

# COMPREHENSIVE CONFERENCE REPORT

## MODEL GOOD GOVERNANCE

Lebanese American University  
FINAL CONFERENCE

24 | 25



  
EMPOWER YOUTH,  
TRANSFORM GOVERNANCE

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## LAU Simulation Models

### 5th LAU Model Good Governance

## Comprehensive Conference Report

*March 22 & 23, 2025*

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## Updates & Changes

Version: **v.1.1.0**

Last Update: **May 12, 2025 at 11:25 a.m.**

V	Change	Description	Page
1.1.0	<b>Addition of Page</b>	Addition of the Updates and Changes page to reflect any relevant differences in the new versions of the CCR.	2
1.1.0	<b>Correction of Award Designator</b>	In line with internal databases, the awards announcement on March 23, 2025, and the award publication on our website on March 23, 2025 - the Award Designator for the award received by the delegate representing the <b>International Monetary Fund (IMF)</b> in the committee <b>Ministry of Finance (MoF)</b> has been corrected to read <b>Policy Statement</b> instead of Diplomacy to ensure conformity with the correct published awards.	6

All changed sections of this CCR are clearly marked with a yellow stroke to the left of the changed area.

This Comprehensive Conference Report (CCR), consists of two parts:

### **Part One: Committee Awards**

This section contains a list of all award recipients for the specified committee.

Please note the following:

- The Best Delegate Award is associated with a 30% scholarship for education at LAU.
- The Diplomacy Award is associated with a 15% scholarship for education at LAU.
- The Policy Statement Award is not associated with a scholarship.

All awards and their associated scholarship letters (if any), will be distributed in a dedicated Awards Ceremony to be held later in the year. Further details will be communicated to award recipients and advisors.

### **Part Two: Grades & Ranking Breakdown**

This section contains a list of all registered delegates per committee (by organization) in alphabetical order. Every participant is matched to his/her rank and grade with regard to each of the 3 Distinguished Awards Criteria.

Please note the following:

- Committee grades are not necessarily a grade out of 100 (nor any other value). They are a percentage of a whole that is constant within a committee but varies between different committees.
- The published rankings and grades are a direct reflection of the grading system with respect to performance only.
  - Eligibility requirements are not factored in. Hence, ranking within the top of the committee does not guarantee any awards if the basic eligibility criteria are not met:
    - Training Session & Mock Simulation Attendance (3/3)
    - Final Conference Attendance (2/2)
    - Mandatory Policy Statement Submission
- If a delegate has submitted a policy statement and his/her policy statement grade reads 0.00, then the paper may have been disqualified due to:
  - Plagiarism being greater than 15%.
  - Document length being longer than 1 page (content).
  - The delegate's name or school name found on the document.

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**Note:** Click on the desired committee name below to navigate to the relevant Awards or Grades & Rankings.

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## Part One: Committee Awards

### Ad Hoc Committee (AHC)

Award	Country
Best Delegate	Spain
Diplomacy	Egypt
Policy Statement	Denmark

### Council of Ministers (CoM)

Award	Country
Best Delegate	Minister of Economy and Trade
Diplomacy	Minister of Public Health
Policy Statement	Minister of Telecommunications

### Ministry of Education and Higher Education (MEHE)

Award	Country
Best Delegate	United Nations Children's Emergency Fund (UNICEF)
Diplomacy	Lebanese American University (LAU)
Diplomacy	United Nations Development Programme (UNDP)
Policy Statement	Reform, Recovery and Reconstruction Framework (3RF)
Policy Statement	International Monetary Fund (IMF)

### Ministry of Agriculture (MoA)

Award	Country
Best Delegate	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
Diplomacy	United Nations Development Programme (UNDP)
Diplomacy	Notre Dame University (NDU)
Policy Statement	Food and Agriculture Organization of the United Nations (FAO)
Policy Statement	Lebanese Chamber of Commerce, Industry, and Agriculture (CCIAB)

### Ministry of Environment (MoE)

Award	Country
Best Delegate	World Bank
Diplomacy	United Nations Development Programme (UNDP)
Policy Statement	Human Environment Association for Development (HEAD)
Policy Statement	United Nations Industrial Development Organization (UNIDO)

### Ministry of Economy and Trade (MoET)

Award	Country
Best Delegate	International Monetary Fund (IMF)
Diplomacy	United Nations Development Programme (UNDP)
Policy Statement	Lebanese Development Network (LDN)
Policy Statement	United Nations World Tourism Organization (UNWTO)

### Ministry of Energy and Water (MoEW)

Award	Country
Best Delegate	United Nations Development Programme (UNDP)
Diplomacy	Oxfam
Policy Statement	United Nations Environment Programme (UNEP)

### Ministry of Finance (MoF)

Award	Country
Best Delegate	United Nations Development Programme (UNDP)
Diplomacy	World Bank
Policy Statement	International Monetary Fund (IMF)
Policy Statement	International Labour Organization (ILO)

### Ministry of Interior and Municipalities 1 (MoIM 1)

Award	Country
Best Delegate	ESA Business School
Diplomacy	World Bank
Policy Statement	The Union for the Mediterranean (UIM)

### Ministry of Interior and Municipalities 2 (MoIM 2)

Award	Country
Best Delegate	United Nations Development Programme (UNDP)
Diplomacy	European Commission
Policy Statement	United Nations Environment Programme (UNEP)

### Ministry of Labor (MoL)

Award	Country
Best Delegate	United Nations Development Programme (UNDP)
Diplomacy	Arab Institute for Women (AIW)
Policy Statement	Bassma
Policy Statement	Lebanese Center for Civic Education (LCCE)

### Ministry of Public Health (MoPH)

Award	Country
Best Delegate	United Nations Children's Emergency Fund (UNICEF)
Diplomacy	United Nations Development Programme (UNDP)
Policy Statement	World Health Organization (WHO)
Policy Statement	ADRA Lebanon



### Ministry of Public Works and Transport (MoPWT)

Award	Country
Best Delegate	Council for Development and Reconstruction (CDR)
Diplomacy	United Nations Development Programme (UNDP)
Policy Statement	American University of Beirut (AUB)

### Ministry of Social Affairs (MoSA)

Award	Country
Best Delegate	United Nations Development Programme (UNDP)
Diplomacy	United Nations Children's Emergency Fund (UNICEF)
Diplomacy	Amnesty International
Policy Statement	United Nations High Commissioner for Refugees (UNHCR)
Policy Statement	United Nations Economic and Social Commission for Western Asia (ESCWA)
Policy Statement	World Vision International

### Office of the Minister of State for Administrative Reform (OSMAR)

Award	Country
Best Delegate	United Nations Development Programme (UNDP)
Diplomacy	Transparency International
Policy Statement	Legal Agenda

## Part Two: Grades & Ranking Breakdown

### Ad Hoc Committee (AHC)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Australia	21	0.00	21	0.00	20	0.00
Bahrain	10	46.34	11	41.18	6	65.75
Belgium	14	42.36	16	39.16	15	54.00
Brazil	13	44.01	14	39.97	13	59.00
Canada	12	44.93	15	39.43	7	65.75
Cyprus	22	0.00	22	0.00	21	0.00
Denmark	3	57.68	4	51.60	3	79.00
Egypt	2	61.66	2	55.20	1	82.75
Finland	18	40.53	20	35.40	12	60.00
France	8	47.74	9	46.80	16	48.75
Germany	23	0.00	23	0.00	22	0.00
Greece	24	0.00	24	0.00	23	0.00
Iran	25	0.00	25	0.00	24	0.00
Iraq	6	53.64	7	48.22	4	72.50
Ireland	7	52.56	6	48.61	8	65.50
Italy	26	0.00	26	0.00	25	0.00
Kuwait	19	38.91	8	47.94	26	0.00
Lebanon	15	41.63	13	39.99	17	47.00
Qatar	27	0.00	27	0.00	27	0.00
Russia	5	53.83	5	49.02	5	70.25
Saudi Arabia	16	41.01	18	37.11	14	55.50
Spain	1	61.82	1	55.90	2	82.25
Sweden	11	46.26	12	41.15	9	65.50
Switzerland	17	40.59	17	38.76	18	46.75
Syria	28	0.00	28	0.00	28	0.00
Turkey	29	0.00	29	0.00	29	0.00
United Arab Emirates	9	47.11	10	41.91	10	65.50
United Kingdom	20	37.70	19	36.54	19	41.25

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Australia	21	0.00	21	0.00	20	0.00
Bahrain	10	46.34	11	41.18	6	65.75
Belgium	14	42.36	16	39.16	15	54.00
Brazil	13	44.01	14	39.97	13	59.00
Canada	12	44.93	15	39.43	7	65.75
Cyprus	22	0.00	22	0.00	21	0.00
Denmark	3	57.68	4	51.60	3	79.00
Egypt	2	61.66	2	55.20	1	82.75
Finland	18	40.53	20	35.40	12	60.00
France	8	47.74	9	46.80	16	48.75
Germany	23	0.00	23	0.00	22	0.00
United States of America	4	55.94	3	52.84	11	63.75

## Council of Ministers (CoM)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Minister of Administrative Development	16	0.00	16	0.00	13	0.00
Minister of Agriculture	10	41.61	10	40.90	10	43.25
Minister of Culture	14	31.80	13	39.46	14	0.00
Minister of Defense	6	52.79	4	50.87	6	57.50
Minister of Economy and Trade	1	61.20	1	60.32	5	61.25
Minister of Education and Higher Learning	7	49.37	7	46.99	7	57.50
Minister of Energy and Water	17	0.00	17	0.00	15	0.00
Minister of Environment	3	56.28	3	51.73	2	71.50
Minister of Finance	12	32.36	11	40.16	16	0.00
Minister of Foreign Affairs and Emigrants	11	33.17	14	35.08	11	24.50
Minister of Industry	18	0.00	18	0.00	17	0.00
Minister of Information	19	0.00	19	0.00	18	0.00
Minister of Interior and Municipalities	9	47.26	9	46.16	9	49.00
Minister of Justice	5	53.57	5	50.48	4	63.00
Minister of Labour	8	49.01	8	46.53	8	56.25
Minister of Public Health	2	57.48	2	53.63	3	69.75
Minister of Public Works and Transport	15	26.68	15	27.02	12	24.50
Minister of Social Affairs	20	0.00	20	0.00	19	0.00
Minister of Telecommunications	4	54.44	6	48.84	1	74.00
Minister of the Displaced	21	0.00	21	0.00	20	0.00
Minister of Tourism	22	0.00	22	0.00	21	0.00
Minister of Youth and Sports	13	31.84	12	39.51	22	0.00

## Ministry of Education and Higher Education (MEHE)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
ADRA Lebanon	28	24.46	25	30.24	29	0.00
Agence Française de Développement (AFD)	25	32.58	24	30.45	24	39.75
Amel Association International (Amel)	31	0.00	29	0.00	30	0.00
American University of Beirut (AUB)	7	48.69	10	42.40	4	72.00
Amnesty International	5	51.20	7	45.50	6	70.00
Balamand University	4	51.40	4	47.10	12	64.50
Center for Educational Research and Development (CERD)	32	0.00	30	0.00	31	0.00
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	18	42.36	16	39.02	21	54.00
Digital Opportunity Trust Lebanon (DOT)	33	0.00	31	0.00	32	0.00
Education Cannot Wait (ECW)	34	0.00	32	0.00	33	0.00
Holy Spirit University of Kaslik (USEK)	26	31.04	18	38.38	34	0.00
International Bureau of Education (IBE)	23	34.45	28	29.05	20	54.75
International Education Association (IEA)	21	36.28	27	29.52	15	62.00
International Institute of Educational Planning (IIEP)	22	35.24	22	33.92	25	39.00
International Monetary Fund (IMF)	11	46.63	15	39.54	3	73.25
Issam Fares Institute for Public Policy and International Affairs (IFI)	24	34.40	23	33.14	26	38.00
Jusoor	35	0.00	33	0.00	35	0.00
Lebanese Alternative Learning (LAL)	16	43.73	13	40.09	18	56.50
Lebanese American University (LAU)	2	56.30	2	50.83	2	73.75
Lebanese Association for Educational Studies (LAES)	13	46.26	12	40.14	7	67.25
Lebanese University (LU)	36	0.00	34	0.00	36	0.00
Makhzoumi Foundation	14	44.92	17	38.93	10	65.50

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
MMKN	37	0.00	35	0.00	37	0.00
Notre Dame University (NDU)	19	41.76	19	36.54	16	61.00
Rafik Hariri University	38	0.00	36	0.00	38	0.00
Reform, Recovery and Reconstruction Framework (3RF)	15	44.71	20	36.53	1	74.25
Réseau Canopé	30	4.60	37	0.00	28	23.00
Saint Joseph University (USJ)	8	47.93	9	42.54	9	65.75
Save the Children	12	46.52	11	41.14	8	66.25
Teach For Lebanon (TFL)	10	46.75	6	45.87	23	46.25
The Abdul Aziz Al Ghurair Refugee Education Fund	39	0.00	38	0.00	39	0.00
The EU Delegation to the Republic of Lebanon	40	0.00	39	0.00	40	0.00
The Friedrich-Ebert-Stiftung (FES)	29	11.40	40	0.00	17	57.00
United Nations Children's Emergency Fund (UNICEF)	1	58.87	1	54.41	5	72.00
United Nations Development Programme (UNDP)	3	52.61	3	48.82	14	63.50
United Nations Economic and Social Council (ECOSOC)	27	31.02	26	29.94	27	34.00
United Nations Educational, Scientific and Cultural Organization (UNESCO)	9	47.91	8	43.01	13	63.75
United States Agency for International Development (USAID)	17	43.45	14	39.70	19	55.00
World Learning	20	38.77	21	35.38	22	50.75
World Vision International	6	51.16	5	46.56	11	65.50

## Ministry of Agriculture (MoA)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Agence Française de Développement (AFD)	5	53.79	6	49.28	11	67.50
American University of Beirut (AUB)	6	53.73	9	48.35	7	71.00
Amnesty International	34	0.00	31	0.00	30	0.00
Arab Fund for Economic and Social Development (AFESD)	16	45.61	16	41.74	18	59.25
Arcenciel	27	31.40	19	38.82	31	0.00
Balamand University	18	44.91	23	36.86	4	75.50
Beit el Baraka	11	50.33	11	45.65	12	67.00
Berytech	14	47.59	17	41.28	8	71.00
Center for Development, Democracy and Governance (CDDG)	35	0.00	32	0.00	32	0.00
Council for Development and Reconstruction (CDR)	10	50.44	14	43.70	5	75.50
DanChurchAid (DCA)	29	27.98	26	34.59	33	0.00
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	1	57.21	2	52.24	6	72.50
Farah Social Foundation	36	0.00	33	0.00	34	0.00
Fondation Diane	32	10.95	34	0.00	22	54.75
Food and Agriculture Organization of the United Nations (FAO)	3	56.15	5	49.35	1	79.00
Greenpeace	30	26.14	28	32.31	35	0.00
Holy Spirit University of Kaslik (USEK)	37	0.00	35	0.00	36	0.00
Human Environment Association for Development (HEAD)	12	49.86	7	48.58	24	50.75
International Labour Organization (ILO)	13	48.61	12	45.40	20	57.50
International Monetary Fund (IMF)	38	0.00	36	0.00	37	0.00
Investment Development Authority of Lebanon (IDAL)	23	40.05	27	34.43	17	61.00
Italian Agency for Development Cooperation	25	35.55	29	32.09	25	48.00

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Lebanese Center for Policy Studies (LCPS)	39	0.00	37	0.00	38	0.00
Lebanese Chamber of Commerce, Industry, and Agriculture (CCIAB)	19	44.19	25	35.10	2	79.00
Lebanese Environment Forum (LEF)	24	36.61	20	38.40	27	27.75
Lebanese University (LU)	40	0.00	38	0.00	39	0.00
Makhzoumi Foundation	41	0.00	39	0.00	40	0.00
National Council for Scientific Research – Lebanon (CNRS-L)	17	45.06	24	36.79	3	76.50
Notre Dame University (NDU)	4	53.95	3	50.57	14	65.25
Nusaned	42	0.00	40	0.00	41	0.00
Oxfam	8	51.59	10	46.35	9	70.50
Saint Joseph University (USJ)	15	47.45	15	42.35	13	66.00
Save the Children	26	31.63	18	39.11	42	0.00
The EU Delegation to the Republic of Lebanon	31	13.80	41	0.00	10	69.00
United Nations Development Programme (UNDP)	2	56.43	1	54.91	19	57.75
United Nations Economic and Social Commission for Western Asia (ESCWA)	22	41.09	13	43.75	26	28.50
United Nations Economic and Social Council (ECOSOC)	28	29.63	30	29.77	28	27.75
United Nations Environment Programme (UNEP)	21	42.36	21	38.40	21	56.50
United States Agency for International Development (USAID)	33	4.55	42	0.00	29	22.75
World Bank	7	52.50	8	48.49	15	64.25
World Food Programme (WFP)	20	43.01	22	37.72	16	62.50
World Vision International	43	0.00	43	0.00	43	0.00
World Wildlife Fund	9	51.38	4	50.00	23	52.50



## Ministry of Environment (MoE)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Agence Française de Développement (AFD)	10	48.74	9	42.88	17	70.25
Arab League Educational, Cultural, and Scientific Organization (ALECSO)	29	0.00	28	0.00	28	0.00
Berytech	24	36.25	25	29.86	20	60.50
Center for Development, Democracy and Governance (CDDG)	30	0.00	29	0.00	29	0.00
CMA CGM	31	0.00	30	0.00	30	0.00
Council for Development and Reconstruction (CDR)	14	47.01	12	41.93	18	65.50
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	32	0.00	31	0.00	31	0.00
EcoConsulting	17	43.60	21	35.36	14	75.00
EU Commission on Blue Economy	18	43.22	19	37.61	19	64.00
Fondation Diane	28	5.25	32	0.00	26	26.25
Global Water Partnership	21	41.71	24	31.97	10	79.25
Greenpeace	16	45.32	20	35.69	7	82.25
Hariri Foundation for Sustainable Human Development	6	53.18	7	45.17	3	83.25
Human Environment Association for Development (HEAD)	3	59.21	3	51.93	1	86.00
Italian Agency for Development Cooperation	23	37.46	15	39.75	25	26.50
Lebanese Center for Policy Studies (LCPS)	26	31.03	27	24.83	22	54.75
Lebanese Development Network (LDN)	19	43.13	14	40.15	23	53.25
Lebanese Environment Forum (LEF)	15	45.88	10	42.76	21	56.50
MedCities	5	54.25	6	46.61	5	82.75
MedWaves	11	47.67	16	39.53	11	78.50
National Council for Scientific Research – Lebanon (CNRS-L)	33	0.00	33	0.00	32	0.00
Oxfam	4	54.90	4	48.31	13	77.00

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Plan Bleu	13	47.40	17	39.50	12	77.25
Save the Children	25	34.24	22	33.50	24	35.75
SwitchMed	12	47.59	18	38.32	4	83.00
The EU Delegation to the Republic of Lebanon	34	0.00	34	0.00	33	0.00
Union for the Mediterranean	9	50.55	11	42.04	6	82.75
United Nations Development Programme (UNDP)	2	60.22	2	54.48	8	80.75
United Nations Economic and Social Commission for Western Asia (ESCWA)	22	38.14	13	40.97	27	25.00
United Nations Economic and Social Council (ECOSOC)	27	23.40	26	28.93	34	0.00
United Nations Industrial Development Organization (UNIDO)	8	51.92	8	43.48	2	83.75
World Bank	1	61.41	1	57.50	15	74.50
World Vision International	7	53.11	5	47.24	16	74.50
World Wildlife Fund	20	42.51	23	32.90	9	79.50

## Ministry of Economy and Trade (MoET)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Agence Française de Développement (AFD)	21	33.71	20	29.44	22	49.50
Arab Monetary Fund (AMF)	25	7.90	24	0.00	24	39.50
Arcenciel	22	32.37	19	30.20	23	39.75
Berytech	24	12.15	25	0.00	17	60.75
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	18	36.47	21	28.70	9	66.25
EcoConsulting	8	44.45	7	38.64	10	66.00
ESA Business School	5	46.69	5	40.79	6	68.50
Impact Lebanon	20	33.92	22	27.66	18	57.75
International Labour Organization (ILO)	17	37.30	14	33.07	20	52.75
International Monetary Fund (IMF)	1	55.42	2	48.12	1	80.50
Investment Development Authority of Lebanon (IDAL)	14	38.96	18	31.04	5	69.25
Issam Fares Institute for Public Policy and International Affairs (IFI)	12	41.29	12	34.12	7	68.50
Kulluna Irada	27	0.00	26	0.00	26	0.00
Lebanese Center for Policy Studies (LCPS)	23	21.59	23	26.69	27	0.00
Lebanese Chamber of Commerce, Industry, and Agriculture (CCIAB)	16	37.78	16	31.38	15	62.00
Lebanese Development Network (LDN)	9	43.93	11	35.76	2	75.00
Lebanese Franchise Association	13	39.77	13	33.35	14	64.00
Lebanese League for Women in Business (LLWB)	28	0.00	27	0.00	28	0.00
Makhzoumi Foundation	29	0.00	28	0.00	29	0.00
Organization for Economic Co-operation and Development (OECD)	11	43.01	9	37.84	16	62.00

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Oxfam	7	44.52	6	40.51	19	57.00
Reform, Recovery and Reconstruction Framework (3RF)	30	0.00	29	0.00	30	0.00
SwitchMed	15	38.78	17	31.38	8	67.00
The EU Delegation to the Republic of Lebanon	31	0.00	30	0.00	31	0.00
United Nations Development Programme (UNDP)	2	54.33	1	48.42	3	73.75
United Nations Economic and Social Commission for Western Asia (ESCWA)	32	0.00	31	0.00	32	0.00
United Nations Economic and Social Council (ECOSOC)	26	5.10	32	0.00	25	25.50
United Nations Fund for Population Activities (UNFPA)	19	35.86	15	32.03	21	49.75
United Nations Industrial Development Organization (UNIDO)	10	43.16	10	37.41	13	64.50
United Nations World Tourism Organization (UNWTO)	6	44.91	8	38.03	4	70.75
United States Agency for International Development (USAID)	33	0.00	33	0.00	33	0.00
World Bank	3	52.02	3	47.73	12	65.00
World Trade Organization	4	51.67	4	47.07	11	66.00

## Ministry of Energy and Water (MoEW)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Act for Human Rights (ALEF)	14	36.71	8	45.55	16	0.00
Agence Française de Développement (AFD)	8	47.26	6	46.66	14	48.25
Amnesty International	5	49.50	4	47.49	6	54.75
Arab League Educational, Cultural, and Scientific Organization (ALECSO)	19	0.00	18	0.00	17	0.00
Arcenciel	20	0.00	19	0.00	18	0.00
Center for Development, Democracy and Governance (CDDG)	21	0.00	20	0.00	19	0.00
Council for Development and Reconstruction (CDR)	4	49.53	7	46.37	5	59.50
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	13	42.18	15	38.75	7	54.75
EcoConsulting	18	9.25	21	0.00	15	46.25
Fondation Diane	3	52.34	3	49.63	2	60.25
Greenpeace	22	0.00	22	0.00	20	0.00
Human Environment Association for Development (HEAD)	9	47.22	10	43.39	3	60.00
Human Rights Watch	15	33.46	12	41.22	21	0.00
International Solid Waste Association	10	44.71	11	42.89	11	49.50
Justicia Foundation	23	0.00	23	0.00	22	0.00
Lebanese Environment Forum (LEF)	7	48.82	9	45.37	4	60.00
Live Love Beirut	17	23.62	16	29.31	23	0.00
Makhzoumi Foundation	24	0.00	24	0.00	24	0.00
MedCities	6	49.21	5	47.31	9	52.75
MedWaves	12	43.02	13	40.79	10	50.75
Oxfam	2	54.61	2	54.83	12	49.00
Ramco	25	0.00	25	0.00	25	0.00

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Reform, Recovery and Reconstruction Framework (3RF)	26	0.00	26	0.00	26	0.00
The EU Delegation to the Republic of Lebanon	27	0.00	27	0.00	27	0.00
Transparency International	28	0.00	28	0.00	28	0.00
United Nations Development Programme (UNDP)	1	62.67	1	63.73	8	53.00
United Nations Economic and Social Commission for Western Asia (ESCWA)	16	33.37	17	29.31	13	48.75
United Nations Economic and Social Council (ECOSOC)	29	0.00	29	0.00	29	0.00
United Nations Environment Programme (UNEP)	11	43.68	14	39.12	1	60.75
United States Agency for International Development (USAID)	30	0.00	30	0.00	30	0.00

## Ministry of Finance (MoF)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Act for Human Rights (ALEF)	27	0.00	25	0.00	24	0.00
Agence Française de Développement (AFD)	28	0.00	26	0.00	25	0.00
Arab Fund for Economic and Social Development (AFESD)	22	31.70	16	39.33	26	0.00
Arab Monetary Fund (AMF)	11	47.26	11	45.68	19	52.25
Beirut Bar Association	18	40.14	23	35.91	15	56.00
Deloitte	29	0.00	27	0.00	27	0.00
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	24	29.45	22	36.54	28	0.00
Global Financial Integrity (GFI)	30	0.00	28	0.00	29	0.00
Human Rights Watch	9	51.34	10	46.21	6	70.50
International Labour Organization (ILO)	7	53.79	9	47.39	3	78.00
International Monetary Fund (IMF)	2	66.48	3	60.47	1	87.00
Investment Development Authority of Lebanon (IDAL)	19	39.76	21	37.05	21	49.50
Issam Fares Institute for Public Policy and International Affairs (IFI)	16	43.86	15	40.22	14	57.25
Kulluna Irada	21	36.26	19	37.11	23	31.75
Lebanese Association for Taxpayers' Rights (ALDIC)	15	44.19	18	37.89	7	68.25
Lebanese Center for Policy Studies (LCPS)	12	47.22	14	40.47	5	73.00
Lebanese Chamber of Commerce, Industry, and Agriculture (CCIAB)	25	12.30	29	0.00	10	61.50
Legal Action Worldwide (LAW)	31	0.00	30	0.00	30	0.00
Organization for Economic Co-operation and Development (OECD)	32	0.00	31	0.00	31	0.00
Oxfam	5	57.39	4	54.76	9	64.75
The EU Delegation to the Republic	33	0.00	32	0.00	32	0.00

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
of Lebanon						
The Friedrich-Ebert-Stiftung (FES)	34	0.00	33	0.00	33	0.00
Transparency International	13	46.00	13	42.19	12	60.00
UN Women	4	58.93	5	54.00	4	75.50
United Nations Conference on Trade and Development (UNCTAD)	17	40.44	17	38.95	22	45.25
United Nations Development Programme (UNDP)	1	70.01	1	65.50	2	82.50
United Nations Economic and Social Commission for Western Asia (ESCWA)	20	37.23	24	32.73	16	54.25
United Nations Economic and Social Council (ECOSOC)	23	29.91	20	37.11	34	0.00
United Nations Fund for Population Activities (UNFPA)	6	54.75	6	53.48	13	58.25
United Nations Industrial Development Organization (UNIDO)	8	53.32	7	53.14	18	52.50
United Nations Office for Project Services (UNOPS)	10	50.40	8	47.53	11	60.50
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	26	10.80	34	0.00	17	54.00
United States Agency for International Development (USAID)	14	45.99	12	44.28	20	51.50
World Bank	3	64.42	2	62.88	8	67.00



## Ministry of Interior and Municipalities 1 (MoIM 1)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Agence Française de Développement (AFD)	9	42.35	10	40.47	9	47.50
Arab Monetary Fund (AMF)	14	0.00	13	0.00	12	0.00
Berytech	10	41.34	4	50.93	13	0.00
Council for Development and Reconstruction (CDR)	6	48.58	8	44.20	8	63.50
ESA Business School	1	66.44	1	62.46	2	77.00
Lebanese Chamber of Commerce, Industry, and Agriculture (CCIAB)	7	47.14	9	41.49	6	68.50
Live Love Beirut	15	0.00	14	0.00	14	0.00
National Council for Scientific Research – Lebanon (CNRS-L)	5	51.61	7	46.49	4	70.75
Ogero	12	38.87	12	37.94	10	41.50
Reform, Recovery and Reconstruction Framework (3RF)	16	0.00	15	0.00	15	0.00
SwitchMed	8	44.20	11	38.03	7	67.75
The Beirut Urban Lab	13	5.45	16	0.00	11	27.25
The Union for the Mediterranean (UfM)	4	53.95	6	47.37	1	77.50
UN-Habitat	11	38.90	5	47.92	16	0.00
United Nations Industrial Development Organization (UNIDO)	3	62.56	3	58.07	3	75.50
World Bank	2	63.88	2	60.91	5	70.50

## Ministry of Interior and Municipalities 2 (MoIM 2)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
American University of Beirut (AUB)	5	57.25	5	50.45	4	81.50
Beirut Digital District (BDD)	11	46.82	11	43.65	11	58.25
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	13	0.00	13	0.00	12	0.00
European Commission	2	61.12	2	56.46	7	76.50
Greenpeace	14	0.00	14	0.00	13	0.00
Investment Development Authority of Lebanon (IDAL)	10	52.57	10	46.06	5	77.25
Lebanese American University (LAU)	8	55.21	6	49.83	8	75.25
New Horizons Lebanon	12	29.07	12	36.07	14	0.00
The Lebanese Center for Energy Conservation	3	59.67	4	54.98	9	75.25
The Urban Projects Finance Initiative (UPFI)	7	55.63	8	48.68	3	82.00
Union for the Mediterranean	9	54.36	9	48.28	6	77.25
United Nations Development Programme (UNDP)	1	65.47	1	59.66	1	85.25
United Nations Economic and Social Commission for Western Asia (ESCWA)	4	58.04	3	56.41	10	61.25
United Nations Environment Programme (UNEP)	6	56.83	7	49.74	2	83.75
United States Agency for International Development (USAID)	15	0.00	15	0.00	15	0.00

## Ministry of Labor (MoL)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
ABAAD	24	41.11	20	36.79	29	56.75
Act for Human Rights (ALEF)	33	0.00	33	0.00	32	0.00
Agence Française de Développement (AFD)	15	47.21	16	39.94	13	74.50
Amnesty International	4	54.56	4	47.66	7	78.00
Anti-Racism Movement (ARM)	21	43.41	27	33.33	3	82.25
Arab Institute for Women (AiW)	2	57.34	2	51.74	11	75.25
Arcenciel	34	0.00	34	0.00	33	0.00
Bassma	5	53.55	8	45.68	1	83.00
Beirut Bar Association	25	41.06	24	35.31	26	62.50
Chatham House	11	48.68	13	41.89	14	74.00
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	8	51.84	9	44.63	9	76.75
Economic and Social Fund for Development (ESFD)	18	44.15	23	35.61	10	76.75
Fe-Male	19	44.15	17	38.88	25	63.50
Frontiers Rights	16	44.94	19	38.37	18	69.50
Girl Up	35	0.00	35	0.00	34	0.00
Human Rights Watch	9	51.19	10	43.88	6	78.50
Impact Lebanon	28	38.66	26	33.95	30	56.00
International Labour Organization (ILO)	7	52.39	7	45.68	12	75.25
Issam Fares Institute for Public Policy and International Affairs (IFI)	36	0.00	36	0.00	35	0.00
Justicia Foundation	29	38.62	28	33.16	28	59.00
KAFA	23	42.02	22	36.00	24	64.50
Lebanese Center for Civic Education (LCCE)	10	50.52	12	42.06	2	82.50
Lebanese Center for Human Rights (CLDH)	14	47.50	14	40.74	16	72.75
Lebanese Observatory for	22	42.45	25	34.31	15	73.50

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Workers and Employees Rights						
Lebanese Physically Handicapped Union (LPHU)	13	48.25	15	40.12	5	79.00
Lebanese Women Democratic Gathering (RDFL)	37	0.00	37	0.00	36	0.00
Legal Agenda	20	44.08	21	36.69	17	72.00
Maharat Foundation	26	40.62	29	33.16	20	69.00
National Commission for Lebanese Women (NCLW)	30	38.07	30	32.23	27	60.00
Nusaned	38	0.00	38	0.00	37	0.00
Office of the United Nations High Commissioner for Human Rights (OHCHR)	6	53.18	3	48.60	21	67.25
Organization for Economic Co-operation and Development (OECD)	32	34.25	31	31.47	31	44.00
Oxfam	31	37.61	6	46.01	38	0.00
Reform, Recovery and Reconstruction Framework (3RF)	39	0.00	39	0.00	39	0.00
Save the Children	27	38.75	32	31.34	22	67.00
The EU Delegation to the Republic of Lebanon	40	0.00	40	0.00	40	0.00
UN Women	17	44.35	18	38.70	23	65.25
United Nations Development Programme (UNDP)	1	60.79	1	55.52	8	77.00
United Nations Economic and Social Commission for Western Asia (ESCWA)	12	48.29	11	42.58	19	69.25
United Nations Economic and Social Council (ECOSOC)	41	0.00	41	0.00	41	0.00
United Nations High Commissioner for Refugees (UNHCR)	3	54.70	5	47.04	4	81.25

## Ministry of Public Health (MoPH)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
ADRA Lebanon	12	46.40	12	40.86	3	65.00
Agence Française de Développement (AFD)	16	41.64	16	39.92	16	46.75
American University of Beirut (AUB)	10	47.94	6	46.84	15	50.25
Bellevue Medical Center	25	0.00	24	0.00	24	0.00
Clemenceau Medical Center (CMC)	7	48.84	8	46.47	8	56.25
Dar Al-Ajaza Al-Islamia Hospital	18	40.84	13	40.60	22	40.00
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	26	0.00	25	0.00	25	0.00
Farah Social Foundation	24	9.35	26	0.00	17	46.75
Georges Nassim Khoriaty Foundation	3	50.90	3	48.87	12	54.75
Hôpital Saint Joseph	15	42.30	18	39.50	14	51.75
Investment Development Authority of Lebanon (IDAL)	14	43.27	17	39.84	10	55.25
Lebanese American University (LAU)	27	0.00	27	0.00	26	0.00
Lebanese Dental Association	19	39.65	21	37.89	19	45.00
Lebanese Hospital Geitaoui	23	31.95	19	39.50	27	0.00
Lebanese Order of Nurses	28	0.00	28	0.00	28	0.00
Lebanese Order of Physicians	21	36.69	22	34.17	18	45.25
Lebanese Society of Plastic, Reconstructive, and Aesthetic Surgery	17	40.85	20	39.50	20	44.50
Lebanese Travel Agents Associations	29	0.00	29	0.00	29	0.00
Makhzoumi Foundation	8	48.53	9	45.79	9	55.50
Rafik Hariri University	30	0.00	30	0.00	30	0.00
Saint George Hospital University Medical Center	22	35.39	23	33.50	21	41.50

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Saint Joseph University (USJ)	5	50.33	7	46.77	5	62.50
Syndicate of Hospitals in Lebanon	31	0.00	31	0.00	31	0.00
The Lebanese Society for General Surgery	20	39.48	15	40.09	23	35.25
United Nations Children's Emergency Fund (UNICEF)	1	57.96	1	53.59	1	70.75
United Nations Development Programme (UNDP)	2	54.20	2	51.01	6	62.50
United Nations Economic and Social Commission for Western Asia (ESCWA)	6	49.90	4	47.58	11	55.00
United Nations Industrial Development Organization (UNIDO)	9	48.36	10	44.58	7	61.50
United Nations Office for Project Services (UNOPS)	4	50.49	5	46.85	4	63.00
United Nations World Tourism Organization (UNWTO)	13	44.26	11	41.62	13	53.00
World Health Organization (WHO)	11	46.49	14	40.23	2	69.75

## Ministry of Public Works and Transport (MoPWT)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Agence Française de Développement (AFD)	19	0.00	19	0.00	17	0.00
American University of Beirut (AUB)	9	51.34	13	41.87	1	88.00
Arab Fund for Economic and Social Development (AFESD)	14	44.28	14	41.11	14	55.75
Arab Monetary Fund (AMF)	20	0.00	20	0.00	18	0.00
Council for Development and Reconstruction (CDR)	1	61.45	2	56.68	4	77.25
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	7	52.91	7	49.83	11	63.75
EcoConsulting	11	48.93	9	46.61	15	55.50
Georges Nassim Khoriaty Foundation	16	39.61	17	35.94	16	53.25
Global Concessional Financing Facility	21	0.00	21	0.00	19	0.00
Greenpeace	18	22.29	18	27.66	20	0.00
Human Environment Association for Development (HEAD)	10	50.70	12	43.87	5	76.75
Investment Development Authority of Lebanon (IDAL)	22	0.00	22	0.00	21	0.00
KfW Development Bank	13	44.50	15	41.01	12	57.25
Logistics Cluster	23	0.00	23	0.00	22	0.00
MedCities	6	55.66	6	50.03	7	75.25
Oxfam	15	43.85	16	40.04	13	56.75
Reform, Recovery and Reconstruction Framework (3RF)	24	0.00	24	0.00	23	0.00
The EU Delegation to the Republic of Lebanon	25	0.00	25	0.00	24	0.00
UN-Habitat	4	59.10	3	55.45	8	70.50
Union for the Mediterranean	8	52.90	10	45.29	3	82.00
United Nations Development Programme (UNDP)	2	60.27	1	57.14	9	69.50

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
United Nations Economic and Social Commission for Western Asia (ESCWA)	5	56.69	5	51.24	6	75.50
United Nations Economic and Social Council (ECOSOC)	26	0.00	26	0.00	25	0.00
United Nations Environment Programme (UNEP)	12	48.72	11	43.89	10	65.50
United Nations World Tourism Organization (UNWTO)	17	39.20	8	48.30	26	0.00
United States Agency for International Development (USAID)	27	0.00	27	0.00	27	0.00
World Bank	3	59.84	4	51.80	2	87.50



## Ministry of Social Affairs (MoSA)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Act for Human Rights (ALEF)	36	0.00	33	0.00	31	0.00
ADRA Lebanon	37	0.00	34	0.00	32	0.00
Agence Française de Développement (AFD)	29	31.02	24	38.34	33	0.00
Al Majmoua	30	30.45	25	37.64	34	0.00
Amel Association International (Amel)	32	24.42	32	30.20	35	0.00
Amnesty International	4	52.87	3	48.72	9	65.25
Arab Institute for Women (AiW)	23	40.41	26	36.85	22	53.00
Arcenciel	38	0.00	35	0.00	36	0.00
Basmeh and Zeitooneh	12	46.74	14	41.59	8	65.50
Bassma	15	44.83	15	41.45	16	56.50
Beit el Baraka	39	0.00	36	0.00	37	0.00
Caritas Lebanon	9	47.95	5	45.75	18	54.75
Center for Development, Democracy and Governance (CDDG)	40	0.00	37	0.00	38	0.00
Council for Development and Reconstruction (CDR)	18	43.43	19	40.15	19	54.75
DanChurchAid (DCA)	10	47.28	11	42.76	11	63.50
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	41	0.00	38	0.00	39	0.00
Economic and Social Fund for Development (ESFD)	35	9.30	39	0.00	26	46.50
Farah Social Foundation	34	10.50	40	0.00	23	52.50
Human Rights Watch	28	33.97	12	42.00	40	0.00
Impact Lebanon	21	41.96	17	40.38	27	46.50
International Labour Organization (ILO)	17	43.61	13	41.74	25	49.25
International Network for Aid, Relief, and Assistance (INARA)	14	45.08	16	40.77	14	60.50
International Rescue Committee (IRC)	16	44.72	23	38.72	7	67.00

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Issam Fares Institute for Public Policy and International Affairs (IFI)	19	43.36	18	40.37	21	53.50
Lebanese Center for Civic Education (LCCE)	42	0.00	41	0.00	41	0.00
Lebanese Center for Policy Studies (LCPS)	43	0.00	42	0.00	42	0.00
Lebanese Food Bank	44	0.00	43	0.00	43	0.00
Makhzoumi Foundation	33	11.20	44	0.00	17	56.00
National Commission for Lebanese Women (NCLW)	24	40.08	22	39.54	30	40.50
Nusaned	45	0.00	45	0.00	44	0.00
Office of the United Nations High Commissioner for Human Rights (OHCHR)	11	46.92	10	43.05	15	60.50
Offrejoie	20	42.99	21	39.67	20	54.50
Organization for Economic Co-operation and Development (OECD)	25	37.50	27	36.16	28	41.25
Oxfam	27	35.39	29	33.55	29	41.25
Reform, Recovery and Reconstruction Framework (3RF)	13	45.94	20	39.99	5	68.00
Save the Children	26	35.60	31	31.59	24	50.25
The Asfari Foundation	31	26.27	30	32.48	45	0.00
The EU Delegation to the Republic of Lebanon	46	0.00	46	0.00	46	0.00
Transparency International	47	0.00	47	0.00	47	0.00
UN Women	8	48.65	9	43.86	10	64.00
Union of Relief and Development Associations	48	0.00	48	0.00	48	0.00
United Nations Children's Emergency Fund (UNICEF)	3	52.99	2	49.78	13	61.50
United Nations Development Programme (UNDP)	1	56.06	1	50.26	2	77.00
United Nations Economic and Social Commission for Western Asia (ESCWA)	5	50.12	6	44.35	3	71.25

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
United Nations Economic and Social Council (ECOSOC)	49	0.00	49	0.00	49	0.00
United Nations Fund for Population Activities (UNFPA)	7	49.45	7	44.32	6	68.00
United Nations High Commissioner for Refugees (UNHCR)	2	53.86	4	46.44	1	81.50
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	22	40.85	28	35.05	12	62.50
United States Agency for International Development (USAID)	50	0.00	50	0.00	50	0.00
World Food Programme (WFP)	51	0.00	51	0.00	51	0.00
World Vision International	6	49.70	8	44.14	4	70.00

Office of the Minister of State for Administrative Reform (OSMAR)

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Act for Human Rights (ALEF)	22	0.00	20	0.00	22	0.00
Agence Française de Développement (AFD)	16	34.49	15	35.10	17	31.00
Amnesty International	9	44.38	8	43.01	14	47.25
Arab Center for the Development of The Rule of Law and Integrity (ACRLI)	11	43.91	10	41.03	10	53.00
Beirut Bar Association	17	32.73	17	32.86	16	31.25
Chatham House	3	51.09	3	50.38	11	51.00
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	23	0.00	21	0.00	23	0.00
Financial Action Task Force (FATF)	7	46.72	7	45.61	13	48.50
Group of States against Corruption (GRECO)	21	4.80	22	0.00	20	24.00
Human Rights Watch	24	0.00	23	0.00	24	0.00
International Labour Organization (ILO)	4	50.52	4	48.45	8	56.00
Justice Without Frontiers (JWF)	19	29.50	18	30.83	21	23.25
Justicia Foundation	18	30.40	19	30.83	18	27.75
Kulluna Irada	25	0.00	24	0.00	25	0.00
Lebanese Center for Human Rights (CLDH)	6	49.58	5	48.24	9	53.50
Lebanese Center for Policy Studies (LCPS)	26	0.00	25	0.00	26	0.00
Legal Action Worldwide (LAW)	12	43.38	11	39.50	6	57.75
Legal Agenda	10	44.37	13	37.56	2	70.50
Maharat Foundation	27	0.00	26	0.00	27	0.00
National Democratic Institute (NDI)	28	0.00	27	0.00	28	0.00
Office of the United Nations High Commissioner for Human Rights (OHCHR)	5	50.12	6	46.78	5	60.75

Organization	Best Delegate		Diplomacy		Policy Statement	
	Rank	Grade	Rank	Grade	Rank	Grade
Open Government Partnership (OGP)	29	0.00	28	0.00	29	0.00
Organization for Economic Co-operation and Development (OECD)	20	9.10	29	0.00	15	45.50
Reform, Recovery and Reconstruction Framework (3RF)	14	40.82	12	38.49	12	49.00
Tahrir Institute for Middle East Policy (TIMEP)	8	45.84	9	42.60	7	57.50
The EU Delegation to the Republic of Lebanon	30	0.00	30	0.00	30	0.00
Transparency International	2	60.41	2	55.77	1	75.75
U4 Anti-Corruption Resource Centre	15	35.11	14	36.98	19	26.50
United Nations Development Programme (UNDP)	1	73.24	1	73.56	3	67.75
Westminster Foundation for Democracy (WFD)	13	40.86	16	34.26	4	66.25