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LEBANON RECOVERY FUND
STEERING COMMITTEE



MINISTRY OF
INDUSTRY

PROJECT PROGRESS REPORT NUMBER 6

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

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

July 2009

PROGRESS REPORT 5

REPORT COVER PAGE

Recipient UN Organization:

UNIDO

Report Number:

6

Project Number:

FB/LEB/07/001

Project Title:

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

Reporting Period:

May to July 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 – December 2010*
- *No budget revisions have been made.*
- *Funding for a Phase II was approved in March 2009.*
- *Phase I extended till December 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, 7%	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) Phase II

In April 2009 additional funds - 1.5 MUSD - were provided by the Lebanese Recovery Fund for a second phase of the project. This will extend overall project completion till 31/12/2010. And in May 2009 completion of the current Phase I was extended till the end of the 2009 in order to undertake follow-up capacity building activities particularly concerned with food safety and occupational health and safety in the enterprises supported under this phase of the programme.

During the extended period of Phase I implementation of Phase II has commenced such that implementation of the two phases is carried out in parallel.

Regarding Phase II Ministry of Industry has provided the PMU with a list of new enterprises to be considered for support. Among these enterprises 26 wood work and food enterprises were assessed in July by an external consultant for their equipment needs (ref. annex 5). The process of selecting the enterprises is on-going.

During the last week of July 2009 the potential beneficiaries within the textile and leather sectors will be assessed (21 enterprises).

c) 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 (2-3 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.

d) 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
<ul style="list-style-type: none"> ➤ Restored economic activities and diversification of economic/income generating activities 	<ul style="list-style-type: none"> ➤ Support in the form of equipment, building restoration and capacity building has been rendered to 100 enterprises, 3 business associations and 7 government institutions and 25 university students who requested to participate in capacity building activities. Hence, 135 entities have so far been supported. ➤ The 135 entities are distributed among 100 enterprises. Of these 100, forty one (41) have received support in the form of equipment including Ministry of Industry, and 27 enterprises including MoI 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.
<ul style="list-style-type: none"> ➤ Increased food security in households 	<ul style="list-style-type: none"> ➤ Equipment began arriving in October 2008; its installation and commissioning was completed in April 2009 with the exception of 2 pieces of equipment still outstanding. The restarted production is expected to impact positively on the food security of the enterprise owner's households and those of their employees. ➤ It is expected that impact of the support in some cases may reach beyond the nuclear families into the adjoining family levels, i.e. through cultural traditions of mutual support.
<ul style="list-style-type: none"> ➤ Project is implemented efficiently and in accor- 	<ul style="list-style-type: none"> ➤ Implementation of the project is on time and on schedule with some capacity building activ-

dance with the plan and timing

ities 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	Distrib ion
Capacity building*	78	3	7	25	113	62%
Civil works**	26	0	1	0	27	15%
Equipment**	40	0	1	0	41	23%
Total no. of activities	144	3	9	25	181	100%
Distribution	80%	1%	5%	14%	100%	

Note:

* The no. of participating entities

** The no. of entities that have received support

† Ref. table 3 below

- The project has so far provided 181 units of support, i.e. capacity building, civil works and equipment. Of these supports 144 or 80% has 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 62%. 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 49% of the expenditures¹.

➤ 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.

¹ May be calculated from table 4 below.

olive oil in September-November, indications of impact is at present premature.

- 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.
-

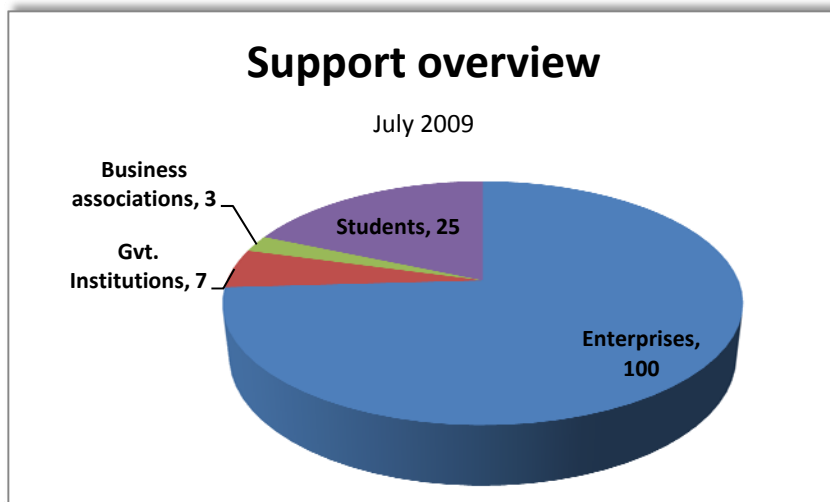
*Source: The Project Document

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 100 enterprises, 7 governmental institutions, 3 business associations and 25 university students.

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 Type of support and no. that has benefitted		
Distribu- tion %	Total no. supported	Companies per sector	Sector	Equipment	Civil works	Capacity building
		13	Food & beverage	5	5	11
		17	Textile	12	5	15
		22	Woodwork	11	11	9
	100	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
74%		100	Total no. companies	40	26	78
5%	7		Government institutions	1	1	7
2%	3		Business associations	0	0	3
19%	25		Students	0	0	25
Entities supported	135			41	27	113

* July 2009

As shown in table 3 a total of 135 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 135 entities 40 companies plus 1 ministry has received equipment, 26 companies plus 1 ministry have had their buildings renovated and 78 companies plus government institutions, business associations and university students – 113 in all - have received support in the form of various forms of capacity building activities.

Figure 1 above summarizes the support rendered. Of 100 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 etc.; And
- (2) Collaboration with other projects, such as the UNIDO Food Safety Project, 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 1,691,177 USD has been provided 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 2 pieces of equipment to be delivered in the near future.

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 the activities have taken place both inside and outside Lebanon.

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

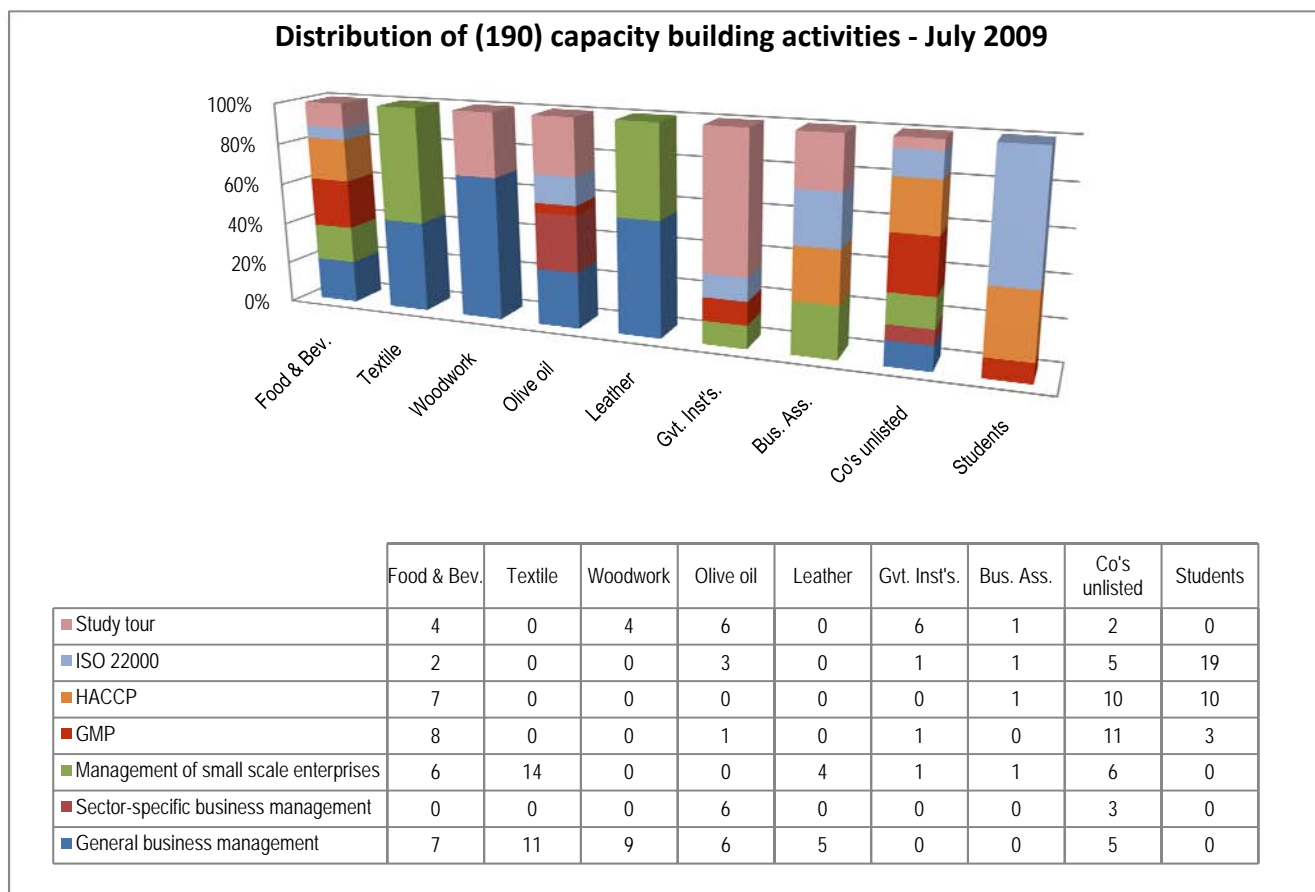


Figure 2 summarizes the activities at two levels: First, the absolute number of factories, government institutions, business associations and of students who have participated in various types of capacity building activities. Second, the graph presents the distribution per sector. For instance the Textile 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 provides an indication of the general interest among the SME's and others in capacity building. At the same time 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.

During the period July-October 2009 on-site training will be carried out as a follow-up to the initial capacity building efforts made. This new training programme focuses on practical food safety issues in the food & beverage sector and occupational health and safety in the wood work, textile and leather sectors. The training will mainly be conducted inside the factories by local trainers recognized for their expertise in these fields.

c) Rebuilding livelihoods

Rebuilding livelihoods after 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 67 participating enterprises (ref. table 4).

The interviews were 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 is by its nature subjective, hence the presentations below express trends as observed by the beneficiaries.

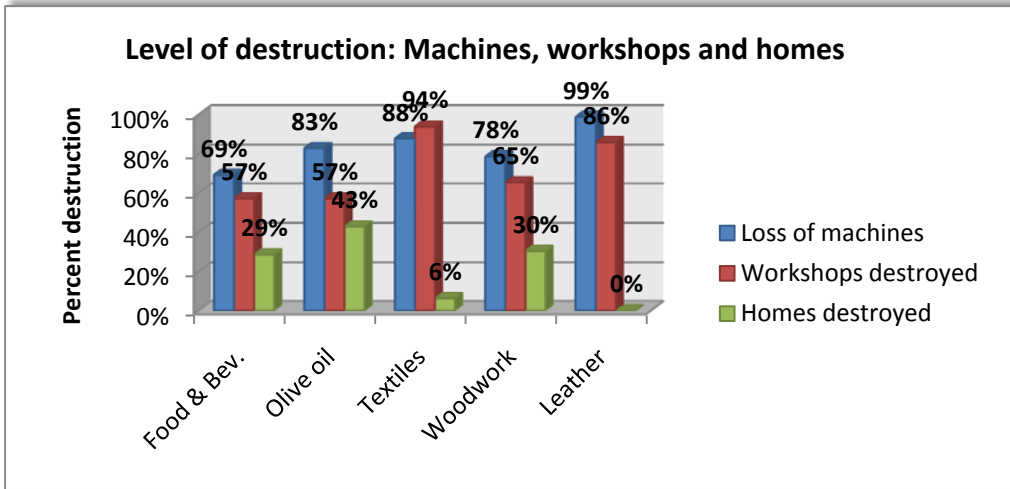
	No. of enterprises in sample
Food & Bev.	14
Olive oil	7
Textiles	16
Woodwork	23
Leather	7
Total	67

The 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.

In sum, as shown in figure 3 below, the data from the survey paints a picture of the level of hardship faced by the beneficiaries and their efforts in rebuilding their livelihoods. Overall, the enterprises lost 83% of their production equipment, i.e. machines

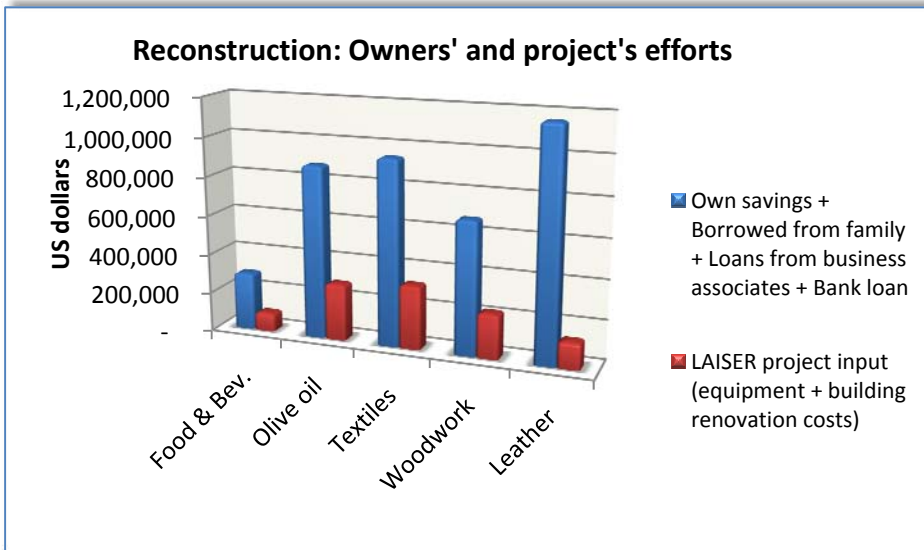
that were destroyed through bombing or the collapse of neighbouring buildings etc.; 65% of the enterprises witnessed total destruction of their workshops or business property, and 29% equally so of their homes. This is so because it is common for many SME's to have their business adjacent to their residence.

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 67 beneficiaries' personal financial inputs in the rebuilding efforts as shown in figure 4 and 5.

Figure 4: Financing of reconstruction



It is surprising to note that while the 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 4.0 MUSD.

In other words for every dollar the project has provided in grants to the beneficiaries in the form of equipment and building renovation the beneficiaries has contributed 4 dollars to rebuild their livelihoods. Hence, the project in a direct form complements the beneficiaries' own war recovery strategies. In view of the reluctance by some beneficiaries in the sample to provide figures their actual input is likely to be higher than reported.

As noted the survey queried from which sources the beneficiaries obtained financing of their war recovery efforts. Table 5 hereunder provides insight into how many beneficiaries obtained loans from banks and business associates. The data in this table is summarized in figure 5 below, while figure 6 pictures the distribution of the loans based on the number of employees per enterprise.

Table 5: Sources of loans

Sector	Borrowed from business associates	Bank loan
Food & Beverage	0	6
Olive oil	1	3
Textiles	4	3
Woodwork	1	7
Leather	2	1
Total	8	20

Figure 5 and 6 shows that beneficiaries in all five business sectors have been able to obtain bank loans, and in 4 sectors they have also collaborated with business associates for loans to restart and help run their businesses. Particularly in the textiles and leather sectors the mutual interests – perhaps interdependence – 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.

Figure 5: Private financing of reconstruction

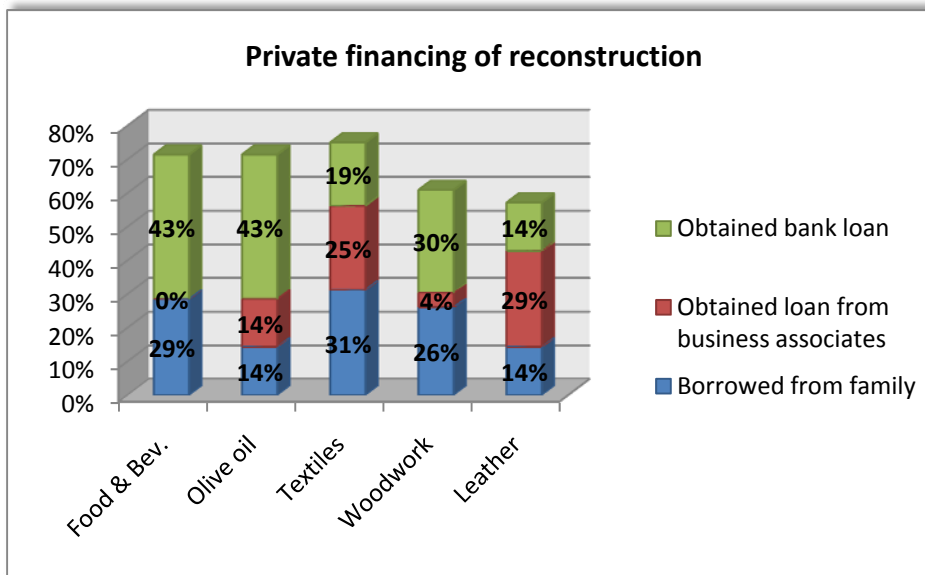


Figure 6: Loans: Distribution per sector and size of business

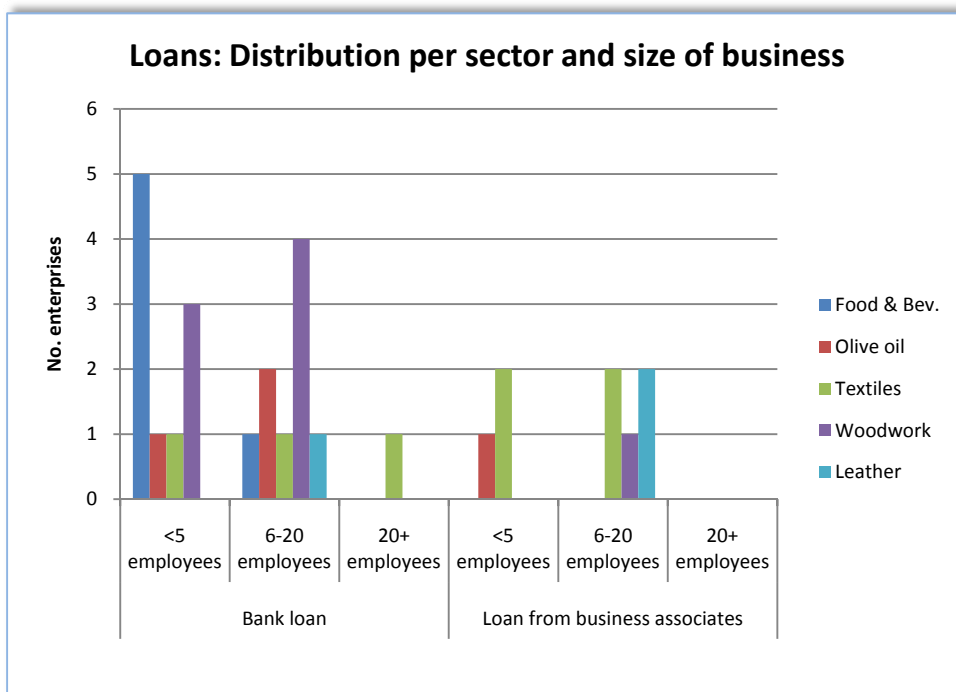


Table 5 and figure 5 and 6 paints an encouraging picture:

- 1) Enterprises in all 5 sectors have been able to obtain bank loans;
- 2) Except for the food and beverage sector enterprises through their network of business associates have been able to obtain loans;

- 3) The banks have favoured lending to the micro and small enterprises, i.e. enterprises with 5 or less employees and up to 20 employees;
- 4) The business associates have recognized the interdependence they have with their manufacturers and in line with the banks have favoured the micro and small scale enterprises.

In sum the data paints an encouraging picture of the bank's and business community's belief in the micro and small enterprise culture prevalent in the country; presumably due to these enterprises' and their families' relative strength in terms of resilience in the face of extreme difficulties and challenges; and the technical skill and know-how found in them.

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 sources². For this reason it is thus not possible to further analyze the information or to compare various strata of data.

Additional studies of the project's impact may be considered in relation to the project's development objective: *Support Economic Recovery and restore industrial units in war-affected areas of Lebanon thereby generating employment and alleviating poverty in the country.*

The notions of "economic recovery" and alleviation of poverty "in the country" in the development objective signal economic and social change at the community level through the project's activities, and hence impact beyond the immediate support rendered to specific SME's. This in turn relates to the economic and social activities in the project's activity areas.

The project does not have specific evidence of any socio-economic impact; however, indications in the aforementioned survey corroborated by the beneficiaries anecdotes during visits point to some form of wider impact.

It is on this basis it is recommended that studies of social and economic changes in the communities – perhaps in collaboration with a relevant local university – are carried out in order to highlight the effects of the type and nature of activities of this type of post-war intervention to aid recovery. Such research may include studies of the communities' own war recovery strategies and the project's and/or communities' ability to complement such efforts through the projects focus, design and implementation methodology – ref. figures 4 and 5 above.

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:

² Methodologically, enterprises that have indicated they have obtained loans but wish not to release the details have been assigned a value of 1\$ in the data analysis sheet.

- 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. 86% 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 6 below.

Table 6: Financial Performance**July 2009**

Category	Budget (USD)	Expenditure*	Utilization
Personnel	575.800	503.832	88%
Civil works [^]	500.000	499.902	100%
Training [^]	230.000	112.894	49%
Transport	25.000	22.177	89%
Supplies and commodities	30.000	26.612	89%
Equipment ^{^†}	1.342.938	1.191.275	89%
Travel	50.000	32.526	65%
Miscellaneous	50.000	31.408	63%
Sub-total	2.803.738	2.420.626	86%
Agency support	196.262	169.444	86%
Total (USD)	3.000.000	2.590.069	86%

* Actual and projected expenditures for goods and works on order

[^] 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 1,191,275 USD of the budgets 1,342,938 USD equivalent to a utilization rate of 89%.
- **Civil works:** Orders have been placed for a total of 499,902 USD of the budgets 500,000 USD equivalent to a utilization rate of 100%.
- **Training:** The training and capacity building activities conducted has involved a total of 241 participants at a combined cost of 112,894 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 100 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. Table 7 below provides an overview of the new funds allocated and their proposed application.

Table 7: 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 project's results has been produced through a combination of close collaboration with the beneficiaries, including frequent visits to each enterprise by the project office in the company of the Ministry and technical experts, and the selection procedures employed for selection of civil works to be made and equipment to be purchased.

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 8 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.

			<p>An on-Site training programme commenced on July 2009 at Nabatieh province, particularly in “Kfarsir” village. Training sessions will be conducted in various areas of Lebanon and will cover mainly 2 topics: Practical orientation on food safety and Practical Occupational Health and Safety Management Systems.</p>
<p>1.5 Prepare comprehensive proposals for the rehabilitation of affected enterprises: Interventions, plans layouts, technical specifications and adequate budgetary details</p>	<p>This is the main outcome of the technical assessment which will lead to having all factories operational</p>	<p>Equipment: Done</p> <p>Civil works: On-going</p>	<p>Detailed data on the rehabilitation have included:</p> <ul style="list-style-type: none"> ▪ 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 <p>Currently support in the form of equipment, civil works and capacity building is rendered to 100 enterprises plus 7 government Ministries and institutions, 3 business associations and 25 students (ref. table 3 above). In sum present support thus reaches 135 enterprises, government institutions and business associations and university students.</p> <p>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).</p> <p>With regard to civil works this has been</p>

				<p>delivered to 26 enterprises within the following sectors: Textiles (5), Leather (2), Olive oil (2), Woodwork (11), Food & Beverage (5) and Paper, Plastics and Printing (1).</p> <p>For 32 companies not originally listed for support assistance has been rendered in the form of capacity building.</p>
1.6	Conduct participatory workshops with all stakeholders to present the proposals and select priority enterprises to be rehabilitated	<p>Meetings to explain all details pertaining to the technical assessment</p> <p>Finalize the selection of enterprises to benefit from the project activities</p>	Done	<p>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.</p>
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 26 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 40 enterprises. Two 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	Done	The delivery contracts included 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	The setting up of training relevant to running, management and marketing for small scale en-	Phase I: Done	A range of business management courses and study tours have been ar-

	development of business plans; management and supervisory staff training	terprises	Phase II: To be commenced	ranged for industrialists and other partner ministries and organizations.
2.8	Provide TA to agro-enterprises, including GMP, linkage to markets, research, finance etc.	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
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> <p>An internal evaluation by UNIDO is scheduled to take place during the period September-December 2009.</p>

Annexes

Annex 1 – List of civil works support – Phase I



LAISER Project
Phase I, Civil Work

Names of factory	Sector	Location	Cost	Date commenced	Date completed	Brief description
1-Abou Ghaida	F&B	Nabatieh	15,564.78 \$	18 June 2008	18 July 2008	Inside Factory, Reinforced concrete, Top Roof Slab Lighting Fixtures ,Cables, Socket Outlets, Electricity
2-I mad Ghosson Pickles	F&B	Nabatieh	18,040.81\$	18 June 2008	18 July 2008	Inside Factory ,Reinforced concrete, Top Roof Slab Lighting Fixtures ,Cables, Socket Outlets, Electricity
3-Salhab Ice Cream	F&B	Nabatieh	22,425.20\$	14 July 2008	14 August 2008	Outside Factory Terrace, Steel Structures
4-kashmar Olive	Olive	Tyre	18,984.00\$	20 June 2008	20 July 2008	Inside Factory, Drainage, Painting External Door Shutter Lighting Fixtures, Socket Outlets, Electricity
5-khodor Allameh -chic Top	Textile	SSB	13,669.00\$	8 September 2008	8 October 2008	Inside Factory ,Reinforced concrete Drainage, Lighting Fixtures , ,Socket Outlets, Electricity
6-Hassan Awada	Wood	Nabatieh	14,713.09\$	18 June 2008	18 July 2008	Inside Factory, Lighting Fixtures ,Cables, Socket Outlets, Electricity
7-Ali Maki	Wood	Nabatieh	9,483.00\$	8 September 2008	8 October 2008	Inside Factory, Lighting Fixtures ,Cables, Socket Outlets, Electricity
8-Mohamad Idriss	Wood	Nabatieh	13,971.00\$	20 June 2008	20 July 2008	Inside Factory, Lighting Fixtures ,Cables, Socket Outlets, Electricity
9-Hassan Abou AKar	Tiles	Bekaa	15,130.00\$	12 May 2009	20 June 2009	Site work, Lighting Fixtures, Cables, Socket outlets,
10-Dalal Steel Industries	Steel Industries	Bekaa	16,170.00\$	12 May2009	20 June 2009	Site work, Sanitary Fixtures
11-Central Plast Nylon Bags	Nylon	Bekaa	24,490.00\$	12 May2009	20 June 2009	Site work, Electricity
12-Castle	Wood	SSB	24,580.00\$	2 March 2009	17 March 2009	Inside Factory, Lighting Fixtures, Cables, Socket outlets, Electricity
13-Faris Bros.	Leather	SSB	10,089.00\$	13 March 2009	25 April 2009	Inside, Factory ,Lighting Fixtures, cables, Socket Outlets Electricity
14- Martina	Leather	SSB	24,740.00\$	7 April 2009	7 May 2009	Ground Floor, Electrical Works, Sanitary and plumbing Works

15-Trussadia	Textile	SSB	53,115.00\$	5 June 2009	31 July 2009	Required Job, Masonry ,wall plastering ,Tiles ,wood work, walls covering And Painting ,Sanitary, Electrical work.
16- Hadaf	Textile	SSB	61,546.50\$	5 June 2009	31 July 2009	Required Job, Masonry ,wall plastering ,Tiles ,wood work, walls covering And Painting ,Sanitary, Electrical work.
17-Fidel Rizk	Olive	South	25,425.00\$	12 May 2009	20 June 2009	Site work, Electrical works, Plumbing works
18- La Martine	F&B	Bekaa	-	On tender	-	-

Phase II



LAISER PROJECT Phase 2, civil work

Names Of factories	Location	Sector	Cost	Date Com-menced	Date Com-pleted	Brief description
1-A mine Ayoub	Tyre	Wood	-	-	-	-
2-Ali Houd-rouj	SSB	Textille	18,800\$	7 July 2009	7 September 2009	Site work, Sanitary, Electrical
3- Ali Chehadi	Bekaa	Wood	-	-	-	-
4-Sleiman	Tyre	Wood	-	-	-	-
5- Al porsh	Nabatieh	Wood	-	-	-	-
6-Jafal	Nabatieh	Wood	-	-	-	-
7-Ebaa Harb For Dairy	Tyre	F&B	-	-	-	-

Annex 2 – List of capacity building activities

Phase I

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

Phase II



LAISER Project
On-Site Practical Training Plan
Lebanon 2009

Course	# of Sessions	Sectors	Location	Date
Food Safety	2	Food	Nabatieh-Tyre Bekaa	I. 14 – 16 July II. 21-23 July.
OHS	1	Wood	Bekaa	I. 28-29 July
Food Safety	1	Food	Khyam	I. 4-6 Aug.
OHS	3	Wood	South	I. 10 – 11 Aug. II. 13 – 14 Aug. III. 17 – 18 Aug.
OHS	1	Textile	South	29 - 30 Sept.
Food Safety	1	Food	Beirut/S. Suburb	6 – 8 October
OHS	1	Wood	Beirut/S. Suburb	12 – 13 October
OHS	3	Textile	Beirut/S. Suburb	I. 15 – 16 Oct. II. 19 – 20 Oct. III. 22 – 23 Oct.
OHS	2	Leather	Beirut/S. Suburb	I. 26 – 27 Oct. II. 29 – 30 Oct.

*All courses are practical including live demonstrations and will take place inside industries.

*OHS = Occupational Health & Safety



LAISER Project

FB/LEB/07/001

TOR's for Food Safety On-Site Training

South-Lebanon (Khyam)

4 – 6 August 2009

1. Objective:

The objective of the On-Site food safety training is to train the related beneficiaries on the application of food safety measures and standards, and to assist them in practicing what they have learned earlier with the project through the theoretical training.

2. Training Topics:

- a. Establishment: design and facilities
- b. Contamination sources within the establishments
- c. Incoming material requirement
- d. Water
- e. Cleaning procedures
- f. Pest control
- g. Control of operation
- h. Waste management
- i. Monitoring all procedures
- j. Establishment: maintenance and sanitation
- k. Personal hygiene
- l. Transportation
- m. Product information and consumer awareness
- n. Documentation and records
- o. Recall procedures
- p. Guidelines for the application of “Hazard Analysis and Critical Control Point (HACCP)” Food Safety Management System

3. Expected results:

Earlier, and as a result of the theoretical training conducted through the project the beneficiaries started dramatic and serious changes in their factories structures and practices in order to insure food safety. Consequently, and as a result of the On-Site training the beneficiaries are expected to:

- a. Higher level of understanding and practicing of all good manufacturing and good hygienic practices within the beneficiaries establishments
- b. Adoption of more strict monitoring systems for the food safety procedures

c. Application of a high level of personal hygiene which is a key factor in food safety

4. Number of participants:

Six (6) participants will be joining this course from the following food sub-sectors:

- a. Pickles
- b. Spices
- c. Olive Oil
- d. Sweets
- e. Bakery
- f. Ice cream

5. Date, Duration and Venue:

The training will take place between 4 and 6 August 2009 within Imad Ghosson Pickles factory in the South region, in Khyam. The duration is 3 days.

Annex 4 –Questionnaire, Phase II

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

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

Questionnaire for Phase II Selection

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 the Lebanese Government through the Lebanon Recovery Fund has allocated some funds for assistance to rebuild a number of factories
- That the needs for reconstruction of factories is high and exceeds the funds available
- That in order to select those best suited for assistance the project conducts these interviews
- That all information gathered in the course of the interview is strictly confidential and will be kept so between the project and the owner of the factories interviewed
- That the selection process will have 3 steps: (1) Initial interviews of all potential factories, (2) selection of factories for further technical evaluation and (3) final selection of the factories to be assisted
- That the combined selection process until announcement of final selection may take up to 5 months
- That we thank you for your interest in this project and your cooperation in making it a success

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:

- 1-11: Background information about the business as it is today
- 12 : The business before the 2006 war
- 13 : War damages
- 14 : New operational strategy
- 15-17 : Business reconstruction efforts
- 18 : General question

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

11.

Describe the business as it is TO-DAY:

(a) What do you produce/ manufacture/ sell?	<ul style="list-style-type: none"> • • 					
(b) Relative to your business <u>BEFORE</u> the war in 2006, how do you assess your present business volume, i.e. sales/turnover?						(√) Describe by how much if Better or Smaller (e.g. "10%") and why:
	Better than before the 2006 war?					
	The same as before the war?					
	Smaller than before the war?					
(c) Where is your market? (√) (Locality = in the village; Nearby towns; In Beirut; Elsewhere in Lebanon; Export) (More than one √ possible)	Locality	Nearby towns	Beirut	Elsewhere	Export	Comments
	Estimated % value of sales per market area (e.g. 30% etc.)					
	If export, where to?					
	•					
	•					
(d) How many permanent employees do you have?						
(e) Do you have seasonal employees? (√)			Yes	No		
	If "yes": How many?					

<p>12. Tell about the business <i>BEFORE</i> the conflict in 2006:</p>	<p>(a) What were you selling / manufacturing?</p>	•					
		•					
		•					
	<p>(b) How was the business doing? <i>(poorly, medium, well)</i></p>	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>	Locality	Nearby towns	Beirut	Elsewhere	Export	Comments
		Estimated % value of sales per market area (e.g. 30% etc.)					
		If export, where to?					
		•					
		•					
		•					
	<p>(d) How many permanent employees did you have?</p>	•					
		•					
		•					
	<p>(f) Did you have seasonal employees?</p>	•					
		•					

13.	<p>How was your family and business <u>AFFECTED</u> by the conflict of 2006?</p>	(a) Family members injured/killed/ affected (e.g. mentally, left the country etc.)	Nil (0)	Injured	Killed	Affected	Comments
			<i>State no. of persons</i>				
		(b) Home damaged/ destroyed (✓)	No damage	Damaged	Destroyed		
				<69%	>70%		
			<i>Interviewer to assess</i>				
		(c) Business property damaged/ destroyed (✓)	No damage	Damaged	Destroyed		
				<69%	>70%		
	<i>Interviewer to assess 20%</i>						
(d) Business operation interrupted temporarily/ permanently (✓)	No interruption	Temporarily interrupted (for how long?)	Permanently closed				
(e) Employees injured/killed/ affected (e.g. mentally, left the country etc.)	Nil (0)	Injured	Killed	Affected	Comments		
	<i>State no. of persons</i>						
(f) How many machines did you have?	Total number of machines that you had:						
(g) Did you lose any machines?	Number of machines lost:						
(h) Value of damages to premises	Value of damages - premises (estimated):						
(i) Value of damages to equipment	Value of damages - machines (estimated):						

		(j) How many machines do you have presently?	<table border="1"> <tr> <td data-bbox="789 140 1271 228">No. of machines he has:</td> <td data-bbox="1271 140 1547 228"></td> </tr> </table>	No. of machines he has:		
No. of machines he has:						
		(k) In your opinion what are the two machines you need the most for your company?	<table border="1"> <tr> <td data-bbox="789 291 1547 344">•</td> </tr> <tr> <td data-bbox="789 344 1547 396">•</td> </tr> </table>	•	•	
•						
•						
14.	<p>After 2006 war what's your <u>NEW STRATEGY</u> for running your company?</p>	(a) What was your strategy to rise from 2006 war's effect?	<table border="1"> <tr> <td data-bbox="789 485 1547 537">•</td> </tr> <tr> <td data-bbox="789 537 1547 590">•</td> </tr> </table>	•	•	
•						
•						
		(b) To what extent was your strategy implemented?				
		(c) What were the main obstacles that you faced in becoming operational again?	<table border="1"> <tr> <td data-bbox="789 806 1547 858">•</td> </tr> <tr> <td data-bbox="789 858 1547 911">•</td> </tr> <tr> <td data-bbox="789 911 1547 963">•</td> </tr> </table>	•	•	•
•						
•						
•						

15.	<p>How did you finance <i>REBUILD-ING</i> your company after 2006 war? (i.e: did anyone give you funds to get back on your feet?) (√) <i>- may have more than one possibility</i></p>	Own sav-ings	Borrowed from family	Bank loan	Borrowed from busi-ness friends	Assistance from political parties (e.g. "Waad" project)	Assistance from donors (e.g. Qatar)
		<i>May I inquire about the amount you got from each source?</i> (state amount)					
16.	<p>May I inquire how much you still owe today to those you borrowed from? (<i>the total amount – some may not want to answer</i>)</p>	•					
		•					
17.	<p>How long time after the end of the conflict in 2006 did it take before your business became operational again? (<i>months/still not in operation</i>)? (√)</p>	Months	Still not opera-tional				
		<i>State no. of months or √ as appro-priate</i>					
18.	<p>Is there anything else you think I should know?</p>	•					
		•					

Annex 5 – Phase II: List of factories assessed



LAISER Project

Factories assessed by international consultant, June 2009

Names of factories	Location	Sector
1-Batal Design	SSB	Wood
2-Est. Al-Farah	SSB	Wood
3-Est. Khodor Hamoud	SSB	Wood
4-Moderna sarafina	Nabatieh	Wood
5-Yassine Manshara	Nabatiyeh	Wood
6-Galerie Jaffal	Nabatiyeh	Wood
7-Ahmad Sadek	Al-khiyam	Wood
8-Al-boursh Furniture	Tyre	Wood
9-Sweidan furniture	Tyre	Wood
10-Hassan Sleiman	Tyre	Wood
11-Sabrawi	Tyre	Wood
12-Abou Hassan Adel Taleb	Tyre	Wood
13-Ayoub Furniture	Tyre	Wood
14-Cehadi	Baalbeck	Wood
15-Florence	Tanayel	Wood
16-Sadaka Sweets	SSB	Food

17-Shaabab Sweets	SSB	Food
18-Lebanese company for dairy production	Nabatiyeh	Food
19--Sbaiti ice cream	Kfarsir	Food
20-Patisserie Sara	Al-khiyam	Food
21-Bint al jabal for dairy products	Nabatiyeh	Food
22-Harb Roastery	Tyre	Food
23-Kadmous Factory	Tyre	Food
24-Ebaa Harb for dairy products	Tyre	Food
25-Martine	Tanayel	Food
26- Salhab	Nabatieh	Food

And from Phase I the below listed industries were visited:

1. Imad Ghosson
2. Abou Ghayda
3. Hassan Awada
4. Trussadia