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DEVELOPMENT ORGANIZATION



LEBANON RECOVERY FUND
STEERING COMMITTEE



المهورة اللبنانية
وزارة الصناعة

MINISTRY OF
INDUSTRY

PROJECT PROGRESS REPORT NUMBER 5

SUPPORT FOR LIVELIHOODS AND ECONOMIC RECOVERY IN WAR-AFFECTED AREAS OF LEBANON

Project Number: (FB/LEB/07/001)

May 2009

PROGRESS REPORT 5

REPORT COVER PAGE

Recipient UN Organization:

UNIDO

Report Number:

5

Project Number:

FB/LEB/07/001

Project Title:

Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon (LAISER)

Reporting Period:

January to May 2009

Project Budget:

USD 3,000,000

List of Partners:

- UNIDO
- Ministry of Industry
- Ministry of Economy and Trade
- Ministry of Agriculture
- The Presidency of the Council of Ministers
- The Association of Lebanese Industrialists
- The Syndicate of Lebanese Food Industrialists
- The private agro-industry, factory owners

Project Coverage/Scope:

- Southern suburbs of Beirut
- Southern Lebanon
- Bekaa Valley

Abbreviations and acronyms:

UNIDO: United Nations Industrial Development Organization

MOI: Ministry of Industry

LRF: Lebanon Recovery Fund

Project Duration/Closed Project:

- September 2007 – September 2009
- No budget revisions have been made.
- Funding for a Phase II was approved in March 2009.
- The project has been operational throughout the reporting period.

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NARRATIVE REPORT FORMAT

I. PURPOSE

Development Objective:

Support Economic Recovery and restore industrial units in war-affected areas of Lebanon thereby generating employment and alleviating poverty in the country.

Immediate objectives:

- a. Strategic support to the Ministry of Industry to monitor and implement the programme for the rehabilitation of the agro-industrial sector.
- b. Provision of technical assistance and inputs for the rehabilitation of damaged agro-processing facilities both in rural and urban areas.

Activities/Output 1:

- 1.1 Finalize the tech. and environmental assessment of the agro-industrial sector in war-affected areas, including sectoral support services
- 1.2 Assess the needs to strengthen institutional support: skill development needs that are necessary to provide effective services for the rehabilitation work
- 1.3 Prepare comprehensive proposals for the rehabilitation of affected enterprises: interventions, plants layout, tech. specif. and adequate budgetary details.
- 1.4 Conduct participatory workshops with all stakeholders to present the proposals and select priority enterprises to be rehabilitated
- 1.5 Establish a PSC involving the main counterparts to oversee the project activities and advise
- 1.6 Provide required training for nationals to supervise and advise on the rehabilitation work
- 1.7 Prepare a work plan for the rehabilitation work
- 1.8 Assist the Ministry of Industry to implement policy decisions leading towards effective post war rehabilitation of the agro-industrial sector

Activities/Output 2:

- 2.1 Confirm planned interventions with each selected enterprises
- 2.2 Final contract negotiations and legal and financial arrangements for the work to be conducted and the equipment to be installed.
- 2.3 Finalize engineering designs, technical specifications and procure equipments/spare parts
- 2.4 Remedial works/new upgrading construction at site

- 2.5 Repair unserviceable equipments and install and commission new machines/ production lines
- 2.6 Plan and conduct employee training for unfamiliar machinery and new product production
- 2.7 Provide assistance for the dev. of business plan; management and supervisory staff training
- 2.8 Provide TA to agro-enterprises, including GMP, linkage to markets, research, finance, etc.
- 2.9 Monitoring, evaluation and corrective measures

The project achieves its objectives through rehabilitating a number of SME agro-enterprises in South Lebanon, the Bekaa Valley area and the Southern Suburb of Beirut. The project inputs, i.e. rehabilitation work, provision of equipment and capacity building, are based on a comprehensive action-plan. The action-plan and its ensuing activities are prepared and agreed upon by all stakeholders in accordance with the Project Document.

II. RESOURCES

Financial Resources:

Table1: Project budget

All figures in USD

<u>Category</u>	<u>Budget Phase I</u>	<u>Funds Phase II</u>
Personnel	575.800	160.000
Civil works	500.000	100.000
Training	230.000	80.000
Transport	25.000	10.000
Supplies and commodities	30.000	15.000
Equipment	1.342.938	1.010.000
Travel	50.000	20.000
Miscellaneous	50.000	6.869
Sub-total	2.803.738	1.401.869
Agency support	196.262	98.131
Total (USD)	3.000.000	1.500.000

Human Resources:

National Staff:	1 National Project Coordinator
	1 Administrative Assistant
	1 Driver
National consultants:	1 Olive oil expert
	1 Mechanical Engineering expert
	1 Civil Engineering expert
	1 Textile equipment expert
	1 Database expert
	1 Film documentation expert
International Staff:	1 Chief Technical Advisor (on split missions)
International consultants:	1 Leather expert

III. IMPLEMENTATION AND MONITORING ARRANGEMENTS

a) Implementation:

Four entities are involved in the project's implementation: UNIDO headquarters, the UNIDO Regional Office in Lebanon, Ministry of Industry, and the recipient enterprises. A system of close collaboration has been built between the entities with frequent exchange of information about the project's aims and objectives, i.e. outcomes of enterprise assessments, the recommended equipment to be purchased, building renovation works to be done and capacity building to be organized.

Selection of which enterprises to support has involved a dual system. First, a general assessment of each enterprise was made by the Project Management Unit (PMU). This assessment was based on a comprehensive questionnaire combined with visits to each enterprise by staff from the PMU. On the basis of this assessment a scoring and ranking system was developed.

Second, experts – local and international - were engaged to identify equipment for enterprises within the different sectors, i.e. the woodwork, food & beverage, olive oil, leather and textile sectors.

Third, local experts were engaged to assess building rehabilitation works for the enterprises, and to provide required drawings and specifications.

b) Monitoring:

Follow-up and monitoring of the project's implementation is done by the UNIDO Regional Office in Lebanon in close collaboration with Ministry of Industry and the Lebanon Recovery Fund under the Presidency of the Council of Ministers (PCM). Monitoring is done through site visits, telephone conferences, meetings, and reporting to the projects' Programme Steering Committee (3-4 times per year), Ministry of Industry (weekly), Lebanon Recovery Fund/PCM (monthly and bi-annually), and UNIDO's headquarters (continuously).

The high frequency of information exchange has been adopted partly because of the complexity of the project, i.e. identifying more than 100 enterprises, scattered over a wide geographical area and within 5 different main sectors. Another equally important reason relates to the fragile political situation, where the project has experienced numerous brief stop-go situations.

c) Procurement:

Procurement of goods and services is done through UNIDO's bidding processes for local and international tendering and procurement. The majority of equipment has been procured through international bidding, which has been handled by UNIDO headquarters. For both local and international procurement relevant local suppliers were invited to participate in the tenders. Local procurement has been done for building renovation work and some equipment.

IV. RESULTS

The project support restoration of the economic activities within micro, small and medium sized agro-industries; more specifically the project support enterprises within the food and beverage, olive oil, textile, leather and wood work sectors. The enterprises are located in South Lebanon, the Bekaa Valley and in the Southern Suburb of Beirut. The achievements made in relation to the performance indicators are as follows:

Table 2: Results

Performance indicator*	Results
➤ Restored economic activities and diversification of economic/income generating activities	➤ Support in the form of equipment, building restoration and capacity building has been rendered to 93 enterprises, 3 business associations and 7 government institutions and 25 university students. Hence, 128 entities have so far been supported. ➤ Among the 93 enterprises 41 has received support in the form of equipment plus Ministry of

Industry, i.e. 42 in all, and 19 enterprises plus Ministry of Industry (20 in all) have received support for renovation of their premises.

- 32 enterprises not listed as possible beneficiaries have become associated with the project through participation in capacity building activities.

➤ Increased food security in households

- Equipment began arriving in October 2008; its installation and commissioning was completed in April 2009 with the exception of 3 pieces of equipment still outstanding. Through income generation the restarted production is expected to impact positively on the food security of the enterprise owner's households and those of their employees.
- In view of the cultural traditions it is expected that impact of the support, i.e. the restoration of enterprises and provision of equipment, in some cases will reach beyond the nuclear families into the adjoining family levels.

➤ Project is implemented efficiently and in accordance with the plan and timing

- Implementation of the project is on time and on schedule with some capacity building activities outstanding.
- Initially, implementation was negatively affected by the country's political situation. But the PMU has continuously taken steps to keep the project abreast with the implementation plan.

➤ A minimum of 75 to 100 agro-enterprises restored and operational

➤ Currently support is as follows†:

	Enterpris es	Buss. Associati ons	Gvt.	Students	Total	Distribut ion
Capacity building*	78	3	7	25	113	65%
Civil works**	19	0	1	0	20	11%
Equipment**	40	0	1	0	41	24%
Total no. of activities	137	3	9	25	174	100%
Distribution	79%	2%	5%	14%	100%	

Note: * The no. of participating entities

** The no. of entities that have received support

† Ref. table 3 below

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- The project has so far provided 174 units of support, i.e. capacity building, civil works and equipment. Of these supports 137 or 79% have been for enterprises. The remainder has been activities for business associations, government institutes and university students who requested to participate.
 - In terms of activities capacity building tops the list with 65%. Measured in terms of expenditure, however, capacity building accounts for 5% followed by building rehabilitation works at 21% and topped by the provision of equipment at 51% of the expenditures¹.

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- | | |
|--------------------------|--|
| ➤ Number of jobs created | ➤ Equipment began arriving in October 2008 and has now been installed. |
| | ➤ The refurbished enterprises are expected to generate new employment opportunities in their respective areas. However, as some of the equipment is related to seasonal work, e.g. olive oil in September-November, indications of impact is at present premature. |

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- | | |
|---|---|
| ➤ Action-plan agreed upon by all stakeholders | ➤ A work plan was produced and agreed with the PSC. |
| | ➤ Procurement of equipment and building renovation works were formally agreed with the beneficiaries prior to their implementation. |

*Source: The Project Document

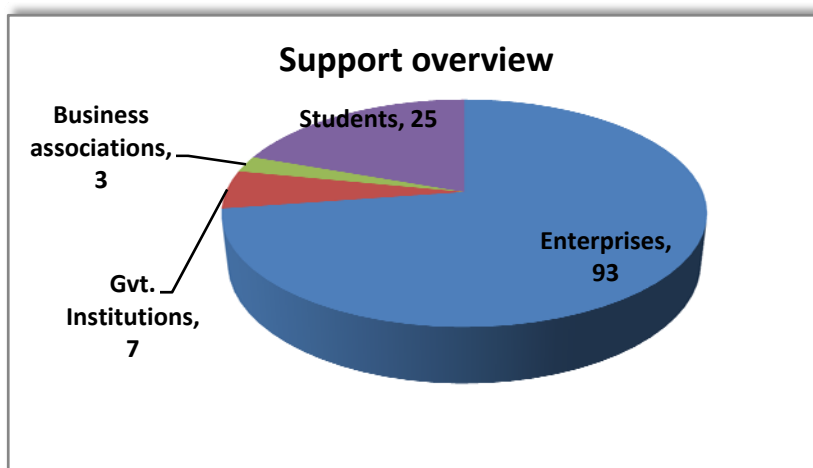
Overall the project is on time and achieving its objectives; equally, in its implementation, it has followed the designed model for its execution, i.e. made a work plan and in other ways involved the beneficiaries and other stakeholders in planning of the activities and selection of inputs etc.

a) Support overview

A summary of the support rendered by the project is shown in figure 1. Support has been provided to 93 enterprises, 7 governmental institutions, 3 business associations and 25 university students.

¹ May be calculated from table 4 below.

Figure 1: Support overview



A breakdown of the distribution of the support is presented in table 3.

Table 3: Distribution of support

A	B	C	D	E	F	G
Distribu- tion %	Total no. supported	Companies per sector	Sector	Type of support and no. that has benefitted		
				Equipment	Civil works	Capacity building
	93	12	Food & beverage	5	4	11
		16	Textile	12	4	15
		17	Woodwork	11	6	9
		1	Paper, Plastics & Printing	0	1	0
		7	Olive oil	7	2	6
		8	Leather	5	2	5
		32	Companies not listed	0	0	32
73%		93	Total no. companies	40	19	78
6%	7		Government institutions	1	1	7
2%	3		Business associations	0	0	3
19%	25		Students	0	0	25
Entities supported	128			41	20	113

As shown in table 3 a total of 128 entities in the form of enterprises, business associations, government institutions and university students have received support. The support rendered has been in three forms: The provision of equipment, civil works, i.e. building renovation, and capacity building.

Among the 128 entities 40 companies plus 1 ministry has received equipment, 19 companies plus 1 ministry have had their buildings renovated and 78 companies plus

government institutions, business associations and university students have received support in the form of various forms of capacity building activities.

Figure 1 summarizes the support rendered. Of 93 enterprises supported 32 were not among those initially identified. They heard about the various capacity building/training activities and requested to participate. The project is thus supporting a higher number and a wider spectrum of enterprises than was planned for. This has been made possible for two main reasons:

- (1) The ability of the project to make itself known to the population in general through media coverage, by word-of-mouth within the business community and through the project staff's participation in other related organization's and project's meetings, workshops and symposia that relates to the project's aims and objectives. Often, such participation has included requests for the project staff to present issues related to the project; And
- (2) Collaboration with other projects, such as the Quality Project for Lebanon (QUALEB), the Market Access and Compliance of Lebanese Export (MACLE) project, the Lebanese Cleaner Production Centre (LCPC) and business associations such as the Syndicate for Lebanese Food Industries (SLFI), the Association of Lebanese Industrialists (ALI) etc.

Equipment and building rehabilitation worth 1,660,087 USD has been commenced through competitive local and international bidding processes. Distribution of equipment commenced on 7th October 2008 and was completed in April 2009 with the exception of 3 pieces of equipment to be delivered in the near future.

The building repairs and provision of equipment has assisted in restarting the enterprises. This in turn is expected to help generate employment as the enterprises begin to pick up on their production and general daily business.

The provision of equipment and building repair work was based on close collaboration with the concerned enterprises, so that they identified their needs for assistance. These needs were discussed with the Project Management and further refined in consultation with experts who visited the enterprises to discuss the owner's proposals in technical terms as well as in relation to their business development plans, and for the purposes of developing proper technical specifications and drawings as required.

b) Capacity building

Capacity building has been carried out in the form of training courses and study tours to relevant fairs and trade shows. The trainers for the different courses have been both local and international and as shown in the activity overview below capacity building has taken place both inside and outside Lebanon. The activities have included:

- (i) COMFAR, the Computer Model for Feasibility Analysis and Reporting software for participants from various government institutions and business associations;

- (ii) Business Counseling for participants from government institutions and business associations;
- (iii) General Business Management & Marketing for entrepreneurs;
- (iv) Specific Business Management tailored to entrepreneurs in the five different sectors supported by the project;
- (v) Good Manufacturing Practices (GMP) for entrepreneurs from the food and beverage and olive oil sectors;
- (vi) Hazard Analysis and Critical Control Points (HACCP) for entrepreneurs in the olive oil and food & beverage sectors;
- (vii) ISO 22000 for entrepreneurs in the olive oil and food & beverage sectors;
- (viii) Study tours; to Jordan for olive oil producers, Egypt for wood work entrepreneurs, France for entrepreneurs from the food and beverage sector and to Syria for textile entrepreneurs.

Figure 2 below presents an overview of the participation in the different types of courses and study tours that have been carried out. The picture reveals a sound interest in further education and training among the beneficiaries.

Figure 2: Capacity building – distribution per sector

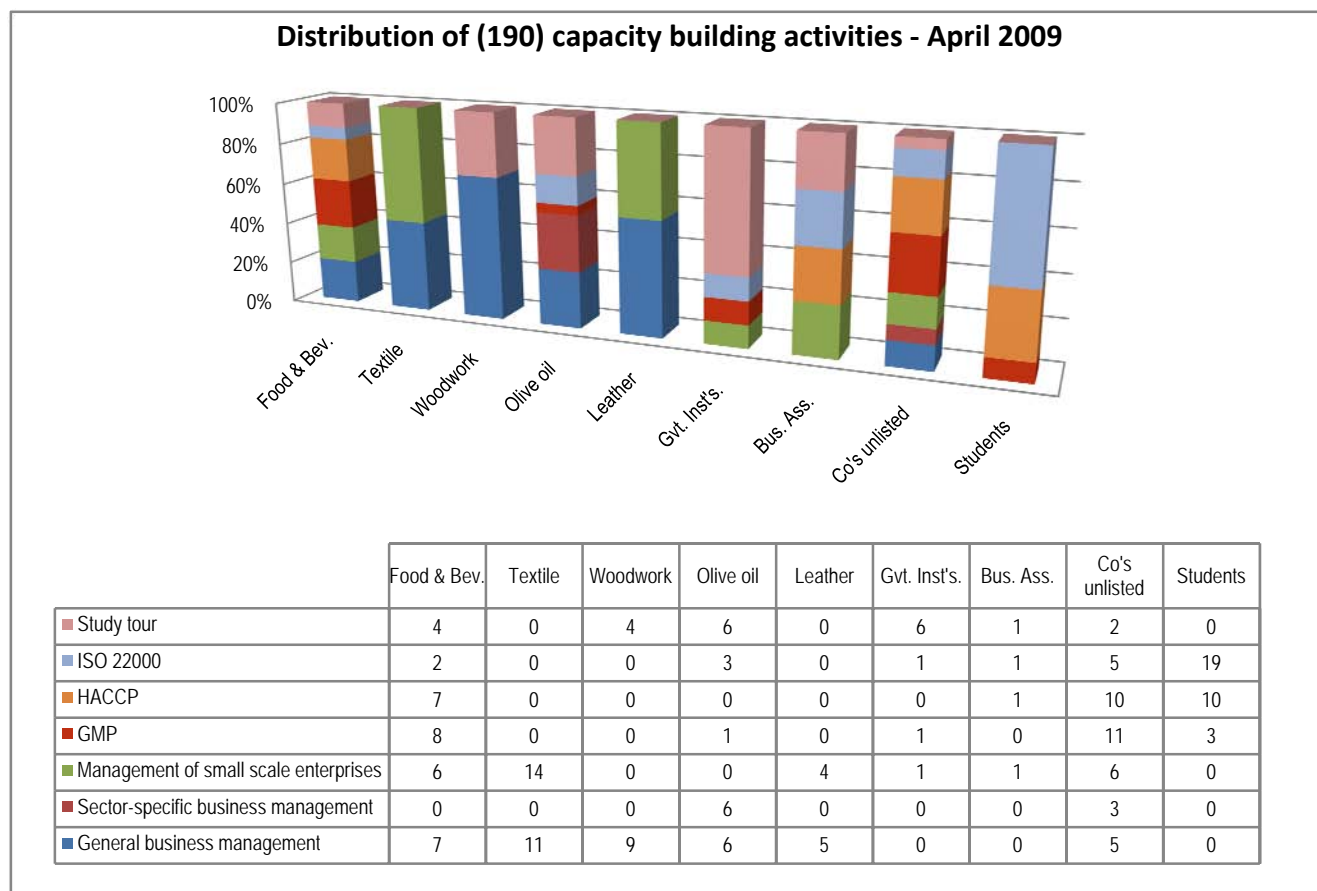


Figure 2 provide summaries at two levels: First, the absolute number of factories, government institutions, business associations and of students who have participated in various types of capacity building activities. Second, the graph presents the distribution per sector. For instance the Textile and Leather sectors have concentrated on management training, while factories in the food & beverage sector is spread over three types of main activities; business management (40%), food safety measures (45%) and study tours (15%).

Overall, the figure indicates the general interest among the SME's and others in capacity building while it also shows in which main categories this interest falls: Business management, food safety and the possibility to become updated on international trends and modern equipment and production methods through study tours.

c) Rebuilding livelihoods

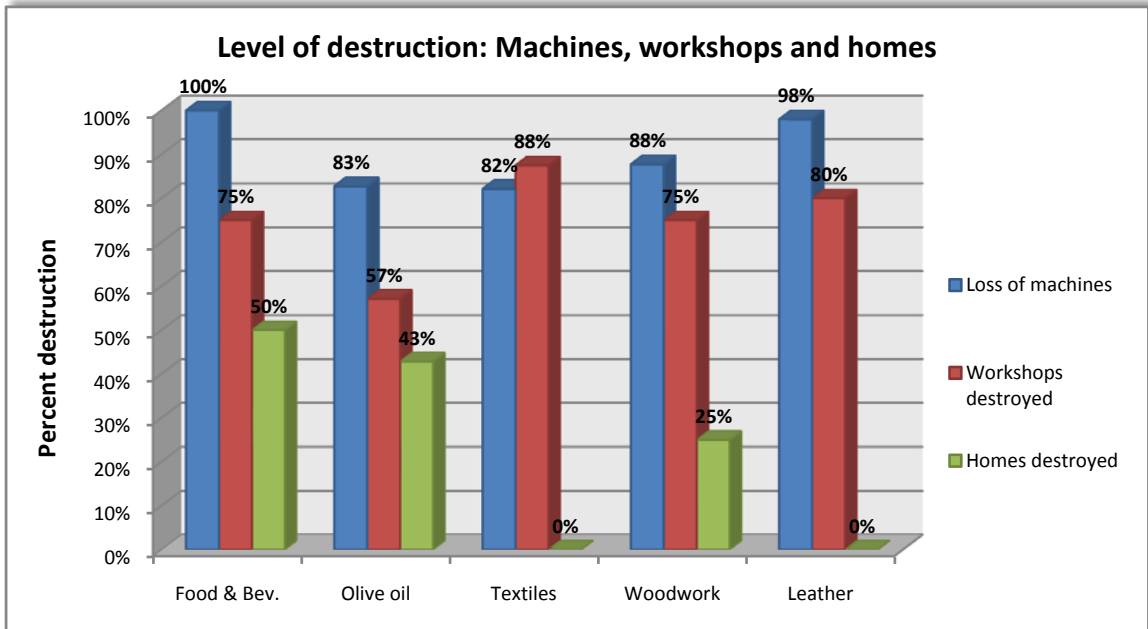
Rebuilding livelihoods after a war involves among many other things reconstruction of one's former income base, in the case of the LAISER project the enterprises that the beneficiaries depend on. In order to assess the beneficiaries' recovery of their livelihoods the project has sampled data from 32 participating enterprises. The interviews are based on a questionnaire (ref. Annex 4), which gauge impressions by the beneficiaries of their present, post-war, situation and their livelihood as they regarded it before the war in 2006.

The data obtained through this methodology are by nature subjective and as such the presentations below provide expressions of trends as observed by the beneficiaries. Post-project evaluation for an in-depth understanding of the impact of the project as well as the reconstruction strategies employed by owners of SME's and their families subjected to the vagaries of war may be considered.

The present data sample concern enterprises from all 5 business sectors supported by the project. The data should be read in the context of the sample size, the time elapsed since the end of the war (August 2006) and the supply of equipment and civil works by the project – equipment deliveries began in October 2008 and civil works in July 2008. Hence, the time span for the beneficiaries to fully utilize the assistance provided by the project is too brief for indicating longer term benefits.

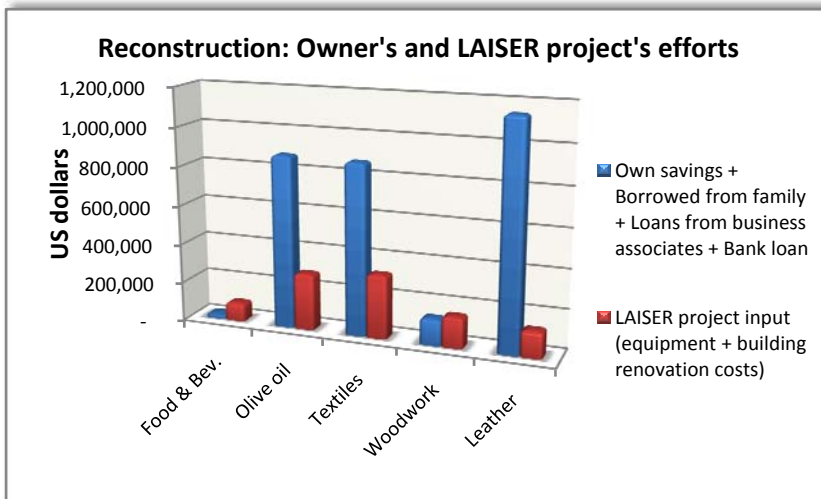
In sum the data paints a picture of the level of hardship faced by the beneficiaries and their efforts in rebuilding their livelihoods. Overall, the enterprises lost 88% of their production equipment, i.e. machines that were destroyed through bombing or collapse of neighbouring buildings etc.; 75% of the enterprises witnessed total destruction of their workshops or business property, and 25% equally so of their homes. This is so because it is common for many SME's to have their business adjacent to their residence. Remarkably, none of the families in the sample report loss of life among family members and employees, and only one beneficiary note that a person, a family member, was injured during the war.

Figure 3: Level of destruction



Rebuilding of the SME's naturally depends on collaboration between the project and the beneficiaries, particularly with regard to selection of equipment to be provided, the building rehabilitation to be made and the needs for capacity building. However, the questionnaire also reviews the 32 beneficiaries' personal financial inputs in the rebuilding efforts as shown in figure 5.

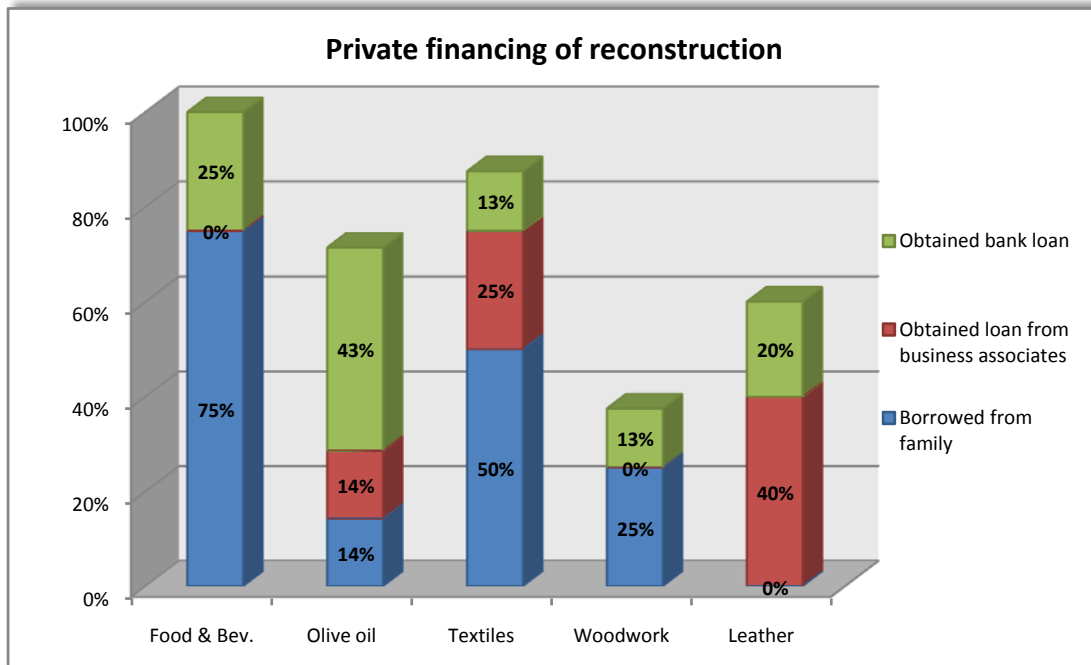
Figure 4: Financing of reconstruction



It is surprising to note that while the LAISER project has provided support worth 1.0 MUSD for the SME's in the sample the cash input by the beneficiaries in the form of their own savings, loans from other family members and business associates and bank

loans collectively amounts to 3.0 MUSD. In view of the reluctance by a number of beneficiaries in the sample to provide figures the actual input is likely to be somewhat higher than reported.

Figure 5: Private financing of reconstruction



Rebuilding of the beneficiaries' livelihoods is thus a complementary effort between the project and the individual families both in the choice of input, i.e. machines etc., as well as at the economic level.

Somewhat surprisingly figure 6 indicates that beneficiaries in all five sectors have been able to obtain bank loans. Particularly in the textiles and leather sectors the mutual interests – perhaps mutual dependence – have ensured collaboration between producers and clients such that the latter have provided financial support in order to secure continued production and maintenance of markets and clients.

As stated above the beneficiaries in many instances have been reluctant to furnish the project with hard data. This is particularly so with regard to the size of loans obtained from different sources. For this reason it is therefore not possible to further analyze the information or to compare various data.

d) Project management:

A Project Steering Committee was established and held 2 meetings on the 19th of February and the 8th of September 2008. The PSC comprise members from:

- The Ministry of Industry

- The Ministry of Economy and Trade
- The Ministry of Agriculture
- The Presidency of the Council of Ministers; Lebanon Recovery Fund
- The Association of Lebanese Industrialists
- The Syndicate of Lebanese Food Industrialists
- The agro-industry private sector, and
- UNIDO

e) Project implementation:

With regard to its implementation the project is on time and achieving the expected results. Since its inception the project has, however, faced a number of stop-go situations due to the country's fragile political situation and the numerous armed clashes that has taken place during the project period. Management has continuously taken steps to ensure progress and while initially there were delays in the project's implementation these have been overcome and the project brought back on track.

The project's duration is 24 months and, overall, the project is on target as shown in the overall expenditures, i.e. 82% of the funds have been spent.

For its deliverables, i.e. the provision of equipment, rehabilitation of enterprises and capacity building the achievement is 86% as may be deduced from table 3 below.

Table 4: Financial Performance

Category	Budget (USD)	Expenditure*	Utilization
Personnel	575.800	427.253	74%
Civil works [^]	500.000	476.541	95%
Training [^]	230.000	113.037	49%
Transport	25.000	22.033	88%
Supplies and commodities	30.000	26.439	88%
Equipment ^{^†}	1.342.938	1.183.546	88%
Travel	50.000	31.232	62%
Miscellaneous	50.000	29.875	60%
Sub-total	2.803.738	2.309.956	82%
Agency support	196.262	161.697	82%
Total (USD)	3.000.000	2.471.653	82%

* Actual expenditures for goods and services as per April 2009

[^] Direct deliverables to the beneficiaries

[†] Equipment, field purchases/MODs

The achievements relate to the project document in the following ways:

- Equipment: Orders have been placed for a total of 1,183,546 USD of the budgets 1,342,938 USD equivalent to a utilization rate of 88%.
- Civil works: Orders have been placed for a total of 476,541 USD of the budgets 500,000 USD equivalent to a utilization rate of 95%.
- Training: The training and capacity building activities conducted has involved a total of 241 participants at a combined cost of 113,037 USD of the budget's 230,000 USD, this being equivalent to 49% of the budget.

In terms of equipment, civil works and capacity building the project currently supports 93 enterprises (ref. fig. 1 above). This represents substantial input per enterprises, which has assisted them in restarting and subsequently to develop and generate additional employment. The targeted number of enterprises to be assisted as per the Project Document is 75-100.

The earlier application to the LRF for additional funds has been successful in that the project was allocated 1,5 million USD in order to assist more enterprises. The new funds were transferred to the project's account in April 2009. Figure 9 below provides an overview of the new funds allocated and their proposed application.

Table 5: Additional funds usage

Item	USD
1. Personnel:	
Project staff, National and International consultants	160.000
2. Contracts:	
Specialized engineering and other professional services etc.	100.000
3. Training	80.000
4. Transport	10.000
5. Supplies & Commodities	15.000
6. Equipment	1.010.000
7. Travel	20.000
8. Miscellaneous	6.869
Project sub-total	1.401.869
Agency support cost, 7%	98.131
Project Budget Total UNDG-ITF	1.500.000

f) Implementation modality:

The close collaboration with the beneficiaries, including several visits to each enterprise by the project office in the company of the Ministry and the technical experts; the selection procedures developed and subsequently the conferences held with the beneficiaries about the recommended civil works to be made and the equipment to be purchased, has all contributed to produce the project's results.

V. Summary of implementation

Implementation is on track and in line with the work plan (ref. Annex 3 – Work Plan). During the reporting period there has not been made any adjustments either to the work plan or the budget. For the coming project period it is not foreseen that adjustments will be needed to the timing, strategies, targets, key outcomes and planned outputs. For the latter part budget adjustments will be made if the LRF accord the project the additional funds applied for.

Table 6 below provides the status of each project output.

Output 1: A comprehensive action-plan for the rehabilitation of directly affected agro-industries prepared and agreed upon by all stakeholders.

Activities	Description	Status	Reflections/Comments
1.1 Assist the Ministry of Industry to implement policy decisions leading towards effective post-war rehabilitation of the agro-industrial sector	<ul style="list-style-type: none"> ▪ Capacity building within the Ministry and provision of necessary equipment for project follow-up. ▪ Recommend selection of factories on employment generation, gender, prevention of pollution etc. ▪ Monitoring of commitment by owners, problems faced, initial performance, capacity levels reached, actual employment generated and recommend policies on any other assistance where needed. 	<p>Started September 2007</p> <p>Continuous</p>	<ul style="list-style-type: none"> ▪ The Ministry has received required office equipment (PC's, printers, scanners, photocopy machine, noise level meters etc.). ▪ Technical assessments of enterprises done. ▪ Environmental assessment questionnaire applied.
1.2 Establish a PSC involving the main counterparts to oversee the project activities and provide advice to the Project Management Unit.	<p>Project Steering Committee to:</p> <ul style="list-style-type: none"> ▪ Advice the project on strategic directions/decisions and support activities to be provided. ▪ Ensure the effective cooperation between all key stakeholders. ▪ Advice on the effectiveness of the ongoing activities. 	<p>The PSC was established and held its first meeting on 19th February 2008 and its second meeting on 8 September 2008.</p>	<p>Members of the PSC are:</p> <ul style="list-style-type: none"> ▪ Ministry of Industry (chair of the committee) ▪ Ministry of Economy and Trade ▪ Ministry of Agriculture ▪ Presidency of the Council of Ministers ▪ Association of Lebanese Industrialists ▪ Syndicate of Lebanese Food Industrialists ▪ United Nations Industrial Development Organization
1.3 Finalize the technical and environmental assessment of war-affected	<p>119 industrial enterprises out of the total directly damaged were identified as agro-industries. These units will be assessed against the equipment and associated training needs. This would facilitate the selection of 75-100 units that will be</p>	<p>On-going</p>	<p>All the 119 enterprises were contacted:</p> <ul style="list-style-type: none"> ▪ 105 were visited ▪ 3 did not want to be involved in the project activities

<p>agro-industries, including sectoral support services</p>	<p>assisted under the project in Bekaa, Southern Lebanon and in the Southern Suburbs of Beirut.</p>		<ul style="list-style-type: none"> ▪ 11 enterprises were out-of-reach
<p>1.4 Assess the needs to strengthen institutional support: Skill development needs to provide effective services for the rehabilitation work</p>	<p>The Ministry's team of experts will improve its competency by working with the UNIDO Team on the different activities and technical aspects of the project. In addition, the team will upgrade its technical capacity through various training programs.</p>	<p style="text-align: center;">On-going</p> <p>Training sessions and participation in international fairs for the Ministry's staff and groups of industrialists from targeted enterprises have been carried out during the reporting period</p>	<p>The training sessions and participation in international fairs has focused on:</p> <ul style="list-style-type: none"> ▪ Study tours for olive oil mill owners, textile and furniture manufacturers, food and beverage industrialists and representatives from the Ministry of Industry, Ministry of Agriculture and the Ministry of Economy and Trade to Jordan, Egypt, France (SIAL exhibition) and Syria respectively. ▪ Training in business management and business counseling for representatives from Ministry of Industry, Ministry of Agriculture, Syndicate of Lebanese Food Industries, the Industrial Research Institute and Ministry of Finance. ▪ Training in general business management and marketing for industrialist from the textile, leather, Food & Beverage, Olive Oil and Wood Work sectors. ▪ Specific business management for olive oil industrialists. ▪ Management of small scale enterprises for industrialists from the food & beverage sector. ▪ Management and Marketing in textile factories.

- Management and Marketing in leather products factories.
- Training on Good Manufacturing practices in food factories for the olive oil and food and beverage sectors.
- Training on HACCP food safety management system for the olive oil, food and beverage sectors.
- Training on ISO 22000 food safety management systems for the olive oil and food and beverage sectors.

The outcomes of the training and study tours relate to development of new institutions, i.e. both the olive oil industrialists and the furniture manufacturers have initiated the formation of new associations/syndicates and training programs for their sectors.

The study tour to SIAL Food Exhibition in France was also of very good benefit to participants; UNIDO office in France organized meetings for all our participants with investors that are interested in their types of food production. Some of the participants are still in contact with the investors and are negotiation means of partnership. In addition, the participants had the advantage of negotiating directly with raw material and ingredients suppliers from all over the globe. Most of the participants made deals for importing ingredients to Lebanon.

1.5 Prepare comprehensive proposals for the rehabilitation of affected enterprises: Interventions, plans layouts, technical specifications and adequate budgetary details

This is the main outcome of the technical assessment which will lead to having all factories operational

Equipment: Done
Civil works: On-going

Detailed data on the rehabilitation have included:

- Technical specifications of equipment and potential suppliers were finalized
- Building renovation needs, i.e. bill of quantities and drawings as needed done for 19 enterprises
- Estimated budget requirements done

Currently support in the form of equipment, civil works and capacity building is rendered to 93 enterprises plus 7 government Ministries and institutions, 3 business associations and 25 students (ref. table 3 above). In sum present support thus reaches 128 enterprises, government institutions and business associations and university students.

Among the supported entities equipment has been delivered to 40 enterprises within the Textiles (12), Leather industry (5), Olive oil production (7), Woodwork (11) and the Food & Beverage sector (5).

With regard to civil works this has been delivered to 19 enterprises within the following sectors: Textiles (4), Leather (2), Olive oil (2), Woodwork (6), Food & Beverage (4) and Paper, Plastics and Printing (1).

For 32 companies not originally listed for support assistance has been rendered in the form of capacity building.

1.6	Conduct participatory workshops with all stakeholders to present the proposals and select priority enterprises to be rehabilitated	Meetings to explain all details pertaining to the technical assessment Finalize the selection of enterprises to benefit from the project activities	Done	Meetings were held with industrialists individually as well as on a sector-basis to confirm which equipment to procure and what building renovation works to undertake prior to launching the tenders.
1.7	Prepare a work plan for the rehabilitation work	A detailed work plan for the rehabilitation work, i.e. the provision of skills training and equipment and building renovation and the implementation of the project to be presented and agreed upon by the PSC	Done	A detailed work plan was developed.
1.8	Provide required training for nationals to supervise and advise on the rehabilitation work	Train the project team (and other nationals) to enhance their capabilities in project management, supervision etc. (inside and outside Lebanon)	Continuous	A comprehensive training program was developed and implemented.
2.1	Confirm planned interventions with each selected enterprise	Meetings to explain the proposed procurement of equipment and building renovation work to be done	Done	Meetings were held with industrialists individually as well as on a sector-basis to confirm which equipment to procure and what building renovation works to undertake prior to launching the tenders.
2.2	Final contract negotiations and legal and financial arrangements for the work to be conducted and the equipment to be installed	Evaluation of bids, confirmation of specifications, quantities and prices	Planned as part of the tender procedures	Contract negotiations were held with all suppliers, international and national to review specifications, prices, payment schedules and delivery details

2.3	Finalize engineering designs, technical specifications and procure equipment/spare parts	To follow on from the technical assessments	On-going	Engineering drawings and technical specifications has been discussed with owners and staff of the enterprises to receives support
2.4	Remedial works/new upgrading construction at site	This is the main outcome of the technical building assessment which will lead to having functional buildings for all selected enterprises	On-going	Construction/remedial work is on-going at 19 enterprises
2.5	Repair unserviceable equipments and install and commission new machines/producti on lines	This is the main outcome of the tender process for equipment procurement, which will lead to all selected enterprises becoming operational	On-going	Equipment in the form of specialized machinery for each sector plus power generators has been delivered and installed in 41 enterprises. Three pieces of equipment are outstanding for delivery and commissioning.
2.6	Plan and conduct employee training for new unfamiliar equipment	This is the training of staff in the selected enterprises in the operation and maintenance of new equipment	On-going	The delivery contracts contain training obligations by the suppliers for instructing employees of the recipient enterprises in the safe and correct operation and maintenance of the new equipment
2.7	Provide assistance for the development of business plans; management and supervisory staff training	The setting up of training relevant to running, management and marketing for small scale enterprises	On-going	A range of business management courses and study tours have been arranged for industrialists and other partner ministries and organizations.
2.8	Provide TA to agro-enterprises, including GMP,	Identification of consultants who may provide the required training and inputs	On-going	Specific courses have been held and are planned for implementation in connection with these subjects

linkage to markets, research, finance etc.		
2.9 Monitoring, evaluation and corrective measures	Continuous	<p>Follow-up and monitoring of the project's implementation is done by the UNIDO Regional Office in Lebanon in close collaboration with Ministry of Industry and the Lebanon Recovery Fund under the Presidency of the Council of Ministers (PCM).</p> <p>Monitoring is done through site visits, telephone conferences, meetings, and reporting to the projects' Program Steering Committee (3-4 times per year), Ministry of Industry (weekly), Lebanon Recovery Fund/PCM (monthly and bi-annually) and UNIDO's headquarters (continuously).</p> <p>Mid-term evaluation of the project was finalized in December 2008.</p>

Annexes

Annex 1 – List of supported enterprises (April 2009)

A – Equipment and civil works support per sector

Sector All figures in US\$	Food & Beverage	Leather	Olive Oil	Textile	Wood Work	Paper, Printing & Plas- tic	Total	Distribution
Equipment	15,720	135,942	261,558	393,753	124,272	-	931,245	
Power gen- erators	49,610		9,200	13,200	41,520	-	113,530	
Total equipment + generators	65,330	135,942	270,758	406,953	165,792	-	1,044,775	70%
Civil works	125,191	34,559	44,209	128,337	94,047	24,490	450,833	30%
Grand total	190,521	170,501	314,967	535,290	259,839	24,490	1,495,608	
Distribution	13%	11%	21%	36%	17%	2%		100%

B – List of supported enterprises (April 2009)

Name of Establishment	Sector	Location	Est. Cost Civil Work	Equipment		Power Generator		Total est. cost	
				Name of Machine	Est. Cost of Machines	Spec of Generator	Cost of Generators		
1	Abou Ghaida Spices	Food & Beverage	Nabatieh	\$ 15,565	2 Spice Grinders	\$7,800	30 KVA Generator	\$6,920	\$30,285
2	Imad Ghosson Pickles	Food & Beverage	Nabatieh	\$ 18,041	Inkjet Printer	\$7,920	30KVA Generator	\$6,920	\$32,881
3	Salhab Ice cream	Food & Beverage	Nabatieh	\$ 22,425					\$22,425
4	Milky's dairy	Food & Beverage	Nabatieh				80 KVA Generator	\$10,210	\$10,210
5	Sanabel Bakery	Food & Beverage	Nabatieh				80 KVA Generator	\$10,210	\$10,210
6	A.O. Ghandour	Food & Beverage	SSB				150KVA Generator	\$15,350	\$15,350
7	La Martine chewing Gum Factory	Food & Beverage	Bekaa	\$ 69,160					\$69,160
8	Issam Beydoun	Leather	SSB		-Semi-automatic pre-trimming machine for soles -Dust extractor and collector with motor	\$33,345 \$715			\$ 34,060
9	Maestro - Hassan Rayyis	Leather	SSB		Sole lock-stitching machines, 2 threads gradual speed with long horn motor and heating	\$12,610			\$12,610

10	Spot Shop - Mustafa Hammoud	Leather	SSB	-Hydraulic clicking press	\$3,757		\$39,143
				-Treadle operated eyeletting machine	\$1,203		
				-Set of tooling QTY 5	\$1,300		
				-shoe upper backpart pulling and premoulding machine	\$10,517		
				-Semi-mechanic toe part lasting machine	\$9,490		
				-Extra wipers (Couple) QTY 2	\$819		
				-Heating device for fixing adhesive	\$182		
				-Two station automatic sole and shoe flash activating unit	\$2,106		
				-Hydraulic automatic 2 station sole attaching press,	\$6,975		
				-Combined finishing machine, 2 motors	\$2,080		
-Dust extractor and collector with motor	\$715						

11	Verucca - Youssef abou Alawiyyeh	Leather	SSB		-digitizing tablet CALCOMP DRAWING- BOARD VI – 2D tablet, com- plete with uni- versal power supply	\$1,118			\$25,428
					-Shoe master power	\$15,340			
					-Cutting plotter type EDO1652A, pen	\$8,970			
12	Wissam Bazzi For Trade	Leather	SSB		-Shoe lasting margin upper roughing ma- chine	\$6,175			\$24,700
					-Two station automatic sole and shoe flash	\$2,106			
					-Hydraulic automatic 2 station sole attaching press	\$7,605			
					-Cooling unit for stabilizing lasted shoes, output 800 pairs 8 hrs.	\$8,814			
13	Faris brothers for trade	Leather	SSB	\$ 10,089					\$10,089

14	MARTINA	Leather	SSB	\$ 24,470					\$24,470
15	Kalaway Modern Olive Oil Mill	Olive Oil	Nabatieh				60 KVA Generator	\$9,200	\$9,200
16	Abed Al Amir Kashmar	Olive Oil	Tyre	\$ 18,984	Complete Olive washing line \$	\$44,424			\$63,408
17	Rida Yousef & Abbas Khourays	Olive Oil	Nabatieh		Vertical Cen- trifugal Separa- tor	\$48,000			\$48,000
18	Youssef Fehayli	Olive Oil	Nabatieh		-Bottling Line Machines -Hummer Crusher	\$12,752 \$12,382			\$25,133
19	Fidel Rizk	Olive Oil	Nabatieh	\$ 25,225	Vertical Cen- trifugal Separa- tor	\$48,000			\$73,225
20	Ahamad Ajami	Olive Oil	Tyre		Vertical Cen- trifugal Separa- tor	\$48,000			\$48,000
21	Ahmad Aydibeh	Olive Oil	Tyre		Vertical Cen- trifugal Separa- tor	\$48,000			\$48,000
22	Khodor Allamah - Chic Top	Textile	SSB	\$ 13,669					\$13,669
23	Limosine	Textile	SSB		SOFTWARE CAD CAM SYSTEM	\$18,700	40 KVA Generator	\$13,200	\$31,900
24	Mr Lord	Textile	SSB		Shirt Yoke Seamer	\$33,963			\$33,963
25	Zeina Tex	Textile	SSB		Shirt Collar New Auto Stitcher	\$30,465			\$30,465
26	Wahid	Textile	SSB		Pocket Setter	\$50,738			\$50,738
27	Al Hadaf	Textile	SSB	\$ 61,553	Shirt Sleeve Plackets Setter	\$31,350			\$92,903

28	Sueid for design	Textile	SSB	-Cutting cloth Machine	\$1,540		\$19,580
				-Blindstich Machine for extra light material	\$2,090		
				-1-needle, Needle-Feed, Lockstitch machine, QTY 2	\$4,180		
				-1-needle, top and Botton-feed lockstitch machine, QTY 2	\$2,640		
				1-2-needle, 5-thread Safety stitch machine with cahin off tread trimming device & chain-off thread suction device, QTY 2	\$5,280		
				-Electric Heated Ironing table with boiler and vacuum	\$3,850		

29	Tricot starlet	Textile	SSB		<p>Buttonholing Tricot machine</p> <p>Attach Button Sewing Machine With knot -tying machine,</p> <p>Needle Lock-stitch straight buttonholing machine QTY 2</p>	<p>\$9,647</p> <p>\$8,140</p> <p>\$11,000</p>			\$28,787
30	Youssef Hallal	Textile	SSB		<p>Button holing Tricot machine</p> <p>-Double chain-stich machine feed off the arm with puller</p> <p>-Direct Drive, High speed, 1-needle, lock-stitch machine with automatic thread trimmer With auto lifter QTY 5</p> <p>-Welt Pocket Machine</p>	<p>\$13,750</p> <p>\$13,200</p> <p>\$13,200</p> <p>\$5,500</p>			\$45,650

31	Trussadia	Textile	SSB	\$ 53,115	-High-speed Double Needle Chainstich Machine for shirt, Double chainstich -machine feed off the arm with puller -Direct drive, High speed, 1-needle, lockstitch machine	\$36,950 \$4,400 \$13,200 \$2,640		\$110,305
32	Maximum	Textile	SSB		-Direct drive, high speed, 1-needle, lockstitch machine with automatic thread trimmer with pneumatic folding attachments for shirts -Direct drive, High speed, 1-needle, lockstitch machine QTY 10	\$4,620 \$26,400		\$31,020

33	Farestex	Textile	Nabatieh		- Buttonholing machine automatic oil high speed	\$13,750			\$46,310
					-Attach Button Sewing Machine with knot tying mechanism	\$8,140			
					-Lockstitch Auto Trimmer QTY 4	\$6,600			
					-Automatic Cutting and hem embroidering / tape cutting and rolling machine	\$2,750			
					-2-heads 6-needles Computerized Embroidering machine	\$8,250			
					-Lockstitch ruffles machine	\$4,070			
					-Computer Flake Machine	\$2,750			
34	Hassan Awada	Wood-work	Nabatieh	\$ 14,713	Heavy Duty Squaring Circular Saw:	\$7,514	30KVA Generator	\$6,920	\$29,147

35	Ali Maki Wood work	Wood- work	Nabatieh	\$ 9,483	-Band Saws -Surface and Thick- ness planer:	\$3,608 \$5,395			\$18,486
36	Mohammad Idriss	Wood- work	Nabatieh	\$ 13,971	-Band Saws -Combined machines	\$3,608 \$12,922	30KVA Generator	\$6,920	\$37,421
37	Rashid Youniss Wood Work	Wood- work	Nabatieh		- Surface planer -Band Saws:	\$12,922 \$3,608	30KVA Generator	\$6,920	\$23,450
38	Assi Broth- ers	Wood- work	SSB		-Band Saws -Surface planer	\$3,608 \$12,922	30KVA Generator	\$6,920	\$23,450
39	Hussein Ahamad Awada	Wood- work	Nabatieh		-Band Saws -Surface planer	\$3,608 \$12,922	30KVA Generator	\$6,920	\$23,450
40	Hussein Khusheish	Wood- work	Nabatieh		Heavy Duty Squaring Circular Saw:	\$7,514	30KVA Generator	\$6,920	\$14,434
41	Fayez Khazaal	Wood- work	Nabatieh		Heavy Duty Squaring Circular Saw:	\$7,514			\$7,514
42	Ali Azki	Wood- work	Nabatieh		Heavy Duty Squaring Circular Saw:	\$7,514			\$7,514
43	Ezzedine Decoration	Wood- work	Tyre		Heavy Duty Squaring Circular Saw:	\$7,514			\$7,514

44	Ibrahim Skaiki	Wood-work	Tyre		-Industrial Air compressor -Circular saw	\$1,079 \$10,500	40KVa Power generator	\$ 8,373	\$19,952
45	Castle	Wood-work	SSB	\$ 24,580					\$24,580
46	Hassan Abou Akar Est	Wood-work	Bekaa	\$ 15,130					\$15,130
47	Dalal steel industries	Wood-work	Bekaa	\$ 16,170					\$16,170
48	Central Plast Nylon Bags	Pa-per&Plastic	Bekaa	\$ 24,490					\$24,490
Total Civil Work				450,833\$	Total Equip	931,245 \$	Total PG	121,903\$	1,053,148 \$

Annex 2 – List of capacity building activities

Training & study tours - 2008					
	Course Title	Sector	Location	Date	Number of participants
1	IOTEX (Study tour)	Olive Oil	Amman Jordan	22 - 24 Mar	10
2	COMFAR	Ministries & associations	Lebanon	7 - 11 Apr	8
3	Business Counseling	Ministries & associations	Bahrain	14 - 20 Jun	6
5	General Business Management	Food & Beverage + Olive Oil	Lebanon	22 - 23 Jul	15
6	General Business Management	Textile & Leather	Lebanon	24 - 25 Jul	29
4	Egypt wood work (Study tour)	Woodwork	Egypt	28 Jul - 2 Aug	8
7	General Business Management	Woodwork	Lebanon	5 - 6 Aug	11
8	Olive Oil Specific management	Olive Oil	Lebanon	12 - 13 Aug	10
9	Management of Small Scale Food Factories	Food & Beverage	Lebanon	14 - 15 Aug	11
10	Management of Small Scale Textile Factories	Textile	Lebanon	9 - 10 Oct	23
11	Management of Small Scale Leather Factories	Leather	Lebanon	14 - 15 Oct	8
12	SIAL - Agricultural show (Study tour)	Food & Beverage	France	19 - 23 Oct	10
13	GMP (Good Manufacturing Practices)	Food & Beverage	Lebanon	29 - 30 Oct	35
14	HACCP (Hazard Analysis and Critical Control Points)	Food & Beverage + Olive Oil	Lebanon	6 - 7 Nov	37
	Total				221

Annex 3 – Planned Capacity building activities

Trainings to be carried out in 2009

ISO 22000	Food & Beverage + Olive Oil	Lebanon	1st quarter
Fashion and Trends - Sewing & Cutting	Textile	Lebanon	1st quarter
Exchange of design and production experience (Study tour)	Textile	Syria	January
Quality control in production	Leather	Lebanon	1st quarter
Food quality & Quality control (FQ + QC)	General	Lebanon	1st quarter
Quality control in production	Wood work	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Dairy	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Meat	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Olive Oil	Lebanon	1st quarter
Food Safety Management Systems (FSMS)	Others	Lebanon	1st quarter
On-site Hygienic, Sanitary and Good Manufacturing Practices	Food & beverage	Lebanon	1st quarter
On-site Hygienic, Sanitary and Good Manufacturing Practices	Olive Oil	Lebanon	1st quarter
On-site fumes Extraction, dust collection and waste handling	Wood work	Lebanon	1st quarter
On-site Quality control and quality production	Textile	Lebanon	1st quarter
On-site Quality control and quality production	Leather	Lebanon	1st quarter

Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon

Project number: (fb/leb/07/001)

Human interest stories

Guideline of questions

Instructions to the interviewer:

BEFORE the interview EXPLAIN to the client WHY we/you do this interview:

- That the interview is about the 2006 war and the people's suffering and how they have managed to get back into business
- That UNIDO wants to promote the project both inside and outside Lebanon
- That the material will be used in promotional materials such as articles and flyers etc.

Time: Allow 2-3 hours per interview

The questionnaire has been developed so that it may be printed out so that one copy per family/business interview is used for writing down the answers in Arabic.

At the office the hand-written answers may be translated to English and written directly into a computer-copy of the questionnaire

The questions have been grouped as follows:

- 1-9 : Background information about the business as it is today
- 10-12: The business as it is today
- 13 : The business as it was before the 2006-war
- 14 : Specific about the damage suffered by the families and the businesses during the 2006-war
- 15-17: How the family managed to rebuild and restart the business after the 2006-war
- 18-20: Impact of the LAISER assistance on the business owners, their families and employees

Q#	Question area	Description										
1.	Name of interviewer											
2.	Date of interview											
3.	Name of family interviewed											
4.	Location											
5.	Business sector (✓)	<table border="1"> <tr> <td>Food & beverage</td> <td>Olive oil</td> <td>Woodwork</td> <td>Textiles</td> <td>Leather</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Food & beverage	Olive oil	Woodwork	Textiles	Leather	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Food & beverage	Olive oil	Woodwork	Textiles	Leather								
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
6.	Is the business presently operational? (✓)	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Yes	No	<input type="checkbox"/>	<input type="checkbox"/>						
Yes	No											
<input type="checkbox"/>	<input type="checkbox"/>											
7.	If the business is presently operational – where so? (✓)	<table border="1"> <tr> <td>In own premises</td> <td>In rented premises</td> <td>Work has been out-sourced (<i>ywassé hada</i>)</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	In own premises	In rented premises	Work has been out-sourced (<i>ywassé hada</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
In own premises	In rented premises	Work has been out-sourced (<i>ywassé hada</i>)										
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
8.	Is the business located in the family's home or in a separate building? (✓)	<table border="1"> <tr> <td>In the home</td> <td>In a separate building</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	In the home	In a separate building	<input type="checkbox"/>	<input type="checkbox"/>						
In the home	In a separate building											
<input type="checkbox"/>	<input type="checkbox"/>											
9.	Was the business in operation at the start of the conflict in 2006? (✓)	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Yes	No	<input type="checkbox"/>	<input type="checkbox"/>						
Yes	No											
<input type="checkbox"/>	<input type="checkbox"/>											
10.	What year was this business started? (e.g. 1980)											

11.	Is the business operated by the family or by a partnership? (√)	(√) Owner-/partnership		Describe	
		Family		E.g. parents, brother/sister, uncle/aunt etc	
		Partnership		Ownership, e.g. friends, others	

12.	Describe the business as it is <u>TODAY</u>:	<p>(a) What do you produce/ manufacture/ sell?</p>	<ul style="list-style-type: none"> • _____ • _____ 										
		<p>(b) How is the business doing? <i>(poorly, medium, well)</i></p> <p>Describe why? <i>(e.g. people have no money, poor harvest so no money in the area etc.)</i></p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; border: none;">Poorly</td> <td style="text-align: center; border: none;">Medium</td> <td style="text-align: center; border: none;">Well</td> <td style="border: none;">Describe why</td> </tr> <tr> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: none;"></td> </tr> </table> <ul style="list-style-type: none"> • _____ • _____ • _____ 	Poorly	Medium	Well	Describe why						
		Poorly	Medium	Well	Describe why								
		<p>(c) Where is your market? (✓)</p> <p><i>(Locality = in the village; Nearby towns; In Beirut; Elsewhere in Lebanon; Export)</i></p> <p><i>(More than one ✓ possible)</i></p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; border: none;">Locality</td> <td style="text-align: center; border: none;">Nearby towns</td> <td style="text-align: center; border: none;">Beirut</td> <td style="text-align: center; border: none;">Elsewhere</td> <td style="text-align: center; border: none;">Export</td> <td style="border: none;">Comments</td> </tr> <tr> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: none;"></td> </tr> </table> <p style="margin-left: 20px;">Estimated % value of sales per market area (e.g. 30% etc.)</p> <p style="margin-left: 20px;">If export, where to?</p> <ul style="list-style-type: none"> • _____ • _____ • _____ 	Locality	Nearby towns	Beirut	Elsewhere	Export	Comments				
Locality	Nearby towns	Beirut	Elsewhere	Export	Comments								
<p>(d) How many permanent employees do you have?</p>													
<p>(e) Do you have seasonal employees? (✓)</p>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="border: none;"></td> <td style="text-align: center; border: none;">Yes</td> <td style="text-align: center; border: none;">No</td> </tr> <tr> <td style="border: 1px solid black; width: 40%; padding: 2px;">If "yes": How many?</td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> <td style="border: 1px solid black; width: 15%; height: 20px;"></td> </tr> </table>		Yes	No	If "yes": How many?								
	Yes	No											
If "yes": How many?													

13.	Tell about the business <u>BE-FORE</u> the conflict in 2006:	<p>(a) What were you selling or producing or manufacturing?</p>	<ul style="list-style-type: none"> • _____ • _____ • _____ • _____ 																
		<p>(b) How was the business doing? <i>(poorly, medium, well)</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Poorly</th> <th style="width: 25%;">Medium</th> <th style="width: 25%;">Well</th> <th style="width: 25%;">Describe why</th> </tr> </thead> <tbody> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> • _____ • _____ • _____ • _____ 	Poorly	Medium	Well	Describe why												
		Poorly	Medium	Well	Describe why														
		<p>(c) Where was their market? (✓) <i>(Locality = in the village; Nearby towns; In Beirut; Elsewhere in Lebanon; Export)</i> <i>(More than one ✓ possible)</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 15%;">Locality</th> <th style="width: 15%;">Nearby towns</th> <th style="width: 15%;">Beirut</th> <th style="width: 15%;">Elsewhere</th> <th style="width: 15%;">Export</th> <th style="width: 30%;">Comments</th> </tr> </thead> <tbody> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td style="height: 20px;"></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Estimated % value of sales per market area (e.g. 30% etc.)</p> <p>If export, where to?</p> <ul style="list-style-type: none"> • _____ • _____ • _____ 	Locality	Nearby towns	Beirut	Elsewhere	Export	Comments										
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<p>(d) How many permanent employees did you have?</p>	<ul style="list-style-type: none"> • _____ • _____ • _____ 																		
<p>(f) Did you have seasonal employees?</p>	<ul style="list-style-type: none"> • _____ • _____ 																		

14. 	How was your family and business <u>AF-FECTED</u> by the conflict of 2006?	<p>(a) Family members injured/killed/ affected (e.g. mentally, left the country etc.)</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>Nil (0)</td> <td>Injured</td> <td>Killed</td> <td>Affected</td> <td>Comments</td> </tr> <tr> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td></td> </tr> <tr> <td colspan="5"><i>State no. of persons</i></td> </tr> </table>	Nil (0)	Injured	Killed	Affected	Comments	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>		<i>State no. of persons</i>				
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		<i>State no. of persons</i>																
		<p>(b) Home damaged/ destroyed (✓)</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>No damage</td> <td>Damaged</td> <td>Destroyed</td> </tr> <tr> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> </tr> <tr> <td colspan="2" style="text-align: center;"><i><69%</i></td> <td style="text-align: center;"><i>>70%</i></td> </tr> <tr> <td colspan="3"><i>Interviewer to assess</i></td> </tr> </table>	No damage	Damaged	Destroyed	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<i><69%</i>		<i>>70%</i>	<i>Interviewer to assess</i>					
		No damage	Damaged	Destroyed														
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		<i><69%</i>		<i>>70%</i>														
		<i>Interviewer to assess</i>																
<p>(c) Business property damaged/ destroyed (✓)</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>No damage</td> <td>Damaged</td> <td>Destroyed</td> </tr> <tr> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> </tr> <tr> <td colspan="2" style="text-align: center;"><i><69%</i></td> <td style="text-align: center;"><i>>70%</i></td> </tr> <tr> <td colspan="3"><i>Interviewer to assess</i></td> </tr> </table>	No damage	Damaged	Destroyed	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<i><69%</i>		<i>>70%</i>	<i>Interviewer to assess</i>							
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<i><69%</i>		<i>>70%</i>																
<i>Interviewer to assess</i>																		
<p>(d) Business operation interrupted temporarily/ permanently (✓)</p>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>No interruption</td> <td>Temporarily interrupted <i>(for how long?)</i></td> <td>Permanently closed</td> </tr> <tr> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> <td><input style="width: 50px; height: 20px;" type="text"/></td> </tr> </table>	No interruption	Temporarily interrupted <i>(for how long?)</i>	Permanently closed	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>	<input style="width: 50px; height: 20px;" type="text"/>											
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<p>(f) How many machines did you have?</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%; text-align: center;">Total number of machines that you had:</td> <td><input style="width: 100%; height: 25px;" type="text"/></td> </tr> </table>	Total number of machines that you had:	<input style="width: 100%; height: 25px;" type="text"/>															
Total number of machines that you had:	<input style="width: 100%; height: 25px;" type="text"/>																	
<p>(g) Did you lose any machines?</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%; text-align: center;">Number of machines lost:</td> <td><input style="width: 100%; height: 25px;" type="text"/></td> </tr> </table>	Number of machines lost:	<input style="width: 100%; height: 25px;" type="text"/>															
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<p>(h) Value of damages to premises</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%; text-align: center;">Value of damages - premises <i>(estimated)</i>:</td> <td><input style="width: 100%; height: 25px;" type="text"/></td> </tr> </table>	Value of damages - premises <i>(estimated)</i> :	<input style="width: 100%; height: 25px;" type="text"/>															
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<p>(i) Value of damages to equipment</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 70%; text-align: center;">Value of damages - machines <i>(estimated)</i>:</td> <td><input style="width: 100%; height: 25px;" type="text"/></td> </tr> </table>	Value of damages - machines <i>(estimated)</i> :	<input style="width: 100%; height: 25px;" type="text"/>															
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15.	<p>After the conflict in 2006, how did you manage to <u>REBUILD</u> and restart the business?</p> <p>(a) How did you finance the rebuilding? (✓) - may have more than one possibility)</p> <p>(b) What was re-build, i.e. walls, roofs etc.</p> <p>(c) Who helped you do the construction work? (<i>relatives, friends, contractor</i>)</p>	<table border="1"> <thead> <tr> <th>Own savings</th> <th>Borrowed from family</th> <th>Bank loan</th> <th>Borrowed from business friends</th> <th>Assistance from political parties</th> <th>Assistance from donors</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p><i>May I inquire about the amount you got from each source? (state amount)</i></p>	Own savings	Borrowed from family	Bank loan	Borrowed from business friends	Assistance from political parties	Assistance from donors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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<ul style="list-style-type: none"> • _____ • _____ 																				
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16.	<p>May I inquire how much you still owe today to those you borrowed from? (the total amount – some may not want to answer)</p>	<ul style="list-style-type: none"> • _____ • _____ 																		
17.	<p>How long time after the end of the conflict in 2006 did it take before your business became operational again? (months/still not in operation)? (✓)</p>	<table border="1"> <thead> <tr> <th>Months</th> <th>Still not operational</th> </tr> </thead> <tbody> <tr> <td><input type="text"/></td> <td><input type="text"/></td> </tr> </tbody> </table> <p><i>State no. of months or ✓ as appropriate</i></p>	Months	Still not operational	<input type="text"/>	<input type="text"/>														
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<input type="text"/>	<input type="text"/>																			
18.	<p>What type of assistance has your business received assistance from the LAISER project?</p> <p>Tick (✓) the type of assistance received (more than one ✓ possible)</p>	<table border="1"> <thead> <tr> <th>Management training <i>General or specific</i></th> <th>Training in food safety or ISO or GMP</th> <th>Equipment</th> <th>No assistance received</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	Management training <i>General or specific</i>	Training in food safety or ISO or GMP	Equipment	No assistance received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>										
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<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>																	

		Impact area	Description of how
19.	<p>In your opinion what has been the biggest <i>IMPACT</i> of the LAISER assistance on your business? Productivity, product quality, product range/variety, employment, sales, export, other</p>	(a) Productivity <hr/> <hr/>	<hr/> <hr/>
		(b) Quality of products <hr/> <hr/>	<hr/> <hr/>
		(c) Range/variety of products <hr/> <hr/>	<hr/> <hr/>
		(d) Employment <hr/> <hr/>	<hr/> <hr/>
		(e) Sales <hr/> <hr/>	<hr/> <hr/>
		(f) Export <hr/> <hr/>	<hr/> <hr/>
		(g) Other <i>e.g. customer's comments / satisfaction</i> <i>e.g. employee's comments / satisfaction</i>	<hr/> <hr/>
20.	<p>Is there anything else you think it is important I should know?</p>	<ul style="list-style-type: none"> • <hr/> • <hr/> • <hr/> • <hr/> 	

Thank you for your cooperation and patience!