



## THE ART ILS LEDA WORK PLAN FOR THE ART GOLD LEBANON PROGRAMME

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### Objectives and measurable outcomes

The general objective of the ART GOLD Lebanon economic development component is to contribute to the improve the long term participatory, sustainable, competitive and human economic development, through valorising the local endogenous resources, so providing to differentiate and diversify the Lebanese economy, to find a specific niche collocation into the global market and internationalise it, harmonise the difference between the central and the peripheral regions, and multiply the job opportunities.

Three main arms will sustain this general objectives:

- 1) Create a favourable environment for adding value to all the explicit and hidden resources existing in each area of the country (network of production and services, systems for innovation, participatory governance, implementing bodies, collective learning processes, etc.)
- 2) Harmonise national and local policies for contribute to the entire Lebanese economy upgrading, and rendering the endogenous potentials competitive in the long term and at the same time enabling social inclusion, gender equity, and environment safeguard (national regulations, incentives, monitoring and compensation systems, intergovernmental coordination, university curricula and role, etc.)
- 3) Create an enabling environment for economic internationalisation, international partnerships, impacting foreign private investment, and emigrants remittances (territorial marketing, territorial brands, international win-win partnerships, decentralised cooperation, etc.)

**The first year step** is to organise the basic conditions for enabling the above mentioned processes, and the following five specific objectives will be pursued:

- 1) Define the map of the economic competitive and sustainable territorial endogenous resources, through identification of value chains. The measurable outcome will be the maps shared by the local actors, for all the territories where ART GOLD Lebanon operates
- 2) Establish sustainable LEDAs, including organisational asset, including feasible mechanism for credit, linked to the LEDAs operations The measurable outcomes will be at least two pilot Ledas legalised and the agreement between a Lebanese financial institution and a UN Implementing Body
- 3) Promote pilot Territorial Economic Partnerships initiatives. The measurable result will be at least two territorial partnership agreements for territorial projects signed and others identified.
- 4) Promote a national framework for territorial economic development. The measurable outcomes will be the preliminary guide line document for an intergovernmental coordination for territorial economic development, and a proposal for a specialised university course for forming local economic development agents.
- 5) Prepare the action plan for the next year.

### Activities:

<b>Objective 1:</b> Define the map of the economic competitive and sustainable territorial endogenous resources, through identification of value chains
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- 1.1 Visits to three areas, in order to analyse potentialities, opportunities, and needs, through the experimented ART ILS LEDA methodology, promote the joint participation of all the local actors to the incipient process, identify a sub-commission of the ART GOLD Lebanon working group for supporting it, and define commitments and responsibilities. This activity will be carried on through a medium term mission (N°1) of a senior ART ILS LEDA

expert, and it will include also the realisation in each of the above-mentioned areas of a workshop on "LED Strategies: the international experience and the operational instruments for sustainable competitiveness and human development", in order to systematise collectively the potentialities, the opportunities, and the needs for competitive and sustainable economic development at territorial level. The workshop is included in the above mentioned mission.

- 1.2 Identification of the specific competitive advantages of each areas' resource, differential characteristics, perspectives for added value competitive initiatives, and possible international niche markets, according to the identified potential resources for competitive and sustainable development, through the sub-commissions work, that will include all the possible specific interested actors (producers, promotional associations, local authorities, service providers, etc.). This activity will be carried on through at least four long term missions (N° 2 , N° 4, N°5 and N° 12) of a senior ART ILS LEDA expert, the activities of the sub-commission, supported at distance by the senior expert, and the systematization of the information, according to the ART ILS LEDA methodology.
- 1.3 Elaboration of the map of the value chains with high competitive potential, according with the previous work realised by the sub-commission and supervised by the ART LEDA senior expert. The map will include already existing productive activities for each one of the value chain, and potential ones for completing the chains of value and add more "value" to the existing resources. This activity will be carried on through one long term mission (N° 6) of a senior ART ILS LEDA expert, the activities of the sub-commission, supported at distance by the senior expert, and the systematization of the information, according to the ART ILS LEDA methodology.
- 1.4 Realisation of a national workshop on "Territorial Marketing" (during the mission N° 10)

Objective 2: Establishment of sustainable LEDAs, including organisational asset
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- 2.1 Analysis of the market for services to economic development in each one of the areas, including demand and supply, mainly linked to the needs of the identified potential resources development. The analysis will include financial and non financial services and it will be realised according to the ART ILS LEDA methodology. This activity will be carried on through one medium term mission (N° 3) of a senior ART ILS LEDA expert, the activities of the sub-commission, supported at distance by the senior expert, and the systematization of the information, and it will include the realisation of a national workshop on "The Local Economic Development Agencies in the UNDP experience", including national and local public and private representatives, in order to set a preliminary idea on the Lebanese specificities and needs about how to implement local economic development processes, initiatives, and projects. This activity is included in the above mentioned mission.
- 2.2 Preliminary assessment on the LEDA organization, at least in three ART GOLD areas, including role, tasks, and service typology, required skills, modalities of coordination of the already existing services. This activity is included in the above mentioned mission.
- 2.3 Contacts with the Banks and Financial Institutions for a possible agreement for the guarantee fund, including analysis of the interests, potentialities, risk, and opportunities, up to the recommendation about the candidates for the agreement with the ART GOLD Programme. This activity will be carried on through one short term mission (included in the mission N° 3) of a senior ART ILS LEDA expert, and the elaboration at of a preliminary proposal for the agreement, according the ART ILS LEDA large experience about it.
- 2.4 Analysis of the credit market in the programme areas, and accordingly realisation of the agreement with the Lebanese Financial Institution about the establishment of Guarantee Fund, linked to the LEDA operations, and for facilitating the access to credit for the most disadvantaged population of the ART GOLD areas. This activity will be carried on through one short term mission (N° 7) of a senior ART ILS LEDA expert.
- 2.5 Elaboration of the LEDAs' statutes, definition of the LEDAs business plan and feasibility, and the organization, including recommendation for improving the chances for success. This activity will be realised through a short mission (N° 8) of senior ART ILS LEDA experts and at distance job (business plan), according to the ART ILS LEDA experience in supporting the establishment of about 50 LEDAs around the world.
- 2.6 Launch of the LEDAs, through a national conference, through a short mission (N° 10) ) of two senior ART ILS LEDA experts
- 2.7 Selection and basic training of the LEDAs' personnel, through the recommendation of ART ILS LEDA and the establishment of a recruitment commission. This activity will be realised through a medium term mission (N° 11) of a senior ART ILS LEDA expert.

2.8 National workshop on "the LEDA management of the credit fund". This activity is included in the above-mentioned mission

Objective 3: Promotion of pilot Territorial Economic Partnerships initiatives

- 3.1 Realisation of a national workshop on The international partnerships for sustainable and human development, for exposing the national and local stakeholders to the ART ILS LEDA innovative methodology about the international territorial partnership strategies for strengthening the local economic development processes. This activity will be carried out through a medium term mission (N° 9) of an ART ILS LEDA senior expert.
- 3.2 Analysis of the potentialities for international partnerships initiatives, that will utilise the map of economic opportunities and value chains, and draft the needs and the opportunities to present to international potential partners, first of all those working in collaboration with ART ILS LEDA. This activity will be realised through the above mentioned medium term mission of a senior ART ILS LEDA expert, the activities of the sub-commission, supported at distance by the senior expert, and the systematization of the information, according to the ART ILS LEDA methodology.
- 3.3 Promotion of the partnership opportunities towards potential European partners. This activity will be realised through contacts and meetings with the potential European partners.
- 3.4 Study tour in Europe of a Lebanese delegation of about 15 people, for being exposed to the local economic development best practices, experiences, strategies, and planning, and to LEDAs. The study tour will be prepared and organised by ART ILS LEDA, and senior experts will accompany the delegation.
- 3.5 Support to the European partners for preparing preliminary ideas for international partnerships with Lebanese partners, according to the above-mentioned analysis (activity 3.2). This activity will be realised in Europe.
- 3.6 Visit of international partners to Lebanon for signing first agreements, accompanied by a senior ART ILS LEDA expert (mission N° 14)

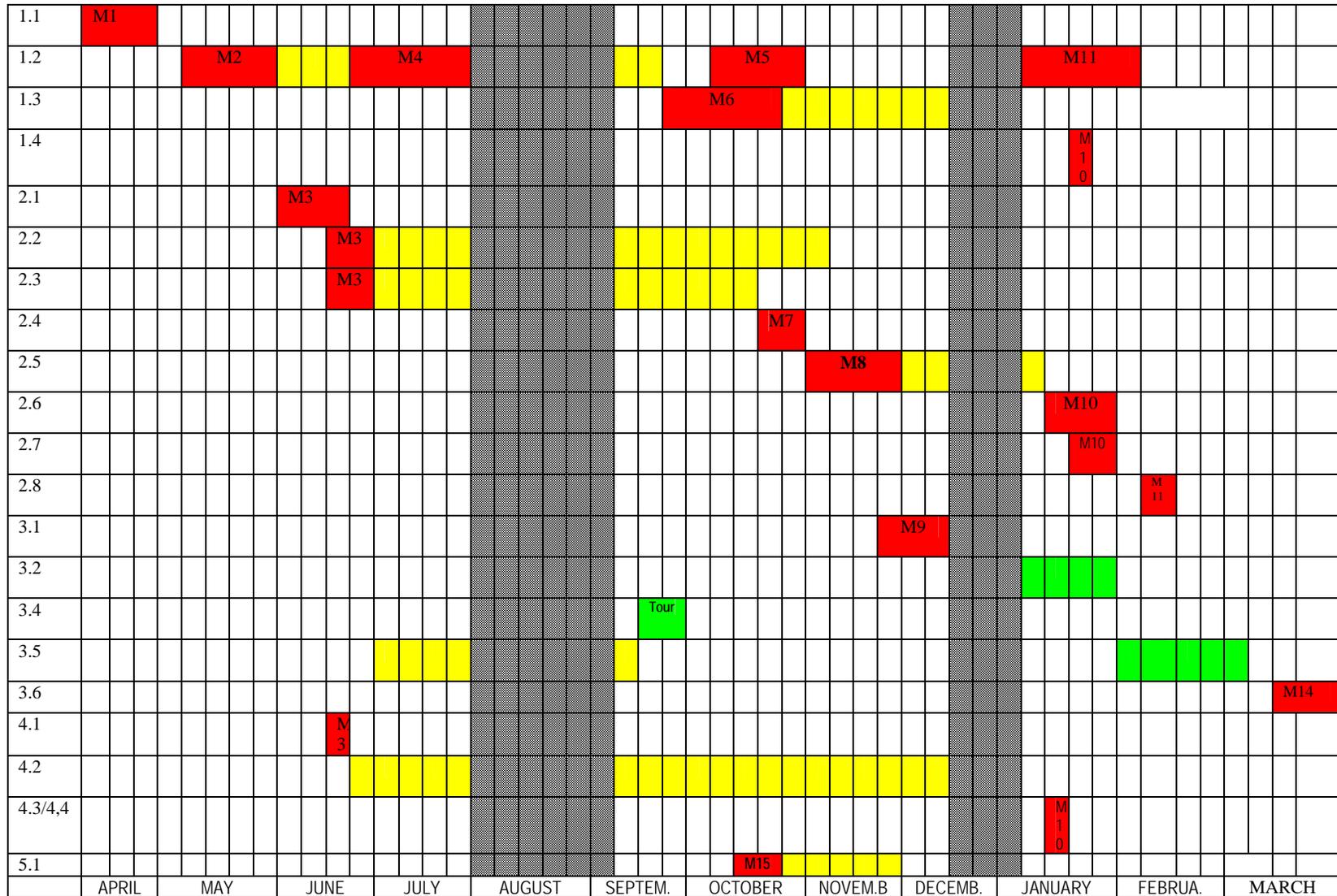
Objective 4: Promotion of a national framework for territorial economic development

- 4.1 Analysis, in the framework of the ART GOLD National Coordinating Committee of those national governmental sectors and departments acting at support of territorial economic development, social development, job creation, smme and cooperative policies, sectoral policies, their policies and initiatives. Identification of priorities for coordination and for targeting the initiatives to the territorial economic development needs, as they emerged from the previous activities. This activity will be carried out through a short mission (N° 3) of an ART ILS LEDA senior expert, and the assistance at distance for systematising the information provided by the NCC.
- 4.2 Elaboration of recommendations about coordinating initiatives at national level, through a document prepared by the NCC with the technical support of ART ILS LEDA.
- 4.3 Contacts at university level for analysing the feasibility of training programs at support of the local economic development processes in the ART GOLD areas, and identification of those universities/departments interested to it. This activity will be realised at distance and discussed during the mission N° 10.
- 4.4 Realisation of a proposal, which includes the interested universities, finalised at realising a specialised course for local economic development agents. This activity will be realised at distance and discussed during the mission N° 10.

Objective 5: Elaboration of the action plan for the next year, reporting, and monitoring

- 5.1 According to the results achieved through all the previous activities, to the needs for future actions, and to the general three year plan, the action plan for the next year will be prepared, and proposed for approval to the partners of the program. This activity will be realised and discussed during the mission N° 15.
- 5.2 Reporting and monitoring

Planning



Legenda: Red: Missions in Lebanon; Yellow: At distance assistance; Green: Activities in Europe

## The ILS LEDA resources

ILS LEDA will utilise its resource network for the activities in Lebanon, consisting of:

1. ART/ILS LEDA international experts, specialised (as far as the first year) in territorial development policies and strategies, LEDA promotion and management, value chains promotion and management, financial support to local economic development, and international territorial partnerships.
2. the Global ART/ILS LEDA University network for capacity building<sup>1</sup>
3. the European network of economic partners for international partnerships<sup>2</sup>

## Perspectives

The above mentioned plan is part of a three years plan, whose overall expected results are:

1. LEDAs established with the capacity of being self-sustainable, of supporting the local and national territorial economic development strategies, of creating sustainable jobs and enterprises benefiting the most disadvantaged people, of being the territorial reference for international partnerships, and attracting international resources.
2. National strategies and policies for supporting territorial economic development processes identified and implemented.
3. International territorial partnerships and projects consolidated and self-sustainable

## The preliminary expected results for the following year will therefore be

- Second year: productive value chains (territorial networks) for valorising the local resources organised, human resources at national and local level formed, national policies for local economic development identified, the LEDAs started up, new jobs and enterprises created, international partnership projects identified and pilot project implemented, university capacities for forming new skills in LED built, plan of actions for the third year proposed.
- Third year: new sustainable jobs and enterprises created or improved, through the LEDAs financial and non financial assistance, LEDAs' evaluation and monitoring system established, national policies for local economic development enhanced, LEDAs fully self-sustainable and part of international networks, university education of LED enhanced, international territorial partnership capacities consolidated and international projects and investment implemented, three years strategic plan of action defined.

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<sup>1</sup> in **Spain** the Autonomous University of Madrid (A. Vázquez-Barquero y R. Cotorruelo Menta), the Consejo Superior de Investigaciones Científicas (Francisco Albuquerque Llorens), HEGO (Bilbao), the university of Seville (A. Carrillo); in **Italy** the universities Federico II of Nápoles (Circle), Insubria (G. Garofoli), la Catholic of Piacenza (E. Ciciotti), Tor Vergata of Rome (R. Cappellin), Florence (A. Magnaghi), Reggio Calabria (D. Cersosimo); in **France** the university of Grenoble (C. Courlet e J. Lapeze); in **Canada** the university of York de Toronto (D. Reed); in **England** the university of Durham (A. Amin) the London School of Economics (A. Rodríguez-Pose); in **Switzerland** the university of Neuchâtel (A. Maillat); in **Argentina** the universities of Buenos Aires (B. Dujovne) and San Martín (O. Madoery); in **Colombia** the university of Externado, in Chile the university Catholic (S. Boisier), in **Algeria** the CREAD (Musette Said); in **Serbia** the university of Novi Sad; in **Albania** the university of Valona, and in **Morocco** the university of Oujda.

<sup>2</sup> in **Belgium** EURADA (European network of 200 LEDAs) y Euroidees (Network of socio-economic local development agents), Cepes, in **Spain**: Cic Bata and the Administrations of Extremadura, Huelva, and Malaga, Famp (Seville), Famsi (Seville), Fons Catalá (Barcelona), Euskal Fundoa (Bilbao), Fons Valencia, Hegoa (Bilbao), Iedt (Cadiz), Ideas (Barcelona), Impiva (Valencia), Olivar y Género (Barcelona), Prodetur (Seville); in **Italy** the Local Agencies Città del Fare (Nápoles), Soprip (Parma), Caltagirone, Murge, Provence of Rome, Federparchi (Italian association of the natural parks); the territorial pacts of Calatino-Simeto (Bari), Naples Nord-Est, Agro-Sarnese-Nocerino (Salerno), Nord-Ofantino (Bari), Appennino; in **France** the OCSE-LEED Programme; the North Atlantic Development (Nantes), the Caisse des Dépôts (Paris); in **Ireland** the Shannon Development Agency; in **Sweden** the CDA (Cooperative Development Agencies of Northern Europe); in **Brazil** the Sebrae.