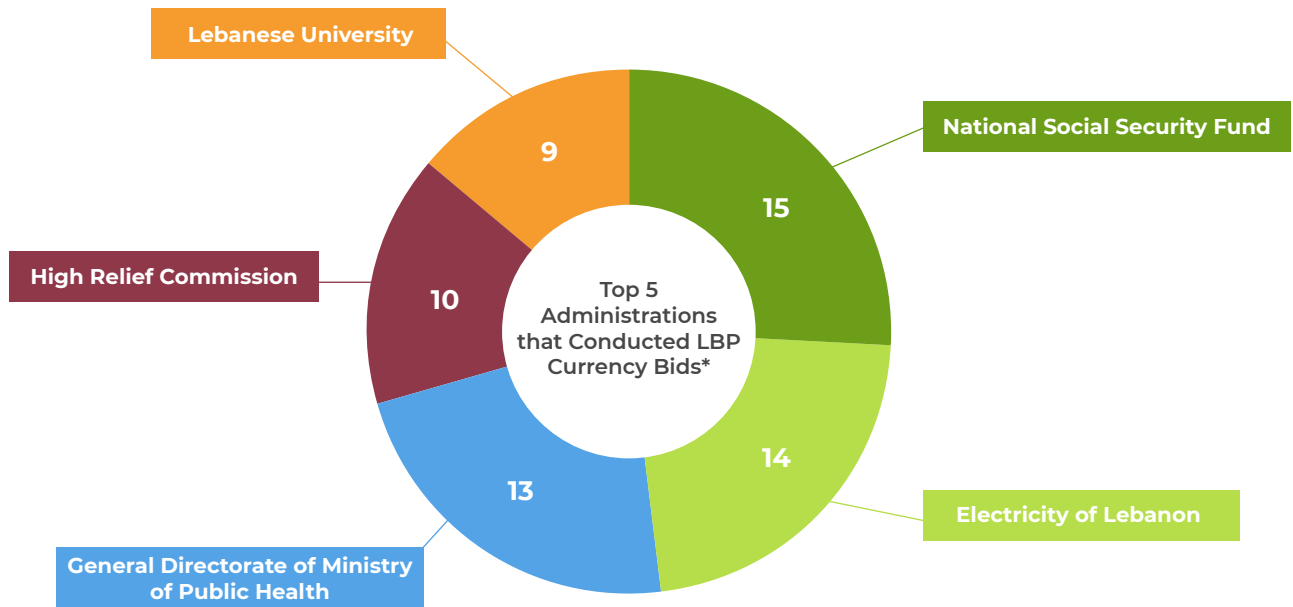
Hariri International Airport. The lowest is an Ogero bid for fax toner for the Accounting Department at the Joint Administrative Authority. The cumulative total of all bids in Lebanese Pounds amounts to 3,091,896,292,056 LBP.

In total, among the bids that Gherbal was able to monitor their values, 139 were valued in LBP.



Top 5 Administrations that Conducted LBP Currency Bids

The top 5 administrations that conducted LBP bids are as follows:

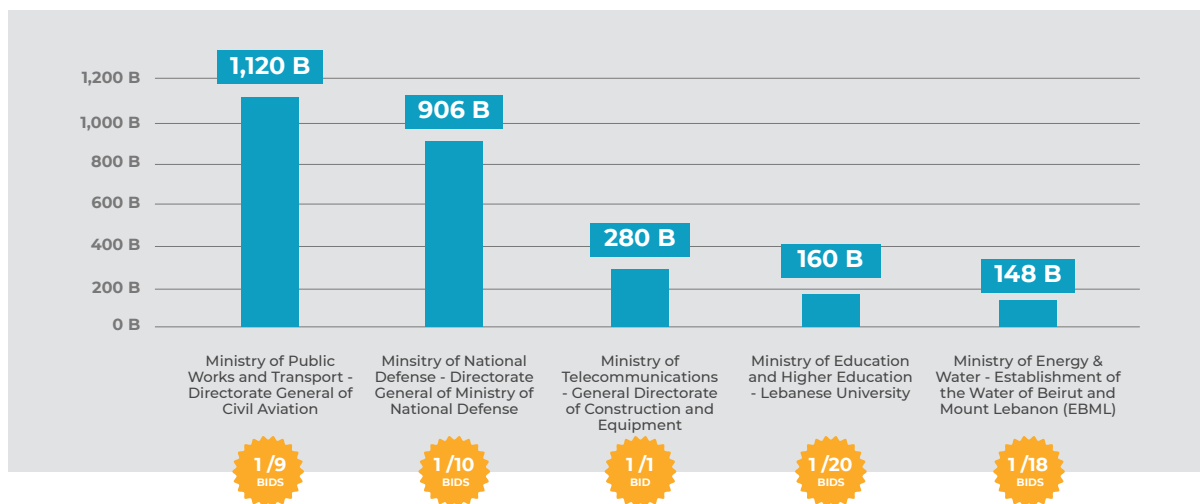


*Remaining 39 Administrations

78

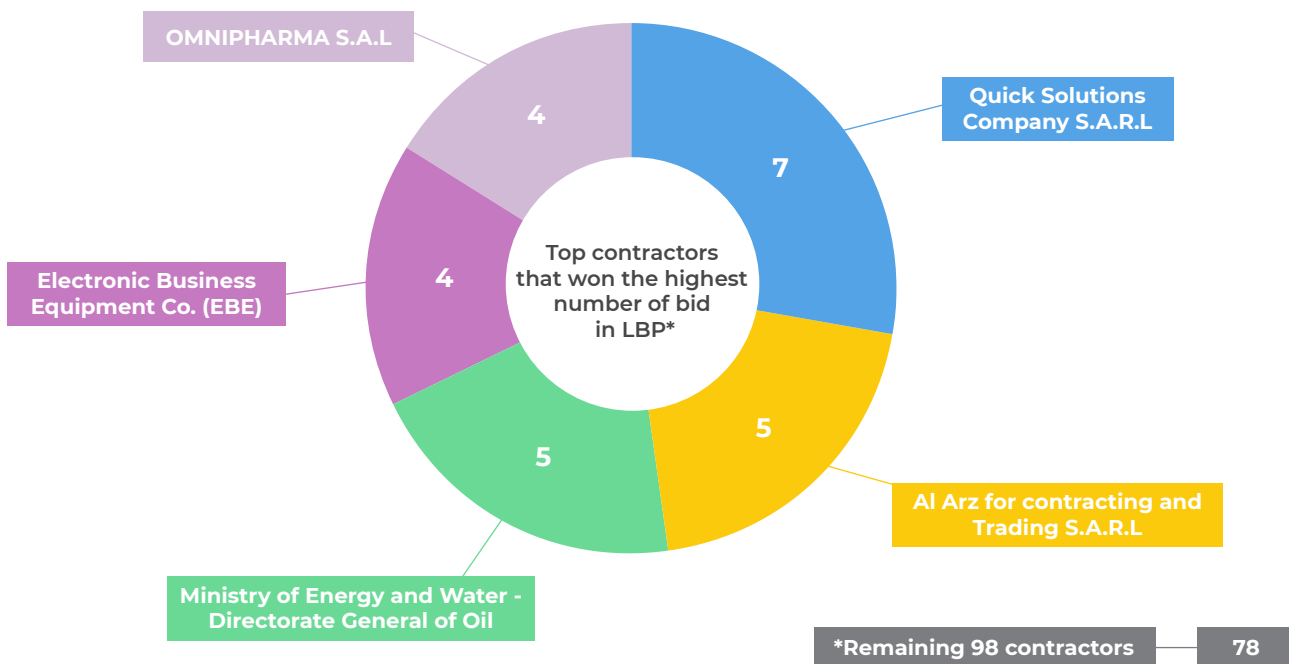
Top 5 Values of Contracts in LBP

The top 5 values of contracts in LBP were conducted by the following administrations:

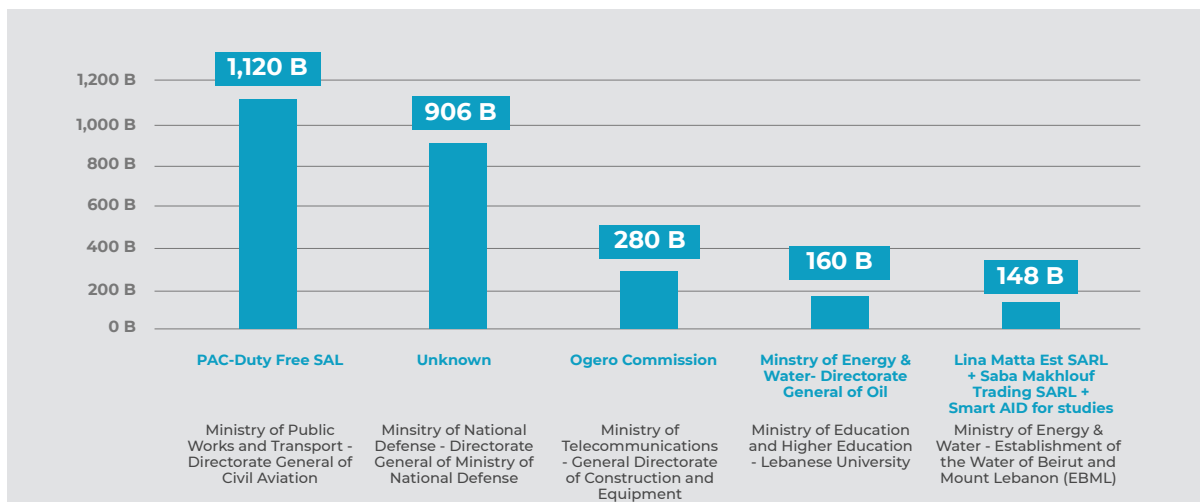


Top 5 Contractors in Terms of the Number of Contracts in LBP

The top contractors that won the highest number of bids in LBP are as follows:



Top 5 Contractors in terms of the value of Contracts in LBP



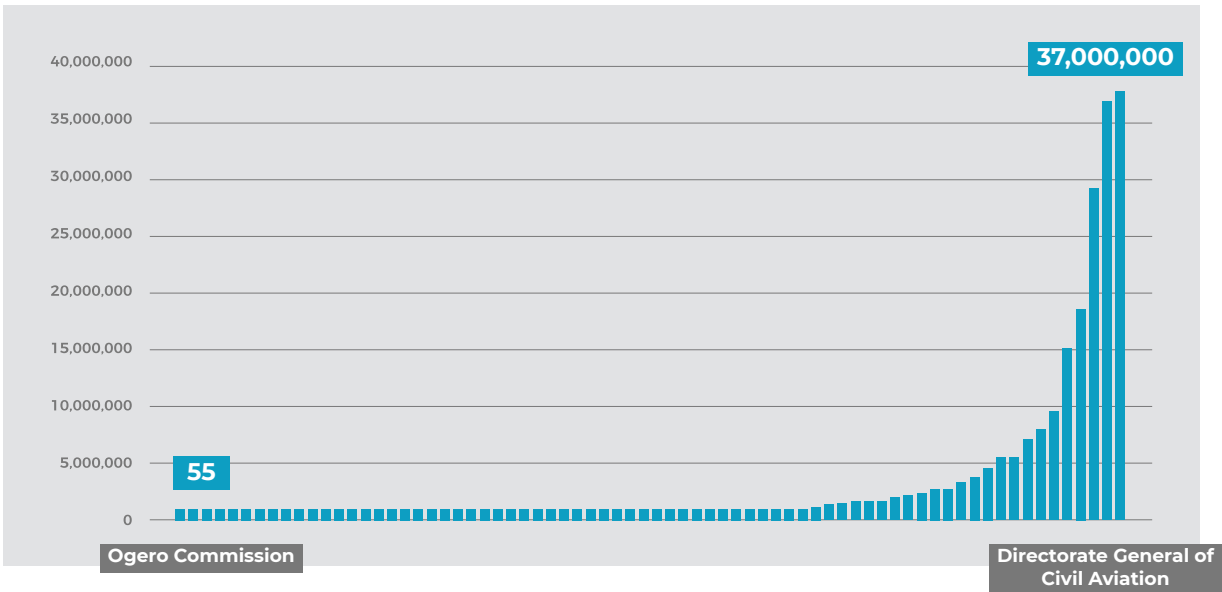
Winning Bidder
Administration

The data in this chart displays the winners of the top 5 bids in LBP. Notably, the second-largest expenditure in LBP was associated with a contract where the winner's identity remains ambiguous under the name of "Private Hospitals and Medical Centers". In response, Gherbal sought clarification by requesting information from the Directorate General of Ministry of National Defense regarding the bid's

winner. However, as of the date of this report, the procuring authority has not responded yet. Consequently, a crucial aspect of transparency remains absent in this instance. Furthermore, there are other bids lacking essential information, which raises concerns about accountability and the effective implementation of the law.

2

Values of Bids in USD:



Similarly to the bids announced in Lebanese Pounds, the opened bids in United States Dollars have high differences in values. The range starts with 55 USD and goes up to 37,000,000 USD. These differences are due to the bids' subjects and purposes. For example, the bid with the lowest value was carried out by Ogero Commission to purchase a motor unit for one of its photocopy machines. On the other hand, the bid with the highest value was executed by

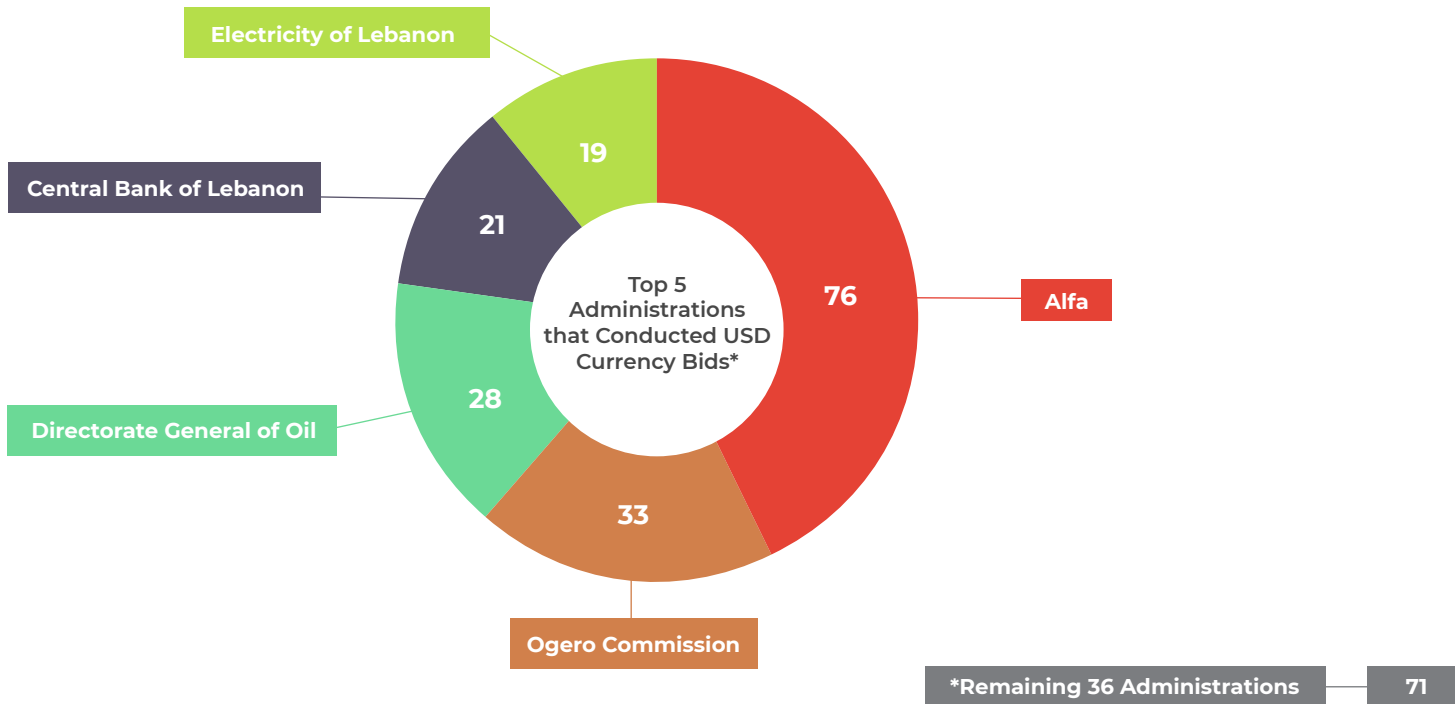
the Directorate General of Civil Aviation through Public Auction whose winner was PAC-Duty Free SAL. This bid was conducted to manage and invest areas designated for retail sale in the current passenger terminal building and the General Aviation Building at Beirut International Airport.

In total, among the USD bids that Gherbal was able to know their values, 248 had an amount that elevates to 292,635,710.6 USD.



Top 5 Administrations that conducted USD Currency Bids

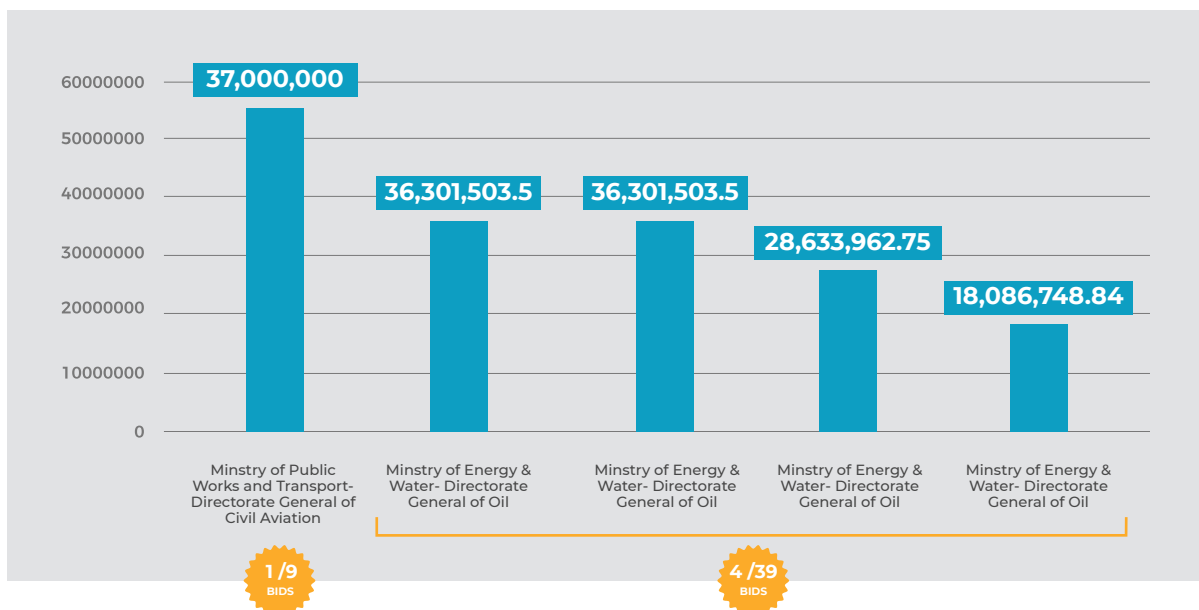
The top 5 administrations that conducted USD bids are as follows:



It is remarkable how much the number of bids differs between the top 5 in LBP and the top 5 in USD.

Top 5 Values of Contracts in USD

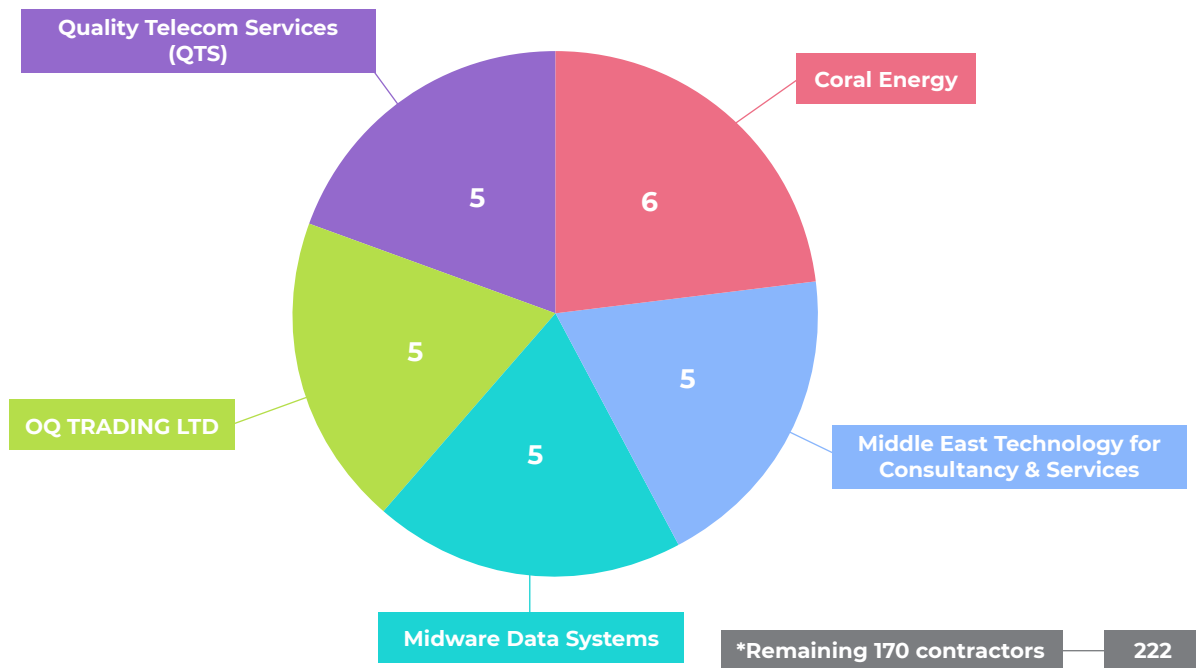
The top 5 values of contracts in USD were conducted by the following administrations:



The Directorate General of Oil conducted the second, third, fourth and fifth highest-value bids in USD.

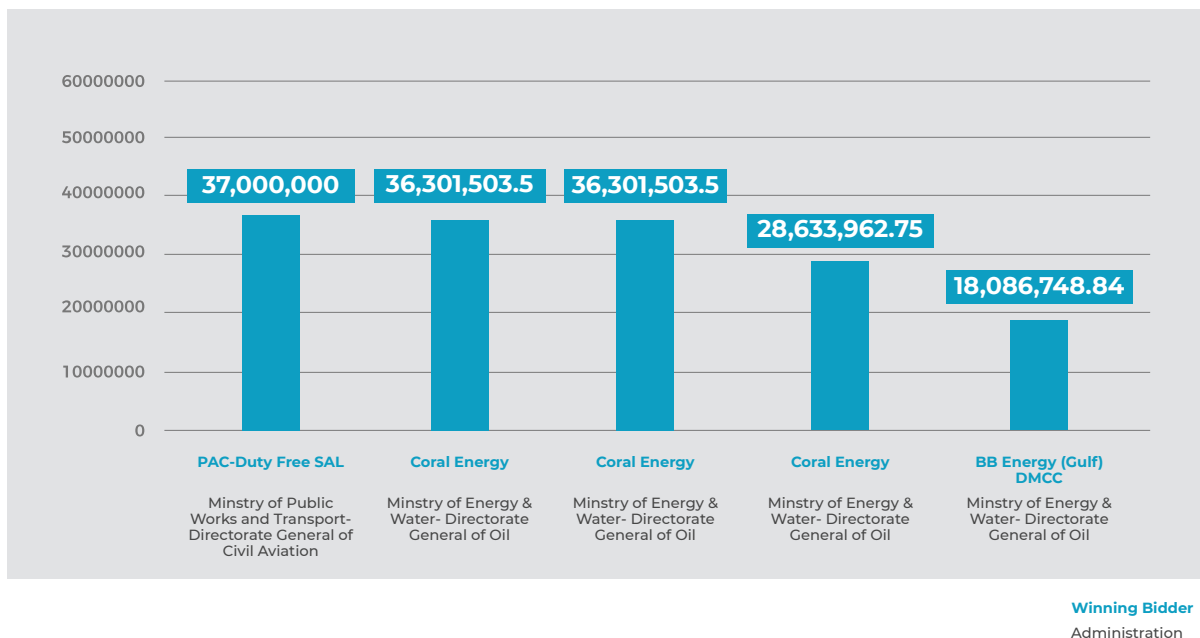
Top 5 Contractors in Terms of the Number of Contracts in USD

The top 5 contractors* that won the highest number of bids in USD are as follows:



Noting that many other contractors won 4 bids or less.

Top 5 Contractors in Terms of the Value of Contracts in USD

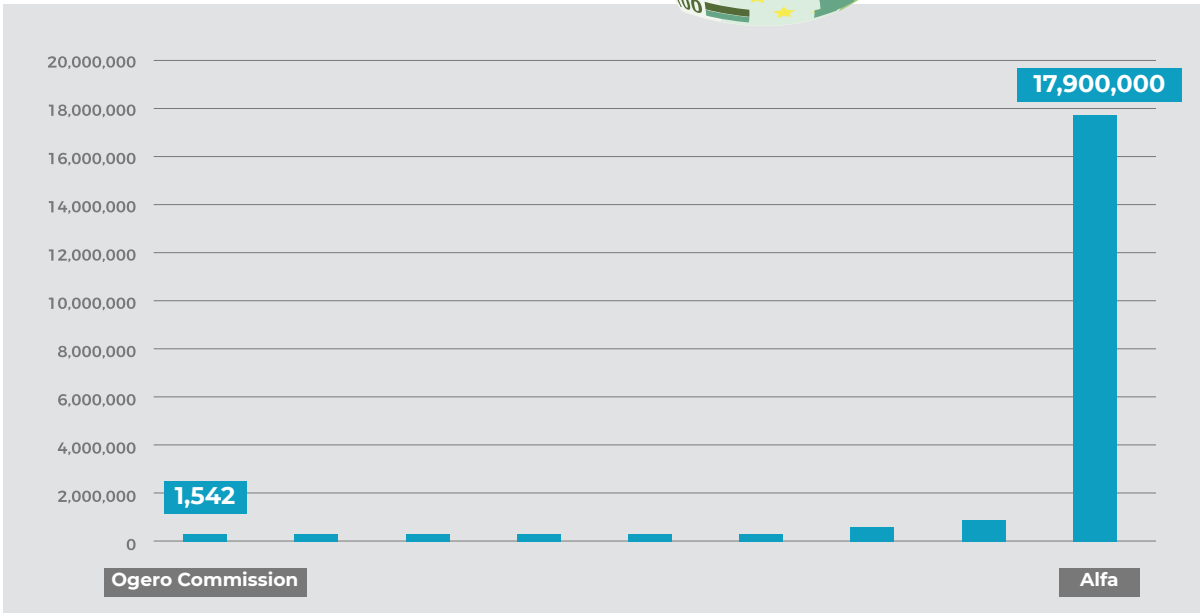


Data in this chart reflect the winners of the top 5 bids in USD. The second, third and fourth largest amounts in USD were spent by the Directorate General of Oil on contracts conducted with Coral Energy. Surprisingly, we notice that in two different bids,

the same amount is paid for the same quantities of fuel (30,000 tons; +/- 5%) provided by Coral Energy to the Directorate General of Oil, despite the fact that one bid was opened on the 14th of September 2022, while the other was opened on the 13th of October 2022.

3

Values of Bids in EUR:



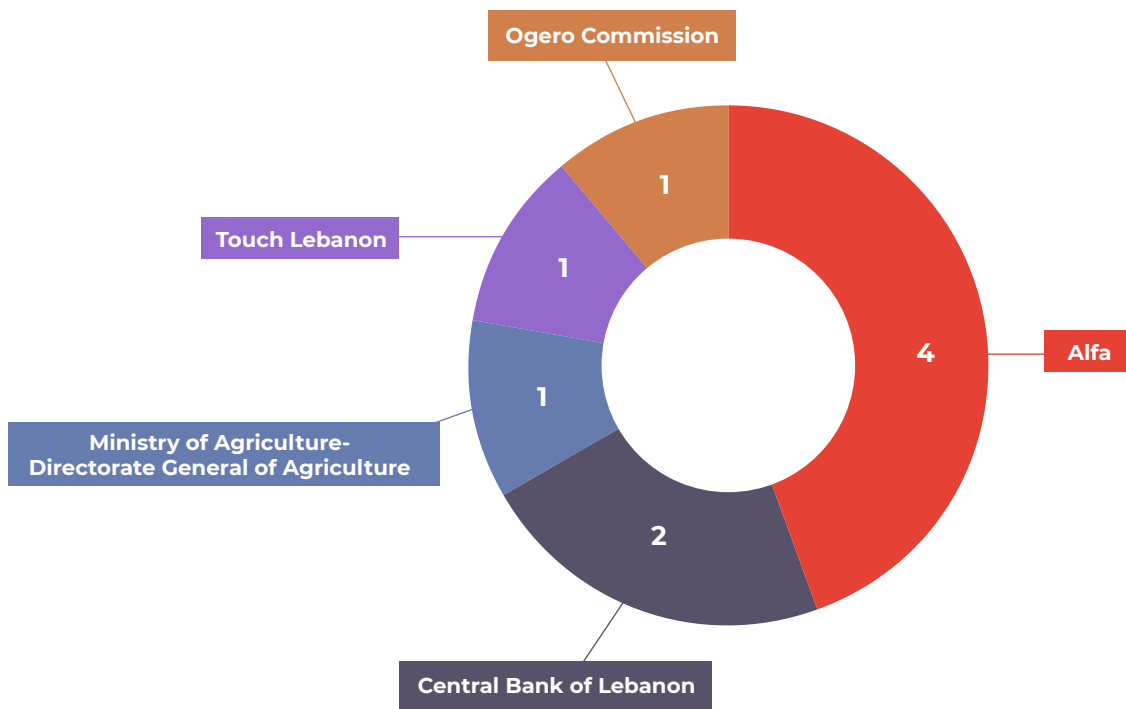
The bid with the lowest value, amounting to 1,542 EUR, was conducted by Ogero Commission to renew the RIPE NCC subscription. On the other hand, the bid with the highest value, amounting to 17,900,000 EUR, was conducted by Alfa to

purchase an A2P provider to act as a bridge or liaison between the “Original A2P sender” and Alfa (MICI).



Top 5 Administrations that Conducted EUR Currency Bids

The top 5 administrations that conducted EUR bids are as follows:

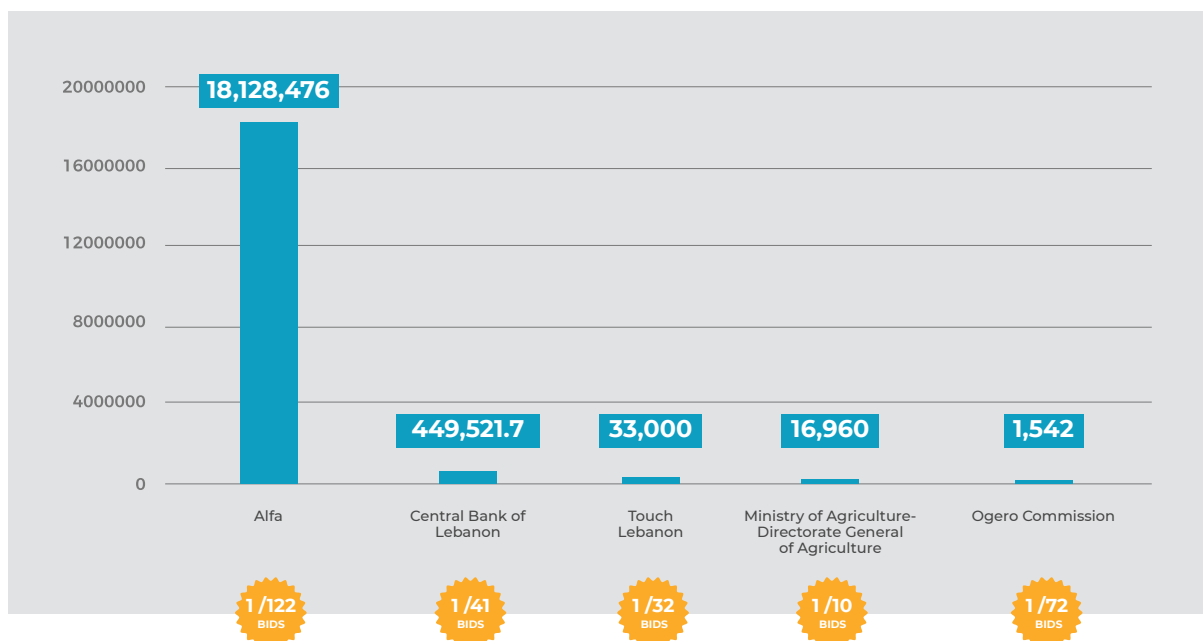


NB:

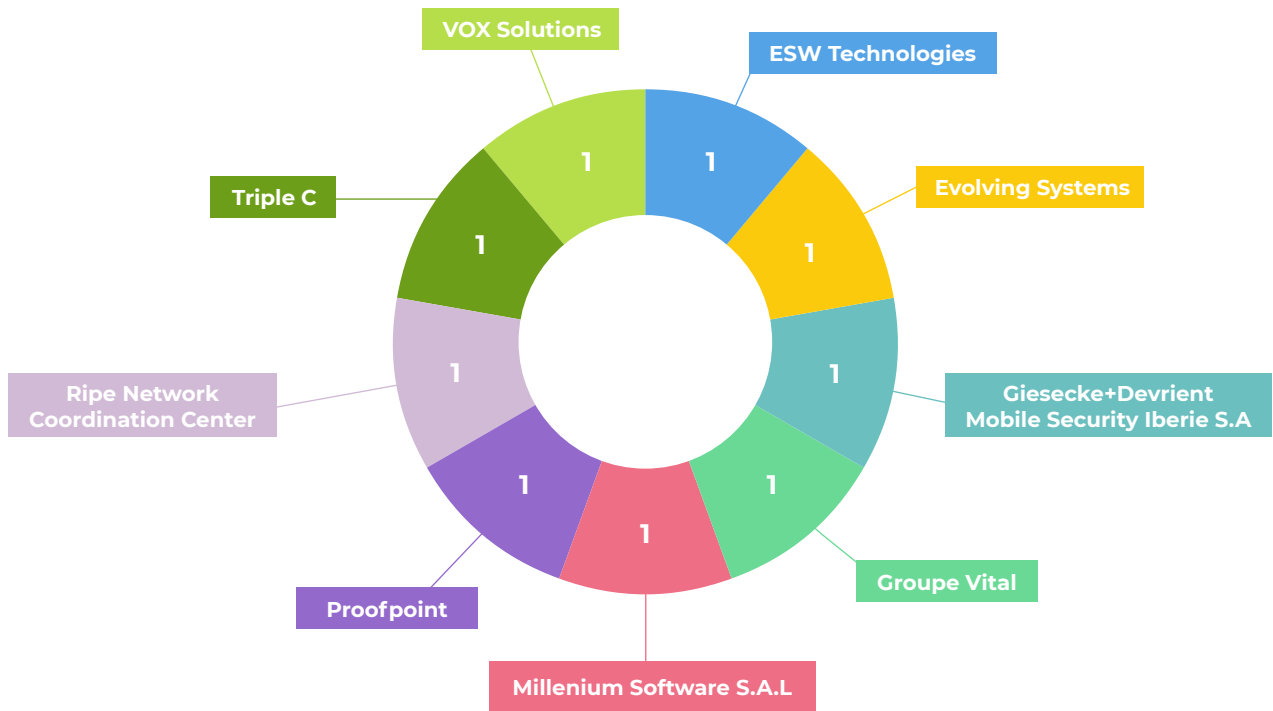
These are the only administrations that conducted bids in EUR.

Top 5 Values of Contracts in EUR

The top 5 values of contracts in EUR were conducted by the following administrations:

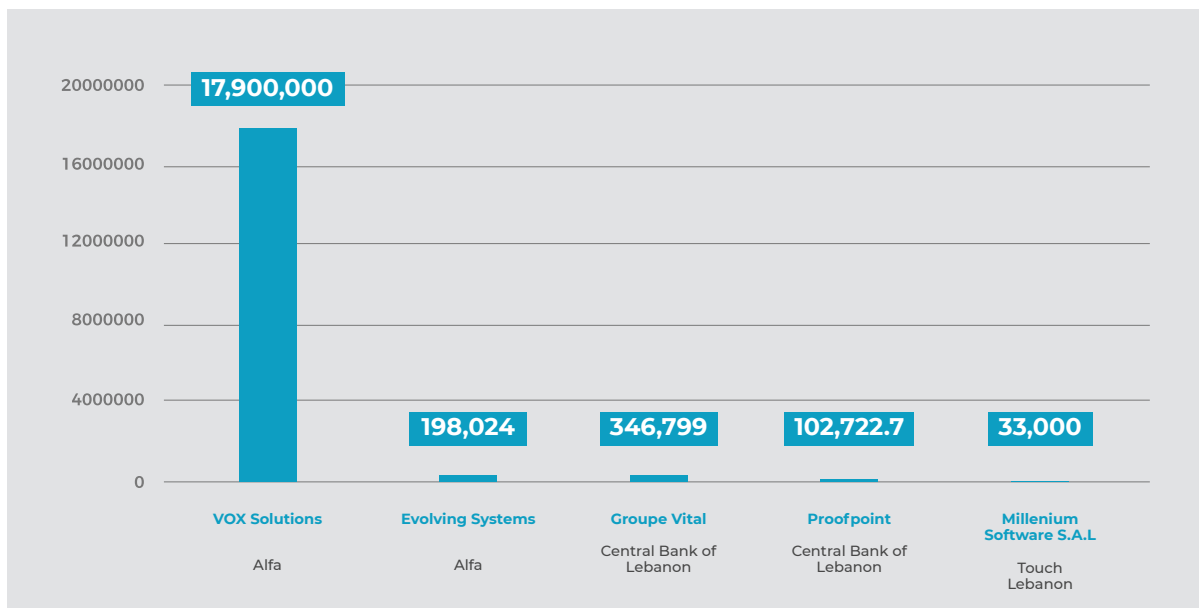


Top Contractors in Terms of the Number of Contracts in EUR



As shown in the chart, there are no top 5 contractors who won the highest number of bids in EUR because all contractors have been awarded only 1 bid as of the date of this report.

Top 5 Contractors in Terms of the Value of Contracts in EUR

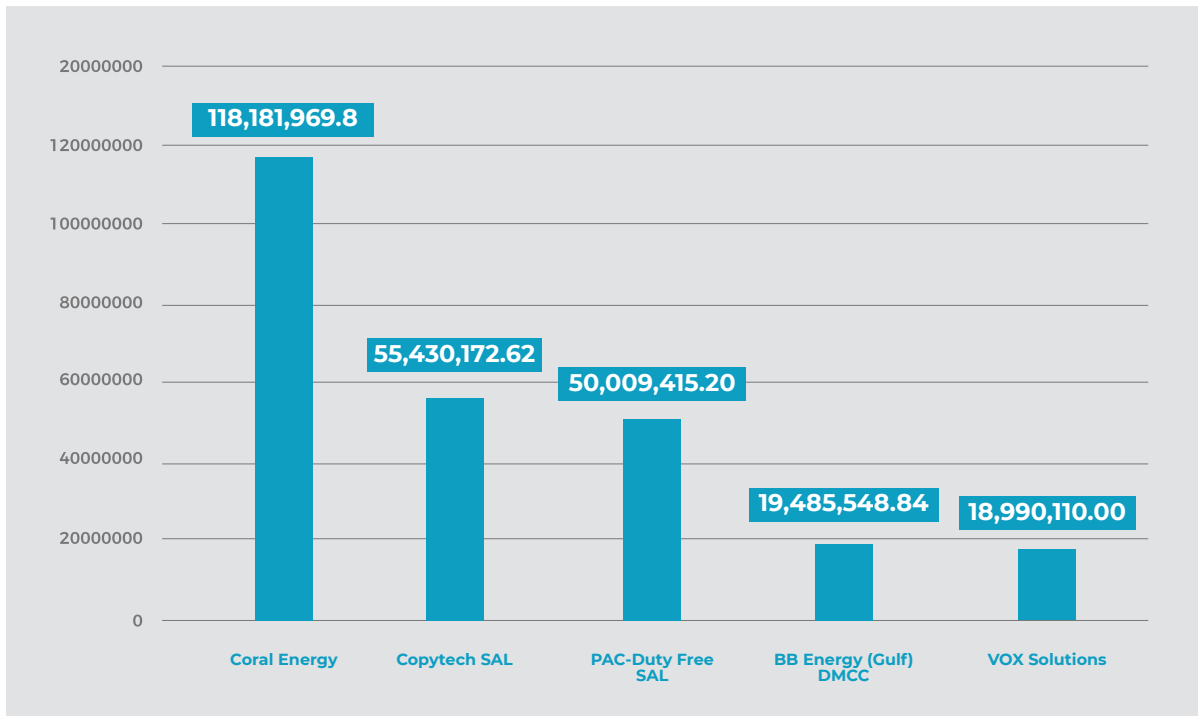


Winning Bidder
Administration

The revealed data in this chart show the contractors that secured the top 5 value-bids in EUR. VOX SOLUTIONS ranked first by signing a bid with Alfa for 17,900,000 €.

Top 5 Contractors in Terms of the Value of Contracts:

The following chart is figuring the Top 5 contractors according to the value of contracts in USD:



Disclaimer:

Some bids were originally priced in LBP and EUR. To convert the EUR denominated bids to USD, we used the legal time limit for proposal submission date as the basis for applying the conversion rates (1 EUR = 1.07 USD). For the LBP denominated bids, we used the Sayrafa exchange rate on August 1, 2023, as the reference for their conversion to USD.

Within one year after the law entered into force, the Top 5 contractors in terms of the contracts values were as follows:

Coral Energy: 118,181,969.8 USD
PAC-Duty Free SAL: 50,176,470.59 USD
OQ TRADING LTD: 30,615,200 USD
BB Energy (Gulf) DMCC: 19,485,548.84 USD
VOX SOLUTIONS: 19,153,000 USD

Coral Energy is by far the contractor that signed the bids with the highest values; it won 6 bids. The above-mentioned total value does not indicate the exact value of Coral's contracts. This happens mainly because of changing fuel prices and the Ministry of Energy and Water

- Directorate General of Oil requiring large quantities.

But why does Coral Energy always win these bids, not giving others a chance? It is worth noting that these bids are not direct contracts; they are tenders or requests for quotations. Additional explanations from the Directorate General of Oil are needed to understand better how Coral Energy consistently meets the criteria set by the administration.

As for the other contractors, they secured only a few bids, indicating that they did not dominate the winning streak.

Workshops Organized by Gherbal



In collaboration with MEPI and Institut des Finances Basil Fuleihan (IOF), Gherbal is conducting a series of 20 workshops across Lebanon. These workshops aim to raise awareness and cultivate both citizens and public sector employees about the new Public Procurement Law. The workshops will be held in all 8 Lebanese governorates.

In each governorate, two workshops are being organized: one for public administrators to enhance their understanding of the new law and promote compliance, and another for local residents (citizens, CSOs and SMEs) to encourage their participation in public affairs, thus fostering accountability.

In total, 10 workshops were held for public administrators and 10 others for residents, all geared toward promoting responsible citizenship.

Until August 1st, 2023; 12 workshops were already organized by Gherbal in the following regions, targeting 354 people:

- Chouf (21 participants)
- Tripoli 1 (27 participants)
- Saida (17 participants)
- Beirut 1 (21 participants)
- Bekaa (35 participants)
- Baalbeck (35 participants)
- Jbeil (31 participants)
- Beirut 2 (31 participants)
- Zahle (36 participants)
- Zgharta (38 participants)
- Tripoli 2 (41 participants)
- Nabatieh (31 participants)

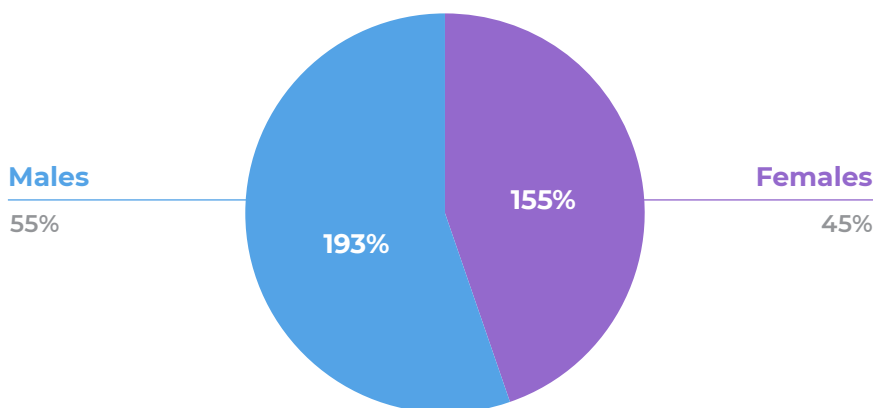
Out of a total of 354 individuals, 348 participants completed both pre- and post-tests. This allowed Gherbal to evaluate the extent to which the workshops effectively conveyed valuable information and takeaways.



Disclaimer:

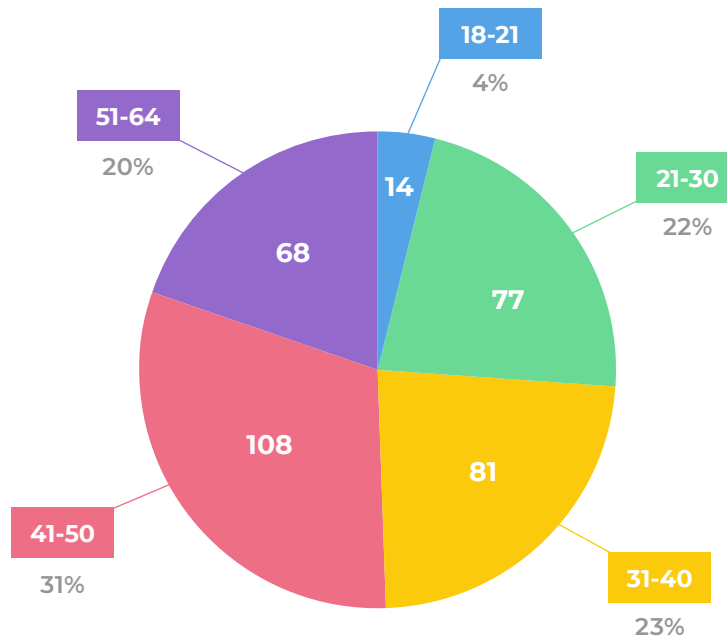
All data gathered and analysis conducted in the following parts of the report are based on the information provided by participants in the pre- and post-tests.

Breakdown by Gender:



A total of 155 females and 193 males attended the workshops. While there's a slight gender difference, it reflects the growing involvement of women in public affairs nowadays.

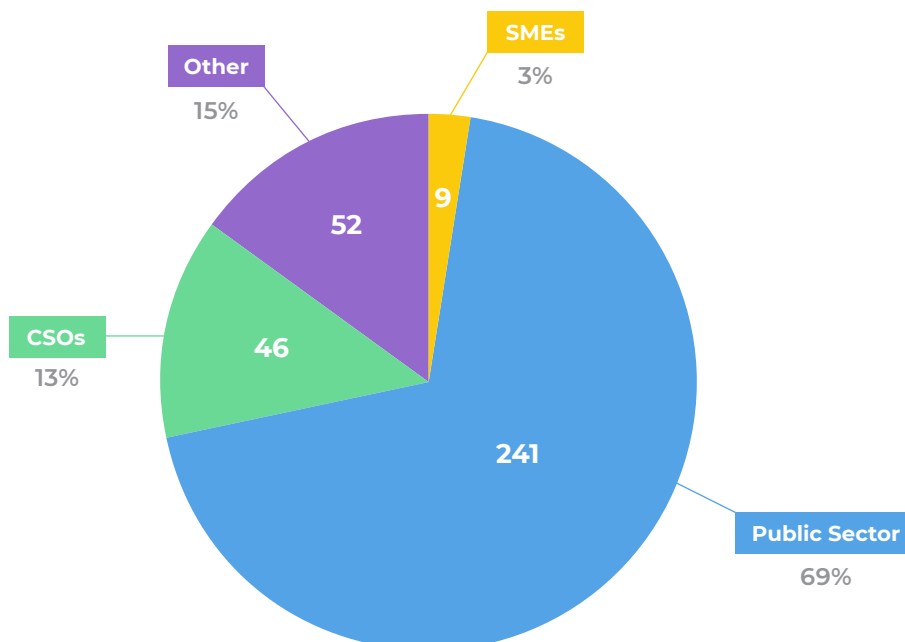
Breakdown by Age:



This chart reflects the participants' ages. Only 4% of the attendees are aged between 18 and 21 years old. This is expected, as they might not have had the opportunity to take the Civil Service

Council test and are therefore not eligible to work in the public sector yet. The number of the older generations that attended the workshops are almost the same.

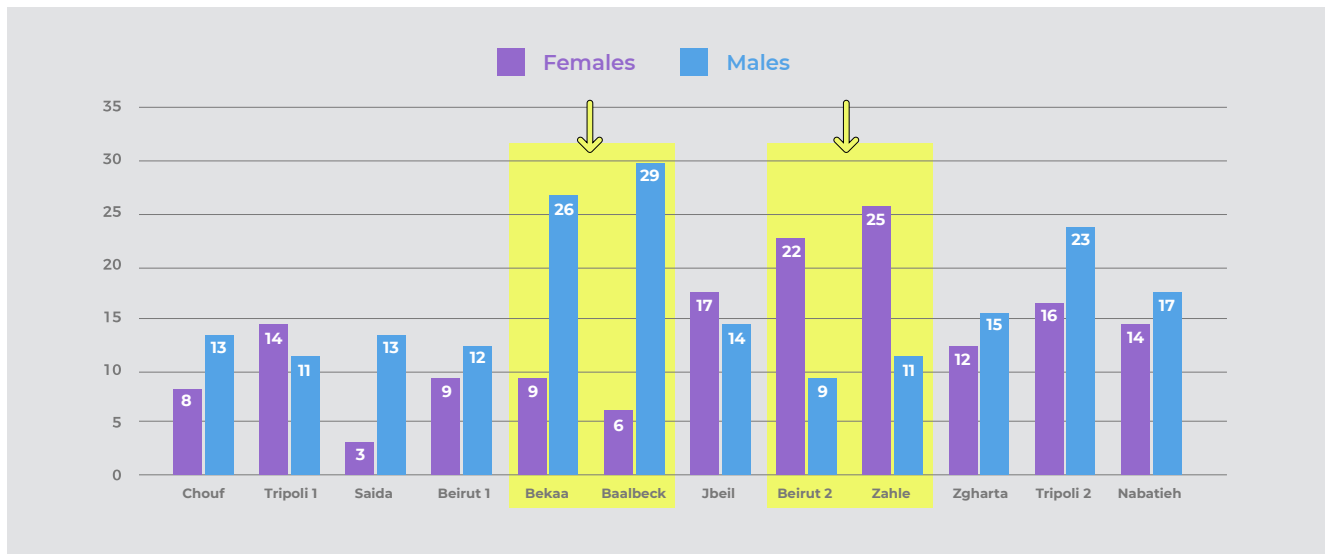
Breakdown by Background:



The majority of participants who attended Gherbal's workshops are affiliated with the public sector, making up 69% of the total attendees across the 12 workshops. As previously mentioned, a series of 20 workshops is being

organized, and up to the date of writing this report, only 2 workshops have been conducted for citizens. This explains why most of the individuals appearing in this chart are public administrators.

Breakdown by Gender, Age and Background per workshop:



Breakdown by gender per workshop

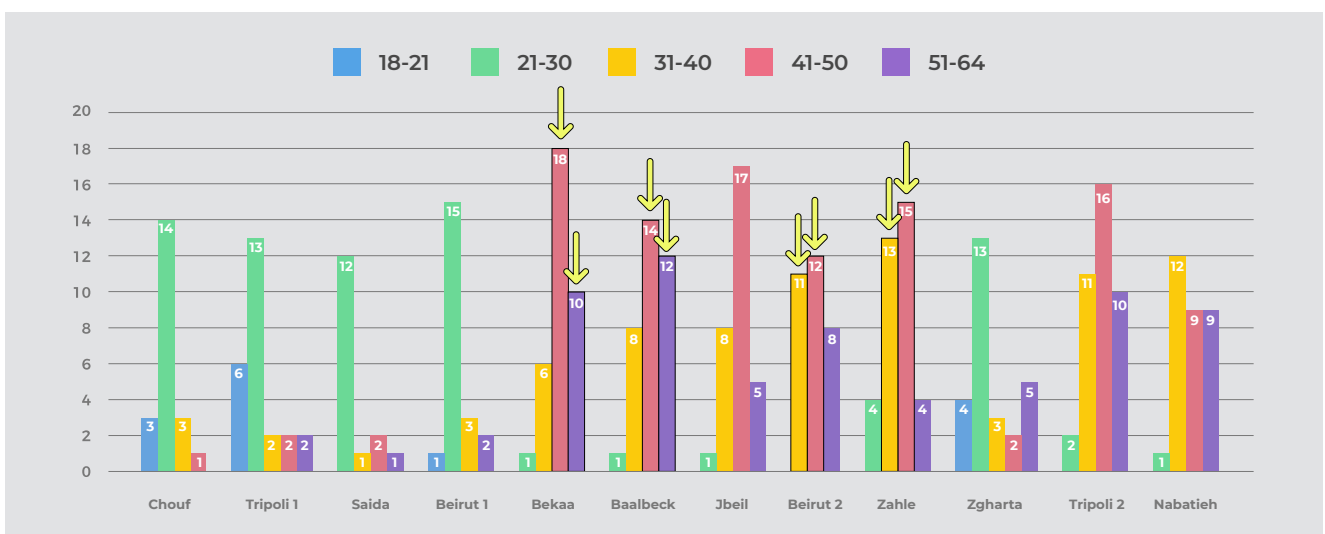
The chart displays gender distribution among workshop attendees, highlighting significant variations across different regions. Notably, the Bekaa had 35 participants, with only 9 being females (25%). Similarly, in Baalbeck, out of 35 participants, only 6 were females, making up 17% of the total. In contrast, 22 females out of 31 participants attended the second workshop held in Beirut, accounting for 71%.

A similar pattern was observed in Zahle, where

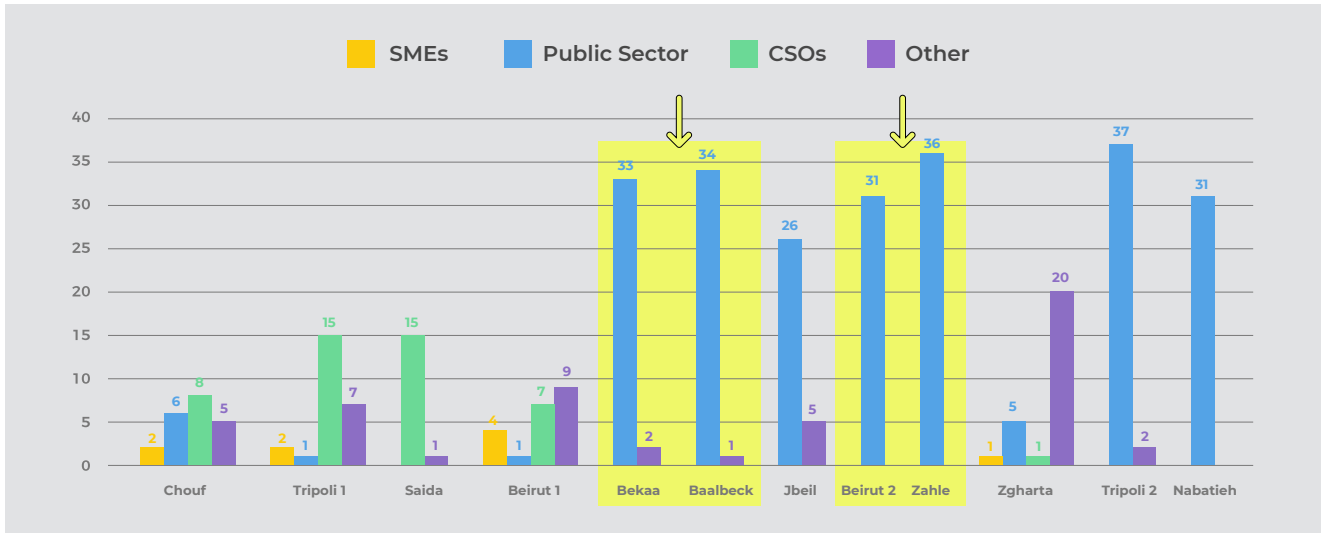
25 females out of 36 participants were recorded, constituting 69% of the total.

This variation can be attributed not only to regional differences in mentality among Lebanese residents but also to the gender distribution in the public sector, where a higher proportion of older individuals are males. Consequently, this gender disparity is most pronounced in the Bekaa and Baalbeck regions.

The following charts focus on the age and background of participants:



Breakdown by age of attendees per workshop



Breakdown by background of attendees per workshop

These two charts support the earlier hypothesis that the average age of public sector employees in Bekaa and Baalbeck tends to be older, while in Beirut and Zahle, younger generations are joining public administrations.

This suggests that over time, women are gaining increased opportunities to participate in public life compared to the past.

To evaluate the workshops' influence on participants, Gherbal created both pre- and post-tests consisting of 16 questions regarding the new Public Procurement Law. These questions covered different aspects of the law, including principles of Public Procurement and Transparency, the procurement process, and information related to publishing information on the PPA portal.

Breakdown by Pre- and Post-tests:

According to the collected data from the pre-tests filled by participants at the beginning of each workshop, it appears that the average of correct answers was 157 (48,93% of total). This indicates a significant need for greater awareness in order to gain a better understanding of the new law.

The results from the post-tests support this observation, as the number of correct answers increased to 230 (71.69% of total). When comparing these figures, Gherbal discovered that the workshops led to a 22.76% improvement in the quality of answers provided by participants.



Chouf workshop

The workshop organized by Gherbal in Chouf for citizens, CSOs and SMEs, was held from 9:30 am to 4:30 pm on Saturday, November 5, 2022 at Khaliyet Chehime.

The participants consisted of 13 males (61.9%) and 8 females (38.1%).

3 participants (18.2%) were between the ages of 18 and 21, 14 participants (66.7%) were between the ages of 21 and 30, 3 participants (18.2%) were between the ages of 31 and 40 and 1 participant (4.8%) were between the ages of 41 and 50.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information in 6 out of 16 questions has significantly increased.
- The participants' information in 6 out of 16 questions has moderately increased.

In general, the participants' knowledge has increased by 20% on all 16 questions.



Tripoli first workshop

The first workshop organized by Gherbal in Tripoli for citizens, CSOs and SMEs, was held from 9:30 am to 4:30 pm on Saturday, December 10, 2022 at Dar Al Amar Restaurant.

The participants consisted of 10 males (40%) and 15 females (60%).

6 participants (24%) are between the ages of 18 and 21, 11 participants (44%) are between the ages of 21 and 30, 3 participants (12%) are between the ages of 31 and 40, 2 participants (8%) are between the ages of 41 and 50 and 3 participants (12%) are between the ages of 51 and 64.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information regarding 11 out of 16 questions has significantly improved.
- The participants' information regarding 3 out of 16 questions has moderately improved.
- The participants' information regarding 2 out of 16 questions has slightly improved as the trainer accidentally did not mention the information.

In general, the participants' knowledge has improved by 42% on all 16 questions.

Saida workshop

The workshop organized by Gherbal in Saida for citizens, CSOs and SMEs, was held from 9:30 am to 4:30 pm on Saturday, January 21, 2023 at Al Moltaqa.

The participants consisted of 13 males (81.3%) and 3 females (18.8%).

12 participants (75%) are between the ages of 21 and 30, 1 participant (6.3%) are between the ages of 31 and 40, 2 participants (12.5%) are between the ages of 41 and 50, and 1 participant (6.3%) is between the ages of 51 and 64.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information regarding 5 out of 16 questions has significantly improved.
- The participants' information regarding 6 out of 16 questions has moderately improved.
- The participants' information regarding 5 out of 16 questions has either remained constant or slightly improved.

In general, the participants' knowledge has improved by 22.2% on all 16 questions.

Beirut first workshop

The first workshop organized by Gherbal in Beirut for citizens, CSOs and SMEs, was held from 9:30 am to 4:30 pm on Saturday, February 11, 2023 at Nahnoo Training Center.

The participants consisted of 11 males (55%) and 9 females (45%).

1 participant (5%) is between the ages of 18 and 21, 14 participants (70%) are between the ages of 21 and 30, 3 participants (15%) are between the ages of 31 and 40, and 2 participants (10%) are between the ages of 51 and 64.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information regarding 11 questions out of 16 has significantly improved.
- The participants' information regarding 5 questions out of 16 has moderately improved.

In general, the participants' knowledge has improved by 35,3% on all sixteen questions.

Bekaa workshop

The workshop organized by Gherbal in Bekaa for public employees was held from 9:30 am to 4:30 pm on Saturday, February 25, 2023 at Domaine de Chouchene, Qab Elias.

The participants consisted of 11 males (76.5%) and 8 females (23.5%).

1 participant (2.9%) is between the ages of 21 and 30, 5 participants (14.7%) are between the ages of 31 and 40, 18 participants (52.9%) are between the ages of 41 and 50, and 10 participants (29.4%) are between the ages of 51 and 64.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information regarding 14 questions out of 16 has significantly improved.
- The participants' information regarding 1 question out of 16 questions has moderately improved.
- The participants' information regarding 1 question out of 16 has declined.

In general, the participants' knowledge has improved by 28.5% on all 16 questions.

Baalbek workshop

The workshop organized by Gherbal in Baalbek for public employees was held from 9:30 am to 4:30 pm on Saturday, March 18, 2023 at Kanaan Hotel.

The participants consisted of 30 males (85.7%) and 5 females (14.3%).

1 participant (2.9%) is between the ages of 21 and 30, 8 participants (22.9%) are between the ages of 31 and 40, 14 participants (40%) are between the ages of 41 and 50, and 12 participants (34.3%) are between the ages of 51 and 64.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information regarding 11 questions out of 16 has significantly improved.
- The participants' information regarding 4 questions out of 16 questions has moderately improved.
- The participants' information regarding 1 question out of 16 has remained constant.

In general, the participants' knowledge has improved by 28.5% on all sixteen questions.

Jbeil workshop

The workshop organized by Gherbal in Jbeil for public employees was held from 9:30 am to 4:30 pm on Wednesday, March 29, 2023 at Maximus Hotel.

The participants consisted of 14 males (45.2%) and 17 females (54.8%).

1 participant (3.2%) is between the ages of 21 and 30, 8 participants (25.8%) are between the ages of 31 and 40, 17 participants (54.8%) are between the ages of 41 and 50, and 5 participants (16.1%) are between the ages of 51 and 64.

By analyzing the answers on the pre- and post-tests, we can conclude the following:

- The participants' information regarding 14 questions out of 16 has significantly improved.
- The participants' information regarding 4 questions out of 16 questions has moderately improved.

In general, the participants' knowledge has improved by 35.6% on all sixteen questions.

Beirut second workshop

The second workshop organized by Gherbal in Beirut for public employees was held from 9:30 am to 4:30 pm on Thursday, April 13, 2023 at Fabrika.

The participants consisted of 10 males (32%) and 21 females (67.7%).

12 participants (38.7%) are between the ages of 31 and 40, 12 participants (38.7%) are between the ages of 41 and 50, and 7 participants (22.6%) are between the ages of 51 and 64.

Analyzing the answers of the pre- and post-test in general; we can conclude the following:

- The participants' information regarding 11 questions out of 16 has significantly improved.
- The participants' information regarding 4 questions out of 16 has moderately improved.
- The participants' information regarding 1 question out of 16 has declined, as the trainers accidentally did not mention the information.

In general, the participants' knowledge has improved by 19% on all sixteen questions.

Zahle workshop

The workshop organized by Gherbal in Zahle for public employees was held from 9:30 am to 4:30 pm on Thursday, April 20, 2023 at Grand Kadri Hotel.

The participants consisted of 10 males (40%) and 15 females (60%).

6 participants (24%) are between the ages of 18 and 21, 11 participants (44%) are between the ages of 21 and 30, 3 participants (12%) are between the ages of 31 and 40, 2 participants (8%) are between the ages of 41 and 50 and 3 participants (12%) are between the ages of 51 and 64.

Analyzing the answers of the pre- and post-test in general; we can conclude the following:

- The participants' information regarding 11 out of 16 questions has significantly improved.
- The participants' information regarding 3 out of 16 questions has moderately improved.
- The participants' information regarding 2 out of 16 questions has slightly improved, as the trainer accidentally did not mention the information.

In general, the participants' knowledge has improved by 37.67% on all sixteen questions.

Zgharta workshop

The workshop organized by Gherbal in Zgharta for citizens, CSOs and SMEs, was held from 9:30 am to 4:30 pm on Saturday, June 03, 2023 at Osos Center.

The participants consisted of 15 males (55.6%) and 12 females (44.4%).

3 participants (11.1%) are between the ages of 18 and 21, 14 participants (51.9%) are between the ages of 21 and 30, 3 participants (11.1%) are between the ages of 31 and 40, 2 participants (7.4%) are between the ages of 41 and 50 and 5 participants (18%) are between the ages of 51 and 64.

Analyzing the answers of the pre- and post-test in general; we can conclude the following:

- The participants' information regarding 11 out of 16 questions has significantly improved.
- The participants' information regarding 2 out of 16 questions has moderately improved.
- The participants' information regarding 3 questions out of 16 has declined.

In general, the participants' knowledge has improved by 27.6% on all sixteen questions.

Tripoli second workshop

The second workshop organized by Gherbal in Tripoli for public employees was held from 9:30 am to 4:30 pm on Monday, June 19, 2023 at Dar Al Amar Restaurant.

The participants consisted of 23 males (56%) and 16 females (41%).

2 participants (5.1%) are between the ages of 21 and 30, 11 participants (28.2%) are between the ages of 31 and 40, 16 participants (41%) are between the ages of 41 and 50 and 10 participants (25.6%) are between the ages of 51 and 64.

Analyzing the answers of the pre- and post-test in general; we can conclude the following:

- The participants' information regarding 11 out of 16 questions has significantly improved.
- The participants' information regarding 4 out of 16 questions has moderately improved.
- The participants' information regarding 1 question out of 16 has declined.

In general, the participants' knowledge has improved by 20% on all sixteen questions.

Nabatieh workshop

The workshop organized by Gherbal in Nabatieh for public employees was held from 9:30 am to 4:30 pm on Tuesday, July 25, 2023 at Lendario Hotel.

The participants consisted of 17 males (54.8%) and 14 females (45.2%).

1 participant (3.2%) are between the ages of 21 and 30, 12 participants (38.7%) are between the ages of 31 and 40, 9 participants (29%) are between the ages of 41 and 50 and 9 participants (29%) are between the ages of 51 and 64.

Analyzing the answers of the pre- and post-test in general; we can conclude the following:

- The participants' information regarding 12 out of sixteen questions has significantly improved.
- The participants' information regarding 4 out of sixteen questions has moderately improved.

In general, the participants' knowledge has improved by 23% on all sixteen questions.



