

15. LES ANNEXES

ANNEXE I

FICHE DE SYNTHESE EXECUTIF SUMMARY

La constitution des Bureaux de Développement Local (BDL) dans les 12 regroupements concernés. Le BDL est une structure autonome organisée au niveau de chaque regroupement au sein de laquelle les acteurs locaux se concertent et décident sur des propositions, des initiatives et des projets dans le domaine de développement économique et social et du marché du travail local. En même temps, le BDL s'emploie à assurer, à organiser et à coordonner les conditions techniques et les ressources humaines, naturelles et financières nécessaires à la viabilité et à l'exécution de ces projets.

1. Problème à résoudre.

On part dans l'identification du problème de la situation concrète de chaque regroupement, des besoins et demandes détectés, exprimés et formulés par les partenaires locaux lors des multiples réunions et dans les Plans Simplifiés de Développement Local (PSDL). Il s'est avéré que le cadre institutionnel et les effectifs des municipalités ne permettent plus de traiter tous les problèmes auxquels sont confrontés leurs territoires ni de gérer tous les types de projets. Plus particulièrement, les autorités locales ont montré leurs limites en matière de développement économique et social, dans la création d'emplois et dans l'encouragement des investissements dans leur territoire.

2. Groupe(s) cible(s).

Les premiers bénéficiaires du projet sont les autorités électives locales dans chaque regroupement, puisque le BDL constitue un organe d'appui et d'assistance technique mis à leur disposition. Les bénéficiaires finaux du projet sont les habitants du territoire couvert par les activités du BDL.

a. Objectifs du projet.

L'objectif principal du projet, c'est la mise en place d'un BDL dans chaque regroupement. Il revient ensuite à chaque BDL d'assister techniquement les autorités locales dans la conception, l'élaboration, l'exécution, le suivi et l'évaluation des PSDL et de tout autre projet à l'échelon de sa zone dans le domaine du développement économique et social, du marché du travail et de l'investissement.

b. Résultats escomptés.

Les résultats attendus du projet s'accomplissent dans l'amélioration des capacités des autorités locales dans la gestion du développement local. Pour développer ces capacités, le BDL s'emploie activement à l'instauration d'un partenariat poussé entre les autorités locales, la société civile et le secteur privé. Au moyen de ce partenariat initié et coordonné par le BDL, les autorités locales, les organisations de la société civile, les entreprises privées, les institutions et administrations publiques joignent leurs efforts pour s'attaquer aux problèmes du développement local, pour concevoir des solutions et pour mettre en œuvre des projets.

c. Principales activités.

Dans chaque secteur local, le BDL envisage plusieurs activités qui visent à: renforcer la démarche participative entre les autorités locales et les organisations de la société civile; assurer le suivi et l'évaluation des projets; renforcer le partenariat entre le secteur public et le secteur privé; développer les capacités économiques; améliorer le marché du travail; préparer les conditions nécessaires pour attirer les investissements.

d. Principales ressources.

Pour les deux premières années, la mise en place et le fonctionnement des BDL dans les 12 regroupements nécessitent un soutien financier direct de la part des bailleurs de fonds et des donateurs internationaux. Pour la suite, les BDL peuvent compter sur un auto-financement assuré par les projets qu'elles prennent en charge, ainsi que sur des subventions et des aides venant de la part des autorités locales, des entreprises et des organisations publiques et privées, des donations, etc.

e. Budget et calendrier.

La proposition budgétaire pour la réalisation du projet du BDL et pour son fonctionnement est estimée pour deux ans à 200.000 ou 275.000 dollars, selon le nombre des agents formant son équipe gestionnaire. Ce budget prend en compte les frais de la mise en place et de fonctionnement du BDL, comme l'infrastructure, l'équipement, les salaires, les rémunérations, la formation, etc. Cette période de deux ans comprend trois phases: fondation (4 mois); structuration interne et démarrage (4 mois); implantation et consolidation (16 mois). Au bout de cette période, le BDL devrait assurer son auto-financement.

f. Hypothèses.

La principale variable externe qui pourrait empêcher la mise en œuvre du BDL c'est l'absence ou le manque de financement nécessaire à son fonctionnement durant les deux premières années. Une autre variable externe qui pourrait entraver le résultat attendu du BDL, c'est le conflit au sein du regroupement et le détournement du BDL de son rôle principal.

PROJET DE REGLEMENT INTERIEUR SIMPLIFIE
AGENCE DE DEVELOPPEMENT LOCAL DE _____

REGLEMENT INTERIEUR

Ce règlement intérieur a pour objet de préciser les statuts de l'AGENCE DE DEVELOPPEMENT LOCAL DE _____.

Section I: Les membres

1. Cotisation

Le montant de la cotisation est fixé annuellement par le conseil d'administration.

La cotisation annuelle doit être versée avant le 31 août.

Toute cotisation versée à l'association est définitivement acquise. Il ne saurait être exigé un remboursement de cotisation en cours d'année en cas de démission, d'exclusion, de décès ou de dissolution juridique d'un membre.

2. Admission de membres nouveaux

Les personnes physiques ou morales désirant adhérer en tant que membres non-actifs devront remplir un bulletin d'adhésion.

Les personnes physiques ou morales désirant adhérer en tant que membres actifs devront en outre être parrainées par cinq (5) membres de droit au moins.

Cette demande doit être acceptée par le conseil d'administration. A défaut de réponse dans les quinze jours du dépôt du bulletin d'adhésion, la demande est réputée avoir été acceptée.

Les statuts et le règlement intérieur à jour sont remis à chaque nouvel adhérent.

3. Exclusions

Conformément à l'article 7 des statuts, un membre peut être exclu pour les motifs suivant¹s:

- Non-présence aux réunions;
- Propos désobligeants envers les autres membres;
- Comportement non-conforme avec l'éthique de l'association;
- Non-respect des statuts et du règlement intérieur

Celle-ci doit être prononcée par le conseil d'administration, après avoir entendu les explications du membre contre lequel une procédure d'exclusion est engagée, à la majorité des membres (article 10 des statuts). Le membre sera convoqué par lettre recommandée avec AR quinze jours avant cette réunion. Cette lettre comportera les motifs de la radiation. Il pourra se faire assister d'une personne de son choix.

La décision de la radiation sera notifiée par lettre recommandée avec AR.

¹ Peuvent être modifiés par les fondateurs.

4. Démission – Décès – Dissolution

Conformément à l'article 7 des statuts, le membre démissionnaire devra adresser sous lettre (simple ou recommandée avec AR) sa décision au Conseil d'administration.

Aucune restitution de cotisation n'est due au membre démissionnaire.

En cas de décès ou de dissolution juridique entraînant la disparition de la personnalité morale, la qualité de membre s'éteint avec la personne.

Section II: Fonctionnement de l'association

5. Assemblée générale ordinaire

Conformément à l'article 12 des statuts de l'association, l'assemblée générale ordinaire se réunit une fois par an sur convocation du conseil d'administration ou selon le besoin sur décision du conseil d'administration.

Les membres à jour de leur cotisation sont convoqués par lettre individuelle adressée par courrier ou par télécopie.

Le vote s'effectue par bulletin secret déposé dans l'urne tenue par le secrétaire de séance. Les quorums et les majorités requises sont fixées à l'article 12 des statuts.

Il est désigné un secrétaire de séance en début de réunion. Il rédige un procès-verbal de l'assemblée générale.

Les votes par procuration sont autorisés.

6. Assemblée générale extraordinaire

Conformément à l'article 13 des statuts de l'association, une assemblée générale extraordinaire peut réunir pour modifier les statuts, décider la dissolution ou la fusion de l'association.

Tous les membres à jour de leur cotisation sont convoqués lettre individuelle adressée par courrier ou par télécopie.

Le vote s'effectue par bulletin secret déposé dans l'urne tenue par le secrétaire de séance.

Il est désigné un secrétaire de séance en début de réunion. Il rédige un procès-verbal de l'assemblée générale.

Les votes par procuration sont autorisés

Section III: Dispositions diverses

7. Modification du règlement intérieur

Le règlement intérieur est établi par le conseil d'administration conformément à l'article 14 des statuts de l'association.

Il peut être modifié par le conseil d'administration sur proposition du président.

Le nouveau règlement intérieur est adressé à tous les membres de l'association par lettre recommandée sous un délai de 10 jours suivant la date de la modification.

8. Publicité

Le règlement intérieur sera affiché dans les locaux de l'association..

PROJET DE STATUTS SIMPLIFIES
AGENCE
DE DEVELOPPEMENT LOCAL DE _____

STATUTS

Article 1

Il est créé entre les adhérents aux présents statuts une association libanaise à but non lucratif régie par la loi de 1909 sur les associations, ayant pour dénomination:

AGENCE DE DEVELOPPEMENT LOCAL DE _____

Article 2 - objet

Cette association a pour objet de réaliser les objectifs suivants:

- Promouvoir le développement local à l'échelle de la région de _____.
- Appuyer les processus de planification économique.
- Développer le marché de l'emploi et favoriser les investissements.
- Renforcer les capacités des municipalités à exécuter et gérer leurs projets.
- Initier et animer le partenariat entre les acteurs du développement local (public, privé et associatif, nationaux et internationaux).
- Suivre la mise en œuvre des projets.
- Élaborer un plan d'action pour répondre à la demande des municipalités qui a été exprimée lors de l'élaboration des PSDL.
- Améliorer le marché du travail et planifier le développement sectoriel.
- Identifier et valoriser les possibilités d'investissement au niveau local.
- Pérenniser la démarche de planification participative.
- Réunir l'ensemble des acteurs locaux dans un partenariat de développement local.
- Établir des contacts avec des bailleurs de fonds, effectuer toute opération de levée de fonds afin de trouver des financements pour les projets locaux.
- Offrir aux bailleurs de fonds et aux entrepreneurs de bonnes garanties de l'utilisation des financements et de l'installation des entreprises.
- Identifier les besoins et les potentialités locaux.
- Utiliser et partager les ressources et les savoir-faire locaux.

Article 3 - adresse

Le siège de l'association est fixé au _____

Il pourra être transféré par simple décision du conseil d'administration;

Article 4 - durée

La durée de l'association est indéterminée;

Article 5 - adhésion

L'Association est composée de trois catégories de membres :¹

a) Les membres de droit :²

- Les municipalités de la région de ----- représentées par les maires soit par toute personne dûment habilitée par ces derniers.
- Les « moukhtars » de la région de -----.
- Les unions des municipalités représentées par leurs présidents ou par toute personne habilitée à cette fin.

b) Les membres actifs :³

- Il s'agit de toute personne morale ou physique qualifiée proposée par au moins cinq (5) membres⁴ de droit pour faire partie de l'association.

c) Les membres non-actifs :

Il s'agit de membres non-votants ayant adhéré à l'association après appel à candidature.

Les membres de droit devront en tout état de cause représenter en permanence la majorité absolue des membres de l'Association.

Article 6 - cotisation

Une cotisation annuelle doit être acquittée par les membres de droit et actifs. Son montant est fixé par le conseil d'administration;

Article 7 - radiation

La qualité de membre se perd par:

- le décès pour les personnes physiques ou la dissolution pour les personnes morales;
- la démission qui doit être adressée par écrit au conseil d'administration;
- la radiation pour motif grave. Celle-ci sera prononcée par le conseil d'administration après avoir entendu les explications de l'intéressé convoqué par lettre recommandée avec accusé de réception.

Article 8 - ressources

Les ressources de l'association comprennent:

- Le montant des cotisations
- Les subventions de l'État et des collectivités territoriales et autres organismes locaux et internationaux;
- Les recettes des manifestations exceptionnelles;

Article 9 - conseil d'administration

L'association est dirigée par un conseil de douze (12) membres élus pour trois (3) années par l'assemblée générale.

¹ On peut se contenter de deux catégories.

² Les élus

³ La plate-forme consultative (pouvant varier selon les régions)

⁴ Ce nombre peut varier

Le conseil d'administration doit impérativement comporter en permanence sept (7) représentants des membres de droit.

Les membres sont rééligibles

Le conseil élit en son sein un Président, un Vice-Président, un Secrétaire et un Trésorier.

Le Président représente l'association dans tous les actes de la vie civile. Il a, notamment, qualité pour ester en justice au nom de l'association.

En cas de vacances, le conseil pourvoit provisoirement au remplacement de ses membres jusqu'à la prochaine assemblée générale.

Le conseil d'administration peut décider la création de comités consultatifs spécialisés présidés par des membres de droit et groupant des membres actifs et non-actifs.

Article 10 - réunion du conseil d'administration

Le conseil d'administration se réunit au moins une fois tous les six mois sur convocation du président. Les décisions sont prises à la majorité des voix. Le président dispose d'une voix prépondérante.

Les réunions font l'objet d'un procès-verbal.

Article 11 - rémunération

Les membres du conseil d'administration ont droit au remboursement de leurs frais sur justificatifs; les frais de déplacement seront remboursés sur le barème de l'administration fiscale. Leurs fonctions sont bénévoles.

Article 12 - Assemblée générale ordinaire

L'assemblée générale comprend tous les membres à jour de leur cotisation.

Ils sont convoqués par convocation individuelle;

L'assemblée générale se réunit chaque année dans le courant du mois de septembre sur convocation du conseil d'administration ou à la demande du conseil en cours d'année.

Le quorum requis pour la réunion est de la majorité absolue des membres votants.

Les décisions sont prises à la majorité absolue des membres votants présents ou représentés par mandat.

Chaque membre ne peut détenir qu'un seul mandat.

Toutefois, les décisions suivantes ne peuvent être adoptées qu'à la majorité des 2/3 des membres votants :⁵

- -----
- -----

⁵ Enumérer les décisions pour lesquelles l'approbation des membres actifs est nécessaire.

- -----
- -----

Le président, assisté des membres du conseil, préside l'assemblée et expose la situation morale de l'association. Le trésorier rend compte de sa gestion et soumet le bilan à l'approbation de l'assemblée.

L'assemblée élit chaque trois (3) années les dirigeants de l'association.

Les membres non-actifs peuvent assister aux réunions à titre d'observateurs.

Article 13 - Assemblée générale extraordinaire

L'assemblée générale extraordinaire est compétente pour modifier les statuts, décider la dissolution, la fusion de l'association. Elle est convoquée par le conseil d'administration selon les modalités de l'article 12.

Elle se réunit également à la demande d'au moins un tiers des membres ou sur demande du conseil. Elle est convoquée par le conseil d'administration selon les modalités de l'article 12.

Le quorum requis pour la réunion est des 3/4 des membres votants.

Les décisions seront prises à la majorité des 2/3 des membres votants présents ou représentés par mandat.

Chaque membre ne peut détenir qu'un seul mandat.

Un procès-verbal de la réunion sera établi.

Article 14 - Règlement intérieur

Le conseil d'administration peut décider de l'établissement d'un règlement intérieur qui sera soumis pour approbation à l'assemblée générale. Il s'impose à tous les membres de l'association.

Article 15 - Dissolution

La dissolution est prononcée par l'assemblée générale extraordinaire qui nomme un liquidateur. L'actif sera dévolu conformément à la loi sur les associations-----⁶.

⁶ A choisir.

INVESTMENT PROMOTION PROGRAM

FOR

LOCAL DEVELOPMENT UNITS



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THE VISION

The twelve municipal clusters who have agreed on a perception to develop a Local Development Unit ('UNIT') for every cluster, have yet to develop a scheme for their active role in encouraging/ attracting inward investment into their district. This was largely seen at municipal level as being the preserve of other government bodies, particularly the Investment Development Authority of Lebanon (IDAL) or the One Stop Shop at the Ministry of Industry.

A municipal cluster after all is part of Lebanon, and one may think that the country is too small to develop different promotional programs for each and every cluster. In my view, a regional/ provincial investment promotion strategy makes more sense for local development, rather than one centralized and developing its own strategy for country image building, facilitation and investment promotion and project approval in specifically designated areas.

Amongst the general public there is a recognition that some areas of service delivery have improved since the war has ended e.g. road cleaning, street lighting, rubbish collection, and that the newly elected bodies are trying to fulfil their electoral commitments in difficult circumstances. However, the sentiment amongst the business community is that municipal authorities lack the capacity (both financial and technical) to make significant improvements in the delivery of additional services which particularly affect their operations, and attract fresh direct investment.

If its main role is to attract investment, the Investment Promotion Unit ('UNIT') shall seek to inform and consult with cluster municipal authorities on (a) the clusters' image and role, (b) investment promotion strategy for their regions and (c) the importance of their role in facilitating new investment projects and also supporting existing investors. It will maintain close ties with IDAL in all stages of the investment promotion process.

For the rest of the study, we shall call it the 'UNIT'.

OBJECTIVE

The 'UNIT' shall have the following primary objectives:

1. Advocate new **policies**, regulations and local government practices to improve the overall investment climate in the district, and to fuel medium to long term economic regeneration and growth
2. Take the lead role in developing and implementing a targeted **promotion** strategy for the district
3. Provide investment **orientation** services
4. Develop Internet enabled **information systems** and data bases to support orientation services and promotion

1. POLICY ADVOCACY

Promoting inward investment is a difficult and competitive business. It is important therefore to create within an entity to monitor the district's competitive position vis-à-vis other regions and nearby districts. The main source of information for this function are the investors themselves - those investors that have chosen to invest in the district, and those investors that have not invested in the district but have invested elsewhere.

Existing investors represent the easiest source of information because they are close by and accessible. In the process of providing these investors with follow-up support services, the 'UNIT' will find that these investors will request assistance and provide information on the problems they are encountering. It is important to create an atmosphere of trust and dialog between the 'UNIT' manager and these investors - something which is sometimes difficult for government agencies because of the natural suspicion of private business towards government. The effort that is required to support these investors and provide them with follow-on support is usually well worth it. The information provided regarding the problems investors face is invaluable, and as we discuss in the next sections, a satisfied investor is the best promoter the 'UNIT' can have.

Therefore, the 'UNIT' manager should target the "sector" of existing investors in the district. The reasons for targeting this sector are twofold. Firstly, the "best prospects" for new investment are the existing investor base (either by expansion of existing investment or new investment from elsewhere in the same company). Secondly, such a program of presentation meetings would offer the 'UNIT' manager the opportunity to gain valuable insights into the perspectives of existing investors and also into the sectors which should be targeted in the future. This information will be used in policy formulation to improve the investment climate as well as determining which existing investors will be the best candidates to meet with potential new investors on site visits and which ones can be used for reference purposes as additional assurance.

Listening to and caring for existing investors is an important activity within any investment promotion effort, and is the primary reason why we recommend the creation of a local **Investors Advisory Group** (wherever possible). The Investors Advisory Group should be made up of a small number of important investors in the

district (grouped by region), meeting regularly on an informal basis with the ‘UNIT’ manager, and/or the cluster’s head. The meetings should be viewed as a mechanism to exchange ideas with this important group, and should focus on common problems rather than the individual problems of one company. The ‘UNIT’ should view this as an excellent opportunity to receive important feedback on the investment climate which can then be used as the basis for efforts to be responsive to the needs of the investor community.

Investors that have chosen to invest elsewhere are the other important source of information. The fact that they have chosen not to invest in the district is an important point to be researched. For example, if they did not invest in the district because of an infrastructure problem (real or perceived), Members of Parliament representing the Mohafaza will be mobilized and provided with a demand driven list of requirements to lobby government to correct the problem. If an investor did not invest because of misconceptions about the district, then an examination of how they went about analyzing the district, and the information sources they consulted, would yield valuable information for the future. Therefore, the ‘UNIT’ manager should be prepared to question in detail any investor who informs him that the investing decision has not gone in favour of his cluster.

2. TOOLS TO ATTRACT INVESTMENT

Several tools are recommended for the ‘UNIT’ to promote investment:

The Importance of Promotion (marketing the district as an investment location)

A successful investment promotion strategy must incorporate certain key elements if the effort is to be successful. When the ‘UNIT’ manager begins the process of establishing a new local investment promotion strategy, it is important to tackle the key elements necessary for success. Perhaps the three most important elements of an investment promotion strategy are:

- A supportive, proactive local government mindset;
- A positive policy environment (investment climate); and,
- A flexible but aggressive implementing unit responsible for carrying out the program.

All three are discussed below, and all three should be viewed as essential elements of a successful promotional effort.

A Supportive, Proactive Local Government Mindset

The active participation and support at the levels of local government has a profound impact on the success of an investment promotion strategy.

The active participation in the investment promotion process by local government officials offers a significant payback to the community at all levels. This in turn strengthens local governments and improves the way in which the community views them. Examples of how this happens are presented below:

- Successful investment promotion efforts contribute directly and indirectly to increased employment opportunities as new companies are established in the community. Higher levels of employment lead to greater spending and economic activity.
- Successful investment promotion also leads to the development of new markets for existing industries as well as the creation of new industries. This is because new investment will tend to seek out local suppliers of goods and services (i.e., printing and packaging, local manufacturers of components, transportation and maintenance services to name just a few). This will also result in increased employment, and improved municipal revenues.

By developing and actively participating in an investment promotion effort, local governments are setting the stage for an improved investment climate for the community which it serves. In successfully carrying out an investment promotion initiative, the community will view local government positively as it actively works on behalf of the community to improve the overall standard of living.

A Positive Investment Climate

The investment climate (sometimes referred to as the policy environment) includes many variables at the local level that can be improved, such as the cost and availability of infrastructure (industrial space), human resources, community services, and other necessary inputs, as well as the general quality of life in the cluster.

IDAL was not been successful in its investment promotion efforts because it was carried out within a negative investment climate. However, the lack of a perfect environment does not mean that a program on a local level will not be successful given that there are different strategies that can be implemented to counter and eventually eliminate the negative aspects of the investment climate. Local governments can work to minimize the negative aspects of the investment climate within a target group.

The barriers which impede the policy environment in Lebanon are not proactively talked by government. The effectiveness of measures to reduce/remove these barriers, will greatly determine how Lebanon's investment climate is perceived.

A local investment promotion strategy should encompass continuous monitoring of the investment climate in general and its impact on the cluster in particular order to identify potential problems and bring about necessary improvements. While these first two activities are easy to carry out and achieve (monitoring and identifying problems), the latter (bringing about change) has always proved difficult without a strong commitment on the part of local governments to do so.

A Flexible but Aggressive Implementing Unit

The 'UNIT' needs to be promoted to its own people and businesses, so that they are encouraged to spend and reinvest in their own district. The element of success of a local investment promotion strategy is the existence of a strong, independent unit that is well run and effective.

A "typical" ineffective unit is described as one with the following characteristics:

- Lacks planning, clear objectives and consistency;
- Receives little support from both the public and private sector,
- Has broad, untargeted marketing;
- Makes little effort to improve the investment climate;
- The manager is politically appointed with no business experience or training;
- The manager is poorly paid in relation to private sector counterparts;
- Results are not measured objectively,
- Lacks financial flexibility.

The following important elements need to be present if the 'UNIT' is to be effective:

- Clear commitment and acceptance by all of its role and importance of the effort;
- Clear objectives, targets and goals, with the ability to develop and implement effective strategies for targeted investment promotion;
- A flexible unit with adequate funding and the administrative freedom to operate efficiently;
- Strong local governments' support and authority; and,
- Strong, yet autonomous manager who is held accountable for results.

Additional Considerations

Some additional factors that need to be considered when defining an investment promotion strategy on a local level are stated in Attachment III.

3. INVESTOR ORIENTATION SERVICES

The investor orientation services function will support the marketing effort with information and will directly manage all major investor visits to the district. This function also includes monitoring the investors that it brings to the cluster to insure their satisfaction and success.

The main role of this function is to facilitate the detailed investigation of the cluster by those investors who have been persuaded of the area's merits by the marketing efforts of the 'UNIT'.

As the primary agent for turning investor interest in the cluster into an actual commitment to invest, the 'UNIT' manager will have responsibility for visitor site visits and follow-up as well as the information data base for investors and joint venture assistance.

A site visit is one of a series of steps that a potential investor will go through in the process of making a decision to invest in the cluster. If an investor is interested in exploring the advantages that area has to offer, then the investor will want to tour on fact-finding visits prior to making a final decision. In the process of analyzing the country, an investor may make many site visits, each with a different objective.

The importance of each individual site visit, and the need for each site visit to be handled with great care by the 'UNIT' manager, cannot be over-emphasized. One mismanaged site visit can result in the loss of interest on the part of the investor, and may represent not only the loss of a potential opportunity for the cluster, but also the loss of interest on the part of other investors who come to hear of a problem experienced by a competitor.

The 'UNIT' manager is not a tour guide - he is the primary contact for the investor in the cluster, and is responsible for constantly probing the investor for information on concerns, issues, or positive aspects as the investor sees it. In addition to possessing good public relations skills, he should also understand business and how the key sectors function. Furthermore, he should know how to conduct himself with that investor in order to maximize the selling effort.

The 'UNIT' manager must be intimately familiar with what his region has to offer, and he needs to be in a position to "sell" his region to the visiting investor. He will accompany the investor on his trips through his region, introducing him to existing investors and others in the business community. He will be the main promoter to his region and he will serve a useful role in locating alternative sites for the operation to give the investor a quick start. This may be part of the original site visit, or can take place at a later stage as the company begins to plan all its requirements.

In Attachment II, additional information is provided, a detailed description of what a site visit is, the steps involved in the site visit, and a typical itinerary for a site visit to a cluster.

If a company has reached a positive decision to proceed with a project in the cluster, problems can still arise that may cause the investor to cancel the project during the preliminary stages as a result of difficulties in structuring the operation. As Lebanon can be a difficult environment for a company local or foreign to work in, the 'UNIT' manager must take special care to ensure that investment projects are not lost because of such difficulties. Therefore, the 'UNIT' manager must be skilled at guiding the investor through the licensing and government formalities.

The 'UNIT' manager should be prepared to play a role as a go-between, introducing investors to local companies and services that the company will ultimately need to work with. Often his role will be to give the investor full information on these companies and services and make introductions. Once these introductions have been made, however, it is usually the case that the companies precede alone without interference from the manager.

Finally, as discussed earlier, post-investment follow-up will provide feedback on the investment climate and areas where improvements are necessary. The 'UNIT' manager should maintain regular communication with the company once it is operating to monitor difficulties which it is having in its early stages. This will permit the manager to either relate the issues to IDAL, provide a demand driven lobbying list for the MPs, or pursue the matter himself with the concerned ministry, after taking permission from the local municipality. This 'fine tuning' will help build the 'UNIT's reputation of paying close attention to investor needs.

4. INFORMATION SYSTEMS AND DATA BASES

An information/research and gathering function that will create and maintain a data base of information designed to meet the needs of potential investors, making it easier for them to gather information on the cluster, particularly the costs of doing business.

Development of Information for Investors' Data Base

When investors investigate an investment site, they begin the process by collecting information on the site that they use to analyze and compare against the information collected from other sites. The 'UNIT' manager should facilitate the information gathering process for the investor by providing the investor with objective and high quality information which will save him a great deal of time and effort. This is a basic function in the selling process, and that investors will look favourably on these services, and as a result will come to view the cluster as being very "pro-investment".

Furthermore, there are a series of standard questions that just about all investors will ask. The 'UNIT' manager must be able to answer these quickly and accurately, and in a manner that makes business sense to the investor. The development of fact or data sheets that answer many of the questions that investors have is the Information for Investors Data Base, and is one of the most basic tasks that the 'UNIT' should undertake.

The 'UNIT' manager should develop and maintain a detailed database which can regularly be updated at minimum cost, translated into the necessary languages and formats needed by investors, and also made available through the 'UNIT's web site.

Typically the 'UNIT' needs to provide five categories of information to investors. The manager should seek to systematize data collection in these categories and design the appropriate formats for their presentation to investors:

1. General political, economic, commercial, and legal data
2. Physical and human infrastructure
3. Data on costs of doing business in the cluster
4. Procedures and processes for setting up operations in the cluster
5. Directory of services

The 'UNIT' manager has to systemize information gathered on these categories and work out formats acceptable for the investor.

A list of preliminary documents to be developed for the 'UNIT' Investor Information database is detailed in Attachment I.

Media for Information for Investors Database

While the information is considered to be in a basic electronic database, the information needs to be available in printed version as well as electronically.

In **printed form** we refer to the information as "data sheets". These are separate sheets, (in common format, all with the 'UNIT's logo and contact information as header/footer). Each sheet (sometimes it maybe necessary to have more than one

sheet per topic) contains data on one specific topic. The benefit of having a sheet by sheet approach is that information “packs” for the investor can be customized to fit the sector/interest of the inquiry and, when data changes only individual sheets need to be changed. The other option of putting all the data in book or booklet form inevitably renders the book(let) out-of-date almost as soon as it is published. Any unnecessary printing costs can be avoided by “desk top publishing” datasheets on an as-needed basis. This avoids the old and expensive problem of a large quantity of printed material being produced, paid for, and then inventoried, especially when the information involved changes frequently and is also presented in an intimidating lengthy manner. Before being finalized, data sheets should be reviewed by several friendly investors for tone and accuracy.

For the ‘UNIT’s **web-site**, the same information should be available in a user friendly fashion. Keeping the data easy-to-understand and easy-to-access is more important than having numerous links and embellishments on the web site. Essentially, the web site should display the same information as the data sheets.

Another task should be the preparation of the ‘UNIT’s information on **CD (Compact Disc)**. This should not be necessary until the database has been operational in data sheet and web format for at least six months. CDs require a somewhat different approach from the other media.

Partnering & Joint Ventures

A partnering function will allow investors who seek a Lebanese subcontractor/partner to locate a suitable prospect. The ‘UNIT’ will need to be ready to respond to such requests with valid, appropriate suggestions as to potential local partners.

The ‘UNIT’ should be wary of any investor who appears to be seeking a local partner strictly because of a need for capital. A more positive reason would be for the strategic benefits a local partner can provide, such as marketing assistance, transfer of knowledge, etc. In cases where the investor can be judged to have a worthwhile project and where the investor requests an introduction to a potential local partner, the ‘UNIT’ manager should endeavour to help in locating a suitable partner. It is important to distinguish this situation from the one where the ‘UNIT’ manager is approached by a local businessman seeking his help in locating a foreign JV partner overseas. Worthwhile though this may appear, it will inevitably involve a wasteful use of the ‘UNIT’s resources. Such enquiries should be just be logged into the JV partner database and no further action is required; the ‘UNIT’s promotional resources can be much better employed seeking new projects than foreign partners.

In order to have a roster of potential JV partners for suitable opportunities, the ‘UNIT’ manager should screen applications and maintain a data base of interested local businesses that pass the ‘UNIT’s criteria. Typical criteria would be size, track record and likely compatibility with a foreign partner. Probably the best way to sort this database is by size, industry and region. Then, depending on the specific industry the investor is involved in, the manager can identify partners who might be a good fit. A complete profile should be kept of each local prospect, and the ‘UNIT’ manager should develop carefully thought-out procedures for screening, introducing and

facilitating possible JV associations. It will require considerable diplomatic as well as business skills on the part of the 'UNIT' manager to ensure that this program works satisfactorily.

PROMOTING THE CLUSTER

The best way of protecting and improving the cluster communities is through maintaining and extending their prosperity. This is fundamental to any promotion strategy. This strategy therefore recognises that cluster areas are places where people work as well as live, and that those same areas have always offered and should continue to offer employment opportunities.

This strategy distinguishes the importance of existing regional based businesses and that they should remain competitive (this includes rural service businesses such as village shops, bank branches, garages, etc.). The broad objectives of the Strategy are to encourage both new opportunities for employment and ensure that existing businesses are retained and remain competitive.

PROMOTIONAL ACTIVITIES: GENERAL VS. TARGETED INVESTMENT PROMOTION

Promotional strategies and activities fall into two major categories - general and targeted. General promotional strategies tend to involve unfocused activities such as general information dissemination, broad 'image building' advertising and the use of general promotional materials, Internet web sites, and investment opportunity profiles. Other typical general activities are investment exhibitions and seminars, missions and "shot gun" direct mail and telemarketing. There may be some benefit to be gained from the latter approaches if they are at least sector specific i.e. directed at a pre-selected sector. A more refined sector specific approach is known as **targeted** promotion.

Targeted promotion is focused and proactive. Targeted promotion strategies tend to involve direct selling efforts with investors who have been identified and researched. Targeted promotion activities will include direct visits to investors, as well as specialized presentations or seminars to selected audiences. Consideration should also be given to the provision of grants (if possible) for use by the investor for purposes such as training, project financing, and recruiting.

Targeted investment promotion activities will be more effective than general promotion activities, and the more targeted the activities are, the more effective is the investment promotion process.

Unfortunately, the more targeted activities tend to be more costly. However, the fact that an activity might be costly does not mean that it is not cost effective.

THE MARKETING CONCEPT BEHIND EFFECTIVE INVESTMENT PROMOTION

Perhaps the best way of illustrating the concept of effective investment promotion is to compare it with the marketing activities of successful companies. These companies all carry out a comprehensive marketing activity which includes the following functions:

- Market Research, which is used to define the target consumer and the consumer's desires;
- Product Definition, Design or Improvement, which is based on market research;

- Marketing/Selling; which is a combination of different activities or methodologies designed to educate and interest the potential consumer in the product;
- Completing the Sale; which includes helping the client make the investment decision, making the product available or assisting the consumer with acquiring the product; and,
- Feedback; additional market research on consumer satisfaction (or on why consumers do not accept the product), which leads to product improvement or redesign.

The process summarized above translates into the following within the Unit's investment promotion program:

- Definition and identification of the potential investor;
- Understanding the investors and their needs;
- Establishing contact with the investor;
- Providing the investor with the information;
- 'Selling' to the investor - convincing the investor that the specified Cluster offers the best solution;
- Helping the investor in implementing the investment so that he does not change his plans; and,
- Listening to the investor that chooses to invest in the specified Cluster, as well as those investors that chose not to come, to determine how to improve the investment climate and the program's services.

The investment promotion strategy to be developed for the 'UNIT' will be built upon the marketing concept described above. The marketing focus should be based on the comparative advantages that the Cluster has to offer. The Cluster's natural competitive advantages lie in their geographical locations and resources. Therefore, marketing the Cluster is not very different from marketing a product in a competitive environment.

Targeted promotion involves:

- The careful selection of businesses which are the best "fit" for the cluster
- A research effort to identify the companies in 'preferred' sectors
- Further refinement and research to reduce the overall list of companies down into a sectoral short-list
- A thoroughly planned program to engage each company on the short-list in a dialog (through presentation and follow-up) leading (hopefully) to a declaration of interest in establishing an operation in the host cluster.

The 'UNIT' will begin the process of implementing a marketing strategy by taking the agreed target sectors and undertaking a research to identify, all the significant companies in these sectors. To assist in speedy identification of companies, individuals from the cluster, recently retired from a senior management position, who have a wide knowledge of companies, and a good network of public relations, can be consulted. Further use of these individuals would result in the refinement of these lists

of companies in order to prioritize those which can be considered the most appropriate candidates for investing in the cluster. Criteria for such short listing would include:

- Company Size (by sales and employment)
- Growth potential
- The utilization of local suppliers of goods and services
- The image of the cluster
- Number of potential new jobs to be created
- Value added in the local economy

Depending on the specific sector, the number of companies on the short list will vary. The 'UNIT' manager will need to make a determination as to the resources which it can commit over the medium term to targeting the short list of companies. Given that this unit will not have a large staff (one manager, with maybe an officer) the initial focus should be on companies in the Middle East region and Western Europe.

Additional Channels

The unit will also engage in additional promotional activities to inform prospective investors seeking information or assistance. Such channels would likely include the following:

- Commercial services of foreign embassies
- Chambers of Commerce
- Banks
- NGOs
- Trade and industry associations

Less formalized targets for meetings/presentations to these additional channels should be drawn up, with perhaps an objective of 10 per year.

Media to be used to reach targeted firms

The 'UNIT' should convey its message by producing the, professional materials that are needed by the prospective investor. Therefore, these materials should be carefully reviewed before they are published to ensure that they respond to the questions that businessmen will ask. These materials or formats can include the following:

- Business brochures or profiles of the cluster
- Investor Data Base: Detailed 'data-sheets' on aspects of investing in the cluster
- Press articles sent to business journals and association newsletters
- Internet Web Site
- Oral presentations at meetings
- Invitations to companies and intermediaries to visit the cluster

WHO IS THE INVESTOR?

There is a great deal of confusion as to who (or what) “the investor” is? Who is this elusive entity being targeted? It is important to clarify and agree upon what we define as the investor who will be targeted in an investment promotion program.

While we refer to the potential client as an "investor", for the most part the individuals we are working with are representatives of companies empowered to seek out information. Their main motivation is profit, and increasing the returns on their investment.

For the most part potential investors use an investment promotion program as an efficient way to gather information on a region. What they are looking for is reliable information on potential locations so that they can make an educated decision on where to locate their investment. Rarely do investors rely on investment profiles to define their investment and they almost never will carry out an investment in economic sectors where they have little or no experience.

Any investment promotion program should **avoid**:

- Promoters seeking to develop projects;
- Investors that are seeking local financing for their project or that request assistance in securing financing;
- Investors that request subsidies for feasibility studies or for their investment site visit; and,
- Investors whose reputation and/or seriousness cannot be verified independently.

THE BUDGET

A successful promotion program for attracting inward investment may need some spending before any pay-off takes place. Typically, the early years are ones of tentative resource commitment, some trial and error in getting the program strategy and execution in place and then a longer period during which budgets increase and there is a “take-off” in new investments. Thus, the whole investment promotion process must be seen in a long-term context. Immediate success is not to be expected. Since the companies on which the ‘UNIT’ will depend for its business have long planning cycles, success only comes over the long term and with persistence and patience.

There are two major components to the budgets of an ‘UNIT’. Firstly there is the **operating budget**, i.e. the money spent in actually running the unit. This will cover areas such as payroll, rent, information systems and administration, and other expenses such as transport, advertising and any other activities, which fit into the ‘UNIT’s promotional strategy. The second component is the **grants and incentives budget**, money actually paid out directly or indirectly to corporations as part of the agreement reached to attract them into the cluster.

Grants can be towards employment, training, or eliminating municipal fees, providing municipal land with low rental rates, etc.

Since it takes time to sign up projects and it takes further time for projects to proceed to the point where money is paid to the company, the early days of any program show smallish budgets in this area. But, as success is achieved, then this budget ramps up to a point where it becomes a large multiple of the operating budget. As more new companies gather to the cluster, less and less per job is needed to pay to attract each additional project. However, it is important to note that tax incentives are not taken into any account, as they are inherently difficult to quantify.

The inducements that the ‘UNIT’ can offer to entice the prospective investing company to choose its cluster as a final location, can only be reviewed with the concerned municipalities on a case by case basis.

Municipal clusters have a large Diaspora of Lebanese who have strong feelings towards their villages, and would like to contribute to their prosperity. They usually form village assemblies abroad, raise funds to either construct a church or a mosque in their original home towns. Usually clerics are the fund raisers and they have succeeded along the years because they are the most ‘trustworthy’ within communities.

The ‘UNIT’ will use the same channel but this time to establish a **fund** for grants and incentives to be spent to attract investments.

Attachment I

List of Preliminary Documents to Be Developed for the Investor Information Data Base

Government and Political Information

- Political overview of Lebanon
- Foreign investment in Lebanon
- Description of the cluster (geography, demography...)
- investors currently doing business in the cluster
- Basic economic indicators for Lebanon
- Description of the 'UNIT'
- Services provided to investors by the 'UNIT'
- Requirements for travel to Lebanon

Labor

- Labor laws
- Rights and obligations of labor and of the company
- Fringe benefits and other indirect labor costs
- Cost of labor for different levels and skills
- Labor in Lebanon (productivity, education, special skills)

Key Sectors

- Opportunities in the untapped Water sector
- Opportunities in the rural tourism sector
- Opportunities in the agricultural sector
- Opportunities for technical education and associated services
- Profile of the health sector
- Profile of the construction sector
- Profile of the manufacturing and distribution sector
- Profile of the tourism sector

Infrastructure

- Electricity: availability and costs
- Communications: availability and costs (voice and data)
- Building construction costs, sites and services (industrial areas)
- Listing of key reliable construction companies in the cluster
- Other utilities: availability and cost

Transportation

- Description of the major port facilities (major companies offering services, etc.)
- Ocean freight container costs from different foreign ports to Lebanon (via which port?)
- Trucking rates (container) and times from major world cities to Lebanon, and from Lebanon to other key points in the Middle East
- Air transport rates

Incentives

- Incentives for investing in Lebanon (Investment Law No. 360)

Other

- List of lawyers and other professional service companies
- Doctors and medical services
- Housing costs and availability
- Statement on local culture and religion

Attachment II

Site Visit Procedure

This Annex divides a site visit into seven steps.

1. Defining the Site Visit

The first and most important step in any site visit is to define with the investor what he hopes to achieve on the site visit. The objective may be as broad as "to achieve a first-hand understanding of what the country and the cluster have to offer and to visit several local manufacturers", or it may be as specific as "Final site selection: the company wishes to see at least five different properties with specific characteristics, and wishes to begin the process of forming a local company".

The responsibility for defining the objective of the site visit rests with the 'UNIT' manager, and the objective should be communicated clearly to the potential investor prior to the visit. Once the objective of the site visit has been clearly defined with the potential investor, the process of defining the actual site visit can begin with the investor or company representative. Each specific activity within a site visit should support the overall objective of the site visit.

2. Communications between the 'UNIT' and the investor

All communications with the investor must be in writing (via FAX or e-mail), although the 'UNIT' manager may wish to follow-up a written communication with a phone call in specific cases. In requesting information from an investor prior to a site visit, the 'UNIT' manager should request the following:

- Company name/subsidiary of, etc.
- A contact for the investor back home (for emergency/medical reasons).
- Individual(s) travelling and title(s).
- Product(s) to be manufactured, contracted, or explored.
- Planned travel dates (and flights, if available).
- Objective(s) of the site visit.
- Specific information that company representative can provide regarding the site visit (or specific requests).

In addition to the previous list, the 'UNIT' manager should research the company using local resource materials, data base information, the Internet and/or other sources.

It is the 'UNIT' manager, who in many cases is in a position to "close the deal". While the final positive decision regarding a decision on an investment is usually made in the company's home office, a negative decision can occur while on a site visit. The perceptions developed, and the information collected on the country by individuals on a site visit, are the most important factors that are used in making the decision to do business in the country.

3. Preparation of the Preliminary Site Visit

To begin structuring the visit based on the information that has been provided, this involves choosing relevant local companies and other visits, and then confirming them with the companies so that a preliminary site visit schedule can be sent to the investor. The site visit should also schedule a "briefing" at the beginning of the visit and as well as a social visit (dinner or lunch) with key cluster officials if possible. Additional information that should be in the preliminary site visit schedule should include the following:

- Meeting the investor upon arrival to the country
- Telephone/FAX/e-mail numbers (the 'UNIT' manager home number as well)
- Date of arrival and mode
- Date of departure and mode
- Name of Investor Company
- Name(s) and Title(s) of individuals travelling
- Hotel(s) where they hold reservations
- Actual site visit schedule (itinerary), including company visits, and other meetings (including briefings)

When the preliminary itinerary is finished it should be dated and clearly marked "preliminary", and then should be sent to the investor for discussion or comments. All documents should be sent in English (or investor's native language). All parties should understand that even though the site visit is marked "preliminary", it is in effect almost the final document at this time.

When scheduling a site visit, the 'UNIT' manager must keep in mind that time is the most valuable asset for serious investors. While investors may complain of long days and may request time off in a schedule, for the most part, they will have only a few days to invest in looking at potential investment sites and want to achieve the most out of the site visit, even if it means long hours.

4. Preparation of Final Site Visit

Once the investor has had a chance to react to the preliminary site visit schedule that has been sent, a final site visit schedule can be prepared.

5. Preparation for the Actual Site Visit

Several days before the actual site visit the 'UNIT' manager must:

- Confirm hotel reservations (again on the same day of the arrival).
- Confirm that the visitor has a valid visa.
- Confirm rental of a vehicle for the site visit.
- Confirm and re-confirm all local visits with the individual in the company/organization to be visited.
- Confirm with the investor travel dates and airline information.
- Request funds for the site visit if needed.

A standard control sheet of the site visit should be developed so that these "small details" which can ruin an otherwise successful site visit are always attended to.

6. The Site Visit

The first meeting with the investor should be a briefing in order to discuss the site visit, the investor's objectives, and to make any last minute changes, if necessary. If changes are made to the site visit, a new schedule must be made and marked "FINAL-REVISED" and dated. This meeting with the investor also gives the 'UNIT' manager a chance to see how "real" the potential investor is.

The site visit must be managed on a timely basis. The 'UNIT' manager must keep the visits on time and the overall site visit organized. Most importantly, the 'UNIT' manager must try to build a relationship with the investor, making the investor feel at ease, in the same time, he must anticipate the investor's needs. During the site visit, the 'UNIT' manager must be aware of what the investor is feeling, what he likes and dislikes about the cluster, his views on other competing locations etc. It is this type of information that will be useful in order to eventually "close the deal".

During the site visit, it is often valuable to schedule an informal session for the investor with municipal officials, if possible. This can be a lunch, dinner, or even coffee after hours. During this time the investor is apt to be more relaxed, and it is possible many times to gather additional information about the investor or the company that might not normally be revealed.

Site visits can go badly, and it is important that when the 'UNIT' manager feels there is a problem, he should intervene if necessary to correct the problem.

Reasons why site visits go bad are varied, but the most common is that the site visit is not providing the investor with the information needed by the company or it is not meeting the objectives of the investor.

At the end of the site visit, the 'UNIT' manager must prepare a report. The report should contain additional information on the site visit and any information that the investor has requested that could not be provided while he was in country. This report should contain relevant information on the visit, although it should be brief and usually not exceed two pages. It is important to use this report for follow-up with the potential investor, but it need not describe all of the details of the site visit itself.

7. Follow-Up

In the site visit report there should be a recommendation on how to follow-up with the investor. There will be continuous follow-up until a decision on investing in the cluster is made. There can never be enough follow-up.

Attachment III

Additional Considerations

THE COMPETITIVE NATURE OF INVESTMENT PROMOTION

While carrying out its investment promotion activity the 'UNIT' must realize that investment promotion is an extremely competitive business. That is why it is necessary to be aware of other clusters' strengths and weaknesses in order to improve their image and investment climate as compared with competitors.

FINANCIAL SELF-SUFFICIENCY

Investment promotion is not a 'public service' for which charges can be attached and revenues generated. Rather, investment promotion is a business promotion function that occurs in a competitive market where each competitor attempts to differentiate his product. As the function of advertising and promoting a consumer product is a 'cost of doing business', not a revenue producing activity; so investment promotion must be seen as another such product.

To charge the investor for services is inconsistent with the competitive nature of investment promotion itself, particularly if competitors are not. Furthermore, to cover actual costs, the price that the 'UNIT' would have to charge to investors for services received would be too expensive.

Attachment IV

UNIT Manager Profile

Main Responsibilities

Maintain a good knowledge of the local productive and service sectors, the basic costs of doing business, as well as general information on legal, environmental, economic, and cultural and political issues

Identify constraints affecting local businesses based on feedback received from established investors

Provide government policy makers ongoing feedback regarding investor requirements and concerns

Develop, implement a targeted promotion strategy

Organize and carry out investor site visits, and work with the potential investor, providing answers to questions. If the information is not available, research the questions for the investor and, as appropriate, for inclusion in the Investor Database

Ensure that, after the initial site visit, on-going contact is maintained with investors. This includes follow-up site visits and further information requests

Maintain relationships with existing investors

Identify of suitable local venture partners where this is requested by a potential investor

Oversee the provision, routine updating and maintenance of the Investors Databases

Meet with investors who have expressed an interest in a JV partner to ascertain his requirements

Make introductions between prospective JV partners

Set up and maintain a database with details of prospective local JV partners with emphasis on strengths to complement the needs of incoming investors

Reporting and work relationships

- Reports to the UNIT's board of directors and the Cluster head

Principal Characteristics:

- Should have experience in marketing and sales

- Good interpersonal and communication skills, and good command of the English language
- Can exercise good judgement as to the viability of potential joint venture arrangements
- Highly creative and motivated
- Passion for his/her work and commitment to the community and the promotion program.
- Willing to work flexible hours
- Ideally a graduate degree in business or related areas

Attachment V: Annual Management & Operating Budget

Staff - Management	Number	Contract or Direct Hire	Remuneration Package (\$US)
Manager	1	Contract	35,000
Assistant	1	Contract	20,000
Total Personnel	2		\$55,000
Administrative Costs			
Equipment, Furniture, etc.			10,000
Office rent			6,000
Communications			4,000
Field trips			2,500
Car rental (for site visits with investor)			1,000
Misc.			2,000
Subtotal			\$25,500
Travel and Related Costs		Trips	
Travel - International	5,000	2	10,000
Misc	10%		1,000
Subtotal			\$11,000
Other Direct Costs			
Public relations events and workshops			6,000
Promotional materials			10,000
Website & database			10,000
Advertising			8,000
Public Speaking Events			3,000
Training			5,000
Subtotal			\$42,000
Total			\$133,500

ATTACHMENT VI: TIME LINE

The immediate priorities covering the first year of operation are shown below. The expected implementation of the promotional program will effectively start around the 5th month. The timeline will depend on the ability to find a UNIT manager, after securing all necessary approvals, donations, and funding for the project.

IMMEDIATE TASKS	1st Month	2nd Month	3rd Month	4th Month	5th Month	6th Month	7th Month	8th Month
Furnish and equip the office	● [Red Bar]							
Form an Investor advisory group		● [Red Bar]						
Establish a targeted investment promotion strategy			● [Red Bar]					
Development of Information for Investors' Data Base		● [Red Bar]	[Red Bar]	[Red Bar]	[Red Bar]			
Implementation of targeted promotion program					● [Red Bar]	[Red Bar]	[Red Bar]	

ANNEXE V

Guide d'interview

**INVENTAIRE DES ATTENTES DU REREGROUPEMENT PAR
RAPPORT AU PROJET DE MISE EN PLACE DU BUREAU DE
DEVELOPPEMENT LOCAL
&
DES SPECIFICITES DE CHAQUE REREGROUPEMENT**

I - CARTE D'IDENTITE DU GROUPEMENT

Nom du regroupement

Siège

Statut

Noms des villes constituant le regroupement

Responsable politique et fonction (chef du regroupement)

Assistant Opérationnel (AsOp) du regroupement

Nom :

Profession (Diplôme + niveau d'Education) :

Adresse :

Téléphone :

Portable :

Fax :

E-mail :

II- ATTENTES DU REREGROUPEMENT PAR RAPORT AU BDL

- 1- Qu'est ce que le BDL vous représente ?
- 2- Quelles missions accordez –vous à ce bureau dans le cadre de votre regroupement?
- 3- Quelles sont les activités prioritaires que votre BDL doit entreprendre suite à sa mise en place?
- 4- Quel statut privilégieriez-vous à ce bureau ?

Pourquoi ?

Localisation ?

- 5- Quelle serait l'organisation idéale de ce bureau ? (les niveaux hiérarchiques)
- 6- Quelle est la relation du bureau avec les élus locaux ? la plateforme consultative ?
- 7- De qui ce bureau est constitué ? Quel profil ? Quelles sont les compétences requises des agents ?

Agent (Ft – Pt)	Profil /Expériences	Compétences	Remarques

FT=Full time ; PT= Part time

- 8- Quels sont les moyens nécessaires au démarrage du bureau et au bon déroulement fonctionnement ?(Quels sont les éléments du budget du bureau)

DEMARRAGE DU BUREAU	FONCTIONNEMENT

- 9- Comment le bureau pourrait être financé ?

10- Quels sont les avantages de créer ce BDL dans votre regroupement (la valeur ajoutée)?

11- Quels sont les risques et les défis de la mise en place du bureau ?

12- Comment les élus et la plateforme consultative conçoivent (comprennent) ce BDL ?
Elus

Plateforme consultative

13-* La plateforme consultative telle qu'elle a été créée vous semble t-elle représentative ?
* Vous semble t-elle dans sa structure actuelle un point fort au BDL ? * Si non quelles sont
les alternatives possibles pour les formes de consultation ?

14- Recommandations générales de l'AsOp sur la mise en place du BDL

III- SPECIFICITES DU REGROUPEMENT

1-Les caractéristiques du regroupement

Démographiques	Economiques	Sociales	Politiques	Autres	Remarques

2-Les problèmes majeurs

3-Les besoins de la population

5- Les DTP

Titre du Projet	Contenu (brièvement)	Expert responsable	Remarques

7-Les ressources humaines, financières au regroupement (remarquables)

8-Les ressources ou partenaires potentiels repérés

9-Les difficultés majeures que vous avez rencontrées durant l'exécution de votre mission

Technique	Relationnelle	Politique	Gestion du temps/organisation	Autres

ANNEXE VI

RECUEIL DES REPONSES DES ASSISTANTS OPERATIONNELS

Annexe VI.1.	Les missions attribués au BDL
Annexe VI.2.	Les activités prioritaires du BDL
Annexe VI.3.	Le statut du BDL
Annexe VI.4.	La localisation du BDL
Annexe VI.5.	L'équipe du BDL
Annexe VI.6.	Les moyens de financements possibles pour la mise en place du BDL
Annexe VI.7.	Les avantages de la mise en place du BDL
Annexe VI.8.	Les risques et défis de la mise en place du BDL
Annexe VI.9.	Les recommandations des Assistants Opérationnels
Annexe VI.10.	Le point de vue des Elus sur la mise en place du BDL exprimés par les AsOp
Annexe VI.11.	Les projets prioritaires

ANNEXE VII

Interviews avec 3 Elus

Compte-rendu des rencontres de prospection effectuées avec 3 Elus

En vue de préparer les orientations générales du dossier technique, des réunions de prospection avec 3 élus ont été organisées sur la base du guide des entrevues réalisées avec les Assistants Opérationnels. Le critère du choix des Elus était celui de couvrir les 2 formes de regroupement : regroupement formel constitué dans le cadre de la communauté Urbaine et c'est le cas du Haut Chouf et de Iqlim El Toufah ; regroupement informel constitué d'un rassemblement de villages géographiquement proches et c'est le cas de Hermel¹.

Les Elus rencontrés sont :

- 1- M. Roger ACHI, Maire de Moukhtara, Président de la communauté Urbaine du Haut Chouf et Président du regroupement du Haut Chouf
- 2- M. Mustapha TAHA, Maire de Hermel, Président du regroupement de Hermel.
- 3- M. Adnan GHAMLOUCH, Maire de Jba'a et Président de la Communauté Urbaine de Iqlim El Toufah.

Différents points de vue ont été exprimés à l'égard du projet de la mise en place du BDL, certains positifs d'autres négatifs. Ces points de vue ont reflété une certaine résistance au niveau des Elus locaux ce qui nous a amené, d'une part à s'inspirer de leurs réflexions et de leurs recommandations pour rédiger le dossier technique et d'autre part à organiser des réunions de restitution et de consultation avec les Comités des Elus dans les 12 regroupements. Ci-dessous le recueil des différentes réflexions présentées sous les catégories suivantes : les missions, les activités prioritaires, le statut, la localisation, l'équipe du BDL, les moyens financiers, les avantages de créer le BDL, les risques et les défis, les recommandations.

1- Les missions

Le concept du développement est de permettre aux secteurs privés de s'investir touristiquement, culturellement,...en coopération avec les municipalités. Le bureau aura un rôle de consultation et de supervision de l'exécution des projets retenus et étudiés.

Les missions seront les suivantes :

- Prendre soin des affaires de la région pour les développer
- Entreprendre des rapports avec le citoyen et organiser des activités diversifiées (sensibilisation, formation, culture, social...)

¹ Le Conseil des Ministres a approuvé récemment la création d'une Communauté Urbaine concernant Hermel et les villages avoisinants. Sa mise effective en place prendrait cependant quelques mois.

- Elaborer un plan plus global
- Aider les municipalités dans la mise en place des projets (attirer les gens pendant la saison d'été...)
- Contacter des experts pour appuyer les villes à élaborer des projets
- Organiser le travail à l'improviste des municipalités

2- Les activités prioritaires

- Définition par les élus du Plan d'action du BDL
- Etablir les plans d'action en appui aux élus et considérant le BDL comme l'expert de référence des municipalités.
- Préparer des programmes éducatifs, agricoles
- Commencer immédiatement à mettre en place les projets
- Etablir un plan de communication et d'affichage des villes du regroupement et du BDL
- Préparer des études scientifiques pour le compte des villes

3- Le statut

- Un service à la Communauté Urbaine est la meilleure solution.
- Une réticence par rapport à une association indépendante et risque de politisation et des conflits d'intérêts avec l'avancement du travail.
- Une étude du statut d'un service ou office autonome pourrait être envisageable.

4- La localisation

Deux possibilités envisageables selon les besoins et les moyens disponibles :

- Dans un bureau indépendant dans la ville.
- Dans une aile du siège de la Communauté Urbaine ou à proximité.

5- l'équipe du BDL

FT=Full time ; PT= Part time

Agent (Ft – Pt)	Profil /Expériences	Compétences	Remarques
Directeur du BDL -Ft	- Ingénieur - Expérience dans les Schémas directeurs - Expérience en design		
Assistante sociale - Ft			
Secrétariat			
Agent (Ft – Pt)	Profil /Expériences	Compétences	Remarques
Directeur	Expérience avancée dans les projets de développement	Créatif, Esprit ouvert	Pas de diplômes spécifiques
Adjoint au directeur			Il a pour tache essentielle la communication
Comptable			
Centraliste			

6- Les moyens financiers

- Pour les premières années, il faut un financement international et plus tard la communauté Urbaine pourra financer en partie ou en totalité.
- Le financement pourrait être assuré par prélèvement d'un pourcentage sur les financements des projets
- Les municipalités ne sont pas prêtes à financer un tel projet, tant que ce bureau peut être remplacé par un élu mandaté par le maire pour animer des actions de développement local.

7- Les avantages de créer le BDL

- C'est un grand appui aux villes, en l'absence de cadres professionnels dans les municipalités du regroupement.
- C'est ce bureau qui va prendre la relève du programme ARAL, qui prend fin en mois de décembre 2005, pour suivre et ouvrir des perspectives de travail avec les ambassades et les programmes nationaux et internationaux...
- Une des compétences du bureau est de pouvoir rédiger des dossiers techniques admissibles par les bailleurs de fonds.
- Sensibilisation de la société civile au travail en commun et élaboration des projets d'intérêt public.

8- Les risques et défis

- Le grand défi pour le BDL, c'est d'être neutre et de l'écartier des conflits politiques et autres. Il vaut mieux qu'il travaille sous les ailes des élus et limiter ses missions dans le domaine technique (social, urbain,...)
- C'est un nouveau projet
- Le risque est que cette association devient un concurrent à la municipalité.
- Le risque d'avoir des conflits de pouvoir et de compétences entre l'association et la municipalité.

9- Les recommandations

- Dans le cas où il se déciderait à créer une association, il faut entreprendre une campagne de sensibilisation et d'information en vue de préparer la société civile à la mise en place.
- Etudier les compétences et les prérogatives de l'association.
- Il faut absolument réaliser des projets si non le bureau ne sera pas accepté par la société civile.

ANNEXE VIII

Liste des abréviations

ARAL	Réforme Administrative de l'Administration Libanaise
ASBL	Association à but non lucratif
ASOP	Assistants Opérationnels
BDL	Bureau de Développement Local
CdE	Comité des Elus
CGLU	Cités et Gouvernements Locaux Unis
CU	Communauté Urbaine
OMSAR	Bureau du Ministre de la Réforme Administrative
PFC	Plate Forme Consultative
PSDL	Plans Simplifiés de Développement Local
UE	Union Européenne