



This project is funded by the Spanish Government and is part of the "Lebanon Recovery Fund", a Lebanese Government led Programme established on the occasion of the Stockholm Conference.

PROJECT PROGRESS REPORT NUMBER 12

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

Project Number: (FB/LEB/09/002)

March 2010

PROGRESS REPORT 12

REPORT COVER PAGE

<i>Recipient UN Organization:</i> UNIDO	<i>Report Number:</i> 12
<i>Project Number:</i> FB/LEB/09/002	<i>Project Title:</i> Support for Livelihoods and Economic Recovery in War-Affected Areas of Lebanon (LAISER)
<i>Reporting Period:</i> January to March 2011	<i>Project Budget:</i> USD 1,500,000
<i>List of Partners:</i> <ul style="list-style-type: none">• 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	<i>Project Coverage/Scope:</i> <ul style="list-style-type: none">• Southern suburbs of Beirut• Southern Lebanon• Bekaa Valley
<i>Abbreviations and acronyms:</i> UNIDO: United Nations Industrial Development Organization MOI: Ministry of Industry LRF: Lebanon Recovery Fund	<i>Project Duration/Closed Project:</i> <ul style="list-style-type: none">• The on-going Phase II was launched in April 2009 and will end in March 2011.

Table of contents

	Description	Page
I.	Purpose	5
II.	Resources	6
III.	Implementation and Monitoring Arrangements	7
	a) Implementation	7
	b) Monitoring	8
	c) Procurement	8
IV.	Results	8
	a) Support overview	10
	b) Rebuilding Livelihoods	11
	c) Equipment Procurement	11
	d) Capacity Building	14
	e) Project management	17
	f) Project implementation	17
	g) Implementation modality	18
V.	Summary of implementation	18
Tables		
1.	Project Budget	2
2.	Results	9
3.	Total distribution of support	10
4.	Total number of Phase I and Phase II enterprises	10
5.	Distribution of support rendered to Phase I and Phase II	11
6.	Status of Phase II equipment	12
7.	Training and Study Tour 2009-2010- 2011	14
8.	Phase II expenditures as per September 2010	18
9.	Status of each project output	19

Annexes

- | | |
|---|----|
| 1. List of beneficiaries to be or are being supported on Phase II | 25 |
| 2. Updated Matrix related to all P.O's | 31 |

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

Category	Budget Phase I	Funds Phase II
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
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	➤ The project has directly supported 41 enterprises all of which have had their operations restored or enhanced. The target for Phase II is 25-30 enterprises to be restored.
➤ Increased food security in MSMEs.	➤ Increased food security has been ensured for the owners and employees of the assisted enterprises through the provision of food processing equipment. The capacity building activities on basic food hygiene have played a catalytic role in the adoption of good manufacturing and hygiene practices in the Enterprise, including understanding of technical concepts related to relevant standards for the implementation of Food Security Management Systems.
➤ Project is implemented efficiently and in accordance with the plan and timing	➤ Implementation of Phase II was on time and schedule. This Phase will be declared operationally completed end of March 2011 and the unutilized funds will be returned to the LRF as soon as all financial transaction is finalized.
➤ Number of jobs created	<p>Many of the refurbished enterprises have been shown to generate new employment opportunities in their respective areas.</p> <p>According to a survey conducted in September 2009 among 48 enterprises 655 new jobs have been created after the end of hostilities in 2006 to 655 at the time of the survey¹.</p>
➤ Replication	Development of knowledge and success stories where similar project is presently being implemented in Iraq adopting a similar form of intervention.
➤ Sustainability	The success of project has been rewarded by a Phase III, funded by the Government of Italy.

¹ Independent External Evaluation (December 2009), LAISER Lebanese Agro-Industry Support and Economic Recovery, "Support for Livelihoods and Economic Recovery.

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

In the wake of the war in 2006 135 MSMEs had applied to MOI for support. These enterprises had been seriously damaged during the war and expected assistance. From the outset 25 applicants from the printing sector had to be excluded, as they were medium to large units with several millions of damages each and beyond the LAISER budget possibilities.

Subsequently, the project team visited each of the remaining 110 companies. As a result of these visits, 25 units were excluded, as their owners were either not interested in starting up their company again or had left the area. At the end of this process the project had identified a total of 85 primary client enterprises that fit the LAISER support criteria.

Table 3: Total Distribution of Support

Enterprises that applied to the Ministry of Industry	135
Printing sector excluded	-25
Closed / not interested	- 25
LAISER Beneficiaries	85
Covered in Phase I	48
To be Covered in Phase II	37
Balance	0

Of the 85 primary client enterprises that have been or are being supported by LAISER, 48 were included in Phase I and the remaining 37 are being part of Phase II. This means that LAISER will have achieved full coverage of its listed enterprises.

Table 4: Total Number of Phase I and Phase II Enterprises

LAISER Beneficiaries	Phase I	Phase II	Total
Wood	12	15	27
Textile	13	4	16
Leather	7	7	15
Food	6	9	15
Olive Oil	7	-	7
Others	3	2	5
Total	48	37	85

A breakdown of the distribution of the support is presented in tables below.

Table 5: Distribution of Support rendered to Phase I and II

Phase I				Phase II			
Sector	Equipment	Civil Work	Total	Sector	Equipment	Civil Work	Total
Wood	11	4	15	Wood	15	1	16
Textile	11	4	15	Textile	6	0	6
Leather	5	2	7	Leather	7	0	7
Food	5	3	8	Food	11	1	12
Olive Oil	7	2	9	Olive Oil	-	-	-
Others	-	3	3	Others	2	0	2
Total	39	18	57	Total	41	2	43

As shown in the tables above a total of 85 enterprises have received support. The support rendered has been in three forms: The provision of equipment and/ or civil works, i.e. building renovation and capacity building.

In addition to the 85 Enterprises:

- 1- The Ministry of Industry has received equipment and had its buildings renovated (54 office equipment and furniture have been delivered);
- 2- Promotion of the project led to a wider scope of assistance than planned for-reaching more than 491 beneficiaries and 387 companies including government institutions, business associations, enterprises not included in the original lists from MOI and university students who have received support through various forms of capacity building activities.

b) Rebuilding livelihoods

Building rehabilitation for Phase I have been accomplished for 18 Enterprises. As for Phase II, two enterprises benefited from civil work; which was completed at both of them.

c) Equipment Procurement

Delivery of 121 equipment has started in June 2010 and is approximately completed, (See annexes 1 and 2). The expected completion date for the distribution of the remaining equipment is in May 2011.

Table 6: Status of Phase II Equipment

	Sector	Number of Equipment to be delivered	Number of Beneficiaries	Status
1	Food International Bid	28	10	Delivered
2	Textile International Bid	26	6	On-going (Expected to be completed in May 2011)
3	Leather International Bid	20	7	Delivered
4	Generators International Bid	17	16	Delivered
5	Woodwork International Bid	27	15	Delivered
6	Metal Work International Bid	3	2	Delivered
	Total	121	56	

* Effectively the exact number of phase II beneficiaries is 37 where:
a- 15 beneficiaries are getting equipment and generators (56-15=41);
b- 4 Beneficiaries were assisted in Phase I (41-4=37).

Pictures related to equipment procured and delivered to the beneficiaries (Phase II)



Automatic Bundling Machine at Alfa Interfood Factory, Bekaa Valley, as part of the (LAISER) project.



Continuous Ink Jet Date Printer at Alfa Interfood Factory, Bekaa Valley, as part of the (LAISER) project.



Panel Saw at Est. AL Porsh Company, South of Lebanon, as part of the (LAISER) project.



Water purifying system at Sadaka Sweets, SSB, as part of the (LAISER) project.

d) 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 were local and international ones, and as shown in the activity overview below capacity building has taken place both inside and outside Lebanon. The activities have included:

Training & study tours (2009- 2010- 2011)								
	Course Title	Sector	Location	Date	#of participants	# of Enterprises	Gender	Tutor
1	IOTEX (Study tour)	Olive Oil	Amman Jordan	22 - 24 Mar 2008	9	8	9/M	-
2	Business Counseling (study tour)	Ministries & associations	Bahrain	14 - 20 Jun 2008	7	2	6/M - 1/F	-
3	Egypt wood work (Study tour)	Woodwork	Egypt	28 Jul - 2 Aug 2008	9	9	9/M	-
4	SIAL – Food Exhibition (Study tour)	Food & Beverage	France	19 - 23 Oct 2008	8	7	7/M- 1F	-
5	COMFAR	Ministries & associations	Lebanon	7 - 11 Apr 2008	8	5	3/M - 5/F	-
6	Syria Study Tour (Study Tour)	Ministries & associations	Syria	12-16 January 2009	5	4	5/M	-
7	General Business Management and Marketing	Food & Beverage + Olive Oil	Lebanon	22 - 23 Jul 2008	15	14	14/M - 1/F	Dr. Bassam Hamdar
8	General Business Management	Textile & Leather	Lebanon	24 - 25 Jul 2008	26	20	25/M - 1/F	Dr. Bassam Hamdar
9	General Business Management	Woodwork	Lebanon	5 - 6 Aug2008	11	9	10/M- 1F	Dr. Bassam Hamdar
10	Olive Oil Specific management	Olive Oil	Lebanon	12 - 13 Aug 2008	10	7	8/M - 2/F	Dr. Bassam Hamdar
11	Management of Small Scale Food Factories	Food & Beverage	Lebanon	14 - 15 Aug 2008	11	8	8/M - 3/F	Dr. Bassam Hamdar
12	Management of Small Scale Textile Factories	Textile	Lebanon	9 - 10 Oct 2008	23	21	17/M – 6/F	Dr. Kamel Wazne
13	Management of Small Scale Leather Factories	Leather	Lebanon	14 - 15 Oct 2008	8	4	7/M – 1/F	Dr. Kamel Wazne

14	GMP (Good Manufacturing Practices)	Food & Beverage + Olive Oil	Lebanon	29 - 30 Oct 2008	32	24	21/M - 11/F	Dr. Hussein Dib
15	HACCP (Hazard Analysis and Critical Control Points)	Food & Beverage + Olive Oil	Lebanon	6 - 7 Nov 2008	36	30	18/M - 18/F	Dr. Hussein Dib
16	ISO 22000	Food & Beverage + Olive Oil	Lebanon	4 - 5 Dec 2008	30	29	13/M - 17/F	Dr. Hussein Dib
17	On-site practical training – Food Safety	Food & Beverage	Lebanon - Nabatieh/Tyr	14 – 16 Jul 2009	19	13	11/M – 8/F	Dr. Toufik Rizk
18	On-site practical training – Food Safety	Food & Beverage	Lebanon - Bekaa	22 – 23 Jul 2009	8	3	6/M – 2/F	Dr. Toufik Rizk
19	On-site practical training - OHS	Woodwork	Lebanon - Bekaa	28 – 29 Jul 2009	6	5	6/M	Mrs. Zahra Nour Eddine
20	On-site practical training - OHS	Woodwork	Lebanon - Tyr	10 – 11 Aug 2009	9	8	9/M	Mrs. Zahra Nour Eddine
21	On-site practical training - OHS	Woodwork	Lebanon - Nabatieh	13 – 14 Aug 2009	13	12	13/M	Mrs. Zahra Nour Eddine
22	On-site practical training - OHS	Woodwork	Lebanon - Khyam	17 – 18 Aug 2009	8	7	8/M	Mrs. Zahra Nour Eddine
23	On-site practical training – Food Safety	Food & Beverage	Lebanon - Khyam	29 – 30 Sep 2009	11	6	7/M – 4/F	Dr. Toufik Rizk
25	On-Site Practical Training- OHS	Woodwork	Lebanon - SSB	19-20 Oct 2009	6	3	5/M – 1/F	Mrs. Zahra Nour Eddine
26	On-Site Practical Training -OHS	Textile	Lebanon - SSB	29-30 Oct 2009	10	9	8/M-2F	Mrs. Zahra Nour Eddine
27	On-site training/OHS-Textile	Textile		2-3 November 2009	6	4	5/M-1/F	Mrs. Zahra Nour Eddine
28	On-site training /OHS- Leather	Leather		12-13 Nov 2009	6	5	6/M	Mrs. Zahra Nour Eddine
29	On-site training/FS	Food		18-20 Nov 2009	5	5	3/M-2/F	Dr. Toufik Rizk
30	Training of trainers Workshop for the On-site implementation of FSMS	Food	Beirut	19-22 July 2010	20	19	8M/12F	Dr. Hussein Dib

31	Closing Workshop for the Furniture technology training	Woodwork	South	26 July-2010	55	27	48/M-7/F	
32	Furniture Technology training (in partnership with South BIC)	Wood Work	South	1-24 July 2010	38	37	38M	-
33	On-site implementation of ISO 22000 standards in agro Food enterprises	Food	SSB-South and Bekaa	1 July – 1 November 2010	18	18	18M	10 Food safety experts
34	EIMA Exhibition (Study Tour)	Food & Beverage	Italy	10-14 Nov 2010	5	4	3M/2F	-
	Total				491	387	382M/109F	

All capacity building activities have been accomplished.

At the end of each training or program, course evaluation sheets were distributed to participants for adding their personal opinion and comments in relation to:

- 1- **Learning Objective:** Appropriate, learnable, well organized, clearly stated and exercises helped accomplish objectives.
- 2- **Content:** Accurate, adequate and sequenced properly
- 3- **Course Setting:** Comfortable, quality of materials, visual aids, adequate equipment, lunch and coffee breaks,
- 4- **Relevance to job:** Content relevance, useable new skills, career developing skills, time saving skills, your confidence in using the standard,
- 5- **Trainer Delivery:** Engaging presentation style, Respectful of trainee contribution, preparation and expertise, course agenda and timing.

Overall, more than 80% of the participants found that the learning objectives were appropriate, well organized, and clearly stated that the exercises taken helped accomplishing all the objectives.

Participants confirmed that the content of the course was accurate, adequate and sequenced properly. Participants affirmed that the course helped them in developing their skills, and gaining more confidence in using the standard.

e) Project management:

A Project Steering Committee was and held its first meeting on 19th February 2008, its second meeting on the 8th of September 2008, its third meeting on the 2nd of September 200and Fourth meeting on the 4th of May 2010. The PSC comprises 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

The Fifth Steering committee meeting is expected to be done in April 2011.

f- Project implementation:

With regard to its implementation the project is on time and achieving the expected results.

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 is on target as shown in the overall expenditures, i.e. Phase I has been achieved except for minor outstanding activities in the process of completion; For Phase II 98% of the funds have been spend with activities for the remaining funds in their planning and execution stages.

Phase II

Expenditures as per March 2011

Category	Budget (USD)	Expenditure*	Utilization	Budget distribution	Expenditure distribution
Personnel	160,000	158,980	99%	11%	12%
Civil works^	100,000	100,000	100%	7%	7%
Training^	80,000	79,999	100%	6%	6%
Transport	10,000	9,713	97%	1%	1%
Supplies and commodities	15,000	14,570	97%	1%	1%
Equipment^†	1,010,000	981,033	97%	72%	72%
Travel	20,000	19,942	100%	1%	1%
Miscellaneous	6,869	6,692	97%	0%	0%
Sub-total	1,401,869	1,370,930	98%	100%	100%
Agency support	98,131	95,965	98%		
Total (USD)	1,500,000	1,466,895	98%		

* Combines 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: Procurement for a total of 981,033 USD of the budgets 1,010,000 USD equivalent to a utilization rate of 97%.
- Civil works: Orders have been placed for a total of 100,000 USD of the budgets 100,000 USD equivalent to a utilization rate of 100%.
- Training programmes: Orders have been placed for a total of 79,999 USD of the budgets 80,000 USD equivalent to a utilization rate of 100%.

g) 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.

Table 10 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
<p>1.1 Assist the Ministry of Industry to implement policy decisions leading towards effective post-war rehabilitation of the agro-industrial sector</p>	<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>Done</p>	<ul style="list-style-type: none"> ▪ The Ministry has received required office equipment (PC's, printers, scanners, photocopy machine, noise level meters, active desks etc.). ▪ Technical assessments of enterprises done.
<p>1.2 Establish a PSC involving the main counterparts to oversee the project activities and provide advice to the Project Management Unit.</p>	<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 stake-holders. ▪ Advice on the effectiveness of the ongoing activities. 	<p>On-going</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
<p>1.3 Finalize the technical and environmental assessment of war-affected</p>	<p>135 industrial enterprises out of the total directly damaged were identified as agro-industries. These units have been assessed against the equipment and associated training needs. This would facilitate the selection of 75-100 units that</p>	<p>Done</p>	<p>All the 48 Enterprises were contacted and visited. 41 enterprises were selected as primary clients for Phase II, from which 4 were already</p>

	agro-industries, including sectoral support services	will be assisted under the project in Bekaa, Southern Lebanon and in the Southern Suburbs of Beirut.		benefiting from Phase I.
1.4	Assess the needs to strengthen institutional support: Skill development needs to provide effective services for the rehabilitation work	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.	Done	All training courses delivered.
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: Done	Detailed data on the rehabilitation have included: <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 done for a total of 2 enterprises selected for rehabilitation.
1.6	Conduct participatory workshops with all stakeholders to present the proposals and	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.

	select priority enterprises to be rehabilitated			
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)	Done	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	Done	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	To follow on from the technical assessments	Done	Engineering drawings and technical specifications has been discussed with owners and staff of the enterprises to receive support.

	specifications and procure equipment/spare parts			
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	Done	Construction/remedial work is been finalized at 2 enterprise.
2.5	Repair unserviceable equipments and install and commission new machines/production lines	This is the main outcome of the tender process for equipment procurement, which will lead to all selected enterprises becoming operational	Done	Equipment in the form of specialized machinery for each sector plus power generators delivered and installed in 41 enterprises.
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 development of business plans; management and supervisory staff training	The setting up of training relevant to running, management and marketing for small scale enterprises	Management training: done	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	Done	Specific courses have been held and completed in connection with these subjects.

linkage to markets, research, finance etc.	
2.9 Monitoring, evaluation and corrective measures	<p data-bbox="1398 285 1902 529">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 data-bbox="1398 548 1902 824">Monitoring is done through site visits, telephone conferences, meetings, and reporting to the projects' Program Steering Committee (2-3times per year), Ministry of Industry (regularly), Lebanon Recovery Fund/PCM (monthly and bi-annually) and UNIDO's headquarters (continuously).</p> <p data-bbox="1398 844 1902 909">Mid-term evaluation of the project was finalized in December 2008.</p> <p data-bbox="1398 928 1902 992">An independent evaluation of the project was finalized in October 2009.</p>

Continuous

The activities that are not accomplished yet are highlighted in light orange.

Annexes

Annex 1: List of Beneficiaries to be or are being supported in Phase II

	Beneficiaries	Contact Person	Address	Sector	Qty	Type of Equipment	Civil Work Estimated Cost
1	Salhab Ice Cream	Khalil Salhab	Ali Salhab Bldg, Al Mutileh Str, Kaakaieh Jisr, Nabatiyeh province, South Area.	Food & Beverage	1	Powdered Milk Heating Vessel	
					1	Continuous Ice Cream Maker	
					1	Milk Cooling Tank	
					1	50KVA Generator	
2	Imad Ghosson Pickles	Imad Ghosson	Imad Ghosson Building, old Maslakh area, Khiam Village, Nabatieh Province	Food & Beverage	1	Bottling Line & Steam Sterilizer	
3	Harb Roastery	Riad Harb	Main road, Youssef Abbas Bldg, Dirdaghya, Tyr province, South Area.	Food & Beverage	1	Coffee Roaster	
					1	Vacuum Packer for coffee	
4	Sbaiti Ice Cream	Jaafar Sbaiti	Main road, Sbaity Bldg, Kfarsir, Nabatiyeh province, South Area.	Food & Beverage	1	Continuous Ice Cream Maker	
5	Kadmous Factory	Mohammad Ahmad Farhat	Maarakah Str., Samhat Bldg, Abbasiyah, Tyr province, South Area.	Food & Beverage	1	Tahini Grinding Mill	
6	Sadaka Sweets	Jihad Sadaka	Al Kassis St., Saad Bldg, Bir El Abed, Baabda, Mount Lebanon	Food & Beverage	1	Water Purifier	
					1	80 KVA Generator	
7	Chaaban Confectionery	Mohammad Chaaban	Boulevard Kamil Shameoun, Hadath, Southern Suburb of Beirut.	Food & Beverage	1	manual tray sealer	
					1	Two copper revolving roasters	
					1	revolving marzipan cutter kit	
					1	Chocolate melting and tempering machine	
					1	cream/nougat mixer	
8	Harb Dairy Products	Ebaa Harb	Abdallah Harb Bldg, Main square - Hallousiyeh, Tyr province, South Area.	Food & Beverage	2	200lt Steam Powered Milk Heating Vessels	
					1	3m><2m Cold Store	
					1	500 Kg Steam Generator	

9	Alfa Inter Food	Zeina Harb	Chtoura, Bekaa Area.	Food & Beverage	1	automatic bunding machine	
					1	continuous ink jet date printer	
10	Patisserie Sara	Ali Amine Kanso	Main road, Khyam - Marjaayoun, Nabatiyeh province, South Area	Food & Beverage	1	Puff Pastry Sheeter	
					1	Dough Providing Cabinet	
					1	Upright Freezer and Upright Fridge	
					1	Dough Mixer	
					1	Soft Ice Cream Maker	
11	La Martine Confectionnery Co.	Hussein Amer	Taanayel, Zahle province, Bekaa Area	Food & Beverage	1	350KVA Generator	\$72,455.00 (On-Going)
12	Est.Al Farah	Abedel kader Ramadan	Main road, Taleb & Shahine Bldg, Haret Hreik - Baabda province, Mount Lebanon.	Woodwork	1	3.8m Panel Saw	
					1	Thicknesser 500mm	
					1	Planer 500mm	
13	Batal Design Co.	Bahaa	Hadi Nasrallah Highway, Zein Center, Haret Hreik - Baabda province, Mount Lebanon.	Woodwork	1	Veneer Press	
14	Drian	Ismat Drian	Shiyeh, Next to Mar Mikhael Church, Southern Suburb of Beirut.	Woodwork	1	Band Saw	
					1	Thicknesser 500mm	
					1	30KVA Generator	
15	Hamzeh Yassine Sons Co	Hamzeh Yassine	Mraiجه Square, Southern Suburb of Beirut.	Woodwork	1	Veneer Splicing Machine	
16	Chehadi	Sobhi Chehadi & Ali Chehadi	Sheikh Habib region, Baalbek, Bekaa Area.	Woodwork	1	3.2m Panel Saw	
					1	400mm Universal	
					1	Band Saw	
17	Ahmad Hassan Sadek Sawmill	Ahmad Sadek	Main road, Jableh village, Marjaayoun - Khyam, south Area.	Woodwork	1	3.2m Panel Saw	
					1	Band Saw	
					1	50KVA Generator	
18	Sabrawi Brothers Est.	Abbas Sabrawi	Main road, Saidawi Bldg, Jnata, Tyr province, South Area	Woodwork	1	Band Saw	
					1	Planer 500mm	
					1	3.2m Panel Saw	
					1	30KVA Generator	

19	Est. Hassan Sleiman	Hassan Sleiman	Main road, Hassan Sleiman Bldg, Deir Amess, Tyr province, South Area.	Woodwork	1	3.2m Panel Saw	
					1	Horizontal Mortiser	
					1	50KVA Generator	
20	Establishment of Ayoub for Production and Trade	Amine Ayoub	Ayoub Center, Al Majadel, Tyr province, South Area.	Woodwork	1	Single Sided Edge Banding Machine	\$69,625.00 (Accomplished)
21	Yassine Sawmill	Hassan Yassine	Main road, Adchit, Nabatieh province, South Area.	Woodwork	1	400mm Universal	
					1	3.8 Panel Saw	
					1	200lt Compressor	
22	Est Sweidan	Atef Sweidan	Main road, Yater, Bint Jbeil, Nabatiyeh province, South Area.	Woodwork	1	CNC Router	
23	Est. AL Porsh	Sobhi AL Porsh	Main road, Al Porsh Bldg, Edaisi, Marjaayoun - Nabatiyeh province, South Area	Woodwork	1	3.8m Panel Saw	
					1	Band Saw	
					1	40KVA Generator	
24	Gallery Jaffal for Furniture	Jaffal	Main road, Jaffal Bldg, Adchit, Nabatiyeh province, South Area.	Woodwork	1	Veneer Press	
25	Moderna & Sarafina Inc.	Ghassan Moubarak	Main road, Moubarak Bldg., Zafta, Nabatiyeh province, South Area.	Woodwork	1	Vertical Panel Saw	
					1	100KVA Generator	
26	Florense General Trading Co.	Nagib Barakat	Sultan Yaackoub al Tahta area, Nagib Barakat building, West Bekaa area.	Woodwork	1	Wide Belt Sander 1300mm	
27	Ghassan Charrara	Ghassan Charrara	Al Birkeh Square, next to the Red Cross Center, Dabesh village, Bint Jbeil, South Lebanon.	Leather	1	Lockstitch shoe sole sewing machine	
					1	Leather perforating machine	
					1	15kVA generator	
28	Abdallah Chami	Abdallah Chami	Kafaat, Hadath, Southern Suburb of Beirut.	Leather	1	CAD shoe design software and training	
					1	Cutting plotter	
					1	Digitizing tablet	
29	Shami Trading Co.	Waddah Chami	Al Izdihar Bldg, Moawad Str, Shiyah - Baabda, Mount Lebanon.	Leather	1	Moccasin Sewing Machine	

30	Akil Fardous	Mostafa Fardous	Kafaat, Hadath, Southern Suburb of Beirut.	Leather	1	20 Tonne Swing Arm Cutting Press	
					1	Shoe Sole-to-Upper Press	
					1	Conveyer Steam Oven	
					1	Skiving Machine	
31	Mohamad Mzanar	Mohamad Mzanar	Kafaat, Hadath, Southern Suburb of Beirut.	Leather	1	20 Tonne Swing Arm Cutting Press	
					1	Shoe Sole-to-Upper Press	
					1	Lockstitch Shoe Sole Sewing Machine	
32	Lord Sac	Youssef Bazzi	Al Abyad district, Al Abyad Mosque, infront of Nassar Confectionnery, Southern Suburb of Beirut.	Leather	1	8 Tonne Swing Arm Cutting Press	
					1	High-Speed, Single Needle, Lockstitch, Zigzag Stitching Machine	
					1	Single Needle, Unison Feed, Lockstitch Machine for Leather	
					1	24kVA sigle phase generator ²	
33	Perfect Shoes	Rida Baydoun	Haret Hreik, Next to Big Sale, Southern Suburb of Beirut.	Leather	1	25 Tonne Swing Arm Cutting Press	
					1	Single Needle,Lockstitch,Leather Sewing Machine	
					1	Direct Drive,Single Needle,LockstichLeather Sewing Machine	
					1	Lockstitch Shoe Sole Sewing Machine	
34	Moumtex Workshop for Clothes Trade	Mustafa Mohanna	Burji & Haidar Bldg, AL Kassees Str, Haret Hreik - Baabda, Mount Lebanon.	Textile	3	DDL-5550N-7 ¹ 1-needle, lockstitch machines	
					1	LBH-780 1-needle, lockstitch, buttonholing machine	
					1	MB-1373 single thread, chainstitch, button sewing machine	
					1	40KVA Generator	

35	Four Season Fashion	Salah Salloum	Haidar Hashem Bldg, Ragheb Harb Str, Haret Hareik - Baabda, Mount Lebanon.	Textile	1	fusing machine \$6,000	
					3	DDL-9000A-SS ¹ direct drive, high speed, 1-needle, lockstitch machine	
					1	MH-481, 1-needle, double chainstich machine	
					2	MO-6704S, high-speed, 1-needle, overlock machine, full sunken	
36	Trico Dima Co.	Ahmad Houdrouj	Al Jazira Bldg, Al Arid Str, Haret Hreik - Baabda, Mount Lebanon.	Textile	1	MO-6714S ¹ , high speed, 2-needle, overlock machine	
					1	MO-6716S, high-speed, safety stich machine	
					1	MF-7605, high-speed, flatbed, top and bottom coverstitch machine	
					2	DDL-9000A-SS direct drive, high speed, 1-needle, lockstitch machine	
					1	60 kVA generator	
37	Chic Top	Khodor Allamah	Haret Hreik, next to Rabyeh School.	Textile	4	DDL-9000A-SS ¹ direct drive, high speed, 1-needle, lockstitch machine	
					1	MH-382 high speed, flat bed, 2-needle, double chainstich machine	
					1	30KVA Generator	
38	Trico Orient Star	Ali Houdrouj	Adnan Str, Al Rouayess, Southern Suburb of Beirut	Textile	1	MO-6714S ¹ high speed, 2-needle, overlock machine	
					1	MO-6716S high-speed, safety stich machine	
					1	MF-7605, high-speed, flatbed, top and bottom coverstitch machine	
					2	DDL-9000A-SS direct drive, high speed, 1-needle, lockstitch machine	
					1	40KVA Generator	

39	Nizam El Dine	Nizam El Dine	Ghbeiry, next to the local police station	Textile	1	Quilting machine	
					1	venetian blind cutting and punching machine	
40	Assad Ajami + Sons Metalwork	Hatem Ajami	Sheik Habib Street, Baalbeck, Bekaa Province	Printing & Metalwork	1	Universal bending machine	
					1	Steel strip scrolling machine	
41	Al-Rihani Company for Printing	Rouh Khalil Rihani	Main Street, Kfarsir, Nabatieh Province, South Lebanon.	Printing & Metalwork	1	Printer's saddle stitching machine	
					1	40KVA Generator	

Annex 2: Updated Matrix related to all P.O's

A	15002736	Food Processing Equipment	Intertech Batinorm	Grundig Building, Baabda Highway, Beirut Lebanon. Contact Person: Mr. Iskandar Taleb- Tel: 05452377	Equipment delivered Training done
B	15002777	Food Processing Equipment	Walid Othman C.O	Walid Othman Co. Next to Hassanein Company, First Floor, Ghazieh, Contact Person Mr. Walid Othman, Tel: 03575712	Equipment delivered Training done
C	15002733	Woodwork Equipment	Devotra	Energeweg 2, 4691 SG Tholen, Netherland, Contact Person: Mr. Jurgen Vanwelsenaere, Tel: +31653921245	Equipment delivered Training done
D	15002735	Textile Equipment	Badawi Brothers	Gouraud Street Gymayzeh, Beirut, Contact Person: Mr. Riad Badawi- Tel: 01448431 and 0303393431	Equipment all delivered and training done - except 2 (Delay due to the supplier)
E	15002734	Leather Equipment	Torielli SpA	Corso Torino, Contact Person: Mr. Pietro Torielli, fax: +3903813296656	Equipment delivered Training done
F	15002732	Generators	FG Wilson Engineering Ltd.	Joanne M Craig Solutions Billing Coordinator Export Billing and Documentation Department F G Wilson (Eng) Ltd Tel +44 28 9049 5316 Fax +44 28 2826 1111	Equipment delivered Training done
G	15002714	Printing and Metal Work	Cromwell	Jason HISCOCKS , CROMWELL 65 Chartwell Drive, Wigston, Leicester, LE18 1AT Tel 44 116 257 2342 Fax 44 116 288 7629 Mobile 07824 370944	Equipment delivered Training done