
National Strategy for Cultural & Creative Industries (CCI)

2026-2031

Ministry of Culture
Republic of Lebanon

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Table of Content

- **Introduction**
- **CCI Sector: Context and Potential**
- **National Culture & Creative Forum**
- **National Strategy for CCI – Executive Summary**
- **National Strategy for CCI – Sectoral**
 1. Heritage
 2. Edition / Publishing
 3. Public Libraries
 4. Museums
 5. Visual Arts
 6. Performing Arts
 7. Audiovisual
 8. Music
 9. Design
- **Strategy Implementation and Delivery**

Introduction

Lebanon's Cultural and Creative Life: An Enduring Strength

Lebanon's cultural and creative life has long been one of the country's most enduring strengths. Across decades of change and uncertainty, artists, cultural institutions, and creative professionals have sustained a vibrant ecosystem that continues to shape our collective identity and project Lebanon beyond its borders.

In recent years, this ecosystem has demonstrated remarkable resilience. Cultural activity persisted despite economic collapse, institutional strain, and the erosion of public services. Much of this continuity was carried by individuals and organizations who adapted, innovated, and remained committed to creation, transmission, and public engagement under exceptionally difficult circumstances. Their experience, networks, and know-how constitute a foundation to build on. Yet resilience alone cannot ensure sustainability or unlock the sector's full economic and social potential. Moving forward requires a more structured ecosystem, supported by energetic coordination among stakeholders, and shared frameworks that enable collaboration, investment, and long-term impact.

This National Strategy for Cultural and Creative Industries reflects our commitment to assume our role with clarity, determination, and deep sense of responsibility. Its objective is to help establish the conditions that enable cultural and creative actors to operate within a more structured, equitable, and sustainable environment, one that promotes innovation, supports coordination, guides investment, and facilitates collaboration among stakeholders. By attracting both local and international investment, this strategy aims to strengthen the cultural and creative ecosystem so that it can contribute to its full potential to economic recovery, social cohesion, and better positioning of our country in the region and the world..

Ghassan Salamé
Minister of Culture

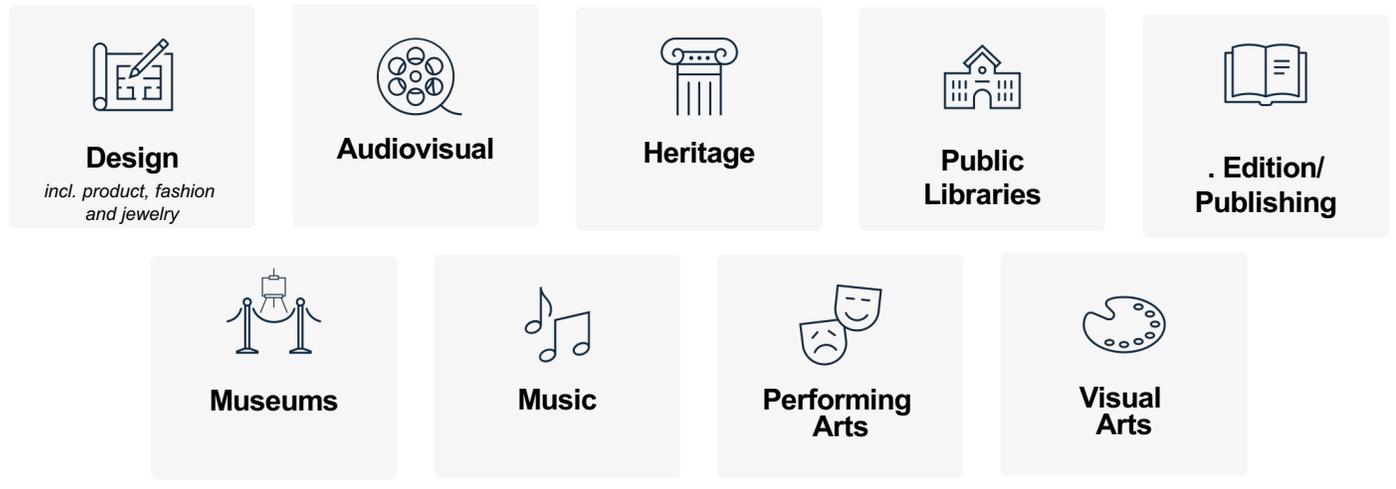
CCI Sector Context & Potential



Understanding the CCI sector and its components

We define CCI as a sector with nine segments, a full value chain, and enabling systems that are currently being reshaped by advancements in technology, increased investment, and demands for more public access.

SECTOR STRUCTURE AND DEFINITION



VALUE CHAIN



ENABLERS

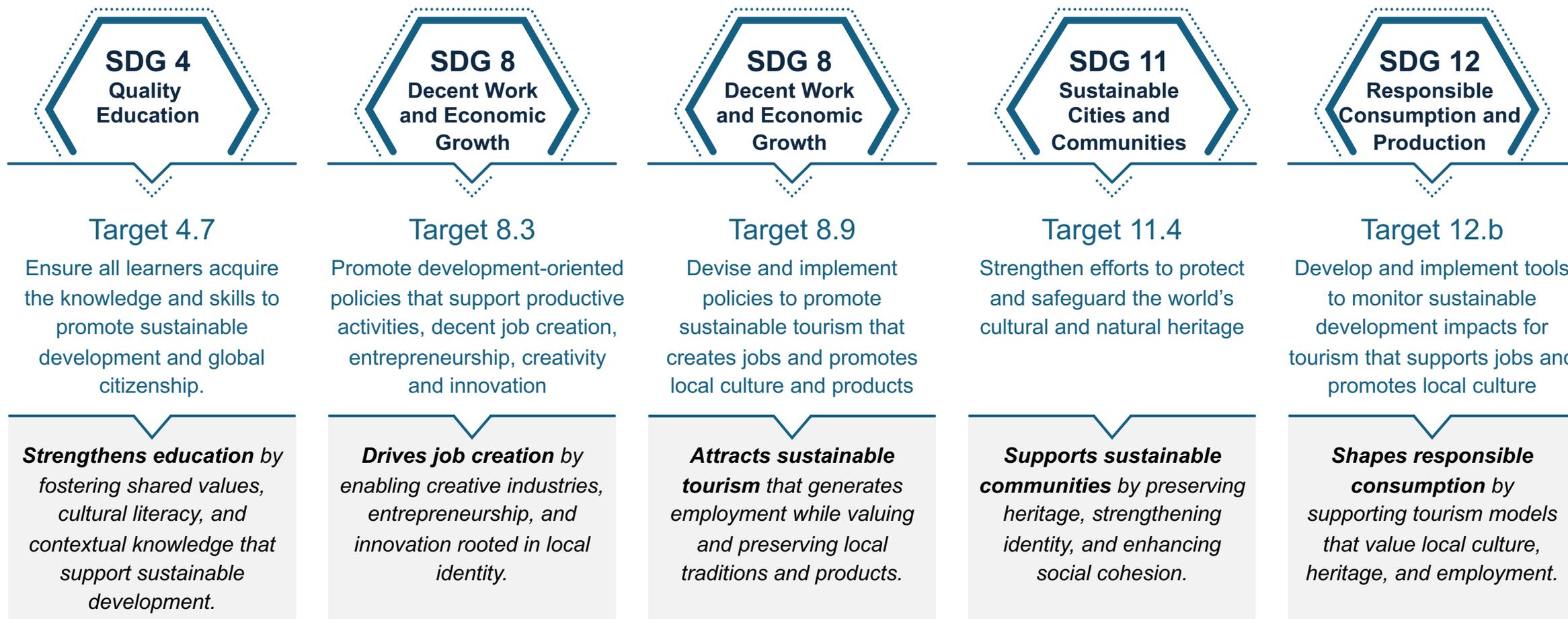


GLOBAL SECTOR TRENDS

- 01 AI-enabled creation and production**
 AI tools are reshaping how content is created, localized, and scaled across formats.
- 02 Digital platforms and IP monetization**
 Streaming and social platforms dominate distribution, making IP mgmt. economically critical.
- 03 Private and impact investment in CCIs**
 Creative sectors increasingly attract venture, impact and blended finance as investments.
- 04 Sustainability and inclusive infrastructure**
 Cultural projects must now meet environmental standards and broaden public access.

CCI and the Sustainable Development Goals

The fact that CCI generate trillions in economic value and millions of jobs by turning its assets into productive capital that grows has prompted recognition that the sector is a key driver for sustainable development.



CCIs offer strategic economic quick wins

CCIs have become strategic economic sectors because they unlock existing assets through interventions that deliver measurable economic and social returns faster and at lower cost than traditional infrastructure.

Building on what exists



Existing heritage & cultural assets

Countries often already possess heritage, stories, talent, and creative communities.



Advantage through differentiation

Culture thrives on uniqueness and authenticity, allowing countries to compete globally by being distinctive.



Strong non-economic co-benefits

Investing in CCI delivers social cohesion, national identity, soft power, and quality of life.

Returns with modest capital



Modest capital relative to impact

Many CCI interventions are policy-light and capital-efficient compared to industry or transport infrastructure.



Fast time-to-impact

Regulatory and coordination fixes can unlock economic activity in a fast manner.



Levers with limited dependencies

Most CCI constraints are fixable domestically without waiting on trade deals or foreign actors.

High multipliers for growth



High multipliers and spillovers

CCIs generate strong spillovers into tourism, hospitality, urban regeneration, services, and exports.



Employment in future-proof jobs

Creative industries absorb educated youth into digital, design, and media roles that are harder to automate.



Exportable with low marginal cost

Once created, cultural products can be distributed globally at near-zero marginal costs.

CCI as a global economic contributor

Accounting for more than 3% of global GDP and millions of jobs, CCIs compete with other major industries and can deliver up to 2–6% of national GDP in countries that have treated them as strategic economic sectors.

A Sector of Global Significance

US\$3.4T contribution to global GDP/GVA

➤ **3.4%** contribution to global GDP/GVA

➤ **3.5%** of global employment generated

4% of global GDP is generated by the Agriculture sector.

2.5% of global GDP is generated by the Telecommunications sector.

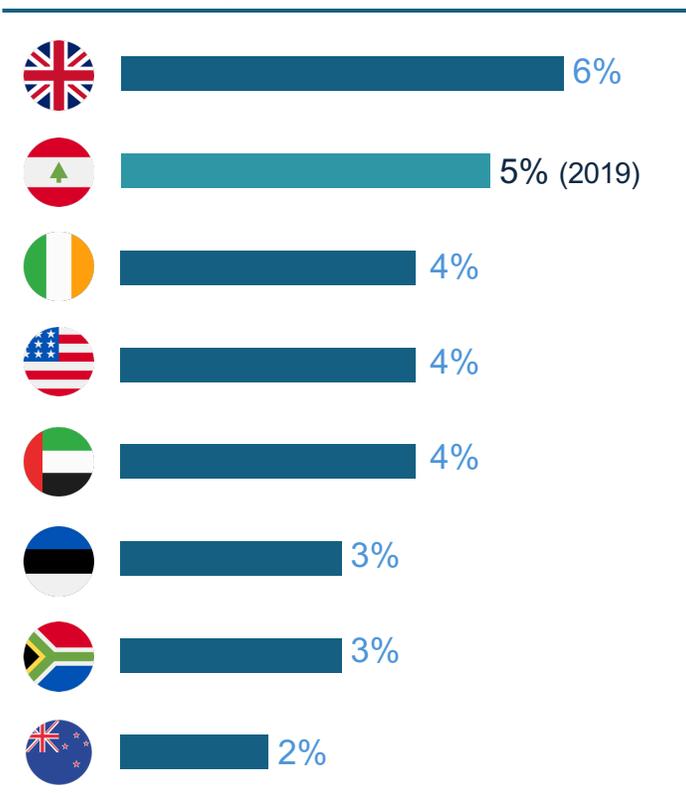
Therefore, the CCI sector contributes to comparable levels of global GDP

	 <u>Constraints</u>	 <u>Strategy</u>	 <u>CCI GDP %</u>
 Estonia	<ul style="list-style-type: none"> Small market, post-Soviet legacy; limited resources 	<ul style="list-style-type: none"> Invested in digital infrastructure, IP reform, e-governance 	➤ ~3%
 Ireland	<ul style="list-style-type: none"> Below avg. CCI share; fragmented support; limited coordination 	<ul style="list-style-type: none"> Clear programs and roadmap established, increased funding. 	➤ ~4%
 UAE	<ul style="list-style-type: none"> Late starter; no historic creative base 	<ul style="list-style-type: none"> Created media zones, cultural districts, and pro-investment policy. 	➤ 4%
 US/UK	<ul style="list-style-type: none"> Mature, competitive economies, high costs 	<ul style="list-style-type: none"> Long-term investment in IP industries, talent and market position 	➤ ~4-6%

Lebanon's historical position at global par

Before the crisis, Lebanon's CCI sector was already performing at the level of leading economies by accounting for 5% of GDP contribution despite operating without a modern policy framework.

CCIs GDP Contribution (% of total GDP,)



What This Means ?

- Prior to the crises, Lebanon was **already a global benchmark for its CCI contribution to GDP.**
- Such **performance was achieved without modern policy frameworks, incentives, or coordinated governance.**
- Its performance **spanned the entire spectrum of the CCI ecosystem**, not just one strong segment like other strategic performers.

The Implication

- Historical performance confirms the sector's capacity to deliver significant economic gains when supported by enabling conditions.

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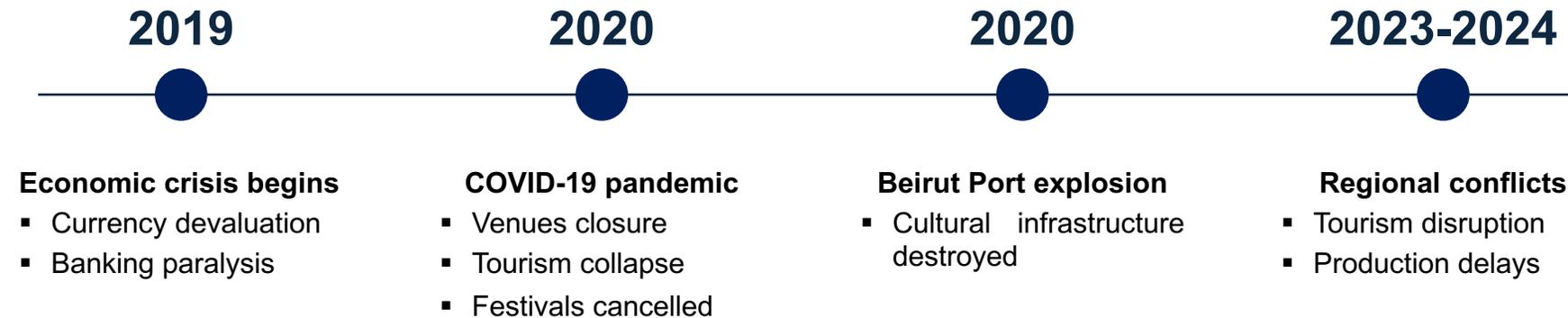
What allowed the CCI sector in Lebanon to endure and what would it take for it to thrive again and maximize its potential?

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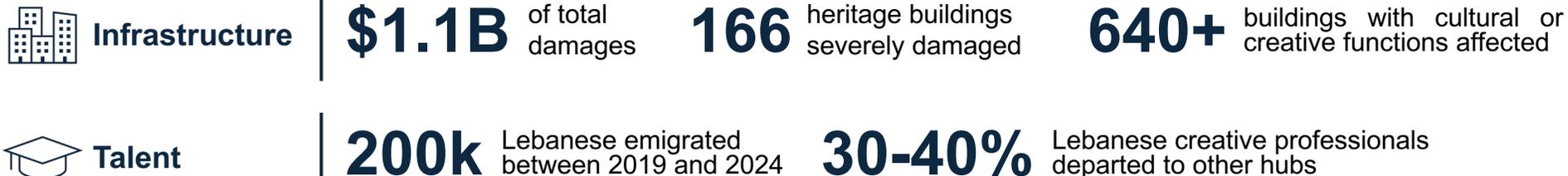
The impact of repetitive crises on the sector

Lebanon's CCI sector has had to face multiple crises and \$1.1B in infrastructure damage proving viability but exposing structural barriers that organic resilience cannot overcome

Key Events Impacting Lebanon's CCI



The Impact on CCI Enablers



The impact of **uncompetitive tax structures, outdated legislation, and lack of financing instruments** is yet to be quantified.

An enduring competitive foundation

Despite years of crisis, Lebanon retains a unique combination of heritage, talent, and global networks that few countries can match, providing the foundations to accelerate the sector's contribution to recovery.

Foundations Keeping Lebanon's CCIs Alive and Competitive

Despite these shocks, the **sector did not collapse**. Institutions continued programming, artists and producers adapted, diaspora networks and private donors sustained projects, and Lebanon's cultural reputation kept attracting audiences at home and abroad.

This **resilience proves there is real demand** and a **solid base of assets** comprised of heritage, talent, diaspora, and industry standing that the **country can now leverage for a much stronger economic contribution**.

Heritage

UNESCO sites, historic cities, crafts, festivals and living traditions that continued to attract audiences and visitors.

Talent

A multilingual, highly skilled creative workforce that pivoted to new formats, platforms and collaborations.

Diaspora

Lebanese abroad funded projects, sustained festivals, and kept demand for Lebanese culture alive,

Industry Reputation

A long-standing regional reputation in music, publishing, design that ensured Lebanese content remained visible and in demand.

Freedom of speech

A space for expression, debate, and artistic freedom that enabled creativity, critical voices, and cultural experimentation to persist despite crises.

These existing levers will enable Lebanon to activate CCIs as a strategic economic quick win.

Lebanon's economic needs for its recovery

Lebanon's recovery depends on sectors that create jobs, bring in foreign currency, and build advantages other countries cannot easily replicate; and our cultural and creative industries uniquely do all three.

The envisioned transition

Lebanon has **laid the path forward** that the country needs to take to **build the economy** the **Lebanese people deserve**. This path includes:



Productivity gains



Export orientation



Investment mobilization

What it looks like in practice

To create this path, Lebanon's economy needs **high-multiplier sectors** that present three key characteristics:



Decent and Sustainable Jobs for the population



Foreign Currency through exports, tourism, and services



Soft-capital advantages that are hard to replicate

The Role of Lebanon's Cultural and Creative Industries

Our cultural and creative industries are one of the many high-multiplier sectors that can enable such outcomes since they:

- Create **decent, future-oriented jobs across the value chain**
- Attract **foreign currency through exports of creative goods**
- Anchor **higher-spend cultural and experiential tourism**.
- Build **soft-power assets that differentiate** the country globally
- Deepen **diaspora and investor confidence**, and are hard for other countries to replicate.
- Stimulate **innovation and spillovers into other productive sectors**

The strategic imperative : activating the opportunity

Lebanon's cultural and creative sector has proven its resilience, but resilience alone is no longer enough; it is important to ensure that the sector acts as a credible engine of economic recovery and sustained growth.

Path #1 Inaction

This path opens the door to:

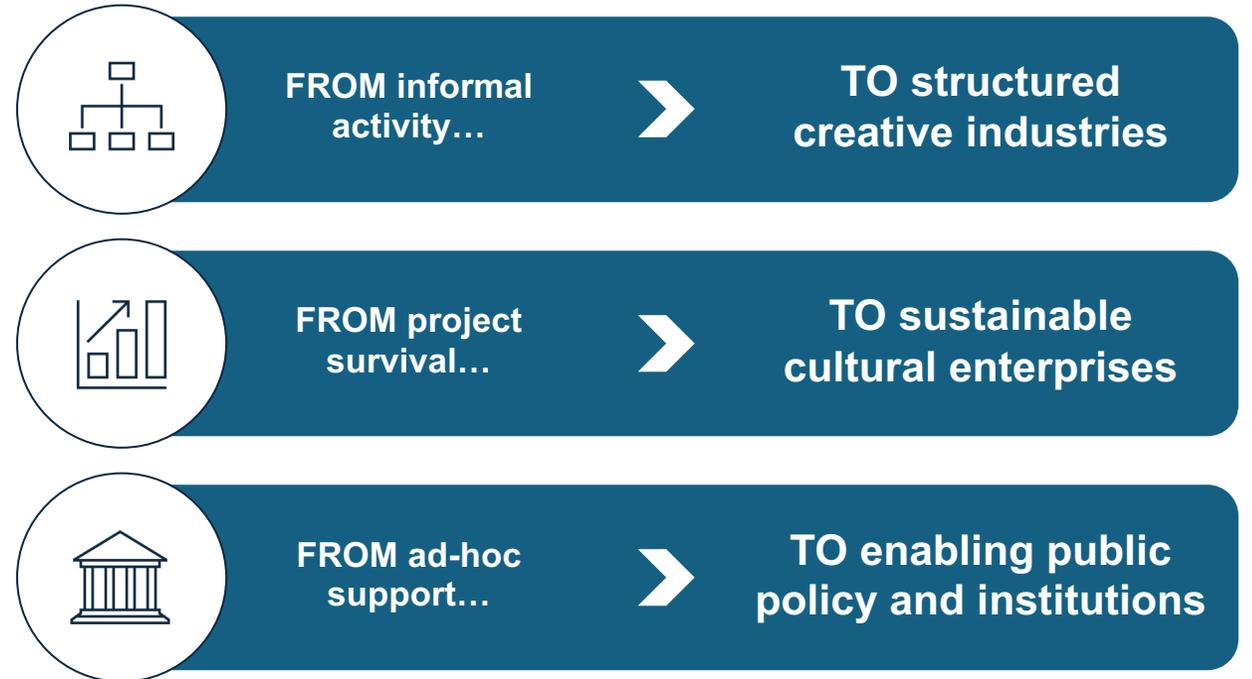
- Continued emigration of creative workers and entrepreneurs
- Lebanese stories, music, and images produced and monetized elsewhere.
- Regional hubs consolidating the Arab cultural market Lebanon once led.

Path #2 Strategic Action

This path requires:

- **Modernizing laws**, governance, and tax treatment.
- **Investing selectively** in cultural infrastructure and digital capabilities.
- **Supporting talent retention**, formalization and growth.
- **Capturing global trends.**

What Strategic Action Enables



*We have decided to take **strategic action** and treat CCI as part of **Lebanon's economic recovery vehicle**, not an afterthought.*

*Without intervention, this value will continue to be captured unevenly and informally. For this reason, we **convened a National Forum for CCI***

National Culture & Creative Forum



National Forum : a vision built from the ground up

A reality-based strategy shaped by sector practitioners to align collective ambition with Lebanon's institutional and fiscal constraints

Why this approach

Previous studies provided valuable baselines but change of conditions required a reality-based reassessment. Direct input from practitioners, institutions, and stakeholders across cultural sub-sectors helped ensure that priorities reflect current needs, capacities, and constraints, and that proposed directions are realistic and implementable.

Why structure matters

While the sector has shown remarkable resilience, resilience alone cannot overcome persistent structural barriers, including fragmented governance, outdated frameworks, limited and uneven infrastructure, precarious funding, and weak coordination among public, private, and civil society actors.

What this enables

A clear public framework that strengthens coordination, guides investment, and supports culture to progressively contribute to its full potential to economic recovery and social cohesion.

This strategy provides a realistic public framework, not a promise of instant results.

It acknowledges fiscal & economic constraints, institutional fragmentation, and the need for phased and selective implementation. Its purpose is not to replace existing energies, but to structure, enable, and amplify them, allowing culture to function as a productive sector alongside tourism, industry, and digital services.

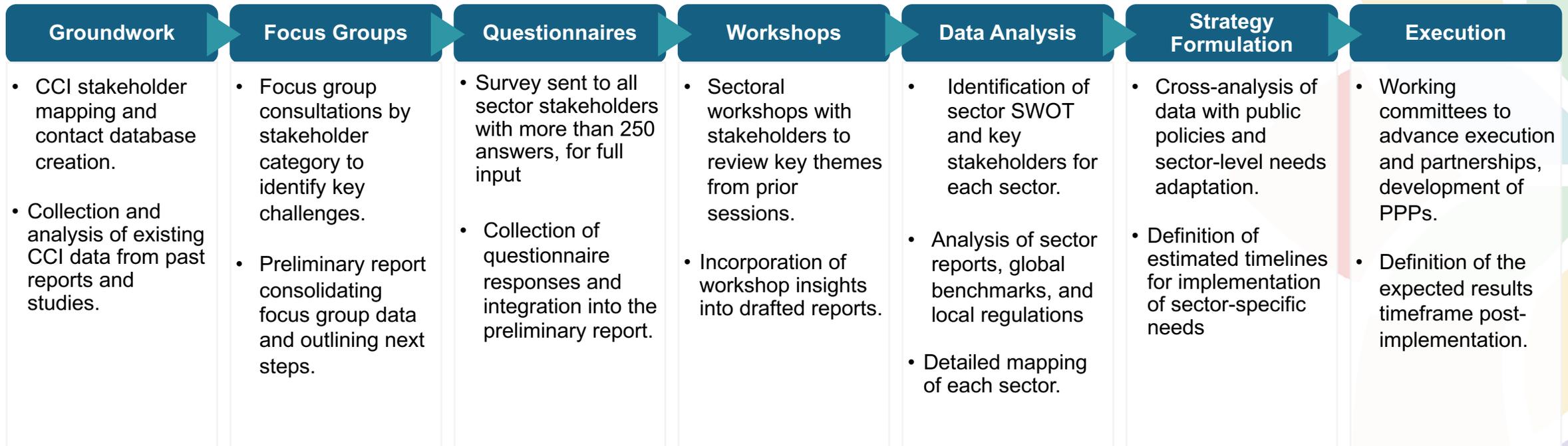
Objectives of the National Forum

The aim is to translate sector realities into actionable strategic and public policy priorities through structured dialogue and evidence gathering.

- 1. Update the evidence base of the cultural sector**
 - Reassess existing data and past studies following **recent crises** to **reflect current realities**, capacities, and losses, rather than pre-crisis assumptions.
- 2. Capture on-the-ground realities across all segments**
 - Document** challenges, opportunities, and existing practices **directly from practitioners, institutions, and regional actors** across heritage, visual arts, performing arts, music, cinema, **design**, museums, libraries and publishing.
- 3. Identify shared priorities and cross-cutting bottlenecks**
 - Move beyond sector silos to surface common issues related to governance, regulation, funding, talent, infrastructure, and access.
- 4. Test feasibility and clarify the role of the Ministry**
 - Translate broad recommendations into resource-aware priorities, distinguishing between what the Ministry can lead, enable, or cannot directly deliver.
- 5. Build alignment around a phased strategy**
 - Ensure realistic sequencing, avoid over-commitment, and align actions with fiscal and institutional constraints through convergence among public, private, civil society, and academic actors.
- 6. Lay the groundwork for a national cultural policy**
 - Establish a shared vision that supports institutional trust-building, government validation, donor alignment, and long-term sector development.

A structured consultative process

We followed a consultative process to listen, analyse, test, and consolidate input across the cultural ecosystem



Listening to the sector

We received broad and comprehensive engagement from cultural actors across all regions of Lebanon

Consulted sectors



Overview of Workshops

- 20+ Workshops, across 9 different sectors**
 Hosted at the National Library – Sanayeh (for the workshops) and on-site for some focus-groups.
- 31 formally constituted focus groups**
- 40+ expert interviews**
 With all types of stakeholders, such as academics, artists, producers, curators, archaeologists, legal or economic experts, etc.
- 15+ Visits on the Ground**
 Visits across Lebanon: public libraries, archaeological sites, theaters, cinemas, cultural spaces, museums, etc.

Engagement Statistics

85% of participation rate to the National Workshops

~500 professionals involved

Representing a distinct professional or institutional component: museums, galleries, NGOs, artists, universities, and arts & culture media (e.g.; 60 professionals involved in each of visual arts and heritage sector)

70% of response rate to questionnaires

(e.g.; heritage sector: over 58/77 responses, 75% participation rate; visual arts sector: over 60/75 responses, 80% participation rate)

International benchmarks & thought leadership

Learning from global practices to strengthen national choices and adapt them to Lebanon's institutional, economic, and cultural realities.

Research and Institutional Material

10+ studies & policy papers

- Bassel Fuleihan Institute – Economic Impact of Culture (2019)
- CCI Cultural Policy Report (2021)
- LCPS CCI Policy Paper (2024)
- MoC-commissioned studies

30+ official documents

- Laws and decrees
- National strategies
- Sector baselines and inventories
- Databases (e.g heritage sites)

International Benchmarking

10+ countries reviewed



Museums



Sectorial



Opera



Funding



Heritage

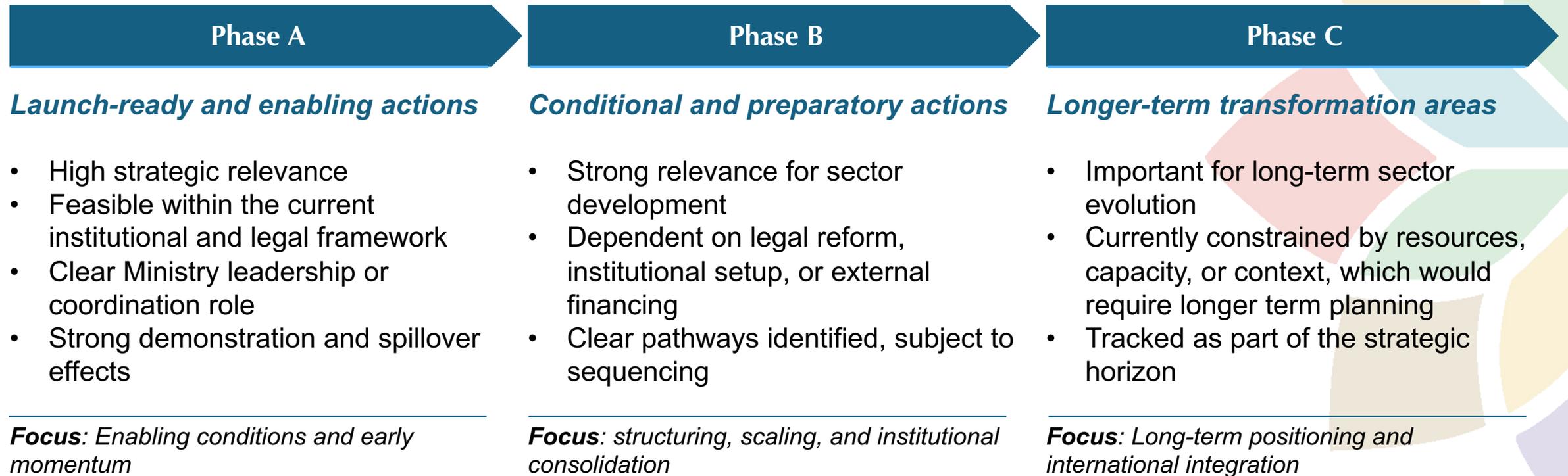


Gov.



Three-phased implementation

A phased and selective approach designed around feasibility and sequencing, not the relative strategic importance of initiatives, rather taking into consideration existing legal, financial or institutional constraints.



Initiatives were identified and discussed with stakeholders based on their strategic relevance, while their placement across phases will be defined based on feasibility, sequencing, and dependencies.

CCI National Strategy Executive Summary

Overview



Vision statement

Our national strategy for cultural and creative industries positions the sector as a driver of economic recovery, social cohesion, and renewed national confidence.

ثقافة حيّة تنطلق من تراث لبنان، يبتكرها الناس، تحمي الذاكرة، وتوحد المجتمع عبر الإبداع والمشاركة، كرافعة للتعافي الاقتصادي

A living cultural ecosystem rooted in Lebanon's heritage, shaped by its people, protecting memory, uniting society through creativity and participation, and serving as a driver of economic recovery.

Ambitions & pillars of intervention

From plan to action, achieving our ambitions through coordinated pillars of intervention.

Ambitions

01

Culture as the custodian of national memory and heritage

Safeguarding, documenting, and transmitting Lebanon's cultural heritage and knowledge across generations through coherent stewardship, education, and risk-aware conservation.

02

Culture as an engine for national cohesion and shared pride

Ensuring equitable access to cultural participation across regions, strengthening dialogue and belonging, and reflecting Lebanon's diversity within a shared national narrative.

03

Culture as an engine of economic growth

Structuring cultural and creative industries to generate sustainable jobs, attract investment, and contribute to national and local economic development.

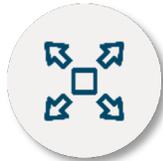
Pillars of intervention



Sector Governance



Regulatory Streamlining



Audience Access



Talent & Workforce



Financial Sustainability



Diaspora Activation



Cultural Diplomacy

Challenges identified on the ground

The sector is constrained by several systemic issues today, spanning across most of its key enablers

Technology



- Limited use of digitalization and AI solution in culture sector
- Fragmented archives and uneven state of conservation

Regulation¹



- Lack of comprehensive vision and coherent cultural public policy,
- Fragmented roles across ministries and institutions
- Outdated legal framework (heritage protection, professional status, intellectual property, theft and looting, etc...)
- Political and religious censorship
- Tax system unsuited to the conditions of the cultural sector
- Heavy administrative burdens and bureaucratic procedures

Funding



- Chronic underfunding with minimal public investment
- Lack of funding diversification and financial resilience
- Limited Public-Private Partnership
- Absence of common incentive schemes and grants across sector
- Limited public support for access to international funding
- Limited incentives for the involvement of diaspora

Human Capital



- Brain drain of artists, producers, professionals and educators mainly among the youth
- Lack of career pathways and legal recognition of professional status
- Under-resourced academic programs that are not adapted to contemporary challenges.
- Limited access to social protection for certain segments

Infrastructure



- Infrastructure decay due to lack of funding (municipal libraries, theaters, museums, heritage sites, venues, etc...)
- Opportunities for cultural spaces (theaters, exhibition spaces, movie theaters, music, cultural NGOs, etc...)
- Regional inequities and limited accessibility to heritage resources and spaces restricting public participation

Key intervention pillars

We've identified key intervention pillars that aim to enhance sector around coordination, regulation, talent, funding, and diaspora engagement

-  **Sector Governance** Strengthen coordination by developing **shared national infrastructure, data systems, archives and standards** that support preservation and research, while fostering **cooperation** among public institutions, civil society and cultural actors to **enable informed decision-making across all sectors** 01
-  **Regulatory Streamlining** **Reduce administrative and procedural barriers** by simplifying permits, taxation, customs, and guidelines, and by modernizing and adjusting cultural laws and regulations to today's world standards and needs 02
-  **Audience Access** **Expand access** to culture beyond **Beirut** through national programming, regional circuits, **revitalized heritage and cultural sites**, and inclusive participation models that encourage cultural engagement across all regions 03
-  **Talent & Workforce** **Professionalize** the cultural workforce by strengthening talent pipelines, career pathways, fair practice standards, professional representation, and social and legal protections 04
-  **Financial Sustainability** **Support funding mobilization** by expanding private-sector participation (concessions, PPP, rentals, IP licensing) and **encouraging financial sustainability** through improved business models, operations, legal frameworks, and financing. 05
-  **Diaspora Activation** **Leverage diaspora networks** to increase international visibility, circulation, skills transfer, and export opportunities for Lebanese cultural production 06
-  **Cultural Diplomacy** **Strengthen cultural diplomacy** by leveraging culture as a tool for international engagement, soft power, and sustained global partnerships 07

Overview of initiatives themes per sector (1/2)

We've identified themes of initiatives across cultural sub-sectors, some of which have launched already



Design

Facilitate **formal structuring of industry representation across all of its sub-segments (e.g., product, fashion, and jewelry)** to improve legal status, streamline administrative processes, and support official recognition and requests



Heritage

Draft **new heritage law**, establish **special heritage protection zones**, strengthen safeguarding of both tangible and intangible UNESCO-listed heritage, integrate heritage in reconstruction policies and **define sustainable operating models for archeological sites**



Public Libraries

Renovate, fund and **bring up to standards the public library network across the country**, alongside rehabilitation and cultural reactivation of National Library and its collections.



Publishing / Edition

Sign memorandum of understanding among publishers to **relaunch and internationalize a unified Salon du Livre**, and upgrade ISBN and legal deposit databases to international standards, reinforce IP protection and promote online information exchange



Museums

Re-establish and activate Museum Authority as a dedicated institution to support fundraising, regulation, and sector-wide coordination

Overview of initiatives themes per sector (2/2)

We've identified themes of initiatives across cultural sub-sectors, some of which have launched already



Music

Strengthen **collection of intellectual property rights and royalties**, review and certify conservatory diplomas, and reinstate nationwide Fête de la Musique to support emerging talent



Performing Arts

Unify the sector formal representation entities, encourage and renew educational material to broaden audience access and address shortage of technicians, review **copyright laws** to foster creativity and freedom of expression, **advocate for removal of taxation on non-commercial performances** to support artistic creation and public access



Visual Arts

Advance international commitments on cultural diversity, facilitate logistics and customs procedures, adjust the intellectual property framework, recognize the professional status of independent cultural workers and artists, facilitate the availability of vacant spaces for cultural institutions and **encourage artist residencies** in collaboration with the private sector



Audiovisual

Reopen the National Cinémathèque and digitize and renovate its archives, establish an **in-kind support fund for Lebanese cinema**, promote international collaborations, and set up a **one-stop shop** to streamline production processes



Cross-sectoral Initiatives

Establish a Cultural incubator program through select partners to help organizations improve their operations and finances
Review and adjust governance and processes to enable **coordinated national representation** at the international level
Promote nationwide access to culture through a **cultural calendar**, offering regular, free public events (Nuit des Musées, etc.)
Develop and monitor a **Cultural and Creative Index** for Lebanon, to support and promote the sector's development

Turning CCI activity into structured socio-economical value

Transforming informal creative resilience into structured, productive, and export-ready value, supported by a national CCI index, would help highlight the sector's contribution to the country's economic recovery.

Example

Illustrative dimensions that could be tracked

Employment & Economic Activity

- Number of jobs supported directly and indirectly by CCIs
- Growth in registered CCI enterprises and professionals
- Revenue diversification and financial sustainability of CCI institutions

Cross-sector Spillovers

- Cultural events integrated into national and regional tourism calendars
- Visitor attendance linked to cultural programming and heritage sites
- Increased use of cultural venues and public spaces in cities and regions

Investment & Market Activation

- Private sector participation in cultural projects (PPP, concessions, rentals)
- Volume of sponsorships and co-financing mobilized

Urban & Regional Impact

- Cultural initiatives implemented outside Beirut
- Reactivation of heritage sites, libraries, museums, and local venues
- Partnerships with municipalities and local actors

Why would a Lebanese CCI Index be helpful ?

An index would help cultural policy move from anecdotal evidence to decision-ready data to:

- **Guide prioritization:** identify which sub-sectors, territories, and instruments generate the highest impact.
- **Strengthen credibility:** provide stakeholders with a transparent, comparable evidence base.
- **Track progress over time:** measure objectives, progress and adjust goals if needed

Sectoral



CCI National Strategy Sectoral Overview

Heritage



Heritage

Key identified challenges



Outdated and Incomplete Protection Framework

Heritage protection **laws and procedures remain incomplete** especially for urban areas, landscapes, modern and intangible components, and **heritage is not yet systematically integrated** into planning and permitting decisions **01**



Fragmented Governance and Limited Coordination

Heritage responsibilities are spread across **several national bodies**, municipalities and other actors, which makes coordination, emergency response and joint decision-making more **complex** **02**



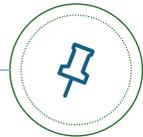
Lack of Assets Protection and Conservation

National tangible and intangible heritage **assets lack proper conservation and protection** leading to their degradation/ loss **03**



Limited Economic Activation and Market Integration of Heritage Assets

Heritage sites are mostly **treated as protected liabilities rather than productive assets** (insufficient development of visitor services, adaptive reuse models, heritage-linked products, & revenue-generating experiences) **04**



Limited Community Engagement and Inclusive Heritage Narratives

Heritage accessibility remains **concentrated around elite or centralized narratives**, with **insufficient integration of local communities, youth, persons with disabilities and underrepresented regions** in stewardship, storytelling, and value creation **05**



Skills Gaps and Erosion of Traditional Know-how

Training for heritage professionals and craftspeople is largely **theoretical**, with limited practical components and **weakly structured career paths** **06**

Heritage

Identified initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Create and maintain a national inventory of tangible, intangible properties, cultural landscapes and modern heritage assets to support documentation, evidence-based protection, prioritization, and development across regions

Modify the existing **legal framework** to strengthen the protection of cultural tangible and intangible heritage and **align** with **international standards** and conventions

Designate Special Heritage Protection Zones with clear management rules and expand protection beyond sites to include historic urban fabrics, modern and rural heritage and cultural landscapes

Integrate heritage in reconstruction policies and develop emergency response plans to management of disasters and climate change

Activate the Directorates of Antiquities and Heritage, Archaeological Excavations, Movable Heritage, and Intangible Heritage.

Introduce a national framework for integrating heritage management into municipal planning and permitting

Culture as an Engine for National Cohesion and Shared Pride

Adopt a yearly national heritage events calendar that coordinates open days and flagship heritage initiatives and events

Strengthen heritage education through hands-on training and integration of contemporary disciplinary approaches and embed heritage at the core of architectural education

Adopt fast-track procedures and standard contracts for construction works with potential heritage impact

Develop and publish the archaeological review BAAL online to broaden its reach, enhance academic exchange, and provide open access to current research and discoveries in the field.

Work with UNESCO to nominate and recognize eligible Lebanese tangible and intangible heritage elements

Develop inclusive national heritage narratives that reflect Lebanon's plural identities

Culture as an Engine of Economic Growth

Activate and operationalize the Special Fund for Archaeology, Heritage and Historic Buildings

Introduce legal incentives to stimulate private investment in the heritage sector and encourage preservation and restoration of heritage buildings

License imagery and artefacts of national collections and symbols for fashion, crafts and souvenir products collaborating with private vendors for merchandizing and branding

Establish an Authentic Lebanese Craft certification (with the Ministry of Social Affairs) and heritage professions framework combining accreditation standards with structured internships

Enable controlled development of heritage sites by improving management plans and adding revenue-generating uses such as cafés, bookshops and cultural venues.

Develop heritage and craft routes with the Ministry of Tourism, offer immersive digitally enhanced experience and market them for tour sales and corporate sponsorship

CCI National Strategy Sectoral Overview

Publishing



Publishing

Identified key challenges



Weak Legal Status and Protection for Authors and Publishers

Weak IP protection and copyright enforcement, informal contracts, and lack of professional status reduce income security and discourage investment in writing and publishing

01



Decline of Publishing Ecosystem and Reading Market

Reduced readership under the combined pressure of digital disruption, rising production costs, as well as structural, technological and cultural shifts

02



Fragile Economics of Publishing and Reading Access

Minimal public support is compounded by high import costs, banking and cash constraints, and disrupted book export channels, undermining viability

03



Inadequate performance infrastructure and Skills Gaps

Training for publishing professionals and administrators remains weak, with few structured career pathways, and the publishing sector continues to lack modern management practices and professional standards.

04



Fragmented coordination and governance across the publishing sector

Publishers, distributors, libraries, and other cultural institutions often operate in silos, pursuing short-term or competing interests rather than shared strategies, which slows innovation and undermines the sector's overall resilience.

05

Publishing

Identified initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Establish a national “Lebanon Writers Archive” with rights-based digitization of manuscripts, recordings, and out-of-print books

Revive the “Beirut Book Fair” by bringing together key partners under a sustainable annual format that attracts both regional and international participation.

Refresh the national bibliography by unifying ISBN records, authors, publishers, and editions in one public database

Link schools and writers through volunteer author visits and curated reading lists aligned with curricula

Culture as an Engine for National Cohesion and Shared Pride

Encourage the establishment of coordination mechanisms to strengthen the international representation of Lebanese literature and publishing.

Promote Lebanese edition and support Lebanese publishers' participation in regional and international book fairs

Liaise with General Security to reduce arbitrary decision-making on censorship

Match emerging writers with editors through mentorship programs

Enable micro-residencies through free workspace partnerships with universities and cafés for writers to draft new work

Facilitate an Arabic–French–English translation exchange through peer networks, quality standards, and mentorship rosters

Culture as an Engine of Economic Growth

Reinforce existing legislation concerning IP rights and copyrights and improve enforcement to prevent pirated editions

Promote the creation of an online information exchange dedicated to the distribution and sharing of professionally edited Lebanese content

Promote specialized training, both administrative and technical, through cooperation with international partners to strengthen competence and skills of edition managers and administrators

Promote export of Lebanese edition through agreements with regional authorities for ease of circulation of Lebanese publications

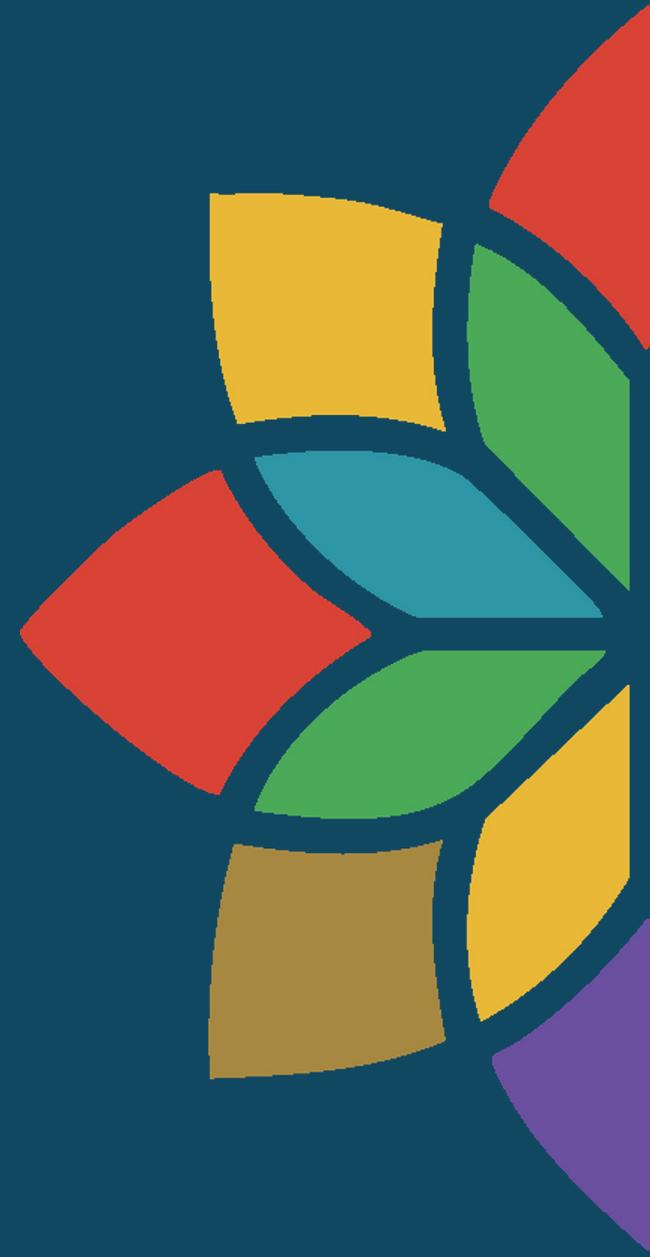
Work with diaspora publishers and distributors to increase the reach of Lebanese works

Partner with an audiobook platform to increase the share of Lebanese audiobooks, funded through revenue share agreements

Introduce tax, VAT, and customs relief on publishing raw materials and book sales

CCI National Strategy Sectoral Overview

Public Libraries



Public Libraries

Identified key challenges



Lack of a Unified Financial Governance Framework

Municipality-based funding without clear policy or oversight results in fragmented governance and disparities in library performance and resources. Each municipal library entirely depends on its municipality for funding.

01



Weakened Ministry Presence and Increased Local Dependency

Prolonged government underfunding diminished the Ministry of Culture's presence, and complicated current reform and governance efforts.

02



No Centralized Data System, Fragmented and Manual Reporting

Lack of centralized monitoring results in incomplete data (visitors' numbers, books quantity, etc.), non-standardized reporting, and paper-based collection methods.

03



Worsened working conditions for library staff

Lack of formal contracts and permanent status, coupled with low compensation for most library workers, weakens motivation and leaves operations reliant on personal commitment.

04



No network effect and synergies between libraries

Limited collaboration between libraries creates a scattered network, driving inequalities, governance gaps, and reduced personnel engagement, even though most of them face the same challenges.

05



Outdated content offered

Limited funding constrains acquisitions, leaving collections outdated and less engaging for younger audiences.

06

Public Libraries

Identified initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Develop a unified mapping of public library needs to strengthen analysis and support tailored solutions and fund mobilization

Deploy “Adopt-a-Collection” volunteer teams to clean, catalog, and store archives using standard templates

Establish a unified national cataloguing and legal deposit system to standardize library records and secure long-term preservation of collections

Create and publish a report about the history of public and municipal libraries in Lebanon, highlighting key facts and their history, and pushing for an annual report publication

Connect public libraries to existing touristic and archaeological circuits focusing on heritage and history, with joint activities

Culture as an Engine for National Cohesion and Shared Pride

Develop and modernize public and municipal libraries across regions to ensure open access to e-books, publications, and educational content

Publish a map of municipal libraries “Reading Map” to encourage people to discover libraries all across Lebanon.

Establish a “National Libraries Day” where students visit public libraries in other regions to explore their unique features through activities

Partner with online libraries resources to increase the access to resources, books and material for free.

Create an application consolidating all library catalogs, enabling users to locate books in libraries, exchange with librarians on the application and access information about the libraries

Culture as an Engine of Economic Growth

Promote specialized training, both administrative and technical, through cooperation with international partners to strengthen competence and skills of edition managers and administrators

Create impactful partnerships between public libraries and local stakeholders: schools, artists, cultural influencers, cultural institutions, touristic sites.

Create networking fairs between booksellers and publishers to promote commerce and collaboration on the short and long terms.

Create a careers fair focused on library and publishing professions to expose participants to job opportunities

CCI National Strategy Sectoral Overview

Museums



Museums

Identified key challenges



Fragmented Governance and Unclear Institutional Roles

Museums operate across public bodies, NGOs, universities, and private initiatives with **weak coordination** and no unified **national museum framework**

01



Outdated and Incomplete Regulatory Framework

Existing laws focus exclusively on antiquities, while museums **lack clear standards** for governance, accreditation, naming, and operational mandates

02



Weak Documentation and Collection Management Systems

Many museums and most public and municipal libraries **lack standardized inventories**, digitized records, and consistent documentation practices for collections and archives

03



Limited Digital Presence and Access to Collections

Most museums and public and municipal libraries have **minimal digitization**, weak online visibility, and **no shared platforms** for virtual access or knowledge dissemination

04



Uneven Public Access and Geographic Concentration

Museum activity and visibility remain **highly centralized in Beirut**, with lack of community awareness, **limited outreach** to regions and **weak integration** into education systems

05



Lack of Financial Resilience

Limited financial diversification exposes museums and public and municipal libraries to **fast degradation** and risk of closure

06

Museums

Identified initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Create and publish a national register of Lebanese museums including governance type, collections scope, and operational status on Ministry channels

Revive the National Museum Authority, with the board appointed and implementing decrees under development

Establish guidelines for the use of the term 'museums' in accordance with the criteria defined by ICOM

Introduce shared conservation, documentation, and storage toolkits (guidelines and checklists) to raise minimum preservation standards without new infrastructure

Facilitate access to modern technologies and digital tools for national and local archives to align with international standards

Encourage museums to formally document oral histories and contextual narratives linked to collections using standardized recording and consent templates

Create and publish an overview of undocumented or at-risk collections to **inform preservation priorities** and institutional action

Culture as an Engine for National Cohesion and Shared Pride

Expand and theme “Nuit des Musées” into multiple annual editions using existing collections to renew public engagement and visibility

Promote regional museum visibility through coordinated national communication that highlights museums outside Beirut on a rotating basis

Encourage museums to host recurring low-cost **public programs** (talks, guided visits, family days) using existing spaces rather than exhibition-led formats

Institutionalize museum visits as part of school and university field trips and encourage **co-creation of exhibitions** with university students under curatorial supervision

Promote museums as shared civic spaces by supporting **open days** and community-led interpretation sessions anchored in current social narratives

Encourage museums to refresh **interpretive texts** and narratives and to **introduce peer learning and workshops** among guides, on storytelling to improve visitor experience

Make museums more inclusive and promote access for **children, youth, and persons with disabilities.**

Culture as an Engine of Economic Growth

Introduce recognition program for private sector donors and board participation for key donors

Enable café, bookshop, or retail concessions through revenue-sharing lease arrangements that do not add operational burden to museums

Introduce a simple “Friends of the Museum” membership framework to activate community support and modest recurring income

Publish basic annual museum activity indicators (visitors, programs, outreach) to support coordination with tourism, education, and municipalities

Facilitate partnerships with embassies and international cultural institutes to host co-created public activities and enter into **two-way collection** loan agreements

Allow controlled rental of museum spaces for private or institutional events and **work with the private sector** to develop ticketed touring exhibits

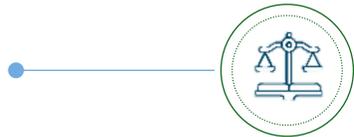
CCI National Strategy Sectoral Overview

Visual Arts



Visual Arts

Identified key challenges



Absence of an Adequate Legal and Regulatory Framework

Cultural workers operate in a legal grey zone with outdated IP rules, punitive tax/customs treatment, and no social protection status, **undermining professionalization** and **informal practices** among local practitioners

01



Inaccessibility of Creative and Cultural Spaces

Cultural infrastructure is **heavily centralized in Beirut**, while peripheral areas lack stable and equipped spaces, causing venues to face **rising rents** and **operational fragility** that causes closures

02



Lack of Sectoral Structure and Coordination

Formalized collaboration and coordination frameworks across business units and entities is absent, weak and fragmented collective representation institutions (Artists Unions), resulting in **missed opportunities** to capitalize on **synergies** and implement joint **strategic initiatives**

03



Gaps in Policies on Inclusivity and Accessibility Formats

Restricted access to visual arts for **broad segments of the population**, reflecting a critical need for enhanced inclusive hiring practices, equitable compensation structures, and the development of accessible programming

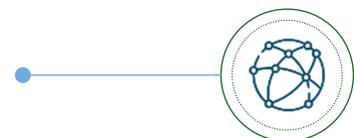
04



Gaps in Skills across Key Functions

Key functions remain underdeveloped, as current educational offerings are either burdened by high tuitions or insufficient funding, leading to **declining enrollment** and **growing misalignment with labor market needs**

05



Limited International Exposure

International exposure is driven by private networks and a few well-connected intermediaries rather than a **clear public export strategy**

Visual Arts

Initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Issue a simple protocol for documenting works held abroad (minimum metadata and verification steps) to enable voluntary reporting and future repatriation tracing

Establish a legal framework recognizing museums, galleries, and artistic NGOs and defining their roles and rights through the implementation of quality labels or charters

Publish a standard “Artwork Record Template” (artist, date, medium, provenance, condition, rights-holder) for voluntary use by artists, galleries, and collections

Publish a “Rights and Permissions Starter Kit” for archives (consent forms, image-use permissions, deceased-artist tracing checklist) to support preservation use cases

Create a list of Lebanese visual arts archives, collections, and documentation holders with access conditions using existing MoC channels

Culture as an Engine for National Cohesion and Shared Pride

Coordinate strategies for international representation of Lebanese art at festivals, art fairs and artist exchanges

Expand the national digital art collection showcasing museum and foundation masterpieces, building on **BEMA**'s ongoing work

Facilitate the access to vacant spaces for cultural institutions, **by coordinating with municipalities** and promote an “Art in the Regions” spotlight series through MoC communications

Strengthen coordination between relevant ministries for visa procurement to facilitate mobility and support the internationalization of the sector.

Publish an accessibility and inclusion checklist for venues (physical access, signage, language, welcoming practices) as a voluntary minimum standard

Issue a short “Audience Mediation Playbook” (school-friendly language, multilingual labels, guided-visit scripts) to help spaces broaden reach beyond insider audiences

Launch a zero-cost “Open Studios Weekend” coordination pack (permissions checklist, safety basics, suggested routes) for voluntary adoption by spaces and artists

Culture as an Engine of Economic Growth

Coordinate with relevant ministries to clarify customs procedures and **propose tax policy improvements**

Create an MoC “FAQ and Pathways” page covering IP, contracts, taxation, and customs with signposting to the responsible public entities

Legally **recognize the professional status** of independent cultural workers and artists, ensuring access to social security and Artists' Mutual Fund

Set up rapid, flexible **micro-funding mechanisms** available on demand to support small-scale cultural production, exhibitions, and publications

Integrate arts and culture into school curricula and strengthen links between educational institutions and the cultural sector

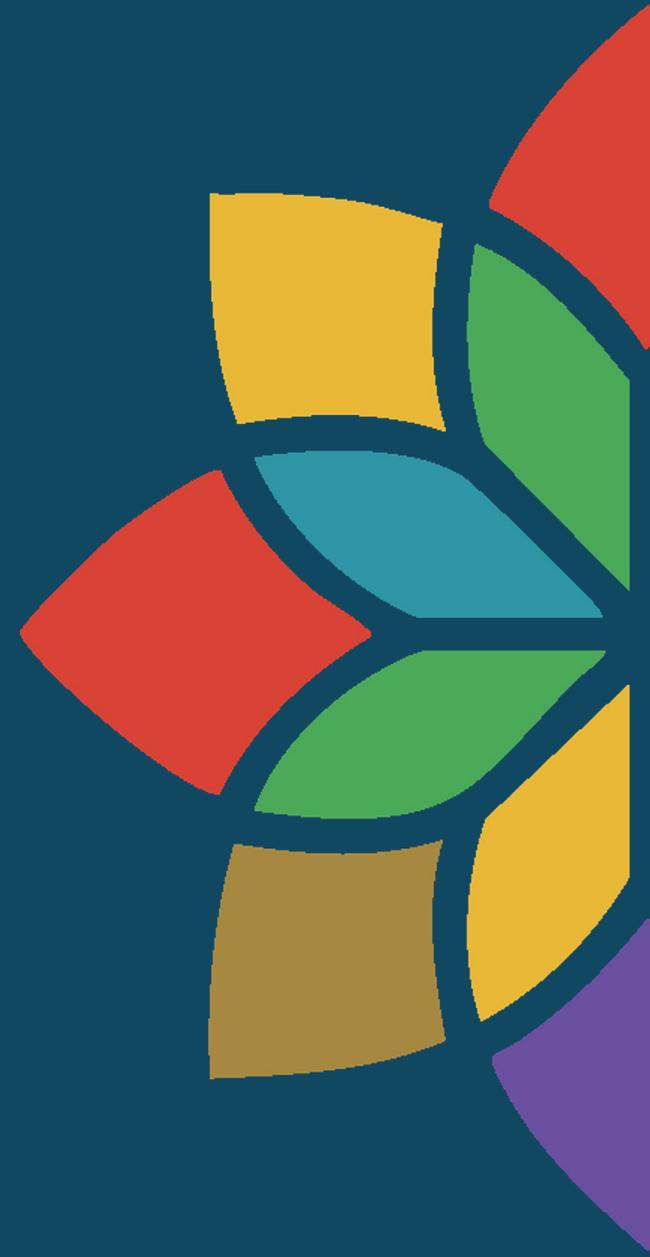
Organize quarterly volunteer legal and operations office hours via Ministry channels, with submitted questions and an anonymized Q&A recap for reuse

Mobilize embassies and cultural attachés to circulate a standardized “Representation Request Pack” for artists' international representation (bio, portfolio, availability)

Publish a concise pack of standard templates (artist-gallery agreement, commission contract, image-use license, collaboration MoU) hosted on existing MoC pages

CCI National Strategy Sectoral Overview

Performing Arts



Performing Arts

Identified key challenges



Absence of an Adequate Legal and Regulatory Framework

Cultural workers operate in a legal grey zone with outdated IP rules, punitive tax/customs treatment, and no social protection status, **undermining professionalization** and **informal practices** among local practitioners

01



Inaccessibility of Creative and Cultural Spaces

Cultural infrastructure is heavily **centralized in Beirut**, while peripheral areas **lack** stable and equipped spaces, causing venues to face **rising rents** and **operational fragility** that causes closures

02



Lack of Sectoral Structure and Coordination

Formalized collaboration and coordination frameworks across business units and entities is absent, resulting in **missed opportunities** to capitalize on **synergies** and implement joint **strategic initiatives**

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Gaps in Policies on Inclusivity and Accessibility Formats

Restricted access to visual arts for **broad segments of the population**, reflecting a critical need for enhanced inclusive hiring practices, equitable compensation structures, and the development of accessible programming

04



Gaps in Skills across Key Functions

Key functions are underdeveloped, with current educational offerings characterized either with high tuition fees or insufficient funding, resulting in **misalignment with labor market** demands

05



Limited International Exposure

International exposure is driven by private networks and a few well-connected intermediaries rather than a clear **public export strategy**

06

Performing Arts

Initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Preserve landmark Lebanese performances through a national registry that records plays, choreographies, scripts, recordings and deposits digital copies with a national partner library

Provide a standard archival kit for troupes covering contracts, credits, programs, and photos stored in shared cloud folders

Compile a “Save the Venue” inventory to map at-risk stages, assets, and archives using a simple preservation checklist

Record venue technical heritage by documenting stage plans, lighting plots, and acoustics before upgrades or closures

Conduct oral-history interviews with senior performers and directors and publish them as open audio with transcripts

Document touring history through a timeline of major festivals, companies, and works in a public, searchable format

Culture as an Engine for National Cohesion and Shared Pride

Review censorship laws to foster creativity and freedom of expression

Enable open rehearsal space access through off-hours agreements with schools, churches, and community centers

Coordinate “Theatre Week” and a **“Dance Week”** using a shared calendar and brand kit, with production funded by organizers and sponsors

Deliver skills clinics through short workshops on stage management, lighting, sound, producing, and safety compliance

Distribute youth theatre and dance club toolkits for municipalities including scripts, facilitation guides, and safeguarding rules

Match emerging directors and choreographers with senior practitioners through mentorship pairings for one production

Register Dabke on the Intangible Cultural Heritage List of UNESCO

Culture as an Engine of Economic Growth

Through **BOT arrangements**, **partner with the private sector** to renovate government owned theatrical venues

Publish a one-stop permitting guide for shows and tours with templates for insurance, safety, and venue agreements

Introduce standard contracts and rate cards to professionalize hiring and reduce disputes

Update syndicate representation and tax rules in the performing arts to support freelance and project-based work, reducing informality and improving professional protection

Create a national low-cost touring circuit using schools, municipal halls, and universities with a shared booking calendar

Build diaspora touring partnerships where co-presenters abroad coordinate venues, marketing, and ticketing

CCI National Strategy Sectoral Overview

Audiovisual



Audiovisual

Identified key challenges



Audiovisual

Initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Establish a Lebanese film archive, (possibly by converting the TL archive) through a BOT or **revenue-sharing partnership with the private sector**, and publish access conditions via MoC channels

Issue a standard film-heritage documentation template (metadata, rights status, format, condition) for voluntary use by producers and archivists

Provide a clear rights checklist and consent forms to enable digitization and preservation of privately held films

Establish a priority list of at-risk Lebanese films to guide preservation, digitization, and voluntary deposit efforts

Publish clear guidance on voluntary deposit of films and materials with existing archival institutions, including attribution and access rules

Invite people to vote for the Lebanese films you believe should be screened nationwide this month through Crowd-Curation Challenges (“Public Choice Weeks or Months”)

Culture as an Engine for National Cohesion and Shared Pride

Publish an annual national calendar aggregating existing film festivals, screenings, and sector moments to improve coordination and visibility

Impose a screen-quota system requiring cinemas to dedicate a set share of screening days or total showtimes to domestic films

Promote regional audience development by encouraging low-cost screenings in municipalities using existing halls and equipment

Release recommended good-practice benchmarks for pay, credits, and working conditions as non-binding sector references

Use taxes on foreign film tickets to create a **fund** to support Lebanese productions

Facilitate an online coordination forum for festivals, cinemas, and filmmakers to align programming and address bottlenecks

Facilitate a Diaspora mentorship & networking platform to increase networking opportunities and facilitate scanning for emerging talents

Culture as an Engine of Economic Growth

Activate formal relationship with Qatar Film Committee to benefit from the recently announced 25% rebate program for production in Lebanon

Coordinate with General Security to issue a unified checklist of permits and procedures to reduce arbitrary decision-making, and eliminate regulatory hurdles for foreign production agencies

Publish transparent criteria for festival approvals and endorsements to ensure consistent decisions and support smaller festivals

Work with the private sector and universities to create an internships and practical training program in film production

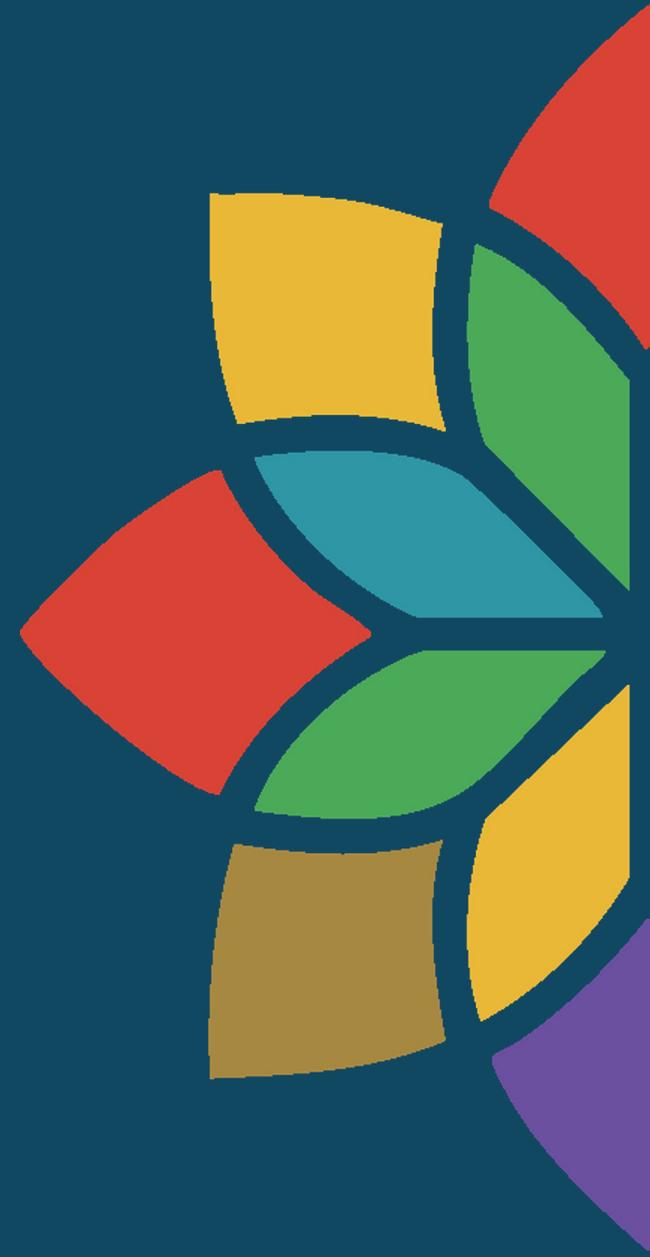
Issue a public briefing note to Ministries of Finance and Economy summarizing the impact of foreign-artist fees on film production viability

Convene regular, non-binding discussions between Lebanese producers and streaming platforms to improve understanding of acquisition criteria and distribution pathways

Publish an official classification for student and low-budget film productions, with a simplified procedural checklist to reduce administrative friction

CCI National Strategy Sectoral Overview

Music



Music

Identified key challenges



Weak and Outdated Rights Protection

Copyright, royalties, and neighboring rights are outdated and weakly enforced, leaving musicians and producers without **predictable income streams** and **clear protection mechanisms**

01



Fragmented Coordination across Music Ecosystem

Musicians, venues, producers, educators, and festivals operate without a unified framework or representative body, **limiting collaboration** and **coordinated sector development**

02



Inadequate and Mismatched Performance Infrastructure

Venues, rehearsal spaces, and studios face rising costs, infrastructure degradation, and limited access to **reliable equipment, utilities, and technical services**

03



Skills Development Gaps and Weak Professional Pathways

Music education is **absent in public schools**, teacher quality is uneven, and the conservatory's governance and recognition issues **weaken progression and career paths** for technical roles which remain underdeveloped

04



Fragile and Uneven Economic Models

Music activities rely heavily on ticket sales, donations, or institutions, with **high taxation** on performances and **weak touring and distribution pathways**

05



At-risk Archives and Limited Global Visibility

Major music archives face unfinished digitization and rights-clearance barriers, threatening **long-term preservation** and **public access** to heritage, while international exposure remains **fragmented** and **largely self-funded**

06

Music

Initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Establish a Lebanese music archive repository to document local musical traditions and scenes, funded through deposit fees, and encourage voluntary submission of song copies

Curate a “heritage repertoire shortlist” (works and recordings at risk) to guide preservation priorities

Create a time-limited protocol to resolve missing rights issues (model consent form and rights-holder tracing checklist) to allow digitization projects to proceed

Issue a simple, Ministry-endorsed “Minimum Metadata and Cataloguing” template for recordings and collections to standardize documentation across holders

Create and maintain a public register of master musicians, choirs, ensembles, and instrument makers to support recognition, traceability, and intergenerational transmission

Culture as an Engine for National Cohesion and Shared Pride

Work with tourism to digitally publish an annual national music calendar that aligns existing festivals, venue series, and public moments to reduce fragmentation and improve audience planning

Partner with local music producers on potential music festivals

Explicitly recognize contemporary, underground, electronic, jazz, and experimental **music within Ministry programs** and communications

Publish a voluntary “fair practice” template for live music (minimum terms on pay, credits, cancellations) to reduce disputes and normalize professional standards

Endorse peer-learning sessions for teachers and technicians and coordinate with Ministry of Education on a phased pathway for music in public schools

Launch quarterly sector dialogue sessions (online) for venues, festivals, educators, and musicians to maintain coordination and track a small set of agreed priorities

Support institutions collaboration per type of music across the country through a national network

Culture as an Engine of Economic Growth

Partner with music publishers, distributors, and international organizations to enable reproduction, licensing, and monetization of national music works through a local association

Work with Finance and Economy to review event-related taxes, payment rules and foreign artists concert fees ensuring fair compensation and encouraging more performances

Reform the National Conservatory and expand its governance and access across regions

Simplify import and export regulations for musical instruments and stage equipment to grow industry revenues

Coordinate with municipalities on a “small venue facilitation” approach (clear local permitting steps and rationale for relief on small venues) to protect grassroots circuits

Share musical national directory with performing venues and restaurants across Lebanon and potentially regional countries to improve booking transparency and reduce search frictions

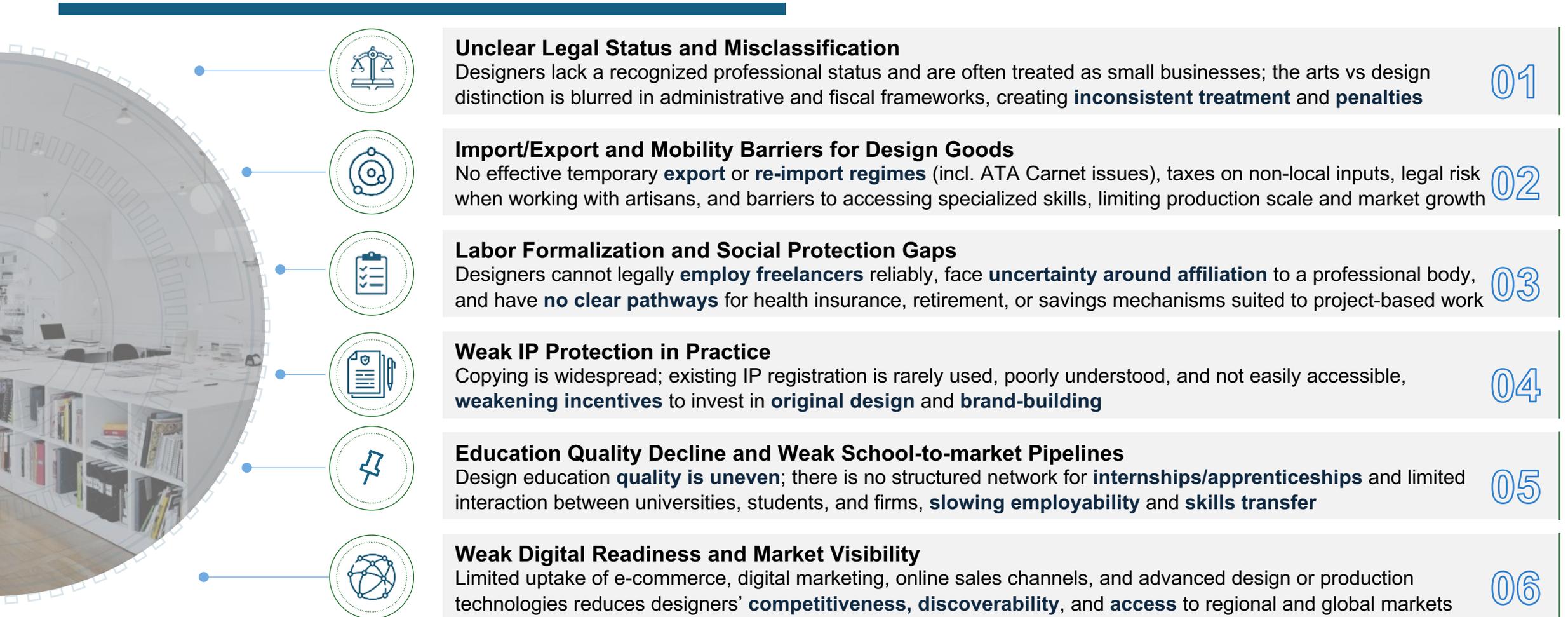
CCI National Strategy Sectoral Overview

Design



Design

Identified key challenges



Design

Initiatives across ambitions

Culture as the Custodian of National Memory and Heritage

Issue a formal Ministry Memo defining the design subsector and recognizing core design and craft-based professions for consistent documentation and preservation practices

Apply existing craft quality or provenance labels to contemporary design products that use traditional techniques or material

Allow temporary use of existing public cultural buildings for design and craft transmission activities focused on know-how preservation

Standardize craft and design terminology and adopt a single **documentation template** for materials, techniques and provenance for use across archives exhibitions and collections

Create and launch a national initiative promoting Lebanese emerging artists and the musical heritage of Lebanon.

Culture as an Engine for National Cohesion and Shared Pride

Create an official recognition called “Designed in Lebanon” that celebrates high-quantity contemporary design, without offering financial rewards

Create and launch a national initiative celebrating the Fashion sector, bringing together designers, artists as well as businesses in the fashion sector

Activate diaspora networks through embassies and cultural attachés to position Lebanese design within future-oriented international narratives

Support regional designer/artisan programs and design routes to connect contemporary designers with local identities

Publish and maintain a shared calendar aligning existing design, craft, and cultural events to improve visibility and future planning

Culture as an Engine of Economic Growth

Introduce a clear legal status for independent designers to allow them to operate without mandatory company creation

Establish a temporary export and re-import regime for design goods by simplifying procedures for fairs, exhibitions, galleries, and consignments, in coordination with Customs and Economy

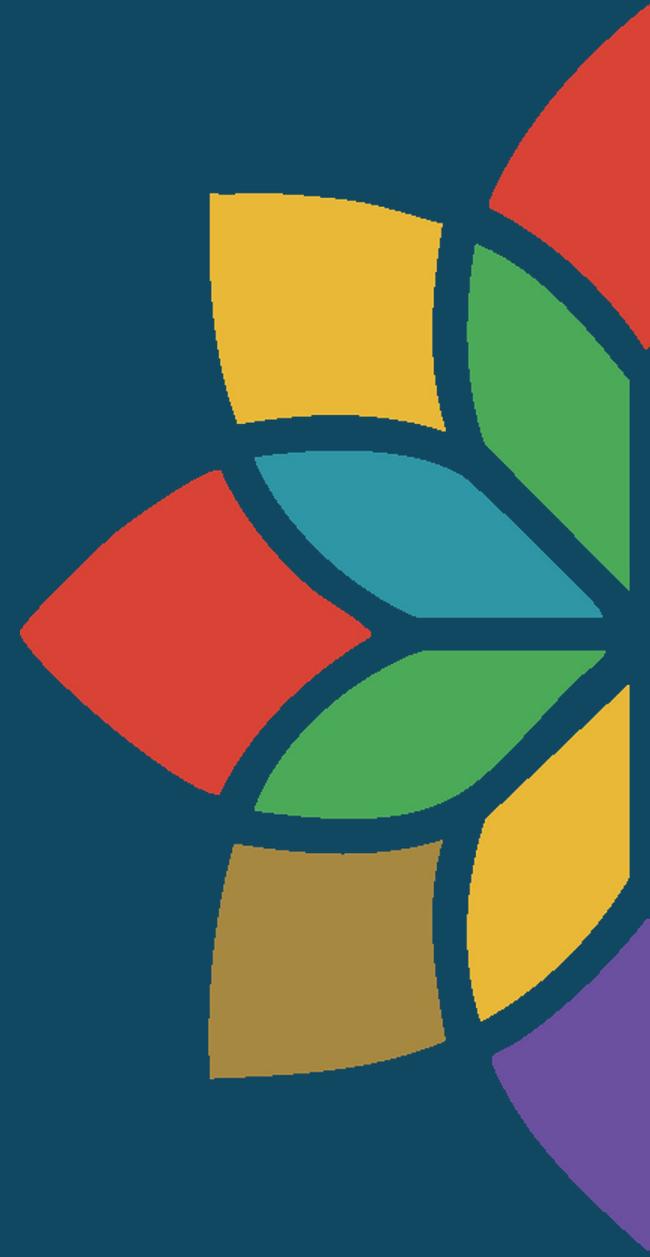
Reduce import tax on selected goods that are not available locally to improve cost competitiveness and clarify tax and compliance rules for designer-artisan collaborations

Simplify and accelerate IP registration and enforcement for designers to curb copying

Publish model contract templates for design services, production partnerships, and licensing to enable formal engagement with private sector actors

Coordinate Culture, Economy, Tourism, and Diaspora efforts through a single mechanism to support design exports and international positioning

Strategy Implementation & Delivery



Phasing strategy implementation

We developed a phased approach that reflects feasibility, urgency, and enabling impact, rather than a ranking of initiatives by strategic importance

Phasing Criteria



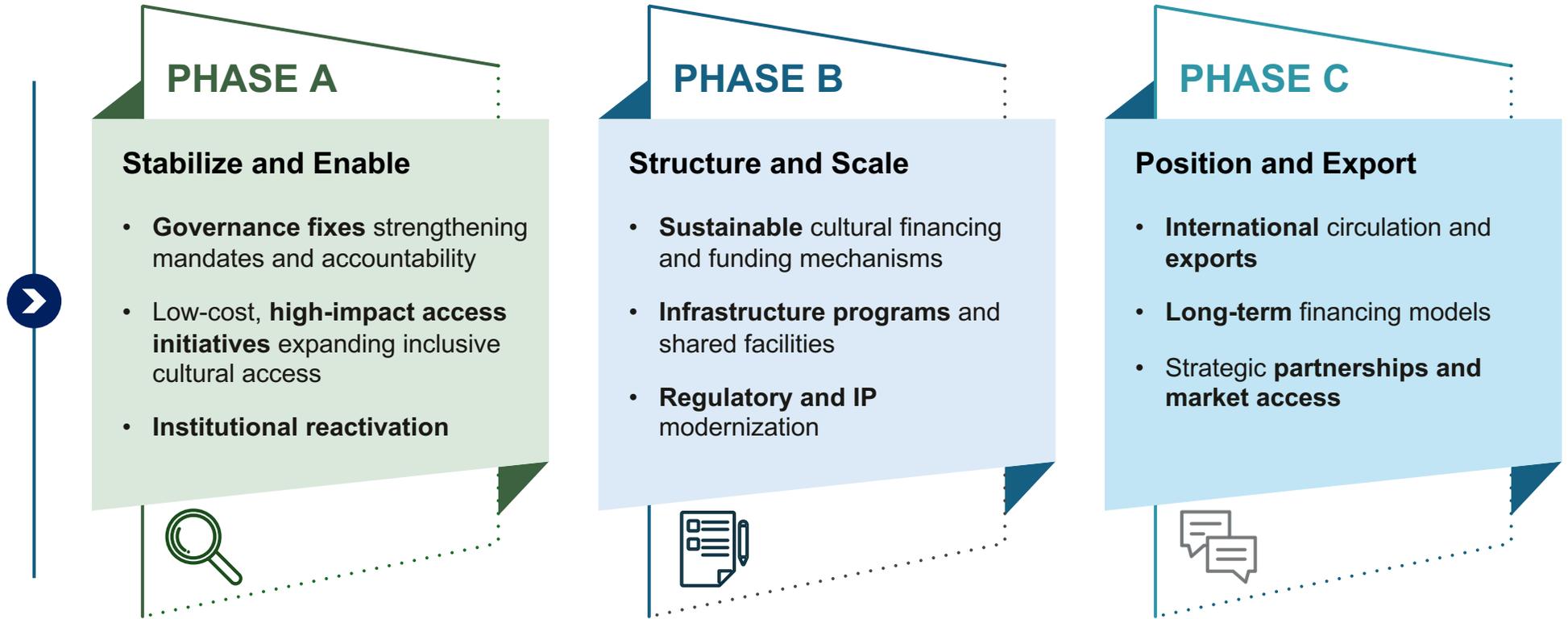
Strategic impact



Ease of implementation



Time sensitivity



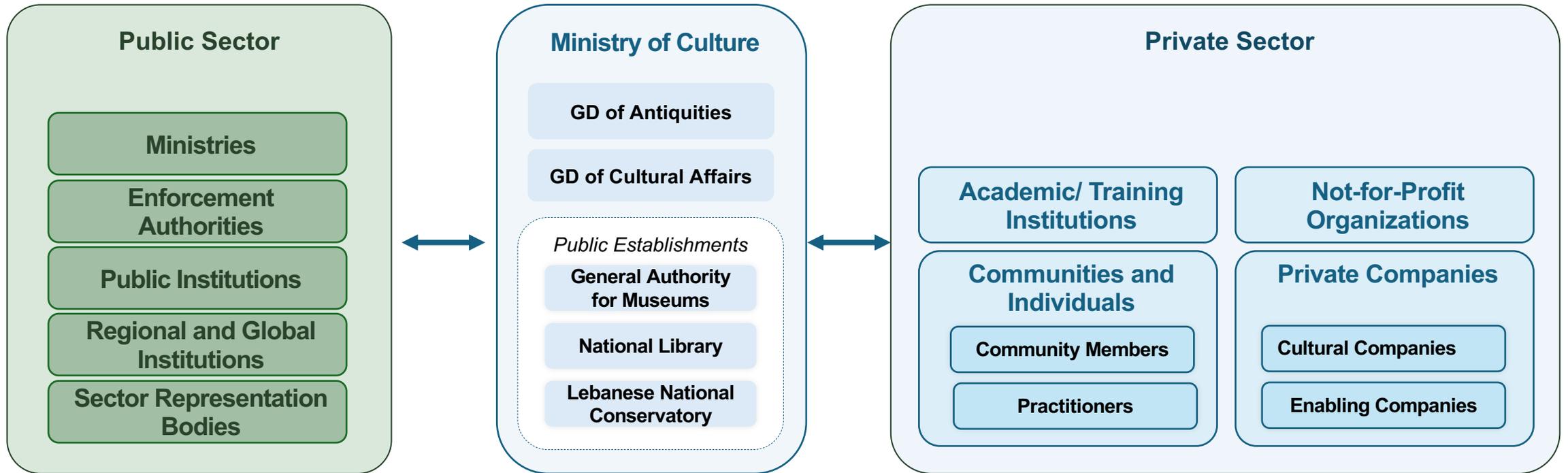
High-level overview of initiatives per phase

Sequencing of key initiatives reflecting readiness, feasibility, and practical implementation pathways

Sector	Phase A – Stabilize & Enable	Phase B – Structure & Scale	Phase C – Position & Export
Design	Formalize industry representation	Streamline administrative processes	Open new markets
Heritage	Adopt new heritage law and define special heritage zones- Publish BAAL archaeological magazine online open-access peer reviewed scientific publication	Increase listing of tangible & intangible heritage Develop the national inventory of tangible and intangible heritage Increase listing of tangible and intangible assets on UNESCO heritage list	Develop sustainable financial and operating models for heritage sites
Public Libraries	Renovate & digitize public library network	Rehabilitate & reactivate National Library	Expand and standardize library network
Publishing	MoU for a unified Salon du Livre - Bring together key partners to revive a unified Beirut Book Fair that attracts both regional and international participation.	Upgrade ISBN & legal deposit systems	Reinforce IP protection and create a national Publishers Online Information Exchange system (ONIX)
Museums	Appoint the National Museum Authority Board Expand and theme “Nuit des Musées” nationwide	Activate Museum Authority	Mobilize local & foreign investment
Music	Launch Printemps de la Musique	Review & certify conservatory diplomas	Strengthen royalty and IP collection
Performing Arts	Advocate removal of tax on non-commercial performances	Unify sector representation	Encourage professional training & development
Visual Arts	Advance international cultural diversity commitments Expand the national digital art collection building on BEMA’s ongoing work	Improve logistics & IP support Facilitate availability of vacant spaces and encourage artist residencies with private sector	Support residencies & access to spaces Coordinate with relevant ministries to clarify customs procedures and propose tax policy improvements
Cinema	Reopen Cinematheque & digitize archives	Establish in-kind support fund	One-stop shop for production
Cross-sector	Organize international representation Expand free public access initiatives Strengthen internal coordination and delivery	Establish cultural incubator partnerships Reactivate internal funds	Develop & track Cultural and Creative Index

The Ministry's role in the cultural ecosystem

The ministry will hold a facilitative role connecting public authorities and cultural actors to align priorities, coordinate action, and sustain collective effort.



Internal Ministry initiatives to enable ecosystem, coordination, strategy delivery, and follow-up:

- Internal reorganization
- Reactivation of institutions
- Creation of commissions / working groups
- New roles (GDCA strengthening, cinema unit, architects at GDA, etc.)
- Internal fund reactivations

Early actions and ongoing internal initiatives

The Ministry has also launched a series of internal initiatives in collaboration with cultural stakeholders to increase public reach and support the sector's revival



Night of the Museums 2025

After 6 years of absence, with more than 28,000 individuals visiting museums for free across Lebanon for one evening, for free.



24Hours of Heritage 2026

Special focus nationwide on the heritage of Lebanon. Opening of more than 22 heritage sites for free with special activities.



Cinema Week 2025

Launch of Cinema Week: projection of movies from the Cinematic Heritage of Lebanon for free all across Lebanon. 11 screenings, with more than 2,500 spectators total.



Musical Spring 2026

Organization of a sequence of concerts nationwide across 4 days aiming at promoting emerging artists, and encouraging free attendance to musical events



National Youth Book Fair 2026

Launch of a National Youth Book Fair at the National Library in Sanayeh, empowering local publishers and connecting them with more than 700 visitors that day



Cultural Celebrations – 2025 / 2026

Roundtables, conferences, and initiatives aligned with key national and international commemorative dates (e.g., Independence Day, International Human Rights Day).



& many more...

The way forward

This strategy is not a conclusion, but a point of departure. It offers a shared public framework to bring greater clarity, coherence, and direction to a sector that has long demonstrated its vitality—often in the absence of structured public support. It is deliberately grounded in Lebanon’s institutional, financial, and human realities, and is intended to evolve as conditions, capacities, and partnerships develop.

Its value will ultimately depend on collective engagement in its implementation and follow-up. Delivering impact will require sustained cooperation between public institutions, cultural professionals, civil society, local authorities, private partners, and international allies. The challenge now lies in what comes next: collective engagement, careful sequencing, and sustained coordination in the implementation phase.

The Ministry of Culture warmly thanks all those who contributed to this process—artists, practitioners, institutions, experts, and partners—whose experience, resilience, and commitment shaped both the substance and the spirit of this strategy. Their continued involvement will be essential as this work moves from framework to action.



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