



**Technical Assistance to the Strengthening of
Strategic Planning Capacities in Selected Ministries
in Lebanon**



**Strategic Plan (2016 -2020)
Ministry of Industry**



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LIST OF ACRONYMS / قائمة الاختصارات

ALI	Association of Lebanese Industrialists	جمعية الصناعيين اللبنانيين
BDL	Banque Du Liban	مصرف لبنان
CA	Customs Administration	إدارة الجمارك
CCIA	Chambers of Commerce, Industry and Agriculture	غرف التجارة والصناعة والزراعة
COLIBAC	Conseil Libanais D'Accreditation	المجلس اللبناني للإعتماد
EC	European Commission	المفوضية الأوروبية
ELCIM	Euro - Lebanese Center for Industrial Modernization	المركز اللبناني - الأوروبي للتحديث الصناعي
EU	European Union	الإتحاد الأوروبي
IDAL	Investment Development Authority of Lebanon	الموسسة العامة للإستثمار
IMF	International Monetary Fund	صندوق النقد الدولي
IRI	Industrial Research Institute	معهد البحوث الصناعية
LCEC	Lebanese Center for Energy Conservation	المركز اللبناني لحفظ الطاقة
LGBC	Lebanese Green Building Council	مجلس لبنان للأبنية الخضراء
LIBNOR	Lebanese Standards Institution	مؤسسة المقاييس والمواصفات اللبنانية
LIRA	Lebanese Industrial Research Achievements Program	برنامج انجازات البحوث الصناعية
MoET	Ministry of the Economy and Trade	وزارة الاقتصاد والتجارة
MoI	Ministry of Industry	وزارة الصناعة
PESTLE	Politic/Economic/Social/Technology/legal/Environmental	سياسة/اقتصاد/اجتماعي/تقني/قانوني/بيئي
QUALEB	Lebanese Quality Programme	برنامج الجودة اللبناني
R&D	Research and Development	بحث وتطوير
SWOT	Threats/ Opportunity/ Weakness/Strength	القوة/الضعف/الفرص/التحديات
SMEs	Small and Medium-sized Enterprises	الصناعات الصغيرة والمتوسطة

1.Introduction

The Lebanese economy is a free market economy based on private initiative and founded on major sectors such as industry, agriculture, trade and services. This includes the banking sector which plays an important role in attracting foreign investment, as a result of its stability, in spite of the entire crisis that Lebanon went through.

The industrial sector suffers currently from many problems caused by the chaos and the massive destruction of infrastructure that the war left behind, in the absence of subsidy policies of consecutive governments. Therefore we feel it is important to activate this sector in order to make it participate in achieving sustainable development and prosperity.

Confronted with this situation, the Ministry of Industry has formulated a comprehensive vision (Lebanon Industry 2025) to revive the pioneer role of its sector, and to contribute to the increase of industrial productivity and competitiveness. That should happen through adopting new mechanisms such as specialization and industrial integration, and by opening up both internally and externally whilst reinforcing the Ministry's relationship with its principal partners. Reinforcement of relationships will happen by keeping up with the problems of the Lebanese industrialists and helping them with the marketing of their Lebanese products, internationally and regionally and in parallel with reinforcement of local consumption, through awareness campaigns and through adoption of different international quality standards of production.

Based on this long-term vision, a four-year, realistic, objective and applicable strategic plan has been formulated by the Ministry of Industry.

The strategic plan was developed by a working team of eight members (annex number 6) in collaboration with the Office of the Minister of State for Administrative Reform (OMSAR) and experts from the European Union.

This report includes a number of stages executed in a scientific way, and takes into consideration the following methodological points:

- A strategic analysis of the current state of the Ministry of Industry, depending on many analytic, new and scientific ways like SWOT, PESTLE, and an analysis of the role of stakeholders that play a role in achieving the planned objectives of the Ministry of Industry.

- Setting up field meetings with some of the internal and external partners who have been chosen according to their direct and positive impact on the

progress of the Ministry's work. That was realized by asking focused questions to partners, to introduce them to the vision of the Ministry of Industry 2025 and through the activities of the working team, and to know especially about their intention in making a four-year plan to the Ministry followed by the formulation of annual operational plans.

- Also, inquiring about the initiatives that partners are willing to take in collaboration with the Ministry of Industry for the sake of the constant and continuous participation in the development of the Industrial sector.
- Presenting the mission of the Ministry and its vision, and the featured values that the Ministry of Industry and its employees adopted and which we find also in the external partners and in the society. Presenting as well the steps that still need to be developed, and evaluating the main goals, the specific objectives and the activities.

Ultimately, we have to share the collective perspective as much as possible, and combine all the efforts so the working team would be able to become a working cell that is specialized in the constant work of planning, and to surpass the difficulties that may occur internally and externally. Also, we have to achieve what is needed in the industrial sector, even though it is surrounded by multiple problems on all levels (socially- economically-security and others...), and to create for it a safe and stable place that protects it from the impact of the consecutive and chronic events. That place will also make the industrial sector profit from the chances that the industrial sector itself offers, especially the latent Lebanese petroleum and gas resources. If it is destined for these resources to be materialized, the industrial sector will progress and reach the place that the upcoming generations and we, want. ¹

¹ This is a translation of the original Arabic text. In case of interpretation differences the Arabic text is leading.

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2.Strategic analysis of the current state

2.1 At the level of the industrial sector

The Lebanese industrial production reached near 5,328 billion dollars in 2013 (Ministry of Industry) while it had reached near 4,77 billion dollars in 2012 (Ministry of Industry). This means that the industrial production increased from 2012 to 2013 by 0,55 billion dollars which is a ratio of 11,6%. The ratio of the total industrial production which is 5,328 billion dollars reached a ratio of near 11,3%, in 2013 of the total Lebanese GDP which is estimated to be around 47,2 billion dollars (table number 2 and figure number 1).

The number of licensed industrial facilities reached nearly 5,000 facilities in 2014 (Ministry of Industry) whilst the number of workers in the industrial sector was 83,000 persons. The total of the added value reached 2,1 billion dollars (according to the numbers of 2007). Currently, the number of workers in the industrial sector is near 134,000 persons.

The value of the industrial goods imported reached 21,228 billion dollars in 2013 according to the statistics of the Directorate General of Customs (Table number 4), while the industrial goods that are exported reached near 3,360 billion dollars. This is equal to 63% of the local industrial production which reached 5,23 billion dollars in 2013. Given these statistics, we may estimate the value of the local demand for the industrial goods at a ratio of 21% (table number 1). The value of the local consumption of the national goods reached near two billion dollars in 2013. This means that the local consumption of the national goods reached 8,6% of the value of the local demand for local and foreign goods (table number 1). In addition to that, the industrial exports reached 3,360 billion dollars in 2013 (table number2) which points to the ability to expand on the local Lebanese market so that it may absorb a higher ratio of the Lebanese GDP.

The value of industrial exports reached near 3,149 billion dollars in 2014. This is a ratio of 94% of the overall exports that reached near 3,312 billion dollars in 2014 (source: Lebanese customs).

Table number 1

Year	Industrial production	Ratio of the industrial production/ value of local demand for goods (local and foreign)	Industrial imported goods	Industrial exported goods	Ratio of the industrial exported goods/ industrial production	Value of the consumption of the local goods	value of local demand for goods (local and foreign)	Ratio of the local consumption of national goods/ value of the local demand for industrial goods (local and foreign)
2010	3,941	21.1%	17,963	3,291	83.5%	650	18,612	3.5%
2011	4,171	20.0%	20,158	3,530	84.6%	641	20,798	3.0%
2012	4,770	20.6%	21,279	2,952	61.8%	1,818	23,097	7.9%
2013	5,328	22.0%	21,228	3,360	63.0%	1,968	23,196	8.6%

These numbers are in billion dollars – Lebanese customs – Ministry of Industry

This table shows the value of the local demand for the industrial goods (local and foreign) and it was calculated with the following equation: the value of the local demand for the industrial goods (local and foreign) = the value of the industrial production + the value of imported goods – the industrial exports

Table number 2

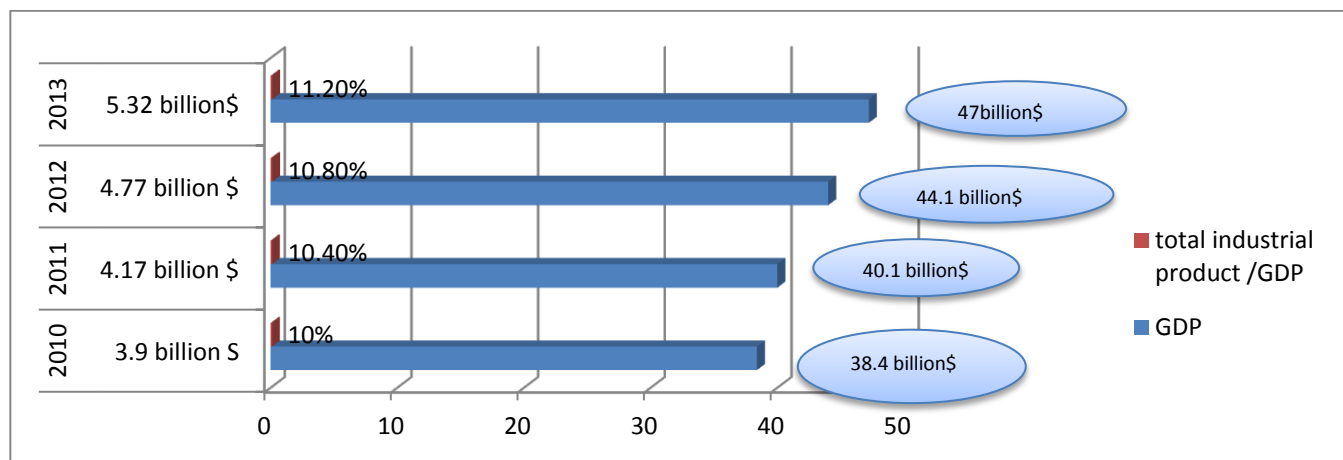
Year	The industrial Production	GDP	Ratio of the industrial Production/ GDP
2010	3.94	38.4	10.0%
2011	4.17	40.1	10.40%
2012	4.77	44.1	10.80%
2013	5.32	47.2	11.20%

(These numbers are in billion dollars – Lebanese customs)

This table shows: the change of the industrial production and the ratio of the industrial production to the GDP from 2010 to 2013. The slow growth of the industrial production from 2010 to 2013 is noticeable, and is caused by the increasing of the imports, the economic implications of the Syrian crises, and the closing of the land borders and its effects on the Lebanese exports.

Figure number 1

It shows the ratio of the industrial production to the GDP



This figure shows the gradual increase of the industrial production from 2010 to 2013 and the ratio of the industrial production to the GDP, to achieve the strategic target which is reaching 13% as a minimum in 2020.

Table number 3

Year	Industrial Exports	GDP	Ratio of the industrial exports To the GDP
2002	484	15100	6.50%
2003	1087	16500	6.90%
2004	1467	21100	6.90%
2005	1667	21500	7.70%
2006	1737	22000	7.80%
2007	2353	24900	9.40%
2008	2978	29200	10.10%
2009	2595	35500	7.30%
2010	3291	38400	8.50%
2011	3334	40100	8.30%
2012	2952	44100	6.60%
2013	3360	47200	7.90%
2014	3149	47000	6.70%

(These numbers are in million dollars. Its source is the Ministry of Industry/ the Association of Industrial information + the Lebanese Customs Administration)

This table shows the value of industrial exports, the total GDP, and the share of industrial exports of the GDP from 2002 to 2014. We notice the decrease of the share of industrial exports of the total of GDP from 10,10 % in 2008 to 6,7% in 2014. The Lebanese industrial exports were affected by the Syrian crisis which leads to closing of land borders.

Table number 4

<u>Year</u>	<u>Exports</u>	<u>Imports</u>	<u>The trade balance</u>	<u>Exports/imports</u>	<u>Industrial exports</u>
2010	4,252	17,963	-13,7109	23.70%	3,291
2011	4,265	20,158	-15,8927	21.20%	3,334
2012	4,483	21,279	-16,8967	21.10%	2,952
2013	3,935	21,228	-17,2925	18.50%	3,360
2014	3,312	21,137	-17,8246	18.60%	3,149

(These numbers are in billion dollars/ Lebanese customs)

This table shows: the change of the value of the total general exports, the industrial exports, the imports, the trade balance, and the ratio of exports to the total of imports. We notice the increase of the trade deficit from near 13,7 billion dollars in 2010 to near 18 billion dollars in 2014. This increasing is caused by the fact that industrial exports are not growing, and imports and economic implications of the Syrian crisis are increasing. The ratio of the coverage of the general exports to the total of imports reached near 18,5% in 2013, and it decreased from 21,1% in 2012. The value of the Lebanese imports reached 21 billion and 228 million dollars in 2013, and the total value of the exports reached 3,936 billion dollars. Therefore, the trade balance deficit reached near 17, 292 billion dollar, which is an increase by 2,5%, compared to 16,7967 billion dollars in 2012.

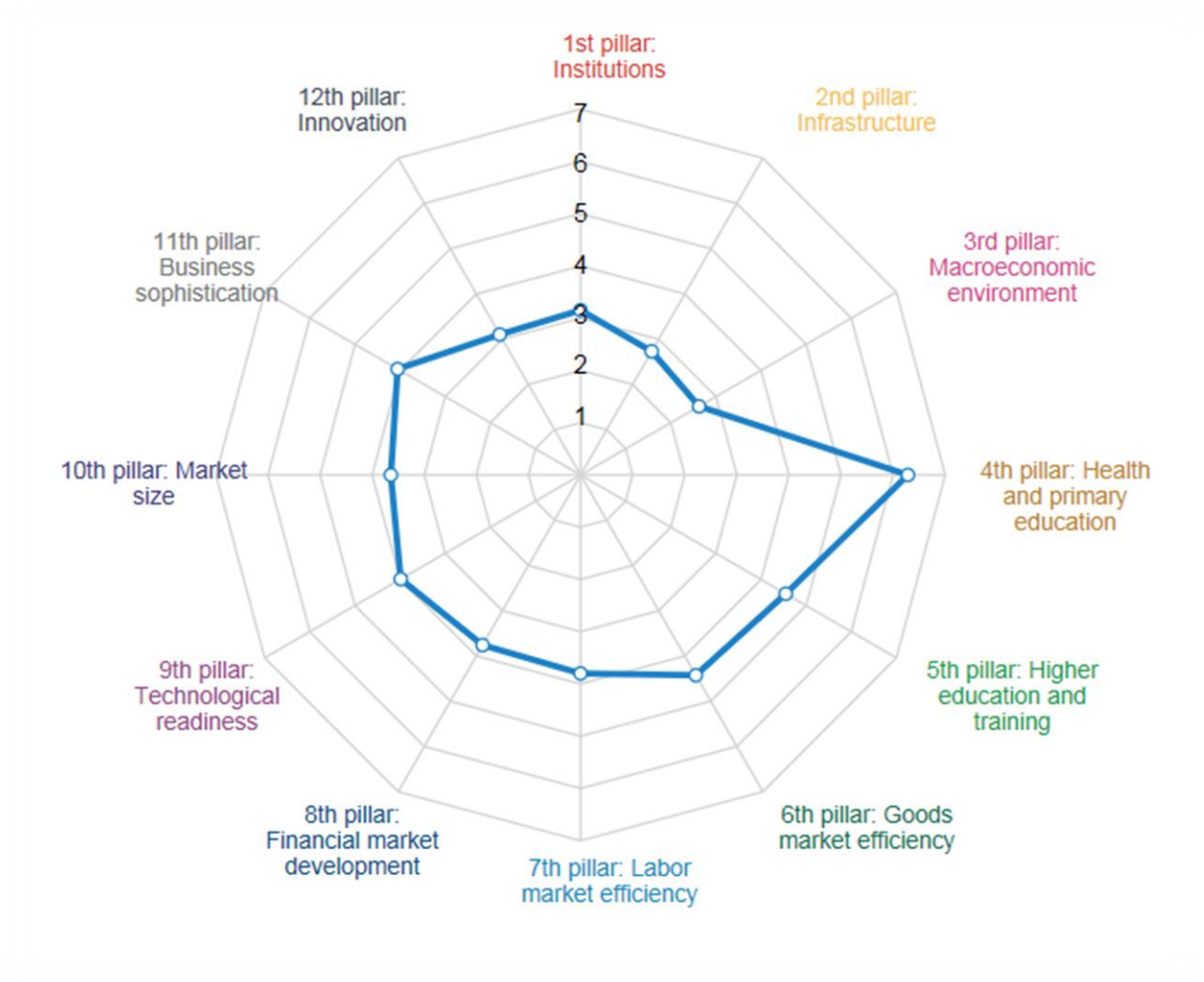
The industrial sector suffers from various obstacles. The most important are that successive governments have not considered the industrial sector a priority, and that the subsidy policies that support the industrial sector on the governmental level are absent. However government offers some financial help to industrialists so that they may export their products by sea, after the closing of the land borders caused by the Syrian crisis. Overall the sector suffers from an insufficiency in governmental financing. This does not allow it to create new industrial Zones. On top of this come high costs of energy production, high wages of workers, high prices of real estate properties, and of the usage of water and fighting pollution. The political instability and lack of security and the deterioration of the regional situation led to closing the

borders. This affected negatively Lebanese industrial exports, and it increased imports to 21,137 billion dollars and so increased the permanent deficit in the trade balance to 17,824 billion dollars in 2014.

Also, the instability of the security led to a decrease of investments in the industrial sector. Not to mention the pressure caused by refugees on the Lebanese infrastructure (pollution/waste water and energy). Lebanon came in the 101th place between 140 countries, achieving the result of 7/3,84 in the indicator of the international competitiveness that is brought out from the economical and international forum. Therefore, it would have progressed from the 113th place in the years of 2014-2015. Switzerland came in the first place in the international competitiveness indicator achieving 7/5,76.

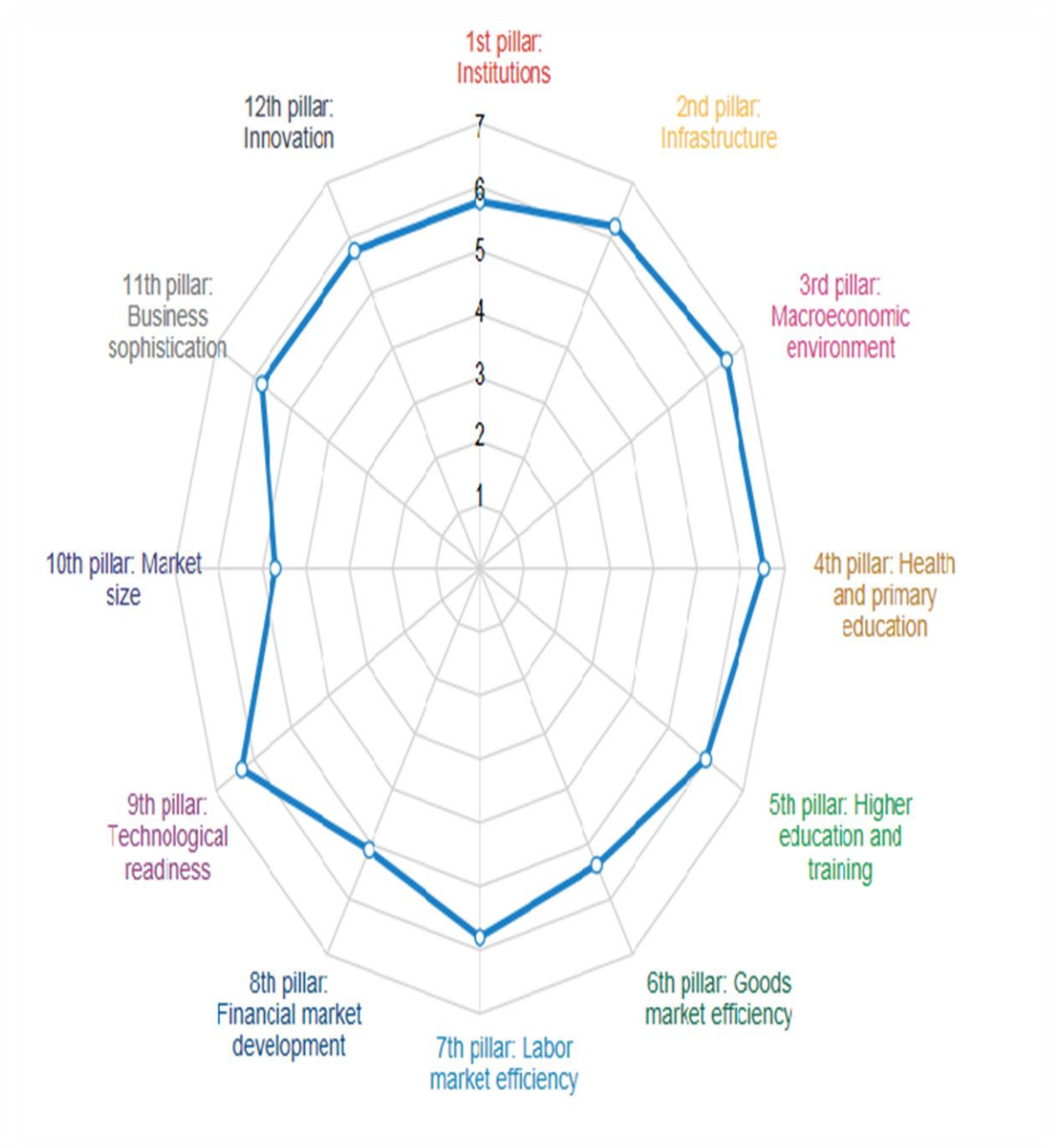
Figure number 2

Lebanon's position in the international competitiveness/ (World Economic Forum Report) - Lebanon



This figure shows the first evaluation of the degrees that Lebanon earned in the domain of the international competitiveness. It is distinguished by the decreasing in all dimensions (the institutions, the infrastructures, macroeconomic environment, innovation, technology, financial market development, labor market, goods, market size, and business sophistication) in exception of the dimension related to health and to the education and the higher education, and that dimension is still special. This low position is caused especially by the following weakness points in the production cost: the high prices of the real estate properties that are not available for the industrialists – energy costs (electricity – fuel) - the cost of the labor force – the cost of the financing (interests).

The place of Switzerland in the international competitiveness/ (World Economic Forum Report) - Switzerland



This figure shows that Switzerland is distinct with its excelling in all dimensions

Also, not applying the principle of the non-reciprocity in commercial agreements with other countries led to drowning the Lebanese market by foreign goods. The dumping leads to an increase of competition, an increase of imports, lowering the level of the industrial exports, decrease of investments, and ultimately unemployment. The Ministry of Industry promotes Lebanese industrial products with the help of written and visual campaigns. The Ministry calls for heading towards the digital economy, and it strives to benefit from the support of international associations (such as the European Union and UNIDO etc.) and strives to initiate new projects (creating new industrial regions). Also, the Ministry is working on assuring simple loans to small and medium-sized firms, given by Kafalat, Banque du Liban, and private banks. The Ministry works with the help of the program LIRA and the collaboration of the universities and the centers of the scientific research, to support and to encourage the interest in research and development.

The Ministry is working on activating its communication with the Ministry of Foreign Affairs and Immigrants with the aim of activating the role of Lebanese embassies in promoting Lebanese industrial products. Also, the Ministry is working on activating collaboration with the Ministry of Economy and Trade to reevaluate trade agreements in order to remove technical obstacles imposed on some exported products.

2.2 At the level of the Ministry of Industry

The Ministry of Industry is distinguished by its good relationships built with citizens at one side, and with public and private associations, international and regional and non-governmental organizations at the other side. Also, the Ministry is engaged in coordination and mutual collaboration, at all levels, with the Association of Lebanese Industrialists (ALI). The ALI has a permanent office of coordination in the Ministry of Industry. The Ministry characterizes itself also by the presence in its staff of scientific qualifications, diverse majors, and experiences gained. These experiences are gained through participation in training courses, seminars and round table meetings, in which the Ministry participates, both in Lebanon and overseas. The Ministry adopted the one-window in order to serve citizens and to facilitate administrative procedures for licenses and industrial permits. The Ministry follows an open-door policy, and adopts transparency, and the role of guidance in licensing and in the field observation of factories, from both technical and operational aspects. Therefore, the Ministry contributes effectively in ameliorating the infrastructure for the quality of the Lebanese product.

The Ministry of Industry makes periodic field inspections to increase the legalization of the industrial associations and to ensure that they match with international safety standards. The Ministry of Industry formulated an integral and complete vision for the industrial sector (Lebanon, the industry 2025) that is made up of strategic objectives and seven operational objectives, and for each one of them, the Ministry precised the steps and the tools to achieve its objectives and goals. The Ministry strives to develop its leading role through its decisions, circulars, memorandums, directives, and its projects and plans, and the development of its performance.

The Ministry is characterized in the commitment of its different units to effective participation in decision making, and it publishes monthly the statistics and information concerning the Lebanese industry, in addition to its promotional activities of industry on its website: (www.industry.gov.lb) this website is being

updated continuously. The Ministry publishes data also in its own monthly magazine on the industry (“Al Hadath Al Sinai”).

The Ministry publishes data on industry annually in a specialized index, and during workshops, seminars and journalistic interviews, for the sake of guidance, spreading awareness, promoting the cause of the industrial sector and guiding it towards the best, and ameliorating the Lebanese industrial product.

The Ministry of Industry suffers currently from some financial problems caused by inadequacy of the financial budget given by the government to perform its tasks, whilst it is supposed to perform its tasks and to carry out its assignment in the best way possible. It also suffers from insufficiency of governmental financing to enable it to create new industrial regions for example. The Ministry suffers also from vacancies in leading positions. There is only one head of department in a permanent position in the second category, from eleven officially approved positions in its organizational structure. In addition there are vacancies in the third and fourth categories. Incentives are insufficient such as upgrading and promotion as is the case in the whole the public sector. Also, a new draft law was set up to amend the law of the Ministry, as well as a draft law for amending its organization and its structure, but the two draft laws haven’t been approved until now.

The Ministry has initiated the construction of a new central building for the Ministry and for its related associations, and new centers for its regional departments. The building and the centers must be efficient and new, so they can be capable of presenting the best services and to contain all the workers.

At the same time, at the level of the legal texts, the Ministry is working on updating its own texts of organization, and of course on amending the deficiencies in the laws that support the industry. The Ministry strives to benefit from the technical support, offered by international, regional and non-governmental organizations and corporations (EU – UNIDO – UNDP – IECD – and donating agencies). As well as reinforcing the collaboration with the ALI to follow up on the problems of the industrialists, with the help of the program of reinforcement of the industrial research, and exchanging information with the Chambers of Industry and Agriculture, for the issuance of certificates of origin.

The Ministry of Industry is a godmother for some of the graduates from the Lebanese universities, because it gives them the chance to receive training in some of the factories.

There is a constant collaboration with the ALI to encourage the investments of IDAL (Investment Development Authority of Lebanon) in many projects and international agreements. The Ministry is working on signing agreements, memorandums and protocols to reinforce industry and scientific research that contribute in the development of the industrial sector, and is the head of the Lebanese Industrial Research Achievement (LIRA). Also, the Ministry is participating in common working groups with the Lebanese Foundation of Standards and Specifications, to release new Lebanese specifications, or to update them. The Ministry is collaborating as well with the Industrial Research Institute (IRI), to follow up the releasing of the certificates of conformity and adopting their overall laboratories tests. The Ministry is aiming at activating the role of the Lebanese Council for Accreditation (COLIBAC) and increasing the collaboration and the coordinating with the Lebanese foundation of standards and specifications, and the Industrial Research Institute, with the objective of ameliorating the infrastructures of the Lebanese product.

The Ministry is in continuous discussion with administrations, concerned associations, the ALI, LIRA, and the Lebanese Foundation of Standards and Specifications, with the objective of activating the collaboration and the coordination with the industrial sectors, especially with the small and medium-sized firms, to take their suggestions into consideration, and to learn their needs to add them in the plan of the project of the strategic planning. The Ministry guides the Lebanese youth towards interest in professional and the technical education, and relating it to the labor market and the needs of the industrial sector for the scientific and training qualifications and competencies, as well as developing it. The Ministry is also calling industrialists to participate in training courses, conferences and workshops, with the objective of developing their work and exchanging best effective practices.

2.3 The Stakeholder analysis

A presentation of the strategic partners who are involved in the operation of the development of the industrial sector, and the provision of services, information and techniques in achieving the objectives that are planned by the Ministry of Industry.

Stakeholders of the association of externals/sectorials/internals.

External stakeholders	Sectorial Stakeholders	Internal Stakeholders
Presidency of the Council of Ministers	Factories owners	Decision-makers
Beirut Stock Exchange	The National Council for Scientific Research in Lebanon (NCSR)	Participants in the decision-making process
Lebanon Green Building Council (LGBC)	Arab Industrial Development and Mining Organization (AIDMO)	
The Governor	The Lebanese Packaging Center (LibanPack)	
Investment Development Authority of Lebanon (IDAL)	United Nations Industrial Development Organization (UNIDO)	
Central Administration of Statistics (CAS)	The Lebanese Center for Energy Conservation (LCEC)	
Association of Banks in Lebanon (ABL)	The Lebanese Accreditation Body (COLIBAC)	
Banque du Liban	Industrial Research Institute (IRI)	
Office of the Minister of State for Administrative Reform (OMSAR)	Euro-Lebanese Centre for Industrial Modernization (ELCIM)	
Embassies	Trade Unions involved in industry	
ESCWA	Lebanese Industrial Research Achievements Program (LIRA)	
The Customs	The Lebanese Standards Institution (LIBNOR)	
EU Commission	Industrialists' associations across Lebanon	
Qualeb		
Kafalat		
The media		
Universities and faculties		
Associations		
Educational institutions		

Municipalities		
Union of municipalities		
Parliamentary committees (The Committee on National Economy, trade and planning)		
Ministries: Health, Public works and transport (Urban planning), environment, education and higher education, interior and municipalities, justice, social affairs, labor, agriculture, economy and trade, finance, energy and water.		

A summary of the interviews held with the stakeholders is given in Annexes 4 and 5

2.4 PESTLE Analysis

2.5 SWOT Analysis

The group of the strategic planning in the Ministry of the Industry analyzed the current state. The analysis assumed the following:

- A survey of the external environment of the Ministry PESTLE (Annex1)
- A SWOT analysis of the external environment of the Ministry (Annex 2)
- A SWOT analysis of the internal environment of the Ministry (Annex 3)

3. The mission, the vision, the value

3.1 The mission

Conducting the Lebanese industrial sector and contributing to its empowerment, activation, protection and development.

The mandate of the Ministry of Industry emanates from the laws and the regulations in force that were passed by the legislator on the industrial sector, and in particular the law number 642 on the date of 2/6/1997 (The law on the Ministry of Industry). The functions of the Ministry of Industry were stated in the second article as per the following:

The Ministry of Industry oversees the industrial sector and promotes its development and activation. It oversees the application of the laws and regulations connected to industrial affairs and issues in all their forms. It also takes all measures essential to the preparation, coordination and the application of the regulations in order to support, protect, and develop the national industry and to solve its issues, by adopting a general policy that protects the economic balance. The Ministry is specifically responsible of:

- Organizing, protecting, developing and encouraging the work of the national industries.
- Licensing the establishment of industrial firms, examining if they meet the conditions of license and watching over the quality of production.
- Suggesting the creation of industrial cities and industrial assembly centers; classifying these cities and centers and classifying the industries.
- Supporting the creation of new industries and working on developing the national industry.
- Supporting the national industry and fighting against dumping, the licensing of imports and the increase of exports.

- Taking care of the industrial legislations and participating in the preparation of international trade agreements related to industry.
- Taking care of the national, regional and international corporations related to industry and industrialists.
- Working and coordinating with the different ministries concerned and firms and corporations for the development of the industrial sector.
- Contributing in raising the technical level of the Lebanese work force.
- Preparing industrial statistics, updating and analyzing them; Collecting essential information and data to study the issues of recruitment in industrial projects in Lebanon and to study areas of opportunity for merchandising of the national industrial products in domestic and foreign markets.

3.2 The vision

Industry that contributes effectively and consistently to the achievement of sustainable development

The Ministry of Industry created an integral vision for the industrial sector for the year 2025. It was inspired by the reality that the industrial sector has reached after many experiences throughout the years. Moreover, all the employees in the public department of industry gathered their efforts and perspectives, tending to execute constructive and systemized steps during the following five years, for example but not limited to:

- Informing the rising generation about scientific and industrial achievements and reinforcing links between schools, the Ministry and industrialists in order to provide field trips to university students.
- Activating the dialogue between the Ministry of Industry, firms and corporations under its authority in order to readjust the objectives and to serve the Lebanese industry.
- Increasing the share of the industrial production as part of the gross domestic product (from 11,2 % in 2013 to 13% in 2019)
- Supporting the Lebanese industry against foreign competitors by restoring the infrastructure in a way that conforms to international standards and

specifications, seeing that it plays a role in improving the quality and the effectiveness of the Lebanese producer.

- Working on creating industrial cities that offer new and integral services in order to improve the economic feasibility of industries, to make optimal use of lands, to protect the surrounding environment, and to develop rural regions.
- Promoting the national industry in collaboration with the ALI, and especially, increasing the awareness of Lebanese consumers on the importance of consuming national products by launching objective and promotive slogans like: “Lebanon is industry and industry is the power to change”.
- Encouraging the Lebanese industrialists to participate in local, regional and international exhibitions in order to expose the best and the most luxurious Lebanese productions like alimentary products – jewelry – fine wine – fashion designs (haute couture) – olive oil
- Developing the capacity of the human resources in the Ministry of Industry by participating in training courses in other countries, seeing that these courses contribute in increasing the productivity and in creating new ways of working and successful experiences.
- Organizing regularly training sessions for industrialists and workers to introduce to them the newest and most effective international regulations, their way of working and the technique of application, and to teach them how the developed industrial machinery works.
- Communicating directly with the ALI and with the syndicates that take care of industrial production in order to work on solving the industrialists’ problems in a direct way without mediation and on facilitating the flow of the Lebanese products to the outside.

3.3 The values

In our strategical progress to achieve our mission on all levels, we work as the family and The Ministry of Industry by these common values that will always be our first and principal reference:

Equality	Consolidating the principle of equality between the industrialists, looking objectively into their cases and solving their problems. Reducing the obstacles that challenge the prosperity of the startups.
Creativity and distinction	Encouraging creativity and innovation, adopting the culture of distinction, creating a positive environment to help the employees of the Ministry of Industry to turn their ideas into concrete results that contribute effectively in the success of the Ministry.
Honesty and transparency	Working in a framework of total honesty and transparency; Setting appropriate standards to achieve that by ensuring the appropriate amount of information for the concerned parties. Establishing an institutional approach that is capable of gaining the trust of the client and consolidating the credibility of the Ministry.
High professionalism	Working on personal development and continual knowledge.
Communication and effective associations	Publishing the industrial information and statistics, establishing the internal and external communication and working on the openness of the Ministry to its environment in order to achieve common benefits to the Ministry, its employees and its partners in all fields.

3.4 A comparison between the current state and the desired state, and Gap analysis

The Ministry of Industry aims to develop the sector it oversees and to widen the horizon of clean production based on quality standards, by taking several measures; but most importantly, it relies on preparing the project of the ministerial statement when the sequential governments are formed in order to adopt the industrial plans and programs, that are under completion, under the protection of the law.

The political situation in Lebanon is not stable and it often tends to paralyze the institutional work by stopping the promulgation of new regulations and provisions of law that direct the public facility and manage the industrial sector in a proper form.

And in the framework of the policies and the interventions, the Ministry of Industry has put her integral vision 2025 to develop the industrial sector in both the short and the long terms. The public directorate of industry benefits from the project of strategical planning, which is financed by the European Union through the office of the minister of state for institutional affairs, to set a strategical plan (2016-2020) with an annual operational executive plan in an objective, applicable and measurable way under scientific and standardized performance indicators.

Most of the provisions of law taking care of the issues of the industrialists that are related to tax credits and/or to granting privileges to the national industry are old and need updating to become in conformity with the technological and technical development. And this is what the Ministry is trying to achieve based on the need, the possibilities and the provided circumstances.

All the units of the Ministry of Industry and its human capital are always activated due to the available capabilities.

The spending is based on the budget of 2005 and on the modifications that were added to it. It dedicates yearly to the Ministry of Industry a financial margin that alternates between 6 and 7 billion of Lebanese liras to cover all the expenses of the Ministry and the sector. In addition to that, this margin includes the amount of contributions given by the Ministry of Industry to the LIRA, to the Lebanese Standards Institution, to the COLIBAC and to the ALI.

The Ministry also aims at developing sustainably its available data base by updating its statistics and information and by publishing surveys and studies. In order to achieve this, every industrialist fills a detailed questionnaire about the current situation of his industry before receiving the industrial certificate offered to him by the Ministry.

The internal and external partners have an important status in the Ministry where there is strong and direct collaboration to solve the urgent problems of the industrialists and where the concerned parties are informed formally with a continuous follow-up.

Summary of the Gap analysis			
	The current state	The desired state	The gap
The policies and the interventions	<ul style="list-style-type: none"> • The Free Trade policy • The absence of policies that support the industrial sector on a governmental level • The Ministry put an integral vision to develop the industrial sector 	<ul style="list-style-type: none"> • Public policies that support the industrial sector • The application of the integral vision • A strategic five year plan 2016-2020 	<ul style="list-style-type: none"> • A supportive political environment • A sustainable development of the industrial sector • The absence of a strategic plan and of a executional plan • An accord with the private sector • Engaging the citizens in supporting the national industry by consuming its products.
The legislative frame	<ul style="list-style-type: none"> • A lack of laws that support the industry • Non updated laws 	<ul style="list-style-type: none"> • Suggesting all the laws that procure industrial exemptions and rehabilitating them. 	<ul style="list-style-type: none"> • Promulgating new laws that procure exemptions for the new and green industries and that takes care of the small and medium sized industries by granting them privileges. • Updating the provisions of law that takes care of the industry and of the work of the Ministry.
The regulations in the firm	<ul style="list-style-type: none"> • The law number 642/97 of the foundation of the Ministry of Industry • The act number 13173/97 that states the organization of the Ministry of Industry and that specifies its framework. • The act number 8018/2002 that defines the principles of licensing in the foundation of industrial firms. 	Modern provisions of law that takes care of the industry	The institutional routine
The operations	<ul style="list-style-type: none"> • Promulgating industrial licenses and industrial investment certificates and doing periodic detections in the industries. 	<ul style="list-style-type: none"> • Licensing the biggest possible number of industrial firms and rehabilitating them. 	<ul style="list-style-type: none"> • Activating the industrial detections and raising awareness among the industrialists. • Collaborating with the concerned syndicates and with The Association of Lebanese Industrialists.

The resources, the skills and the knowledge of the employees	<ul style="list-style-type: none"> • A limited budget for the Ministry • Specialized human resources • High skills in offering industrial services, licenses, detections and in doing the economic studies needed to develop the industrial sector. 	<ul style="list-style-type: none"> • A budget that responds to the needs of the industrial sector • A new employment to increase the human resources • Developing the skills of the employees and increasing their participation in specialized training courses overseas. 	<ul style="list-style-type: none"> • Collaborating with the Ministry of Finance (the budget directorate). • Collaborating with the training institutes and with the Civil service commission of employment. • The lack of efficiency of the specialized training courses for the employees.
The places of work and the equipment	<ul style="list-style-type: none"> • Good equipment and places of work • The building of the Ministry is not enough. • A lack of cars and appropriate technical supplies. 	<ul style="list-style-type: none"> • Finding a new central building • Providing the cars and the appropriate technical supplies 	<ul style="list-style-type: none"> • Collaborating with the contributing parties (OMSAR, UNIDO, and the European Union...) to receive their help and support.
The information and the practice of data processing	<ul style="list-style-type: none"> • The availability of an incomplete data bank 	<ul style="list-style-type: none"> • A modern industrial data bank that motorizes all the statistical and industrial information. 	<ul style="list-style-type: none"> • The absence of material resources • An insufficient human structure
The relations with the stakeholders	<ul style="list-style-type: none"> • A positive relationship with the stakeholders • Participating in the workshops and the round tables to support and develop the industrial sector 	<ul style="list-style-type: none"> • Working on the continuity of the positive relationship with the stakeholders and developing and institutionalizing it. 	<ul style="list-style-type: none"> • Legal forms • Reviews and complaints

4. The strategic Goals – the specified objectives – the activities

Summary of the Goals, the specified objectives and the activities

The General Goals	The specified objectives	The activity
1- Expanding the local market by increasing the production by 30% (from 5.32 billion dollars according to the estimated numbers in 2014 to 7 billion dollars by the end of 2020)	1.1 Supporting the small and medium-sized firms, and the craft associations, and generalizing it regionally	1.1.1 Simplifying the licensing procedures of the small and medium-size firms and regularizing their situations and managing them with the collaboration of the partners (Ministry of environment-public health - agriculture-national defense-social affairs-craftsmen union – Association of Lebanese industrialists 1.1.2 Releasing and following up mutual projects with the international, the regional, the governmental, and the non-governmental organizations. Also with the European governments, the world bank, Banque du Liban and the financial enterprises, to increase the motives, with the objective of procuring the additional financing for the industrial sector. As well as offering the technical help (industrial regions, alternative energy, clean environment, researches and development, training, marketing, new and special products) 1.1.3 Institutionalizing the dialogue between the public and the private sectors to support the small and medium-size firms and the craftsmanship, especially the information technology, herbs and remote control panels, and circulating it consecutively in other sectors. 1.1.4 Following up on the approval process of the factory merger bill and addressing its benefits and guiding the investments towards expansion and complementarity to activate the act related to the real estate development and the reducing of the taxes (from 10 to 5% minimum) in order to reduce the burden on the industrialists
	1.2 Organizing the ongoing industrial regions and assuring industrial regions in all the Lebanese regions	1.2.1 Raising the level of the establishment of industrial cities and regions into an administration and reinforcing its role and achieving the infrastructure of the new suggested industrial regions(Baalbek-terbel-jlylieh) in collaboration with UNIDO 1.2.2 Setting up regular meetings with the concerned administrations and authorities (public administrations, unions and municipalities) to develop the infrastructures and the services that are supporting the associations and the industrial regions. 1.2.3 Encouraging the internal and the external investment in the industrial regions by the industries of the added-value, and working on assuring for the investment the most facilities possible, inclusively in the limits of the national benefit.

	<p>1.3 Protecting the national industry and supporting it to increase its production, circulation and its competitiveness</p>	<p>1.3.1 Motivating the industries positively in every way available to train their workers and to raise the level of their experiences.</p> <p>1.3.2 Working inside out to support the qualified and promising industries with loans and endowments and training, as well as developing their equipments and production abilities.</p> <p>1.3.3 Generalizing in all the available ways the two concepts of specialization and complementarity in the production internally and externally.</p> <p>1.3.4 Intensifying the setting up of workshops and conferences and meetings, to elaborate binding recommendations. Their interest would be spreading awareness on fighting the drowning and the increasing of imports, simplifying the procedures and the rules of the source, committing mutually in the serious work, and managing the active competition against the European industries.</p> <p>1.3.5 Keeping up the fast work with the deputies as individuals and parliamentary committees to amend the legal texts related to -Port dues (including the parts of the industrial machines and the industrial primary commodities) - TVA -Customs administration dues</p> <p>1.3.6 Applying the principle of reciprocity against any European procedure that is inappropriate</p> <p>1.3.7 Working on increasing the customs dues, when it is possible, on some imported wares that are a competition to the internal wares because of the increasing of imports and the dumping and the support.</p> <p>1.3.8 Impose licenses of importation and exportation when it is needed.</p> <p>1.3.9 Intensifying the introduction of the national goods to the citizens, and its goodness, to increase its consumption and decreasing the importation</p> <p>1.3.10 Constantly working on using the mass-media associated to the Ministry (“Al-Hadath al sinaii” magazine, the guide of industries, the guiding indices, the web page) and others (documentaries, television, papers) and the other media vehicles to influence and guide.</p>

<p>2- Increasing the exports by 25% (from 3 billion dollars in 2015 to 4 billion dollars in 2020)</p>	<p>2.1 Activating the collaboration with the Lebanese delegations, the international organizations, the European governments and its embassies that are working in Lebanon to promote the new external markets, and participating in the international exhibitions.</p>	<p>2.1.1 Bringing out the statistics and the industrial informations and evaluating it to take it into consideration in politics and activities and orientations</p> <p>2.1.2 Activating the direct and the indirect communication with the concerned authorities inside and out, to increase the trade exchange and to solve the problems</p> <p>2.1.3 Promoting and advertising by covering all the activities to increase the industrial exports and encouraging the foreign consumption of national products.</p> <p>2.1.4 Organizing exhibitions internally and externally and participating with a modernized, purposeful and specialized perspective</p> <p>2.1.5 Establishing the communication mechanism with the Lebanese delegations located outside and coordinating with the Ministry of foreign affairs and immigrants, and with the European delegations that work in Lebanon, and the international organizations, to facilitate the trade and to introduce the Lebanese products and bringing closer the industrialists to the business men and the traders</p> <p>2.1.6 Setting up a mechanism in collaboration with the Lebanese industrialists in the framework of the mutual protocol that was signed in 2002, to organize the participation in the international exhibitions.</p>
	<p>2.2 Interpolating the national industrial products for the developed conditions and the specifications that are national and European</p>	<p>2.2.1 Supporting “Liban Pack” and expanding the horizon of introducing it among the industrialists</p> <p>2.2.2 Motivating the Lebanese foundation of standards and specifications to increase the releasing of the standards and applying them to increase the level of the national output feasibility</p> <p>2.2.3 Signing the memorandums of agreement and the international accords related to the mutual acknowledgment of the national standards and the certificates of conformity</p> <p>2.2.4 Organizing workshops with the partners (LIBNOR- IRI- QUALEB) + associations from the private sector to offer technical help to the factories so they get the certificates: (CE mark–ISO)</p>

	<p>2.3. Activating the legal texts that support the increasing of the exports</p>	<p>2.3.1 Working on the bill of exempting the industrial exports from the income tax by 100%, after the law that declares the exempt of 50% of the tax had been set</p> <p>2.3.2 Reducing the procedures of the exportation in direct collaboration with the customs administration and the concerned ministries (Economy and Trade, Health, Agriculture, Environment)</p> <p>2.3.3 Working on passing the bill related to exempting from the tax the primary resources and the machines and the imported equipments for the industry</p>
<p>3- Encouraging and developing the new knowledge industry</p>	<p>3.1. Encouraging the innovation and the researches, and participating in it financially, operationally, humanly, and supporting the sectors that want to improve technologically</p>	<p>3.1.1. Asking from the owners of the factories to receive the universities and technical institutes students so they can do an internship related to their majors, in collaboration with the Ministry of Industry</p> <p>3.1.2 Finding an active communication network and collaborating with the concerned authorities to motivate factors of creativity and development (Ministry of Higher Education, universities and technical institutes, the Association of Industrialists, Institute of Industrial Research, the National Scientific Research Council)</p> <p>3.1.3 Seeking to pass the bill that aims at amending the article 5 bis of the income tax to exempt the charges of the research and the development from the income tax</p> <p>3.1.4 Activating the work with the collaboration agreement that is signed from the Ministries of Industry and High Education and the Association of Lebanese Industrialists, to align the curriculums and educational programs with the industrial needs and to find alternatives and new ways of production by: -Receiving the students from different levels in the factories to introduce to them the national industry -Breaking the wall of rejection and aggression between the Lebanese society and the national industry -Relating the consumption of local products to patriotism</p>

	<p>3.2 Encouraging the innovation abilities in coordination with the governmental and non-governmental authorities that are concerned, the universities, the associations, the unions and the research centers</p>	<p>3.2.1 Setting up coordination meetings with the authorities that assure the financing and the managing and/or the technical help for the industrial incubators, to support the owners of the innovations in the fields that contribute in developing the industrial sector and the information technology (Ministry of Communications – BIAT –BERYTECH – SouthBic)</p> <p>3.2.2 Ameliorating the articles of the projects agreements and the scientific collaboration. Exchanging the experiences in partnership with the universities and the scientific research centers, to apply the best research in the domains of specialization that the Ministry find convenient like nanotechnology, mechatronic, food industry, software’s programming, alternatives energies, industrializing the equipments and the industrial machines, cosmetics and perfumes, medical herbs, biochemistry and industrial chemistry and rational industries...</p> <p>٣.٢.٣ Establishing and reinforcing the program of LIRA in the Ministry of Industry, the Association of Lebanese Industrialists, the national council of scientific research and the big universities, to help the industrial associations that are related to the innovation and the development of the new industries</p> <p>٤ ..٢.٣ Encouraging the scientific research in the industrial domains and generalizing it in collaboration with the universities and the concerned associations inside Lebanon and out</p>
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5. Performance indicators

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
1- Expanding the local market by increasing the production by 30% (from 5.32 billion dollars according to the estimated numbers in 2014 to 7 billion dollars by the end of 2020)	1.1 Supporting the small and medium-sized firms, and the craft associations, and generalizing it regionally	1.1.1 Simplifying the licensing procedures of the small and medium-size firms and regularizing their situations and managing them with the collaboration of the partners (Ministry of environment-public health - agriculture-national defense-social affairs-craftsmen union – Association of Lebanese industrialists)	Decreasing the period or the number of the documents to get the licenses	The current period is near 3 months. The bills of amending the acts	-Consulting the industrialists and the craftsmen to take in their demands. -Approving the bill of the amendment of the two acts	Generalizing the content of the acts number 8018 and 5243	Establishing the mechanisms and working constantly on updating them and adjusting their path	Decreasing the number of the wanted documents and the period of getting the documents to one month and a half
		1.1.2 Releasing and following up mutual projects with the international, the regional, the governmental, and the non-governmental organizations. Also with the European governments, the world bank, Banque du Liban and the financial enterprises, to increase the motives, with the objective of procuring the additional financing for the industrial sector. As well as offering the technical help (industrial regions, alternative energy, clean environment, researches and development, training, marketing, new and special products)	Increasing the number of the mutual projects that are executed with UNIDO and the European union and the world bank, and that aim at developing the industrial sector	Mutual projects with UNIDO (constructing industrial regions-industrial clusters) and the European union (institutionalizing the dialogue between the public and the private sector) and the different authorities that are donating	The projects that are mutual with the international and governmental organizations to develop the labor force in the small and medium-sized firms and to assure the technical help (new industrial machines) started	The labor force is developed and the new industrial machines are assured	The number of projects that are mutual and executed with UNIDO and the European union and the world bank and the European governments has increased	
		1.1.3 Institutionalizing the dialogue between the public and the private sectors to support the small and medium-size firms and the craftsmanship, especially the information technology, herbs and remote control panels, and circulating it consecutively in other sectors.	Approving the ministerial draft	Releasing this project and setting up three preparatory meetings	Approving the draft decision The real execution of the bill has started	The meetings of the dialogue committee to support the three industrial sectors is done	The annual evaluation is executed	The target sectors are developed and contributed in the increasing of the industrial production

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
		1.1.4 Following up on the approval process of the factory merger bill and addressing its benefits and guiding the investments towards expansion and complementarity to activate the act related to the real estate development and the reducing of the taxes (from 10 to 5% minimum) in order to reduce the burden on the industrialists.	Approving the bill of the integration of factories and decreasing the tax for 5%	Current tax 10%	-Meetings with the concerned authorities (Prime Ministry and the deputies and the Ministry of finance and the customs administration) to Execute the bill and achieving the needed letters	The law is generalized through the available mass media	The benefits of the integration have been released by setting up workshops with the industrialists	The law of integration and the act that are both related to the amelioration of the real estate and to the decreasing of the tax ratio that is aimed at by 5%, have been released
	1.2 Organizing the ongoing industrial regions and assuring industrial regions in all the Lebanese regions	1.2.1 Raising the level of the establishment of industrial cities and regions into an administration and reinforcing its role and achieving the infrastructure of the new suggested industrial regions(Baalbek-terbel-jlylieh) in collaboration with UNIDO	The department of the industrial cities and regions turned into an association, and a board directors for the institution of directing and creating grouping centers is created	A department for industrial regions and cities is available while the board directors of the institution of creating the administration of the industrial grouping centers is not available	The structural studies for the specialist and advisory office to achieve the infrastructures of the new industrial regions(Baalbek-Terbel-Jylyieh) in collaboration with UNIDO have been contracted out by an international adjudication with the help of UNIDO	The studies to create industrial regions proposed by UNIDO are executed, the construction of the industrial regions started, 30% of the regions has been created, and the enterprises started joining the industrial regions	The workshops with the industrialists and the concerned authorities to spread the benefits of the industrial cities and investing in it are made. The construction work of the suggested industrial regions are done and 70% of the suggested industrial regions have been constructed	The project of the industrial is complete by 100% and the process of the enterprises joining the industrial regions is being accomplished
		1.2.2. Setting up regular meetings with the concerned administrations and authorities (public administrations, unions and municipalities) to develop the infrastructures and the services that are supporting the associations and the industrial regions.	One annual meeting as a minimum	Not available	A working group is formed and an execution plan is set up	The plan is being executed in collaboration of the concerned administrations	Keeping up the execution of the plan with the concerned authorities	The plan is executed
	1.3 Protecting the national industry and supporting it to increase its production, its circulation and	1.3.1 Motivating the industries positively in every way available to train their workers and to raise the level of their experiences.	Increasing the training courses for the workers	Limited courses	-Surveying the industrialists on their training needs to precise a complete list of their existing training courses, in collaboration with the Association of industrialists, and generalizing it on the	The training courses that are not available were assured by EU - UNIDO - IECD and the factories participated in it	The names of the factories that are members of the training courses classified their names on the honor list	Increasing the number of the training courses of the workers by 50%

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
its competitiveness					industrialists			
	1.3.2 Working inside out to support the qualified and promising industries with loans and endowments and training, as well as developing their equipments and production abilities.	Increasing the loans and the endowments and the training for the industrial sector to develop its equipments and its production abilities	A very limited amount of loans and endowments given to the industrial sector especially from Banque du Liban	-Studying the situation of the loans and the ways to increase it and solving the existing problems	Generalizing the available financial program in collaboration with the Association of Lebanese industrialists and the workshops to spread awareness to the industrialists on the available financial programs that are set up	Meetings with the concerned associations (BDL- EU – Kafalat UNIDO) to increase the assuring the simple loans and the endowments for the industrial sector are made	Increasing the loans and the endowments and the training for the industrial sector to develop its equipments and its production abilities	
	1.3.3. Generalizing in all the available ways the two concepts of specialization and complementarity in the production internally and externally	Increasing the circulation of the concepts of specialization and complementarity between the industrialists Working on introducing these two concepts in the agreements memorandums and other countries	The two concepts of specialization and complementarity in the production are limited	Setting up purposeful workshops to generalize the two concepts of specialization and complementarity in the production -Communicating with different local and international authorities so they adopt these two concepts as a solution for the unjust competition	Setting up meetings between the business men that are experts in the concepts of stabilization and complementarity, and representatives from the industrial sector, to share the experiences.	Establishing the concepts of specialization and complementarity in the trade deslaings internally and externally	Spreading awareness on the two concepts of specialization and complementarity, evaluating the results and adjusting the path	
	1.3.4 Intensifying the setting up of workshops and conferences and meetings, to elaborate binding recommendations. Their interest would be spreading awareness on fighting the drowning and the increasing of imports, simplifying the procedures and the rules of the source, committing mutually in the serious work, and managing the active competition against the European industries.	Setting up annual workshops to spread awareness on fighting the dumping and the increasing the imports and simplifying its procedure and the rules of the source	No current workshops	-Communicating with the Ministry of finance and the international authorities to set up workshops to fight against the dumping and the increasing of imports and simplifying the procedures and the rules of the source	Communicating with the Ministry of finance and the international authorities to set up workshops to fight against the drowning and the increasing of imports and simplifying the procedures and the rules of the source	Keeping up the work by using the law of national production protection and working on approving the needed amendments to simplify the procedures and the deadlines that are present in the law in order to activate it.	A decreasing of the imports by 10% and an increasing in the local consumption of the national production from 8.3% to 13%	

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
		1.3.5 Keeping up the fast work with the deputies as individuals and parliamentary committees to amend the legal texts related to -Port dues (including the parts of the industrial machines and the industrial primary commodities) - TVA -Customs administration dues	Amending the legal texts (port dues- customs-TVA)	Had not been applied	Communicating with the concerned administrations (ministries council , and the Ministry of finance and the customs)	Circulating the benefits of these amendments by using the mass media (“Al Hadath” industrial magazine –the industrial index)	The amended texts are released	All the amendments and the acts of application are released)
		1.3.6 Applying the principle of reciprocity against any European procedure that is inappropriate	Applying the principal in the trade procedures	Had not been applied	- Communicating with the concerned administrations (Council of Ministries and the Ministry of Finance and the Ministry of Economy and Trade and the custom administration)	A mechasim for applying the principal is set up	Applying the principle of reciprocity with the countries that don't execute the agreements texts	The principal of reciprocity is fully applied
		1.3.7 Working on increasing the customs dues, when it is possible, on some imported wares that are a competition to the internal wares because of the increasing of imports and the dumping and the support.	Releasing the decisions of increasing the dues on the importation of some competitive wares from the products of the countries that didn't sign the trade agreements	The dues are very low	Communicating with the concerned administrations (Council of Ministries and the Ministry of Finance and the Ministry of Economy and Trade and the custom administration)	The execution of the gradual increasing of the dues started	Completing the increasing od the custom dues	The imports from the custom dues are high. The ratio of these dues is increased in the public balance and balancing the imports including the logical support of the local production
		1.3.8 Impose licenses of importation and exportation when it is needed.	Releasing the licenses according to the situation	Some of the licenses are available	Mutual work between the concerned administration to facilitate the procedures of giving the licenses and setting their conditions and regulations	The work with the concerned authorities is done in the Ministry to pecise the wares that we must impose the licenses of importation on, and communicating with the concerned authorities (Ministries council and the Ministry of Finance) and collaborating with	Keeping up the execution that is agreed on and pecising ways to replace the licenses with other procedures	A complete protective system that is effective and scientific

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
						the Ministry of Economy and Trade and the customs to coordinate the needed steps and imposing the procedures where they must be.		
		1.3.9 Intensifying the introduction of the national goods to the citizens, and its goodness, to increase its consumption and decreasing the imports	The ratio of the local consumption of the national wares is 20%	The current ratio is 8.3%		Improvement of the quality of the Lebanese product Its ratio increases to 10%	The Lebanese product became a competition for the European wares and the ratio increased to 15%	The ratio of the consumption arrived to 20% from the value of the local demand of the wares
		1.3.10 Constantly working on using the mass-media associated to the Ministry ("Al-Hadath al sinaii" magazine, the guide of industries, the guiding indices, the web page) and others (documentaries, television, papers) and the other media vehicles to influence and guide.	Keeping up the releasing of the mass media of the Ministry	The magazine is released every two months and the index every year and a website is available Releasing guidelines that are specialized	Keeping up the work on developing the magazine of "Al Hadath al Sinaii and the industrial index and expanding the field of its distribution inetrnally and externally	The website of the Ministry is being updated constantly and contains the industrial informations that are enough	The commitment of the industrialists in writing articles in the magazine to support the industrial sector, adopting the website and the publications of the Ministry as a reference for the industrial informations and statistics and as an official spokesman of the Ministry	The improvement of the situation of the Lebanese industry by profiting from the mass media Expanding the horizon of the mass media of the Ministry
2- Increasing the exports by 25% (from 3 billion dollars in 2015 to 4 billion dollars in 2020)	2.1 Activating the collaboration with the Lebanese delegations, the international organizations, the European governments and their embassies that are working in	2.1.1. Bringing out the statistics and the industrial informations and evaluating it to take it into consideration in politics and activities and orientations	Releasing on time all the industrial informations and statistics in a periodic and constant way	the industrial informations and statistics are released every month and every six month and every year	Adopting the informations analysis and setting up the studies of the statistics	The statistical informations are assured in a periodic way by communicating with customs administration and the statistics centers and the Association of Industrialists, and they improved	The industrial informations are more available, the studies and the researches are more professional and realistic	Releasing industrial informations in a periodic and constant way and working on setting up future expectations to base on them
		2.1.2 Activating the direct and the indirect communication with the concerned authorities inside and	Increasing the exports to decrease the	The current deficiency is 15 billion dollars		The quality of the Lebanese product improved and the	Setting up international conferences to	A decreasing 38% the deficiency in the trade balance

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
	Lebanon to promote the new external markets, and participating in the international exhibitions.	out, to increase the trade exchange and to solve the problems	deficiency of the trade balance by 15% in 2020			technical difficulties of the arrival of the Lebanese exports to the European markets are removed in collaboration with the Ministry of foreign affairs	help the increasing of the industrial exports and committing most of the industrialists in the national, the European and the international specifications	by 15% and increasing the industrial exports by 255
		2.1.3 Promoting and advertising by covering all the activities to increase the industrial exports and encouraging the foreign consumption of national products.	Increasing the mediatic promotion on all the mass media and the Chambers of Commerce and Industry and Trade through the European delegations abroad	Limited promotion	Promoting the exports could be done by collaborating with the Lebanese delegations outside and the European delegations in Lebanon and the concerned officials in the private sector (the association of industrialists- association of the Chambers of Industry and Commerce – Industrial grouping – Unions – Mass media)	Distributing and publishing the promoting, statistical and media subjects through the visual and the audible media	Benefiting from the experience of the Lebanese who are abroad and especially the sectors that have a high added value	Investing the mass media and the relations and the agreements for the industrial promotion
		2.1.4 Organizing exhibitions internally and externally and participating with a modernized, purposeful and specialized perspective Setting up a mechanism in collaboration with the Lebanese industrialists in the framework of the mutual protocol that was signed in 2002, to organize the participation in the international exhibitions.	Augmentation of the number of the industrialists who are participating in the exhibitions	A protocol of collaboration with the industrialists is available – a weak participation in the international exhibitions	The protocol of the collaboration has been activated and developed and the mechanism has been set up to support and implicate and choose the appropriate firms to let them participate in the exhibitions	More of the Lebanese sections in the international exhibitions and increasing the motives to let the industrialists participate through the Association of Industrialists and IDAL	Increasing the participation internal and the external exhibitions	Increasing the number of industrialists who are participating in the exhibitions by 25%
		2.1.5 Establishing the communication mechanism with the Lebanese delegations located outside and coordinating with the Ministry of foreign affairs and immigrants, and with the European delegations that work in Lebanon, and the international organizations, to facilitate the trade and to introduce the Lebanese products and bringing	Increasing the industrial exports to 4 billion dollars and increasing the mechanism of the communication with the Lebanese delegations that	3 billion dollars	Communicating directly with the Ministry of foreign affairs and Immigrants and it's specialized units	Setting up meetings with the associated Lebanese industrialists abroad	Keeping up the recommendations of the meetings with the associated Lebanese industrialists to evaluate the results and activate the ways	4 billion dollars

General Goals	Specific objectives	The activities (projects and programs)	Performance indicators	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
		closer the industrialists to the business men and the traders	are abroad					
	2.2 Interpolating the national industrial products for the developed conditions and the specifications that are national and European	2.2.1 Supporting “Liban Pack” and expanding the horizon of introducing it among the industrialists	Increasing the number of members by 50% and increasing the number of factories that met the international conditions and standards by collaborating with Liban Pack	68 members in Liban Pack the Lebanese packaging center Sending letters to the Ministry of finance to support the Lebanese packaging center and working on exempting it from the group tax	Setting up workshops with the Association of Industrialists to introduce Liban pack	Increasing the number of associations that benefit from the activities of Liban pack (training-specifications-consultations...)	! Increasing the number of associations that benefit from the activities of Liban pack (training-specifications-consultations...)	Increasing the number of members by 50% and increasing the number of factories that met the international conditions and standards by collaborating with Liban Pack

General Goals First year 1/7/2016- 31/12/2017	Specific objectives Second year 2018	The activities (projects and programs) Third year 2019	Performance indicators Fourth year 2020	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year	Third year	Fourth year
		2.2.2 Motivating the Lebanese foundation of standards and specifications to increase the releasing of the standards and applying them to increase the level of the national output feasibility	An increasing in the specifications according to the international standards	Diminution in the specifications	Making recommendations to bring out new specifications and technical rules	Following up the making of recommendations to bring out new specifications and technical rules	Using the mass media (Al Hadath al sinaai – the industrial index) to generalize and circulate the specifications and the new technical rules and encouraging to committing to them.	Increasing the number of specifications and technical rules annually and committing to it
		2.2.3 Signing the memorandums of agreement and the international accords related to the mutual acknowledgment of the national standards and the certificates of conformity	Increasing the signed memorandums and the agreements	The number of memorandums and agreements is limited	Expanding the horizon of contacting and communicating with the European delegations	Setting up recommendations for (IRI – LIBNOR) in collaboration with the Association of Industrialists to sign new agreements	Keeping up the Setting up of the recommendations for (IRI – LIBNOR) in collaboration with the Association of Industrialists to sign new agreements	Increasing the number of signed memorandums and agreements
		2.2.4 Organizing workshops with the partners (LIBNOR- IRI-QUALEB) + associations from the private sector to offer technical help to the factories so they get the certificates: (CE mark–ISO)	Increasing the numbers of enterprises that earned the certificates CE Mark- ISO	Limited number	Participating in workshops with the partners LIBNOR - (IRI QUALEB) + the associations from the private sector To offer technical help to the factories so they get the certificates: CE Mark- ISO	Increasing the communication with IRI, QUALEB and LIBNOR	Diverse training workshops to offer technical help	Increasing the numbers of enterprises that earned the certificates CE Mark- ISO
	2.3 Activating the legal texts that support the increasing of	2.3.1 Working on the bill of exempting the industrial exports from the income tax by 100%, after the law that declares the exempt of 50% of the tax had been set	Amending the industrial exports from the output tax by 100%	50%	- Setting up the justifications and the causes Lobbying-	Earning the agreement from the concerned authorities and setting up purpose studies and the approving plans	Approving the bill of amendment Setting up application mechanisms	The industrial exports and amended from the output tax by 100%

General Goals First year 1/7/2016- 31/12/2017	Specific objectives Second year 2018 the exports	The activities (projects and programs) Third year 2019	Performance indicators Fourth year 2020	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year ٢٠١٨	Third year ٢٠١٩	Fourth year ٢٠٢٠
		2.3.2 Reducing the procedures of the exportation in direct collaboration with the customs administration and the concerned ministries (Economy and Trade, Health, Agriculture, Environment)	Simplifying the procedures of the exports and the imports of the industry	Long procedures	Meetings with the customs and the concerned ministries	Setting up mechanisms of collaboration and coordination and problem solving	Following up and evaluating and updating the procedures	Achieving the transactions quickly
		٢.٣.٣ Working on passing the bill related to exempting from the tax the primary resources and the machines and the imported equipments for the industry	Approving the bill	Haven't been approved yet	Activating the communications and pressuring for them lobbying	Giving the project its legal path and communicating with the deputies to apply the bill when approved	The needed preparations with the concerned administration to apply the bill when approved	Approving the bill and following up its application

General Goals First year 1/7/2016- 31/12/2017	Specific objectives Second year 2018	The activities (projects and programs) Third year 2019	Performance indicator Fourth year 2020	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
Encouraging and developing the new knowledge industry	3.1. Encouraging the innovation and the researches, and participating in it financially, operationally, humanly, and supporting the sectors that want to improve technologically	3.1.1 Asking from the owners of the factories to receive the universities and technical institutes students so they can do an internship related to their majors, in collaboration with the Ministry of Industry Coordinating with the universities and the factories to execute the recommendations of the conference of the universities that are goal-oriented towards the work.	Increasing the number of students who are trained and the doctorate students in the factories	The number of the students who are training is 10 annually	Creating a communication mechanism that connects the triangle represented by the Ministry of Industry and the Association of Industrialists and the factories from one side with the universities from another side.	Increasing the number of students who are profiting from the mechanism	Developing the work mechanism between the three poles	200 students annually
		3.1.2 Finding an active communication network and collaborating with the concerned authorities to motivate factors of creativity and development (Ministry of High of Education, universities and technical institutes, the Association of Industrialists, Institute of Industrial Research, the National Scientific Research Council)	An effective collaboration network between the concerned authorities to increase the innovation and the development	A network is not available LIRA is available Starting the work with the national council of scientific research to find a specialized institution	The network of relations is activated from the public and the private sectors Activating the program of LIRA		Development tools and spreading awareness of the importance of R&D	Expanding the range of industries based on R&D
		3.1.3 Seeking to pass the bill that aims at amending the article 5 bis of the income tax to exempt the charges of the research and the development from the income tax	Approving a bill	Not approved	Meetings with the Ministry of Finance and the customs administration -Workshops with the Association of Lebanese Industrialists and with the concerned ministries on the importance of passing the bill	Lobbying And following up the legal path to approve the bill	Approving a bill	The bill is approved and following up the execution

General Goals First year 1/7/2016- 31/12/2017	Specific objectives Second year 2018	The activities (projects and programs) Third year 2019	Performance indicator Fourth year 2020	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
		3.1.4 Activating the work with the collaboration agreement that is signed from the Ministries of Industry and High Education and the Association of Lebanese Industrialists, to align the curriculums and educational programs with the industrial needs and to find alternatives and new ways of production by: -Receiving the students from different levels in the factories to introduce to them the national industry -Breaking the wall of rejection and aggression between the Lebanese society and the national industry -Relating the consumption of local products to patriotism	Increasing the chances of work that match with the market demands	Diminution in the competencies and a high unemployment ratio 35% Agreement between the ministries of industry and education, and the association of industrialists setting up conferences in that frame	-The extension of the agreement between the two ministries and the association -And activating the communication between the institutes and the factories	Workshops and seminars and industrial exhibitions in the industrial institutions and schools in the different Lebanese regions and assuring chances of work for the graduates	Making the industrialists capable of teaching scientific subjects in the universities and the technical institutions that are specialized with the industry, the innovation, the technology, and profiting from the experiences of the teachers of the universities and in the specialized institutions to guide in the factories	Increasing the chances of work that match with the market demands and decreasing the unemployment ratio

General Goals First year 1/7/2016- 31/12/2017	Specific objectives Second year 2018	The activities (projects and programs) Third year 2019	Performance indicators Fourth year 2020	Target values				
				Basic line	First year 1/7/2016-31/12/2017	Second year 2018	Third year 2019	Fourth year 2020
	3.2 Encouraging the innovation abilities in coordination with the governmental and non-governmental authorities that are concerned, the universities, the associations, the unions and the research centers	3.2.1 Setting up coordination meetings with the authorities that assure the financing and the managing and/or the technical help for the industrial incubators, to support the owners of the innovations in the fields that contribute in developing the industrial sector and the information technology (Ministry of Communications – BIAT – BERYTECH – SouthBic)	Periodic meetings	No coordination meetings The project is executed in collaboration with UNIDO to develop some of the sectors of the small and craft industries	Coordination meetings with the authorities that assure the financing and the managing and/or the technical help for the industrial incubators and the industrial groupings and the specialized unions	Increasing the number of the created associations in the incubators and establishing the concepts of innovation and specialization	Expanding the area of the innovative and updated industries	Keeping up the support for the innovative industries in all the ways possible
		3.2.2 Ameliorating the articles of the projects agreements and the scientific collaboration. Exchanging the experiences in partnership with the universities and the scientific research centers, to apply the best research in the domains of specialization that the Ministry find convenient like nanotechnology, mechatronic, food industry, software's programming, alternatives energies, industrializing the equipments and the industrial machines, cosmetics and perfumes, medical herbs, biochemistry and industrial chemistry and rational industries...	Increasing the number of the innovation patents	Small number A project of guaranties to support the new industries	Guiding the factories towards the added value industries and assuring to her the sympathy and the support	Motives for the competencies to execute new innovations that were made and assuring supporting authorities to help the innovators to apply their new innovations Assured	Distributing prices and media support and guiding and supporting the innovation and the development	Increasing the number of the innovation patents Spreading the concepts of innovation and development
		3.2.3. Encouraging the scientific research in the industrial domains and generalizing it in collaboration with the universities and the concerned associations inside Lebanon and out.	Increasing the number of researches	Small financing		Assuring motives for the teachers of the universities to increase the researches in the industrial sector	A supervisory committee specialized in collaboration with the association of industrialists is set up	Increasing the financing of the researches

6. The planning cost

The activities cost					
Number	Name of the activity	The cost in the current balance	The additions in the balance	The external financing	Addition in the revenues
1.1.1	Simplifying the licensing procedures of the small and medium-size firms and regularizing their situations and managing them with the collaboration of the partners (Ministry of environment-public health - agriculture-national defense-social affairs-craftsmen union – Association of Lebanese industrialists	yes	no	no	no
1.1.2	Releasing and following up mutual projects with the international, the regional, the governmental, and the non-governmental organizations. Also with the European governments, the world bank, Banque du Liban and the financial enterprises, to increase the motives, with the objective of procuring the additional financing for the industrial sector. As well as offering the technical help (industrial regions, alternative energy, clean environment, researches and development, training, marketing, new and special products)	yes	No	Unido, EU, Italy, BDL, ALI	No
1.1.3	Institutionalizing the dialogue between the public and the private sectors to support the	yes	no	EU	no

1.1.4	<p>small and medium-size firms and the craftsmanship, especially the information technology, herbs and remote control panels, and circulating it consecutively in other sectors.</p> <p>Following up on the approval process of the factory merger bill and addressing its benefits and guiding the investments towards expansion and complementarity to activate the act related to the real estate development and the reducing of the taxes (from 10 to 5% minimum) in order to reduce the burden on the industrialists</p>	yes	no	no	No
1.2.1	<p>Raising the level of the establishment of industrial cities and regions into an administration and reinforcing its role and achieving the infrastructure of the new suggested industrial regions(Baalbek-terbeljylich) in collaboration with UNIDO</p>	Yes	No	Financed by Italy (UNIDO) with 500 thousand euros and contracting out by a tender	No
1.2.2	<p>Setting up regular meetings with the concerned administrations and authorities (public administrations, unions and municipalities) to develop the infrastructures and the services that are supporting the associations and the industrial regions.</p>	Yes	No	No	No
1.2.3	<p>Encouraging the internal and the external investment in the industrial regions by the industries of the added-value, and working on assuring for the investment the most facilities possible, inclusively in the limits of the national benefit.</p>	yes	no	no	no

1.3.1	Motivating the industries positively in every way available to train their workers and to raise the level of their experiences.	yes	no	UNIDO	no
1.3.2	Working inside out to support the qualified and promising industries with loans and endowments and training, as well as developing their equipments and production abilities.	No	No	No	No
1.3.3	Generalizing in all the available ways the two concepts of specialization and complementarity in the production internally and externally.	Yes	No	No	No
1.3.4	Intensifying the setting up of workshops and conferences and meetings, to elaborate binding recommendations. Their interest would be spreading awareness on fighting the drowning and the increasing of imports, simplifying the procedures and the rules of the source, committing mutually in the serious work, and managing the active competition against the European industries.	Yes	Yes	Unido-ALI	No
1.3.5	Keeping up the fast work with the deputies as individuals and parliamentary committees to amend the legal texts related to -Port dues (including the parts of the industrial machines and the industrial primary commodities) - TVA -Customs administration dues	No	No	No	No

1.3.6	Applying the principle of reciprocity against any European procedure that is inappropriate	No	No	No	No
1.3.7	Working on increasing the customs dues, when it is possible, on some imported wares that are a competition to the internal wares because of the increasing of imports and the dumping and the support.	No	No	no	No
1.3.8	Impose licenses of importation and exportation when it is needed.	No	No	No	No
1.3.9	Intensifying the introduction of the national goods to the citizens, and its goodness, to increase its consumption and decreasing the importation	Yes	No	no	No
1.3.10	Constantly working on using the mass-media associated to the Ministry ("Al-Hadath al sinaii" magazine, the guide of industries, the guiding indices, the web page) and others (documentaries, television, papers) and the other media vehicles to influence and guide.	yes	no	no	no
2.1.1	Bringing out the statistics and the industrial informations and evaluating it to take it into consideration in politics and activities and orientations	No	No	No	No
2.1.2	Activating the direct and the indirect communication with the concerned authorities inside and out, to increase the trade exchange and to solve the problems	Yes	Yes	Unido,Eu	No
2.1.3	Promoting and advertising by covering all the	Yes	No	No	No

2.1.4	activities to increase the industrial exports and encouraging the foreign consumption of national product.	Yes	Yes	Unido,ALI, EU	No
2.1.5	Organizing exhibitions internally and externally and participating with a modernized, purposeful and specialized perspective	No	No	Unido,EU,ministry of foreign affairs	No
2.1.6	Establishing the communication mechanism with the Lebanese delegations located outside and coordinating with the Ministry of foreign affairs and immigrants, and with the European delegations that work in Lebanon, and the international organizations, to facilitate the trade and to introduce the Lebanese products and bringing closer the industrialists to the business men and the traders	no	no	no	no
	Setting up a mechanism in collaboration with the Lebanese industrialists in the framework of the mutual protocol that was signed in 2002, to organize the participation in the international exhibitions.				
2.2.1	Supporting “Liban Pack” and expanding the horizon of introducing it among the industrialists	yes	no	no	no
2.2.2	Motivating the Lebanese foundation of standards and specifications to increase the releasing of the standards and applying them to increase the level of the national output feasibility	no	no	no	no
2.2.3	Signing the memorandums of agreement and the international accords related to the mutual acknowledgment of the national standards and the certificates of conformity	no	no	The ministry of Economy and trade	no

2.2.4	Organizing workshops with the partners (LIBNOR- IRI- QUALEB) + associations from the private sector to offer technical help to the factories so they get the certificates: (CE mark–ISO)	yes	yes	no	No
2.3.1	Working on the bill of exempting the industrial exports from the income tax by 100%, after the law that declares the exempt of 50% of the tax had been set	No	No	EU, IRI, Unido, Ali Libnor	no
2.3.2	Reducing the procedures of the exportation in direct collaboration with the customs administration and the concerned ministries (Economy and Trade, Health, Agriculture, Environment)	No	No	No	no
2.3.3	Working on passing the bill related to exempting from the tax the primary resources and the machines and the imported equipments for the industry	no	no	no	no
3.1.1	Asking from the owners of the factories to receive the universities and technical institutes students so they can do an internship related to their majors, in collaboration with the Ministry of Industry	no	no	no	no
3.1.2	Finding an active communication network and collaborating with the concerned authorities to motivate factors of creativity and development (Ministry of High of Education, universities and technical institutes, the Association of Industrialists, Institute of Industrial Research, the National Scientific Research Council)	no	no	no	no
3.1.3	Seeking to pass the bill that aims at amending the article 5 bis of the income tax to exempt	Yes	No	No	No

3.1.4	<p>the charges of the research and the development from the income tax</p> <p>Activating the work with the collaboration agreement that is signed from the Ministries of Industry and High Education and the Association of Lebanese Industrialists, to align the curriculums and educational programs with the industrial needs and to find alternatives and new ways of production by:</p> <ul style="list-style-type: none"> -Receiving the students from different levels in the factories to introduce to them the national industry -Breaking the wall of rejection and aggression between the Lebanese society and the national industry -Relating the consumption of local products to patriotism 	no	no	Ministry of Education, Universities, IRI,ALI	no
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7.The Annexes

List of Annexes

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- Annex 8 Chart of the total industrial exports in 2014
- Annex 9 Distribution of industrial licenses per category

Annex 1

PESTLE	
Analysis of the external environment	
The effective factor	The forces and the effects
The political environment	<ul style="list-style-type: none"> • The governmental support for the program of strategic planning in the four ministries • The constant coordination with the government and the concerned authorities • The political and security instability and the regional deterioration that led to closing the land borders in the face of the Lebanese industrial exports • The absence of the designations with authenticity in the high categories of the public sector • Not giving the priority for the industrial sector by the successive governments
The economic environment	<ul style="list-style-type: none"> • The technical support offered by the international, the regional and the non-governmental organizations and institutions • A diminution in the governmental financing (to create new industrial regions and a diminution in the number of cars for the industrial payrolls) • Small initiatives to support the small and medium-sized firms • The high production cost regarding the energy and the wages of the workers and the prices of the real estate • A diminution in the investments in the industrial sector • Simple loans offered by bails and Banque du Liban and the private banks to the small and medium industrial associations • The instability in the oil prices • Drowning the market with European wares • The permanent deficiency in the trade balance and the increasing in the imports and the lowering of the level of the industrial exports • Not applying the principle of reciprocity in the trade agreements with other countries • Increasing the exportation cost • The regression of the buying power • Exchanging informations with the Chambers of Commerce, Industry and Agriculture in preparation to give the source certificates • The Ministry of Industry is a godmother for some of the graduates from the Lebanese universities and to give them a training chance in some factories • A constant collaboration with the Investment Development Authority of Lebanon IDAL in many projects and international agreements
The social environment	<ul style="list-style-type: none"> • The positive reactions in the relation that is built between the Ministry and the citizens and between the Ministry and the rest of the public and private associations and the international, the regional and the non-governmental organizations

	<ul style="list-style-type: none"> • Promoting for the Lebanese industrial products through the promoting campaigns that are visual and written
The technological/the technical environment	<ul style="list-style-type: none"> • Supplying the industrial associations with machines and equipments that have a new technology with the support of the international associations (UNIDO) • Heading towards the digital economy • Developing the new knowledge industry
The legal environment	<ul style="list-style-type: none"> • Following up the file of the food safety law • The development of the laws and the systems and their amendment are slow • The legislative operation is slow • A diminution in the laws that support the industry
The environmental agent	<ul style="list-style-type: none"> • Evaluating the environmental effect between the private conditions to get the industrial licenses • The pressure of the refugees on the Lebanese infrastructure (pollution/wasted water and energy)

Annex 2

A SWOT analysis of the internal situation of the Ministry

Strengths	Weaknesses
<ul style="list-style-type: none"> • The scientific qualifications and the diverse domains of the employees of the Ministry of Industry and the earned experiences • The periodic payrolls on the factories that the Ministry do to increase the institutionalizing of the industrial associations • The statistics and the information that the Ministry declares monthly • An integrative vision is set up for the industrial sector in 2025 • The commitment of the different units of the Ministry with the effective participation in the decision making and the execution according the strategic planning program • The mediatic promotion of the industry through the website, releasing a magazine specialized in the industrial sector, mass media of all kind, workshops, seminars, journalistic interviews 	<ul style="list-style-type: none"> • Vacancy in some leading positions • Diminution of the financial motives like the wages and the job grades in the public sector • Absence of the moral motives like the gradations and the promotions in the industrial sector

Threats	Opportunities
<ul style="list-style-type: none"> • A diminution in the readiness of the infrastructures of the industrial cities • A constant leaving of some of the employees from the second and third and fourth categories, as a result for the differentiation of the wages and for looking for a better chance in all the public sector • The approval of some validities can't happen to the fact of the absence of the designations in the leading categories of the second category 	<ul style="list-style-type: none"> • Earning new experiences from the training courses and conferences and seminars and round tables • Reinforcing the electronic communication between the regional association and the Ministry • Simplifying the administrative procedures • Signing agreement memorandums and protocols to reinforce the industry and the scientific industrial researches

Annex 3

A SWOT analysis of the external situation of the Ministry

Strengths	Weaknesses
<ul style="list-style-type: none"> • The technical support offered by the international, regional and non-governmental organizations and institutions (EU and UNIDO) • Supporting policies of the green industry • A constant collaboration with the Association of the Lebanese Industrialists to follow up the problems of the industrialists through the help of a program that reinforces the industrial researches • Exchanging information with the Chambers of Commerce, Industry and Agriculture in preparation to give the source certificates • The Ministry is a godmother for some graduates from the Lebanese universities by giving them training chances in some factories • A constant collaboration with the Investment Development Authority of Lebanon IDAL in many projects and international agreements 	<ul style="list-style-type: none"> • A diminution in the governmental financing to create new industrial regions • Small initiatives to support the small and medium-sized firms • The high production cost regarding the energy, the wages of the workers, water usage, and the fighting of pollution • A diminution of the investments in the industrial sector • The development of the laws and the systems and its amendment are slow • The legislative operation is slow • A diminution in the laws that support the industry

Threats	Opportunities
<ul style="list-style-type: none"> • The pressure of the refugees on the Lebanese infrastructure • The instability of the oil prices • Dumping the markets with the European wares that leads to the increasing of the competitiveness and the imports and decreasing the level of the industrial exports • Economic crisis (not increasing the exports – increasing the bank interests – diminution in the investments – unemployment...) • Not applying the principle of reciprocity in the trade agreements with other countries • The political and security instability and the regional deterioration that led to closing the land borders in the face of the Lebanese industrial exports • Not giving the priority for the industrial sector by the successive governments 	<ul style="list-style-type: none"> • Profiting from the support of the international organizations to release the new projects (creating new industrial regions) • Simple loans offered by bails, Banque du Liban, and private banks for the small and medium-sized firms • The development of the knowledge industry that is considered to be a promising industry, by encouraging the innovation and the researches, financially and operationally, and supporting the sectors that want the technological improvement. • Secondary agreement memorandums that content an article about the green industries and exchanging the best practices • Participating in mutual working groups with the Lebanese foundation of standards and specifications to release new Lebanese specifications or to modernize the old ones • Reinforcing the collaboration with the industrial research centers to follow up the releasing of the matching certificates and adopting the tests of its laboratories • Supplying the industrial associations with machines and equipments that have a new technology with the support of the international associations (UNIDO)

Annex 4

Table of the meetings with Internal stakeholders			
Questions	The technical administration and the industrial services	The industrial information administration	The industrial licenses administration
<p>The strength points of the ministry</p>	<ul style="list-style-type: none"> • The direct impact to offer the industrial services • The coherence and the coordination in the vertically work • A effective contribution in the infrastructures of the factories • Following the guidance technique in the field observation of the factories • The presence of engineers from different specializations • The presence of office and electronic equipments • The constant participation of the employees in the technical and professional training courses 	<ul style="list-style-type: none"> • The understand between the employees • United objectives • One working group • Effectiveness in the production. • Organization and Perseverance in the work • The scientific qualifications and ability of the employees • The mistakes are limited • The full support by the administration in the Ministry of the Industry to all the initiatives 	<ul style="list-style-type: none"> • An effective force in the licensing operation and the guidance role from the technical and scientific ways • Contribution in ameliorating the infrastructures for the quality of the Lebanese product • Giving validities and a large margin to move and to diverse in the specialization between the engineers • The presence of the single window to get the licenses • The flexibility in the executive acts especially 8016 (the origin and the procedures of the creation of factories) and 5043 (classification) and emending these acts is almost done • The administrative procedures that are not complicated and the positive communication between the specialized engineers
<p>The weakness points of the Ministry</p>	<ul style="list-style-type: none"> • Feeling the detriment especially from the side of the low ratio of the wages • Absence of the financial motives that are enough • Diminution in the transportation to 	<ul style="list-style-type: none"> • The need of employees from the fourth and the fifth categories (editors and information givers) 	<ul style="list-style-type: none"> • Total absence of the financial motives in the public sector • Vacancy in the departments of licenses and control and a diminution in the transportation for the engineers to do the periodic and the non-periodic payrolls • Diminution in the technical and operational programs

	execute the jobs		<p>and the training courses of the specialization and technique</p> <ul style="list-style-type: none"> • Absence of a head administration with authenticity • Diminution in the financing to create industrial cities • Diminution in the information about the factories that are not licensed by the Ministry of Industry and the total absence of the collaboration with the municipalities that inform us about these factories, to put them in the data base of the Ministry and to follow them
The way to treat the weakness points by the administration	<ul style="list-style-type: none"> • The administration works on every it has to work on to execute the jobs in inclusion of her abilities 	<ul style="list-style-type: none"> • The administration of industrial information is doing everything possible to improve the productivity, in inclusion of her abilities 	<ul style="list-style-type: none"> • Assuring the transportation for the payrolls • Activating the periodic control in the administration/ is related to the filling the vacancy basically and assuring the transportation • Technical support in specific subjects to strengthening the engineers technically in the related subjects
The way to treat the weakness points by the Ministry	<ul style="list-style-type: none"> • Assuring the transportation • Continuing the constant following up to the maintenance and the renewing of the office and electronic equipments 	<ul style="list-style-type: none"> • The administration in the Ministry of Industry is treating the weakness points but some of the decisions like setting up competitions through the civil service council to fill the direction vacancies (fourth and fifth categories) id being taken on the level of the whole country 	<ul style="list-style-type: none"> • Working on assuring a main building that includes the Ministry of Finance and all related associations • Working on filling the vacancy of the employment in the administration • Assuring the transportation for the engineers • Assuring technical, specialized and operational courses for the engineers

Annex 5

Table of meetings with the external stakeholders (common questions)			
Questions	The Association of Lebanese industrialists	Industrial research center	Foundation of standards and specifications
<p>The basic problems that the sector is facing</p>	<ul style="list-style-type: none"> • Food safety • Port (high dues – slow transactions) • Nassib passage (the problems of the land freight) • The technical difficulties that are imposed on the exported products that the Saudi Arabia imposed. 	<ul style="list-style-type: none"> • Infrastructures for the industrial regions that are not qualified • The environment pollution (the industrialists cause 30% of the environment pollution) • There's a problem in the mentality of the industrialist who confuse the industry and the trading (look for the fast gain) and is not convinced that the industry is a project that achieves the gain on the middle and long terms • The industrialist is not interested in developing the quality of his products and relies on the only production line to export his wares and the policy of the industrial diversity is absent • Some industrialists don't attend the workshops • Some industrialists don't know the role of the institution. • Some industrialists participate in the setting up of the specifications but object their application 	<ul style="list-style-type: none"> • (a conflict of validities between the ministries) • The lands to build the industrial regions are not available • Increasing the prices of the lands • The industrial sources are getting smaller • The financing is small and the simple industrial loans are not available • Absence of the industrial corporations and groupings • Increasing the cost of the labor force • The interest in the research and development R&D is not available • Problems in giving the licenses • Absence of a strategy of permanent development in the factories

		<p>later on</p> <ul style="list-style-type: none"> • There isn't a commitment to the law of soldering in Lebanon 	
<p>The suggested solutions for solving the problems</p>	<ul style="list-style-type: none"> • Regarding the Nassib passage: we must precise an alternative and open other passages. • Regarding the Syrian emigration, we must organize its presence and reinforce the infrastructures • Concentrating on the Iraqi markets (the Lebanese exports to Iraq increased by 30% during 2012-2013) • Treating the energies high costs that are form 35% of the buying price of the product, by the governmental support with 30 million dollars annually • Meeting new markets • Few abilities in some sectors and this is why we must encourage the Lebanese youth to be interested in the professional and technical education and developing its level • We must fight the dumping of the market • Treating the technical difficulties that are imposed when exporting some products • Applying the policy of reciprocity • Taking safety 	<ul style="list-style-type: none"> • A governmental strategy to organize the bank of industrial information for a period of 10 years • The necessity of activating the administration of the central statistics • Reinforcing the complementarity between the industrialists • Supporting the Lebanese center of the cleaner production • Forcing the factories to study the economical quality before having the licenses • Lebanon cannot be an industrial country without précising the added value of its product and supporting the national industries that have a high added value • Participation of the industrialists in the workshops with the objective of developing their work • Activating COLIBAQ 	<ul style="list-style-type: none"> • The industrialist must participate in the setting up of the specifications and commit to its application especially when they are given the industrial licenses • Setting up the needed legislations to impose the application of the specifications • Applying the technical regulation law • Libnor, through its training center, is contributing in guiding the industrialists towards the setting up of a strategy to the permanent development with specialized training courses (constructing abilities, managing the factories trash, awareness for the usage pf energy and water, taking care of the environment and the social responsibility) • Creating new industrial regions by the government • Activating the control operation and uniting the checklist between the concerned ministries and linking the data bases • Working on setting a matching badge • Specifying the industrial sectors that need support and the promising markets • Increasing the customs dues • Communicating with the Ministry of foreign affairs and immigrants to activate

	<p>procedures to protect the national industry from the increasing of imports</p> <ul style="list-style-type: none"> • The municipalities can participate in solving the problem of the industrial lands that are expensive, by presenting or renting joint funds that are related to it • Solving the problem of the illicit trade of the wares of the Lebanese industry • There are many factories created by Syrians, and they are not licensed, or they are licensed with a Lebanese partner, and this is why we must activate the control and take legal and important procedures 		<p>the role of the embassies in marketing the industrial product</p> <ul style="list-style-type: none"> • Revaluating the trade agreements • Uniting the efforts to develop the trade relations • Clearing the added value for the national products
The future of the industrial sector	<ul style="list-style-type: none"> • The sector shows a self-determination and resistance 		The sector shows a determination and a resistance despite everything

Annex 5

Questions and answers stakeholders

The meetings with the external stakeholders (specialized questions)							
Questions	Unido	Questions ⁵	The Association of industrialists	Questions	Industrial research institution	Questions	The Lebanese foundation for standards and specifications
<p>Is Unido one of the head administration of the Ministry of Industry</p>	<p>There are mutual projects with the Ministry that contribute in offering the technical help for the industrial associations chosen with the objective of increasing the industrial part of the GDP</p>	<p>The kind of transactions made by the association of industrialists</p>	<p>A coordination office for the association of industrialists in the building of the Ministry of Industry</p>	<p>The official departments that you work with (ministries...) Do they commit seriously to your certificates or do they refer to other laboratories</p>	<p>- we work with all the public administrations - the certificate released by the industrial research institution is binding - anyone can ask for tests from the institution, some are facultative others are binding (customs letters)</p>	<p>The taken steps towards the uniting of the specifications with the Arab countries to facilitate the work (importing and exporting the industrial products)</p>	<p>- the adopted priority is matching the national specifications and the international specifications -the association is a member of ISO and AIDMO with the objective -there is a problem in setting up a mechanism and a honest partnership with the objective of setting specifications of the exchanged products between the</p>

							Arab countries and committing to them
The standards that are taken into consideration to offer the technical help	- the choice happens by the formal operation according to the sectors (like wood and aluminum) especially the harmed sectors in the different Lebanese regions , and taking into consideration the size of the firms (small and medium-sized firms) where the industrial equipments are offered as an endowment from the Italian government - the Ministry of Industry organizes in collaboration with unido, workshops/periodic seminars, in many domains like food safety, and that is for improving the quality and the productivity of the agriculture nutrition sectors according to ISO	The binding frames to improve the activating and the coordination between the Ministry of industry and the association of industrialists	. We have to collaborate with the Ministry of finance to apply the articles of the integrate vision that the Ministry set up Relating the sectors to the success like the collaboration that happened in supporting the furniture sector that was a big success and was able to deal with hotels and international bans - collaborating to activate the specialization in the industry Collaborating with the Ministry for studying the external markets	What is the percentage of your work with the private sector according to the public sector (do you have a number?)	The private sector has to refer to the industrial research institution for the release of the binding certificates when importing a précised product. To point it out in the public sector -the industrial research institution works on 40 000 customs files approximately in an annual way where the institution does the tests on the contained which forms 50% pf the number of the transactions of the research institutions	When does the work become with the technical rules instead of the binding specifications?	The Lebanese specifications are released by an act - the concerned ministries didn't reply to any of the libnor requests, so libnor set up specifications and sent them to the ministries to apply it Institutionalizing a mutual committee in all the ministries to set up the technical rules Absence of the acts of application related to the technical rules

-	-	The sectors that you think need special care and are able to develop	The sectors with high energy Clothing industry Shoes industry Jewelry design Haute couture	Is your work limited to the tests or you make quality studies for special projects for example	The institution studies the environmental impact, the economical and administrative qualities and source rules, and makes researches for the benefit of some associations -during the studying of the market, the first thing done is using the customs information, then the studying of the local productivity ability, and then the studying the ability to recycle or manufacturing some of the goods		
-	-	Your suggestions for reinforcing the Lebanese	-Decreasing the production cost to improve the competitiveness -reinforcing the economical	According to the laboratories in Lebanon, how is the institution	-the laboratories of the institution are adopted internationally and have the	-	-

		<p>industrial exports and marketing the national products inside out</p>	<p>diplomacy -reinforcing the relation of the Lebanese embassies and the Lebanese spreading abroad -participating more in the exhibitions -releasing new mediatic campaigns about the Lebanese products -developing the professional and the technical education -activating the coordination with the ministries to solve the problems of opposition of the validities -facilitating the customs transactions -treating the problem of the transportation by sear costs by supporting the government with 21 million</p>	<p>specialized and are there any test that aren't available in other laboratories and that make it special</p>	<p>ISO certificate 17025 -comparing the local tests with the international ones -the institution gives its technical opinion that is the main technique 1.for the Ministry of Industry in many files (international agreements) 2. and the parliament on the legislative level Most of the problems of the industrial licenses are sent to the institution to start working on them and treating them</p>		
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			Lebanese lira				
		The wanted conditions for any industrial to be a member of the association and the services that it offers	<p>-the factory must be licensed from the Ministry of Industry so it can be a member of the association of Lebanese industrialists</p> <p>-The industrialist who is a member of the association benefits from:</p> <ol style="list-style-type: none"> 1. decreasing the port dues 2. The services of the institution (decreasing by 50%) <p>Support for the participation in the specialized exhibitions</p> <p>Qualificating the small and medium-sized firms to reinforce its export</p>				
		No reasonable response from the industrialists	-the priorities of the industrialist are somewhere else, to solve				

		<p>when the Ministry calls for the workshops. Conferences</p>	<p>the problems and the mentioned economic difficulties before, and doesn't concentrate currently on self-development- the industrialists feel depressed because of the negligence of the Lebanese government and not supporting the industrial sector</p>				
		<p>When the Ministry asks from some of the industrialists to ameliorate the conditions inside their factories, we notice that they avoid it. What does the association thinks about</p>	<p>- The opposition of validities between the concerned ministries affects the industrialist. Therefore, every Ministry asks from thee factory to apply certain conditions that are sometimes different from the conditions</p>				

		<p>this and how do you think the problem can be solved?</p>	<p>of the another Ministry, and this is why the ministries need to coordinate</p> <p>-The support of the industrial must be given on time to ameliorate his situation</p> <p>- giving the financial capability to the industrial to achieve the programmed amelioration</p>				
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الرقم: ٢٩٢٣ - ٢٨١٤ / و

التاريخ: ٢٩ / ١٢ / ٢٠١٤

معالي وزير الدولة لشؤون التنمية الادارية

الموضوع: تشكيل فريق عمل لمتابعة التخطيط الاستراتيجي

المرجع: كتابنا رقم ٢٩٢٣-٢٨١٤/و تاريخ ٢٧/١٠/٢٠١٤

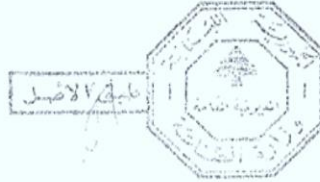
إشارة الى الموضوع والمرجع المبينين أعلاه، وعطفا على كتابنا رقم ٢٩٢٣-٢٨١٤/و تاريخ ٢٧/١٠/٢٠١٤،

نحيطكم علما، أن فريق عمل وزارة الصناعة الذي يتابع محور التخطيط الاستراتيجي ضمن برنامج الحوكمة الذي يديره مكتبكم الكريم، بتمويل من الاتحاد الاوروبي، سيتم توسيعه على الشكل التالي:

- الأنسة جمانا الهاشم: رئيسة مصلحة الديوان بالانابة - منسقة المشروع،
 - السيد بسام جوني: باحث اقتصادي،
 - السيد مارون منصور: باحث اقتصادي،
 - السيد علي الشحيمي: مهندس رئيس مصلحة التراخيص الصناعية بالانابة،
 - السيد ديفيد واكيم: مهندس في دائرة الترخيص،
 - الدكتور سايد بو ذياب: مهندس رئيس مصلحة الشؤون التقنية والخدمات الصناعية بالانابة،
 - السيد يوسف بطيش: مهندس كهرباء والكترونيك،
 - السيد علاء الدين الحجار: محلل مبرمج،
- للتفضل بالاطلاع %

وزير الصناعة


د.حسين الحاج حسن

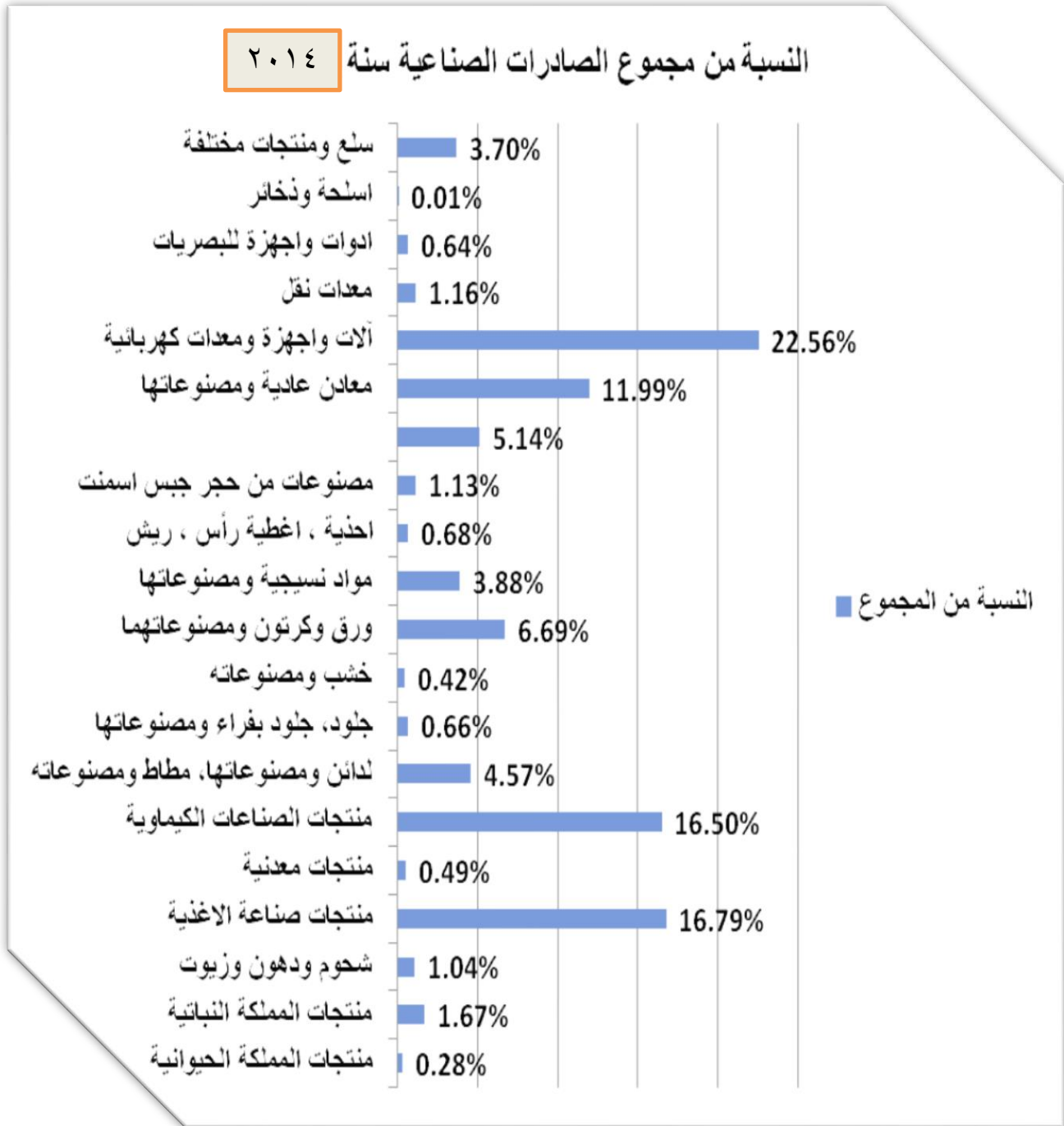


Annex 7

Values industrial exports in 2014 and shares categories of the total industrial exports.

Industrial exports 2014	The numbers are in millions of dollars	(according to the numbers of Ministry of Industry)
<i>ratio from the total</i>	<i>total</i>	<i>Wares</i>
0.28%	8.9	Products of the animal kingdom
1.67%	52.5	Products of the herbal kingdom
1.04%	32.8	Suel, lipids and oils
16.79%	528.9	Products of the food industry
0.49%	15.3	Land mineral products
16.50%	519.6	Products of the chemical industries
4.57%	144.0	Plastic and its manufactures, caoutchouc and its manufactures
0.66%	20.7	Skins, furred skins and its manufactures
0.42%	13.1	Wood and its manufactures
6.69%	210.9	Paper and cardboards and their manufactures
3.88%	122.1	Textile fibers and its manufactures
0.68%	21.4	shoes, head protectors, plumage
1.13%	35.6	Probe stones manufactures
5.14%	161.8	Pearls, precious stones, precious minerals, with no rigid diamonds or gold or silver
11.99%	377.8	Casual land minerals and its manufactures
22.56%	710.7	Electrical machines and equipments
1.16%	36.5	Transportation equipment
0.64%	20.3	Tools and equipments for the optics
0.01%	0.3	Weapons and ammunitions
3.80%	116.6	Wares and different product
100%	3,139.8	Total

Annex 8 Share of industrial exports per category



These numbers are in millions of dollars (Ministry of Industry- administration of the central statistics 2014)

Annex number 9

List of industrial licenses per category

Distribution of the licensed factories in the Ministry of Finance	
The number of the factories	ISIC
228	<i>Mining and mines</i>
954	<i>Food products and Beverages</i>
82	<i>Textile factories</i>
137	<i>Clothes. For preparation and dying</i>
54	<i>Tannage and preparation, manufacturing luggage and purses and saddleries, shoes</i>
325	<i>wood and wood products and cork,except the furniture, industry of husks and braiding</i>
66	<i>papers and paper products</i>
201	<i>Printing and publishing and copying the recorded mass media</i>
2	<i>coke and petroleum reiterated oil, and nuclear oil</i>
310	<i>chemical products</i>
229	<i>Rubber and plastic products</i>
474	<i>mineral and non-minerals industries</i>
190	<i>the essential minerals</i>
330	<i>the products of mixed minerals, except machines and equipment</i>
88	<i>machines and equipments</i>
3	<i>Offices and accountancies and calculators</i>
67	<i>Electronic machines and communication equipments and informatics</i>
1	<i>Television and communication equipments</i>
5	<i>medical products, and equipments of precicion and optics and watches</i>
8	<i>Cars and trails</i>
3	<i>other transport means</i>
217	<i>Furniture manufacturing</i>
15	<i>Recycling</i>
4	<i>Mining and mines</i>
3,992	Total

Annex 8 Bibliography

- Law 111 of 6/12/1959 (Organizing public administrations)
- Law 112 of 6/12/1959 and its amendments (employees regulation)
- Law 642 of 2/6/1997 (the Ministry of Industry)
- Law 13173 of 8/10/1998 (organization Ministry of Industry and precisising the conditions of some key ranks)
- Protocol of collaboration with ALI (Association of Lebanese Industrialists) signed in 2002
- The vision of the Ministry of Industry 2025
- Decision of the Minister of Industry No 2923-2814/ of 29/12/2014 concerning the forming of working groups for strategic planning
- Lebanese Ministry of Industry (Administration of Industrial Information) /statistics
- Administration of the central statistics