



برنامج رعاية انجازات البحوث الصناعية اللبنانية  
Lebanese Industrial Research Achievements - program



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**GUIDELINES FOR THE DEVELOPMENT OF  
THE LEBANESE FOOD INDUSTRIES**

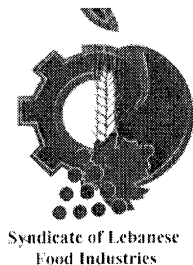
by

The Syndicate of Lebanese Food Industry

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8-12-2003	Atef IDRIS	Additional Information on objective 6	
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N.B: The Project and Action Plan are under constant update. For a more up-to-date version please contact SLFI secretariat or review our website.



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## **I. Purpose of the Plan**

This document is the plan for growth activities for Lebanese processed food industry. It defines goals and means for SLFI activities that will be carried out in the next three years to promote growth and performance of the Lebanese Food Processing sector.

The Food Processing sector in Lebanon can be considered as one of the main driving forces for economic growth. Lebanon has to establish strong foundations for a well-advanced and developed Food Processing sector to make the Lebanese Food Industries Internationally Competitive. The Syndicate of Lebanese Food Industries is seeking to draw a plan of action for the development of a well-organized and highly competitive food industries sector, through providing the appropriate and tailored solutions.

The proper implementation and successful accomplishment of such plan will only be realized through the full cooperation of both private and public sectors.

## II. Mission Statement of the SLFI

The Syndicate of Lebanese Food Industries was founded in 24/2/1995 by the decree No. 74/1, as a result of the need to develop this important sector, by gathering the Lebanese Agro-Food industrialists under one organized structure working for assessing and rehabilitating the sector as a step towards forwarding the Lebanese economy.

The Syndicate works for serving its members in several issues, the most important are:

- Protecting the industry and encouraging the Lebanese industry by supporting its individual members.
- Establishing cooperatives and projects for the benefit of the syndicate's members and national industry under the guidance of existing laws.
- Coordinating with the relative official parties on all issues aiming at organizing our national industry.
- Organizing professional seminars and exhibitions aiming at widening the views of industrialists towards global professional thinking in production and marketing.
- Establishing new contacts that would serve its members in selling their production to new markets and targeted population.
- Developing the quality and standards of produced goods by working with the involved parties in setting new norms.
- Collaborating with Universities and Colleges in relating their studies to specific industrial issues.
- Supporting private applied researches for solving technical industrial problems.

The SLFI is structured as following:

1. The general assembly, which is formed of all the registered members.
2. The Board: Mr. Atef IDRIS (President), Mr. George NASRAOUI (Vice President), Mr. Ahmad HOTEIT (General Secretary), Mr. Alan TABOURIAN (Treasurer), Mr. Borak SHEHADEH, Mr. Mounir BSAT, Mr. Moussa FREIJI, Mr. Raja Cortas, Mr. Houssam FARHAT, Mrs Jisel KASSATLY, Mr Alexi CHDIED, Mr Koftan JAMMAL.
3. The Sectorial Committee: Mr. George NASRAOUI, Mr Adnan ATAYA and Mr. Mohamad BABA.
4. Administration headed by Mr Samir EL MEIR and his assistant Mrs Linda NASER.

In addition, the Syndicate includes Twelve Sectorial Committees, according to which the members are divided, and they are:

Sectorial Committees	Committe Members
1. Pickles, Jams & Packed Foods	Mr. Ahmad DIRANY - Mr. Safouan ADHAM - Mr. Aouny KHOROS - Mr. Joseph CHALOUHY
2. Biscuits, Chocolate, Sweets & Snacks	Mr. Mohamad El BABA - Mr. Imad Al RAFII - Mr. Christian LASOUR - Mr. Toufic El KIRDY - Mr. Ousama SAADE
3. Dairy Products	Mr. Ahmad ZEIDAN - Mr. Mohamad GHANDOUR - Mr. Wissam ZGHEIB - Mr. Jad FARES
4. Beverages & Syrups	Mr. Adnan ATAYA - Mr. Akram KASSATLY - Mr. Maurice MACHAALANY

(Cont'd)

5. Coffee & Nuts	Mr. Ismael HALABI - Mr. Richard MAALOUF - Mr. Johny RIZKALLAH - Mr. George NAJJAR
6. Seeds, Herbs & Peppers	Mr. Amin AOUN - Mr. Wissam CHEHADE - Mr. Nicolas ABOU FAYSAL
7. Mills	Mr. Arsalan SINO - Mr. Ahmad HOTEIT - Mr. Paul MANSOUR
8. Oil, Fats, Tahini, Cream	Mr. Oumar GHANDOUR - Mr. Hasan El YAMAN - Mr. Tony MAROUN
9. Spirits & Wines	Mr. Emile RIACHI - Mr. Selim WARDE - Mr. Ramez BOU NADER - Mr. Elias FIYAD
10. Frozen Meat & Prepared dishes	Mr. Elie YAZBEK - Mr. Malek HALAWANI - Mr. Hasan KACHMAR
11. Fruit Juices & Nectars	Mr. Salah RASSOUL - Mr. Mazen KASSEM - Mr. George FADEL
12. Water & Soda	Mr. Marwan ASSAF – Mr. Antoine MAKR - Mr. Houssam FARHAT

Also, The Syndicate includes Eight Technical Committees:

Professional Committees	Committee Members	Consultants
1. Involvement & Public Relations Committee (I&PR)	Mr. Adnan ATAYA – Mr. Mohamad El BABA – Mr. Jawad MAATOUK – Mrs. Jisel KASSATLY	Mrs Nahla ATIEH
2. Standards & Specifications Committee (S&S)	Mr. Raja CORTAS - Mr. Hasan Mr. Mohamad Al –El YAMAN RIFAI	Mr. Fady FAYAD
3. Marketing & Exhibitions Committee (M&E)	Mr. George NASRAWI - Mr. Mohamad El BABA – Mrs. Jisel KASSATLY -	Mr. Mounir TARABEY
4. Public Health & Environmental Committee (PH&E)	Mr. Mounir El BSAT - Mr. Fady FAYAD – Mr. Karim HAMMOUD	Mr. Abdel-Massih El JADEM
5. Financial and Corporate Governance Committee (F&CG)	Mr. Borak CHAHADE - Mr. Mounir BSAT - Mr. Antoine MAKR	Mr. Abdel Raouf KTEICH
6. Planning, Strategies and Scientific Research Committee (PS&SR)	Mr. Moussa FREIJE - Mr. Fouad Mr. Ara –KARAM BAGHDASERIAN	Mr. Victor KHOURY
7. Agricultural Committee (AC)	Mr. Ahmad –Mr. Moussa FREIJI – Mr. Alexi FARES –DIRANI Mr. Jamal KAFTAN	Dr. Ibrahim RBEIZ
8. Economic & Industrial Property Committee (E&IP)	Mr. Atef IDRIS – Mr. Jaouad MAATOUK	Dr. Elie YACHOUI

At times of need specialized AD-Hoc Committees are formed, currently Three Committees are operational:

<b>AD-HOC Committees</b>	<b>Committee Members</b>	<b>Consultants</b>
9. Vocational Studies Committee (VSC)	Mr. Atef IDRIS – Mr. Ara BAGHDASERIAN – Mr. Arslan SENNO – Mr. Fady FAYYAD	Dr Leila BARAKAT
10. Tahini Safety Committee (TSC)	Mr. George NASRAWI - Mr. Mounir BSAT – Mr. Hasan El YAMAN	Dr Toufic RIZK
11. FDA / BioT Committee	Mr. Raja CORTAS – Mr. Fady FAYAD – Mr. Atef IDRIS	Mr Charles STATHEKOS

### **SLFI Vision For the Lebanese Agro-Industrial Cluster for the Year 2005**

SLFI shares the Vision:

**Made in Lebanon** is an international standard of quality based on strong cooperation among stakeholders (industry, government, research institutes, non-governmental organizations, and universities) focusing on specialty agro-industrial products with high margins for regional and global markets provided by Lebanese producers respecting the culture, family values and quality of life throughout the Lebanon.

The five Principles Values of SLFI rural development initiatives are namely:

1. Consumer Targeted
2. Client Oriented
3. Market Driven
4. Value Added
5. Regionally Planned
6. Agro Industrial Development in Lebanon and in the MENA Region

### III. Current Situation of the Food Processing Sector

According to the recent statistics of Ministry of Industry in 1998, the Food Industries Sector represents 25% of the Total Industrial Added Value. A detailed description for the Food Industries Sector cannot be established due to the lack of updated information. According to industrial surveys conducted by the MoI in 1998, the number of industrial food firms in Lebanon including water and beverages was estimated at 4 500 employing around 26 000 employees.

If we categorize the Industrial Sector, we will find that 25% of the total industrial output goes to the food and beverage industry, employing 23% of the labor force of the Industrial Sector. The agro-food production total to \$ 1 milliard, where the value-added amounted to \$433 million, corresponding to 25% of the sector's added-value.

In addition, the survey showed that food industries employ more than 26 000 workers corresponding to around 23% of the total employees in the industry sector. The survey showed also that 70% of the food industries employ less than 4 workers; while firms employing more than 10 employees represent only 8.7%. However, those employ around an average of 6 workers per firm.

The Industrial Competitiveness Improvement projects that are currently undertaken are:

1. The Integrated Project for the Improvement of Lebanese Industry and worldwide Markets Penetration funded by UNIDO working on the Food Safety issues.
2. Industrial Modernization Program funded by the European Union.

#### **SWOT Analysis of the Competitiveness of Lebanese Food Industry**

The Macro and Micro trends of Lebanese Food Processing Business shape the Constraints and Opportunities for productive growth recovery and they have a considerable impact on Strengths and Weaknesses of economic organizations and particularly Food Industrial Business Units.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"><li>-Geographic Location</li><li>-Free Market Economy</li><li>-Diverse Climate</li><li>-Multi-Lingual, Entrepreneurial, and Skilled Work Force</li><li>-Entrepreneurial Culture: Long tradition of business</li><li>-Self Sufficient</li><li>-Access to the Markets of the Middle-East and E.U</li><li>-A sector with productivity reserves and a potential of competitive advantages</li><li>-The sector displays a configuration of factors which can be mobilized for Industrial Modernization to achieve higher Competitiveness and Productivity.</li><li>- Opportunities could be increased when up-Market Standards of Products and Production would be more considered and organized.</li></ul>	<ul style="list-style-type: none"><li>-Lack of Market Information</li><li>-Weak Export Infrastructure</li><li>-Lack of Basic Norms, Regulations, and Product Standards</li><li>-Limited Variety of Export Crops and Agricultural Products for Processing.</li><li>-High Operating and Financing cost</li><li>-Lack of Export infrastructure support</li><li>-Family owned businesses</li><li>-High costs of production (raw material, power, etc.)</li><li>-Low quality of products making them more difficult to penetrate foreign markets</li><li>-Production and Markets are small and fragmented</li><li>-Input costs and transaction costs are high</li><li>-The internal cost matrix displays a high cost structure (salaries, capital costs, depreciation)</li><li>-Economy of scale strategy is not possible</li><li>ompetition on price base is fierce.</li></ul>

A General Threats and Opportunities Assessment of Lebanese Food Industries and hence their professional associations displayed the following results:

Opportunities	Threats
<ul style="list-style-type: none"> <li>-Improve Market Information</li> <li>-Target Niche Markets where Lebanon enjoys a Competitive Advantage</li> <li>-Introduce Basic Health and Certification Standards for Lebanese Products</li> <li>-Introduce Environmental Norms and Standards</li> <li>-Upgrade Product Quality</li> <li>-Trade agreements (Market access, raw material, Price advantage)</li> <li>-Health and Safety (inspections and Certifications)</li> </ul>	<ul style="list-style-type: none"> <li>- Inertia/Lack of Action</li> <li>- Environmental and Health Threats (if clear regulations are not developed and enforced)</li> <li>- Competitive Threats (if Lebanese Producers do not enhance the quality of their products)</li> <li>- Trade agreements signed without support of Processors</li> <li>- Irregular Quality for Export</li> <li>- Emigration / Brain Drain</li> <li>- Lack of Intellectual Property Protection</li> <li>- Lack of Market Information (Data for Market Research, Benchmarking)</li> </ul>

#### **IV. Local and World-Wide Market Challenges**

Inefficiency of administration and regulative agencies operating in the field of agricultural and industrial policies in Lebanon resulted in poor growth. The Syndicate of Lebanese Food Industries envisages the following challenges to address global needs.

1. The situation of competition in local and regional markets aggravated in disfavor of Lebanese agro-food products. The fact that international Food Service operators often organized as Joint Ventures, and major Retail Supermarket Chains have continuously increased Regional and Local Market Shares of their Import products is a Challenge for the sector and the public. The national food import bill estimated between US\$ 500 million to US\$ 1 billion is a permanent threat for the BOT and the BOP and finally the debt management capacity of the GoL.
2. The Challenge increases when international Fast Food Chains and Supermarkets depending on imported Food, respond to net upward Price variations due to VAT with downward Cost price adjustments to increase Market Shares at the intermediary expense of lower Profit Margins. Lebanese producers have no chance to react on base of economy-of-scale, but have to compete on base of product Quality which justifies higher commodity Prices.
3. Lebanese low-value products are practically non-competitive in commodity Export Markets and would face fierce competition on price base. The fact that Syrian low Quality products and Egyptian Agricultural and low value Agro-Food products compete with local products even in Local Markets indicates that Lebanon must Compete overall on a Quality base.
4. The Quality and Quantity of agricultural raw material supply for agro-processing is inadequate for high value-adding production. Insufficient standardization of product and processing quality imposes serious limitations on upgrading production. Competition on quality base requires that strict standards must be comprehensively applied and application secured by quality training programs. These provisions can not be made by SMEs itself, but must be implemented by business support services to those companies which are producing towards up-market products as a part or sequence of the value-adding chain.
5. Labor skills and competences are structurally under-developed due to inefficient Vocational and Technical Education services with practically no links to technological requirements of the industries. In relation to the implementation of Quality Standards for processing purposes the skills training of and knowledge transfer to the relatively expensive labor force must be addressed—again by support services to vocational curricula and/or as technical skills training in situation.
6. Under challenges of further Trade Liberalization, Competitive Advantages must be increased in sector segments which can adjust Production to higher Market product Standards set by specific demand in Local and International commodity Markets and under particular consideration to increase Export Market shares.

Finally, the notorious problem of Long Term mechanisms to supply adequate Credits is a structural problem beyond the scope of interventions. The low auto-financing ratio and high independence of industrial businesses aggravates the problem to access to Long Term credit supply based on performance and repayment capacity. The problem has strategic relevance for the whole manufacturing industry and it concerns the GoL's Macro-economic stabilization management.

In addition to these Local Market Challenges, there are six Global Trends Affecting Agro-Food Industry World-Wide. Growth in agribusiness in Lebanon is highly dependent on current world-wide trends summarized below. Each of the mega-trends and its influence on Lebanon is discussed below.

1. **Globalization and Trade Liberalization:** Growth of international trade will continue to grow. New market opportunities will multiply across and within major trading blocs such as GAFTA, European Union, US (Free Zones) and WTO. Simultaneously, competitive threats will intensify as import protectionism is stripped away. Price conscious consumers will welcome new foreign suppliers if they are cheaper or better. Only the agribusiness systems that modernize will survive. Traditional export commodities will have only modest volume growth (around 2.5%) and commodity price prospects are not very favorable.
2. **Concentration and Integration:** Over the past 20 years there has been a very strong trend of internationalization of consumer tastes and strong brand name recognition. In the fast food area, McDonalds, Pizza Hut have developed very powerful international brand names. Leading food processors, food ingredient suppliers, retailers and fast food service companies have become multinational organizations. Overall there has been a declining percentage of the population engaged in farming. Fewer, but more productive farmers will produce increasing amounts of food to meet the ever-growing demands of the urban and export markets.
3. **Market Shifts:** There has been a worldwide shift from commodities toward convenient and food in response to changes in consumer preferences. Women are entering the global workforce in large numbers and have less time for food preparation; as income rise they are also able to pay for convenience and easy preparation. More meals will be consumed away from home in fast food restaurants, and supermarket stores are offering take-out prepared foods.
4. **Health and Safety:** There is increasingly more emphasis on nutritious and healthy foods (low fat, low cholesterol food, “organic” foods). Preference for less processing and food additives in food. Organically grown and natural food is considered superior by an increasing number of consumers and they are willing to pay premium price for such products. Organic product markets are growing by 20 percent per year in the United States and Europe. Also, products carrying the “fresh or natural” labels attract high consumer attention. Consumers’ concern for food safety has been enhanced by recent widely publicized food poisoning incidences, placing great pressure on improvements in food plant sanitation, process control and quality assurance. Representatives of the buyers often visit food plants of suppliers to assure strict sanitary procedures are followed. Food processors increasingly will be required to comply with strict quality assurance procedures such as HACCP, ISO-9001, and ISO 14000 if they want to compete in developed country markets.
5. **Ecology:** The growing environmental awareness creates opportunities for agriculture. While environmental control of the agribusiness system is largely dictated by government mandate, being “environmentally friendly” is increasingly becoming a basis for competition. As consumers demand ecologically correct “green” products, ecology is becoming a good business. “Green Markets” are developing the utilization of biodegradable packaging material instead of plastics.
6. **Biotechnology:** Biotechnology is also extending the purpose of farms from food production to pharmaceutical, cosmetics, polymers and other industrial chemical production. Biotechnology advances will have profound effects on agribusiness systems; traditional farm produce may be

dramatically shifted by genetic engineering to improve pest or disease resistance or permit nitrogen fixation.

Consumer's fears for the application of new advanced technologies and food additives (Chemophobia) as well as the high costs of regulatory approval discourage new inventions. Food irradiation, biotechnology, and confidence in food safety are all media-driven and media-vulnerable issues; Consumers believe what they hear from the press, and reports of food borne illness have an effect on future consumption of that food item.

Agrochemical usage may decrease, with positive cost and environmental implications. Productivity will increase and shelf life, taste, appearance of crops will be improved; new varieties may reduce vulnerability to harsh climate or water conditions.

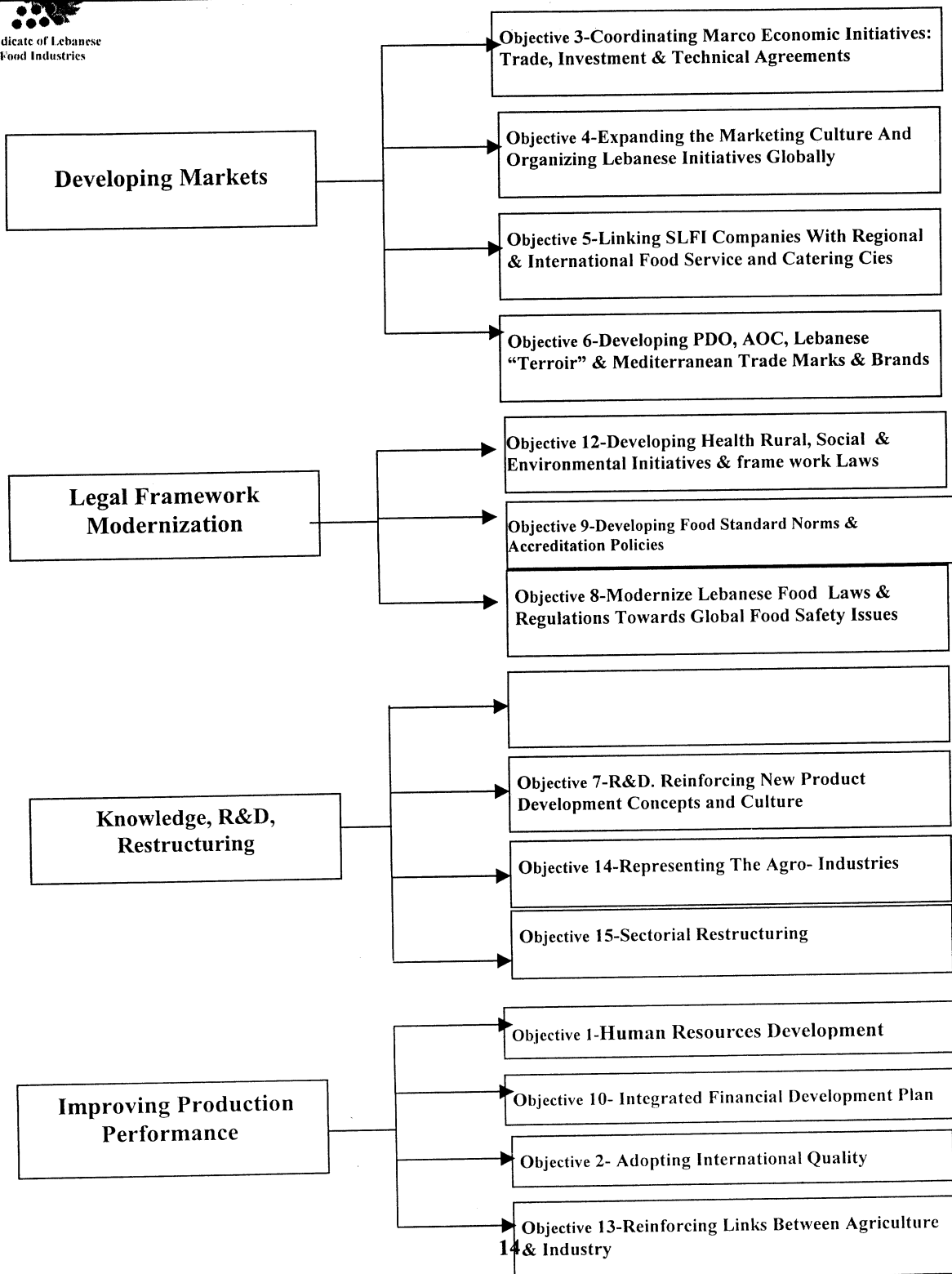
## **V. SLFI Responses**

SLFI Responses to the above mentioned Challenges will definitely have a specific practical approach that will ensure the Industry growth and development. Translating challenges into encountering measures should lead to the following initiatives:

- 1. Productivity-oriented Initiatives**
- 2. Marketing-oriented Initiatives**
- 3. Modernization of Legal Framework**
- 4. Knowledge, R&D and Restructuring**

# SLFI THREE YEAR PLAN MAP 2003-2006

Syndicate of Lebanese  
Food Industries



The execution of the above mentioned goals will be divided on the different Professional Committees as following:

<b>Specific Objective</b>	<b>Responsibility</b>
Objective 1 -- Development of HR In Food Processing and Related Sectors	Vocational Studies Committee (VSC)
Objective 2 -- Establishing A Fundamental Quality Culture	Standards & Specifications Committee (S&S)
Objective 3 -- Coordinating Marco Economic Initiatives: GAFTA, EUROMED, US (Free Zones) and WTO	Agricultural Committee (AC)
Objective 4 -- Expanding The Marketing Culture And Organizing Lebanese Marketing Initiatives Globally	Marketing & Exhibitions Committee (M&E)
Objective 5 -- Linking SLFI Companies With Regional and International Food Service and Catering Companies	Marketing & Exhibitions Committee (M&E)
Objective 6 -- Developing PDO, AOC, Lebanese "Terroir", and Mediterranean Related Trade Marks and Brands	Economic & Industrial Property Committee (E&IP)
Objective 7 -- Reinforcing New Product Development Concepts and Culture	Planning, Strategies and Scientific Research Committee (PS&SR)
Objective 8 -- Restructuring Lebanese Food Laws Towards Current Global Concerns	Public Health & Environmental Committee (PH&E)
Objective 9 -- Defining Food Standards And Norms Policy Guidelines	Standards & Specifications Committee (S&S)
Objective 10 -- Integrated Financial Development Plan	Financial and Corporate Governance Committee (F&CG)
Objective 11 -- Establishing Knowledge And Information Based On Agro Industrial Initiatives	Planning, Strategies and Scientific Research Committee (PS&SR)
Objective 12 -- Developing Health, Rural, Social And Environmental Initiatives & Laws	Public Health & Environmental Committee (PH&E)
Objective 13 -- Reinforcing Linkages Between Agriculture And Industry	Agricultural Committee (AC)
Objective 14 -- Representing The Agro-Industries	Agricultural Committee (AC)
Objective 15 -- Sectorial Restructuring	Economic & Industrial Property Committee (E&IP)

## **VI. Goals**

The SLFI s' Three-Years Plan 2003-2006 for efficient Growth and Development of the Lebanese Food Industries will consist of the following 15 'Strategic Projects' which cover practically all the major problem fields.

### **Objective 1 -- Development of Human Resources In Food Processing And Related Sectors**

Human Resources are the primary additional value in Food Processing. The Return On Investment in the food processing sector is directly related to Human Resources available at the broad level of employment as well as to the Technical and Scientific Human Resources in specific. Human Resource Development will be of high importance for the increase in productivity. A strong coordination should happen between the educational system and the sector's needs.

#### **Highlights for Objective 1**

- 1.1. Reviewing market requirements and human resources availability at the sectorial level of employment focusing on the technical and scientific human resources requirements and creating different initiatives in this domain.
- 1.2. Expanding on the workshops, seminars, educational sessions, and joint long term projects with local and foreign specialized institutions.
- 1.3. Following up on agreements to build technical and vocational schools for food processing in collaboration with Lebanese, EU, and ESCWA and other NGO's.
- 1.4. Establishing a national long-term plan tapping on the capabilities of local universities: (USJ, LAU, AUB, etc...) to link job markets requirements to Food Processing Industry needs. Collaborating with Universities and Colleges in relating their studies to specific industrial issues.
- 1.5. Expand on E.U., USAID, and WTO initiative with Arabic funds, EIB, W.B.G. support.

### **Objective 2 -- Establishing A Fundamental Quality Culture**

It is very important to improve and to upgrade the Quality of the Lebanese processed food products, and to develop the Quality and Standards by working with the involved parties in setting the Norms, which will help in the increase of our competitiveness in the world Market and will make our products more easy to penetrate foreign Markets. As a result, increasing the level of Lebanese standards and issuing accredited certificates will be very important initiative for quality improvement.

#### **Highlights for Objective 2**

- 2.1. Develop quality concepts and establish more comprehensive concepts with a complete strategic plan for quality related to infrastructural and fundamental requirements.
- 2.2. Linking several / sub initiatives and integrating same in to a comprehensive national plan. While creation modular regional initiatives to complement the growth of sectorial components.
- 2.3. Sectorial and sub sectorial specific quality training to be launched.
- 2.4. Alliances with relevant national associations and stakeholders such as the Industrial Research Institute, Fanar labs, and local universities to be launched.
- 2.5. Alliance with regional, EU, US, and other Quality NGO's to be established.

### **Objective 3 -- Coordinating Marco Economic Initiatives: GAFTA, EUROMED, US (Free Zones) and WTO**

With the new trend of organizing regional trade coalitions and the increase in competition, the trade negotiations become very essential for helping in the penetration of Lebanese manufactured products in international markets. The SLFI will look to cooperate with the government, the legislative power and the private sector for concluding agreements ensuring public welfare. Noting that the Great Arab Free Trade Area, Euro-Mediterranean Association, US (Free Zones) and WTO accession will have important impact on the Lebanese Food Processing Industry.

#### **Highlights for Objective 3**

- 3.1. Develop SLFI economic unit to coordinate SLFI initiatives at the Regional, Arab, and International levels.
- 3.2. Sub regional coordination: Defining T.O.R. (Terms of reference) for a focused Syrian and Levant FTA (Free Trade Area) initiative, to better supply our requirements of produce and necessary inputs.
- 3.3. Follow- up on the EU accession programs, exchange treaty is an achievement to be explored and better focused on.
- 3.4. Concluding the different initiatives that will stream line the flow of goods and laying the financial and commercial infrastructure of the GAFTA accords.
- 3.5. A proposed US free zone, and WTO negotiations will encourage private sector participation in the region are to be monitored and followed up on.

### **Objective 4 -- Expanding The Marketing Culture And Organizing Lebanese Marketing Initiatives Globally**

The coming period requires that all Food industries should develop their Local and Exporting Marketing abilities, and a better understanding to the needs and demands of Local and Exporting Markets. The Agro-Food Industry is the biggest local sector, even though the exporting enterprises constitute a small portion of the over all capabilities of these institutions. Our syndicate aims in this aspect to develop the abilities of Small and Middle size Enterprises to develop its exports capabilities. Along this line, the syndicate is following several projects.

#### **Highlights for Objective 4**

- 4.1. Review infrastructure trade agreements and explore ratification of related protocols.
- 4.2. Developing Agro- Food SME tailored initiatives at the sectorial level.
- 4.3. Organize the different initiatives through the establishment of the SLFI Export Club and coordinate opportunities to help SME's participation in regional and international export projects, seminars and exhibitions.
- 4.4. Help establish sectorial Marketing, Advertising and Promotional policies, and programs.
- 4.5. Facilitate subcontracting, franchising, joint ventures, and alliances with regional and international companies and / or trading, marketing, distribution, and retailing houses.
- 4.6. Establish funding and Long Term facilities for infrastructural regional marketing and distribution initiatives
- 4.7. Organizing professional seminars and exhibitions aiming at widening the views of Industrialists towards global professional thinking in production and marketing.

#### **Highlights for Objective 4 (Cont'd)**

- 4.8. Expansion of the Local Markets for Local Products and fight dumping: due to the small size of the Lebanese markets, it is important to find ways for Local Market Expansion by contributing in campaigns for “Made in Lebanon” products and to take necessary measures for the protection and Marketability of “Made in Lebanon” products, mainly through the implementation of anti-dumping measures.
- 4.9. Find Ways for Local Market Expansion: Contribute in campaigns for “Made in Lebanon” products. It is important to take necessary measures for the protection and marketability of national products.
- 4.10. Increase the role of all export developed concerned parties (private and public): Mobilize Lebanese embassies and consulates for studying foreign markets and promote Lebanese manufactured products. Look for the assistance of Lebanese emigrants for marketing products.
- 4.11. Expand in the external markets: Direct exports to specific markets (trade relations, etc.). Plan strategically for identifying export opportunities. Set a time table for the participation in international fairs. Promote the establishment of SLFI Export Club.
- 4.12. Public Relations Programs aiming to improve the image of Lebanese products inside and outside the country
- 4.13. Improve quality of training, consulting, and international trade information:). Develop a complete international trade information (commodities, markets, companies...).

#### **Objective 5 -- Linking SLFI Companies With Regional and International Food Service and Catering Companies**

The future of our Industry is linked to our ability to export our products to Regional and International Markets. In this respect, SLFI aims to establishing new contacts that would serve its members in selling their production to new markets and targeted population.

#### **Highlights for Objective 5**

- 5.1. Orient SLFI companies to the basic needs of this sector through syndicated Research, Workshops, and Market studies.
- 5.2. Establishing a Data Base for Regional and International Food Service operators that are interested in SLFI companies / products.
- 5.3. Facilitating linkages between major Food Service outlets, including Fast Food chains, and major Catering chains and Producer groups.
- 5.4. Institutional driven, Catering defined, Market requirements should be well referenced for local as well as international requirements.
- 5.5. Developing appropriate linkages to industrial kitchens (including appropriate new Packaging) and update SLFI service as required.

#### **Objective 6 – Developing PDO, AOC, Lebanese “Terroir”, and Mediterranean Related Trade Marks and Brands**

The Designation of Origin is a genuinely distinctive sign revealing the authenticity of a product. The adopted definition is the following: "Constitute a designation of origin, the denomination of a country, a region, or a village in order to design a product from the said country, region, or village, and

whose quality or characters are shaped by the geographical environment. This includes the natural and human factors" ( cf. INAO documents, France).

#### **Highlights for Objective 6**

- 6.1. Again the Ministry of Industry and Trade have been our main partner in concluding policy issues.
- 6.2. Industrial and new products property rights laws are under development.
- 6.3. Appellation control, and "l'Institut National d'Appellation d'Origine" and related agriculture policy issues have been under review for the last 3 years.
- 6.4. Special IPR (Intellectual Property Rights) agreements (TRIPS) should be concluded if a WTO initiative is to be ratified.
- 6.5. Protected Designation of Origin (PDO), Protected Geographical Indication (PGI). The creation of an Organism for Protected Designations upon the decision of public authorities. This body may be an Institute or a National Council, and will be endowed with executive prerogatives in order to supervise the management of protected labeled agro-food products, and determine the general policy of designations of origin. Setting up, a mechanism for surveying the existing Geographical Indications and exploring the available potential.

#### **Objective 7 -- Reinforcing New Product Development Concepts and Culture**

This objective is concentrating on the reality which says: "Development is not accidental issue but it comes through a coordinated scientific effort" especially that the research institutes try to concentrate on the needs of the consumer and the continuous changes that take place in consumption habits.

#### **Highlights for Objective 7**

- 7.1. Exploring Novel, new Technology and Biotechnology venues and developing infrastructural initiatives to modernize R & D.
- 7.2. Development of a coordinated scientific effort that concentrates on the needs of our consumers globally.
- 7.3. Developing an effective Research partnership among Universities, Government research institution, and Agro-Industry companies.
- 7.4. Developing R&D initiatives for Lebanese producers in areas related to organoleptic tasting, food safety, minimal processing, organic and natural ingredients.
- 7.5. Developing alliances between local and international product development and research associations.
- 7.6. Support local public and private laboratories efforts to develop qualitative and quantitative initiatives in this regards.

#### **Objective 8 -- Restructuring Lebanese Food Laws Towards Global Food Safety Issues**

Development of the Food Industries sector is tightly related to the modernization of the Lebanese Food Laws and Regulations towards current global concerns.

#### **Highlights for Objective 8**

- 8.1. Monitor EFSA (European Food safety Authority), FDA (BioT), WTO-WHO (Codex) and FAO Initiatives and coordinate local and regional initiatives.
- 8.2. Monitor local, regional and international consumer groups perceptions and initiatives towards Health and Food Safety issues. Communication with consumer protection agencies should be encouraged.
- 8.3. Support LFSA (Lebanese Food Security Agency) creation and coordinate FSC (Food Scientific Committee) and FSP (Food Safety Panel) objectives as per UNIDO's objectives.
- 8.4. Coordinate initiatives on the adaptation and modernization of Lebanese Food Laws and Standards as per current requirements.
- 8.5. Establishing the "Consumer Food Safety Statistics Index" to be published quarterly as per international standards and laws.

#### **Objective 9 – Developing Food Standard Norms and Accreditation Policies**

Our Syndicate is looking for developing the Quality and Standards of the Lebanese food processed goods by working with the involved parties.

#### **Highlights for Objective 9**

- 9.1. Follow-up on ELCIM's recommendations in regards to LIBNOR capacity building.
- 9.2. LIBNOR 1967 law should be reviewed to address current needs.
- 9.3. LIBNOR should address Arab, CODEX, FDA and EU specifications by creating national committees.
- 9.4. Establishing the scientific and technical committee within LIBNOR as basis to resolve disputes and reassure industrialists.
- 9.5. Creating a partnership with the private sector, subcontracting services will speed creating new horizontal specifications.
- 9.6. Initiation of new specifications should be made much easier at the agency, factory and the private sector level. Facilities for adopting national standards quickly will help exports.

#### **Objective 10 -- Integrated Financial Development Plan**

The Lebanese food industries face problems into finding sources of finance. In order to circumvent such obstacle, there should be an Integrated Financial Plan financing the Food Industries with the required financial resources, with attractive conditions and at lower costs.

#### **Highlights for Objective 10**

10.1. Our sector has specific long term agricultural development requirements, and the industry cannot function without providing medium term, agricultural, seasonal, investment related, and long term financial resources.

10.2. Commercial banks need to develop banking investment initiatives, facilitate Arab export guarantee programs, provide long term investment requirements. Arab Islamic and International venture capital funding should be facilitated.

10.3. Corporate governance policy issues and the central banks' responsibilities in the funding process should be well monitored by the private sector at large.

10.4. Joint venture between local and regional compatible industries is crucial, providing the updated financial infrastructure is required.

10.5. Regional as well as international partnership programs should be established at a rapid pace to circumvent conflicting projects/initiatives.

#### **Objective 11 -- Establishing Knowledge And Information Data Base**

Lebanon lacks updated and unified industrial information. The program will create a databank on industrial information updated regularly, which will help in policies' formulation and direction, as well as investment attraction.

#### **Highlights for Objective 11**

11.1. Traceability in agriculture is a must, and developing an agricultural data base is a prerequisite to efficient selling and exporting.

11.2. Industrial investments are predicated on Knowledge of characteristics of Lebanese business as well as identification of Benchmarks (production, consumption, demographic, and stocks statistics) for Lebanese products, services, and households.

11.3. Establish national industrial information network with capable national focal points at sectorial bases.

11.4. Establish an information system among subsectorial institutions providing governance - related information.

11.5. Establish an *ICR* initiative that shall introduce an information networking linking Agro-Industrial and Retail Industries to better supply the consumer at a regional level.

11.6. Data banks and necessary statistics base to support the EFSA and FDA export compliance process at different levels as per new BioT requirements.

11.7. Develop the Food Industrial Information Data Base: Conduct a complete Industrial Survey, covering all the 12 sectors of the food industry. Create databank for the surveyed industries and related services. Develop indices related to competitive factors for evaluation and direction of policies (Balanced Score Card).

## **Objective 12 -- Developing Health, Rural, Social And Environmental Initiatives And Frame work Laws**

Our Syndicate had always relied on the continuous coordination with the Public and Private institutions in order for a continuous integrated Public effort leading to a socio economic frame work of action. The SLFI aims to better integrate the Lebanese Food Industries sector with the Social, Health and Environmental priorities in Lebanon.

### **Highlights for Objective 12**

- 12.1. Developing a Lebanese Common Agricultural Policy, CAP (including a rural development code) is at the base of the SLFI concerns.
- 12.2. Coordinated development activities with those enhancing awareness of social and economic public objectives should address Market driven Terms of Reference TOR.
- 12.3. Projects leading to the enhancing healthy SLFI initiative will be developed and expanded on with Lebanese National Council for Scientific Research CNRS.
- 12.4. Special Human Resources development projects and other related social programs are under review for the South with UNDP.
- 12.5. An integrated agricultural initiative is being prepared with the CNRS.
- 12.6. Addressing Eco-efficiency and LCPS (Lebanese Center for Policy Studies) initiatives.

## **Objective 13 -- Reinforcing Linkages Between Agriculture And Industry**

The Food Industry is considered as a national fore-runner to adjust to the trends of international economy in the light of trade liberalization which implies to establish productive linkages between the sector of agriculture and industry through agro-business development. Our Syndicate is convinced in the necessity of linking Agriculture to Food Industries. This is not only aiming to providing ways to sell the Lebanese excessive Agriculture production, in as much as it is to provide vertical complementary between the needs of our Industry and its Agricultural raw material supplies.

### **Highlights for Objective 13**

- 13.1. Addressing ESCWA's form bill research and introducing an integrated mechanization initiative.
- 13.2. Concentrate on infrastructural initiatives to decrease costs and stream line production based on market needs and defining agricultural competitive advantages.
- 13.3. Linking Agriculture production to Food Industries by facilitating vertical linkages between the needs of our industry and its agricultural raw material supplies.
- 13.4. Increased allocations to business support initiatives leading to better management system of tasks coordinating linkages by agricultural varieties.
- 13.5. Ensure basic commitment from MoI, MoA to facilitate cooperation with the relevant administration for agricultural development (LIBNOR/IRI,LARI).
- 13.6. Structure reporting to Syndicate's Steering Committee and sponsors, and to final beneficiaries (target groups) in a systematic way along sequences of program cycle.

## **Objective 14 -- Representing The Agro-Industries**

The Agro-Food Industries are in all respects an Industry complementary to the situation and needs of Local and Regional Agriculture economies. So the representation effort for developing this sector is one of our Syndicate concerns through collaboration with economical and social committees and institutes and private syndicates and representative committees.

### **Highlights for Objective 14**

- 14.1. The Agro food industries and related agricultural activities should compliment trading and productive activities at all levels. Agro stakeholders, should play an active role in chambers of commerce.
- 14.2. It is of importance to develop this sector at all levels allowing the agriculturists and Agro-industries join the channels of commerce.
- 14.3. Dessiminating modern concepts for representative team work for industrial and agricultural enterprises.
- 14.4. Expanding the base of the member of the Syndicate of Lebanese Food Industries and initiating their participation in a collaborative effort.
- 14.5. Crystallizing the complementary aspects of our Syndicate and the Association of Lebanese Industrialists.
- 14.6. Striving to establish a federation of Syndications for the active associations in the Agro economies.
- 14.7. Initiating the work with the union of Chambers of Commerce, Industry and Agriculture and studying dedicated agricultural offices in rural areas.

## **Objective 15 -- Sectorial Restructuring**

The continuous Globalization will put our Agro-Food Industries and the productive sectors at large with a new outlook vis-a-vis international realities necessitating the development of a clear restructuring of our enterprises. Objectives could be outlined:

### **Highlights for Objective 15**

- 15.1. In the Enterprise: Transfer from the concept of a family workshop into the reality of Modern Industrial Organization.
- 15.2. In the Sector: Transfer from a trading enterprise into a completely integrated value added industrial organization.
- 15.3. In Agriculture: Transfer from seeking ways to processing agricultural production into Agro-Industrial integration.
- 15.4. In services: Transfer from individual / entrepreneurial brokerage into sectorial association and brokerage initiatives.
- 15.5. In industry: Transfer from traditional industry into value added agri-food industries.
- 15.6. Public sector: Transfer from the concept of economic control into public sector facilitation of economic development.

The SLFI is looking for the implementation of the above points with the cooperation of all concerned parties as well as the private and public sector.

## **VII. Resources Requirements**

Many people think that Strategy is a process of linking Resources & Capabilities with Opportunities. However, our Syndicate is willing Strategic Purposes & Intentions entirely out of proportion to its Resources & Capabilities. But it sustains a Strategic Intent of developing the Agro-Food Industry as a step towards forwarding the Lebanese Economy. This proposed Three-Year Plan is what we must do in the next three years to get closer to our Strategic Intent.

The Food and Beverage Industries Syndicate has a low Organizational and Financial capacity in relation to the scope of Strategic issues to be tackled.

The FBI Syndicate has a Strategic Outline but not the adequate capacities for implementation. In order to improve SLFI Performance and Services, it is very important to support our Syndicate through providing essential Financial Resources.

## Acknowledgement

We seize this opportunity to thank all our partners:

ALI, ASSOCIATION OF LEBANESE INDUSTRIALISTS  
DÉLÉGATION DE LA-COMMISSION EUROPEENNE EN RÉPUBLIQUE LIBANAISE  
ELCIM, EURO-LEBANESE CENTER FOR INDUSTRIAL MODERNIZATION  
ESCWA, UNITED NATIONS ECONOMIC AND SOCIAL COMMISSION FOR WESTERN ASIA  
FCCIA, FEDERATION OF CHAMBERS OF COMMERCE, INDUSTRY AND AGRICULTURE  
FSAB, FEDERATION OF SYNDICATES OF AGRI-BUSINESS  
IDAL, INVESTMENTS DEVELOPMENT AUTHORITY OF LEBANON  
IRI, INDUSTRIAL RESEARCH INSTITUTE  
JETRO, JAPAN EXTERNAL TRADE ORGANIZATION  
LAFST, LEBANESE ASSOCIATION FOR FOOD SCIENTISTS AND TECHNOLOGISTS  
LAMA, LEBANESE ASSOCIATION FOR MARKETING AND ADVERTISING  
LIBNOR, LEBANESE STANDARDS INSTITUTION  
LSHC, LEBANESE SYRIAN HIGHER COUNCIL  
MOA, MINISTRY OF AGRICULTURE  
MOE, MINISTRY OF ECONOMY AND TRADE  
MOH, MINISTRY OF PUBLIC HEALTH  
MOI, MINISTRY OF INDUSTRY  
MINISTRY OF NATIONAL EDUCATION  
NATIONAL COUNCIL FOR SCIENTIFIC RESEARCH  
SLGP, SYNDICATE OF LEBANESE GRAPHIC DESIGNERS AND PAINTERS  
SLP, SYNDICATE OF LEBANESE PACKAGERS  
SRI, STANFORD RESEARCH INSTITUTE  
UNIDO, UNITED NATIONS FOR INDUSTRIAL DEVELOPMENT ORGANIZATION  
USAID, UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

For their continual support and cooperation in various aspects. Thanks to all our local team who worked on drafting this document.

**ANNEXE: Gantt Chart for the Implementation of the SLFI 15 Objectives**

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Activities	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Schedule	Objective 1 : Development Of Human Resources In Food Processing And Related Sectors											
1.1. Reviewing market requirements and human resources availability at the sectorial level of employment focusing on the technical and scientific human resources requirements and creating different initiatives in this domain.												
1.2. Expanding on the workshops, seminars, educational sessions, and joint long term projects with local and foreign specialized institutions.												
1.3. Following up on agreements to build technical and vocational schools for food processing in collaboration with Lebanese, EU, and ESCWA and other NGO's.												
1.4. Establishing a national long term plan tapping on the capabilities of local universities: (LAU, AUB, USJ, ECT...) to link job markets requirements to SLFI needs.												
1.5. Expand on E.U., USAID, and WTO initiative with Arabic funds, IB, W.B.G. support.												

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 2: Establishing A Fundamental Quality Culture													
2.1. Develop quality concepts and establish more comprehensive concepts with a complete strategic plan for quality related to infrastructural and fundamental requirements.													
2.2. Linking several / sub initiatives and integrating same in to a comprehensive national plan. While creation modular regional initiatives to complement the growth of sectorial components.													
2.3. Sectorial and sub sectorial specific quality training to be launched.													
2.4. Alliances with relevant national associations and stake holders such as the Industry Institute, Fanar labs, and local universities to be launched.													
2.5. Alliance with regional, EU, US, and other Quality NGO's to be established.													

Activities	Schedule										06Q2
	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1
Objective 3: Coordinating Marco Economic Initiatives: GAFTA, EUROMED, US (Free Zones) and WTO											
3.1. Develop SLFI economic unit to coordinate SLFI initiatives at the Regional, Arab, and International levels.											
3.2. Sub regional coordination: Defining T.O.R. for a focused Syrian and Levent FTA initiative, to better supply our requirements of produce and necessary inputs.											
3.3. Follow- up on the EU accession programs, exchange treaty is an achievement to be explored and better focused on.											
3.4. Concluding the different initiatives that will stream line the flow of goods and laying the financial and commercial infrastructure of the GAFTA accords.											
3.5. A proposed US free zone, and WTO negotiations will encourage private sector participation in the region are to be monitored and followed up on.											

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
	Objective 4: Expanding The Marketing Culture And Organizing Lebanese Initiatives Globally												
	4.1. Review infrastructural trade agreements and explore ratification of related protocols.												
	4.2. Developing Agro- Food / SME tailored initiatives at the sectorial level.												
	4.3. Organize the different initiatives through the establishment of the SLFI export club and coordinate opportunities to help SME's participation in regional and international export projects, seminars and exhibitions.												
	4.4. Help establish sectorial marketing, advertising and promotional policies, and programs.												
	4.5. Facilitate subcontracting, franchising, joint ventures, and alliances with regional and international companies and / or trading, marketing, distribution, and retailing houses.												
	4.6. Establish funding and long term facilities for infrastructural regional marketing and distribution initiatives.												

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 5: Linking SLFI Companies With Regional and International Food Service and Catering Companies													
5.1. Orient SLFI companies to the basic needs of this sector through Syndicated research, workshops, and market studies.													
5.2. Establishing a data base for Regional and International food service operators that are interested in SLFI companies / products.													
5.3. Facilitating linkages between major food service outlets, including fast food chains, and major catering chains and producer groups.													
5.4. Institutional driven, catering defined, market requirements should be well referenced for local as well as international requirements.													
5.5. Developing appropriate linkages to industrial kitchens (including appropriate new packaging) and update SLFI service as required.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 6: Developing PDO, AOC, Lebanese Terroir, and Mediterranean Related Trade Marks and Brands													
6.1. Again the Ministry of Industry and Trade has been our main partner in concluding policy issues.													
6.2. Industrial and new products property rights laws are under development.													
6.3. Appellation control, and "l'Institut National d'Appellation d'Origine" and related agriculture policy issues have been under review for the last 3 years.													
6.4. Special IPO agreements (trips) should be concluded if a WTO initiative is to be ratified.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 7: Reinforcing New Product Development Concepts and Culture													
7.1. Exploring Novel, new Technology and Biotechnology venues and developing infrastructural initiatives to modernize R + D.													
7.2. "Development of a coordinated scientific effort" that concentrates on the needs of our consumers globally.													
7.3. Developing an effective research partnership among universities, government research institution, and Agro- Industry companies.													
7.4. Developing R&D initiatives for Lebanese producers in areas related to organoleptic tasting, food safety, minimal processing, organic and natural ingredients.													
7.5. Developing alliances between local and international product development and research associations.													
7.6. Support local public and private laboratories efforts to develop qualitative and quantitative initiatives in this regards.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
		Objective 8: Restructuring Lebanese Food Laws Towards Current Global Concerns											
8.1. Monitor EFSA, FDA (Biot), WTO- WHO (Codex) and FAO Initiatives and coordinate local and regional initiatives.													
8.2. Monitor local, regional and international consumer groups perceptions and initiatives towards health and food safety issues. Communication with consumer protection agencies should be encouraged.													
8.3. Support LFSA creation and coordinate FSC and FSP objectives as per UNIDO's objectives.													
8.4. Coordinate initiatives on the adaptation and modernization of Lebanese Food Laws and Standards as per current requirements.													
8.5. Establishing the "Consumer Food Safety Statistics Index" to be published quarterly as per international standards and laws.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 9: Defining Food Standards And Norms Policy Guidelines													
9.1. Follow- up on ELCIM's recommendations in regards to LIBNOR capacity building.													
9.2. LIBNOR 1967 law should reviewed to address current needs.													
9.3. LIBNOR should address Arab, CODEX, FDA and EU specifications by creating national committees.													
9.4. Establishing the scientific and technical committee within libnor as basis to resolve disputes and reassure industrialists.													
9.5. Creating a partnership with the private sector, subcontracting services will speed creating new horizontal specifications.													
9.6. Initiation of new specs should be made much easier at the agency, factory and the private sector level. Facilities for adopting national standards quickly will help exports.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
		Objective 10: Integrated Financial Development Plan											
10.1. Our sector has specific long term agricultural development requirements, and the industry cannot function without providing medium term, agricultural, seasonal, investment related, and long term financial resources.													
10.2. Commercial banks need to develop investment banking initiatives, facilitate Arab export guarantee programs, provide long term investment requirements. Arab Islamic and International venture capital funding should be facilitated.													
10.3. Corporate governance policy issues and the central banks' responsibilities in the funding process should be well monitored by the private sector at large.													
10.4. Joint venture between local and regional compatible industries is crucial, providing the updated financial infrastructure is required.													
10.5. Regional as well as international partenariat programs should be established at a rapid pace to circumvent conflicting projects/initiatives.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 11: Establishing Knowledge And Information Based On Agro Industrial Initiatives													
11.1. Traceability in agriculture is a must, and developing an agricultural data base is a prerequisite to efficient selling and exporting.													
11.2. Industrial investments are predicated on knowledge of characteristics of Lebanese business; identification of benchmarks (production, consumption, demographic, and stocks statistics) for Lebanese products, services, and households.													
11.3. Establish national industrial information network with capable national focal points at sectorial bases.													
11.4. Establish an information system among subsectorial institutions providing governance- related information.													
11.5. Establish a ECR information network linking Agro- Industrial and Retail Industries to better supply the consumer at a regional level.													
11.6. Data banks and necessary statistic base to support the EFSA and FDA export compliance process at different levels as per new Biot requirements.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 12: Developing Health Rural, Social And Environmental Initiatives And Laws													
12.1. Developing a Lebanese CAP (including a rural development code) is at the base of the SLFI concerns.													
12.2. Coordinated development activities with those enhancing awareness of social and economic public objectives should address market driven TOR.													
12.3. Projects leading to the enhancing healthy SLFI initiative will be developed and expanded on with LNCSaR.													
12.4. Special human resource development projects and other related social programs are under review for the South with UNDP.													
12.5. An integrated agricultural initiative is being prepared with the CNRS.													
12.6. Addressing Eco- efficiency and LCPC initiatives.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 13: Reinforcing Linkages Between Agriculture And Industry													
13.1. Addressing ESCWA's form bill research and introducing an integrated mechanization initiative.													
13.2. Concentrate on infrastructural initiatives to decrease costs and stream line production based on market needs and defining agr. competitive advantages.													
13.3. Linking agriculture production to food industries by facilitating vertical linkages between the needs of our industry and its agricultural raw material supplies.													
13.4. Increased allocations to business support initiatives leading to better management system of tasks co-ordinating linkages by agricultural varieties.													
13.5. Ensure Basic commitment from Mol (MoA) to facilitate cooperation with the relevant administration for agr. development (LIBNOR/IRI,LARI).													
13.6. Structure reporting to Syndicate's Steering Committee and sponsors, and to final beneficiaries (target groups) in a systematic way along sequences of programme cycle.													

Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 14: Representing The Agro- Industries													
14.1. The Agro food industries and related agricultural activities should complement trading and productive activities at all levels. Agro stakeholders, should play an active role in chambers of commerce.													
14.2. It is of importance to develop this sector at all levels allowing the agriculturists and Agro- industries join the channels of commerce.													
14.3. Dessimenting modern concepts for representative team work for industrial and agricultural enterprises.													
14.4. Expanding the base of the member of the Syndicate of Lebanese Food Industries and initiating their participation in a collaborative effort.													
14.5. Crystallizing the complementary aspects of our Syndicate and the association of Lebanese industries.													
14.6. Striving to establish a federation of Syndications for the active associations in the Agro economies.													

(Cont'd)

14.7. Initiating the work with the union of chambers of commerce of industry and agriculture and studying dedicated agricultural offices in rural areas.																	
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Activities	Schedule	03Q3	03Q4	04Q1	04Q2	04Q3	04Q4	05Q1	05Q2	05Q3	05Q4	06Q1	06Q2
Objective 15: Sectorial Restructuring													
15.1. In the enterprise: Transfer from the concept of a family workshop into the reality of modern industrial organization.													
15.2. In the sector: Transfer from a trading enterprise into a completely integrated value added industrial organization.													
15.3. In agriculture: Transfer from seeking ways to processing agricultural production into Agro-Industrial integration.													
15.4. In services: Transfer from individual / entrepreneurial brokerage into sectorial association and brokerage initiatives.													
15.5. In industry: Transfer from traditional industry into value added agri food industries.													
15.6. Public sector: Transfer from the concept of economic control into public sector facilitation of economic development.													