



ENHANCEMENT OF THE BUSINESS ENVIRONMENT IN THE SOUTHERN MEDITERRANEAN





Export promotion PPD Action Plan and Evaluation





- Governments **that listen to the private sector are more likely to design credible reforms and win support** for their policies.

Benjamin Herzberg, Kim Eric Bettcher, Anna Nadgrodkiewicz

- Efforts to build sustainability into the design of PPD from the start serve to bolster the credibility of the overall endeavor



PPD Fact Sheet



- Area: National.
- Scope of the initiative: Sector-specific.
- Formalized but not yet institutionalized.
- Government owned and driven, Lead by the MOI.
- Sustained by the actors themselves.
- The focus is to accomplish specific changes, with specific goals.
- Private sector representatives from the ICT, PCB and Aromatic herbs industrial sectors participate actively in addition to the MOI.
- Other private and public stakeholders are also involved.
- Possibly donor supported.



Proposed Action Plan :Agenda



- The proposed six months action plan is a tentative initiative which deserve to be discussed among stakeholders and by no means is intended to share ownership of the project.

Agenda based on :

- Findings from several Interviews conducted with private sector.
- On the MOI 2025 vision document.
- On PPD best practices and the proposed PPD structure



Proposed action plan: Agenda



- The main interview findings :
- For all sectors:
 - The need to have export market intelligence.
 - Branding of Lebanon in international markets.
 - Support for participation in Exhibition & fairs through Lebanese Pavilions.
 - Preferential treatment of Lebanese manufacturers in Government tenders.



Proposed action plan: Agenda



..findings ctd

- Specific ICT and PCB sectors:
- More efficient Internet and communication infrastructure.
- Policy reforms related to :
 - Facilitating customs formalities
 - Alleviate the VAT refund formalities for re-exportable components
 - Enhance legislation on rules of origin to protect from fraud.



Proposed action plan: Agenda



- Establish or update local norms and standards to reduce unfair competition make available tests for the verification of the standards.



Proposed action plan: Goal and objectives



- Goal: Enhancement of private sector development and improvement in the business climate for Lebanese industrial sectors; specifically the ICT, Electronic board and Aromatic herbs sectors.
- Objective 1: Launching of a PPD structure at the Ministry of Industry
- Objective 2: Implementation of the Export promotion Coordination point through the PPD, covering three main industrial sectors: ICT, PCB boards, Herbals.



Activity 1: Establishment and formalization of the PPD

Outputs

- A Proposed structure: Secretariat and PPD Chart
- Champions and stakeholders identified and consulted.
- Secretariat assigned and location for secretariat.
- Minister to formalize the PPD.
- Official Launch of the PPD.
- Secretariat to develop a consultative mechanism for the PPD
- Development of a PPD logo
- Steering committee members identified and consulted.



Proposed action plan: Activities



....Ctd Activity 1

Actors

- MOI
- Private sector representatives.
- PPD Secreteriat

KPI

- PPD Structure established and formalized.

Time frame

1st month.



Proposed action plan: Activities



.....Ctd Activity 1

Challenges:

- Private sector representatives involved and convinced, and well endorsed by their peers.
- Secretariat to confirm reputation and trust.



Activity 2: Creation and first meeting of the Steering committee

Outputs

- Steering committee established consisting of representatives from the MOI, MOET, OMSAR, Private sector , ALI, Chambers.
- Endorse PPD Chart which include:
 - PPD internal procedures.
 - Consultative mechanism
 - Export promotion coordination point.
- Creation of three working groups, one for each sector, to assist secretariat in consultation over export promotion issues as well as the identification of policy reforms.



...outputs

- Development of templates for applications / requests.
- Develop templates for a progress report.
- Developing and implementing tools for e-consultation



Proposed action plan: Activities



- Actors

- MOI
- Private sector representative.

- Time framework

Month 1&2

- KPI

- Steering committee created.
- Communication mechanism established.



Proposed action plan: Activities



- Challenges :
 - Weak representation of public sector stakeholders.
 - Communication procedures are not clear for all parties.



- **Activity 3: Preparation of an export promotion coordination Point.**
- Outputs:
 - Identify scope, and major objectives of the export promotion coordination point.
 - Main private sector targets, in terms of increasing exports and in the selection of market priorities.
 - Determine Baseline for targets. (Where we are now)
 - Prioritize activities by sector.
 - Development of a clear Agenda.



Proposed action plan: Activities



- Developing the instruments for Implementation :
Training of personnel for capacity building;
Providing logistics ;
Providing seed funds ;(ALI through its Export promotion council, interministerial budgets)



Proposed action plan: Activities



- Actors:
 - External expertise (EBESM)
 - MOI
 - PPD secretariat.
 - Private sector.
- Time frame
 - Months 1 & 2.
- KPI :
 - Export promotion coordination point established and operational



Proposed action plan: Activities



- Challenges:
 - Need for expertise.
 - Need for seed funding.
 - Private sector did not reconcile targets.



Proposed action plan: Activities



- **Activity 4: Collect information on relevant legislation/policies related to the three sectors & Propose reforms.**
- Outputs:
 - Joint private public efforts to identify legislation (laws, decrees, drafts) related to the sectors in question.
 - Identify gaps related to production, marketing, imports and exports.
 - Prepare, filter and Propose reforms.



Proposed action plan: Activities



...outputs

- Reform policy to include Lebanon's name in trade missions for country branding requirements.
- Reform policies to favour Lebanese producers in government tenders.
- Actors
 - Secretariat and working group.
 - Other Ministries.
 - Technical committee if available.



- Timeframe:

Months 2&3.

- KPIs

- Policy reforms implemented.

- Challenges:

- Lack of private sector expertise for proper advocacy.

- Weak inter-ministerial communication.



Proposed action plan: Activities



- **Activity 5: Raising Sector Awareness**
- Outputs:
 - Materials promoting the three sectors in terms of capabilities; added value; export readiness; credibility and so on.
 - Website development related to the sectors.
 - Activate cooperation with Lebanese delegations abroad.
 - Promote “Lebanon” as country branding.



Proposed action plan: Activities



- Actors:
 - PPD Secretariat
 - Working group
 - MOFA
 - ALI
 - MOET



Proposed action plan: Activities



- Time framework:

Months 3,4,5

- KPIs:

- Promotional materials developed and distributed to certain foreign delegations in selected markets.
- Increase in “Lebanon” branding.

- Challenges:

- Lack of seed funds.
- Foreign delegations not well resourced or organized.



- **Activity 6: Export readiness**
- Outputs:
 - Provide market intelligence
 - Training packages & development of skills for Private S.
 - Alleviation of customs formalities.
 - Development of soft infrastructure (Intellectual Property Rights (IPR), standards & conformance, legal metrology, trade statistics,..)
 - Support New product development.



..outputs

- Support product / company quality certification and sophisticated performance testing issues.
- Actors:
 - Working groups.
 - supporting partners.
 - PPD Secretariat
 - MOFA



Proposed action plan: Activities



- Time frame:

Months 3,4,5,6

- KPIs:

- Industrial products meet export requirements in terms of quality and delivery.
- Number of companies quality certified.
- Sophisticated testing methodologies purchased or subsidized.



Proposed action plan: Activities



- Challenges:
 - Lack of funds.
 - Lack of expertise within the private sector
 - Lack of expertise at the level of the secretariat.



- Building Monitoring mechanisms into the PPD structure should help in maximizing compliance.

Monitoring

- The PPD secretariat with the help of sector working groups to develop monthly **progress reports** on target outputs.
- Reports to be provided to the steering committee.



Monitoring and Evaluation



- Example of a progress matrix:

No.	Issue	Recommendation	Progress	Current Status	Implementation
1	Implementation of suitable VAT refund process for re-exportable components	Process to reduce formalities and payments prior to refund	Describe...	Signed on the	Process implemented at the customs office on....



Monitoring and Evaluation



- Evaluation Parameters:
 - Mandate and institutional alignment.
 - Structure and participation.
 - Facilitation and Management.
 - Outputs
 - Outreach & Communication.
 - Monitoring and Evaluation



Monitoring and Evaluation



http://www.publicprivatedialogue.org/monitoring_and_evaluation/



Thank you for your attention!

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